
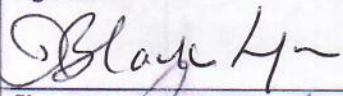





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Resilient nations.

**United Nations Development Programme  
PROJECT DOCUMENT**

<b>Project Title:</b> Monitoring and assessment of MEA implementation and environmental trends in Antigua and Barbuda		
<b>Country:</b> Antigua and Barbuda	<b>Implementing Partner:</b> Ministry of Health and Environment: Department of Environment (DoE)	<b>Management Arrangements:</b> National Implementation Modality (NIM)
<b>UNDAF and Country Programme Outcome:</b> UN Multi-Country Sustainable Development Framework Priority Area 4: A Sustainable and Resilient Caribbean a) Policies and programmes for climate change adaptation, disaster risk reduction, and universal access to clean and sustainable energy in place b) Inclusive and sustainable solutions adopted for the conservation, restoration, and use of ecosystems and natural resources		
<b>UNDP Strategic Plan Output:</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded		
<b>UNDP Social and Environmental Screening Category:</b> Low Risk	<b>UNDP Gender Marker:</b> 1	
<b>Atlas Project ID/Award ID number:</b> 00099053	<b>Atlas Output ID/Project ID number:</b> 00102290	
<b>UNDP-GEF PIMS ID number:</b> 5425	<b>GEF ID number:</b> 9467	
<b>Planned start date:</b> February 2018	<b>Planned end date:</b> February 2022	
<b>LPAC date:</b> 17 November 2017		
<p><b>Brief project description:</b> The goal of this project is to help Antigua and Barbuda better meet and sustain global environmental priorities within the framework of national development priorities. This requires the country to have the capacity to coordinate efforts, as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes. To that end, the objective of this project is to strengthen capacities for the effective management of data and information in order to catalyze attaining and sustaining obligations under the three Rio Conventions as well as to monitor progress towards meeting these obligations. The project is in line with the GEF-6 CCCD Strategy objective 1, which calls for countries to “integrate global environmental needs into management information systems.” The uniqueness of this project is centered on its cross-cutting nature. Other projects currently under implementation focus on strengthening targeted capacities under one of the three Rio Conventions, and thus have a relatively narrower system boundary than the CCCD programme approach. This project will be carried out via <i>two</i> linked components. Component one calls for environmental indicators and a national environmental information management system for Antigua and Barbuda. Component two focuses on generating, accessing, and using information and knowledge. The project will take an adaptive collaborative management (ACM) approach to implementation, which calls for stakeholders to take an early and proactive role in the mainstreaming exercises, as well as to help identify and solve unexpected implementation barriers and challenges. By taking an ACM approach, project activities and outputs can be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery.</p>		

FINANCING PLAN		
GEF Trust Fund or LDCF or SCCF or other vertical fund		US\$ 880,000
UNDP TRAC resources		US\$ 0
Cash co-financing to be administered by UNDP		US\$ 0
<b>(1) Total Budget administered by UNDP</b>		<b>US\$ 880,000</b>
CO-FINANCING		
Government :		
Ministry of Health and Environment (in-kind)		US\$ 600,000
Ministry of Health and Environment (cash)		US\$ 200,000
UNDP (in-kind)		US\$ 100,000
<b>(2) Total co-financing</b>		<b>US\$ 900,000</b>
<b>(3) Grand-Total Project Financing (1)+(2)</b>		<b>US\$ 1,780,000</b>
SIGNATURES		
Signature:	Agreed by Government	Date/Month/Year:
	Paula Frederick-Hunte	25/5/2018
Signature	Agreed by Implementing Partner	Date/Month/Year:
	Diann Black-hayne	25/5/2018
Signature:	Agreed by UNDP	Date/Month/Year:
	Stephen O'Malley	20/03/2018

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## Acronyms and Abbreviations

APR	Annual Progress Report
CBD	United Nations Convention on Biological Diversity
CCCCC	Caribbean Community Climate Change Centre
CCCD	Cross-Cutting Capacity Development
CCD	United Nations Convention to Combat Desertification and Drought
DoE	Department of Environment
EIA	Environmental Impact Assessment
EIMAS	Environmental Information Management and Advisory System
EPMA	Environmental Protection and Management Act
FAO	Food and Agriculture Organization
FCCC	United Nations Framework Convention on Climate Change
GEF	Global Environment Facility
GIS	Geographic Information Systems
INDC	Intended Nationally Determined Contribution
MDG	Millennium Development Goal
MEA	Multilateral Environmental Agreement
M&E	Monitoring and Evaluation
MRV	Measurement, Reporting, and Verification
NCSA	National Capacity Self-Assessment
NGO	Non-Governmental Organization
NEIS	National Environmental Information System
OECS	Organization of Eastern Caribbean States
PMC	Project Management Committee
PMU	Project Management Unit
PSA	Public Service Announcement
SER	State of the Environment Report
SIDS	Small Island Developing State(s)
SIRF	Sustainable Island Resource Framework
TAC	Technical Advisory Committee
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP/SRO	UNDP Country Sub-Regional Office

## **A. DEVELOPMENT CHALLENGE**

### **A.1 Global Environmental Challenges**

1. Antigua and Barbuda is a Small Island Developing State located between the Caribbean Sea and the Atlantic Ocean. The country consists of two major inhabited islands, Antigua and Barbuda, and a number of smaller islands including Great Bird, Green, Guinea, Long, Maiden, York, and Redonda. In 2016, the population was estimated at 93,581 with over 90% living in Antigua. In terms of human development, the country ranks 58 with a HDI of 0.783. The environment is the foundation of the economy as tourism contributes to over 77% of the GDP (Government of Antigua and Barbuda, 2014).

2. Antigua and Barbuda enjoys significant natural resources. Not only is the country part of the Caribbean Islands biodiversity hotspot, but Antigua and Barbuda has one of the most extensive mangrove wetlands in the Eastern Caribbean. The twin islands also have diverse landscapes such as seagrass beds, tidal flats, salt ponds, lagoons, and beaches that lead to significant biodiversity including globally rare fauna such as marine turtles and corals.

3. Currently, Antigua and Barbuda's natural resources face several threats stemming from both anthropogenic and natural sources. Threats to national biodiversity have been primarily due to human activities in pursuit of economic and social development. While tourism is the backbone of the economy, it has led to degradation and recurring challenges to the environment such as degradation of coral reefs, mangroves, and habitat loss. Other practices, such as sand mining, also lead to significant land degradation. In addition to human development practices, the country's resources are facing threats from invasive species such as the Giant African Snail, the mongoose, lemon grass, and lionfish. Other threats to Antigua's environment include pollution, conflicting land use pressures, land degradation, habitat loss, and overgrazing by livestock (Government of Antigua and Barbuda, 2014). Hurricanes, discharge of untreated sewage, sediment loading, fertilizers, dredging, and boating also cause significant damage to coral reefs. Along with these threats, Antigua and Barbuda experiences natural disasters including drought, storms, and hurricanes.

4. As a SIDS, Antigua and Barbuda faces significant risks from climate change (The Government of Antigua and Barbuda, 2015). Antigua has already experienced significant coastal erosion (particularly on the northwest coast) due to storm surge and other extreme weather events. Further, the country's watersheds and water resources are negatively impacted by drought. Climate change is likely to significantly exacerbate these issues (The Government of Antigua and Barbuda, 2015)

#### **Root Causes**

5. The root cause of Antigua's environmental challenges is exploitative use of the country's biodiversity and natural resources. Historically, a significant amount of land was degraded from clearing of vegetation for the cultivation of sugar cane and cotton. As tourism flourished, the trend towards unsustainable exploitation continued. Current threats to national biodiversity have been primarily due to a short-term approach to economic and social development. (Government of Antigua and Barbuda, 2014).

### **A.2 Capacity Barriers<sup>1</sup>**

6. Antigua and Barbuda undertook its National Capacity Self-Assessment in 2006 through a consultative process and participatory approach that involved numerous stakeholders from various sectors.

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<sup>1</sup> Whereas the global environmental challenges refer to the environmental issues such as climate change, habitation degradation, loss of loss of endemic species, and land degradation, capacity barriers refer to underlying causes of global environment degradation, such as a lack of awareness of the value of the environment.

Stakeholders identified a number of areas that explain the difficulty in fulfilling the obligations of the Rio Conventions. The barriers that cut across the three Rio Conventions include:

- Limited research, assessment, inventory and monitoring of environmental indicators related to the three Rio Conventions and social indicators
- Limited development of information systems, and information management and exchange
- Limited synergies between the three conventions at the national level
- Limited funds for the coordination at the regional level
- Institutional barriers to integration or “turfism”
- Limited access to the Internet
- No requirement for agencies to share information with each other
- Limited trained individuals in the area of database development and management, particularly in the area of GIS
- Inadequate collection of baseline data and monitoring
- Limited equipment to facilitate efficient data collection and monitoring
- Limited legislation to ensure that data collected informs the decision making process
- Unwillingness of government agencies to work with international universities in the area of research
- A lack of a forum for the recognition of published local research work
- Gaps in curriculum at the Antigua and Barbuda State College
- Limited integration of local environmental issues into educational curricula
- Limited number of trained teachers in the areas of environmental science and law
- Lack of dissemination of data to the public and professionals
- Limited access of students and teachers to the Internet
- Limited awareness of the Rio Conventions or the value of the environment
- Limited training in public awareness techniques, media relations, communication, and strategies including feedback mechanisms

7. A number of these barriers were reaffirmed in subsequent reports. For example, the Third National Communication to the United Nations Framework for Climate Change (2016) identified the following capacity challenges: limitation of data availability which negatively impacts environmental monitoring and decision making; and inadequate institutional support and capacity for research, data collection, data management, and analysis. Additionally, during consultations, stakeholders reaffirmed the key challenges as:

- Absence of a central repository for up-to-date environmental data and information
- Lack of standardized methodology for collecting and storing environmental data
- Insufficient operational co-management mechanisms
- Limited dissemination of information to the public
- Limited technical capacity (human resources)
- Inadequate financial resources

### **A.3 Consistency with National Priorities**

8. This project directly responds to Antigua and Barbuda’s National Capacity Self-Assessment, in particular Priority Area 7 of the NCSA Action Plan on **Environmental Information Systems that Effectively Support Implementation of the Rio Conventions**. The National Capacity Self-Assessment Project assessed the capacity requirements and constraints facing national efforts to improve environmental conservation and sustainable development programmes. It allowed for an analysis of the institutional capacity framework initiated under global environmental management obligations such as the UNFCCC. The report included an analysis of systemic, institutional and individual barriers and highlighted the

scientific and technical linkages and synergies that exist between the various conventions and their associated national instruments.

9. In addition to the assessment, there is a strong legal and policy framework that prioritizes the outcomes of this project. In 2015, the Parliament of Antigua and Barbuda passed the **Environmental Protection and Management Act (EPMA)** of 2015. The Act includes Part IX on Environmental Information, and sections on establishing: a) a National Environmental Information Management and Advisory System, called the "EIMAS" (Section 74); b) a Natural Resources Inventory (Section 76); and c) a State of the Environment Report (Section 79) (Government of Antigua and Barbuda, 2015). This project directly responds to this act.

10. The Environmental Information Management and Advisory System (EIMAS), established under Section 74 of the Act, is a GIS-based centralized information resource housed by the Department of Environment (DoE) for the purposes of establishing and maintaining information resources in a centralized manner. Section 76 of the Act established the Natural Resources Inventory, which will form part of the EIMAS and will contain information concerning the natural resources of Antigua and Barbuda. The information housed within this system will contribute to the production of public information materials relating to resource management issues, and will also serve as a liaison with the public, business community, and non-governmental organizations in relation to resource management issues. Ultimately, Antigua and Barbuda's national environmental information system (NEIS) will be an online version of the Natural Resource Inventory. The Department is also taking steps towards supporting a National Spatial Data Infrastructure in Antigua and Barbuda, for the efficient management of all spatial data – within which data from the NEIS would be responsible for environmental data.

11. This project is also in line with Antigua and Barbuda's Freedom of Information Act of 2004. Section 15(1) states that "every person has the right to obtain, on request, access to information" that is not otherwise protected. The Act further calls for a coherent view of data holdings, including through the designation of Information Officers, outlined in section 9(1) and 9(2), with a responsibility to, "promote within the public authority the best possible practices in relation to record maintenance, archiving and disposal."

12. The project also links with the following national strategies and action plans: the National Biodiversity Strategy and Action Plan (NBSAP)<sup>2</sup>, the National Adaptation Strategy and Action Plan (2014), the 2015-2020 National Action Plan, and the Third National Communication on Climate Change. The Third National Communication acknowledged gaps in data collection as a major constraint to environmental management and decision-making (The Government of Antigua and Barbuda, 2015).

13. The 2015-2020 National Action Plan contains objectives such as advocacy, awareness raising, education, effective knowledge-sharing systems (outcome 3.5), and capacity building at the individual, institutional, and systemic levels (The Government of Antigua and Barbuda, 2015). The National Action Plan also aligns with the SDG 15.3 on Land Degradation Neutrality. This target focuses on maintaining and improving the land productivity through sustainable management, restoration, poverty reduction, food and water security, and climate change adaptation and mitigation. The country's NAP explains how national actions will align to the UNCCD 10-Year Strategy and Land Degradation Neutrality. This project most closely aligns with NAP Operational Objective 4: Capacity-building: To identify and address capacity-building needs to prevent and reverse desertification/land degradation and mitigate the effects of drought.

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<sup>2</sup> The title of Antigua's biodiversity strategy is Antigua and Barbuda National Strategic Biodiversity Action Plan. This project will use the acronym NBSAP which represents the correct title of national biodiversity strategies: National Biodiversity Strategy and Action Plan.



14. The Antigua and Barbuda National Strategic Biodiversity Action Plan (2014–2020) provides an integrated approach to addressing the issue of biodiversity loss in Antigua and Barbuda. Strategic goals outlined in the document include: a) addressing the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society; b) reducing the direct pressures on biodiversity and promoting sustainable use; c) improving the status of biodiversity by safeguarding ecosystems, species and genetic diversity; d) enhancing the benefits to all from biodiversity and ecosystem services; and e) enhancing implementation through participatory planning, knowledge management and capacity building.

15. Antigua and Barbuda's national Medium-Term Development Strategy (2016-2020) was prepared by the Ministry of Finance and Corporate Governance on September 2015. The Strategy defines in Appendix 1 a Monitoring and Evaluation (M&E) Indicator Framework with a number of environmental indicators, including CO<sub>2</sub> emissions, species on the IUCN red list, protected area coverage and management, forest cover, saline intrusion, and solid waste management indicators. Despite the presence of the indicators, monitoring has been a challenge. Baseline data and time-bound targets are missing for many of these environmental indicators, which also need further refinement to align with effective data collection and results-based measurements (Government of Antigua and Barbuda, 2015).

16. The project is also aligned with the UN Multi-Country Sustainable Development Framework in the Caribbean 2017 to 2021. Among other outcomes, the framework calls for the development of national capacity, and (in line with the 2030 development agenda) improved use of data and information to increase evidence based decision-making. This project aligns with Priority Area 4: A Sustainable and Resilient Caribbean (UN Caribbean, 2016). This project also aligns with the Sub-regional country programme for Barbados and the Organization of Eastern Caribbean States (2017-2021) (Executive Board UNDP, UN Population Fund, UN Office for Project Services, 2016).

#### **A.4 Baseline Scenario and Associated Baseline Projects**

17. Local environmental management and decision-making is suffering from poor data collection, management, and analysis. The last comprehensive national environmental profile for Antigua and Barbuda was completed in 1991. Currently, unreliable data is often used to make important decisions. The Department of Environment is striving to improve data collection for environmental management in Antigua and Barbuda. The 15+ multilateral environmental agreements (MEAs) to which the country is signatory require thorough monitoring, evaluation and reporting. In the absence of a coordination national environmental information system, the reporting requirements are burdening the country's limited capacity in the civil service.

18. Over the last decade, government ministries and agencies in Antigua and Barbuda, along with NGOs and civil society organizations, have invested significant resources in data collection and management. The work done and the information generated by these groups have played an increasingly important role over the last fifteen to twenty years in drawing public attention to a number of important environmental issues. These include sand mining, solid waste management, and the destruction of wetlands. For example, the Environmental Awareness Group, a local non-governmental organization, has invested approximately over US\$ 2 million in data collection on the northeast protected area. Another example is the Gilbert's Agricultural and Rural Development Centre, which has been active in providing training, related to land use and agro-forestry practices to farmers and agricultural extension officers. They have invested significant resources into capacity building within communities. This project will actively seek to engage the involvement and participation of these NGOs and CSOs in activities to include, research and investigation, capacity building in data management, reaching out to communities, among others.

19. In 2010, the Survey and Mapping Division paid US\$ 200,000 for an aerial image of Antigua, and a significant quantity of data was collected under the Sustainable Island Resource Management Mechanism project (see Table 1 below). The DoE is not only working to gather and analyze data and information for preparing policy notes for their respective ministers, but it is preparing reports that document the country's progress towards meeting its international obligations.

20. Despite these efforts, environmental data collection remains decentralized, making data a) difficult to access, b) subject to being lost, c) subject to duplication of efforts, and d) incomparable due to inconsistent standards. Uncoordinated data collection also leads to a lack of knowledge of data in existence, inefficiently invested resources, difficulty in achieving desired outcomes, and a reliance on inadequate information when making important decisions. For example, the NGO-collected data on the northeast protected area is not readily available to decision-makers. While support projects have allowed Antigua and Barbuda to create capacities to advance towards satisfactory reporting under national and international obligations associated with MEAs, the country's capacity remains insufficient, especially given the new reporting requirements under the Paris Agreement.

21. In response to the known gaps, and the Sustainable Island Resource Management Mechanism (see table 1 below), in 2015 the government passed the Environmental Protection and Management Act, which explicitly calls for establishing a National Environmental Information Management and Advisory System, and a Natural Resources Inventory. Since the act was passed, government agencies have undertaken numerous initiatives; the DoE is currently in the process of implementing sections of the EPMA. Inadequate data collection and inadequate infrastructure continue to hinder progress toward a fully operational EIMAS, however.

22. Historically, Antigua and Barbuda has not had the resources to provide infrastructure and institutional support sufficient to meet obligations. This is attributable both to the lack in funds as well as human resources. An additional capacity gap (recently reconfirmed in the Third National Communication) is the difficulty faced by non-state actors to access information. To satisfy the provisions of the EPMA and to benefit from non-state actors' resources for enhanced transparency, Antigua and Barbuda will need to actively integrate non-state actors and formally provide them with access to information.

23. To address funding limitations and support funding for environmental climate mitigation and adaptation legislated through the Environmental Protection and Management Act, the government developed the Sustainable Island Resource Framework (SIRF). This fund provides the financial mechanism for implementing the Environmental Protection and Management Act. It also functions as the National Implementing Entity for all finance (domestic and international) that is related to the environment (Meister Consultants Group, 2016).

#### Baseline Data and Information Systems

24. There are currently several online platforms that could serve as the data repository and management system that will be built upon and mainstreamed under this project. For example, a regional project, implemented through the World Bank, established a web-based application and platform for developing Geographic Information Systems (GIS) and for deploying spatial data infrastructures. This platform was designed to serve as a GIS data management system and was provided to the Ministry of Telecommunication and Information Technology as the Antigua Geonode. During implementation, various Government agencies were trained to use the Geonode and some baseline data was uploaded to the system. Since implementation however, the system has not been used or updated.

25. Another relevant system is the UNEP Live National Reporting System. In 2015, UNEP trained representatives of the Department of Environment in the UNEP Live National Reporting System, which has been developed to facilitate reporting at all levels and make it easier to take stock of the environment. This online platform is designed to communicate information quickly and regularly with all relevant stakeholders. Another existing structure is the Department of Environment's website, which is the national clearinghouse mechanism for the CBD. The website could be expanded to fulfill a broader environmental monitoring role.

#### Baseline Projects

26. Along with the aforementioned initiatives, there are several other projects that make up the baseline of this project. These projects have supported Antigua and Barbuda in developing capacities and advancing

technically towards establishing the integrated environmental information system. International parties currently working in the country include: the GEF, the World Bank, the Organization of Eastern Caribbean States (OECS), the Caribbean Community Climate Change Centre, the Nature Conservancy, and the European Union funded – Global Climate Change Alliance.

27. One important project is the Intended Nationally Determined Contribution (INDC) project (2015). The INDC identified data collection, storage, management, and standardized indicators as crucial to monitoring and implementing INDC targets. Similarly, IUCN is implementing a regional Biodiversity and Protected Areas Management program that seeks to improve the management of biodiversity, protected areas and environmental data. Antigua and Barbuda has been a beneficiary of this project through the implementation of a case study and the delivery of a data management workshop.

28. Another important baseline project is the "Sustainable Financing and Management of Eastern Caribbean Marine Ecosystem Project." Through this Nature Conservancy effort, the Department of Environment has acquired an unmanned aerial system that is used to collect time sensitive and accurate data. The drones will enable, for the first time, high-resolution assessments of vegetation, mangroves, coral reefs and sea grass beds in protected areas, and new insights into ecosystem responses to different climatic and human stressors. The drones' cameras support a near infrared lens for vegetation health classification. In addition to technology procurement, the project has contributed to the operationalization of the EIMAS data management system. Additional baseline projects are described in Table 1.

**Table 1: Associated Baseline Projects**

<i>Project name</i>	<i>Description of project's alignment with CCCD project</i>
Sustainable Island Resource Management Mechanism	This project recommended the establishment of a national Environmental Information Management and Advisory System (EIMAS). Baseline documents were developed, including a data gaps analysis, metadata standards, and data collection on ecosystem assessment and mapping. The EIMAS was subsequently legislated under national law in 2015. This project also produced a "Report on Indicators and Baseline Data" (November 2009) which selected performance indicators using clearly defined and measurable targets towards the CBD.
Sustainable Land Management and Climate Change Adaptation	<ul style="list-style-type: none"> <li>• Developing regulations for the Pollution Control section of the EPMA</li> <li>• Developing the National Climate Change Policy and Action Plan and the National Environmental Policy Strategy and Action Plan to establish policy goals provided for in the EPMA</li> </ul>
GEF/UNEP Capacity Building Initiative for Transparency (CBIT): Capacity Building for Access and Transparency on Climate Actions through an Environment Registry in Antigua and Barbuda	<ul style="list-style-type: none"> <li>• Improved data and information collection</li> <li>• Operationalization of EPMA sections 77 and 78 on Environmental Information – establishing the Environment Registry and enabling public access</li> <li>• Improved capacities on reporting under the UNFCCC</li> </ul>
Green Climate Fund Readiness Support	<ul style="list-style-type: none"> <li>• Develop a Country Programme for implementation of NDC targets</li> </ul>

<i>Project name</i>	<i>Description of project's alignment with CCCD project</i>
	<ul style="list-style-type: none"> <li>• Submit an application for Accreditation as a National Implementing Entity (Direct Access)</li> <li>• Develop a proposal for Enhanced Direct Access</li> </ul>
Caribbean Community Climate Change Centre Regional Planning for Climate Compatible Development in the Caribbean	<p>Country-specific training towards managing and implementing the Monitoring and Evaluation Instrument for the Implementation Plan to the Regional Framework for Achieving Development Resilient to Climate Change</p> <ul style="list-style-type: none"> <li>• Development of a draft Monitoring and Evaluation instrument for Antigua and Barbuda including baseline</li> </ul>

## **B. STRATEGY**

### **B.1 Alternative Strategies**

29. Both the NCSA and various national reports to the Rio Conventions provided assessments of capacity challenges to addressing environmental objectives, and outlined a problem tree and corresponding solutions with respect to the management of environmental information and knowledge. Major factors that influenced the considered strategies include: an absence of a central repository for up-to-date environmental data and information, insufficient operational co-management mechanisms, limited technical capacity, and inadequate financial resources. Two alternative scenarios were considered, in addition to the selected scenario. The first was to create, from scratch, a new system for data collection and management. A second scenario considered the strengthening or establishing several thematic information systems/databases.

30. The first scenario requires large investments in technology, time, and resources, and neglects the existing work already completed by the country. This scenario would be duplicative, and not cost effective. The second scenario calls for significant investments in training, and development of coordination and collaboration mechanisms. This scenario would promote redundancy, and in the absence of networking, not be cost effective. Multiple systems would require high levels of effort, could not capitalize on economies of scale, or synergies, and runs the risk of a greater potential for contradictory data due differing methodology.

31. A third scenario, the selected scenario, is to strengthen existing systems in order to develop a national environmental information system. This scenario presents several advantages as this scenario requires a lower investment of resources and time, and is more cost-effective. The selected strategy also promotes synergies. See Section B.2 below.

### **B.2 Selected Scenario**

32. As a Rio Convention mainstreaming project, the proposed strategy sets out to meet barriers identified in Antigua and Barbuda's 2006 National Capacity Self-Assessment (NCSA)<sup>3</sup>. This project is also in line with the GEF-6 CCCD Strategy objective 1, which calls for countries to "integrate global environmental needs into management information systems." Additionally, this project directly responds to Antigua and Barbuda's 2015 EPMA. This project seeks to operationalize Sections 74, 75, 76 and 79 of the Act. The uniqueness of this project is centered on its cross-cutting nature. Other projects currently under implementation focus on strengthening targeted capacities under one of the three Rio Conventions, and thus have a relatively narrower system boundary than the CCCD programme approach.

33. This CCCD project creates an institutional space to remove certain key barriers to mainstreaming global environmental obligations into the national information systems, development policies, and planning frameworks. Without this project, the management of environmental data would be implemented in a piecemeal and uncoordinated manner due to donor financing that directs support to specific agencies and covers only focal area needs. Availability of some data on core environmental indicators in the country would be limited, while others will be duplicative, making it difficult to accurately track progress with MEA implementation in Antigua and Barbuda.

34. Absence of a coordinated environmental information system may also result in a less cost-effective approach with a number of stand-alone project-specific systems being developed separately. Component 1 will support an integrated environmental information system for Antigua and Barbuda, to provide a

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<sup>3</sup> The title of the document is Capacity Building for Environmental Management in Antigua and Barbuda: Strategy and Action Plan 2007-2012. However this project will refer to this strategy and action plan as the NCSA.

coherent approach to management and presentation of environmental information relating to the country's environmental priorities, involving partnership between a range of government agencies, research institutions, as well as civil society. Component 2 will support activities to promote awareness and the use of environmental information by different sectors. Linking the system with a stronger user base is critical to maintaining government support for the system and its sustainability in the long-term.

### **B.3 Theory of Change**

35. This project will lead to change by addressing the barriers that limit Antigua and Barbuda's ability to meet obligations under the three Rio Conventions and other MEAs. By systematically targeting the key barriers, the project will help the country make incremental improvements. These short-term changes will in turn lead to long-term improvements; while the project develops capacities, it also lays the groundwork for improved systems, frameworks, and knowledge to sustain outcomes.

36. As a CCCD project, this project will address specific cross-cutting capacity development priorities identified in the 2006 NCSA, and subsequent assessments. The overall aim is to catalyze Antigua and Barbuda's more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment. Capacity development is an essential component of development effectiveness (Organization for Economic Cooperation and Development, 2006). Additionally, as local and global benefits are strongly interlinked, changing human behavior is a key underlying premise of this project's (as well as the GEF's) approach to achieving global environmental and local benefits.

37. As the project creates improved institutional, systemic, and individual capacities in the country, Antigua and Barbuda can begin to make improved decisions for the global environment. The project is also designed to help Antigua and Barbuda sustain these outcomes and realize long-term change. Specifically, the project will transform how the country pursues socio-economic development that integrates global environmental objectives and priorities within decentralized decision-making and improved knowledge and information management. The project will also contribute to change by catalyzing Antigua and Barbuda's road to self-reliance and environmental sustainability, assuming that the capacities developed will be institutionalized, thereby resulting in an incrementally reduced dependency on external funding.

38. This project aligns with best practices for capacity development including acknowledging the complex nature of collaboration and incorporating it into the project design. This project includes numerous stakeholders (including the government, NGOs, and the private sector) to mitigate the risk of crowding out and to help build ownership (Greijn, 2013). The project design also benefited from lessons learned from previous phases of the GEF and CCCD projects, and includes many good practices such as a SWOT and gap analysis, and several outputs focused on awareness building (OECD, 2012; World Bank Institute Capacity Development and Results Practice, 2011; Hill, Rife, and Twining-Ward, 2014; United Nations, 2011). The project approach is the best one at this point in time as it meets the primary objective of CCCD projects; it responds directly to the programme strategy. Additionally, this project approach will build on the government's strong commitment (e.g., the EPMA) to strengthening environmental management and improved data. Finally, the strategy garners support from the fact that currently other development partners are supporting similar development work in the country.

39. The project makes the assumption that project stakeholders will in the short-term directly benefit through improved capacities through the learning-by-doing trainings. The public and project stakeholders will benefit in the long-term through improved outcomes including data and information management, improved sustainable development, and environmental improvements. The theory of change is also based on the assumptions that a) learning-by-doing will translate into a greater mobilization of efforts and resources, and b) that building commitment will help countries overcome the internal resistance to change and adopt new and stronger modalities of engagement and collaboration (Hill, Rife, and Twining-Ward, 2014), which will in turn lead to long-term change.

## **B.4 Knowledge Management**

40. This project prioritizes knowledge management. In fact, one key outcome of the project is the early implementation of a national environmental information management system. Component one focuses on establishing this system for collecting and sharing information and data between institutions for better environmental management and the fulfilment of the obligations of the Rio Conventions. The system that the project will strengthen is the ideal platform to share lessons learned and experiences with the stakeholders. The Department of Environment, universities, and research centers will be at the center of the information and knowledge management and will ensure the integration of innovative scientific and technical information into the project setup and into other baseline initiatives. For example, the DoE is currently constructing a Knowledge Information Management System with assistance from the Green Climate Fund Readiness Program. The maintenance of up-to-date information on all ongoing knowledge management activities is of utmost importance to the country. The DoE has hired a Knowledge Information Management System consultant who is responsible for maintaining up to date records of financial, technical, legal instruments, risks, and relevant management actions and challenges and lessons learned.

41. Additionally, in Antigua and Barbuda, the Project Management Committee (PMC) and the Technical Advisory Committee (TAC) are also key institutionalized knowledge management and coordination structures to ensure that the project learns from other relevant projects and initiatives (see Section H below for more information on the TAC). Sharing the outputs of the project with a broad user-base, including through an established online presence, will enhance the knowledge management and longevity of project results.

42. Along with these initiatives, this project also contains specific activities to increase the use and sharing of knowledge, and to strengthen critical thinking in understanding the implications of the global environment towards the pursuit of sustainable development. These include a series of learning-by-doing workshops and public dialogues among a diverse set of stakeholders. The project's approach to building partnerships and collaboration will also catalyze the transfer of knowledge and competencies among actors and stakeholders. Lessons learned from other projects will be included, as appropriate (for example, in the training programmes and the resource mobilization strategy).

43. This project is part of a portfolio of capacity building interventions in Antigua and Barbuda that encourages regional cooperation and knowledge and information exchanges (see Section D.2 and D.4). The project's approach to knowledge management is consistent with the International Resource Panel Report on Policy Coherence of the Sustainable Development Goals which emphasizes the need for developing widespread awareness and creating and disseminating decision support tools.

## **B.5 Innovativeness**

44. This project's innovativeness stems from its strategy of engaging stakeholders from the local level to the top decision-making level to build and sustain the country's underlying capacities to meet Rio Conventions obligations. CCCD projects are designed to create synergies and avoid silo approaches. Through broad stakeholder participation and active engagement, CCCD projects are innovative and transformative. Additionally, this project will develop innovative approaches for knowledge and information management and mainstreaming that may be useful for other SIDS to learn from. While the project's outputs may not necessarily be innovative when compared to the portfolio of GEF-funded projects in other countries, these will be innovative for Antigua and Barbuda. The project will review and assess the extent to which better and best practices to mainstream Rio Conventions through strengthened knowledge and information management are innovative and transformative for the country.

## **B.6 Potential for Replication**

45. As a medium-size project, this initiative has certain limitations, specifically in being able to reconcile and undertake all the necessary institutional reforms identified as needed during project

implementation. Instead, this project serves as catalyst of a more long-term approach for improved decision-making for the benefit of the global environment.

46. Given that the barriers addressed by the project are largely shared by other SIDS in the Caribbean, and the approaches used are transferable, the project's outcomes are replicable. The project's outcomes will contribute toward larger national policy, regulatory, fiscal, monitoring and communication initiatives in support of the Rio Conventions. This will include informing national policy development on issues such as the information management, the use of innovative financing mechanisms, and more effective stakeholder engagement approaches. Successful models will be identified and lessons learned and best practices will be captured and disseminated to promote scaling-up/replication.

47. The project's trainings and learning-by-doing exercises complemented by piloting of best practices and methodologies for monitoring and for Rio Convention mainstreaming, will serve as the basis for testing the robustness of long-term initiatives. By strengthening the institutional and technical capacities, the replicability and extension of the project strategy through future pilot projects will be greatly enhanced and the learning curve greatly reduced. The replication and extension of project activities is further strengthened by the large number of stakeholders that the project envisages engaging.

48. Replication will also be supported by raising awareness of the project throughout the country. This project will facilitate this through awareness-raising workshops with key stakeholders from the local and island government, the private sector, academia, civil society and the media. The public service announcements (output 2.5) on the radio and television also serve the purpose of popularizing the project with the public in order to generate greater support and demand for replication activities.

## **B.7 Sustainability and Scaling Up**

49. The project's fundamental approach to sustainability lies in building underlying capacities to make more informed decisions on best practice approaches for integrated global environmental and sustainable development. The project will promote sustainability of outcomes through mainstreaming the use of environmental data, information, and knowledge into decision-making at the national and sub-national level.

50. Sustainability will also be enhanced by undertaking an extensive set of awareness-raising activities targeted at a broad range of stakeholders, including the general public and particularly youth, where the addition of appropriately framed information can have an important impact on the early stages of value formation. Another approach to ensuring sustainability is to align multilateral environmental agreements with key national development priorities. Aligning global environmental priorities with high value sector development priorities should help strengthen the legitimacy of both priorities if they are reconciled through thoughtful and transparent consultative and decision-making processes, as well as being based on widely accepted data, information, knowledge and best practices. The project will also undertake targeted awareness-raising activities to secure high-level commitment from key decision-makers, such as parliamentarians, and foster a sufficient number of project champions to sustain project outcomes following project completion.

51. Another critical feature of the project's sustainability is its cost-effective strategy and attention to resource mobilization. See Section I.3 and Output 2.1 below.



## **C. PROJECT RESULTS**

### **C.1 Expected Results**

#### **C.1.a Project Goal and Objective**

52. The goal of this project is to help Antigua and Barbuda better meet and sustain global environmental priorities within the framework of national development priorities. This requires the country to have the capacity to coordinate efforts, as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes. To that end, the objective of this project is to strengthen capacities for the effective management of data and information in order to catalyze attaining and sustaining obligations under the three Rio Conventions as well as to monitor progress toward meeting these obligations.

#### **C.1.b Expected Outcomes**

53. At the end of the project, an institutional mechanism will have been strengthened to more effectively access data and information and create new knowledge. The mechanisms will reconcile and institutionalize global environmental priorities within national sustainable development priorities. Additionally, this project will have strengthened and helped institutionalize commitments under the Rio Conventions by demonstrating practicable and cost-effective approaches to better information management, monitoring, and decision-making to increase delivery of global environmental benefits. In addition to the installation of the integrated system and training on its use, the project will help institutionalize this system by demonstrating its value and financial sustainability to stakeholders. The capacities strengthened under the project will help Antigua and Barbuda to improve its national reporting to the three Rio Conventions, as well as to other multilateral environmental agreements of which Antigua and Barbuda is signatory, as well as several Sustainable Development Goals. Further it is acknowledged that in order for the work to be relevant and effective for informing policy making, it has to be gender responsive and data must be collected that adequately addresses the poverty – environment nexus addressing the vulnerabilities of marginalised groups. As noted in The Rio Conventions – Action on Gender<sup>4</sup> “This important and ongoing paradigm shift on gender mainstreaming is also increasingly reflected in the respective mandates that Parties have given to the three conventions. The Convention on Biodiversity’s (CBD’s) decision on access and benefits sharing has a clear reference to gender considerations at the policy level and beyond; the UN Convention to Combat Desertification’s (UNCCD) Advocacy Policy Framework (APF) on gender and the respective decision of its tenth conference of the Parties will become a guiding instrument for gender-sensitive implementation of the convention; and the outcomes of the 2011 Durban United nations climate change conference contain some 16 mentions of gender across key substantive streams ...” and that “The integration of gender into actions against biodiversity loss, climate change impacts and desertification will maximise the results of interventions, efforts and resources spent and will hopefully lead to gender sensitive policy-making with optimal outcomes.”

#### **C.1.c Project Components, Indicators, Outputs, and Activities**

54. This will be carried out via *two* linked components.

1. Environmental indicators and monitoring system for Antigua and Barbuda
2. Generate, access and use information and knowledge

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<sup>4</sup> The Rio Conventions Action on Gender: 2012 Convention on Biological Diversity, United Nations Convention to Combat Desertification, United Nations Framework Convention on Climate Change:  
[https://unfccc.int/resource/docs/publications/roi\\_20\\_gender\\_brochure.pdf](https://unfccc.int/resource/docs/publications/roi_20_gender_brochure.pdf)

55. The project will be measured by eight outcome indicators, which appear in the Results Framework (Section F), and serve to guide the overall adaptive collaborative management of the project through effective monitoring and feedback mechanisms. The results framework provides the baseline for the indicators, as well as end-of-project target indicators. As a medium-sized project, there will not be an independent midterm evaluation to monitor and track project indicators.

56. The first indicator is a standard IRRF indicator that responds specifically to the requirement for all UNDP/GEF projects to track their contribution to meeting expected outcome targets under the UNDP 2014-2017 Strategic Plan. Indicator two is a mandatory indicator which measures how many stakeholders have benefited from project capacity building activities. During project execution, participants at all learning-by-doing workshops will be recorded and the number of unique participants counted (to avoid double counting). Indicators three through eight are project specific indicators.

Indicator 1 (IRRF Indicator 1.3.1): Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.

Indicator 2: Number of direct beneficiaries.

Indicator 3: A gender responsive State of the Environment Report and national reports to the three Rio Conventions

Indicator 4: A user-friendly online platform is established, presenting available information on core environmental indicators

Indicator 5: Stakeholders are trained to effectively maintain and manage the national environmental information system

Indicator 6: A sustainable financing strategy is developed for the national environmental information system

Indicator 7: The national environmental information system is integrated into decision-making frameworks and used for reporting on progress to meet and sustain Rio Convention obligations

Indicator 8: Raised awareness of the contribution of global environmental values to socio-economic development

### **Component 1: Environmental indicators and monitoring system for Antigua and Barbuda**

57. This component focuses on the establishment of a sustainable system for the collection, processing, storage, and dissemination of accurate, trustworthy and timely environmental information for use in planning and decision-making. This will require improved indicators, technologies and analytical methodologies, data and information protocols, and learning-by-doing training on the new system. Activities under this component will also focus on strengthening the institutional construct and associated management regime for collecting, creating, and transforming data and information into knowledge. This component will target capacity building activities to develop a national environmental information system as an integral part of the Environmental Information Management and Advisory System.

#### **Output 1.1 A set of core results-based environmental indicators is selected and a cost-effective monitoring plan is agreed**

58. The activities in this output will lead to an agreed set of environmental indicators that support information needs for evidence based national development and for implementing Rio Convention recommendations. Working groups will discuss and agree on appropriate indicators and relevant best practice approaches to strengthen women's participation in the decision-making and governance of the global environment from a national context. The working group will be comprised of representatives from key agencies for environmental and disaster management data in the country. Members will have a wide range of knowledge on the three Rio Conventions and will provide policy and technical input into the various project activities. For this particular output, they will contribute to the review and selection of indicators that will respond to the need to monitor and assess achievements under the three Rio Conventions as well as the Post-2015 Sustainable Development Goals.

59. A particular exercise to be carried out under this project is to review the targets and indicators that are specific to the Aichi targets, Land Degradation Neutrality, and greenhouse gas emissions, as well as relevant proxy indicators. Under this output, experts will identify the data weaknesses and gaps in order to build the relevant institutional and technical capacities to create these datasets and institutionalize them within the data management system and planning formulation processes.

60. A major problem with indicators is that different agencies collect the same relevant data but some use different methodologies, some of which are outdated. Thus, activities under this output will update the data collection methodologies, and will strengthen the degree of standardization that is needed to ensure the reliability and validity of the data and information. This will lead to a negotiated monitoring plan so that more timely use of data and information by planners and decision-makers is possible.

**Target indicator: Appropriate environmental indicators are selected and a cost-effective monitoring plan is agreed upon**

**Activities:**

- Establish a stakeholder working group for Rio Convention and regulatory needs
- Detail and prioritize a concrete set of environmental, natural resource, and sustainable development indicators. This will be completed by convening national workshops to develop indicators for each Rio Convention thematic area. During workshops, stakeholders will review national lists of environment indicators. This will include DoE M&E framework indicators, DoE indicators from the water quality monitoring program, and other appropriate indicators. This activity will be informed by consultations with key planning and statistical departments on data needs and monitoring indicators.
- Negotiate and finalize a monitoring plan in collaboration with the Data Management Unit of the DoE.

**Output 1.2 Map national and regional information sources available to track the state and trends of the environment**

61. Activities under this output will focus on assessing the baseline environmental information situation in Antigua. This will include assessing current data collection and generation methods of the key agencies to better understand the baseline assumptions, level of accuracy, frequency of collection, and spatial distribution of data collection locations. By establishing what data exists and what management systems are currently available, this output will help fill gaps and bring together existing work in the country. This output will help inform the design of the new information management system.

**Target indicator: National and regional information sources are identified and relevant reference material is compiled**

**Activities:**

Conduct SWOT and gap analysis of environmental information availability, data formats, and accessibility. This will include undertaking an assessment of baseline information management systems such as GeoNode. The activity will also include an inventory of data by sector as well as data needs, indicators, and gap analysis of key institutions for decision-making and monitoring. This activity will begin by identifying sectors and regional data repositories that can be used to track the state and trends of the environment

Compile relevant reference material. This will include reviewing existing data in the EIMAS and selecting core sets for inclusion in the NEIS.

**Output 1.3: Institutional arrangements and inter-agency agreements on information management are negotiated**

62. Activities under this output will focus on strengthening targeted institutional arrangements for collecting and sharing data. This includes activities to increase cooperation and reduce the transaction costs of data management and reducing duplication in order that data is reliable, valid, timely, and relevant. This output will pay particular attention to addressing the barriers to effective communication, collaboration and coordination among government bodies and other social actors, building on the institutional analysis of output 1.2.

**Target indicator: Institutional architectures for sharing data and information are strengthened**

**Activities:**

Draft Memoranda of Understanding with relevant agencies to catalyze cost-effective and timely sharing and data and information

Develop guidelines for targeted research based on lessons learned and best practices from the Caribbean. These guidelines will be disseminated with all relevant member agencies to solicit feedback.

Organize learning-by-doing consultations to present updated guidelines (e.g., TAC meeting)

Update and finalize guidelines based on feedback from consultations

Set up targeted institutional architectures for sharing data and information

**Output 1.4: A user-friendly online platform is established and updated, presenting available information on core environmental indicators**

63. Activities under this output focus on setting-up the integrated national environmental information management system that will provide Antigua and Barbuda with a coherent approach to management and presentation of environmental information. The design and structuring of this system is based on networking existing systems, and will be informed by the results of other project activities including the mapping undertaken in output 1.1. A feasibility study of the system will be undertaken and independently validated by experts and other stakeholders. Key features of the NEIS will be the production of data and information that will greatly facilitate the low-cost and efficient preparation of high quality national reports to the Rio Conventions as well as the preparation of information reports for parliamentarians and other policy-makers. Under this output, the project will procure and install the necessary technology in the participating databases and information systems. This will include those located at the national and sub-national levels. An accompanying tracking mechanism will also be created.

**Target indicator: Feasible NEIS is designed and implemented**

**Activities:**

Design best practice technological structures for data collection, storage, and sharing. This will include researching suitable platforms to house the data, documenting the possible options, and identifying pros and cons. The assessment of platforms will be done in conjunction with 1.2.1.

Prepare a feasibility study on the design and operation of the system based on best practices and successes from other systems to meet global environmental information needs

Undertake an independent peer review of system

Improve the technological structure of data and information systems to include the web-based portal.

Develop a tracking mechanism to monitor the usage of the platform

Begin the early implementation of the NEIS. This will include adding the compiled datasets identified in output 1.2.

**Output 1.5: Learning-by-doing training to effectively maintain and manage the national environmental information system**

64. This output consists of a set of training activities to government staff in various ministries and agencies, as well as other key stakeholders on new and improved skills that will enhance decision-making

on the global environment. The training under this output focuses on two technical aspects of the NEIS. The first focuses on the technical skills for managing data and information, including software and data management, whereas the second focuses on strengthening expertise needed to create knowledge. In all cases, training will be carried out through learning-by-doing workshops and related exercises. The learned skills in all training exercises are to be designed and implemented in a way that legitimizes data, information and knowledge.

**Target indicator: Key stakeholders are trained on the NEIS and a long-term training programme on data and information management is developed**

**Activities:**

Undertake a comprehensive assessment of technical training needs. This will include training needs of NGOs and the private sector

Develop a training programme and modules. This will be based on needs assessments from a number of government agencies and the assessment undertaken in output 1.5. The modules will include a draft technical interpretation of how to use the NEIS.

Undertake training courses on operational skills for software and data management. This will include GIS workshops and certificate courses in GIS at the University of the West Indies.

Carry out training workshops on data and information management. These trainings will be done in conjunction with, and to complement the learning-by-doing trainings and pilot activities undertaken in output 2.3. Trainings will include legislative mainstreaming of MEAs.

Develop a long-term training programme on data and information management that would be carried out after the CCCD project ends.

**Component 2: Generate, access and use information and knowledge**

65. Component two continues the early implementation of the national environmental information system developed under component one. This will include piloting the new and improved institutional arrangements, and mobilizing financial resources to ensure the sustainability of the system. This component will also demonstrate the value of the system by producing a State of the Environment report and a national report for each of the three Rio Conventions. Another key feature of this component is awareness-raising of the value of the NEIS, the environment, and the Rio Conventions. Together with the activities and outputs of component 1, these activities will help Antigua and Barbuda to take a more holistic approach to formulating and implementing globally environmentally-friendly and resilient development planning frameworks, as well as to monitor and adapt them appropriately to ensure their institutional sustainability.

**Output 2.1 A sustainable financing and management strategy is developed for the national environmental information system**

66. This output consists of a number of activities that will be targeted to ensuring the sustainability of the NEIS as well as monitoring and enforcing Antigua and Barbuda's environmental legislation. To this end, activities will include an in-depth analysis of the financing needs, and current best practices. Based on the recommendations of this analysis, a working group comprised of finance and economic experts will be created to discuss opportunities for piloting and implementing best practice and innovative financial and economic instruments. The resource mobilization strategy will be presented at the one-day Project Results Conference.

**Target indicator: A feasible resource mobilization strategy is developed**

**Activities:**

Undertake a financial and economic analysis. Identify best practice and innovative financial and economic instruments for piloting. Establish peer review group of finance and economic experts

Conduct feasibility study on financial and economic instruments for piloting

Draft, review, and approve a resource mobilization strategy. This will include a business plan for managing environmental information systems, investing into the SIRF fund, and other feasible options.

**Output 2.2 The format and methodology for a comprehensive state of the environment report is established, with one national State of the Environment report published**

67. The State of the Environment report will serve as part of the early implementation of the NEIS. The development of this report will allow stakeholders to use the NEIS and report any issues that limit functionality of the system. The output is focused on the process of developing a national report. The draft report will be validated through peer review of national experts and stakeholders. Once finalized, this report will showcase the value of a strengthened national environmental management system.

**Target indicator: State of the Environment report published and rated as high quality**

**Activities:**

Research existing State of the Environment reports. This will be undertaken in conjunction with output 1.1. Prepare the format/TOC for the SER. This will also include a work plan for the SER development process.

Develop a first draft of the SER. This will be completed by first identifying individuals and/or agencies to contribute to the SER from the TAC and initiating communications. Meetings to present the format of the SER that was developed will also be convened. During the meeting a plan will be developed to ensure regular communication and meetings

Convene two (2) public stakeholder consultations on the draft SER. This will include NGOs, private sector, etc. Barbuda must be included.

Update and finalize draft report. This will be presented during the end of project results conference to be convened under output 2.6.

**Output 2.3 The national environment information system is integrated into national planning and decision-making processes**

68. This output focuses on testing the improved NEIS developed under output 1.4 through early implementation. A collaborative consultation process will be used to select a high value plan for mainstreaming. Activities under this output are designed to strengthen the capacities of stakeholder institutions to access and use environmental data and information for integrating Rio Convention obligations into development planning frameworks and processes. The activities under this output will deliver increased knowledge on data availability and access, and improved ability to analyze and interpret this data for development needs at national or local level.

69. An accompanying roadmap (manual and implementation plan) will also be created. The preparation of this roadmap will be undertaken through a series of learning-by-doing workshops and exercises to identify alternative approaches that will serve as better practice models. As other mainstreaming exercises under the project are carried out, they too will inform the preparation of the roadmap. In this way, the preparation of the roadmap will be a dynamic report over the course of project implementation. The roadmap will be a critical element of the long-term sustainability of project outcomes as it will support training of new staff after the project ends.

**Target indicator: A high value programme is used to mainstream the NEIS and a roadmap to ensure long-term sustainability is developed**

**Activities:**

Select a high value programme and/or plan for piloting mainstreaming exercises

Convene stakeholder workshops to reconcile mandates among local and regional authorities to allow for the implementation of the selected pilot plan/programme

Prepare feasibility study and project document on activities to be piloted

Facilitate dialogues on the NEIS and its implementation plan  
Pilot activities and learning-by-doing trainings are implemented  
Cull lessons learned and best practices from pilot activities to inform NEIS roadmap. The roadmap will ensure that tests/assessments carried out under any EIA are geo-referenced and made available to the DoE to become a part of the EIMAS.

**Output 2.4 The national environmental information system is used for reporting to at least 3 MEAs**

70. The distinction between the national and global environment is not clear-cut, with much of the data and information needed for managing the local environment being the same data and information needed for managing the environment for the global community. Under this output, the system developed under output 1.4 will be used for reporting. This reporting will demonstrate the value of the system and help ensure stakeholder commitment. The preparation of three reports will allow stakeholders to familiarize themselves with the NEIS and test the system for functionality.

**Target indicator: Three reports for MEAs are developed using the NEIS**

**Activities:**

Review national communications and national reports for the CCD, CBD and FCCC to identify data needs. This will be undertaken in conjunction with output 1.1.

Demonstrate the value of the NEIS by contributing relevant data and information to reports for MEAs

**Output 2.5 A public information campaign on accessing and using the environmental information system is launched**

71. This output seeks to enhance awareness and understanding of the environmental information system. Activities under this output will focus on engaging large number of stakeholders from all segments of society including the public, academia, and the private sector. The purpose of this engagement is to improve awareness of the overall benefits of the NEIS and how it contributes to national, local, and global objectives. To achieve this improved awareness, the project will work closely with the Ministry of Telecommunication and Information Technology to identify tools that can be used to sensitize the public on the NEIS. Two key outcomes are a) to sensitize the public on the national environment information system through learning-by-doing training, and b) the development of environmental awareness module for use in secondary schools.

**Target indicator: Awareness of the NEIS is improved and an awareness module for secondary school is developed**

**Activities:**

Develop and validate a public awareness and communication campaign plan. This report will detail a strategy for raising awareness of targeted stakeholder on the NEIS

Prepare and air a Public Service Announcement (PSA) for provincial television and radio to promote environmental information management system as well as mainstreaming of Rio Conventions into socio-economic development issues

Sensitize the public on the national environment information system through a mobile information technology bus managed by the Ministry of Telecommunication and Information Technology. This bus has a number of computers that allows users to access information technology services. The bus could be used to go into various communities to sensitize the public on the national environment information system. Other similar resources of the Ministry will also be investigated and utilized.

Prepare and apply an environmental awareness module for use in secondary school teaching that focuses on the NEIS, the global environment, and on Rio Conventions mainstreaming

## **Output 2.6 Improving awareness of global environmental values**

72. This output is critical to addressing the institutional sustainability of project outputs by raising an overall understanding and greater value of how addressing global environmental obligations under the Rio Conventions contribute to addressing important and immediate socio-economic development priorities. As well as targeting the public at large, this output also targets the private sector, planners and decision-makers, the media, and expert practitioners working in the field such as NGOs, academics and graduate students. To begin this project, there will be a conference to introduce it to a diverse set of stakeholders in order to promote the objectives addressing Rio Convention obligations. Near the end of the project, the results and lessons learned will be presented in a second conference with two key goals. The first goal is to emphasize the positive impacts of the project strategy and its successes; this will encourage long-term institutionalization of Rio Convention commitments beyond this project. The second goal is to spur on-going commitment to replicating and institutionalizing best practices and successful innovative approaches tested under the project. Both conferences will be convened over a one-day period, and shall include presentations and panel discussions. During these conferences, a survey will be conducted to assess the stakeholders' awareness and value of the project issues at both the beginning and end of the project. Also included in this output are private sector and media sensitization panel discussions on global environmental issues and environmental reporting, and articles on linkages between the global environment and socio-economic issues for publication in popular literature.

**Target indicator: Increased awareness and understanding of the contribution of the global environment to meeting socio-economic development priorities**

### **Activities:**

Organize and convene a one-day Project Launch Conference and a one-day end of project Results Conference

Design and carry out survey to assess understanding of Rio Convention mainstreaming

Develop and apply an awareness-raising module on Rio Conventions mainstreaming

Convene national and sub-national awareness workshops on global environmental conservation and its link to local sustainable development.

Organize and convene private sector and media sensitization panel discussions on global environmental issues and environmental reporting

Prepare and publish articles on linkages between the global environment and socio-economic issues for publication in popular literature

## **C.2 Global Environmental Benefits**

73. Cross-cutting capacity development projects are not the type of projects that will directly yield global environmental benefits as they focus on strengthening the underlying capacities of programme activities. Instead, this project, like other CCCD projects, will provide Antigua and Barbuda with additional tools and strengthen institutional arrangements to facilitate effective and sustained action to meet Rio Convention obligations.

74. This project responds to two main categories of articles under the three Rio Conventions, demonstrating both the global environmental value of the project and its cross-cutting capacity development strategy. The first set of Rio Convention articles refer to stakeholder engagement, where the three Rio Conventions call for the building of capacities of relevant individuals and organizations (resource users, owners, consumers, community and political leaders, private and public sector managers and experts) to engage proactively and constructively with one another to manage a global environmental issue. The



second set of articles call for countries to develop capacities of individuals and organizations research, acquire, communicate, educate and make use of pertinent information to be able to diagnose and understand global environmental problems and potential solutions.

75. CCCD projects are measured by output, process, and performance indicators that are proxies to the framework indicators of improved capacities for the global environment. The capacity development outcomes will be monitored through the Capacity Development Scorecard (see Annex 1) (Bellamy & Hill, 2010). The table below summarizes the five types of capacity building activities that contribute to meeting and sustaining global environmental obligations as defined by Rio Convention articles.

**Table 2: Capacity development requirements of the Rio Conventions**

<b>Type of Capacity</b>	<b>Convention Requirements</b>	<b>UNFCCC</b>	<b>UNCBD</b>	<b>UNCCD</b>
<b><i>Stakeholder Engagement</i></b>	Capacities of relevant individuals and organizations (resource users, owners, consumers, community and political leaders, private and public sector managers and experts) to engage proactively and constructively with one another to manage a global environmental issue.	Article 4 Article 6	Article 10 Article 13	Article 5 Article 9 Article 10 Article 19
<b><i>Mainstreaming Gender Equality Analysis</i></b>		Decision - /CP.23 Decision 21 /CP.22	Decision X/19 Decision X/2 Target 14 of the Strategic Plan for Biodiversity 2011 – 2020,	Article 5 Article 10 Article 19
<b><i>Organizational Capacities</i></b>	Capacities of individuals and organizations to plan and develop effective environmental policy and legislation, related strategies, and plans based on informed decision-making processes for global environmental management.	Article 4 Article 6	Article 8 Article 9 Article 16 Article 17	Article 4 Article 5 Article 13 Article 17 Article 18 Article 19
<b><i>Environmental Governance</i></b>	Capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions.	Article 4	Article 6 Article 14 Article 19 Article 22	Article 4 Article 5 Article 8 Article 9 Article 10
<b><i>Information Management and Knowledge</i></b>	Capacities of individuals and organizations to research, acquire, communicate, educate and make use of pertinent information to be able to diagnose and understand global environmental problems and potential solutions.	Article 4 Article 5	Article 12 Article 14 Article 17 Article 26	Article 9 Article 10 Article 16

Type of Capacity	Convention Requirements	UNFCCC	UNCBD	UNCCD
<i>Monitoring and Evaluation</i>	Capacities in individuals and organizations to effectively monitor and evaluate project and/or programme achievements against expected results and to provide feedback for learning, adaptive management and suggesting adjustments to the course of action if necessary to conserve and preserve the global environment.	Article 6	Article 7	N/A

## D. PROJECT PARTNERSHIPS

76. The project supports the meaningful participation and inclusion of all stakeholders, during the design, implementation, monitoring, and adaptive collaborative management of the project. The project will ensure that key stakeholders are involved early and throughout project execution as partners for development. Stakeholder representatives from NGOs, the media, communities, the private sector, academia, among others, will be encouraged to actively engage with government representatives as partners in carrying out project activities or components thereof. This will help capitalize on stakeholders' comparative advantages, as well as to create synergies, strengthen a more accurate, holistic, and resilient construct of policy interventions, and improve legitimacy. These partnerships will also help ensure a more equitable distribution of benefits. This approach is consistent with the participation and inclusion of human rights principle.

### D.1 Stakeholder Engagement

77. The main project stakeholders are the government ministries that are responsible for key sectoral policies and legislation. Other stakeholders include NGOs, the private sector, gender equality interest groups/individuals, and academic institutions that are important to ensuring the long-term sustainability of the project, such as the Antigua and Barbuda State College. The private sector is a particularly important stakeholder to environmental issues.

78. The Department of Environment in the Ministry of Health and Environment will take overall responsibility for implementation of the project, and for the project success. It will establish the necessary planning and management mechanisms to oversee project inputs, activities and outputs. The UNDP SRO will support the Ministry as requested and as necessary. Table 3 provides more details about stakeholder involvement.

**Table 3: Stakeholder involvement**

Stakeholder	Mandate	Possible roles in project execution
<b>Ministry of Health and Environment:</b> The Ministry is responsible for the Central Steering Committee of Health, overseeing the Mount St. John's Medical Centre and other Health Centres in the country. It also manages the Medical Benefits Scheme, and the Central Board of Health and Health Information. The Department of Environment falls under the Ministry's mandate and oversees the implementation of the environmental management programmes.		
Department of Environment	The Department of Environment is responsible for the monitoring and evaluation of all environment-related activities. In addition, the DoE: coordinates commitments to MEAs; develops/implements National Environmental Awareness Programmes; rehabilitates and protects the environment; develops environmental legislation; coordinates EIAs for development projects; and collaborates with the Forestry Division to address issue of land degradation through national urban reforestation programme (nursery for over 5,000 plants).	As the executing government agency, the Ministry, through the DoE, will be responsible for overall implementation of the project.
National Solid Waste Management Authority	The National Solid Waste Management Authority is responsible for the disposal of solid waste; developing sanitary	<ul style="list-style-type: none"> <li>Participation in national stakeholders' fora</li> </ul>

Stakeholder	Mandate	Possible roles in project execution
	landfill practices; and dealing with cruise-ship wastes.	<ul style="list-style-type: none"> <li>• Contribution to identifying type and format of environmental information</li> <li>• Contribution to the determination of appropriate environmental information channels and flow</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of skill development activities</li> <li>• Contribute to cross-sectoral integration</li> </ul>
Central Board of Health	The Central Board of Health is responsible for overseeing the management of public health issues such as food safety, sanitation and some public health education campaigns	<ul style="list-style-type: none"> <li>• Contributions to capacity needs assessment</li> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to identifying type and format of environmental information</li> <li>• Contribution to the determination of appropriate environmental information channels and flow</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of awareness raising and skill development activities</li> <li>• Contribute to cross-sectoral integration</li> </ul>
<b>Ministry of Agriculture, Lands, Fisheries and Barbuda Affairs:</b> The Ministry oversees the management of the country's land and marine-based natural resources. This Ministry is also responsible for the matters arising in Barbuda.		
Survey and Mapping Department	The Survey and Mapping Department is responsible for maintaining an inventory of the nation's terrestrial resources. This inventory includes detailed topographic maps to monitor land use changes and inform development planning.	<ul style="list-style-type: none"> <li>• Contributions to capacity needs assessment</li> <li>• Participation in policy team</li> <li>• Participation in high-level policy dialogue events</li> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to the determination of appropriate environmental information channels and flow</li> <li>• Contribution to national level Rio Convention mainstreaming</li> </ul>

Stakeholder	Mandate	Possible roles in project execution
		<ul style="list-style-type: none"> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of skill development activities</li> <li>• Contribute to cross-sectoral integration</li> </ul>
Forestry Division	The Forestry Division manages national forest and woodland areas; establishes forest reserves; manages permits for harvesting and clearing; manages biodiversity conservation and eco-tourism development related to forest and woodlands.	<ul style="list-style-type: none"> <li>• Contributions to capacity needs assessment</li> <li>• Participation in policy team</li> <li>• Participation in high-level policy dialogue events</li> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to the determination of appropriate environmental information channels and flow</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of skill development activities</li> <li>• Contribute to cross-sectoral integration</li> </ul>
Lands Division	The Lands Division oversees the management and control of all government lands (including reclamation, land-use and sub-division).	<ul style="list-style-type: none"> <li>• Contributions to capacity needs assessment</li> <li>• Participation in policy team</li> <li>• Participation in high-level policy dialogue events</li> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to identifying type and format of environmental information</li> <li>• Contribution to the determination of appropriate environmental information channels and flow</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of skill development activities</li> <li>• Contribute to cross-sectoral integration</li> </ul>
Department of Analytical Services Division	The Analytical Services Division is comprised of the Government's Central	<ul style="list-style-type: none"> <li>• Participation in national stakeholders' fora</li> </ul>

Stakeholder	Mandate	Possible roles in project execution
	Analytical Laboratory and a second branch. The second branch houses the Analytical Chemistry Department, which provides the capacity for an expanded range of analyses such as heavy metals and pesticide residues. Combined, the labs are responsible for the provision of accurate, timely and reliable diagnostic and advisory services	<ul style="list-style-type: none"> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of skill development activities</li> <li>• Contribute to cross-sectoral integration</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of awareness raising and skill development activities</li> </ul>
Fisheries Division	The Fisheries Division is responsible for the development of fisheries sub-sector; monitoring fish stocks and marine resources; regulatory and policing; and monitoring and preservation of coastal and marine habitats and species	<ul style="list-style-type: none"> <li>• Contributions to capacity needs assessment</li> <li>• Participation in policy team</li> <li>• Participation in high-level policy dialogue events</li> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to identifying type and format of environmental information</li> <li>• Contribution to the determination of appropriate environmental information channels and flow</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of skill development activities</li> <li>• Contribute to cross-sectoral integration</li> </ul>
Development Control Authority	The Development Control Authority is responsible for regulating use and development of land as well as implementing a Physical Development Plan with clear directives on further development of natural resources.	<ul style="list-style-type: none"> <li>• Contributions to capacity needs assessment</li> <li>• Participation in policy team</li> <li>• Participation in high-level policy dialogue events</li> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to the determination of appropriate environmental information channels and flow</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of skill development activities</li> </ul>

Stakeholder	Mandate	Possible roles in project execution
		<ul style="list-style-type: none"> <li>Contribute to cross-sectoral integration</li> </ul>
Barbuda Council	The council manages day-to-day internal affairs. Additionally, the council administers and regulates agriculture, forestry, public health, public utilities, and roads, and raises and collects revenue.	<ul style="list-style-type: none"> <li>Participation in learning events</li> <li>Participate in developing strategy for replication and up-scaling of activities</li> <li>Beneficiaries of mainstreaming activities</li> <li>Beneficiaries of awareness raising and skill development activities</li> </ul>
<p><b>Ministry of Finance and Corporate Governance:</b> The Ministry is responsible for overseeing the various agencies charged with managing the financial resources of the government. The responsibility for the various ports of entries in the country also falls under this Ministry.</p>		
Inland Revenue Department	The Inland Revenue Department administers the laws and regulations and aims to promote compliance through education, service, and enforcement.	<ul style="list-style-type: none"> <li>Participate in capacity building working group meetings</li> <li>Participate in the implementation of training programs</li> <li>Participate in national stakeholder's fora</li> <li>Contribution to national level long-term mainstreaming strategy</li> <li>Beneficiaries of awareness raising</li> <li>Contribute to cross-sectoral integration</li> </ul>
<p><b>Ministry of Public Utilities, Civil Aviation and Transportation:</b> This Ministry is responsible for overseeing the management of the Antigua Public Utilities Authority (e.g., water, electricity, and telephones services), meteorology, aviation and transport sectors.</p>		
Meteorological Services	The Meteorological Services of Antigua and Barbuda is responsible for performing several functions including climatological data collection and data services; providing weather observations; forecasts; briefings; warnings; and delivering weather system tracking and advisories.	<ul style="list-style-type: none"> <li>Contributions to capacity needs assessment</li> <li>Participation in policy team</li> <li>Participation in high-level policy dialogue events</li> <li>Participation in national stakeholders' fora</li> <li>Contribution to identifying type and format of environmental information</li> <li>Contribution to the determination of appropriate environmental information channels and flow</li> <li>Contribution to national level Rio Convention mainstreaming</li> <li>Contribution to national level long-term mainstreaming strategy</li> <li>Beneficiaries of mainstreaming activities</li> <li>Beneficiaries of skill development activities</li> </ul> <p>Contribute to cross-sectoral integration</p>

Stakeholder	Mandate	Possible roles in project execution
Water Division of APUA	This division has legal control over all water resources. They are mandated to: supply water to meet municipal needs of country; testing water quality; conduct plan/dig wells; and construct dams.	<ul style="list-style-type: none"> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to identifying type and format of environmental information</li> <li>• Contribution to the determination of appropriate environmental information channels and flow</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of skill development activities</li> <li>• Contribute to cross-sectoral integration</li> </ul>
Electricity Division of APUA	Primary functions are the transmission, distribution and generation of electricity. This division also makes plans to provide environmentally friendly, reliable, and marketable electricity to the consumers.	<ul style="list-style-type: none"> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to identifying type and format of environmental information</li> <li>• Contribution to the determination of appropriate environmental information channels and flow</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of skill development activities</li> <li>• Contribute to cross-sectoral integration</li> </ul>
Transport Board	The Transport Board is the agency responsible for registering and evaluating the suitability of vehicles for the public roads of Antigua and Barbuda.	<ul style="list-style-type: none"> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to identifying type and format of environmental information</li> <li>• Contribution to the determination of appropriate environmental information channels and flow</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of skill development activities</li> </ul>



Stakeholder	Mandate	Possible roles in project execution
		<ul style="list-style-type: none"> <li>Contribute to cross-sectoral integration</li> </ul>
<p><b>Ministry of Tourism, Economic Development, Investment and Energy:</b> This Ministry is responsible for generating revenue, economic development and investment in the country. The Citizenship by Investment Unit falls under this Ministry, as well as the units responsible for energy and the cultural heritage sites. In addition, the Ministry is responsible for the National Parks Authority, Heritage Sites, Tourism Corporation, St. John's Development Corporation, Antigua and Barbuda Hospitality, Investment Authority, and the National Energy Council.</p>		
National Parks Authority	<p>The National Parks Authority is a financially self-sufficient statutory body established by National Parks Act. It is responsible for the designation of areas of land/water as National Park.</p>	<ul style="list-style-type: none"> <li>Participation in policy team</li> <li>Participation in high-level policy dialogue events</li> <li>Participation in national stakeholders' fora</li> <li>Contribution to identifying type and format of environmental information</li> <li>Contribution to the determination of appropriate environmental information channels and flow</li> <li>Contribution to national level Rio Convention mainstreaming</li> <li>Contribution to national level long-term mainstreaming strategy</li> <li>Beneficiaries of mainstreaming activities</li> <li>Beneficiaries of awareness raising and skill development activities</li> <li>Contribute to cross-sectoral integration</li> </ul>
Economic Development Planning Unit	<p>This unit is responsible for: the formulation and implementation of programmes for sustainable development; economic policy review and drafting of new policies; development and implementation of a sound national statistical database to facilitate the economic policy and planning initiatives; and translating existing policies into projects and programmes</p>	<ul style="list-style-type: none"> <li>Participation in national stakeholders' fora</li> <li>Contribution to national level Rio Convention mainstreaming</li> <li>Contribution to national level long-term mainstreaming strategy</li> <li>Beneficiaries of mainstreaming activities</li> <li>Beneficiaries of awareness raising and skill development activities</li> <li>Contribute to cross-sectoral integration</li> </ul>
<p><b>Ministry of Social Transformation and Human Resource Development:</b> The Ministry is responsible for implementing the country's National Social Transformation Plan. Through this plan, the Ministry commits to address a range of areas such as the delivery of education and training, quality health care, reduction of crime, the safeguarding of national borders, and social safety nets.</p>		
National Office of Disaster Services	<p>The National Office of Disaster Services is authorized by the Disaster Management Act to designate areas vulnerable to hazards and to prepare special area precautionary plans. In addition, the National Office of Disaster</p>	<ul style="list-style-type: none"> <li>Contributions to capacity needs assessment</li> <li>Participation in policy team</li> <li>Participation in high-level policy dialogue events</li> </ul>

Stakeholder	Mandate	Possible roles in project execution
	Services operates a National Disaster Committee.	<ul style="list-style-type: none"> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to identifying type and format of environmental information</li> <li>• Contribution to the determination of appropriate environmental information channels and flow</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of awareness raising and skill development activities</li> <li>• Contribute to cross-sectoral integration</li> </ul>
Gender Affairs	These include a range of social actors that serve to promote the interest of gender, such as the Directorate of Gender Affairs. The focal mandate of this directorate is to empower women and promote gender equality. The office aims to sensitize society on the issue of gender and the key role it plays in national development.	<ul style="list-style-type: none"> <li>• Participation in national stakeholders' fora</li> <li>• Participation in learning events</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of awareness raising and skill development activities</li> <li>• Support development of awareness raising and skill development activities by connecting gender and socioeconomic issues to the environment and vice versa</li> </ul>
Training Division	The Training Division is responsible for ensuring ongoing training and professional development of government personnel.	<ul style="list-style-type: none"> <li>• Participation in capacity building working group meetings</li> <li>• Participate in the implementation of training programs</li> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of awareness raising</li> <li>• Contribute to cross-sectoral integration</li> </ul>
<b>Ministry of Trade, Commerce and Industry, Sports, Culture, and National Festivals:</b> The role of the Ministry is to implement the Sports-related programmes of the Government and also the cultural activities. It is also responsible for regional trade, consumer affairs, industry and commerce.		
Statistics Division	The Statistics Division is responsible for collecting, compiling, analyzing, abstracting and publishing statistics portraying various aspects of the social, demographic and economic conditions of the people of Antigua and Barbuda. They are also the authority responsible for carrying out censuses and surveys on behalf of the government.	<ul style="list-style-type: none"> <li>• Participation in capacity building working group meetings</li> <li>• Contributions to capacity needs assessment</li> <li>• Participation in policy team</li> <li>• Participation in high-level policy dialogue events</li> <li>• Participation in national stakeholders' fora</li> </ul>

Stakeholder	Mandate	Possible roles in project execution
		<ul style="list-style-type: none"> <li>• Contribution to identifying type and format of environmental information</li> <li>• Contribution to the determination of appropriate environmental information channels and flow</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of awareness raising and skill development activities</li> <li>• Contribute to cross-sectoral integration</li> </ul>
Bureau of Standards	The Bureau of Standards is a statutory body established under the Standards Act (Cap 411) to promote and encourage the maintenance of mandatory and voluntary standards in relation to goods, processes and practices. It is responsible for monitoring the manufacture of goods and the production of services to both local and international standards.	<ul style="list-style-type: none"> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of skill development activities</li> <li>• Contribute to cross-sectoral integration</li> </ul>
<p><b>Ministry of Justice and Legal Affairs, Public Safety and Labour:</b> The role of the Ministry is to implement the Legislative arm of the Government. It is responsible for the various Courts of Law, National Registries, and Intellectual Property. It also oversees the Security services, Immigration and Labour.</p>		
Land Registry	The Land Registry is responsible for administering the land registry in accordance with the Registered Land Act.	<ul style="list-style-type: none"> <li>• Participation in policy team</li> <li>• Participation in high-level policy dialogue events</li> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of skill development activities</li> <li>• Contribute to cross-sectoral integration</li> </ul>
<p><b>Ministry of Education, Science and Technology:</b> The role of the Ministry of Education is to provide quality education to citizens and residents of the country from pre-school to post graduate level. The Ministry works along with various stakeholders in society in order to improve and strengthen educational institutions.</p>		
Education Planning Unit	The Education Planning Unit of the Ministry of Education is responsible for implementing the educational	<ul style="list-style-type: none"> <li>• Participation in national stakeholders' fora</li> </ul>

Stakeholder	Mandate	Possible roles in project execution
	programmes developed under the Ministry.	<ul style="list-style-type: none"> <li>• Participation in learning networks</li> <li>• Participation in learning activities</li> <li>• Contribution to identifying type and format of environmental information</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of skill development activities</li> <li>• Contribute to cross-sectoral integration</li> </ul>
<p><b>Non-Governmental and Community-Based Organizations:</b> NGOs have played an important role in last 10 years in drawing public attention to important environmental issues (e.g., sand-mining, solid waste management, wetland destruction).</p>		
Environmental Awareness Group	The Environmental Awareness Group is involved in: issues of sustainable natural resource management; improving community management of coastal resources; training of stakeholders in conservation practices on reefs; offshore island ecosystems; and wetlands.	<ul style="list-style-type: none"> <li>• Participation in learning events</li> <li>• Participate in developing strategy for replication and up-scaling of activities</li> <li>• Act as a vehicle for the introduction of new ideas</li> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to identifying type and format of environmental information</li> <li>• Contribution to the determination of appropriate environmental information channels and flow</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> <li>• Beneficiaries of awareness raising and skill development activities</li> </ul>
Gilbert's Agricultural and Rural Development Centre (GARDC)	GARDC has been active in providing training related to land use and agro-forestry practices to farmers and agricultural extension officers (e.g. use of trees in livestock systems, hillside crop farming, use of multipurpose trees for live fencing, fire/windbreaks and fodder production).	<ul style="list-style-type: none"> <li>• Participation in learning events</li> <li>• Act as a vehicle for the introduction of new ideas</li> <li>• Participation in national stakeholders' fora</li> <li>• Contribution to national level Rio Convention mainstreaming</li> <li>• Contribution to national level long-term mainstreaming strategy</li> <li>• Beneficiaries of mainstreaming activities</li> </ul>

Stakeholder	Mandate	Possible roles in project execution
		<ul style="list-style-type: none"> <li>Beneficiaries of awareness raising and skill development activities</li> </ul>
Community Groups (e.g. Bendals Community Group, John Hughes Community Group, etc.)	There are numerous community groups in Antigua & Barbuda and several of them are located in close proximity to important ecological areas as well as protected areas. They have experience implementing climate-smart agriculture projects (Bendals Community Group) as well as experience researching bats and in forest conservation and management (John Hughes Community Group).	<ul style="list-style-type: none"> <li>Participation in learning events</li> <li>Act as a vehicle for the introduction of new ideas</li> <li>Participation in national stakeholders' fora</li> <li>Contribution to national level Rio Convention mainstreaming</li> <li>Contribution to national level long-term mainstreaming strategy</li> <li>Beneficiaries of mainstreaming activities</li> <li>Beneficiaries of awareness raising and skill development activities</li> </ul>
Antigua and Barbuda Red Cross Society	The Antigua and Barbuda Red Cross Society works effectively with the Government in disaster preparedness and response, and, to help fulfill the unmet health needs of the most vulnerable in communities.	<ul style="list-style-type: none"> <li>Participation in learning events</li> <li>Participate in developing strategy for replication and up-scaling of activities</li> <li>Act as a vehicle for the introduction of new ideas</li> <li>Participation in national stakeholders' fora</li> <li>Contribution to identifying type and format of environmental information</li> <li>Contribution to the determination of appropriate environmental information channels and flow</li> <li>Contribution to national level Rio Convention mainstreaming</li> <li>Contribution to national level long-term mainstreaming strategy</li> <li>Beneficiaries of mainstreaming activities</li> </ul> <p>Beneficiaries of awareness raising and skill development activities</p>
<p><b>Non-profit and/or Private Sector Organizations:</b> The private sector has contributed on important environmental issues and has also been integral in promoting these issues to the numerous travelers who visit Antigua and Barbuda either for leisure and/or business. Included here as well are the consultants involved in the Environmental Impact Assessment process and the Media.</p>		
Antigua Hotel and Tourism Authority	This NGO is the representative voice of the local tourism private sector with a membership that comprises hotels, airlines and nearly 50 other tourism-related entities.	<ul style="list-style-type: none"> <li>Participation in learning events</li> <li>Participation in national stakeholders, fora</li> <li>Beneficiaries of awareness raising and skill development activities</li> </ul>
Environmental Impact Assessment Consultants	These consultants are responsible for preparing environmental impact assessments for areas designated for development that might cause impacts on the environment. They present findings on assessment, and provide mitigation measures for these direct and indirect	<ul style="list-style-type: none"> <li>Participation in national stakeholders, fora</li> <li>Participation in learning events</li> <li>Beneficiaries of skill development activities</li> </ul>

Stakeholder	Mandate	Possible roles in project execution
	environmental impacts. These EIA reports contain a monitoring plan and guidance for implementation.	
Media	The media serves as a means to distributing news and convey information to the public on a wide array of topics including politics, education, crime, environmental news, etc.	<ul style="list-style-type: none"> <li>• Participation in national stakeholders, fora</li> <li>• Participation in learning events</li> <li>• Participate in awareness raising and dissemination of information</li> <li>• Beneficiaries of skill development activities</li> </ul>
<b>Other Important Stakeholders:</b> These stakeholders include representation from the academia and research institutes as well as from International Development partners.		
Academia and Research Institutions	Technical and research institutes include national universities and research institutes involved in conservation, agriculture and rural development, and ministerial institutes such as the Antigua and Barbuda State College.	These stakeholders are essential for data networks and provision of information for the monitoring of progress; they may also provide technical inputs and can benefit from capacity building. They will ensure that the planning and decision making at all levels is based on the most current information.
International development and technical assistance partners	These partners are already involved in programmes, projects and financial assistance. These include multilateral and bilateral organizations.	Their role would be to work in collaboration with the DoE to implement activities of the project. Additionally, they can be potential financial or technical partners, providing co-financing and needed data and information.

79. During the project formulation phase, consultation sessions and meetings were undertaken with a diverse group of stakeholders in order to construct as holistic as possible an understanding of the challenges and barriers related to data collection, coordination, and decentralization for improved decision-making for the global environment, i.e., the project baseline. However, it is noted that the majority of stakeholders were government representatives as they are the primary beneficiary group. The project design makes the assumption that the consultations during project formulation strengthens the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation, activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced. Also, it is noted that while we did attempt to include diverse groups in consultations, the discussions did not prioritise the collection of socio-economic data that would connect socio-economic vulnerability and the impacts of socio-economic activities to climate change vulnerability, loss of biodiversity and ecosystem management and other relevant areas in data collection. Therefore, it is a goal to address these gaps in through project implementation.

80. Once implementation of the project begins, key stakeholders will meet on a regular basis through the Technical Advisory Committee so that they are aware of the progress of the project and contribute to the project. Additionally, the project has select activities to strengthen institutional mechanisms for improved coordination and collaboration. Stakeholder engagement should also be as early as possible, allowing for increased ownership and thus sustainability. Notwithstanding, decisions should be negotiated in a way that also ensures that all stakeholders receive satisfactory levels of benefits and equity, which are

also critical to sustainability. As part of consultations and workshops, stakeholders will be informed of mechanisms to submit concerns about the social and environmental impacts of the project.

81. The project's extensive stakeholder consultations, learning-by-doing workshops, and awareness-raising dialogues are intended to engage as many people as possible in order to reduce the risks of marginalizing stakeholders and incorporating their diverse perspectives in as many project activities as possible.

#### Indigenous peoples

82. Antigua and Barbuda does not have an indigenous population. Thus, the application of the principles of Free Prior and Informed Consent is not necessary to avoid risks which might arise from policy changes and/or the use of local knowledge in the project design and implementation. However, this project includes activities that target incorporating traditional knowledge into the selection of indicators and data collection methods.

#### Gender

83. Gender-equality issues will be considered to the extent that they are appropriate, defined by the criterion of gender inequality being a direct barrier to coordination; the access of information and creation of knowledge to inform decision-making; and decentralization; to meet global environmental obligations. For a more detailed description of gender inclusion see the section on gender mainstreaming below.

#### Stakeholder Response Mechanism

84. The first mechanism stakeholders may utilize to express concerns about the project's impacts is the implementing partner's grievance resolution mechanism. The second is the UNDP Sub-Regional Office's existing project management procedures. Concerned stakeholders can engage with UNDP project staff through Project Management Committees or through direct contact with the relevant UNDP programme manager. UNDP's Social and Environmental Compliance Review and the Stakeholder Response Mechanism will provide a third avenue for situations in which project stakeholders have not been satisfied with the responses they have received through the first two mechanisms. The Stakeholder Response Mechanism should also be used when the Implementing Partner's or UNDP's actions are the source of the grievance.

## **D.2 Linkages with other Initiatives**

85. Environmental projects in Antigua and Barbuda are coordinated and managed by a two-tiered system. This system of management was initially conceptualized under the Sustainable Island Resource Management Mechanism Project in 2008 and was later formalized for all projects in 2012. The system includes the Project Management Committee (PMC) and the Technical Advisory Committee. See Implementation Arrangements (section H) below.

86. There are a number of initiatives that this project will coordinate with, as appropriate, including those receiving GEF financing. In addition to these, there are a number of other non-GEF funded projects that contain related capacity building activities, and with which this project will require appropriate coordination. This includes the project Path to 2020, which will help implement the 2015 Environmental Protection and Management Act. This project, among others, includes a number of capacity building activities with which the CCCD project can align and thus create synergies and realize further cost-effectiveness. Table 4 identifies a number of other relevant projects that the CCCD will seek alignment with during project implementation.



**Table 4: Related activities and programmes**

<i>Project name</i>	<i>Implementation period</i>	<i>Source and amount of bilateral / multilateral financing<sup>5</sup></i>	<i>Project activities that align with this project</i>
The Path to 2020 – Antigua and Barbuda	2016 – 2019	GEF: US\$ 2,729,153	Strengthening of regulations, institutions and financing mechanisms Updating of the Environmental Information Management and Information System (EIMAS) and technology to mainstream environmental and biodiversity concerns into the development planning process Training programmes in communities, NGOs and government
Third National Communication to the UNFCCC	2013 – 2017	GEF: US\$ 480,000	Identification of Gaps and Constraints facing the country in the implementation of the UNFCCC Inventory of national GHG emissions using IPCC guidelines
Intended Nationally Determined Contributions (INDC) Support	2016 – 2017	UNEP - Denmark Technical University US\$ 20,000	Short report on the institutional arrangements for the development of an MRV system Short brief on Monitoring and Evaluation framework for water sector
Antigua and Barbuda: Preparation of Biennial Update Report (BUR) to the United National Framework Convention on Climate Change (UNFCCC)	2016 – 2018	GEF  US\$ 352,000	Identification of constraints and gaps, and related financial, technical and capacity needs facing the country in the implementation of the UNFCCC Preparing an updated inventory of national GHG emissions using IPCC guidelines
Global Climate Change Alliance on Sustainable Land Management and Climate Change Adaptation	2014 – 2018	European Union Global Climate Change Alliance project with the Organization of Eastern Caribbean States (OECS)	Developing “Paris Agreement Regulations” for the EPMA, 2015 Developing the National Climate Change Policy and Action Plan and the National Environmental Policy Strategy and Action Plan to establish policy goals provided for in the EPMA, 2015

<sup>5</sup> National sources of financing are not included to emphasize amount of official development assistance.



<i>Project name</i>	<i>Implementation period</i>	<i>Source and amount of bilateral / multilateral financing<sup>5</sup></i>	<i>Project activities that align with this project</i>
		US\$ 1 million (dedicated to Antigua)	
Building Climate Resilience through Innovative Financing Mechanisms for Climate Change (SCCF)	2016 – 2019	GEF Special Climate Change Fund  US\$ 5 million	Collecting baseline data, including socioeconomic, ecological, topographical and climate-related data for several watersheds to be added to the EIMAS Conducting Needs Assessment to build capacity of several government agencies Conducting hydrological studies for several watersheds to be added to the EIMAS Developing a sustainable financing approach for environmental management
Sustainable Pathways – Protected Areas and Renewable Energy (SPPARE)	2015 – 2018	GEF  US\$ 2.6 million	Baseline data collection and pilot expansion of a protected areas Baseline data collection to inform the expansion of renewable energy Contributing to the development of a sustainable financing approach for environmental management
Climate Change Adaptation Programme – Regional project implemented by Caribbean Community Climate Change Centre	Antigua preparing to submit proposals  2017-2020	Approximately US\$ 1.5 million	This project promotes the use of climate data and information for use in decision-making The project is seeking to establish an information node in Antigua and Barbuda to link directly to the Regional Climate Change Clearinghouse
Capacity Building for Improved Transparency on Climate Actions through an Environment Registry in Antigua and Barbuda	Project concept submitted to GEF	GEF  US\$ 1 million	Strengthening institutional capacity and promoting mainstreaming of nationally determined contributions tracking systems into domestic monitoring, reporting, and verification systems

<i>Project name</i>	<i>Implementation period</i>	<i>Source and amount of bilateral / multilateral financing<sup>5</sup></i>	<i>Project activities that align with this project</i>
Second Readiness Funding Proposal	Project concept in development	US\$ 620,000	This project will support the accreditation of a national direct access entity through the accreditation of the Department of Environment. Readiness funding will also support the further development and submission of an Enhanced Direct Access funding proposal. This will include project activities in Dominica and Grenada and be carried out in partnership with the Organization of Eastern Caribbean States (OECS) Commission.

87. During the implementation, further discussions will be held with partner donor agencies, such as OECS, that are supporting similar capacity building activities to determine the extent to which current and planned programmes and projects are complementary to the proposed CCCD project. The implementation of the proposed CCCD project would also take into account the development plans of other bilateral and multilateral donors in Antigua and Barbuda to ensure appropriate alignment as well as to leverage the necessary co-financing.

88. A Project Management Committee will be created to a) facilitate active participation in project activities from these stakeholders and b) ensure that recommendations and agreements negotiated will be deemed legitimate by the respective institutions of the participating stakeholder. Donor consultations will confirm the amount of co-financing to support project activities. Consultations with the project managers of the above-mentioned projects will reveal further complexities, potential synergies and conflicts with the proposed project activities. These consultations will also begin the formal process of in-country coordination with related donor-funded projects that will continue throughout the project implementation in order to capitalize on emerging synergies. Completed GEF projects will also be reviewed through evaluation reports and consultations with past project managers to identify lessons learned and best practices.

**D.3 Mainstreaming Gender**

89. Antigua and Barbuda has undertaken numerous initiatives to ensure gender equality. Not only has the country signed the Convention on the Elimination of all Forms of Discrimination Against Women, but it has passed several laws on trafficking, sexual offenses, and labour. While the country does not have a National Gender Policy, a National Strategic Action Plan on Gender Based Violence 2013-2018 exists, as well as a Directorate of Gender Affairs which is the focal agency responsible for promoting gender equality in Antigua and Barbuda (Caribbean Development Bank, 2014).

90. Some positive outcomes have been that there is near gender parity in school attendance at the primary and secondary levels, and women hold 47% of Senate seats. However, challenges remain. For example, women have limited access to and control over the means of production, including land and credit. Additionally, there is only one female representative in Cabinet, and women constitute only 11.7% of parliament (International Labour Organization, 2015).

91. The GEF policy on Gender Integration addresses the link between gender equality and environmental sustainability and towards the integration of the gender aspect in its policies, programs and operations. Gender mainstreaming from a project construct requires deliberate action to address the policy

and institutional barriers that marginalize women. The GEF policy for mainstreaming gender in the projects that they finance call for three requirements to be met (GEF, 2013):

- a. Gender mainstreaming and capacity building within GEF staff to improve socio-economic understanding of gender issues
- b. A designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally
- c. Working with experts in gender issues to utilize their expertise in developing and implementing GEF projects

92. Notwithstanding, this is not to be misinterpreted that the GEF will finance activities that promote gender equality. This is not an eligible use of GEF finance, but rather a new requirement of the strategic design of GEF-financed projects since April 2011<sup>6</sup>. Gender equality issues will be one of the social issues that will be monitored throughout project implementation. The project design and implementation will ensure both an adequate balance of participation in the project, and the equitable distribution of benefits. Additionally, to help ensure that gender does not become a marginalized issue, gender sensitive indicators will be monitored, per good practice (Demetriades, 2007; Moser, 2007).

93. UNDP has translated the GEF commitment on gender integration and mainstreaming in its own UNDP Gender Strategy 2014-2017, which provides guidance on how to integrate gender in all UNDP supported activities. Particularly in the promotion of biodiversity-based income generating activities, gender will be monitored in order to particularly concentrate on those activities most beneficial for the most vulnerable groups, such as women, youth, children, the elderly, landless and displaced people. In the context of FPIC, particular attention will be given to the voice of these vulnerable groups in decentralized planning and consultation frameworks.

94. The UNDP Gender Marker for this project is rated as GEN1 (Limited contribution to gender equality). At the time of project initiation, the UNDP Gender Marker will be tracked via a number of gender indicators. These indicators will be tracked on an annual basis as part of the Annual Progress Report. Other gender-relevant indicators will be identified and tracked as appropriate:

- Total number and percentage of full-time project staff that are women
- Total number and percentage of Project Management Committee members that are women
- Total number and percentage of women that are actively engaged in substantively in learning-by-doing workshops, dialogues, and key consultations and meetings

#### **D.4 South-South and Triangular Cooperation**

95. This project's approach to South-South and Triangular Cooperation centers on encouraging and strengthening shared self-reliance among developing countries through the exchange of experiences, best practices, and lessons learned. Sharing knowledge between nations will help achieve and sustain outcomes under this project by allowing for this project to a) preemptively address known problems, b) reduce the learning curve, and c) limit wasted resources by focusing efforts on proven techniques.

96. South-South and Triangular Cooperation will be achieved by coordinating with on-going projects in the area, such as the Climate Change Adaptation Programme implemented by the Caribbean Community Climate Change Centre (CCCCC) and the Global Climate Change Alliance project on Climate Change Adaptation and Sustainable Land Management implemented by the Organization of Eastern Caribbean States (OECS) Commission. One focus of these, and several other projects in the region, is to develop databases of baseline data and information on different types of resources. For example, one component

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<sup>6</sup> See GEF Council Paper GEF/C.40/10, 26 April 2011 on GEF Policies on Environmental and Social Safeguards and Gender Mainstreaming as well as the Instrument for the Establishment of the Restructured Global Environment Facility, October 2011.

of the Climate Change Adaptation Programme project is to create a national information node that can feed directly into the regional Climate Change Clearing House database that is located at the Headquarters of the CCCCC.

97. Additionally, the Department of Environment is seeking accreditation to the Green Climate Fund and is now developing a Second Readiness Proposal that will continue the work accomplished under the first, and will support further development and submission of an Enhanced Direct Access funding proposal. If approved, this programme will include activities in Dominica and Grenada, and will partner with the Organization of Eastern Caribbean States (OECS) Commission. Two key features of this Readiness support are: a) hosting a sub-regional Structured Dialogue for the Organization of Eastern Caribbean States, targeting the public, private and civil society sectors, and b) piloting a Small Island Developing State (SIDS) mentorship arrangement.

98. During implementation, other related initiatives will be identified and lessons learned will be incorporated into implementation. In addition to learning from other projects, best practices and lessons learned from this CCCD project will be disseminated so that other countries may benefit from Antigua and Barbuda' experience. This approach is in line with UNDP's approach, which is to support South-South and Triangular Cooperation in order to maximize the impact of development, hasten poverty eradication, and accelerate the achievement of Sustainable Development Goals.

## E. FEASIBILITY

99. A project’s feasibility is assessed according to the following criteria: a) sustainability and scaling up, b) social and environmental safeguards, c) cost efficiency and effectiveness, and d) risk management. This section covers risk management and social and environmental safeguards. Sustainability and scaling up is covered in B.7, whereas the project’s cost efficiency and effectiveness appears in I.3.

### E.1 Risk Management

100. Although there are risks to project implementation, these are not significant to the extent that they will be a detriment to successful project implementation. The risks that were identified during the PPG phase and their mitigation measures appear in the table below.

**Table 5: Project Risks**

Project risks					
Description	Type	Impact & Probability	Management Measures <sup>7</sup>	Owner	Status
Data ownership and intellectual property issues prevent certain stakeholders from participating in the project	Operational Organizational Political	Limited stakeholder engagement and participation could undermine the sustainability and robustness of project results. I=4 P=2 <b>Moderate risk</b>	A strong commitment from the government and political leadership at a high level can minimize such a risk. Moreover, building linkages with other sectors such as agriculture, energy, tourism, economic growth, poverty reduction, and infrastructure will provide incentives for cross-ministerial support. In particular, it is important to develop arrangements for shared ownership of the national environmental information system, and show how it can benefit different sectors without affecting the current division of responsibilities.	<i>Project Coordinator</i>	
Lack of adequate consideration of gender equality and socio-economic variables in the development of	Organisational Political	Inadequate emphasis placed on this in project implementation and lack of comprehensive planning	Close monitoring of stakeholder engagement and in the design of data collection systems and tools	<i>Project Coordinator</i>	

<sup>7</sup> Changed from mitigate to manage. Projects cannot mitigate risks, they can only manage them.

Project risks					
Description	Type	Impact & Probability	Management Measures <sup>7</sup>	Owner	Status
environment information management systems		I=3 P=3			
Limited number of staff	Operational Organizational	Limited staff could lead to implementation delays. I=3 P=3 <b>Moderate risk</b>	As a SIDS, Antigua and Barbuda is stretched in terms of the number of government staff. An effort will be made to address this risk by planning the project in a realistic manner and factoring in additional resources needed to implement the project, under government leadership and political supervision, in the project budget	<i>Project Coordinator</i>	
Lack of agreements on data collection needs and approaches	Operational Organizational	A lack of consensus could lead to delays and may undermine the attainment of project outcomes. I=3 P=3 <b>Moderate risk</b>	This project will lead a process of consensus building to bring different views together in a national platform. The project will canvass different points of view and collect information on the data currently available in the country.	<i>Project Coordinator</i>	
Shifting priorities detract from project implementation	Political Environmental	Extreme weather events or changes in government could result in a temporary focus by the Government on other issues, detracting from project implementation. I=3 P=3 <b>Moderate risk</b>	The project aims to address this risk proactively by demonstrating how environmental information can support a range of different priorities, whether disaster risk reduction or relief, or policy development and planning in different sectors of government.	<i>Project Coordinator</i>	

Project risks					
Description	Type	Impact & Probability	Management Measures <sup>7</sup>	Owner	Status
Policy makers do not use the environmental information system or resulting data	Political Strategic	Limited use of the system could undermine the sustainability of project outcomes, including continued financing. I=2 P=3 <b>Moderate risk</b>	Policy makers will be included in learning-by-doing training and awareness workshops to increase their commitment and understanding of the importance of sound data in decision making.	<i>Project Coordinator</i>	

101. As per standard UNDP requirements, the Project Coordinator will monitor risks quarterly and report on the status of risks to the UNDP sub-regional office for Barbados and the OECS. The UNDP Country Sub-Regional Office will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high (i.e., when impact is rated as 5, or when impact is rated as 4 and probability is rated at 3 or higher). Management responses to critical risks will also be reported to the GEF in the Annual Progress Report.

**E.2 Social and Environmental Safeguards**

102. During the project preparation phase, consultations were held to gain a better understanding of potential social and environmental impacts. These consultations allowed the project strategy to address identified considerations, which resulted in a more feasible project strategy. Additionally, the UNDP Social and Environmental Screening was completed (see Annex 4) and no risks were identified. A project categorization is based on the highest level of significance of identified risks. Since there are no identified risks in this project, the overall risk categorization of the project is low. As a Low Risk project, no further social and environmental assessments are required. Notwithstanding the results of the assessment, the Project Management Committee will negotiate any environmental and social grievances. Environmental and social grievances will be reported to the GEF in the APR.

## F. PROJECT RESULTS FRAMEWORK

Annex 3 is a plan that provides the additional information of frequency and responsibility for data collection as an additional tool to monitor the project results framework.

<b>This project will contribute to the following Sustainable Development Goal (s):</b> s): SDG 13, SDG 14, and SDG 15
<b>This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:</b> UN Multi-Country Sustainable Development Framework Priority Area 4: A Sustainable and Resilient Caribbean a) Policies and programmes for climate change adaptation, disaster risk reduction, and universal access to clean and sustainable energy in place b) Inclusive and sustainable solutions adopted for the conservation, restoration, and use of ecosystems and natural resources
<b>This project will be linked to the following output of the UNDP Strategic Plan:</b> Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
<p><b>Project Objective</b></p> <p>To strengthen capacities for the effective management of data and information in order to catalyze attaining and sustaining obligations under the three Rio Conventions as well as to monitor progress toward meeting these obligations</p>	<p>Indicator 1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.</p>	<ul style="list-style-type: none"> <li>Despite the presence of a number of capacity development interventions, and the EPMA, coordination and formal mechanisms are inadequate. Further, many solutions for the sustainable management of natural</li> </ul>	<ul style="list-style-type: none"> <li>Institutional arrangements and inter-agency agreements on information management are negotiated</li> <li>One new partnership mechanism to link collaboration among agencies and actors around the EIMAS and NEIS is established</li> </ul>	<ul style="list-style-type: none"> <li>Meeting Minutes<sup>8</sup></li> <li>Working group and workshops reports and products<sup>9</sup></li> <li>UNDP quarterly progress</li> </ul>	<ul style="list-style-type: none"> <li>Government ministries and authorities maintain political commitment to the formulation and early implementation of the NEIS</li> <li>The project will be executed in a transparent, holistic, adaptive, and collaborative manner</li> <li>Non-state stakeholder representatives, in particular project champions, remain</li> </ul>

<sup>8</sup> Meeting minutes includes records of key meetings such as local, regional and national consultations regarding inputs on the design and implementation of the relevant output and associated activities. Meetings may be individual or group meetings, with government officials or non-state stakeholders.

<sup>9</sup> These will include a list of all workshop and working group participants



	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
		resources are only available within the construct of externally-funded projects. Thus, the baseline of this indicator is effectively zero.		<ul style="list-style-type: none"> <li>• Annual Project Implementation Reports</li> <li>• Independent final evaluation report</li> <li>• GEF Cross-Cutting Capacity Development Scorecard</li> <li>• RMS</li> <li>• NEIS</li> <li>• Training programme</li> <li>• State of the</li> </ul>	<ul style="list-style-type: none"> <li>• active participants in the project</li> <li>• Policy and institutional reforms and modifications recommended by the project are politically, technically, and financially feasible</li> </ul>
	Indicator 2: Number of direct project beneficiaries	<ul style="list-style-type: none"> <li>• The baseline for this project is set at zero, to be compared with the number of unique stakeholders benefitting from the project's activities</li> </ul>	<ul style="list-style-type: none"> <li>• At least 500 different stakeholders have benefitted directly from an integrated NEIS</li> </ul>		<ul style="list-style-type: none"> <li>• There is a commitment of the relevant government agencies and their staffs to actively engage in project activities</li> <li>• Non-state stakeholder representatives, in particular project champions, remain active participants in the project</li> </ul>
	Indicator 3: Gender responsive State of the Environment Report and national reports to the three Rio Conventions	<ul style="list-style-type: none"> <li>• The last comprehensive national environmental profile for Antigua and Barbuda was</li> </ul>	<ul style="list-style-type: none"> <li>• The national environmental information system is used to develop a State of the Environment Report and three national reports for the three Rio Conventions.</li> </ul>		<ul style="list-style-type: none"> <li>• Expert peer reviewers follow through with quality reviews</li> <li>The government remains politically committed to the NEIS and facilitates its development and approval for implementation for use in decision making</li> </ul>

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
		<p>completed in 1991.</p> <ul style="list-style-type: none"> <li>While support projects have allowed Antigua and Barbuda to create capacities to advance towards satisfactory reporting under national and international obligations associated with MEAs, the country's capacity remains insufficient, especially given the new reporting requirements under the Paris Agreement.</li> <li>Currently, local environment</li> </ul>	<ul style="list-style-type: none"> <li>Reports are rated as high quality</li> <li>Gender responsive and comprehensive data collection system to inform State of the Environment (SoE) Report which includes the collection of data in alignment with the four basic questions put forward for SoE reporting (Rump 1996): <ul style="list-style-type: none"> <li>a) What is happening? [the environmental conditions and trends]</li> <li>b) Why is it happening? i.e. the human and natural causes of changes</li> <li>c) Are the changes significant? i.e. the health, economic, social and ecological implications</li> <li>d) What is, or could be, the response? i.e. the environmental implications of societal response</li> </ul> </li> </ul>	<p>Environment report</p> <ul style="list-style-type: none"> <li>Three national reports to the Rio Convention Secretariats</li> </ul>	

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
		<p>al management and decision-making is suffering from poor data collection, management, and analysis. Unreliable data is often used to make important decisions.</p>			
<b>Component/Outcome<sup>10</sup> 1</b> <b>Environmental indicators and monitoring system for Antigua and Barbuda</b>	Indicator 4: A user-friendly online platform is established, presenting available information on core environmental indicators	<ul style="list-style-type: none"> <li>• The DoE is in the process of implementing the EPMA 2015.</li> <li>• Local environmental management and decision-making is suffering from poor</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental indicators are selected and a cost-effective monitoring plan is agreed by month 8</li> <li>• Monitoring plan finalized by month 11</li> <li>• National and regional information sources are</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting minutes</li> <li>• Feasibility study</li> <li>• Peer reviewer comments</li> <li>• Baseline</li> </ul>	<ul style="list-style-type: none"> <li>• Best practices from other countries are appropriately used</li> <li>• Assessment is deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>• Expert peer reviewers follow through with quality reviews</li> <li>• NEIS is politically, technically, and financially feasible</li> <li>• The government remains politically committed to the</li> </ul>

<sup>10</sup>Outcomes are short- to medium-term results that the project makes a contribution towards, and that are designed to help achieve the longer term objective. Achievement of outcomes will be influenced both by project outputs and additional factors that may be outside the direct control of the project.

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
		<p>data collection, management, and analysis.</p> <ul style="list-style-type: none"> <li>Over the last decade, government ministries and agencies in Antigua and Barbuda, along with NGOs and civil society organizations, have invested significant resources in data collection and management.</li> <li>Despite these efforts, major gaps and barriers remain.</li> </ul>	<p>identified by month 7</p> <ul style="list-style-type: none"> <li>Institutional arrangements and inter-agency agreements on information management are negotiated by month 19</li> <li>An online platform is designed and peer reviewed by month 19</li> <li>Early implementation of the system is completed by month 41</li> </ul>	<p>assessment</p> <ul style="list-style-type: none"> <li>Official letter of approval</li> <li>Lessons learned report</li> <li>NEIS design</li> </ul>	<p>NEIS and facilitates its development and approval</p> <ul style="list-style-type: none"> <li>The NEIS functions as an integral asset of the EIMAS</li> </ul>
	<p>Indicator 5: Stakeholders are trained to effectively maintain and manage the NEIS</p>	<ul style="list-style-type: none"> <li>There is a limited number of individuals who have sufficient</li> </ul>	<ul style="list-style-type: none"> <li>Training exercises begin by month 13 and continues through to month 38</li> </ul>	<ul style="list-style-type: none"> <li>Needs assessment report</li> <li>Training programme and module</li> <li>Tracking and</li> </ul>	<ul style="list-style-type: none"> <li>The experience of civil servants and other stakeholders in the learn-by-doing training will be sufficiently</li> </ul>

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
		training of database development and management, particularly in the area of GIS	<ul style="list-style-type: none"> <li>At least 125 stakeholders (at least 40% women) are trained on data management skills relevant to the NEIS <ul style="list-style-type: none"> <li>Long-term training programme on data and information management developed by month 40</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>progress reports</li> <li>Participant registration lists</li> <li>Workshop reports</li> </ul>	<ul style="list-style-type: none"> <li>rewarding that further interest is generated for sustained and active participation in the long-term</li> <li>Lead agencies will allow their staff to attend all trainings</li> </ul>
<b>Component/ Outcome 2</b> <b>Generate, access and use information and knowledge</b>	Indicator 6: A sustainable financing strategy is developed for the national environmental information system	<ul style="list-style-type: none"> <li>The EPMA 2015 established a national Sustainable Island Resource Framework Fund that will be used to implement environmental management at the national level. The SIRF Fund is currently being operationalized and is focused on adaptation</li> </ul>	<ul style="list-style-type: none"> <li>Economic analysis is completed by month 10</li> <li>Feasibility study of the NEIS is completed by month 14</li> <li>A sustainable financing and management strategy is developed by month 24</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility study on financial and economic instruments</li> <li>Validated resource mobilization strategy</li> </ul>	<ul style="list-style-type: none"> <li>Analysis is deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>Expert peer reviewers follow through with quality reviews</li> <li>Strategy and plan developed by the project are politically, technically, and financially feasible</li> </ul>

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
		<p>activities. Funding is now mainly sourced from international donor funds and is inadequate.</p>			
	<p>Indicator 7: National environment information system is integrated into decision-making frameworks and used for reporting on progress to meet and sustain Rio Convention obligations</p>	<ul style="list-style-type: none"> <li>• While support projects have increased Antigua &amp; Barbuda’s reporting capacities under national and international obligations, the country’s capacity remains insufficient and it faces significant barriers.</li> <li>• The last state of the environment report was completed in 2010</li> </ul>	<ul style="list-style-type: none"> <li>• High value programme and/or plan for piloting mainstreaming exercises is selected by month 15</li> <li>• NEIS is integrated into national processes by month 36</li> <li>• Lessons learned and best practices from pilot activities collected for NEIS roadmap</li> <li>• Reports are rated as high quality</li> <li>• State of the Environment report published by month 40</li> </ul>	<ul style="list-style-type: none"> <li>• Published State of the Environment report</li> <li>• Rio Convention reports submitted to Convention Secretariats</li> <li>• Working Group and workshop reports and products</li> <li>• Workshop attendance lists</li> <li>• Roadmap</li> <li>• Feasibility study</li> </ul>	<ul style="list-style-type: none"> <li>• Reports are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>• Expert peer reviewers follow through with quality reviews</li> </ul>

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
		<ul style="list-style-type: none"> <li>Unreliable data is often used to make important decisions as valid data is often not available or integrated into decision-making processes.</li> </ul>	<ul style="list-style-type: none"> <li>Three national reports to the Rio Conventions by month 40</li> </ul>		
	Indicator 8: Raised awareness of the contribution of global environmental values to socio-economic development	<ul style="list-style-type: none"> <li>The general public remains generally unaware or unconcerned about the contribution of the Rio Conventions to meeting and satisfying local and national socio-economic priorities</li> <li>Awareness of Rio Convention mainstreaming is limited, and stakeholders do not fully appreciate the value of conserving the global environment.</li> </ul>	<ul style="list-style-type: none"> <li>Public awareness and communication campaign plan developed by month 10</li> <li>One Public Service Announcement (PSA) is developed and aired</li> <li>Learning-by-doing training to sensitize the public on the national environment information system</li> <li>Environmental awareness module</li> </ul>	<ul style="list-style-type: none"> <li>Public awareness campaign plan</li> <li>Meeting minutes</li> <li>Awareness and sensitization workshop reports</li> <li>Training programme, school curricula containing new module, materials and training modules</li> <li>Attendance list</li> <li>Surveys of public sector stakeholders</li> <li>Airing of PSA</li> <li>Published</li> </ul>	<ul style="list-style-type: none"> <li>Public dialogues attract people that are new to the concept of Rio Convention mainstreaming, as well as detractors, with the assumption that dialogues will help change attitudes in a positive way</li> <li>The right representation from the various government ministries, departments, and agencies participate in project activities</li> <li>There is sufficient commitment from policy-makers to maintain long-term support to public awareness raising activities</li> <li>Development partners implementing parallel public awareness campaigns are willing to modify, as appropriate, their activities to supporting the awareness activities of the present project to create synergies and achieve cost-effectiveness</li> </ul>

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
			<ul style="list-style-type: none"> <li>prepared by month 18</li> <li>• Project Launch and Results Conference held by month 6 and 43 respectively</li> <li>• Survey developed (N&gt;500) and employed by month 6 and 43               <ul style="list-style-type: none"> <li>• Two (2) national and three (3) sub-national awareness workshops held, spread out in years 2,3,and 4</li> <li>• Two (2) private sector and two (2) media sensitization panel discussions held, one held each year</li> <li>• At least 12 articles and at least 2 per year on linkages between the global environment and socio-economic issues published</li> </ul> </li> </ul>	articles	<ul style="list-style-type: none"> <li>• Survey respondents contribute their honest attitudes and values</li> <li>• Survey results will show an increased awareness and understanding of the Rio Conventions' implementation through national environmental legislation over time</li> <li>• Changes in awareness and understanding of Rio Convention mainstreaming can be attributed to project activities (survey questionnaire can address this issue)</li> <li>• PSAs will be listened to and not skipped over</li> <li>• The content of PSAs will be absorbed</li> <li>• Articles published will be read and not skipped over</li> </ul>



## G. MONITORING AND EVALUATION PLAN

103. The project results as outlined in the project results framework (Section F) will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. Supported by output 2.5 and 2.6 on knowledge management, the project monitoring and evaluation plan will also facilitate learning and ensure that knowledge is shared and widely disseminated to support the scaling up and replication of project results.

104. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP Programme and Operations Policies and Procedures](#) and [UNDP Evaluation Policy](#). While these UNDP requirements are not outlined in this project document, the UNDP Country Sub-Regional Office will work with the relevant project stakeholders to ensure UNDP M&E requirements meet high quality standards in a timely fashion. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the [GEF M&E policy](#) and other relevant GEF policies<sup>11</sup>.

105. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed on during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the Capacity Development Scorecard) across all GEF-financed projects in the country.<sup>12</sup>

### **M&E Oversight and monitoring responsibilities:**

106. Project Coordinator: The Project Coordinator is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Coordinator will ensure that all project staff maintains a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Coordinator will inform the Project Management Committee, the UNDP sub-regional office for Barbados and the OECS, and the UNDP/GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

107. The Project Coordinator will develop annual work plans based on the multi-year work plan included in Annex 2, including annual output targets to support the efficient implementation of the project. The Project Coordinator will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the Annual Progress Report, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g., the gender strategy or the knowledge management strategy) occur on a regular basis.

108. Project Management Committee: The Project Management Committee will take corrective action as needed to ensure the project achieves the desired results. The Project Management Committee will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Management Committee will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results

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<sup>11</sup> See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)

<sup>12</sup> See [https://www.thegef.org/gef/gef\\_agencies](https://www.thegef.org/gef/gef_agencies)

and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

109. Project Implementing Partner: The Implementing Partner is responsible for providing any and all required information and data necessary for timely, comprehensive, and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used and generated by the project supports national systems.

110. UNDP sub-regional office for Barbados and the OECS: The UNDP sub-regional office for Barbados and the OECS will support the Project Coordinator as needed. The UNDP sub-regional office for Barbados and the OECS will initiate and organize key GEF M&E activities including the annual progress report and the independent terminal evaluation. The UNDP Sub-Regional Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

111. The UNDP sub-regional office for Barbados and the OECS is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This includes: a) the UNDP Quality Assurance Assessment; b) the ATLAS risk log; c) the UNDP gender markers; and d) the development, monitoring, and reporting of annual targets. Any quality concerns flagged during these M&E activities must be addressed by the UNDP Sub-Regional Office and the Project Coordinator.

112. The UNDP sub-regional office for Barbados and the OECS will retain all M&E records for this project for up to seven years after project financial closure in order to support *ex post* evaluations undertaken by the UNDP Independent Evaluation Office and/or the GEF Independent Evaluation Office.

113. UNDP/GEF Unit: Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP/GEF Regional Technical Advisor and the UNDP/GEF Directorate as needed.

114. **Audit**: The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on nationally implemented projects (NIM).<sup>13</sup>

#### **Additional GEF monitoring and reporting requirements:**

115. Inception Workshop and Report: A project inception workshop will be held within three months after the project document has been signed by all relevant parties. Other key monitoring and reporting requirements will include:

- a. Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and implementation;
- b. Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
- c. Review the results framework and finalize the indicators, means of verification and monitoring plan;
- d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF Operational Focal Point in M&E;
- e. Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; Environmental and Social Management Plan and other safeguard requirements; the gender strategy; the knowledge management strategy, and other relevant strategies;

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<sup>13</sup> See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

- f. Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
- g. Plan and schedule Project Management Committee meetings and finalize the first year annual work plan.

116. The Project Coordinator will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP sub-regional office for Barbados and the OECS and the UNDP/GEF Regional Technical Adviser, and will be approved by the Project Management Committee.

117. GEF Annual Progress Report: The Project Coordinator and the UNDP sub-regional office for Barbados and the OECS will prepare an annual progress report (APR) for each year of project implementation. This report will be submitted to the UNDP/GEF Regional Technical Advisor who will provide objective input prior to its finalization. The Project Coordinator will ensure that the indicators included in the project results framework are monitored annually in advance of the APR submission deadline so that progress can be reported in the APR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the APR.

118. The APR will be shared with the Project Management Committee. The UNDP sub-regional office for Barbados and the OECS will coordinate the input of the GEF Operational Focal Point and other stakeholders into the APR as appropriate. The quality rating of the previous year's APR will be used to inform the preparation of the subsequent APR.

119. Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyze, and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

120. GEF Focal Area Tracking Tools: The Capacity Development Scorecard is the GEF Tracking Tool that will be used to monitor the capacities developed. A baseline scorecard was prepared (Annex 1). The capacities developed under the scorecard will be assessed a second time at the end of the project, and used to infer the extent to which the project contributed towards their strengthening. This final scorecard will *not* be completed by the Project Coordinator or Project Team, but rather by the independent consultant contracted to undertake the terminal evaluation. The final Scorecard will be submitted to the GEF as part of the terminal evaluation report.

121. Terminal Evaluation: An independent terminal evaluation will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before the operational closure of the project, allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as capacities developed and the sustainability of project outcomes. The Project Coordinator will remain on contract until the terminal evaluation report and the companion management response have been finalized. The terms of reference, the evaluation process, and the terminal evaluation report will follow the standard templates and guidance prepared by the UNDP Independent Evaluation Office for GEF-financed projects available on the [UNDP Evaluation Resource Center](#). As noted in this guidance, the evaluation will be '*independent, impartial, and rigorous*'.

122. The consultant (international) that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing, or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal

evaluation process. Additional quality assurance support will be available from the UNDP/GEF Directorate. The terminal evaluation report will be cleared by the UNDP sub-regional office for Barbados and the OECS and the UNDP/GEF Regional Technical Adviser, and will be approved by the Project Management Committee. The terminal evaluation report will be publically available in English.

123. The UNDP sub-regional office for Barbados and the OECS will include the planned project terminal evaluation in the UNDP sub-regional office for Barbados and the OECS evaluation plan, and will upload the final terminal evaluation report and the corresponding management response to the UNDP Evaluation Resource Centre’s website. Once uploaded, the UNDP Independent Evaluation Office will undertake a quality assessment, validate the findings and ratings in the terminal evaluation report, and rate the quality of the report. The UNDP Independent Evaluation Office assessment report will be sent to the GEF Independent Evaluation Office.

124. Final Project Report Package: The project’s final APR along with the terminal evaluation report and corresponding management response will serve as the final project report package. The final project report package will be discussed with the Project Management Committee during an end-of-project review meeting to discuss lessons learned and opportunities for replication and scaling up.

**Table 6: Mandatory GEF M&E Requirements and M&E Budget:**

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>14</sup> (US\$)		Time frame
		GEF grant	Co-financing	
Inception Workshop and Report	Project Coordinator, Project Team, MHE, UNDP Sub-regional office for Barbados and the OECS	US\$ 5,000	US\$ 5,000	Within three months of project document signature
Standard UNDP monitoring and reporting requirements as outlined in the UNDP Programme and Operations Policies and Procedures	UNDP Sub-regional office for Barbados and the OECS	None	None	Quarterly, annually
Monitoring of indicators in project results framework (MHE)	Project Coordinator	Per year: US\$ 2,500	Per year: US\$ 2,500	Annually
UNDP Annual Progress Report	Project Coordinator and UNDP Sub-regional office for Barbados and the OECS and UNDP/GEF team	None	None	Annually
NIM Audit as per UNDP audit policies	UNDP Sub-regional office for Barbados and the OECS	Per year: US\$ 500	Per year: US\$ 2,000	Annually or other frequency as per UNDP audit policies
Lessons learned and knowledge generation	Project Coordinator	Per year: US\$ 5,000	Per year: US\$ 6,000	Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Coordinator UNDP CO	None	Per year: US\$ 4,000	On-going

<sup>14</sup> Excluding project team staff time and UNDP staff time and travel expenses

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>14</sup> (US\$)		Time frame
		GEF grant	Co-financing	
Addressing environmental and social grievances	Project Coordinator UNDP Sub-regional office for Barbados and the OECS	None for time of Project Coordinator, and UNDP CO	Per year: US\$ 500	Costs associated with missions and workshops can be charged to the project budget.
Project Management Committee meetings	Project Management Committee UNDP Sub-regional office for Barbados and the OECS Project Coordinator	Per year: US\$ 500	Per year: US\$ 500	At least twice per year
Supervision missions	UNDP Sub-regional office for Barbados and the OECS	None <sup>15</sup>	None	Annually
Oversight missions	UNDP/GEF team	None <sup>15</sup>	None	Troubleshooting as needed
Knowledge management	Project Coordinator Project Management Team	US\$ 16,000	US\$ 12,000	Various project reports and publications
GEF Secretariat learning missions/site visits	UNDP Sub-regional office for Barbados and the OECS and Project Coordinator and UNDP/GEF team	None	To be determined	To be determined during project implementation
Terminal GEF Tracking Tool/CD Scorecard	Independent Consultant contracted to undertake the terminal evaluation	None	US\$ 500	As part of the terminal evaluation mission
Independent Terminal Evaluation included in UNDP evaluation plan, and management response	UNDP Sub-regional office for Barbados and the OECS and project team and UNDP/GEF team	US\$ 24,000	US\$ 10,000	At least three months before operational closure
<b>Total indicative cost (excluding project team staff time, and UNDP staff and travel expenses)</b>		<b>US\$ 80,000</b>	<b>US\$ 89,500</b>	

## G.1 Evaluation Schedule

Evaluation Title	Planned start date Month/year	Planned end date Month/year	Included in the Country Office Evaluation Plan	Budget for consultants <sup>16</sup>	Other budget (i.e., travel, site visits etc...)	Budget for translation
<b>Terminal Evaluation</b>	April 2021	July 2021	Yes	US\$ 19,000	US\$ 5,000	N/A

<sup>15</sup> The costs of UNDP Sub-regional office for Barbados and the OECS and UNDP/GEF Unit's participation and time are charged to the GEF Agency Fee

<sup>16</sup> The budget will vary depending on the number of consultants required (for full size projects should be two consultants); the

<b>Evaluation Title</b>	<b>Planned start date Month/year</b>	<b>Planned end date Month/year</b>	<b>Included in the Country Office Evaluation Plan</b>	<b>Budget for consultants<sup>16</sup></b>	<b>Other budget (i.e., travel, site visits etc...)</b>	<b>Budget for translation</b>
<b>Total evaluation budget</b>				US\$ 24,000		

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number of project sites to be visited; and other travel related costs. Average # total working days per consultant not including travel are between 22-25 working days.

## H. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

125. The UNDP sub-regional office for Barbados and the OECS, based in Barbados, will serve as the GEF Implementing Agency. Within this context, UNDP will provide support throughout the project cycle, including project document development, financial management and M&E oversight functions. Where requested, UNDP may also provide implementation support services to the government. The project will be implemented following UNDP's national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Antigua and Barbuda.

126. The Implementing Partner for this project is the Ministry of Health and Environment through the Department of Environment (DoE). The DoE will be responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources.

127. The Implementing Partner is responsible for:

- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

128. The project management institutional arrangements are designed to promote linkages and synergies across the projects and initiatives that it implements (see figure 1 below). Environmental projects in Antigua and Barbuda are coordinated and managed by a two-tiered system. **The Project Management Committee** (PMC) is made up of the Permanent Secretariats of the relevant agencies and is responsible for financial oversight and is an accountability mechanism to track project risks and mitigation measures. The **Project Management Unit** (PMU) is the project implementation arm of the DoE, and is responsible for day-to-day activities. The **Technical Advisory Committee** acts as a technical advisory body to the PMC providing technical guidance, policy recommendations and support; facilitating communication, cooperation and coordination among relevant stakeholders and other project partners. This system of coordination allows for information sharing and discussions with the aim of maximizing the efficiency of project outputs and benefits as well as avoiding the duplication of efforts.

### **Project Management Committee**

129. The PMC is a high level cross-sectorial committee comprising of lead policy makers and heads of departments. It comprises of the Permanent Secretary of the Ministry of Health and the Environment (chairman), the Principle Assistant Secretary of this Ministry, representative of the Budget Office at the Ministry of Finance, Director of Environment, other PS of relevant Ministries and a secretary. The function of the PMC is to focus mainly in procurement, institutional arrangements and financial management of the project. The PMC is also responsible for approving and circulating financial reports to the Public Sector Investment Programme and other relevant agencies. The PMC is charged to monitor implementation of the project activities according to the approved Work Programs and approve any essential deviations from it if necessary. Meetings of the PMC are held monthly.

130. The PMC is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Management Committee decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Project Management Committee, the final decision will rest with the UNDP SRO. The terms of reference for the Project Management Committee are

contained in Annex 7. The Project Management Committee is comprised of UNDP and the following ministries:

- Ministry of Health and the Environment (Chair and Vice Chair)
- Ministry of Agriculture
- Ministry of Works and Housing
- Ministry of Justice and Legal Affairs
- Ministry of Tourism
- Budget Office, Ministry of Finance

### **Project Management Unit**

131. The Project Management Unit is a project implementation arm of the DoE consisting of technical and administrative personnel. This PMU assists the DoE in meeting its obligations on projects implemented by the department by allowing for flexibility of staffing not normally applied within the wider government service. The PMU is staffed by consultants and ad-hoc staff from various departments of government, and the private sector. The PMU is a permanent part of the DoE and designed to achieve efficiency and coordination in the management of many projects from a variety of donors, as well as the governments' projects. The PMU also ensures that there is effective coordination and efficiency when there are project activities that are similar and interdependent on each for execution. The PMU will be administered by a part-time Project Coordinator and supported by a part-time Project Assistant.

### **Technical Advisory Committee**

132. The TAC acts as a technical advisory body to the PMC providing technical guidance, policy recommendations and support; facilitating communication, cooperation and coordination among relevant stakeholders and other project partners. Essentially the TAC coordinates and reports on the implementation of MEA related projects on the ground. Agencies involved in the TAC include: the AB Investment Authority, the Antigua and Barbuda Department of Marine Services, the Agriculture Department, the Analytical Services Division, the APUA Water Business Unit, the Barbuda Council, the Bureau of Standards, the Central Board of Health, the Development Control Authority, the Energy Department, the Extension Division, the Finance and Debt Unit, the Fisheries Division, Foreign Affairs, the Forestry Unit, the Lands Division, the Meteorological Office, the National Parks Authority, the National Office of Disaster Services, the National Solid Waste Management Authority, the Plant Protection, the Statistics Division, the Surveys and Mapping Division, the Tourism Authority, and the Transport Board. The TAC also represents community interest groups including the Community Development Division, GEF Small Grants Programme, and the Environmental Awareness Group (non-governmental). In addition, the private sector Antigua and Barbuda Coalition for Service Industries is represented on the TAC. The Technical Advisory Committee meets monthly and reviews all project, revised documentation, reviews TORs, and appraises project risks.

133. The Technical Advisory Committee will discuss and deliberate on a) strengthening inter-agency coordination to effectively manage environmental information and the decision support system, b) structuring improved data and information management arrangements, c) identifying and selecting new and improved Rio Convention indicators and measurement methodologies, d) integrating Rio Conventions in the selected development plan, e) reviewing assessments conducted under the project, and f) supporting assessments such of the assessment of technical skills and thematic assessments.



134. The project organization structure is as follows:

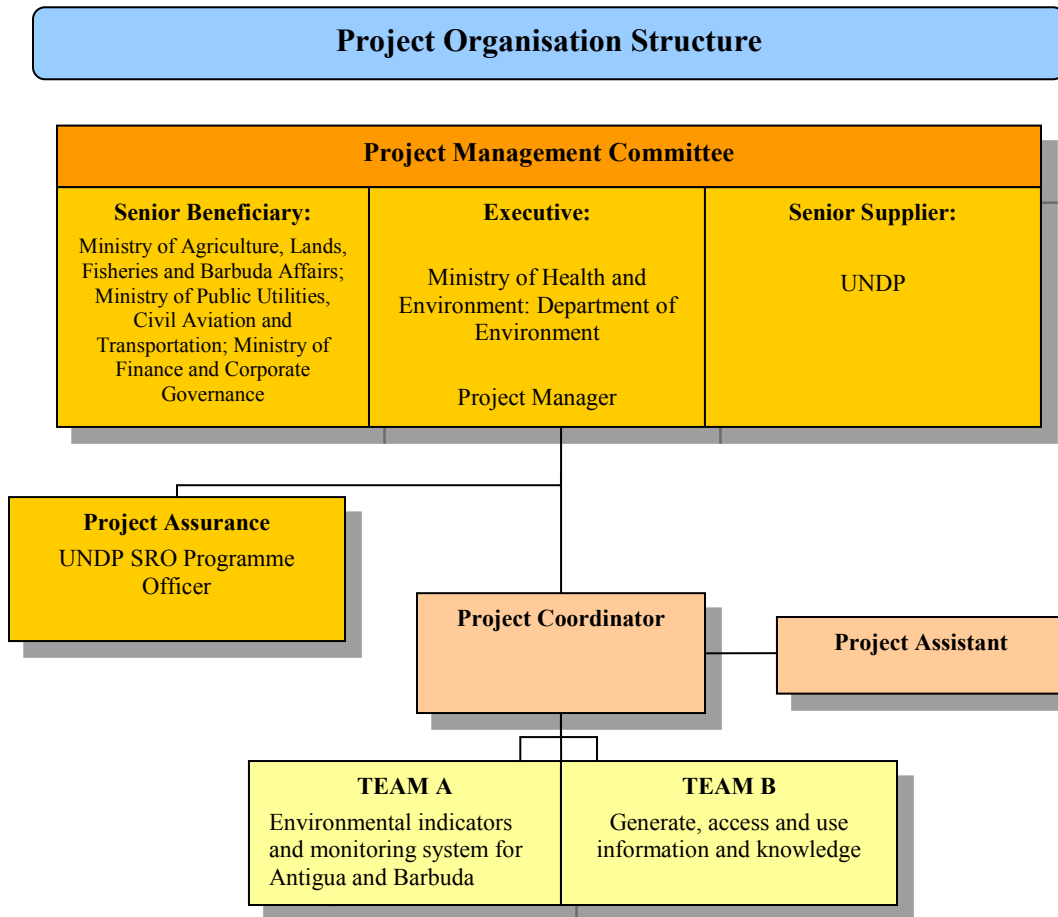


Figure 1: Project Implementation Structure

135. In addition to this structure, Antigua and Barbuda has standard arrangements for project implementation, which include:

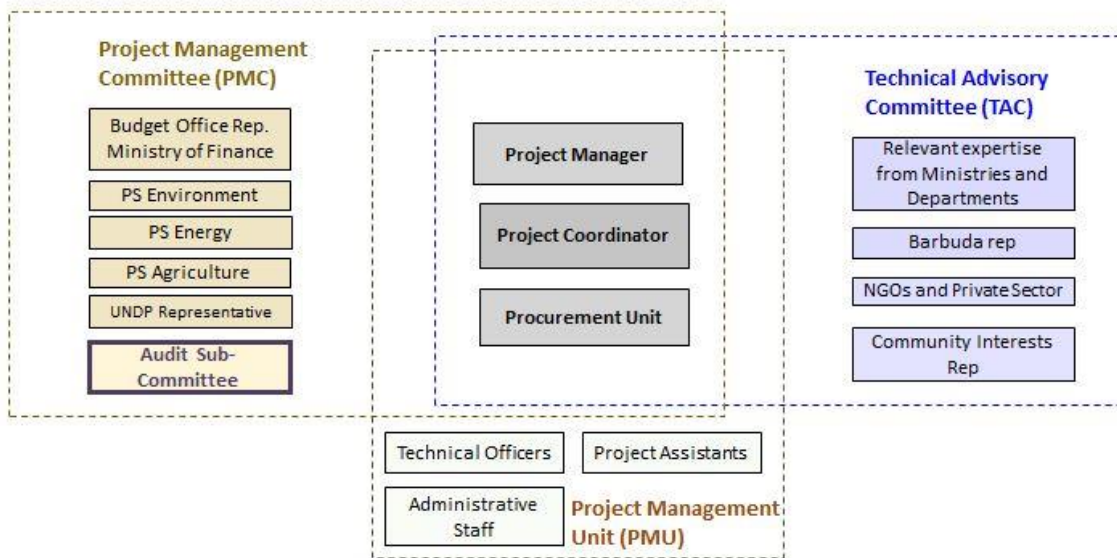


Figure 2: Additional Project Implementation Structure Details

136. **Project Manager**<sup>17</sup>: A senior government official will be designated as the Project Manager from the Department of Environment. He/she will be responsible for the management oversight of the project. The Project Manager will devote a significant part of his/her working time on the project. Duties and responsibilities of the Project Manager are described in Annex 8. In the fulfillment of his/her responsibilities, the Project Manager will be supported by the Project Management Committee and a part-time Project Coordinator.

137. **Project Coordinator**: A Project Coordinator will oversee the project implementation on a part-time basis under the guidance of the Project Management Committee, and with the support of UNDP Barbados. The Project Coordinator will run the project on a day-to-day basis on behalf of the DoE as the project's implementing partner and within the constraints laid down by the Project Management Committee. In addition to overseeing the implementation of the project's capacity development activities, the Project Coordinator will carry out the monitoring and evaluation procedures per UNDP agreed policies and procedures. The Project Coordinator's functions will end when the final project report package (which includes the terminal evaluation report and corresponding management response), and other documentation as required by the GEF and UNDP, has been completed and submitted to UNDP (including operational closure of the project).

138. **Project assurance** refers to the oversight of the project that will be provided by the UNDP sub-regional office for Barbados and the OECS. Additional quality assurance will be provided by the UNDP Regional Technical Advisor as needed.

Contribution of stakeholders to project implementation:

1. Monthly or Quarterly project meetings will be convened to discuss progress of the project (frequency to be determined based on a needs basis)
2. Sub-group will be formed to inform policy, i.e. MOU development and GIS Unit issues. These have been identified in the table as participation on policy team
3. Many of the stakeholders are members of TAC and will be informed through these meetings
4. Stakeholders will participate in stakeholder working group

139. **Senior Supplier**: The primary function of the Senior Supplier is to provide guidance regarding the technical feasibility of the project. This includes technical guidance on designing, developing, facilitating, procuring, and implementing the project.

140. **Senior Beneficiary**: These individuals represent the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function is to ensure the realization of project results from the perspective of project beneficiaries. These individuals will validate the needs and monitor the proposed solutions to ensure that those needs are met within the provisions of the project.

141. **Consultants**: The project will contract national specialists as consultants to provide specialized expertise to carrying out project activities outlined in components 1 and 2. This will include drafting technical texts that serve as discussion material for the learning-by-doing workshops, as well as being presenters and resource persons for the awareness-raising dialogues. Annex 7 outlines the indicative Terms of References for these national consultants. The project will also contract two international consultants.

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<sup>17</sup> Project Manager is the terminology used in Antigua and Barbuda for the National Project Director.

An independent evaluation expert to undertake a final evaluation of the project three (3) months prior to project closure will be recruited.

142. Capacity Development Activities: The project will take an adaptive collaborative management approach to implementation. That is, UNDP and the DoE will manage project activities in order that stakeholders are involved early and throughout project implementation, providing regular input of the performance of project activities. This will help signal unforeseen risks and contribute to the timely modification and realignment of activities within the boundaries of the project's goal and objectives.

143. UNDP Direct Project Services as requested by Government: The GEF Council has adopted rules and issued guidance on when and how Direct Project Costs may be recovered for projects financed by the GEF Trust Fund, and the LDCF, SCCF Funds. UNDP Direct Project Services as requested will be charged in line with GEF Specific guidance and the Letter of Agreement (Annex 6). Following consultations on the project implementation UNDP and the Government agreed that the UNDP Sub-Regional Office will provide support services to the project at the request of the National Implementing Partner. These support services may include assistance with reporting requirements, procurement and direct payments. In providing such support services, the UNDP Sub-Regional Office shall ensure that the capacity of the Government-designated institution is strengthened.

144. The UNDP Sub-Regional Office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

- (a) Identification and/or recruitment of project and programme personnel;
- (b) Identification and facilitation of training activities;
- (c) Procurement of goods and services; and
- (d) Facilitation of direct payments.

The procurement of goods and services and the recruitment of project and programme personnel by the UNDP Sub-Regional Office shall be in accordance with the UNDP regulations, rules, policies and procedures

145. The UNDP Sub-Regional Office will provide the following services, as outlined in the “**National Implementation by Government of UNDP Supported Projects: Guideline and Procedures**”:

- Contribute to national ownership that is inclusive of all stakeholders in all stages of the process;
- Ensure alignment with national development priorities, strategies, systems and programming cycles;
- Ensure inclusiveness of the UN system with full involvement of specialized and non-resident agencies;
- Integration of the five UN programming principles tailored to the country context: the human rights-based approach, gender equality, environmental sustainability, results-based management and capacity development;
- Mutual accountability between UN and national counterpart for development results

146. Agreement on intellectual property rights and use of logo on the project’s deliverables and disclosure of information: In order to accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy<sup>18</sup> and the GEF policy on public involvement<sup>19</sup>.

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<sup>18</sup> See [http://www.undp.org/content/undp/en/home/operations/transparency/information\\_disclosurepolicy/](http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/)

<sup>19</sup> See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)

147. UNDP has a common operational framework for transferring cash to government and nongovernment Implementing Partners, namely the Harmonized Approach to Cash Transfers (HACT). This approach requires a micro assessment of the Implementing Partner, performed by a third party service provider. UNDP uses the overall risk rating provided by the questionnaire to determine the appropriate cash transfer modality for the Implementing Partner. The HACT assessment was completed in December 2015. During the project implementation, UNDP will carry out project assurance activities (monitoring visits and spot checks) based on the HACT assurance plan.

## I. PROJECT FINANCING

### I.1 Co-financing

148. The GEF financing will be used to finance project goods and services that require procurement, such as the recruitment of experts and specialists and the renting of workshop venues. Co-financing is also being provided by the government to the order of US\$ 800,000 of which US\$ 200,000 is in the form of cash. The in-kind co-financing is estimated by the active engagement of sufficiently large numbers of government staff and other stakeholders in various project activities, among other in-kind contributions such as the administrative and overhead costs incurred by partner and participating organizations.

Table 7: Breakdown of project financing

Summary of Funds:	Cash (US\$)	In-Kind (US\$)	Total (US\$)
GEF	880,000	0	880,000
UNDP	0	100,000	100,000
Ministry of Health and Environment: Department of Environment	200,000	600,000	800,000
<b>TOTAL</b>	<b>1,080,000</b>	<b>700,000</b>	<b>1,780,000</b>

149. Although not costed, the sustainable development baseline is significant and reflected by the important number of projects and activities that are outlined in the section on project linkages (D.2). No GEF financing will be used, directly or indirectly, for overseas study tours as this is not a cost-effective use of resources. Instead, experts may be brought to Antigua in order that a greater number of stakeholders can benefit from the relevant learning exercise(s).

150. UNDP is providing US\$ 100,000 in-kind co-financing.

### I.2 Incremental Cost Reasoning

151. The incremental cost of this project is determined on the basis of the main criterion that the co-financing achieves an equal share of the GEF increment will be negotiated with potential donors. The nature of the capacity development activities of this project does not lend itself to clearly distinguish those activities that will deliver global environmental benefits and those that should be undertaken in the country's own sustainable development interest. Unless such a distinction can be made, the average cost of project activities will be equally shared by both sources of funds.

152. The baseline also provides a number of initiatives that already exist in the country. The financial contribution of the GEF will be added to parallel and additional funds provided by various other sources of funding obtained through an allocation of national budgets or support for the programme by traditional and new development partners. The GEF funding will focus on the harmonization of these efforts in the area of intervention through a collaborative approach and therefore to ensure a more effective and intelligent system for adaptive management.

### I.3 Cost Effectiveness

153. One design feature that will ensure cost-effectiveness is the project's strategy, which builds on a significant baseline of government commitment to improving environmental information databases, and training and learning-by-doing exercises on Rio Convention mainstreaming. Lessons learned from baseline projects will also be incorporated into the project implementation so that GEF resources can be used in the most efficient manner. Cost effectiveness was initially increased during the PPG Phase by incorporating lessons learned to inform the project design.

154. The cost-effectiveness of this project is also demonstrated in efficient allocation and management of financial resources. The recruitment of consultants under the project will be financed by the GEF contribution, reducing the transaction costs associated when contracting consultants through multiple sources of finances. Another important indicator of cost-effectiveness is the very low percentage of the GEF grant being used for project management, which is set at 10%.

155. Finally, the project will also ensure cost-effectiveness through integrating project activities with those of development partners to achieve cost-effectiveness and capitalize on synergies. Given the number of ongoing projects in the country, careful attention will be given to coordinating project activities in such a way that activities are mutually supportive and opportunities capitalized to realize synergies and cost-effectiveness. Working with existing organizations (especially NGOs) as delivery mechanisms for project support to local stakeholders will allow the project to capitalize on their expertise and their relationship with the community.

## **I.4 Financial Planning and Management**

156. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the Project Management Committee will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Management Committee. Should the following deviations occur, the Project Manager and UNDP Sub-Regional Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF:

- a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more;
- b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

157. Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g., UNDP TRAC or cash co-financing).

158. Refund to Donor: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

159. Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Management Committee meeting. The Implementing Partner through a Project Management Committee decision will notify the UNDP Sub-Regional Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

160. Transfer or disposal of assets: In consultation with the NIM Implementing Partner and other parties of the project, UNDP programme manager (UNDP Resident Representative) is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file<sup>20</sup>.

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<sup>20</sup> See

[https://popp.undp.org/\\_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP\\_POPP\\_DOCUMENT\\_LIBRARY/Public/PPM\\_Project%20Management\\_Closing.docx&action=default](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default).

161. Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

162. Financial completion: The project will be financially closed when the following conditions have been met:

- a) The project is operationally completed or has been cancelled;
- b) The Implementing Partner has reported all financial transactions to UNDP;
- c) UNDP has closed the accounts for the project;
- d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

163. The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Sub-Regional Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for reconciliation.

## I.5 Project Outcome Budget

Activity	Description	Year 1 (US\$)	Year 2 (US\$)	Year 3 (US\$)	Year 4 (US\$)	Total (US\$)	GEF (US\$)	Co-Financing (US\$)
	<b>Total Project Budget</b>	<b>531,500</b>	<b>456,500</b>	<b>366,500</b>	<b>425,500</b>	<b>1,780,000</b>	<b>880,000</b>	<b>900,000</b>
<b>Component 1</b>	<b>Environmental indicators and monitoring system</b>	<b>280,000</b>	<b>230,000</b>	<b>130,000</b>	<b>120,000</b>	<b>760,000</b>	<b>455,000</b>	<b>305,000</b>
Output 1.1	A set of core results-based environmental indicators is selected and a cost-effective monitoring plan is agreed	80,000	-	-	-	80,000	30,000	50,000
Output 1.2	Map national and regional information sources available to track the state and trends of the environment	80,000	-	-	-	80,000	30,000	50,000
Output 1.3	Institutional arrangements and inter-agency agreements on information management are negotiated	35,000	45,000	35,000	30,000	145,000	95,000	50,000
Output 1.4	A user-friendly online platform is established and updated, presenting available information on core environmental indicators	45,000	140,000	50,000	60,000	295,000	190,000	105,000
Output 1.5	Learning-by-doing training to effectively maintain and manage the environmental information system	40,000	45,000	45,000	30,000	160,000	110,000	50,000
<b>Component 2</b>	<b>Generate, access and use information and knowledge</b>	<b>170,000</b>	<b>160,000</b>	<b>170,000</b>	<b>205,000</b>	<b>705,000</b>	<b>345,000</b>	<b>360,000</b>
Output 2.1	A sustainable financing and management strategy is developed for the national environmental information system	35,000	20,000	-	35,000	90,000	50,000	40,000
Output 2.2	The format and methodology for a comprehensive state of the environment report is established, with one national State of the Environment report published	20,000	35,000	40,000	25,000	120,000	60,000	60,000
Output 2.3	The national environment information system is integrated into national planning and decision-making processes	-	45,000	65,000	35,000	145,000	65,000	80,000
Output 2.4	The national environmental information system is used for reporting to at least three MEAs	45,000	-	-	50,000	95,000	30,000	65,000
Output 2.5	A public information campaign on accessing and using the environmental information system is launched	30,000	25,000	25,000	20,000	100,000	60,000	40,000
Output 2.6	Improving awareness of global environmental values	40,000	35,000	40,000	40,000	155,000	80,000	75,000



Activity	Description	Year 1	Year 2	Year 3	Year 4	Total	GEF	Co-Financing
<b>Project Management</b>		<b>81,500</b>	<b>66,500</b>	<b>66,500</b>	<b>100,500</b>	<b>315,000</b>	<b>80,000</b>	<b>235,000</b>
<b>A</b>	Project Coordinator	35,000	35,000	35,000	35,000	140,000	44,000	96,000
<b>B</b>	Independent Terminal Evaluation	-	-	-	34,000	34,000	24,000	10,000
<b>C</b>	Project Management Committee Meetings	500	500	500	500	2,000	-	2,000
<b>D</b>	Project Support Staff	6,000	6,000	6,000	6,000	24,000	-	24,000
<b>E</b>	Travel	3,000	3,000	3,000	3,000	12,000	4,000	8,000
<b>F</b>	Audio Visual and Print Prod Costs	1,000	1,000	1,000	1,000	4,000	-	4,000
<b>G</b>	Equipment and Furniture	20,000	5,000	5,000	5,000	35,000	-	35,000
<b>H</b>	Rental and Maintenance-Premises	12,000	12,000	12,000	12,000	48,000	-	48,000
<b>I</b>	Miscellaneous Expenses	1,000	1,000	1,000	1,000	4,000	-	4,000
<b>J</b>	Professional Services: Audit	1,500	1,500	1,500	1,500	6,000	2,000	4,000
<b>K</b>	Direct Project Costs	1,500	1,500	1,500	1,500	6,000	6,000	-

## I.6 Total Budget and Work Plan

See Annex 2 for a more detailed input budget.

<b>Atlas Proposal or Award ID:</b>	00099053	<b>Atlas Primary Output Project ID:</b>	00102290
<b>Atlas Award Title:</b>	Monitoring and assessment of MEA implementation and environmental trends in Antigua and Barbuda		
<b>Atlas Business Unit</b>	BRB10		
<b>Atlas Primary Output Project Title</b>	Monitoring and assessment of MEA implementation and environmental trends in Antigua and Barbuda		
<b>UNDP/GEF PIMS No.</b>	5425		
<b>Implementing Partner</b>	Ministry of Health and Environment: Department of Environment		

GEF Component/ Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (US\$)	Amount Year 2 (US\$)	Amount Year 3 (US\$)	Amount Year 4 (US\$)	Total (US\$)	See Budget Note:
<b>COMPONENT 1:</b>  Environmental indicators and monitoring system	<b>MHE/DoE</b>	<b>62000</b>	<b>GEF</b>	71400	Contractual Services: Individuals	75,000	45,000	40,000	45,000	205,000	1
				71600	Travel	5,000	10,000	7,500	5,000	27,500	2
				75700	Training, Workshops and Conferences	15,000	15,000	12,500	12,500	55,000	3
				72300	Materials and Goods	5,000	5,000	5,000	2,500	17,500	4
				72800	Information Technology Equipment	45,000	75,000	15,000	15,000	150,000	5
					<b>GEF Sub-total Outcome 1</b>	<b>145,000</b>	<b>150,000</b>	<b>80,000</b>	<b>80,000</b>	<b>455,000</b>	
	<b>Total Outcome 1</b>	<b>145,000</b>	<b>150,000</b>	<b>80,000</b>	<b>80,000</b>	<b>455,000</b>					
<b>COMPONENT 2:</b>  Generate, access and use information and knowledge	<b>MHE/DoE</b>	<b>62000</b>	<b>GEF</b>	71400	Contractual Services: Individuals	55,000	55,000	60,000	60,000	230,000	1
				71600	Travel	5,000	5,000	5,000	10,000	25,000	2
				75700	Training, Workshops and Conferences	15,000	20,000	15,000	20,000	70,000	3
				72300	Materials and Goods	5,000	5,000	5,000	5,000	20,000	4
					<b>GEF Sub-total Outcome 2</b>	<b>80,000</b>	<b>85,000</b>	<b>85,000</b>	<b>95,000</b>	<b>345,000</b>	
					<b>Total Outcome 2</b>	<b>80,000</b>	<b>85,000</b>	<b>85,000</b>	<b>95,000</b>	<b>345,000</b>	

GEF Component/ Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (US\$)	Amount Year 2 (US\$)	Amount Year 3 (US\$)	Amount Year 4 (US\$)	Total (US\$)	See Budget Note:
<b>PROJECT MANAGEMENT</b>	<b>MHE/DoE</b>	<b>62000</b>	<b>GEF</b>	71300	Local Consultants: Project Coordinator	11,000	11,000	11,000	11,000	44,000	7
				71200	International Consultant	-	-	-	24,000	24,000	8
				71600	Travel	1,000	1,000	1,000	1,000	4,000	9
				74100	Professional Services: Audit	500	500	500	500	2,000	10
				74596	Services to projects - GoE	1,500	1,500	1,500	1,500	6,000	11
					<b>GEF Sub-total Project Management</b>	<b>14,000</b>	<b>14,000</b>	<b>14,000</b>	<b>38,000</b>	<b>80,000</b>	
					<b>Total Project Management</b>	<b>14,000</b>	<b>14,000</b>	<b>14,000</b>	<b>38,000</b>	<b>80,000</b>	
<b>GEF TOTAL</b>						<b>239,000</b>	<b>249,000</b>	<b>179,000</b>	<b>213,000</b>	<b>880,000</b>	

**Budget Notes:**

- 1 National consultants to prepare technical analyses and facilitate learning-by-doing workshops
- 2 Travel for stakeholder consultations
- 3 Venues for learning-by-doing workshops, exercises, and related stakeholder gatherings
- 4 Securing and preparation of technical materials
- 5 Learning-by-doing workshops on resource mobilization strategies
- 6 Equipment and related technology needed for demonstrating and applying the NEIS at workshops and meetings
- 7 Part-time Project Manager
- 8 Independent consultant to conduct the terminal evaluation
- 9 Local transportation for project team
- 10 Audit of project finances
- 11 Direct Project Services Cost: per Letter of Agreement in Annex 6. DPC are the costs of administrative services (such as those related to human resources, procurement, finance, and other functions) provided by UNDP in relation to the project. Direct project costs will be charged based on the UNDP Universal Price List or the actual corresponding service cost, in line with GEF rules on DPCs. The amounts indicated here are estimations. DPCs will be detailed as part of the annual project operational planning process and included in the yearly budgets. DPC costs can only be used for operational cost per transaction. DPCs are not a flat fee.

## **J. LEGAL CONTEXT**

164. This document together with the Sub-Regional Programme Document signed by the Government and UNDP, which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (or other appropriate governing agreement) and all Sub-Regional Programme Document provisions apply to this document. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

165. The implementing partner will put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; as well as assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

166. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

167. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP/GEF hereunder do not appear on the list maintained by the Security Council Committee established pursuant to Resolution 1267 (1999). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document. The list can be accessed via:

<http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

168. Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

## **K. ANNEXES**

**Annex 1: Capacity Development Scorecard**

**Annex 2: Provisional Multi-Year Work Plan**

**Annex 3: Monitoring Plan**

**Annex 4: UNDP Social and Environmental and Social Screening Template (SESP)**

**Annex 5: UNDP Project Quality Assurance Report**

**Annex 6: Standard letter of agreement between UNDP and Government**

**Annex 7: Terms of Reference**

**Annex 8: References**

## Annex 1: Capacity Development Scorecard

**Project Name:** Monitoring and assessment of MEA implementation and environmental trends in Antigua and Barbuda

**Project Cycle Phase:** Project Preparation Grant (PPG)

**Date:** March 2017

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
<b>CR 1: Capacities for engagement</b>						
Indicator 1 – Degree of legitimacy/ mandate of lead environmental organizations	Organizational responsibilities for environmental management are not clearly defined	0	3	The Department of Environment (DoE) within the Ministry of Health and the Environment is the lead agency for environmental management in the country. The Environmental Protection and Management Act (EPMA, 2015) provides the legal framework to implement environmental programmes and the means through which programmes will be implemented in collaboration with key agencies.	The DoE is presently in the process of implementing the EPMA 2015. This project will seek to operationalize Sections 74, 75, 76 and 79 of the Act, and by the end of the project, the country will have improved capacities to make this a reality.	1 and 2
	Organizational responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				
Indicator 2 – Existence of operational co-	No co-management mechanisms are in place	0	2	Most of the programmes and policy functions of the DoE are implemented together with	The project will place significant emphasis on strengthening the	1

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
management mechanisms	Some co-management mechanisms are in place and operational	1		other agencies and organizations. For example, the DoE has a good working relationship with the Statistics Division and together they jointly implement an environment statistics program. The DoE also works closely with the Development Control Authority in the revision of development applications. However, there is a need to develop MOUs with these and other key agencies as a means to formally establish a co-management mechanism. The grading is considered a 2 due to the excellent relationship that already exists, however the only downfall is that the formal MOU is not in place yet.	relationships with key stakeholders. Memoranda of Agreements will be negotiated and signed to facilitate these institutional arrangements.	
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2				
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0	2	For the most part, the stakeholders have been identified and are involved through regular consultations. Under a previous project, a technical working group was established that was responsible for integrating environmental management throughout the government, NGOs, and private sectors. This was formalized through a cabinet decision and	The roles of stakeholders will be further clarified in the context of MEA obligations at the national and international level. In addition, their knowledge and understanding of MEAs will be improved through the use of a participatory and collaborative approach. Under this project, the	1 and 2
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3		now is formalized as the Technical Advisory Committee. This committee provides technical guidance, policy recommendations and support to environmental projects and programmes. However, there is a need to extend this reach.	membership of the TAC will be reviewed and improved. The MOUs that will be established will emphasize agency roles and responsibilities.	
.... Add your own indicator(s)						
<b>CR 2: Capacities to generate, access and use information and knowledge</b>						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0	1	Stakeholders are aware of global environmental issues and to some extent their possible solutions. Awareness however, can be improved on. There is also a need for more time to be invested on information dissemination. The main challenge the DOE faces is a decrease in staff responsible for outreach activities. This staffing gap needs to be filled in order for the DOE to effectively function.	The project will support increased training and awareness building of MEAs implementation. The NGOs, Barbuda Council, and the private sector will be especially involved in the outreach activities. The DoE will work along with Environmental Units from other agencies as well. Social Media will be one of the gateways utilized to disseminate information.	2
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2				
	Stakeholders are aware about global environmental	3				



Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	issues and are actively participating in the implementation of related solutions					
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0	2	The main issue with environmental information is rooted in the data collection, management, and analysis processes. Historically, data formats have been incompatible across institutions. This thereby limits agencies' access to important data and information. There is a need to revise and develop compatible reporting formats in order to increase the quality and valuation of data and information, and to strengthen inter-agency collaboration.	The project will develop and test an environmental information management system. Key agencies will be involved in this process and contribute data and information to the system that will be available for use in the MEA reporting process. The DoE will also work closely with the media to further environmental information dissemination.	1 and 2
	The environmental information needs are identified but the information management infrastructure is inadequate	1				
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0	2	The DoE has environmental education programmes written for the three main MEAs (UNFCCC, UNCBD and UNCCD). There is also a program for Energy and Sustainable Consumption and Production. These have been developed for summer camps and environmental cadet programs (extra-curricular). The programs are designed in a project format to allow schools to implement them in their schools and/or at community level. The programmes have outreach components such as article writing, developing videos and posters, and engaging with local media.	The environmental education programme will expand its reach and work directly at the school level with teachers. This will sensitize teachers on the programmes and projects of the DoE, allowing them to gain first-hand knowledge of environmental matters. The project will support the Environmental Education Unit of the DoE in working with national environmental organizations, such as the Environmental Awareness Group.	2
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education programmes exist and are being delivered	3				
Indicator 7 – Extension of the linkage between environmental research/science and policy development	No linkage exist between environmental policy development and science/research strategies and programmes	0	2	There is a need to fully link policy development to environmental research. While the research needs are identified, there are certain barriers that exist which hinder full linkage with policy development. One such barrier is inadequate funding. Critical areas include the hydrological assessments of several	The project will support activities to strengthen national environmental education, awareness, and capacities to access, comprehend, and interpret environmental data and information for decision-making. This will in turn maximize the utility of high	1 and 2
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2		watersheds to inform the development of local area plans, revisions of EIAs to inform development applications, and terrestrial and marine assessments to inform development.	quality data, information, and knowledge.	
	Relevant research results are available for environmental policy development	3				
Indicator 8 – Extension of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0	2	The DoE works closely with the GEF Small Grants Coordinator and the Community Division, both of which work mainly at the community level. The Coordinators of these institutions assist community groups in developing environmental project proposals based largely on the traditional knowledge of the communities. There is a need now to strengthen the working relationships between these entities in order to ensure that traditional knowledge is not only shared with their project team, but also extends to the DoE programmes.	CBOs and NGOs will be key stakeholders in the project and will be involved in the development and implementation of the environmental information systems. These groups will contribute to the environmental information system by collecting traditional knowledge and also using the information available to guide the development of their project proposals.	1
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1				
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
.... Add your own indicator(s)						
<b>CR 3: Capacities for strategy, policy and legislation development</b>						
Indicator 9 – Extent of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0	2	The DoE is mandated (by the EPMA 2015) to develop and implement a National Environmental Policy Framework. The DoE is now working on mandated policy chapters, such as a Climate Change Policy, a Watershed and Wetland Management Plan, a National Biodiversity Strategy and Action Plan, and updating the National Environmental Management Policy Strategy. This is an ongoing process; however funding is required to ensure that the full mandate of the EPMA 2015 is implemented.	The project will engender a better understanding of roles and responsibilities and hence facilitate closer coordination for the development and implementation of the environmental policies and plans.	1 and 2
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2				
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	plans and strategies; which are being implemented					
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0	2	This rating is actually between a 2 and a 3. The EPMA 2015 established a National Environmental Policy Framework as mentioned above in indicator 9. One component within this Framework is the National Environmental Management Policy Strategy. This specific policy existed prior to the passage of the EPMA, however it was outdated and is now being revised. Whereas the EPMA addresses environmental issues, the policy framework is being expanded. Implementation and enforcement remains a challenge, but the existing mechanisms for the implementation of environmental policy and legislative framework, including compliance, is functioning.	The DoE is in the process of developing the various components of the National Environmental Policy Framework. By the end of the project, the country will have improved capacities to contribute significantly to this.	1 and 2
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2				
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3				
Indicator 11 – Adequacy of the environmental information	The availability of environmental information for decision-making is lacking	0	2	Environmental information is available within various different agencies and institutions. There is a need to	The project's resources will be used to develop environmental information	1 and 2

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
available for decision-making	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1		develop a structured, formal, and centralized repository for such information that can be used as necessary to inform relevant decision-making. The unsystematic process needs to be updated to improve the quality of data and information.	portals to serve as a central repository.	
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2				
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3				
.... Add your own indicator(s)						
<b>CR 4: Capacities for management and implementation</b>						
Indicator 12 – Existence and mobilization of resources	The environmental organizations do not have adequate resources for their programmes and projects and the requirements have not been assessed	0	2	The EPMA 2015 established a national Sustainable Island Resource Framework Fund that will be used to implement environmental management at the national level. The SIRF	The project seeks to establish a sustainable financing and management strategy for the national environmental information system. This will be	2

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	The resource requirements are known but are not being addressed	1		Fund is currently being operationalized and is focused on adaptation activities. This fund could be extended to other areas of environmental management including improving environmental information systems. However, this area has not been completely addressed yet. Funding is now mainly sourced from international donor funds.	coordinated with the SIRF Fund.	
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0	1	The DoE has conducted a number of needs assessments of various key agencies who will contribute to the environmental information systems. For the most part, the skills and technologies needed have been identified, however, an update might be necessary for a few agencies. The sources of data have not all been identified. This will have to be further detailed.	The project will seek to update the needs assessment and investigate sources.	1
	The required skills and technologies needs are identified as well as their sources	1				
	The required skills and technologies are obtained but their access depend on foreign sources	2				
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	and for upgrading the technologies					
.... Add your own indicator(s)						
<b>CR 5: Capacities to monitor and evaluate</b>						
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or program	0	2	The DoE has instituted a Monitoring and Evaluation Framework that aims to monitor environmental projects and programmes. So far, this has focused on internationally funded projects, but the intention is to extend this to the national programmes as well. A pool of indicators has been created and a few are selected for each project and then reported on. There is a need to refine the list of indicators to be more specific and respond to the priorities of the DoE's environmental programmes.	The project will provide resources to refine the indicators and extend the M&E framework to national programmes. It will also improve the capacities of the technicians to fulfill these reporting requirements.	1 and 2
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1				
	Regular participative monitoring of results is being conducted but this information is only partially used by the project/programme implementation team	2				
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3				
Indicator 15 – Adequacy of the	None or ineffective evaluations are being	0	2	The DoE has instituted a Monitoring and Evaluation	The project will provide resources to refine the	1 and 2



Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
project/programme evaluation process	conducted without an adequate evaluation plan; including the necessary resources			Framework that aims to evaluate environmental projects and programmes. So far, this has focused on internationally funded projects but the intention is to extend this to the national programmes as well. A pool of indicators has been created and a few are selected for each project and then reported on. There is a need to refine the list of indicators to be more specific and respond to the priorities of the DoE's environmental programmes.	indicators and extend the M&E framework to national programmes. It will also improve the capacities of the technicians to fulfill these reporting requirements.	
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1				
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2				
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3				

## Annex 2: Provisional Multi-year Work Plan

Activity	Description	Year 1											
		1	2	3	4	5	6	7	8	9	10	11	12
<b>Component 1</b>	<b>Environmental indicators and monitoring system for Antigua and Barbuda</b>												
<b>Output 1.1</b>	<b>A set of core results-based environmental indicators is selected and a cost-effective monitoring plan is agreed</b>												
1.1.1	Establish a stakeholder working group for Rio Convention and regulatory needs												
1.1.2	Detail and prioritize a concrete set of environmental, natural resource, and sustainable development indicators												
1.1.3	Negotiate and finalize a monitoring plan in collaboration with the Data Management Unit of the DoE												
<b>Output 1.2</b>	<b>Map national and regional information sources available to track the state and trends of the environment</b>												
1.2.1	Conduct SWOT and gap analysis of environmental information availability, data formats, and accessibility												
1.2.2	Compile relevant reference material to review existing data in the EIMAS.												
<b>Output 1.3:</b>	<b>Institutional arrangements and inter-agency agreements on information management are negotiated</b>												
1.3.1	Draft MoUs with relevant agencies to support data sharing												
1.3.2	Develop research guidelines based on lessons learned and best practices from the Caribbean.												
1.3.3	Organize learning-by-doing consultations to present updated guidelines												
1.3.4	Update and finalize guidelines based on feedback from consultations												
1.3.5	Set up targeted institutional architectures for sharing data and information												
<b>Output 1.4:</b>	<b>A user-friendly online platform is established and updated, presenting available information on core environmental indicators</b>												
1.4.1	Design best practice technological structures for data collection, storage, and sharing												
1.4.2	Prepare a feasibility study on the design and operation of the system												
1.4.3	Undertake an independent peer review of system												
1.4.4	Improve technological structure of data and information systems												
1.4.5	Develop a tracking mechanism to monitor the usage of platform												
1.4.6	Begin the early implementation of the NEIS												
<b>Output 1.5:</b>	<b>Learning-by-doing training to effectively maintain and manage the environmental information system</b>												
1.5.1	Undertake a comprehensive assessment of technical training needs												
1.5.2	Develop a training programme and modules												
1.5.3	Undertake training courses on operational skills for software and data management												
1.5.4	Carry out training workshops on data and information management												
1.5.5	Develop a long-term training programme on data and information management												
<b>Component 2</b>	<b>Generate, access and use information and knowledge</b>												
<b>Output 2.1</b>	<b>A sustainable financing and management strategy is developed for the national environmental information system</b>												
2.1.1	Undertake a financial and economic analysis												
2.1.2	Conduct feasibility study on financial and economic instruments for piloting												

Activity	Description	Year 1											
		1	2	3	4	5	6	7	8	9	10	11	12
2.1.3	Draft, review, and approve a resource mobilization strategy												
<b>Output 2.2</b>	<b>The format and methodology for a comprehensive state of the environment report is established, with one national State of the Environment report published</b>												
2.2.1	Research existing State of the Environment reports												
2.2.2	Develop a first draft of the State of the Environment Report												
2.2.3	Convene two (2) public stakeholder consultations on the draft State of the Environment report												
2.2.4	Update and finalize draft State of Environment report												
<b>Output 2.3</b>	<b>The national environmental information system is integrated into national processes, including development application reviews and environmental and social safeguard (ESS) assessments</b>												
2.3.1	Select a high value programme and/or plan for piloting mainstreaming exercises												
2.3.2	Convene stakeholder workshops to reconcile mandates among local and regional authorities												
2.3.3	Prepare feasibility study and project document on activities to be piloted												
2.3.4	Facilitate dialogues on the NEIS and its implementation plan												
2.3.5	Pilot activities and learning-by-doing trainings are implemented												
2.3.6	Cull lessons learned and best practices from pilot activities to inform NEIS roadmap												
<b>Output 2.4</b>	<b>The national environmental information system is used for reporting to at least 3 MEAs</b>												
2.4.1	Review national communications and national reports for the CCD, CBD & FCCC												
2.4.2	Demonstrate the value of the NEIS by developing reports for MEAs												
<b>Output 2.5</b>	<b>A public information campaign on accessing and using the environmental information system is launched, in particular targeting educational institutions</b>												
2.5.1	Develop and validate a public awareness and communication campaign plan												
2.5.2	Prepare and air a Public Service Announcement for provincial television and radio												
2.5.3	Sensitize the public on the national environment information system through mobile IT bus hands-on session												
2.5.4	Prepare and apply an environmental awareness module for use in secondary school teaching												
<b>Output 2.6</b>	<b>Improving awareness of global environmental values</b>												
2.6.1	Organize and convene a one-day Project Launch Conference and a one-day end of project Results Conference												
2.6.2	Design and carry out survey to assess understanding of Rio Convention mainstreaming												
2.6.3	Develop and apply an awareness-raising module on Rio Conventions mainstreaming												
2.6.4	Convene national and sub-national awareness workshops on global environmental conservation and its link to local sustainable development												
2.6.5	Organize and convene private sector and media sensitization panel discussions												
2.6.6	Prepare and publish articles on linkages between the global environment and socio-economic issues												
<b>Project Management</b>													
<b>A</b>	Project Administration												
<b>B</b>	Independent Terminal Evaluation												
<b>C</b>	Project Management Committee Meetings												

Activity	Description	Year 2											
		13	14	15	16	17	18	19	20	21	22	23	24
<b>Component 1</b>	<b>Environmental indicators and monitoring system for Antigua and Barbuda</b>												
<b>Output 1.1</b>	<b>A set of core results-based environmental indicators is selected and a cost-effective monitoring plan is agreed</b>												
1.1.1	Establish a stakeholder working group for Rio Convention and regulatory needs												
1.1.2	Detail and prioritize a concrete set of environmental, natural resource, and sustainable development indicators												
1.1.3	Negotiate and finalize a monitoring plan in collaboration with the Data Management Unit of the DoE												
<b>Output 1.2</b>	<b>Map national and regional information sources available to track the state and trends of the environment</b>												
1.2.1	Conduct SWOT and gap analysis of environmental information availability, data formats, and accessibility												
1.2.2	Compile relevant reference material to review existing data in the EIMAS.												
<b>Output 1.3:</b>	<b>Institutional arrangements and inter-agency agreements on information management are negotiated</b>												
1.3.1	Draft MoUs with relevant agencies to support data sharing												
1.3.2	Develop research guidelines based on lessons learned and best practices from the Caribbean.												
1.3.3	Organize learning-by-doing consultations to present updated guidelines												
1.3.4	Update and finalize guidelines based on feedback from consultations												
1.3.5	Set up targeted institutional architectures for sharing data and information												
<b>Output 1.4:</b>	<b>A user-friendly online platform is established and updated, presenting available information on core environmental indicators</b>												
1.4.1	Design best practice technological structures for data collection, storage, and sharing												
1.4.2	Prepare a feasibility study on the design and operation of the system												
1.4.3	Undertake an independent peer review of system												
1.4.4	Improve technological structure of data and information systems												
1.4.5	Develop a tracking mechanism to monitor the usage of platform												
1.4.6	Begin the early implementation of the NEIS												
<b>Output 1.5:</b>	<b>Learning-by-doing training to effectively maintain and manage the environmental information system</b>												
1.5.1	Undertake a comprehensive assessment of technical training needs												
1.5.2	Develop a training programme and modules												
1.5.3	Undertake training courses on operational skills for software and data management												
1.5.4	Carry out training workshops on data and information management												
1.5.5	Develop a long-term training programme on data and information management												
<b>Component 2</b>	<b>Generate, access and use information and knowledge</b>												
<b>Output 2.1</b>	<b>A sustainable financing and management strategy is developed for the national environmental information system</b>												
2.1.1	Undertake a financial and economic analysis												
2.1.2	Conduct feasibility study on financial and economic instruments for piloting												

Activity	Description	Year 2											
		13	14	15	16	17	18	19	20	21	22	23	24
2.1.3	Draft, review, and approve a resource mobilization strategy												
<b>Output 2.2</b>	<b>The format and methodology for a comprehensive state of the environment report is established, with one national State of the Environment report published</b>												
2.2.1	Research existing State of the Environment reports												
2.2.2	Develop a first draft of the State of the Environment Report												
2.2.3	Convene two (2) public stakeholder consultations on the draft State of the Environment report												
2.2.4	Update and finalize draft State of Environment report												
<b>Output 2.3</b>	<b>The national environment information system is integrated into national processes, including development application reviews and environmental and social safeguard (ESS) assessments</b>												
2.3.1	Select a high value programme and/or plan for piloting mainstreaming exercises												
2.3.2	Convene stakeholder workshops to reconcile mandates among local and regional authorities												
2.3.3	Prepare feasibility study and project document on activities to be piloted												
2.3.4	Facilitate dialogues on the NEIS and its implementation plan												
2.3.5	Pilot activities and learning-by-doing trainings are implemented												
2.3.6	Cull lessons learned and best practices from pilot activities to inform NEIS roadmap												
<b>Output 2.4</b>	<b>The national environmental information system is used for reporting to at least 3 MEAs</b>												
2.4.1	Review national communications and national reports for the CCD, CBD & FCCC												
2.4.2	Demonstrate the value of the NEIS by developing reports for MEAs												
<b>Output 2.5</b>	<b>A public information campaign on accessing and using the environmental information system is launched, in particular targeting educational institutions</b>												
2.5.1	Develop and validate a public awareness and communication campaign plan												
2.5.2	Prepare and air a Public Service Announcement for provincial television and radio												
2.5.3	Sensitize the public on the national environment information system through mobile IT bus hands-on session												
2.5.4	Prepare and apply an environmental awareness module for use in secondary school teaching												
<b>Output 2.6</b>	<b>Improving awareness of global environmental values</b>												
2.6.1	Organize and convene a one-day Project Launch Conference and a one-day end of project Results Conference												
2.6.2	Design and carry out survey to assess understanding of Rio Convention mainstreaming												
2.6.3	Develop and apply an awareness-raising module on Rio Conventions mainstreaming												
2.6.4	Convene national and sub-national awareness workshops on global environmental conservation and its link to local sustainable development												
2.6.5	Organize and convene private sector and media sensitization panel discussions												
2.6.6	Prepare and publish articles on linkages between the global environment and socio-economic issues												
<b>Project Management</b>													
<b>A</b>	Project Administration												

Activity	Description	Year 2											
		13	14	15	16	17	18	19	20	21	22	23	24
B	Independent Terminal Evaluation												
C	Project Management Committee Meetings												

Activity	Description	Year 3													
		25	26	27	28	29	30	31	32	33	34	35	36		
<b>Component 1</b>	<b>Environmental indicators and monitoring system for Antigua and Barbuda</b>														
<b>Output 1.1</b>	<b>A set of core results-based environmental indicators is selected and a cost-effective monitoring plan is agreed</b>														
1.1.1	Establish a stakeholder working group for Rio Convention and regulatory needs														
1.1.2	Detail and prioritize a concrete set of environmental, natural resource, and sustainable development indicators														
1.1.3	Negotiate and finalize a monitoring plan in collaboration with the Data Management Unit of the DoE														
<b>Output 1.2</b>	<b>Map national and regional information sources available to track the state and trends of the environment</b>														
1.2.1	Conduct SWOT and gap analysis of environmental information availability, data formats, and accessibility														
1.2.2	Compile relevant reference material to review existing data in the EIMAS.														
<b>Output 1.3:</b>	<b>Institutional arrangements and inter-agency agreements on information management are negotiated</b>														
1.3.1	Draft MoUs with relevant agencies to support data sharing														
1.3.2	Develop research guidelines based on lessons learned and best practices from the Caribbean.														
1.3.3	Organize learning-by-doing consultations to present updated guidelines														
1.3.4	Update and finalize guidelines based on feedback from consultations														
1.3.5	Set up targeted institutional architectures for sharing data and information														
<b>Output 1.4:</b>	<b>A user-friendly online platform is established and updated, presenting available information on core environmental indicators</b>														
1.4.1	Design best practice technological structures for data collection, storage, and sharing														
1.4.2	Prepare a feasibility study on the design and operation of the system														
1.4.3	Undertake an independent peer review of system														
1.4.4	Improve technological structure of data and information systems														
1.4.5	Develop a tracking mechanism to monitor the usage of platform														
1.4.6	Begin the early implementation of the NEIS														
<b>Output 1.5:</b>	<b>Learning-by-doing training to effectively maintain and manage the environmental information system</b>														
1.5.1	Undertake a comprehensive assessment of technical training needs														
1.5.2	Develop a training programme and modules														
1.5.3	Undertake training courses on operational skills for software and data management														
1.5.4	Carry out training workshops on data and information management														
1.5.5	Develop a long-term training programme on data and information management														
<b>Component 2</b>	<b>Generate, access and use information and knowledge</b>														

Activity	Description	Year 3											
		25	26	27	28	29	30	31	32	33	34	35	36
<b>Output 2.1</b>	<b>A sustainable financing and management strategy is developed for the national environmental information system</b>												
2.1.1	Undertake a financial and economic analysis												
2.1.2	Conduct feasibility study on financial and economic instruments for piloting												
2.1.3	Draft, review, and approve a resource mobilization strategy												
<b>Output 2.2</b>	<b>The format and methodology for a comprehensive state of the environment report is established, with one national State of the Environment report published</b>												
2.2.1	Research existing State of the Environment reports												
2.2.2	Develop a first draft of the State of the Environment Report												
2.2.3	Convene two (2) public stakeholder consultations on the draft State of the Environment report												
2.2.4	Update and finalize draft State of Environment report												
<b>Output 2.3</b>	<b>The national environment information system is integrated into national processes, including development application reviews and environmental and social safeguard (ESS) assessments</b>												
2.3.1	Select a high value programme and/or plan for piloting mainstreaming exercises												
2.3.2	Convene stakeholder workshops to reconcile mandates among local and regional authorities												
2.3.3	Prepare feasibility study and project document on activities to be piloted												
2.3.4	Facilitate dialogues on the NEIS and its implementation plan												
2.3.5	Pilot activities and learning-by-doing trainings are implemented												
2.3.6	Cull lessons learned and best practices from pilot activities to inform NEIS roadmap												
<b>Output 2.4</b>	<b>The national environmental information system is used for reporting to at least 3 MEAs</b>												
2.4.1	Review national communications and national reports for the CCD, CBD & FCCC												
2.4.2	Demonstrate the value of the NEIS by developing reports for MEAs												
<b>Output 2.5</b>	<b>A public information campaign on accessing and using the environmental information system is launched, in particular targeting educational institutions</b>												
2.5.1	Develop and validate a public awareness and communication campaign plan												
2.5.2	Prepare and air a Public Service Announcement for provincial television and radio												
2.5.3	Sensitize the public on the national environment information system through mobile IT bus hands-on session												
2.5.4	Prepare and apply an environmental awareness module for use in secondary school teaching												
<b>Output 2.6</b>	<b>Improving awareness of global environmental values</b>												
2.6.1	Organize and convene a one-day Project Launch Conference and a one-day end of project Results Conference												
2.6.2	Design and carry out survey to assess understanding of Rio Convention mainstreaming												
2.6.3	Develop and apply an awareness-raising module on Rio Conventions mainstreaming												
2.6.4	Convene national and sub-national awareness workshops on global environmental conservation and its link to local sustainable development												
2.6.5	Organize and convene private sector and media sensitization panel discussions												

Activity	Description	Year 3											
		25	26	27	28	29	30	31	32	33	34	35	36
2.6.6	Prepare and publish articles on linkages between the global environment and socio-economic issues												
<b>Project Management</b>													
A	Project Administration												
B	Independent Terminal Evaluation												
C	Project Management Committee Meetings												

Activity	Description	Year 4											
		37	38	39	40	41	42	43	44	45	46	47	48
<b>Component 1</b>	<b>Environmental indicators and monitoring system for Antigua and Barbuda</b>												
<b>Output 1.1</b>	<b>A set of core results-based environmental indicators is selected and a cost-effective monitoring plan is agreed</b>												
1.1.1	Establish a stakeholder working group for Rio Convention and regulatory needs												
1.1.2	Detail and prioritize a concrete set of environmental, natural resource, and sustainable development indicators												
1.1.3	Negotiate and finalize a monitoring plan in collaboration with the Data Management Unit of the DoE												
<b>Output 1.2</b>	<b>Map national and regional information sources available to track the state and trends of the environment</b>												
1.2.1	Conduct SWOT and gap analysis of environmental information availability, data formats, and accessibility												
1.2.2	Compile relevant reference material to review existing data in the EIMAS.												
<b>Output 1.3:</b>	<b>Institutional arrangements and inter-agency agreements on information management are negotiated</b>												
1.3.1	Draft MoUs with relevant agencies to support data sharing												
1.3.2	Develop research guidelines based on lessons learned and best practices from the Caribbean.												
1.3.3	Organize learning-by-doing consultations to present updated guidelines												
1.3.4	Update and finalize guidelines based on feedback from consultations												
1.3.5	Set up targeted institutional architectures for sharing data and information												
<b>Output 1.4:</b>	<b>A user-friendly online platform is established and updated, presenting available information on core environmental indicators</b>												
1.4.1	Design best practice technological structures for data collection, storage, and sharing												
1.4.2	Prepare a feasibility study on the design and operation of the system												
1.4.3	Undertake an independent peer review of system												
1.4.4	Improve technological structure of data and information systems												
1.4.5	Develop a tracking mechanism to monitor the usage of platform												
1.4.6	Begin the early implementation of the NEIS												
<b>Output 1.5:</b>	<b>Learning-by-doing training to effectively maintain and manage the environmental information system</b>												
1.5.1	Undertake a comprehensive assessment of technical training needs												
1.5.2	Develop a training programme and modules												



Activity	Description	Year 4											
		37	38	39	40	41	42	43	44	45	46	47	48
1.5.3	Undertake training courses on operational skills for software and data management												
1.5.4	Carry out training workshops on data and information management												
1.5.5	Develop a long-term training programme on data and information management												
<b>Component 2</b>	<b>Generate, access and use information and knowledge</b>												
<b>Output 2.1</b>	<b>A sustainable financing and management strategy is developed for the national environmental information system</b>												
2.1.1	Undertake a financial and economic analysis												
2.1.2	Conduct feasibility study on financial and economic instruments for piloting												
2.1.3	Draft, review, and approve a resource mobilization strategy												
<b>Output 2.2</b>	<b>The format and methodology for a comprehensive state of the environment report is established, with one national State of the Environment report published</b>												
2.2.1	Research existing State of the Environment reports												
2.2.2	Develop a first draft of the State of the Environment Report												
2.2.3	Convene two (2) public stakeholder consultations on the draft State of the Environment report												
2.2.4	Update and finalize draft State of Environment report												
<b>Output 2.3</b>	<b>The national environment information system is integrated into national processes, including development application reviews and environmental and social safeguard (ESS) assessments</b>												
2.3.1	Select a high value programme and/or plan for piloting mainstreaming exercises												
2.3.2	Convene stakeholder workshops to reconcile mandates among local and regional authorities												
2.3.3	Prepare feasibility study and project document on activities to be piloted												
2.3.4	Facilitate dialogues on the NEIS and its implementation plan												
2.3.5	Pilot activities and learning-by-doing trainings are implemented												
2.3.6	Cull lessons learned and best practices from pilot activities to inform NEIS roadmap												
<b>Output 2.4</b>	<b>The national environmental information system is used for reporting to at least 3 MEAs</b>												
2.4.1	Review national communications and national reports for the CCD, CBD & FCCC												
2.4.2	Demonstrate the value of the NEIS by developing reports for MEAs												
<b>Output 2.5</b>	<b>A public information campaign on accessing and using the environmental information system is launched, in particular targeting educational institutions</b>												
2.5.1	Develop and validate a public awareness and communication campaign plan												
2.5.2	Prepare and air a Public Service Announcement for provincial television and radio												
2.5.3	Sensitize the public on the national environment information system through mobile IT bus hands-on session												
2.5.4	Prepare and apply an environmental awareness module for use in secondary school teaching												
<b>Output 2.6</b>	<b>Improving awareness of global environmental values</b>												
2.6.1	Organize and convene a one-day Project Launch Conference and a one-day end of project Results Conference												
2.6.2	Design and carry out survey to assess understanding of Rio Convention mainstreaming												

Activity	Description	Year 4											
		37	38	39	40	41	42	43	44	45	46	47	48
2.6.3	Develop and apply an awareness-raising module on Rio Conventions mainstreaming												
2.6.4	Convene national and sub-national awareness workshops on global environmental conservation and its link to local sustainable development												
2.6.5	Organize and convene private sector and media sensitization panel discussions												
2.6.6	Prepare and publish articles on linkages between the global environment and socio-economic issues												
<b>Project Management</b>													
A	Project Administration												
B	Independent Terminal Evaluation												
C	Project Management Committee Meetings												

### Annex 3: Monitoring Plan

This plan provides the additional information of frequency and responsibility for data collection as an additional tool to monitor the project results framework (See Section E).

Monitoring	Indicators	Description	Means of Verification/ Data Source	Frequency	Responsible for data collection	Assumptions and Risks
<b>Project Objective</b> To strengthen targeted capacities for the effective management and monitoring of data and information in order to catalyze that attainment and sustainability of Rio Convention obligations	Indicator 1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.	<ul style="list-style-type: none"> <li>• Institutional arrangements and inter-agency agreements on information management are negotiated</li> <li>• One new partnership mechanism to link collaboration among agencies and actors around the EIMAS and NEIS is established</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting Minutes<sup>21</sup></li> <li>• Working group and workshop reports and products<sup>22</sup></li> <li>• UNDP quarterly progress reports</li> <li>• Annual Project Implementation Reports</li> <li>• Independent final evaluation report</li> <li>• GEF Cross-Cutting Capacity Development Scorecard</li> <li>• Resource mobilization strategy</li> <li>• NEIS</li> <li>• Training programme</li> </ul>	Annually and at project end	<ul style="list-style-type: none"> <li>• Ministry of Health and the Environment (Department of Environment)</li> <li>• PMU</li> <li>• UNDP SRO</li> </ul>	Government ministries and authorities maintain political commitment to the formulation and early implementation of the NEIS <ul style="list-style-type: none"> <li>• The project will be executed in a transparent, holistic, adaptive, and collaborative manner</li> <li>• Non-state stakeholder representatives, in particular project champions, remain active participants in the project</li> <li>• Policy and institutional reforms and modifications recommended by the project are politically, technically, and financially feasible</li> </ul>
	Indicator 2: Number of direct	<ul style="list-style-type: none"> <li>• How many stakeholders have</li> </ul>			Annually and at project end	<ul style="list-style-type: none"> <li>• Ministry of Health</li> </ul>

<sup>21</sup> Meeting minutes includes records of key meetings such as local, regional and national consultations regarding inputs on the design and implementation of the relevant output and associated activities. Meetings may be individual or group meetings, with government officials or non-state stakeholders.

<sup>22</sup> These will include a list of all workshop and working group participants

Monitoring	Indicators	Description	Means of Verification/ Data Source	Frequency	Responsible for data collection	Assumptions and Risks
	project beneficiaries	<p>benefited from project capacity building activities.</p> <ul style="list-style-type: none"> <li>N=500</li> </ul>	<ul style="list-style-type: none"> <li>State of the Environment report</li> <li>Three national reports to the Rio Convention Secretariats</li> </ul>		<p>and the Environment (Department of Environment)</p> <ul style="list-style-type: none"> <li>PMU</li> <li>UNDP SRO</li> </ul>	<p>and their staffs to actively engage in project activities</p> <ul style="list-style-type: none"> <li>Non-state stakeholder representatives, in particular project champions, remain active participants in the project</li> </ul>
	Indicator 3: A State of the Environment Report and national reports to the three Rio Conventions	<ul style="list-style-type: none"> <li>The national environmental information management system is implemented, integrated into decision-making frameworks, and used for reporting to the Rio Conventions and to develop a State of the Environment Report.</li> </ul>		Annually and at project end	<ul style="list-style-type: none"> <li>Ministry of Health and the Environment (Department of Environment)</li> <li>PMU</li> <li>UNDP SRO</li> </ul>	<ul style="list-style-type: none"> <li>Reports are rated as high quality</li> <li>Expert peer reviewers follow through with quality reviews</li> <li>The government remains politically committed to the NEIS and facilitates its development and approval</li> </ul>

Monitoring	Indicators	Description	Means of Verification/ Data Source	Frequency	Responsible for data collection	Assumptions and Risks
<b>Component/ Outcome<sup>23</sup> 1 Environmental indicators and monitoring system for Antigua and Barbuda</b>	Indicator 4: A user-friendly online platform is established, presenting available information on core environmental indicators	<ul style="list-style-type: none"> <li>A feasible national environmental information management system is designed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes</li> <li>Feasibility study</li> <li>Peer reviewer comments</li> <li>Baseline assessment</li> <li>Official letter of approval</li> <li>Lessons learned report</li> </ul>	Annually and at project end	<ul style="list-style-type: none"> <li>Ministry of Health and the Environment (Department of Environment)</li> <li>PMU</li> <li>UNDP SRO</li> </ul>	<ul style="list-style-type: none"> <li>Best practices from other countries are appropriately used</li> <li>Assessment is deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>Expert peer reviewers follow through with quality reviews</li> <li>NEIS is politically, technically, and financially feasible</li> <li>The government remains politically committed to the NEIS and facilitates its development and approval</li> </ul>
	Indicator 5: Stakeholders are trained to effectively maintain and manage the NEIS	<ul style="list-style-type: none"> <li>Learning-by-doing training, focusing on two technical aspects of the NEIS: skills for managing data and information, including software and data management, and expertise needed to create knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>Needs assessment report</li> <li>Training programme and module</li> <li>Tracking and progress reports</li> <li>Participant registration lists</li> <li>Workshop reports</li> </ul>	Annually and at project end	<ul style="list-style-type: none"> <li>Ministry of Health and the Environment (Department of Environment)</li> <li>PMU</li> <li>UNDP SRO</li> </ul>	<ul style="list-style-type: none"> <li>The experience of civil servants and other stakeholders in the learn-by-doing training will be sufficiently rewarding that further interest is generated for sustained and active participation in the long-term</li> <li>Lead agencies will allow their staff to attend all trainings</li> </ul>
<b>Component/ Outcome 2</b>	Indicator 6: A sustainable financing strategy	<ul style="list-style-type: none"> <li>The resource mobilization</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility study of the NEIS design</li> </ul>	Annually and at project end	<ul style="list-style-type: none"> <li>Ministry of Health</li> </ul>	<ul style="list-style-type: none"> <li>Analysis is deemed legitimate, relevant, and valid among all</li> </ul>

<sup>23</sup>Outcomes are short- to medium-term results that the project makes a contribution towards, and that are designed to help achieve the longer term objective. Achievement of outcomes will be influenced both by project outputs and additional factors that may be outside the direct control of the project.

Monitoring	Indicators	Description	Means of Verification/ Data Source	Frequency	Responsible for data collection	Assumptions and Risks
<p><b>Generate, access and use information and knowledge</b></p>	<p>is developed for the national environmental information system</p>	<p>n strategy will incorporate innovative financial and economic instruments to ensure the long-term feasibility of the NEIS.</p>	<ul style="list-style-type: none"> <li>Validated resource mobilization strategy</li> </ul>		<p>and the Environment (Department of Environment)</p> <ul style="list-style-type: none"> <li>PMU</li> <li>UNDP SRO</li> </ul>	<p>key stakeholder representatives and project champions</p> <ul style="list-style-type: none"> <li>Expert peer reviewers follow through with quality reviews</li> <li>Strategy and plan developed by the project are politically, technically, and financially feasible</li> </ul>
	<p>Indicator 7: National environment information system is integrated into decision-making frameworks and used for reporting on progress to meet and sustain Rio Convention obligations</p>	<ul style="list-style-type: none"> <li>The NEIS will be tested, integrated into decision-making frameworks, and its value will be established by the development of one State of the Environment report and three reports to the Rio</li> </ul>	<ul style="list-style-type: none"> <li>Published State of the Environment report</li> <li>Rio Convention reports submitted to Convention Secretariats</li> <li>Working Group and workshop reports and products</li> <li>Workshop attendance lists</li> <li>Roadmap</li> <li>Feasibility study</li> </ul>	<p>Annually and at project end</p>	<ul style="list-style-type: none"> <li>Ministry of Health and the Environment (Department of Environment)</li> <li>PMU</li> <li>UNDP SRO</li> </ul>	<ul style="list-style-type: none"> <li>Reports are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>Expert peer reviewers follow through with quality reviews</li> <li>Pilot activities and learning-by-doing trainings result in long-term commitment to the NEIS and its use in decision-making</li> </ul>

Monitoring	Indicators	Description	Means of Verification/ Data Source	Frequency	Responsible for data collection	Assumptions and Risks
		Conventions.				
	Indicator 8: Raised awareness of global environmental values and the NEIS	<ul style="list-style-type: none"> <li>Stakeholders (including NGOs, media, academia, and the private sector) have improved awareness and valuation of the global environment</li> <li>The public has improved awareness and understanding of the NEIS</li> </ul>	<ul style="list-style-type: none"> <li>Public awareness campaign plan</li> <li>Meeting minutes</li> <li>Awareness and sensitization workshop reports</li> <li>Training programme, school curricula containing new module, materials and training modules</li> <li>Attendance list</li> <li>Surveys of public sector stakeholders</li> <li>Airing of PSA</li> <li>Published articles</li> </ul>	Annually and at project end	<ul style="list-style-type: none"> <li>Ministry of Health and the Environment (Department of Environment)</li> <li>PMU</li> <li>UNDP SRO</li> </ul>	<ul style="list-style-type: none"> <li>Public dialogues attract people that are new to the concept of Rio Convention mainstreaming, as well as detractors, with the assumption that dialogues will help change attitudes in a positive way</li> <li>The right representation from the various government ministries, departments, and agencies participate in project activities</li> <li>There is sufficient commitment from policy-makers to maintain long-term support to public awareness raising activities</li> <li>Development partners implementing parallel public awareness campaigns are willing to modify, as appropriate, their activities to supporting the awareness activities of the present project to create synergies and achieve cost-effectiveness</li> <li>Survey respondents contribute their honest attitudes and values</li> <li>Survey results will show an increased awareness and understanding of the Rio Conventions' implementation through national environmental legislation over time</li> <li>Changes in awareness and understanding of Rio Convention mainstreaming can be attributed to project activities (survey questionnaire can address this issue)</li> <li>PSAs will be listened to and not skipped over</li> <li>The content of PSAs will be absorbed</li> </ul>

Monitoring	Indicators	Description	Means of Verification/ Data Source	Frequency	Responsible for data collection	Assumptions and Risks
						<ul style="list-style-type: none"> <li>Articles published will be read and not skipped over</li> </ul>
<b>Terminal GEF Tracking Tool</b>	N/A	N/A	<p>Completed Capacity Development Scorecard</p> <p>Annex 1 is the baseline Capacity Development Scorecard</p>	At project end	<ul style="list-style-type: none"> <li>Independent consultant contracted to undertake the terminal evaluation</li> <li>PMU</li> <li>UNDP SRO</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders contribute their honest opinions</li> <li>Scorecard is developed through consultations with a diverse set of stakeholders</li> </ul>
<b>Environmental and Social Risks</b>	N/A	N/A	Updated SESP and management plans	Annually	<ul style="list-style-type: none"> <li>PMU</li> <li>UNDP SRO</li> </ul>	<ul style="list-style-type: none"> <li>Consultations and analyses will ensure that any risks are properly identified and assessed</li> <li>Identified risks contribute to the adaptive collaborative management of project</li> </ul>



## Annex 4: UNDP Social and Environmental and Social Screening Template (SESP)

### Environmental and Social Review Criteria

<b>Project Information</b>	
Project Title	Monitoring and assessment of MEA implementation and environmental trends in Antigua and Barbuda
Project Number	5425
Location (Global/Region/Country)	Antigua and Barbuda

### *Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability*

#### **QUESTION 1: How does the project integrate the overarching principles in order to strengthen social and environmental sustainability?**

##### ***Briefly describe in the space below how the project mainstreams the human-rights based approach***

This project mainstreams the human-rights based approach by promoting significant participation and engagement of all stakeholders in the project design, implementation, monitoring, and adaptive collaborative management. Stakeholders will be invited to participate in capacity development activities and the project will encourage an enabling environment for active stakeholder engagement in natural resource management.

As part of the project formulation phase, consultations were held with a broad group of stakeholders to build an understanding of the baseline including challenges and barriers to data and information management, and more effective decision-making for the global environment. One assumption of the project strategy is that these in-depth consultations will enhance the transparency and legitimacy of the proposed activities. Additionally, output 2.5 and 2.6, which focus on improving awareness of global environmental values and knowledge management, allow for a multi-dimensional approach that includes stakeholder engagement and awareness programs with the private sector, the media, civil society, academia and local organizations.

The project's extensive stakeholder consultations, learning-by-doing workshops, and awareness-raising dialogues aim to engage as many people as possible in order to reduce the risk of marginalizing stakeholders and integrating their different perspectives into as many activities as possible.

##### ***Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment***

Gender equality concerns have been taken into account, and as a result, the monitoring of key indicators, such as a) the gender balance in capacity development activities and b) the extent to which gender issues shape workshop deliberations and recommendations, are included in the project. The project will promote gender equality in environmental management, and the empowerment and participation of women in environmental management.

##### ***Briefly describe in the space below how the Project mainstreams environmental sustainability***




This project directly responds to the GEF-funded 2006 National Capacity Self-Assessment (NCSA). Additionally, the project responds to national priorities, policies, and strategies such as the EPMA, the EIMAS, the UNDAF, the National Adaptation Strategy and Action Plan (2014), the 2015-2020 National Action Plan, and the NBSAP. This project is also aligned with the Medium-Term Development Strategy (2016-2020), as well as the post-2015 Sustainable Development Goals.

The Rio Conventions will serve as analytical frameworks for identifying global environmental criteria and indicators and will be linked to sustainable development objectives and other indicators in Antigua and Barbuda. Through learning-by-doing training, a national sustainable development strategy which fully integrates Rio Convention obligations, an Environmental Management Information System, and improved institutional structures and mechanisms for mainstreaming and enforcing Rio Conventions, environmental sustainability will be mainstreamed.

**Part B. Identifying and Managing Social and Environmental Risks**

<b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b> <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>		<b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b>	
<i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</i>	<i>Comments</i>	<i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>
<b>QUESTION 4: What is the overall Project risk categorization?</b>			
<b>Select one (see <a href="#">SESP</a> for guidance)</b>		<b>Comments</b>	
<i>Low Risk</i>	<input checked="" type="checkbox"/>	No risks were identified.	
<i>Moderate Risk</i>	<input type="checkbox"/>		
<i>High Risk</i>	<input type="checkbox"/>		
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>			
Check all that apply		<b>Comments</b>	
<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	None required	
<i>Principle 2: Gender Equality and Women’s Empowerment</i>	<input type="checkbox"/>	None required	
<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	None required	
<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	None required	
<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	None required	
<i>4. Cultural Heritage</i>	<input type="checkbox"/>	None required	
<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	None required	
<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	None required	
<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	None required	

*Final Sign off*

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor 	1 NOV 2017	UNDP staff member responsible for the Project, typically a UNDP Programme officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver 	1 NOV 2017	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair 	1 NOV 2017	UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

**SESP Attachment 1. Social and Environmental Risk Screening Checklist**

<b>Checklist Potential Social and Environmental Risks</b>		<b>Answer (Yes/No)</b>
<b>Principles 1: Human Rights</b>		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>24</sup>	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Are there measures or mechanisms in place to respond to local community grievances?	No
6.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
7.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
8.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
9.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women’s Empowerment</b>		
1.	Is there likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women’s groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
3.	Would the Project potentially limit women’s ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g., modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

<sup>24</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g., nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g., collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g., felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>25</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		

<sup>25</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g., explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g., dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g., collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, and erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g., from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g., due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g., knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g., loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>26</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No

<sup>26</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.



6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No



## Annex 5: UNDP Project Quality Assurance Report

### Design & Appraisal Stage Quality Assurance Report

Overall Project Rating: **Satisfactory**

Decision: Approve: The project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.

Project Number: 00099053

Project Title: Monitoring and Assessment of MEA Implementation and Environmental Trends in Antigua and Barbuda

Project Date: 01-Jan-2018

#### Strategic

Quality Rating: **Highly Satisfactory**

1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project)

- 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.
- 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.
- 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change.

#### Evidence

#### Management Response

##### Evidence

The project document details how the project strategy will facilitate larger scale and long-term changes. See the Theory of Change section. In the GEF theory of change framework, broader adoption of the outcomes achieved by GEF projects is critical for the GEF to achieve long-term global environmental benefits. The project aims to remove the barriers identified in the NCSA so that Antigua and Barbuda can make more informed decisions for the global environment, and implement resilient, environmentally-friendly and sustainable development. The evidence supporting this "theory of change" is embedded in the GEF programming frameworks for CCCD projects, UNDP's strategic programming on low-emission and climate resilient development strategies, the emerging work on green growth indicators and the post-2015 Sustainable Development Goals. The project document explicitly references these emerging best practices.

2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project)

- 3: The project responds to one of the three areas of development [work](#) as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging [areas](#); an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. (all must be true to select this option)

2: The project responds to one of the three areas of development [work](#) as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true to select this option)

1: While the project may respond to one of the three areas of development [work](#) as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.

#### Evidence

##### Evidence

This project responds to all three areas of development work from the UNDP Strategic Plan. Additionally, the project addresses the new and emerging area of natural resources management. The results framework has two Strategic Plan output indicators. Further is found in the various project activities that will integrate global environmental criteria and indicators into sustainable development planning frameworks. The project design is based on the NCSA and other analyses of challenges in Antigua and Barbuda.

#### Relevant

Quality Rating: Satisfactory

**3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project)**

3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (all must be true to select this option)

2: *The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (both must be true to select this option)*

1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

Not Applicable

#### Evidence

#### Management Response

Targeted groups are clearly identified in the project document. See Section D.1. The GEF CCCD Strategy emphasizes the requirement that stakeholder representatives actively engage in the full project life cycle in order to facilitate the strategic adaptation of project activities in keeping with project objectives. Periodic monitoring of implementation progress will be undertaken by the UNDP/SRO. Additionally, specific meetings may be scheduled between the PMC, the UNDP/SRO and other pertinent stakeholders as deemed appropriate and relevant.

**4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project)**

- 3: *Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.*
- 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.
- 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.

**Evidence**

**Management Response**

The use of knowledge, best practices, and lessons learned informs several project activities such as the NEIS, the various analyses, the inclusive design, adaptive collaborative management, and the entire output focused on awareness building. Additionally, the project calls for stakeholders to discuss and agree on best practices for several other activities. The project is designed to coordinate its efforts with, and build upon other initiatives in the area. This project will utilize the knowledge, best practices, and lessons learned from other projects to inform project activities and outcomes, and to improve the overall project. See Section D.4.

**5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project)**

- 3: A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (all must be true to select this option)
- 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (all must be true to select this option)
- 1: *The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.*

**Evidence**

**Management Response**

There are specific indicators to address the identified gender issues, while others are expected to be identified and monitored during project implementation. See section D.3 and the results framework.

Review social-economic data to better address the gaps identified in gender analysis during project implementations

**6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select the option from 1-3 that best reflects this project)**

- 3: *An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. (all must be true to select this option)*
- 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.
- 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

**Evidence**

**Management Response**

UNDP's mandate, relationship with government, and long-standing engagement in the area gives it a comparative advantage in facilitating government partnerships especially for GEF grant financed projects. South-south and triangular cooperation have been considered, as appropriate. See Section D.4.

**Social & Environmental Standards**

**Quality Rating: Satisfactory**

**7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project)**

- 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true to select this option)
- 2: *Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.*
- 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

**Evidence**

**Management Response**

This project supports the meaningful participation and inclusion of all stakeholders, during project design, implementation, monitoring, and adaptive collaborative management. Stakeholders will participate in capacity development activities and the project will create an enabling environment conducive to the active engagement of stakeholders in the management of natural resources. This approach is consistent with the participation and inclusion of human rights principle. During the project formulation phase, consultations were held with a diverse group of stakeholders in order to construct as holistic as possible an understanding of the challenges and barriers related to the data and information



management. The project design makes the assumption that the extensive consultations during project formulation strengthen the transparency and legitimacy of the proposed project activities. The project's stakeholder consultations, learning-by-doing workshops, and awareness-raising dialogues are intended to engage as many people as possible in order to a) reduce the risks of marginalizing stakeholders and b) incorporate their diverse perspectives in as many project activities as possible.

**8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project)**

- 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true to select this option).
- 2: *No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.*
- 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.

**Evidence**

**Management Response**

This project aligns with the UNDAF for Barbados and the Organization of Eastern Caribbean States (OECS) 2012 to 2016. The project is also consistent with national initiatives to achieve sustainable development. This project will carry out workshops to teach new tools and methodologies for achieving environmental sustainability by strengthening the linkages between global environmental and national socio-economic priorities. Socio-economic benefits from this project would be demonstrated in the medium-term through improved indicators and planning decisions that serve to enhance sustainable development.

**9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? [If yes, upload the completed checklist as evidence. If SESP is not required, provide the reason(s) for the exemption in the evidence section. Exemptions include the following:**

- Preparation and dissemination of reports, documents and communication materials
- Organization of an event, workshop, training
- Strengthening capacities of partners to participate in international negotiations and conferences
- Partnership coordination (including UN coordination) and management of networks
- Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
- UNDP acting as Administrative Agent

- Yes
- No
- SESP not required

**Evidence**

See  
Annex 4 of Project  
Document

## Management & Monitoring

Quality Rating: Satisfactory

### 10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project)

- 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (all must be true to select this option)
- 2: *The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (all must be true to select this option)*
- 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.

#### Evidence

#### Management Response

SESP  
Not Required Although there are no project risks, this was determined and confirmed by completing the SESP, which is Annex 4 of the project document

### 11. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?

- Yes
- No

#### Evidence

Yes

### 12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project)

- 3: The project's governance mechanism is fully defined in the project document. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true to select this option).
- 2: *The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true to select this option)*
- 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

**Evidence****Management Response**

The governance mechanism is almost fully defined in the project document. See section H. A terms of reference is included in Annex 7, although it is not a full terms of reference. The project document describes the responsibilities of the Project Management Committee, the Project Manager, and quality assurance roles.

**13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project)**

- 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (both must be true to select this option)
- 2: *Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.*
- 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.

**Evidence****Management Response**

An in-depth assessment of risks based on an extensive set of consultations and review of the background documentation has been completed. Risks have been fully identified in the project and measures to mitigate the risk have been considered and addressed in the project document. See section E.1.

**Efficient****Quality Rating: Highly Satisfactory**

**14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.**

- Yes
- No

**Evidence**

Yes

**15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)**

- Yes
- No

#### Evidence

Yes

#### 16. Is the budget justified and supported with valid estimates?

- 3: *The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.*
- 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.
- 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

#### Evidence

The budget is justified and is specified in a multi-year budget. The budget was estimated by using similar projects as a reference.

#### 17. Is the Country Office fully recovering the costs involved with project implementation?

- 3: The budget fully covers all direct project costs that are directly attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
- 2: *The budget covers significant direct project costs that are directly attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.*
- 1: The budget does not reimburse UNDP for direct project costs. UNDP is cross-subsidizing the project and the office should advocate for the inclusion of DPC in any project budget revisions.

#### Evidence

The UNDP Multi-Country Office in Barbados is recovering the costs involved with project implementation per agreed guidelines. The project budget was approved in consultation with UNDP MCO.

#### Management Response

Effective

Quality Rating: Needs Improvement

#### 18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project)

- 3: *The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. (both must be true to select this option)*
- 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.



1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.

**Evidence**

**Management Response**

The HACT micro assessment has been conducted on [date]

**19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?**

3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.

2: *Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.*

1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.

Not Applicable

**Evidence**

NGO, etc representing these groups engaged during project development..

**20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?**

Yes

No

**Evidence**

Yes

**21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.**

Yes

No

**Evidence**

**Management Response**

Gender mainstreaming for this cross-cutting capacity development project is limited to providing greater opportunities for

Work in progress

balanced gender engagement in all project activities.

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**22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project)**

- 3: The project has a realistic work plan & budget covering the duration of the project at the activity level to ensure outputs are delivered on time and within the allotted resources.
- 2: *The project has a work plan & budget covering the duration of the project at the output level.*
- 1: The project does not yet have a work plan & budget covering the duration of the project.

**Evidence**

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The project has a detailed multi-year work plan and multi-year output budget, both of which are at the output level. See Annex 3 and Section 1.5 and 1.6..

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**Sustainability & National Ownership**

**Quality Rating: Exemplary**

**23. Have national partners led, or proactively engaged in, the design of the project?**

- 3: *National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.*
- 2: The project has been developed by UNDP in close consultation with national partners.
- 1: The project has been developed by UNDP with limited or no engagement with national partners.
- Not Applicable

**Evidence**

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National stakeholders led the development of the PIF, the project document, the PPG initiation mission, and the Capacity Development Scorecard. National stakeholders also held consultations with stakeholders that reaffirmed the validity of the project strategy to work with other projects and help strengthen the global environmental character, in particular to strengthen the synergies and institutional sustainability of capacities (systemic, institutional, and individual) for more informed and holistic planning and decision-making

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**24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):**

- 3: *The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.*

- 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities.
- 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.
- 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.
- 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.
- Not Applicable

#### Evidence

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This project responds to the comprehensive capacity assessment of the NCSA. Subsequent assessments, such as the assessments under national reporting for the three Rio Conventions, also informed the project design. Nevertheless, this CCCD project calls for additional capacity assessments to be undertaken at the beginning of project implementation. Project activities, which build off of these assessments, are designed to increase the capacity of key institutions. Through a learning-by-doing and adaptive collaborative management approach, the project will strengthen targeted institutional and technical capacities. This will be largely manifest around a key set of improved procedures, tools, and best practices to a) monitor and manage environmental information, b) prepare reports, and c) train stakeholders on analytical skills and methodologies.

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**25. Is there a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc..) to the extent possible?**

- Yes
- No
- Not Applicable

#### Evidence

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Yes

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**26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?**

- Yes
- No

#### Evidence

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Yes

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### Quality Assurance Summary/PAC Comments

See documents uploaded  
below.

## Annex 6: Standard letter of agreement

### LETTER OF AGREEMENT

#### STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT OF ANTIGUA AND BARBUDA FOR THE PROVISION OF SUPPORT SERVICES

**Project number: 00102290**

Dear Ms. Frederick-Hunte,

1. Reference is made to consultations between officials of the Government of *Antigua and Barbuda* (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

- (a) Identification and/or recruitment of project and programme personnel;
- (b) Identification and facilitation of training activities;
- (c) Procurement of goods and services;

4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the *Standard Basic Assistance Agreement between the Government of Antigua and Barbuda and the United Nations Development Programme* signed at Antigua and Barbuda on August 26 1983 (the “SBAA”), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

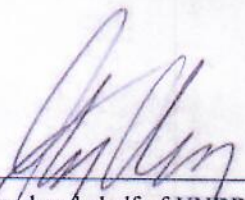
7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

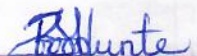
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

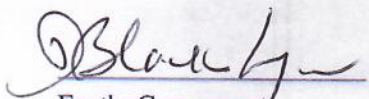
Yours sincerely,

  
Signed on behalf of UNDP  
*Stephen O'Malley*  
Resident Representative  
Barbados & the OECS

Date: 20/03/2018

  
For the Government  
*Paula Frederick-Hunte*  
Permanent Secretary and UNDP focal point  
Ministry of Tourism, Economic Development, Investment and Energy

Date: 25/5/2018

  
For the Government  
*Diann Black-Layne*  
Director  
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Attachment

**DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES**

1. Reference is made to consultations between the Ministry of Health and the Environment (MoHE), the institution designated by the Government of Antigua and Barbuda and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project PIMS N° 5425 **Monitoring and assessment of MEA implementation and environmental trends in Antigua and Barbuda**, “*the Project*”.

2. In accordance with the provisions of the letter of agreement signed on *date of signature of LOA* and the *project document*, the UNDP country office shall provide support services for the *Project* as described below.

3. Support services to be provided:

<b>Support services</b>	<b>Schedule for the provision of the support services</b>	<b>Cost to UNDP of providing such support services (where appropriate)</b>	<b>Amount and method of reimbursement of UNDP (where appropriate)</b>
1. Identification and/or recruitment of project personnel * Project Manager * Project Assistant	On-going throughout implementation when applicable	As per the UPL: US\$674.64	UNDP will directly charge the project upon receipt of request of services from the Implementing Partner
2. Procurement of goods: * Data show * PCs * Printers	On-going throughout implementation when applicable	As per the UPL: US\$232.74 for each purchasing process	As above
3. Procurement of Services Contractual services for companies	On-going throughout implementation when applicable	As per the UPL: US\$599.94 for each hiring process	As above
4. Payment process	On-going throughout implementation when applicable	As per the UPL: US\$36.39 for each	As above
5. Staff HR & Benefits Administration & Management	On-going throughout implementation when applicable	As per the UPL: US\$215.73 for each	As above
6. Recurrent personnel management services: Staff Payroll & Banking Administration & Management	On-going throughout implementation when applicable	As per the UPL: US\$478.48 for each	As above
7. Ticket request (booking, purchase)	On-going throughout implementation when applicable	As per the UPL: US\$35.74 for each	As above



<b>Support services</b>	<b>Schedule for the provision of the support services</b>	<b>Cost to UNDP of providing such support services (where appropriate)</b>	<b>Amount and method of reimbursement of UNDP (where appropriate)</b>
8. F10 settlement	On-going throughout implementation when applicable	As per the UPL: US\$32.45 for each	As above
		Total: up to US\$6,000 from GEF grant	

\* UNDP direct project support services will be defined yearly, and for those executed during the period, direct project costs will be charged at the end of each year based on the UNDP Universal Pricelist (UPL) or the actual corresponding service cost

#### 4. Description of functions and responsibilities of the parties involved:

The Department of Environment (DoE) within the Ministry of Health and the Environment (MoHE) is the government institution responsible for the implementation of the project and will act as the Executing Agency. UNDP is the Implementing Agency for the project and accountable to the GEF for the use of funds. The project is nationally executed, in line with the NPFE submitted to the GEF.

The overall responsibility for the project implementation by the Department of Environment implies the timely and verifiable attainment of project objectives and outcomes. The Department of Environment will provide support to, and inputs for, the implementation of all project activities.

The Department of Environment will nominate a high level official who will serve as the Project Manager (PM) for the project implementation and a Project Coordinator (PC) that will manage the day-to-day activities of the project. The Permanent Secretary in the Ministry responsible for the Environment will chair the Project Management Committee (PMC) and be responsible for providing government oversight and guidance to the project implementation. The PM will not be paid from the project funds, but will represent a Government 'grant' contribution to the Project. Technical Advisory Committee (TAC), which is already established to provide technical guidance for all the GEF projects being implemented in Antigua and Barbuda, consists of representatives from stakeholder agencies, including the private sector and NGOs. The TAC will provide technical guidance to the PC and the PM. No members of the TAC or PMC will be paid from the project and their contribution will also represent grant co-financing. UNDP will be represented on the PMC by the Deputy Resident Representative of UNDP Barbados and the OECS as well as the National UNDP Environment Focal Point.

A National Project Management Committee (PMC) will be convened by the Department of Environment, and will serve as the project's coordination and decision-making body (Project Board). The PMC will include representation of UNDP Focal Point, the PS of Environment, The Deputy PS of the Ministry of Agriculture, a representative of the Ministry of Finance. The PM will attend these meetings. The PMC meetings will be chaired by the Permanent Secretary of the Ministry with responsibility for the Environment. It will meet according the necessity, but not less than once on a monthly basis, to review project progress, approve project work plans and approve major project deliverables. The PMC

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is responsible for ensuring that the project remains on course to deliver products of the required quality to meet the outcomes defined in the project document.

The day-to-day administration of the project will be carried out by a Project Management Unit (PMU), comprising a Project Manager (PM), Project Coordinator and Project Assistant, who will be located within the Department of Environment's offices. The PMU will, with the support of the Project Assistant, manage the implementation of all project activities. The Project Manager will liaise and work closely with all partner institutions to link the project with complementary national programs and initiatives. The PM is accountable to the PMC for the quality, timeliness and effectiveness of the activities carried out, as well as for the use of funds. The PM will also be technically supported by contracted national consultants. Recruitment of specialist services for the project will be done by the PMU, in consultation with the PMC.

UNDP will provide technical and operational support necessary for the implementation of activities and the results of this project, with constant support from the PMU. The UNDP office will ensure that all consultant contracts, purchase orders and contracts for company services are in compliance with UNDP standards and procedures. In those cases in which the UNDP Resident Representative has to sign the contracts mentioned above, UNDP will participate in the processes for selection and recruitment. UNDP will also provide advances payments to the project to make direct payments and maintain accounting and financial control of the project.

The project authorities will carry out the procurement and contracts for all purchases less than USD\$ 2,500. These minor operations shall comply with rules and procedures contained in the National Implementation Manual. According to the above, ownership of equipment, supplies and other property financed with project funds will be conferred to UNDP. Transfer of ownership rights shall be determined in accordance with the policies and procedures of UNDP. All goods will be considered UNDP property for the following five years since purchased.

UNDP will assist in the administration of funds provided by GEF and UNDP itself. UNDP will be able to assist in the management of any other additional fund for co-financing this project. These arrangements will be included in the relevant Memorandum of Understanding. Contributions will be subject to internal and external audits established in UNDP rules and financial regulations.

## **Annex 7: Terms of Reference**

The following Terms of Reference outlines the general responsibilities to be carried out by consultants contracted under the project. With the exception of the international consultants that will be recruited for the independent evaluation of the project, the project consultants should ideally be Antiguan nationals. However, experts/specialists from the region may be recruited in the event that a suitable national consultant could not be found. Rates will be based on UNDP Barbados standards for the recruitment of regional consultants, but ideally at a rate that is not significantly greater than that of the national consultant rates in order for the project to remain cost-effective.

### **Background**

The United Nations Development Programme (UNDP), acting as an implementing agency of the Global Environment Facility (GEF), is providing assistance to the Ministry of Health and Environment under the Government of Antigua and Barbuda in the implementation of the GEF Medium Size Project (MSP) “Monitoring and assessment of MEA implementation and environmental trends in Antigua and Barbuda.”

This project directly responds to Antigua and Barbuda’s National Capacity Assessment (The Government of Antigua and Barbuda, 2006), in particular Priority Area 7 of the NCSA Action Plan on **Environmental Information Systems that Effectively Support Implementation of the Rio Conventions**. In addition to the assessment, there is a strong legal and policy framework that prioritizes the outcomes of this project. In 2015, the Parliament of Antigua and Barbuda passed the **Environmental Protection and Management Act (EPMA)** of 2015. The Act includes Part IX on Environmental Information, and Sections on establishing a National Environmental Information Management and Advisory System, called the "EIMAS" (Section 74), a Natural Resources Inventory (Section 76), and a State of the Environment Report (Section 79). This project directly responds to this act.

This project is in line with the GEF-6 CCCD Strategy objective 1, which calls for countries to “integrate global environmental needs into management information systems.” The uniqueness of this project is centered on its cross-cutting nature. Other projects currently under implementation focus on strengthening targeted capacities under one of the three Rio Conventions, and thus have a relatively narrower system boundary than the CCCD programme approach.

### **Project Goal and Objective**

The goal of this project is to help Antigua and Barbuda better meet and sustain global environmental priorities within the framework of national development priorities. This requires the country to have the capacity to coordinate efforts, as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes. To that end, *the objective of this project is to strengthen capacities for the effective management of data and information in order to catalyze attaining and sustaining obligations under the three Rio Conventions as well as to monitor progress toward meeting these obligations.*

### **Project Strategy**

This project will lead to change by addressing the barriers that limit Antigua and Barbuda’s ability to meet obligations under the three Rio Conventions and other MEAs. This CCCD project creates an institutional space to remove certain key barriers to mainstreaming global environmental obligations into the national information systems, development policies, and planning frameworks. Without this project, there will continue to be limited availability of data on core environmental indicators in the country, making it difficult to track progress with MEA implementation in Antigua and Barbuda. Absence of a coordinated environmental information system may also result in a less cost-effective approach with a number of stand-alone project-specific systems being developed separately. Component 1 will support an integrated environmental

information system for Antigua and Barbuda, to provide a coherent approach to management and presentation of environmental information relating to the country's environmental priorities, involving partnership between a range of government agencies, research institutions, as well as civil society. Component 2 will support activities to promote awareness and use of environmental information by different sectors. Linking the system with a stronger user base is critical to maintaining government support for the system and its sustainability in the long term.

This project is strategic and transformative through its adaptive collaborative management approach that is part of the design of project activities. While an integrated environmental information management system is not necessary innovative, for Antigua it will be innovative because of the current practice of closed systems. That is, data and information exists, but within institutions with institutionalized barriers against sharing. As a result, there is significant overlap in data and information management, and because of the mandates of each agency, they tend to manage data and information that they need to meet their mission objectives. Strategically, the project includes activities that will call upon all stakeholder organizations to meet and negotiate sharing protocols, based on the data and information that each needs.

### **Project Outcomes and Components**

At the end of the project, an institutional mechanism will have been strengthened to more effectively access data and information and create new knowledge. The mechanisms will reconcile and institutionalize global environmental priorities within national sustainable development priorities. Output indicators include the actual installation of the integrated NEIS. Process indicators include the very important collaboration among government agencies and authorities to share data and information through an agreed sharing protocol and data flow system, legitimized by the necessary approvals, e.g., Memoranda of Agreements. This project is organized into two linked components:

1. Environmental indicators and monitoring system for Antigua and Barbuda
2. Generate, access and use information and knowledge

### **Responsibilities**

#### **1. Project Management Committee**

The PMC is a high level cross-sectorial committee comprising of lead policy makers and heads of departments. It comprises of the Permanent Secretary of the Ministry of Health and the Environment (chairman), the Principle Assistant Secretary of this Ministry, representative of the Budget Office at the Ministry of Finance, Director of Environment, other PS of relevant Ministries and a secretary. The function of the PMC is to focus mainly in procurement, institutional arrangements and financial management of the project. The PMC is also responsible for approving and circulating financial reports to the Public Sector Investment Programme and other relevant agencies. The PMC is charged to monitor implementation of the project activities according to the approved Work Programs and approve any essential deviations from it if necessary. Meetings of the PMC are held monthly.

The PMC is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Management Committee decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Project Management Committee, the final decision will rest with the UNDP SRO. The

terms of reference for the Project Management Committee are contained in Annex 7. The Project Management Committee is comprised of UNDP and the following ministries:

- Ministry of Health and the Environment (Chair and Vice Chair)
- Ministry of Agriculture
- Ministry of Works and Housing
- Ministry of Justice and Legal Affairs
- Ministry of Tourism
- Budget Office, Ministry of Finance

## **2. Project Manager<sup>27</sup>**

The Project Manager supports the project and acts as a focal point on the part of the Government. This responsibility normally entails ensuring effective communication between partners and monitoring of progress towards expected results.

The Project Manager is the party that represents the Government's *ownership* and *authority* over the project, *responsibility* for achieving project objectives and the *accountability* to the Government and UNDP for the use of project resources. The Project Manager will be supported by a part-time Project Coordinator.

The Executing Agency in collaboration with the Implementing Agency will appoint a suitably qualified person to provide primary support to the Project Management Unit for the implementation of the UNDP/GEF supported project "Monitoring and assessment of MEA implementation and environmental trends in Antigua and Barbuda" The appointee will be based at the Department of Environment

### **Functions:**

- Provide technical support and administrative leadership to the national project team;
- In consultation with national partners, prepare national work plan and annual updates, including national budget allocations;
- Facilitate development and signing of the Letters of Agreement (LoA) with appropriate national partners to undertake activities specified in the work plan;
- Work in collaboration with different project partners from relevant national institutions for the implementation of national project components;
- Ensure efficient and effective communication between and amongst activities at national and global levels;
- Maintain close communication with national project team, and Project Coordinator;
- Organize, conduct and participate in the Project Management Committee Meetings where the work plan and budget of national project component will be agreed by project partners;
- Serve as Executive Secretary and provide support to Project Management Committee in coordinating policy related project implementation at national level;
- Prepare project status reports for the Project Management Committee and ensure that project is executed in accordance with relevant UNDP/GEF and in-country requirements;
- Monitor the financial and budgetary status of the national components of the project
- Be responsible for approving and endorsing all financial documentation of the national components of the project;

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<sup>27</sup> Project Manager is the terminology used in Antigua and Barbuda for the National Project Director.

- Ensure the delivery of in-kind and in-cash contributions for implementation of project components;
- Assist consultants in their work on the implementation of project activities;
- Approve terms of reference and conduct hiring procedures for national consultants;
- Supervise national project support administrative staff;
- Supervise the Project Coordinator
- Oversee public relations for the project;
- Maintain good communication with the other relevant projects implemented in Antigua and Barbuda as well as with project stakeholders;
- Contribute relevant information of implementation to a project website;
- Work to ensure political and policy level buy-in;
- Assume overall responsibility for the successful execution and implementation of the project, accountability to the Government and UNDP for the proper and effective use of project resources)
- Serve as a focal point for the coordination of projects with other Government agencies, UNDP and outside implementing agencies;
- Supervise the preparation of project work plans, updating, clearance and approval, in consultation with UNDP and other stakeholders and ensure the timely request of inputs according to the project work plans;
- Represent the Government institution (national counterpart) at the tripartite review project meetings, UNDP Outcome Board, and other stakeholder meetings.

### **Outputs**

- Project Management Arrangements are in place and fully functional;
- At least four PMC meetings held each year;
- Scheduled project activities completed successfully;
- Project component implementation well-coordinated;
- Project implementation maximizes synergies with other relevant projects in the country;
- Annual Operational Work plan and budget prepared by the Project Management Unit and submitted to PMC for approval on a timely basis;
- Quarterly and annual technical and financial reports prepared and submitted to PMC within stipulated deadlines;
- Transfers of GEF funds to sub-contractors efficiently accomplished;
- Project objectives successfully met;
- UNDP/GEF norms for monitoring and evaluation of project performance, output delivery and impact applied;
- Nationally contracted consultants and national project staff supervised;
- Effective public relations;
- Project activities are sustainably funded;
- Project web-site well maintained.

### **Relationships**

- Be accountable to Executing Agency for the achievement of project objectives, results, and all fundamental aspects of project execution;
- Maintain regular communication with the Project Management Committee (PMC);
- Maintain regular communication with the UNDP GEF Project Management Officer;
- Supervise the work of the Project Coordinator;

### **Qualifications**

- Advanced university degree (Ph.D. or Master's) in ecology, environmental sciences, climate change studies and evidence of training in the field of Natural Resource Management (NRM);
- Minimum of five years' experience in administration/management of national/international projects;
- Proven experience in project management and administrative management;
- Proven experience in facilitating meetings or discussions;
- Experience with GEF policies and procedures including log frames and similar project planning tools;
- Willingness and ability to travel frequently within country and to partner countries;
- Ability to work with senior government officials, research institutes, non-governmental organizations (NGOs), and local communities, etc.;
- Fluency in written and spoken English and strong communication skills;
- Proven ability to manage budgets.

*Remuneration and entitlements:*

The Project Manager may not receive monetary compensation from project funds for the discharge of his/her functions.

### **3. Project Coordinator**

The National Executing Agency in collaboration with the UNDP will appoint a suitably qualified candidate to fill the post of National Project Coordinator of the CCCD Project. A Project Coordinator will be recruited to oversee the project implementation under the guidance of the Project Manager, the Project Management Committee, and with the support of UNDP sub-regional office for Barbados and the OECS. In addition to carrying out project management activities, he/she will also hold a separate contract as the Public Administration Specialist. In addition to overseeing the implementation of the project's capacity development activities, the project coordinator will carry out the monitoring and evaluation procedures per UNDP agreed policies and procedures.

Functions:

- In consultation with stakeholders, recommend modifications to project management to maintain project's cost-effectiveness, timeliness, and quality project deliverables (adaptive collaborative management) to be approved by the Project Management Committee
- Prepare all required progress and management reports, e.g., APR and project initiation report
- Support all meetings of the Project Management Committee
- Maintain effective communication with project partners and stakeholders to dissemination project results, as well as to facilitate input from stakeholder representatives as project partners
- Support the independent terminal evaluation
- Ensure full compliance with the UNDP and GEF branding policy
- Provide technical and administrative leadership to the project team and act as the national representative of the project at regional and international levels;
- Observe agreed project management procedures in order to facilitate project implementation and ensure delivery of high quality outcomes;
- In consultation with local partners, prepare national work plans and annual updates including national budget allocations;
- Facilitate communications and linkages at local and national levels as well as with the Project Manager;
- Participate in PMC meetings and provide support as required;

- Organize national meetings, draft the agenda, and record decisions of national meetings;
- Coordinate work among Project Management Unit (PMU) staff and the national teams;
- Supervise the management of the project budget in accordance with the agreed work plan and approved disbursement of project funds, taking into account the decisions of project committees;
- Assist the Project Manager in developing monitoring and evaluation reports;
- Participate in the public relations activities for the project in the country;
- Maintain good communication with project partners and others in the country;
- Coordinate country provision of committed in-kind and in-cash contributions for the project.
- Coordinate the national scientific and technical team;
- Coordinate and contribute to the preparation and publication of national scientific and technical outputs from the Project;

#### **Outputs:**

- Project management units fully functional;
- Six (6) Project Management Unit meetings held each year;
- At least 4 Technical Advisory Committee meetings held each year;
- Scheduled project activities completed successfully;
- Project activities are well coordinated with other relevant projects at national level;
- Project implementation is well coordinated with the PMU;
- Annual operational plan including budget prepared and submitted on time to the Executing Agency;
- Quarterly and bi-annual technical (Progress Reports, Project Implementation Reports) and financial reports (GEF fund and Co-financing) prepared and submitted to the Executing Agency completely and timely;
- National, local and site level workshops and other monitoring meetings as needed convened;
- Assist UNDP GEF Senior Project Management Officer and the independent evaluator (to be appointed by UNDP in the Final Evaluation of the project);
- Project objectives successfully met;
- Effective public relations and public awareness at country level;

#### **Relationships:**

- The Project Coordinator will:
- Be accountable at national level for the achievement of project objectives, results, and all fundamental aspects of project execution;
- Report to the Project Management Unit (PMU) and Project Management Committee (PMC)
- Be accountable to the Project Manager for the achievement of project objectives, results and all technical aspects of national component execution;
- Maintain regular communication with the local and national project partners that may be interested in furthering the project outcomes;
- Maintain regular communication with project site offices and the PM;
- Supervise the work of the national Technical project support staff;
- Supervise the work of the national consultants and project partners.

#### **Qualifications:**

- Advanced university degree in an Environmental field and evidence of training in Natural Resource Management. The candidate must demonstrate a familiarity with the circumstances related to environmental information systems;
- A good understanding of environmental and natural resource issues in Antigua and Barbuda the social circumstance that surround the same.
- A working knowledge of the Antigua and Barbuda National Environmental Management Strategy
- A good knowledge of the United Nations Framework Convention on Climate Change, United Nations Convention on Biological Diversity and the United Nations Convention to Combat Desertification
- Minimum of 5 years' experience in administration/management of international projects;
- Experience in project management and administrative management;
- Experience in facilitating meetings or discussions;
- Experience with working with regional and international partners
- Willingness and ability to travel frequently within and outside the country
- Ability to work with senior government officials, research institutes, non-governmental organizations (NGOs), and local communities.
- Fluency in written and spoken English and strong communication skills.

#### **4. Project Assistant**

The Project Assistant will be recruited for 160 weeks and will support the Project Coordinator in the carrying out of his/her duties. The Executing Agency in consultation with the Project Coordinator will appoint a suitably qualified person to provide support to the execution of the national aspects of the UNDP implemented, GEF supported CCCD project.

#### **Functions**

- The Project Assistant will undertake the following duties:
- Provide support to the Project Manager and Project Coordinator in the financial and administrative management of the project;
- Act as secretary to the PMU
- Assist in project administration by assembling and preparing necessary documentation; helping to prepare letters of agreement for research and consultancy services; monitor budgets and liaise with accounting staff about payments and financial reports; interact with external agencies on non-technical and administrative matters;
- Assist in recording and monitoring project expenditures and funds availability in close consultation with the PM;
- Assist Project Manager and Project Coordinator in preparing quarterly financial reports and reimbursement claims for submission to the Executing Agency;
- Undertake office fixed assets inventory and its reporting to the Executing Agency;
- Format reports, proceedings and other relevant documents;
- Assist Project Manager and Project Coordinator in organizing and conducting PMC Meetings and National Workshops;
- Assist Project Coordinator in communication with national partners and local authorities by phone, fax and other correspondence;
- Update project website;
- Assist Project Manager assembling necessary information to prepare reports;
- Organizational and logistical issues related to project execution per UNDP guidelines and procedures



- Record keeping of project documents, including financial in accordance with audit requirements
- Ensure all logistical arrangements are carried out smoothly
- Assist Project Coordinator in preparation and update of project work plans in collaboration with the UNDP Sub-Regional Office
- Facilitate timely preparation and submission of financial reports and settlement of advances, including progress reports and other substantial reports
- Report to the Project Coordinator and UNDP Programme Officer on a regular basis
- Identification and resolution of logistical and organizational problems, under the guidance of the Project Coordinator

**Outputs:**

- Project activities are implemented successfully
- Annual operational plan including budget prepared and submitted in timely manner
- Quarterly and annual technical and financial reports prepared and submitted in timely manner
- UNDP/GEF norms for monitoring and evaluation of project performance, output delivery and impact applied
- PMU functions effectively
- Project website is developed and maintained

**Relationships:**

The Project Assistant will:

- Report directly to the Project Manager and Project Coordinator;
- Maintain regular communication with the PMU, Project Manager and Project Coordinator;
- Be accountable to the Project Manager and Project Coordinator for the functioning of the PMU;
- Provide administrative assistance to the PMU.
- Will act as the focal point in information gathering/dissemination from/to national partners.

**Qualifications:**

- Minimum of two years of professional experience relevant in international or government organizations;
- Proven ability to manage budgets;
- Experience in word processing and other relevant office applications software packages;
- Fluency in written and spoken English

**5. National Specialist on the Convention on Biological Diversity**

This national consultant will be responsible for working with the Project Coordinator and project team to undertake those project activities that require expertise on interpreting and translating CBD obligations into national programmable activities. The consultant will work with the prepare the appropriate technical background studies, as well as also serve as a co-facilitator in the trainings on the using data and information relevant to meeting biodiversity conservation objectives, with particular emphasis on endangered endemic species and their ecosystems.

The CBD national consultant will have at least 3 - 5 years of work experience in biodiversity conservation programming and project implementation, including some experience with CBD negotiations. He/she will have at minimum a MSc in natural resource management, with a specialization directly related to biodiversity conservation in Antigua and Barbuda and/or the surrounding region. Under the supervision of the Project

Coordinator, the specialist will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners. An estimated 15 weeks have been estimated for undertaking project activities.

#### **6. National Specialist on the Convention on Desertification and Drought**

This national consultant will be responsible for working with the Project Coordinator and project team to undertake those project activities that require expertise on interpreting and translating CCD obligations into national programmable activities. The national consultant will prepare the appropriate technical background studies, as well as also serve as a co-facilitator in the trainings on the using data and information relevant to meeting land degradation objectives, with particular emphasis on sustainable land management and land degradation.

The CCD national consultant will have at least 3 -5 years of work experience, which includes active involvement in CCD programming and project implementation. He/she will have at minimum a MSc in natural resource management, with a specialization directly related to land management issues in Antigua and Barbuda and/or the surrounding region. Under the supervision of the Project Coordinator, the specialist will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners. An estimated 15 weeks have been estimated for undertaking project activities.

#### **7. National Specialist on the Framework Convention on Climate Change**

This national consultant will be responsible for working with the Project Coordinator and project team to undertake those project activities that require expertise on interpreting and translating FCCC obligations into national programmable activities. The national consultant will prepare the appropriate technical background studies, as well as also serve as a co-facilitator in the trainings on the using data and information relevant to meeting climate change mitigation and mitigation objectives, with particular emphasis on endangered endemic species and their ecosystems.

The FCCC national consultant will have at least 3 - 5 years of work experience, which includes active involvement in FCCC programming and project implementation. He/she will have at minimum a MSc in a field directly relevant to climate change science, with a specialization directly related to mitigation and adaptation strategies relevant to Antigua and Barbuda and/or the surrounding region. Under the supervision of the Project Coordinator, the will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners. An estimated 15 weeks have been estimated for undertaking project activities.

#### **8. Information Technology Specialist**

An information technology specialist will be recruited to oversee the technical design of the NEIS, including the procurement of the technological hardware and software for its installation. Under the supervision of the Project Coordinator, he/she will work with the international Rio Convention specialists, as well as with the relevant information technology managers in the different departments to network the NEIS with their information systems. The specialist will apply technical expertise to the implementation, monitoring, and maintenance of the NEIS. With at least five (5) years' of work experience, the specialist will have an advanced degree in information technology, including network analysis, system administration, security and information

assurance, IT audit, database administration, and web administration. An estimated 12 weeks have been estimated for undertaking project activities.

#### **9. Public Administration Specialist**

The individual recruited as the Public Administration Specialist will be recruited for an estimated 100 days and hold an additional separate contract as the Project Coordinator. He/she will work with the Rio Convention consultants as well as with the information technology specialist to assess and institutionalize the NEIS within the DoE as well as with the partner government departments and other stakeholder organizations' information systems. He/she will work with the information technology specialist to undertake the in-depth baseline assessment of the current management information systems in Antigua and Barbuda as well as to design the institutional architecture of the NEIS.

The Public Administration Specialist will have a post-graduate degree in public administration or related field, and have a minimum of five (5) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning.

#### **10. International Evaluation Consultant**

The international evaluation consultant will be an independent expert that is contracted to assess the extent to which the project has met project objectives as stated in the project document and produced cost-effective deliverables. The consultant will also rate capacities developed under the project using the Capacity Development Scorecard.

The Terms of Reference for the International Evaluation Consultant will follow the UNDP/GEF policies and procedures, and together with the final agenda will be agreed upon by the UNDP/GEF RCU, UNDP Sub-Regional Office and the Project Team. The final report will be cleared and accepted by UNDP (UNDP Sub-Regional Office and Regional Coordination Unit) before being made public.

#### **11. Policy/Legal Specialist**

The Policy/Legal specialist will contribute to the substantive work under the project by assessing the policy and legal implications of Rio Convention instituting the NEIS, in particular the collaboration among key agencies and other stakeholder organizations. The specialist will work with the Public Administration Specialist as well as with the others, as appropriate to draft and negotiate the Memoranda of Agreements to share data and information.

The policy/legal specialist will have a post-graduate degree in law, with a specialization on environmental law and policy of Antigua and Barbuda. S/he will have to have a minimum of five (5) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning. An estimated 30 weeks have been estimated for undertaking project activities by this national specialist.

#### **12. Environmental Sociologist**

The Environmental Sociologist will be support the project by contributing to the identification and assessment of best practices and innovations for mainstreaming, paying close attention to socio-economic implications.

This includes the analyses related to the feasibility study and public awareness plan. He/she will take the lead in developing and implementing the survey as well as undertaking a statistical analysis of survey results. This specialist will also help design the awareness material and serve as a resource person for the private sector and district level dialogues and workshops.

The Environmental Sociologist will have a post-graduate degree in environmental sociology, with demonstrated experience in constructing and implementing surveys, as well as their statistical analysis on trends in environmental values and attitudes. An estimated 25 weeks has been estimated for undertaking project activities by this national specialist.

### **13. Finance Specialist/Environmental Economist**

This specialist will take the lead in preparing the resource mobilization strategy to ensure the financial sustainability of the NEIS as an integral tool and component of the EIMAS. He/she will work with other specialists/consultants to the extent that they require or will benefit from cost-benefit analyses, such as the institutional analyses and feasibility study for the design and setting up of the NEIS. This specialist will have at least five (5) years of experience in undertaking financial assessments, preparing financial audits, and economic cost-benefit analyses. He/she will hold at least a Master's degree in finance or accounting.

## Annex 8: References

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## **Annex 9: Results of the capacity assessment of the project implementing partner and HACT micro assessment**

The Annex is attached as a separate document.