

Implementing a “Ridge to Reef” Approach to Protecting Biodiversity and Ecosystem functions within and around Protected Areas in Grenada

Report of First Project Board Meeting and Inception Workshop



March 19th, 2015

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LIST OF ABBREVIATIONS

AWP	Annual Work Plan
CRP	Coastal Restoration Programme
FAD	Fish Aggregating Device
GEF	Global Environment Facility
GoG	Government of Grenada
HACT	Harmonized Approach to Cash Transfers
IADGO	Inter- Agency Group of Development Organizations
ICCAS	Integrated Climate Change Adaptation Strategies
LUD	Land Use Division
MoALFFE	Ministry of Agriculture, Lands, Forestry, Fisheries and the Environment
MoF	Ministry of Finance
MPA	Marine Protected Areas
NAWASA	National Water and Sewerage Authority
NEFO	North East Farmers Organization
NGO	Non-Governmental Organization
PA	Protected Area
SLM	Sustainable Land Management
TPA	Terrestrial Protected Area
UNDP	United Nations Developed Programme

1.0 BACKGROUND AND REPORT OBJECTIVES

The Government of Grenada (GoG) through its Ministry of Agriculture, Lands, Forestry, Fisheries and the Environment (MoALFFE) has commenced operationalization of a new intervention focused on protected area (PA) management. Funded by the Global Environment Facility (GEF), the United Nations Development Programme (UNDP) and the GoG, the project titled *Implementing a “Ridge to Reef” approach to protecting biodiversity and ecosystem functions within and around protected areas* aims at increased effectiveness of PA management through adoption of a landscape based approach to resource management.

The first meeting of the Project Board was convened at the Division of Fisheries on March 19, 2015. This report presents the main discussions and decisions adopted at this inaugural session.

2.0 MEETING PROCEEDINGS

2.1 Welcome and Introductions

Chairperson of the session, Mr. Mangal, Operations Manager of UNDP Barbados and the OECS introduced the Project Director, Mrs. Austin-Cadore who opened the meeting with prayer. This was followed by introduction of participants. A total of 15 officials attended the meeting representing 10 of the 13 stakeholder interests included on the Project Board (Refer to Appendix 1 for stakeholder list). The Chairperson further officially welcomed all participants and provided a quick overview of the Ridge to Reef Project.

2.2 ADOPTION OF AGENDA AND ENDORSEMENT OF MEETING OBJECTIVES

Mr. Mangal in his capacity of Chairperson requested adoption of the meeting’s agenda (Refer to Appendix 2). Programme Manager, UNDP sub-regional office, Barbados Mr. Ricky Wilson provided an overview of the agenda, and the overarching objectives of the meeting. According to Mr. Wilson, it is critical that the project begins, albeit the fact that the Project Coordinating Unit (PCU) is not fully commissioned. It is therefore imperative that the work plan prepared for the first year by the National MPA¹ Coordinator, Mr. Roland Baldeo be approved, cognizant that modifications might be made going forward. The Programme Manager added that the meeting also provides an opportunity to sensitize all Board members about the project, the nature of the partnership between the Division of Fisheries and Forestry, and members’ responsibilities in implementation.

Participants adopted the agenda as outlined. Mr. Gooding, President of the North East Farmer’s Organization (NEFO) moved a motion to adopt the agenda, which was seconded by Ms. Newton, Ministry of Finance (MoF).

Subsequently, the Chairperson invited Permanent Secretary, Mrs. Austin-Cadore to provide brief remarks in her capacity as Project Director. The senior official welcomed everyone, and indicated

¹ Marine Protected Area.

that the project is very meaningful to the State of Grenada. She added that Government is very grateful to the donors for their generous contributions to Grenada's development. Maximizing all finances at this crucial time, cognizant of the structural adjustment programme currently implemented is an imperative. In addition, Mrs. Austin-Cadore pledges the support of her Ministry in ensuring a successful project. In conclusion, the Permanent Secretary thanked each participant including Mr. Noel, Project Officer, for their efforts thus far in bringing the project to fruition.

On the behalf of UNDP, Mr. Mangal placed on record his institution's commendation to the GoG, the various public sector departments in particular, the Ministries with responsibility for Agriculture and Finance, and local NGOs for continuing the partnership for development. In addition, he emphasized UNDP's commitment to investment within the tri-island State, and highly applauded the support provided by Permanent Secretaries Mrs. Austin-Cadore and Mrs. Jessamy. According to Mangal, the "Ridge to Reef" project is not the first initiative implemented by UNDP within the tri-island State;² rather it is yet another demonstration of his Agency's work in Grenada and in the sub-region.

In conclusion, the Chairperson noted that approximately US\$3 million is envisaged to be spent over the next five year period, of which an estimated US\$700,000 should be spent in the first year. Regarding UNDP's priorities for project implementation, he identified the following:

- An emphasis on delivering planned outputs;
- A functional PMU;
- Mechanisms to ensure transparency and accountability in all activities including in procurement;
- Harmonization of the roles between the Division of Fisheries and the Department of Forestry;
- Efficient project implementation that positively impacts livelihoods, while concomitantly providing a model that can be adopted in other localities.

3.0 REVIEW OF PROJECT BOARD TERMS OF REFERENCE

UNDP Programme Manager, Mr. Wilson led this session. According to Mr. Wilson the "Ridge to Reef" intervention is a *national project implemented by the GoG*. Although the project is chaired by UNDP, the management framework allows for capacity building at the national level, which is paramount for long term nation building. Guided by the Project Board TOR, Document 1903/2015/2, the following matters were addressed as discussed below (Refer to Appendix 3):

3.1 Composition of the Board

The following were the main issues raised and decisions adopted;

- Mr. Noel, Project Officer interjected that the National Water and Sewerage Authority (NAWASA) was not included on the Project Board. Within the context of the institution's

² Other projects identified included the GEF Small Grants Project, the ICCAS Project and the Capacity Building and Mainstreaming of Sustainable Land Management Project among others.

role with respect to water resources within the Beausejour watershed, inclusion should be automatic. Permanent Secretary Mrs. Austin-Cadore reported that the above mentioned subject should be addressed by the Land Use Division, who is already drafted in (refer to Photo Plate 3.1.1).



Photo Plate 3.1.1: Cross section of Project Board

- Mr. Baldeo inquired whether the GEF Focal Point is represented on the project's Steering Committee.³ Programme Manager, Mr. Wilson indicated that the official is not included although it is a GEF funded intervention. Importantly, the Focal Point is involved directly in approving all financial transactions associated with the project. The MPA Coordinator moved a motion to include the GEF Focal Point on the Steering Committee independent of the current nominee from the MoF. After much discussion, *members approved inclusion of the GEF Focal Point on the Project's Board.*
- Mr. Rennie, Chief Fisheries Officer reported the absence of representation from the fisherfolk community. He subsequently moved a motion to include the Southern Fishermen Association on the Project's Board. *This decision was subsequently adopted.*
- The decision however, to include the NAWASA was not accepted since that role will be absorbed by the Land Use Division.

IN SUMMARY: *The "Ridge to Reef" Project Board was increased by two new members; the Southern Fisherman's Association and the GEF Focal Point.*

³ Or Board.

3.2 Functions of the Project Board

Mr. Wilson stated that the Board is constituted to provide policy and technical guidance to the project implementing team, and not to give personal opinions. He discussed each function of the Board as spelt out by the draft TOR.

Mr. Baldeo sought clarification regarding Function #7 as outlined in the project document and in the TOR as stated in Document 1903/2015/2. He questioned whether the function as listed would allow for flexibility in modifying the work plan based on changing national and site circumstances. According to Mr. Wilson, there is some limited flexibility to move activities and finances within the work plan; however, these changes must be endorsed by the Project Board. He added that an independent mid-term review of the project will be undertaken. The results could be very instructive in guiding the project forward and, and would provide the legal basis for any major changes to the original work programme.

In addition, Mr. Wilson stressed the importance of the PMU in understanding the reporting requirements of the project, and catalyzing efficient spending of apportioned monies.

3.3 Meetings

In terms of Board meetings, the TOR outlined that

“The Project Board will meet at least every six months, at a time and place convenient to all members. A quorum will be constituted by 51% of the representatives listed at 2.0, and this must be present for meetings of the Project Board to be convened.”

Members were of the opinion that during the start-up phase of the project, it might be prudent that the Board meets more often to improve opportunities for success. In the final analysis however, with respect to meeting frequency, *members agreed that the clause as stated in 4.0 of the TOR should remain; however if the team decides to meet more regularly this would be acceptable and in order.*

The issue of quorum was also discussed. As stated in 4.0, a quorum of 50% +1 is required to convene a meeting (8 members). Members emphasized that the actions of the PMU are therefore critical in ensuring that persons are adequately informed and mobilized to attend these sessions, since an inadequate quorum can result in cancellation of planned meetings. *A new quorum of seven members was agreed upon.* Members also noted that technology⁴ should be utilized to foster participation of the members, in particular UNDP, who might be unable to physically attend all meetings.

Project Officer, Mr. Noel recommended that a mechanism be put in place to allow for continuity with respect to the officers attending Board meetings. Members were of the opinion that continuity of the Agency is more important than an individual. In light of this, it was recommended that each Agency recruited on the Board should select a lead representative and one alternate, the latter of

⁴ Example Skype.

which should be brief at the end of each meeting to foster familiarity with the project's proceedings, thus allowing for optional participation. It was indicated that a correspondence was previously disseminated to the relevant agencies requesting a representative on the Project Board. To formalize participation, the name of the lead and alternate selected for each Agency should be forwarded to the Board. It was also advised that meeting dates of the Project Board should be arranged in advance as a key strategy to enhance members' participation and attendance.

Mr. Baldeo questioned whether the Project Coordinator is an ex officio member. It was agreed that this official while participating in meetings would not be able to make any decisions.

3.4 Chairman

The functions of the Chairman as outlined in the TOR were accepted by members.

3.5 Secretariat of the Committee

Members reiterated that the Project Coordinator will function in the capacity of Secretariat of the Board. However, he/she can decide to prepare the relevant reports or outsource to a local firm such as Roberts Caribbean Limited as deemed necessary. The meeting's Chair underscored the importance of the Project Coordinator demonstrating good reporting and interpersonal skills.

Sections 8.0 (Duration), 9.0 (Funding of Project Board Activities), and 10.0 (Meeting Location) were accepted as stated.

In conclusion, the tourism representative, Mrs. Duncan-Modeste requested that the Board visit the "Ridge to Reef" project sites, both marine and terrestrial. This was endorsed by members.

4.0 OVERVIEW OF RIDGE TO REEF PROJECT

An overview of the "Ridge to Reef" Project was presented by Mr. Baldeo. He noted that the project conceptual stage began in 2011 and was finally approved in 2014. The implementing and executing entities are UNDP and the MoALFFE respectively. The following summarizes the main elements of Baldeo's presentation:

- The project is designed to ensure that biodiversity and ecosystems functions within and around marine and terrestrial PAs in Grenada are protected from threats through the adoption of an integrated "Ridge to Reef" approach that increases PA management effectiveness, while ensuring ecosystems resilience to climate change.
- The speaker noted that the project will provide multiple global and local benefits by strengthening land, forest and reef management processes and biodiversity conservation on all terrestrial landscapes and seascapes in Grenada, especially within and around marine and terrestrial PAs.

- Project to be implemented over a five year period (2015-2019) has two components:

- ✓ Establishment and effective management of new and existing Protected Areas;
- ✓ Climate resilient sustainable land management practices applied in the Beausejour watershed to reduce threats adjacent to and upstream of Pas.

**Box 4.1.1: Focus communities
for Ridge to Reef Project**

- Happy Hill
- Beausejour
- New Hampshire
- Vendome
- Annadale
- Granville Vale

- The project will target marine areas and six communities within the Beausejour Watershed as listed in Box 4.1.1 (Refer to Figure 4.1.1).
- A number of players will be involved in project implementation including both public sector agencies and NGOs.
- Additional details of the project are included in the attached presentation delivered by Mr. Baldeo titled “Overview of Project.”

4.1 Discussion Emanating from Presentation

The under-mentioned summarizes the discussion emanating from Baldeo’s presentation.

- Mr. Phillip of the MoALFFE noted that while removal of 40 hectares (ha) of bamboo is good, it is important to consider carefully the impact on rivers and the riparian zone in particular.
- Mr. Jeremiah of the Department of Forestry indicated that the areas targeted for removal of bamboo are mostly within forest plantation areas in the Annadale PA.
- Mr. Philip further questioned what types of species would replace the bamboo removed.
- The Forestry Official noted that enrichment planting would be employed in the reforestation process, and indigenous species designed to improve the watershed would be replanted. It is also envisaged that the bamboo would be channelled into the construction and craft industries to support livelihood ventures.
- Mr. Thompson of the Land Use Division concurred that the above reforestation intervention is critical since no substantial work has been undertaken to rehabilitate forest ecosystems post Hurricanes Ivan and Emily with negative implications for water resource management. He added that if this model is successful in the Beausejour Watershed, it can be replicated in other critical terrestrial areas.
- The NEFO representative, Mr. Gooding inquired into the nutritional value of bamboo within the context that the farming organisation is planning to commence a composting project in the near future.

- The Extension representative, Mr. Philip informed the meeting that a shredder with funding from the ICCAS⁵ project recently landed in Grenada for NEFO to support their composting venture. In light of this, it was noted that monies allocated for a shredder under the “Ridge to Reef” project for NEFO can be reallocated to another output.
- Bamboo is one of the raw materials targeted for composting. He added however, that the chemical composition of the material was not conducted. This was recommended as a future action.
- The Project Director shared that bamboo has a diversity of users that we are unaware of locally. For instance, she reported that the Japanese demonstrated that t-shirts can be made from bamboo. She highly recommended utilizing the raw material to create unique natural products that can be sold to tourists in support of forest conservation. This was endorsed by UNDP’s Programme Manager.
- Representative from the MPA Management Committee, Mr. Haywood, questioned the legislation in place to conduct this intervention⁶ on private lands.
- The Forestry official noted that while there is some legislation to implement sustainable land management (SLM) practices on private lands (Soil and Water Conservation Act), negotiation with private land owners would be more important in this regard.
- The MoF representative commented that the “Ridge to Reef” project is indeed ambitious and inquired if there would be penalties if targeted outputs are not completed within the specified period.
- Programme Manager of UNDP noted that while the project might be ambitious, it is incumbent upon the project team to maximize the resources available and move forward. Chair of the meeting, however, agreed that it is important to flag the project as ambitious nonetheless.

5.0 THE ANNUAL WORK PLAN

The Annual Work Plan (AWP) for Year One (2015) for both the marine and terrestrial components was delivered by Mr. Baldeo and Mr. Jeremiah respectively.

Component 1: Marine

A total of US\$519,263 was allocated for Year One to implement the marine component of the work plan, signifying 84.2% of the annual budget. The main elements of the work plan are outlined in Appendix 4. The following summarizes the discussion arising subsequent to the above delivery.

- Project Officer, Mr. Noel inquired into the material that will be used to construct the office at Woburn.

⁵⁵ Integrated Climate Change Adaptation Strategies.

⁶ Bamboo removal and reforestation.

- In response, Mr. Baldeo indicate been unsure at this stage. He added that there is currently a building at the site at Woburn, and the developers have offered the MPA programme a space in the building. Plans are still not yet finalized regarding this issue.
- A number of members stressed the importance of public awareness and education as a cross cutting, non-negotiable activity in changing communities' attitudes and behaviour on MPAs.
- The importance of utilizing excellent quality material for moorings was raised by the Land Use Officer. Mr. Baldeo confirmed that this will be prioritized using a company from Miami.
- In relation to the Fish Aggregating Device (FAD), Mr. Baldeo noted that this intervention is geared to provide livelihood prospects in established MPAs, cognizant of the perceived and/or actual loss of livelihoods for some fisherfolk in established PAs.
- The issue of provision for night time navigation was raised by Mr. Haywood.
- Mr. Baldeo noted that his Unit is currently exploring solar options due to the high risk associated with changing battery powered lights while at sea.
- The importance of the Coral Restoration Programme (CRP) planned under the project was highlighted by Mr. Baldeo. The MPA officer stated that there are two objectives of this intervention.
 - ✓ Reef restoration;
 - ✓ Building awareness of the importance of reefs and related ecosystems at the community level.
- He further noted that engagement of the community is critical for success. In each adjacent community where the CRP is undertaken, 10 persons would be trained in scuba diving. These individuals will function as volunteers in setting up the nursery.
- Member of the MPA Management Committee posited that members should consider the legal implications associated with volunteers' engagement in reef restoration activities.
- According to Mr. Baldeo, two options would be discussed by management of the MPAs to address the concern raised by Mr. Haywood: insurance and/or have volunteers sign a disclaimer which removes liability from the MPA Programme. Nonetheless, Mr. Baldeo promised that his team will look into safeguard measures for volunteers.
- Mr. Rennie cautioned that it is important that the root causes of reef degradation are addressed to allow for effective use of financial and human capital investment.
- Mr. Baldeo noted that they are already taking action on land through the Reef Guardian Programme. In addition, through the "Ridge to Reef" project, SLM practices would be

adopted in the Beausejour watershed coupled with a water quality monitoring programme to evaluate effectiveness of planned land based interventions.

- Mr. Baldeo also added that seamoss cultivation is scheduled to be undertaken in the Woburn and Sandy Island MPAs in an effort to enhance options for sustainable livelihoods. Although the technology is available, this activity will commence in Year Two.
- The project will also enhance existing infrastructure. For instance a building to provide storage for the various marine sites is expected to be erected in the Fisheries Car Park. Mr. Haywood recommended retrofitting a container to avoid establishing a permanent immovable structure. Mr. Baldeo noted that this option will be considered.
- Another significant planned infrastructure is the Ridge to Reef Interpretation Center. This state of the art facility will function as an important educational tool for all aspects of coral reef education. A site at Palmiste, St. John's close to the beach has already been identified. Mr. Baldeo added that a designer based in Florida, USA has promised to visit Grenada to conduct a series of consultations to garner stakeholder perspective to guide the development of the center, pro bono. In fact, an estimated US\$150,000 is allocated in this year's budget to commence this important undertaking.
- A discussion regarding the reason for the site selection ensued. Why was the site not located close to the Beausejour area where an MPA already exist?
- Mr. Baldeo noted scarcity of land and lack of funds to purchase lands as the main drivers for selecting the Palmiste area.
- Member of the MPA Management Committee questioned the rationale of siting the center so far from communities. For instance the persons displaced from Moliniere will have to travel all the way to Palmiste to sell their products. In light of this therefore, the site does not appear ideal from a community development perspective.
- The Programme Manager of UNDP recommended selection of criteria⁷ to guide the site selection process to allow for transparency. A workshop can then be used to finalize the criteria to be used. The criteria developed through a participatory process are extremely important in removing any perception of personal bias.
- In the final analysis, *members agreed to develop a list of criteria coupled with public consultation.*
- Within the context that the project will spend more than US\$300,000 in Year One, Mr Wilson noted it will be subject to an audit.
- Mr. Baldeo noted that center will be funded through self-generated financing and from a grant from the Conservation Trust currently established.

⁷ Possible criteria can include socioeconomic benefits, proximity to sea, benefits to community.

- The presentation culminated with a brief public service announcement on the importance of MPA featuring Mr. Killa, a local soca artist.

Component 2: Terrestrial

A total of US\$98,000 (15.8%) was allocated for Year One to implement the terrestrial component of the work plan. The main elements of the work plan are summarized in Appendix 5. The following summarizes the discussion arising subsequent to the above delivery.

- Mr. Jeremiah stated that the Department of Forestry played an instrumental role in the materialization of the project.
- Mr. Haywood noted that he did not observe a training component for fire management included in Year One's activities. He recommended doing an analysis of the shortcomings of the fire auxiliary services and using the results to guide the development of targeted training in fire management.
- Forestry Officer reported that a number of Forest Rangers are already trained. The focus on Year One would be procurement of related equipment with planned training in future years.
- Mr. Wilson questioned whether the specifications of the fire prevention backpacks were known. The Forestry official indicated that the relevant information is known, since his Department is carrying out this activity in collaboration with the Fire Department, Royal Grenada Police Force.
- Mr. Jeremiah noted that a significant percentage of the interventions for the terrestrial component will be implemented in the second year of project implementation. For instance, regularizing Mt. St. Catherine as a fully legal PA cognizant of its biodiversity and geothermal potential will be one such activity.

Chairperson thanked both officials for their presentations. *Work plans were approved with the understanding that they will be integrated into the correct template as per UNDP guidelines.* Formal approval will be done at the next meeting or via round robin.

The Chair further added that a significant percentage of the activities for Year One included procurement of goods. In light of this, it is imperative that the PMU comply with UNDP's procurement rules. Additional information shared is outlined below:

- Mr. Wilson advised that all equipment bought should be tagged since these are project assets. At the end of the project, UNDP will transfer these assets to associated institutions. UNDP Procurement officer will advise PMU on procurement guidelines.
- Mr. Rennie recommended that the project team be apprised of procurement guidelines early in project lifecycle. He also inquired whether funds not used in a particular year can be rolled over in the next.

- Mr. Wilson noted that there is a reporting mechanism every six months in addition to an approval process for requesting monies. He noted that UNDP would not approve monies for the next phase unless at least 80% of the initial monies given are spent. Pushing for high implementation rates is therefore critical.
- Mr. Mangal added that a lot of the work plan is doable cognizant of the drive of the project team with support from the Project Board.

IN CONCLUSION: Chair confirmed that the work plan is approved to be finalized by round robin, and should be in the UNDP’s template by end of March 2015.

6.0 OPERATIONAL MATTERS

Chairman convened the meeting after lunch. Programme Manager, UNDP delivered a presentation which addressed four main issues namely HACT⁸ assessment, recruitment of staff, monitoring and evaluation and advances. Highlights of the aforementioned are outlined in the accompanied presentation titled “Project Board Meeting 1.”

The under-mentioned recaps the main deliberations associated with the above presentation.

- A HACT Assessment will be undertaken at a date to be determined.
- The indicative due dates for recruitment of staff are:
 - ✓ Project Coordinator: July 1st;
 - ✓ Project Officer April 1st;
 - ✓ Admin/Finance: May 1st.
- In light of the above dates, the Project Officer would be responsible for some of the initial work until the Project Coordinator comes onboard.
- Although a location has been identified to house the PMU, further discussion is needed with Permanent Secretary Mrs. Merina Jessamy. To outfit the office, UNDP has decided to order full workstations with laptops to be delivered directly to Grenada.
- FACE forms, the instrument used to request financing for the quarter will be signed by the Project Director and then finally by the GEF Focal Point prior to submission to UNDP for processing.
- The importance of reporting was highlighted.

7.0 SCHEDULING OF NEXT MEETING OF THE PROJECT BOARD

⁸ Harmonized Approach to Cash Transfers.

The next meeting of the Project Board is proposed for **Thursday July 23rd, 2015 at 9:00 am**. The location would be determined and communicated to members by the Project Officer.

8.0 CONCLUSION

Table 9.1 summarizes the main decisions adopted at the first Board Meeting of the Ridge to Reef Project.

Table 9.1: Main decisions adopted at the 1st Board Meeting of the Ridge to Reef Project

Aspect of Agenda	Decision adopted
Composition of Project Board	<ul style="list-style-type: none"> ▪ Two new representatives added to the Project Board: The GEF Focal Point and the Southern Fisherman Association
Quorum for Board Meetings	<ul style="list-style-type: none"> ▪ A quorum of seven members
Meetings of the Board	<ul style="list-style-type: none"> ▪ A lead and alternate for each Agency should be selected ▪ Dates for meetings of the Board should be organized in advance ▪ Frequency of meetings as set out in the Board's TOR would remain; however, the Board can decide to host meetings more often during the start-up phase as deem relevant
General project issues	<ul style="list-style-type: none"> ▪ Explore the potential uses of bamboo, including innovative secondary products that can be made and sold to tourist as part of a broader forest conservation initiative ▪ Relocate monies originally planned to purchase shredder for NEFO
Work plan	<ul style="list-style-type: none"> ▪ Consideration of measures to address liability associated with the use of volunteers in reef restoration ▪ Consider retrofitting a container to provide the infrastructure for the marine sites as oppose to establishment of a permanent structure in the Fisheries Car Park ▪ Develop criteria coupled with use of participatory approaches to guide selection of Ridge to Reef Interpretation Center
Next Board meeting	Thursday July 23 rd at 9:00 am.

Appendix 1: Attendees

Name	Representing Organization	Position	Email Address
Marilyn Austin-Cadore	MoALFFE	Permanent Secretary with responsibility for Fisheries; Project Director	Ma17cadore@gmail.com
Merina Jessamy	MoALFFE	Permanent Secretary with responsibility for Agriculture Lands, and the Environment	merina.jessamy@gov.gd
Roland A. Baldeo	Fisheries Division	National MPA Coordinator	rolandbaldeo@gmail.com
Yolande C. Newton	MoF	Project Officer	ynewton.gov.gd@gmail.com
Ronald A. Haywood	GPA/NAT MPA		haywoodronald@hotmail.com
Joseph Noel	UNDP	Project Officer, Ridge to Reef Project	josephnoel6329@hotmail.com
Anthony Jeremiah	Forestry Department	Forestry Officer	tonydove2@gmail.com
Justin Rennie	Fisheries Division	Chief Fisheries Officer	justinar7368@hotmail.com
Ricky Wilson	UNDP	Programme Manager	ricky.wilson@undp.org
Henry Mangal	UNDP	Operations Manager	henry.mangal@undp.org
Gertrude Duncan-Modeste	Ministry of Tourism, Civil Aviation and Culture		gduncanmodeste@gmail.com
Evans Gooding	North East Farmers Organisation (NEFO)	President	northeastfarmersgrenada@gmail.com
Trevor Thompson	Land Use Division, MoALFFE	Land Use Officer	trevort_lud@yahoo.com
George Phillip	Extension Division, MoALFFE	Deputy Chief Extension Officer	Gphillip86@hotmail.com
Dianne Roberts	Roberts Caribbean Ltd.	Environmental and Development Specialist/CEO	robertscaribbean@gmail.com
Shenelle Bishop	Roberts Caribbean Ltd.	Interning Administrative Assistant	robertscaribbeanoffice@gmail.com

Appendix 2: Meeting Agenda



Implementing a “Ridge to Reef” Approach to Protecting Biodiversity and Ecosystem functions within and around Protected Areas in Grenada

1st Project Board Meeting
 Thursday March 19, 2015 9:00 am
 Fisheries Division Conference Room
 St. George's Grenada

TIME	SESSION Chair: UNDP	PRESENTING AGENCY
09:00 09:00 – 09:10	Prayer Welcome and Introductions	Marilyn A. Cadore - Project Director Gov't of Grenada Henry Mangal - UNDP
09:10 – 09:15	1. Adoption of Meeting Agenda and endorsement of Meeting Objectives Document: 190315/1	UNDP
09:15 – 10:00	2. Review of Project Board Terms of Reference - Discussion Document: 190315/2	UNDP
10:00 – 10:15	3. Overview of Ridge to Reef project - Discussion	Roland A. Baldeo – Fisheries Division
10:15 – 10:30	WORKING BREAK	
10:30 – 12:30	4. The Annual Work Plan (AWP) <u>Presentation on activities and budget</u> Component 1 Marine Component 1 & 2 Terrestrial - Discussion on activities presented Document: 190315//3	Roland A. Baldeo - Fisheries Division Anthony Jeremiah - Forestry Dept.
12:30 – 13:00	5. LUNCH	
13:00 – 13:30	6. Operational Matters: <ul style="list-style-type: none"> ▪ HACT Assessment ▪ Recruitment of staff ▪ Monitoring and Evaluations ▪ Advances 	UNDP
13:30 – 14:00	7. Any Other Business	
14:00-14:15	8. Scheduling of next Meeting of the Project Board	
	END OF MEETING	

Appendix 3: Project Board Terms of Reference



Ridge to Reef

1st Meeting of the Project Board

Fisheries Division Conference Room

March 19, 2015

Project Board

Terms of Reference

Document 1903/2015/2

1.0 BACKGROUND

The project will provide multiple global and local benefits by strengthening land, forest and reef management processes (eco-systems functions) and biodiversity conservation on all terrestrial landscapes and marine and seascapes in Grenada, especially within and around marine and terrestrial protected areas.

This will be achieved through a multi-focal strategy having a “Ridge to Reef” approach that increases protected areas’ management effectiveness and applies targeted land management practices to include: (i) Development of a policy-based legal, planning and institutional /regulatory framework in support of a sustainably managed network of TPAs and MPAs; (ii) Development and management of landscapes and seascapes by adopting the approach of integrating SLM and SFM/REDD+ principles and practices as a matter of public policy (integrated approach for managing forest ecosystems, protection and sustainable use of the biodiversity, prevention of land/sea degradation, and integration of peoples livelihood objectives within the management of forest and marine eco-systems.); (iii) By piloting SFM/REDD+ and SLM practices in the Annandale/ Beausejour watershed to improve Carbon stocks, reducing deforestation, reducing susceptibility to drought (and forest fires) and consequent land degradation that would impact downstream landscapes and seascapes.

The Grenada “Ridge to Reef Project” is designed to support Grenada’s compliance with a number of agreed-upon International Environmental Management and Conservation Strategies, Policies and Plans (e.g MDGs and Aichi targets and goals) with the technical and financial assistance of the Global Environment Facility (GEF). The project intervention is essentially a complement to the Government of Grenada’s efforts, on the local level, to fulfill its obligations to various United Nations Conventions and Protocols (MEAs) with respect to Biodiversity and Eco-systems Functions/services by applying program-based delivery systems; and with co-management initiatives that will accommodate the involvement of local area communities in a direct way.

The project’s **objective** is to ensure that biodiversity and ecosystems functions within and around marine and terrestrial PAs in Grenada are better protected from threats through the adoption of an integrated “Ridge to Reef” approach that increases PA management effectiveness and applies targeted sustainable land (and coastal sea) management practices, while ensuring ecosystems resilience to climate change. The activities will therefore be aimed at addressing the following outcomes:-

Outcome #1 Improved management effectiveness of existing and new protected areas.

Outcome # 2: Climate resilient SLM practices applied in the Beausejour watershed to reduce threats adjacent to and upstream of PAs

2.0 COMPOSITION

Representatives from the following organizations shall comprise the Project Board:

1. UNDP - Chair
2. National Project Director
3. Ministry of Finance, Economic Development & Planning
4. Fisheries Division, Ministry of Agriculture, lands, Forestry, Fisheries & the Environment

5. Forestry Department, Ministry of Agriculture, lands, Forestry, Fisheries & the Environment
6. Land Use Division, Ministry of Agriculture, lands, Forestry, Fisheries & the Environment
7. Environment Division, Ministry of Agriculture, lands, Forestry, Fisheries & the Environment
8. Extension Division Ministry of Agriculture, lands, Forestry, Fisheries & the Environment
9. Ministry of Tourism, Civil Aviation and Culture
10. North East Farmers Organization (NEFO)
11. Inter-Agency Group of Development Organizations (IAGDO)
12. Marine Protected Area (MPA) Management Committee
13. Southern Fishermen Association

3.0 FUNCTIONS OF THE PROJECT BOARD

1. Offer overall policy and technical guidance and direction towards the implementation of the project, ensuring it remains within any specified constraints
2. Provide input into work plans, budgets and implementation schedules to guide the achievement of project objectives
3. Approve project implementation schedule, annual work plan (AWP) and indicative project budget at the commencement of each project year within its remit
4. Provide guidance and agree on possible countermeasures/management actions to address specific project risks
5. Address project issues as raised by the Project Coordinator
6. Agree on Project Coordinator's tolerances as required, and provide ad-hoc direction and advice for situations when tolerances are exceeded
7. Review and endorse changes in project work plans, budgets and schedules as necessary
8. Monitor project implementation and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans
9. Review and make decisions on recommendations related to project management from the Executing Agency or Implementing Agency
10. Arbitrate where necessary and decide on any alterations to the programme
11. Endorse an overall project evaluation and monitoring function for the duration of the project through a mechanism agreeable to all Project Board parties
12. Providing necessary oversight to ensure sustainability of project

4.0 MEETINGS

The Project Board will meet at least every six months, at a time and place convenient to all members. A quorum will be constituted by 51% of the representatives listed at 2.0, and this must be present for meetings of the Project Board to be convened.

5.0 CHAIRMAN

The Project Board Chair will chair the Project Board meeting.

The Chairman will be responsible for:

1. The conduct of the meeting
2. Ensuring that an accurate record of the discussions and decisions of each meeting is prepared and forwarded to all members
3. Ensuring adequate follow-up on the undertakings of the members of the Project Board.

6.0 SECRETARIAT OF THE COMMITTEE

The Project Coordinator will provide secretariat services to the Project Board.

7.0 COMMUNICATION

Documentation being presented for review at any meeting of the Project Board will, as far as possible, be distributed two weeks prior to the meeting. The preparation of the records of all official meetings of the Project Board will be the responsibility of the secretary. These records must be forwarded to Project Board members no later than two weeks after its conclusion.

8.0 DURATION

The Project Board will exist for the duration of the project.

9.0 FUNDING OF PROJECT BOARD ACTIVITIES

Project resources will be used to support the participation of country representatives and other members as required.

10.0 MEETING LOCATION

Meetings of the Project Board will be held at locations agreeable to all members.

Appendix 4: The Annual Work Plan – Marine Component

2015 Work Plan

Component 1: Establishment and effective Management of new and existing Protected Areas (Marine)

Budget Note	Atlas Code	ERP/ATLAS Budget Category	Budget Description	Details / Activities	Time Frame Start - End	Responsible Party	Budget Amount Year 1
6	72200	Equipment and furniture	Purchase of work boat for training demonstrations with MCS activities for MPAs: installations of FADS, Coral Nursery, Seaweed farming, Water quality monitoring etc.	<u>Procurement:</u> 32' Twin-hull fiberglass workboat	April - July	Fisheries Division	\$75,000 (\$89,244) *
	72200	Equipment and furniture	Outfitting equipment for work boat for training, demonstrations, installations together with MCS activities for MPAs	<u>Procurement:</u> Boat engines, equipment, accessories etc	April - July	Fisheries Division	\$ 62,000
	72200	Equipment and furniture	An initiative for development / implementation of FADS program as example in IMRM coupled with livelihoods	<u>Procurement:</u> Fad structure, Rope, shackles, cable, floats	May - June	Fisheries Division	\$35,000
	72200	Equipment and furniture	Materials and installation of demarcation and signage	<u>Procurement:</u> Mooring & Demarcation buoys, rope, shackles, anchors	May - June	Fisheries Division	\$35,000
	72200	Equipment and furniture	Demonstration equipment/ aids for island wide public education campaign for conservation	<u>Procurement:</u> Daylight Projector, Training aids	May - June	Fisheries Division & Forestry Department	\$15,000
	72200	Equipment and furniture	Coral reef restoration initiative	<u>Procurement:</u> Materials for coral nursery	May - June	Fisheries Division	\$25,000

Budget Note	Atlas Code	ERP/ATLAS Budget Category	Budget Description	Details / Activities	Time Frame Start - End	Responsible Party	Budget Amount Year 1
8	73200	Premises Alterations	Construction / enhancement for enabling infrastructure for capacity to demonstrate conservation/ management:	<u>Construction:</u> Ridge to Reef interpretation centre	May - Dec	Fisheries Division & Forestry Department	\$150,000
	73200	Premises Alterations	Infrastructural enhancement at marine site	<u>Construction:</u> Workshop Center for SCUBA, FAD and Coral nursery activities	May - Dec	Fisheries Division	\$33,500
	73200	Premises Alterations	Construction infrastructure	<u>Construction:</u> WCCBMPA Office	July - Dec	Fisheries Division	\$40,000
5	72100	Contractual Services - Companies	Professional services for site/ Building design	<u>Service:</u> Architectural services for building design and building plan for infrastructure work at marine sites	April - May	Fisheries Division	\$15,000
2	71300	Local Consultants	Professional services for: a. Reef restoration initiative b. Public education (Marine) c. Training in methodologies/ techniques (FADs)	<u>Service:</u> Individual contracts	June - Dec	Fisheries Division	\$25,000
10	74200	Audio- Visual print and production cost	Audio visual and airtime costs: education and awareness on ecosystems within MPAs:	<u>Service:</u> PSA, Documentary, Brochures etc.	June - Dec	Fisheries Division & Forestry Department	\$18,763
TOTAL							\$519,263

* Allocation in component 2 "Purchase of equipment / hardware including small boat for water quality / quantity monitor" \$89,244 which was not provided for in year 1

Appendix 4: The Annual Work Plan – Terrestrial Component

2015 Work Plan

Component 1: Establishment and effective Management of new and existing Protected Areas (**Terrestrial**)

Budget Note	Atlas Code	ERP/ATLAS Budget Category	Budget Description	Details / Activities	Time Frame Start - End	Responsible Party	Budget Amount Year 1
6	72200	Equipment and furniture	Back-packs for community first responders, wild land fires	<u>Procurement:</u>	May - June	Forestry Department	\$10,000
	72200	Equipment and furniture	Biophysical monitoring, fire prevention; planning	<u>Procurement:</u>	June - July	Forestry Department	\$ 10,000
	72200	Equipment and furniture	Demonstration equipment/aids for staff and partners training in methodology, data collection etc	<u>Procurement:</u>	May - June	Forestry Department	\$ 20,000
	72200	Equipment and furniture	Materials and placement of infrastructure at PA sites:	<u>Procurement:</u>	May - June	Forestry Department	\$30,000
2	71300	Local Consultants	Consultant for business planning in sites and community-based consultations	Service Contract	May - Oct.	Forestry Department	\$10,000
	71300	Local Consultants	Training for NPAC	Service Contract	May - Sept.	Forestry Department	\$ 5,000
	71300	Local Consultant	Equipping NPAC and NMPAC for strategic management	<u>Service Contract</u>	May - Dec	Forestry & Fisheries Department	\$8,000

Budget Note	Atlas Code	ERP/ATLAS Budget Category	Budget Description	Details / Activities	Time Frame Start - End	Responsible Party	Budget Amount Year 1
11	74500	Miscellaneous Expenses	Operations functions support for NPAC / NMPAC	Service	October	Forestry & Fisheries Department	\$600
12	75700	Training Workshop conferences	National and community workshops / consultations on PA policies:	Service	Sept - Oct	Forestry Department	\$ 3,650
	75700	Training Workshop conferences	Community seminars for public awareness targeted at the wider community Working groups, seminars and launch of advisory bodies	Service	September	Forestry Department	\$ 1,000
TOTAL							\$98,000