

United Nations Development Programme
Country: Barbados and the OECS
Project Document

Project Title:	Programme on Integrated Climate Change Adaptation Strategies in Grenada (ICCAS)
UNDAF Outcome(s):	Environment, Energy, Climate Change and Disaster Risk Reduction
Expected CP Outcome(s):	Enhanced capacity of national, sub-regional and regional institutions and stakeholders to build resilience to the adverse impacts of climate change and natural and anthropogenic hazards
Expected Output(s):	Increase adaptive capacity of communities through implementation of concrete community-based adaptation activities and incentives Strengthen understanding and awareness of climate change risks and adaptation measures, education plan and disseminate lessons learned and best practices
Executing Entity:	Ministry of Agriculture, Lands, Forestry, Fisheries and the Environment (MOALFFE), Government of Grenada
Implementing Partner:	MOALFFE
Responsible Party:	UNDP

Brief Description

This initiative is part of a wider Programme on Integrated Climate Change Adaptation Strategies (ICCAS), being co-implemented by UNDP and GIZ. The overarching objective of the ICCAS Programme is to increase resilience of vulnerable communities and ecosystems to climate change risks in Grenada through integrated adaptation approaches. The Programme targets both government, including its sectoral agencies, and communities already being impacted by climate change. These sectors and communities suffer from droughts and other extreme events associated with climate change. Communities will also benefit from improved services associated with stronger national institutions and service providers.

UNDP will realise the operationalisation of the Community Climate Change Adaptation Fund in order to strengthen adaptive capacities through community-based initiatives; and share knowledge and experiences from the Programme to improve understanding and awareness of CC risks and adaptation measures.

Programme Period:	2012-2016
Key Result Area (Strategic Plan)	Environment and sustainable development
Atlas Award ID:	00073003
Project ID:	00085959
PIMS:	5020
Start date:	15 July 2013
End date:	14 July 2017
PAC Meeting Date	
Management Arrangements	NIM

Total resources required	US\$3,259,167.20
Total allocated resources:	US\$3,259,167.20
• Regular	_____
• Other:	_____
o BMU	US\$3,259,167.20*
o Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

*This US\$ amount is indicative and the final amount will depend on the actual exchange rate at the time of the allocation of further instalments from the Government of Germany.

Agreed by (Government of Grenada):

13 NOV 2013

Agreed by (UNDP):

13 NOV 2013

I. SITUATION ANALYSIS

1. As a small island, Grenada is particularly vulnerable to the adverse effects of projected climate change. The adverse effects of extreme events experienced in the recent past are likely to become more intense and/or frequent in the future. Whilst drought is not very prevalent in Grenada, two major droughts occurred in 1995 and between 2009 and 2010, which had substantial adverse effects on the water, agriculture and fisheries sectors. A review of Grenada's water sector has found that there is reduced availability of water during the dry season which impacts the important agriculture and tourism sectors. There are strong recommendations for increased storage capacity and the trapping of untreated water for irrigation use in agriculture. Rainwater harvesting and conservation are needed to improve resilience of supply. Projections indicate a strong likelihood of declining rainfall in all seasons in the future.
2. In 2004, Hurricane Ivan hit Grenada, causing widespread damage and devastating the country's socio-economic infrastructure such as housing (89% of housing stock was destroyed), tourism-related facilities and subsistence and commercial agricultural production. These impacts were exacerbated when nine months later Hurricane Emily hit Grenada. Whilst there are many uncertainties, more intense hurricanes can be expected with rising sea surface temperatures.
3. One of the backbones of Grenada's economy, tourism is expected to suffer severe disruptions as a consequence of sea level rise, from the adverse effects of beach erosion, coastal land loss, inundation and flooding. Grenada's beaches are at risk from sea level rise, with between 55-75% of the Grand Anse Beach in St George's and 83% of the beaches in Carriacou vulnerable if sea level rises by 0.5m. Furthermore, a 1m sea level rise could inundate infrastructure along the coast such as the capital's financial complex, sports complex, airport, sea ports, major roads, telephone exchange and the sewage pumping system. Sea level rise has accelerated and at present the global rate of rise is over 3mm/year – 30cm over a century. Sea level rise approaching 1m by 2100 can be expected even under strong mitigation. It appears likely that the rate of sea level rise in the Caribbean region will be slightly higher than the global mean.
4. UNDP's technical research into the specific impacts anticipated for SIDS on behalf of the OECS and AOSIS since 2009 supports these assertions. These works are "An Overview of Modelling Climate Change Impacts in the Caribbean Region with Contributions from the Pacific Islands"¹ and "Quantification and Magnitude of Losses and Damages Resulting from the Impacts of Climate Change: Modelling the transformational impacts and costs of sea level rise in the Caribbean"². A third phase of work researching the impacts due to slow onset events is underway in preparation for UNFCCC COP 19.
5. While Grenada has been active in formulating policies and strategies relating to adaptation and climate resilience over the years, there remain substantial gaps and challenges. On the national level, an integrated and strategic approach to adaptation including e.g. systematic risk assessments in planning processes, operational plans on adaptation for different stakeholders plus performance monitoring systems and the prioritisation of activities is still lacking. Furthermore, the coordination between stakeholders as well as a joint knowledge management on adaptation is weak.
6. Although sectors like water and coastal zone management are highly vulnerable, climate change risks are not yet fully anticipated in water and coastal resource management, and adaptation measures are not yet sufficiently tested and promoted in these sectors.
7. So far, very little concrete adaptation and climate resilience measures on the ground have been implemented in Grenada. Thus there is significant potential to increase visibility and awareness. The

¹http://www.bb.undp.org/uploads/file/pdfs/energy_environment/Modelling%20climate%20change%20impacts%20in%20the%20Cbean%202009.pdf

²http://www.bb.undp.org/uploads/file/pdfs/energy_environment/Modelling%20the%20impacts%20and%20costs%20of%20SLR%20in%20the%20Cbean%20-%20Final2011.pdf

“Regional Vulnerability and Risk Reduction Project” under the “Pilot Programme for Climate Resilience (PPCR)” will support mainly large scale infrastructure (e.g. at the airport) to reduce vulnerability. Furthermore it is foreseen that the PPCR will close a crucial gap on effective management of data on climate change risks and vulnerabilities.

8. At present, capacity is not sufficient to prepare large projects that will enable Grenada to access climate change finance internationally, nor has a National Implementing Entity for the Adaptation Fund be established. This has hampered the Government’s ability to effectively acquire resources for urgent adaptation needs. Experiences and knowledge gained through this Programme will help Grenada to prepare coherent proposals for climate finance.
9. The Regional Framework for Achieving Development Resilient to Climate Change 2011-2021 and its Implementation Plan³ describes the roles of regional governments, national and regional institutions, the private sector, non-government actors and the international development community in helping the countries in the region to mitigate and adapt to the impacts of climate change. As the regional coordinating agency for the response to climate change and repository for regional climate change information and data, the Caribbean Community Climate Change Centre (CCCCC) helps to coordinate this process regionally.
10. UNDP Barbados and the OECS has specifically committed to regional governments, including Grenada, through the UNDAF and SPD 2012-2016 to support building resilience to the adverse impacts of climate change under UNDAF Output 1: Energy, Environment, Climate Change and Disaster Risk Reduction. In this respect, the SRO continues to work with the sub-region, and Grenada specifically, on initiatives addressing early warning for natural hazards in communities, conservation of biodiversity and land resources and strengthening capacities in post-disaster needs assessment.

II. STRATEGY

11. Many of the natural resources in Grenada are threatened by the adverse impacts of climate change. In response, UNDP and GIZ, with financing support from the BMU, have designed a Programme to support an integrated approach to adaptation to climate change in Grenada. The Programme contributes to their sustainable use and protection in line with the concept of *resilience*. An improved planning, management and efficient use of water resources will not only contribute towards meeting the immediate demand for reliable freshwater but on the long term also ensure the sustainable use of the limited water resources in a context of increasing climate risks. An improved, more resilient, supply of freshwater will benefit vulnerable communities.
12. The Programme is designed to support the Government of Grenada to address specific needs to advance adaptation at all relevant levels (national, sectoral, local), involving all relevant stakeholders (government, NGO, private sector). It provides for structural and systemic changes by supporting the development of a strategic adaptation plan, a systematic climate risk assessment and national coordination mechanisms. Furthermore, the Programme will help to showcase how extremely vulnerable sectors can adapt to climate change. It will enable the Government to finance the implementation of concrete adaptation measures focusing on livelihoods of the people of Grenada with expected socio-economic and ecological co-benefits.
13. The Programme intends to support the upscaling of adaptation experiences by promoting knowledge dissemination and supporting access to international climate finance. The Programme covers the continuum of adaptation activities as described by the World Resource Institute, from “addressing drivers of vulnerability” and “building response capacity” to “managing climate risks” and “confronting climate change” (WRI, 2007, *Weathering the Storm*), thereby piloting a model for other countries in

³ http://caribbeanclimate.bz/index.php?Itemid=108&option=com_wrapper&view=wrapper

the region. The Programme contributes to national, regional and international learning in this relatively new topic as a pilot programme for adaptation.

14. By promoting climate resilient livelihoods and practices the Programme will contribute to overall sustainable social development of the communities. The monitoring and removal of invasive species that threaten to undermine the climate resilience of Grenada's forest and agricultural ecosystems and replacement of these species with climate resilient productive species will, through the inclusion of productive species also contribute to livelihoods of farmers and landowners.
15. The Programme proposed here will build upon the following four components:
 - 1) Strengthened capacity of the Government of Grenada to mainstream adaptation considerations into national development planning (at various scales), supporting inter-sectoral mechanisms for climate change adaptation also including the private sector
 - 2) Improved planning, management and efficient use of the water and coastal zone resources through the establishment of integrated water resource management approaches and the formulation of CZM policies and management plans
 - 3) Increased adaptive capacity of communities through the implementation of concrete community-based adaptation activities and incentives in the islands of Grenada, Carriacou and Petit Martinique
 - 4) Capacity to access climate finance and knowledge management:
 - a. Enabled access to public (bilateral and multilateral) and private funding for climate change measures
 - b. Strengthened understanding and awareness of climate change risks and adaptation measures (adaptation plan) and disseminate lessons learned and best practices at the local, national, regional and international levels.

Objectives and Components

16. The overarching objective of the Programme on Integrated Climate Change Adaptation Strategies in Grenada (ICCAS) is to increase resilience of vulnerable communities and ecosystems to climate change risks in Grenada through integrated adaptation approaches.
17. The complete Programme has four Components:

Component 1: Strengthened capacity of the Government of Grenada to mainstream adaptation considerations into national development planning (at various scales), supporting inter-sectoral mechanisms for climate change adaptation also including the private sector (overseen by GIZ)

Output 1.1: Strengthen National Climate Change Committee in its function to facilitate inter-sectoral coordination of climate change adaptation measures, giving due consideration to existing strategies, practices and approaches.

Output 1.2: Strengthen and/or develop and operationalize appropriate communication protocols to support inter-sectoral coordination of climate change adaptation measures between the government and private sectors and NGOs.

Output 1.3: Develop and operationalize a strategic adaptation plan for Grenada (which is supposed to converge with a National Adaptation Plan (NAP) under the UNFCCC) and a performance monitoring system for an integrated national approach to adaptation, including coastal resource management and water resource management and use, building on other initiatives planned or underway, in identified areas.

Output 1.4: Strengthen existing planning frameworks by supporting the integration of climate risk analysis into national, sectoral and community planning and decision-making, through capacity development and support for policy implementation.

Component 2: Improved planning, management and efficient use of the water and coastal zone resources through the establishment of integrated water resource management approaches and the formulation of CZM policies and management plans (overseen by GIZ)

Output 2.1: Support the development of a Coastal Zone Policy and Management Plan

Output 2.2: Capacity development for personnel and organisations in water and coastal resource management.

Component 3: Increased adaptive capacity of communities through the implementation of concrete community-based adaptation activities and incentives in the islands of Grenada, Carriacou and Petit Martinique. (Overseen by UNDP)

Output 3.1 Design, establish and operationalize a “Community Climate Change Adaptation Fund” (CCCAF) that responds to the needs of vulnerable communities and that links climate risks and adaptation measures with livelihoods.

Component 4: Capacity to access climate finance and knowledge management:

Output 4.1: Enabled access to public (bilateral and multilateral) and private funding for climate change measures (overseen by GIZ)

Output 4.2: Strengthened understanding and awareness of climate change risks and adaptation measures (adaptation plan) and disseminate lessons learned and best practices at the local, national, regional and international levels. (Overseen by UNDP)

18. An important element of the Programme is to strengthen the adaptive capacity of communities through the implementation of community-based adaptation activities. National stakeholders have agreed that the linkage to sustainable livelihoods as well as a participatory and inclusive approach will be a central factor for the success of community-based activities and that needs of particularly vulnerable communities should be given priority.

Programme Components

19. While the overall programme is supported by UNDP and GIZ, following discussions with BMU (the donor) UNDP is responsible for the implementation of Components 3 and Output 4.2. This project document therefore relates only to those elements of the overall programme that UNDP is held accountable.

Component 3: Increased adaptive capacity of communities through the implementation of concrete community-based adaptation activities and incentives in the islands of Grenada, Carriacou and Petit Martinique

Output 3.1 Design, establish and operationalize a “Community Climate Change Adaptation Fund” (CCCAF) that responds to the needs of vulnerable communities and that links climate risks and adaptation measures with livelihoods.

20. The CCCAF is envisaged as a facility to provide small grants to target CBOs and NGOs to implement projects that advanced a community-based adaptation approach in priority areas identified as follows:

- Research into crops that adapt to climate variability and change for farmers in rural communities
- Strengthen skills and experiences of youth in leading community actions and forming community groups that can support and advance adaptation, including youth involvement in community initiatives, Parliament and debates.
- Specific adaptation practices to protect existing livelihood systems would include measures such as improved water and soil management; diversify crops and improved farming techniques.

- Techniques improved to incorporate of information about current climate variability into water-related management activities to assist community adaptation to longer-term climate change impacts.
21. Under the direction of MoALFFE, proposals for financing through CCCAF will be solicited in a participatory manner from community based organisations, community leaders, and local governments. NGOs and CBOs will be invited to submit proposals to be screened by the NCCC. Several of the proposals will derive from the work in Components 1 and 2, implemented by GIZ (refer to attached Annex II).
 22. The National Climate Change Committee (NCCC), which comprises relevant stakeholders from all key sectors and institutions that were identified as having the potential to be directly impacted by climate change, will play a key role in screening and selecting proposals to be funded. The NCCC will screen proposals submitted by community-based organisations (CBOs) and non-governmental organisations (NGOs) as well as provide technical feedback. Once the NCCC has selected and approved proposals to be funded, each CBO/NGO will be required to sign an agreement with MoALFFE (and/or its designate) and fulfil administrative requirements to receive the first of a set of tranches. Each tranche will be disbursed against an assessment of a report on progress on implementation by grantee focusing on progress with achieving expected results as well as financial reports.
 23. Grants will be channelled by MoALFFE directly to CBOs and NGOs in line with existing Government Policies as well as those of UNDP. The maximum grant amount per project that is approved by the NCCC will be US\$50,000. The MoALFFE will be required to maintain detailed records on planned and actual expenditures, against outcomes and outputs that the initiative is supposed to achieve and report on quarterly basis to UNDP SRO. Should the MoALFFE request explicit support from UNDP for such functions, direct project services can be provided on an agreed cost-recovery arrangement, as detailed in Annex II.
 24. A Programme Steering Committee (PSC) of this overall UNDP-GIZ supported initiative in Grenada (see management arrangements section of this project document for further details), will review and monitor the development of the portfolio of community-based projects, including its alignment with Government of Grenada, BMU, UNDP and GIZ guidelines. The PSC will define specific criteria for the selection of proposals, which the NCCC will then apply to determine which projects are to be financed from the CCCAF. The criteria will include consideration of poverty levels of communities, population exposed to extreme weather events, potential to benefit vulnerable households especially women, and others, to ensure equitable distribution of resources among targeted communities. In addition, the selection criteria will be structured to differentiate the scope of work from that pursued by SGP in Grenada in order to reach out to a broader spectrum of CBOs and NGOs and to include climate-related issues that are not currently supported by SGP on the island. The PSC will also dedicate time to review and assess lessons learned from the different projects that are financed.
 25. The design of the CCCAF will integrate lessons learned and best practices of the GEF Small Grants Programme's work in Grenada and other SIDS. In the establishment of the CCCAF, the project team entrusted with implementing this project will liaise with the SGP National committee members in Grenada, as well as SGP Coordinator and SGP's Central Programme Management Team (CPMT) to compile successful, field-tested practices and methods to channel, monitor and report on grants made to communities.

Component 4: Capacity to access climate finance and knowledge management

Output 4.2: Strengthened understanding and awareness of climate change risks and adaptation measures (adaptation plan) and disseminate lessons learned and best practices at the local, national, regional and international levels.

4.2.1 Establish and operationalize a platform for inter-sectoral knowledge management relating to climate risk, resilience, adaptation planning and implementation and relevant knowledge management tools

26. The main activity of this output is to establish a local knowledge management platform that builds upon the information generated throughout the Programme and existing national and sub-national experiences addressing climate change in Grenada. The platform will enable a broader range of stakeholders in the country to better understand the impacts of climate change, response measures and adaptation planning processes being implemented.
27. In order to promote inter-sectoral partnerships, the Programme will support open and structured discussions among government official, local communities, programme staff, NGOs, and the private sector to share, analyse and compile information on climate resilience planning and implementation to support institutional learning tools and to improve capacity and knowledge of the relevant stakeholders.
28. This inter-sectoral knowledge management will showcase sectors' capacities, knowledge, and practices of coping with climate-related risks and introduce climate change adaptation in a language that is easy to understand, using means of communication that are familiar for each sector. The platform aims to share information about the successful on-the-ground and tested experiences and lessons learned from the project and its potential for replication in other locations.
29. The platform will build on systems and infrastructure that exist at the national level. This platform will also connect with existing global and regional platforms to disseminate lessons.

4.2.2 Disseminate lessons learned and best practices nationally, regionally and internationally through a range of different modalities e.g. publications, media, and relevant awareness material.

30. The implementation of inter-sectoral knowledge management will provide the foundation to generate relevant information on results and impacts realised by each output, lessons learned and experiences of diverse sectors.
31. Materials on mainstreaming climate change across sectors, climate-resilient water and coastal management, and community-based adaptation will be produced. Diverse channels and means, appropriate by each target group, will deliver the materials regionally, nationally and internationally. The publications, media and other materials produced by this Programme will be directed to local communities and national and sub-national government agencies in Grenada, the CARICOM region and internationally.
32. All information produced and gathered by the Programme, including systematisation of lessons learned from project activities, will feed back into knowledge products on diverse topics. The MoALFFE, UNDP and GIZ will design mechanisms for gathering lessons learned, compile and systematise lessons learned in each component and disseminate lessons learned, systematised for different media. In addition, the Programme will develop a documentation system (Environmental Information System).
33. All options for the knowledge management strategy provided during the planning workshop in April 2013 will be carefully assessed during Programme implementation. Among the channels and media to engage with local stakeholders, participants proposed:
 - Social media: YouTube, Facebook, video, CDs, television clips/infomercials
 - Contests: essay competition, calypso/jingles competition, short films, science, logo competition
 - Political involvement: Youth Parliament
 - Mainstream media: newsletter, posters on buses, webinars, webcast
 - Street media: Radio drama, street drama, carnival, parish festivals
34. UNDP will establish agreements with OECS Secretariat and CARICOM Secretariat, to find dissemination spaces in the region for knowledge products (manuals, journals, booklets, videos, etc.) produced

during the Programme. A Caribbean/Grenada portal under UNDP's Adaptation Learning Mechanism is foreseen, working together with OECS and CARICOM, which is cost-efficient given that no new infrastructure will be required.

Collaborative arrangements with related projects

35. UNDP continues to provide policy and programming support by working on and advocating for the multi-sectoral challenges of poverty reduction, democratic governance, crisis prevention and recovery, climate change, and environment and sustainable development. In Grenada, UNDP has worked with the government to secure resources to address issues of biodiversity conservation and land degradation through the Global Environment Facility (GEF) under the project "Implementing a 'Ridge to Reef' approach to protecting biodiversity and ecosystem functions within and around protected areas in Grenada". As the implementation of these activities from 2014 leads to stronger awareness of the linkages between environmental degradation, climate change, resilience and economic development, it is intended that synergies will be built with the Programme to ensure a consistency of approach at the national level to address these issues which permeate all sectors of the society.
36. Additionally, the DIPECHO-funded "Community Alerts Project – An effective implementation in the Caribbean through integrated Early Warnings Systems" aims to facilitate better prepared and informed communities for coastal and hydrometeorological risk through integrated early warning systems (EWS) through the introduction of the Common Alerting Protocol (CAP) in communities in Grenada, Dominica and St Vincent. The capability of the CAP is such that climate and sea level monitoring instruments could also be incorporated such as automated weather stations and tide gauges. This is one of several options that could be explored to increase the linkage between the two initiatives.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Enhanced capacity of national, sub-regional and regional institutions and stakeholders to: effectively manage natural resources; build resilience to the adverse impacts of climate change and natural and anthropogenic hazards; improve energy efficiency and use of renewable energy; improved policy, legal, regulatory and institutional frameworks for environmental and energy governance</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>Number of national adaptation committees/councils established per country</p> <p>Number of countries with approved energy efficiency and renewable energy policies</p> <p>Number of countries with climate change adaptation strategies updated and approved</p> <p>Establishment of regional energy centre supporting the development of renewable energy and promotion of energy efficiency</p> <p>Applicable Key Result Area (from 2008-13 Strategic Plan): Environment and Sustainable Development</p> <p>Partnership Strategy: With financial support from BMU, GIZ and UNDP will jointly implement the Components of the Programme, with the Ministry of Agriculture, Lands, Forestry, Fisheries and the Environment (MoALFFE) as the executing entity</p>			
<p>Project title and ID (ATLAS Award ID): 00073003 Programme on Integrated Climate Change Adaptation Strategies in Grenada (ICCAS)</p>			
INTENDED COMPONENTS	COMPONENT TARGETS FOR 2013-2016	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>Component 3 Increased adaptive capacity of communities through the implementation of concrete community-based adaptation activities and incentives in the islands of Grenada, Carriacou and Petit Martinique</p> <p>Baseline: There are no ongoing community-based adaptation (CBA) measures Awareness of adaptation and risk are limited to technical professionals and</p>	<p>Targets (2013) - 50% of CBOs/NGOs working in the target communities trained in project development and implementation</p> <p>Targets (2014) - 75% of CBOs/NGOs working in the target communities trained in project development and implementation</p> <p>- 25% of trained CBOs/NGOs implementing approved projects</p> <p>- 15% of target population</p>	<p>1 Community Climate Change Adaptation Fund (CCCAF) designed</p> <ul style="list-style-type: none"> ▪ Mapping of community climate-related issues and risks ▪ Develop proposal evaluation criteria and grant request format ▪ Analysis and incorporation of lessons and good practices from GEF SGP ▪ Design and implement community awareness campaigns on climate change risks and impacts 	<p>MoALFFE</p> <p>82,714,47</p>

<p>has little translation at the community level, with no active awareness initiatives</p> <p>Capacities of grassroots organisations with respect to project development and implementation is weak, but being gradually addressed through GEF SGP</p> <p>Indicators:</p> <ul style="list-style-type: none"> % of CBOs/NGOs receiving training % of target population (CBOs/NGOs) implementing CBA measures from the Programme, disaggregated by gender % of targeted population participating in adaptation and risk awareness activities, disaggregated by gender % of CCCAF accessed 	<p>participating in adaptation and risk awareness activities</p> <ul style="list-style-type: none"> - 25% of CCCAF disbursed Targets (2015) - 65% of trained CBOs/NGOs implementing approved projects - 40% of target population participating in adaptation and risk awareness activities - 60% of CCCAF disbursed Targets (2016) - 70% of target population participating in adaptation and risk awareness activities - 100% of CCCAF disbursed 	<p>2 CCCAF operationalised</p> <ul style="list-style-type: none"> Capacity building for CBOs/NGOs on proposal writing and project implementation Issue Calls for Proposals and screen applications Select awardees and provide support to CBOs Monitor and evaluate sub-projects using the UNDP VRA 	<p>MoALFFE</p>	<p>1,529,290.22</p>
<p>Component 4 (Output 4.2)</p> <p>Strengthened understanding and awareness of climate change risks and adaptation measures and disseminate lessons learned and best practices at the local, national, regional and international levels</p> <p>Baseline:</p> <p>Caribbean Planning for Adaptation to Climate Change (CPACC) implemented 1997-2001</p> <p>http://www.caricom.org/isp/projects/macc%20project/cpacc.jsp</p> <p>Adaptation Learning Mechanism (ALM) is a global repository for mapping good</p>	<p>Targets (2014)</p> <ul style="list-style-type: none"> - 100 website visits - 50% of stakeholders represented at discussions and exchanges - 4 lessons learned and good practices disseminated - 50 contributions in online discussion fora <p>Targets (2015)</p> <ul style="list-style-type: none"> - 2,000 website visits - 60% of stakeholders represented - 8 lessons learned and good 	<p>3 Establish local knowledge management platform for CCA</p> <ul style="list-style-type: none"> Creation of online platform Facilitate stakeholder discussion and exchange fora <p>4 Disseminate lessons and good practices</p> <ul style="list-style-type: none"> Compile information from implementing partners and executing entity Manage online discussion fora Develop knowledge sharing materials and media Create secure Documentation System 	<p>MoALFFE</p> <p>MoALFFE</p>	<p>114,952.80</p> <p>130,378.10</p>

<p>practices, sharing knowledge and building networks on CC adaptation http://www.adaptationlearning.net/</p> <p>Indicators:</p> <p>Number of website visits</p> <p>% of stakeholders represented at discussions and exchanges</p> <p>Number of lessons learned and good practices on CCA measures generated and disseminated</p> <p>Number of contributions in online discussion fora</p>	<p>practices disseminated</p> <p>- 100 contributions</p> <p>Targets (2016)</p> <p>- 5,000 website visits</p> <p>- 75% of stakeholders represented</p> <p>- 10 lessons learned and good practices disseminated</p> <p>- 300 contributions</p>		
<p>Project Management</p>	<p>Targets (2013)</p> <p>- 2 PSC meetings convened</p> <p>- 10% project delivery</p> <p>Targets (2014)</p> <p>- 4 PSC meetings convened</p> <p>- 30% delivery</p> <p>Targets (2015)</p> <p>- 4 PSC meetings convened</p> <p>- 65% delivery</p> <p>Targets (2016)</p> <p>- 4 PSC meetings convened</p> <p>- 90% delivery</p>	<ul style="list-style-type: none"> ▪ Project implementation and support to Programme coordination ▪ Programme Steering Committee meetings ▪ Miscellaneous ▪ Monitoring and evaluation ▪ Audit ▪ Direct project services (DPS) 	<p>MoALFFE/UNDP</p> <p>MoALFFE/UNDP</p> <p>MoALFFE/UNDP</p> <p>916,364.22</p> <p>24,771.84</p> <p>7,822.69</p> <p>82,584.93</p> <p>20,000.00</p> <p>54,000.00</p>
<p>GMS (10%)</p>			<p>296,287.93</p>
<p>TOTAL</p>			<p>3,259,167.20</p>

IV. TOTAL BUDGET AND WORK PLAN*

Award ID:	00073003	Project ID(s):	00085959
Award Title:	Programme on Integrated Adaptation Strategies in Grenada		
Business Unit:	BRB10		
Project Title:	Programme on Integrated Climate Change Adaptation Strategies in Grenada (ICCAS)		
PIMS no.:	5020		
Implementing Partner (Executing Agency)	Ministry of Agriculture, Lands, Forestry, Fisheries and the Environment (MoALFEE)		

Atlas Activity	Responsible party	Source of funds	ERP/ATLAS Budget Description/ Input	Atlas Code	2014		2015		2016		2017		Total	Note
					US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$		
Outcome 1. Increased adaptive capacity of communities through the implementation of concrete community-based adaptation activities and incentives in the islands of Grenada, Carriacou and Petit Martinique	MoALFEE	BMU 62040	Local Consultants	71300	31,650.59	31,650.59	14,468.84	31,650.59	109,420.61	1				
			Grants	72600	436,323.34	439,323.34	436,323.34	1,386,234.69	2					
			Travel	71600	24,988.27	24,988.27	24,988.27	87,666.24	3					
			Contractual services - companies	72100	13,689.70	13,689.70	651.89	28,638.18	4					
Subtotal Outcome 1					506,651.89	509,651.90	476,432.34	119,268.58	1,612,004.72					
GMS Outcome 1 (10%)					50,665.19	50,965.19	47,643.23	11,926.86	161,200.47					
Outcome 2. Strengthened understanding and awareness of climate change risks and adaptation measures and disseminate lessons learned and best practices at the local, national, regional and international levels.	MoALFEE	BMU 62040	Local Consultants	71300	34,485.84	34,485.84	28,738.20	17,242.92	114,952.80	5				
			Contractual services - companies	72100	39,113.43	39,113.43	26,075.62	130,378.10	6					
			Subtotal Outcome 2					73,599.27	73,599.27	54,813.32	43,318.54	245,330.90		
GMS Outcome 2 (10%)					7,359.93	7,359.93	5,481.38	4,331.85	24,533.09					
PM	MoALFEE/UNDP	BMU 62040	Local Consultants	71300	185,903.31	185,903.31	185,903.31	185,903.31	743,613.25	7				
			Equipment and Furniture	72200	34,550.20	1,995.67	1,995.67	651.89	39,113.43	8				
			Supplies	72500	3,259.45	1,995.67	1,995.67	1,303.78	8,474.58	9				
			Rental & Maintenance-Premises	73100	31,290.74	31,290.74	31,290.74	31,290.75	125,162.97	10				
			Contractual Services - individual	71400	30,807.46	00.00	30,807.46	00.00	61,614.92	11				
Subtotal Outcome 2					10,485.01	00.00	10,485.01	00.00	20,970.01	12				

	Contractual Services - companies	72100	13,037.81	3,911.34	3,911.34	3,911.34	3,911.34	24,771.84	13
	Audit	74100	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	20,000.00	14
	Miscellaneous	74500	2,607.56	2,607.56	2,607.56	2,607.56	00.00	7,822.69	15
	Direct Project Costs	74599	15,000.00	15,000.00	15,000.00	15,000.00	9,000.00	54,000.00	16
	Total Project Management		331,941.54	247,624.29	288,916.76	288,916.76	237,061.07	1,105,543.69	
	GMS Project Management (10%)		33,194.15	24,762.43	28,891.68	28,891.68	23,706.11	110,554.37	
			91,219.27	83,087.55	82,016.29	82,016.29	39,964.82	296,287.93	
			9,121.92	8,308.76	8,201.63	8,201.63	3,996.48	29,628.80	
	Totals		1,003,411.98	913,963.01	902,179.21	902,179.21	439,613.01	3,259,167.24	

*The total budget of this project amounts 2,499,781.24 EUR. The budget maintained through UNDP financial system ATLAS will be expressed in US dollars, as this is usual way of operation for UNDP projects. Thus, the final amount for the project in US dollars will depend on actual exchange rates at the time of allocation of further instalments from BMU to UNDP.

Summary by Atlas category

ERP/ATLAS Budget Description/ Input	Atlas Code	2014	2015	2016	2017	Total
Local Consultants	71300	252,039.74	252,039.74	229,110.35	61,967.77	967,986.65
Contractual Services - Individual	71400	30,807.46	0.00	30,807.46	0.00	61,614.92
Travel	71600	35,473.27	24,988.27	23,186.44	0.00	108,636.25
Contractual Services - Companies	72100	17,601.04	4,563.23	4,563.23	0.00	53,455.02
Equipment and Furniture	72200	1,955.67	1,955.67	651.89	0.00	39,113.43
Supplies	72500	1,955.67	1,955.67	1,303.78	0.00	8,474.58
Grants	72600	462,398.96	478,436.77	100,340.29	26,075.62	1,516,612.78
Rental & Maintenance-Premises	73100	31,290.74	31,290.74	31,290.74	10,430.25	125,162.97
Miscellaneous Expenses	74500	2,607.56	2,607.56	0.00	0.00	7,822.69
Audit	74100	5,000.00	5,000.00	5,000.00	5,000.00	20,000.00
DPS	74599	15,000.00	12,000.00	6,000.00	6,000.00	54,000.00

Budget Notes

Budget Notes	Details per Responsible Party (UNDP or MoALFFE)
Outcome 1	
1	Based on UNDP's Programme Operations and Procedures of Individual Contracts. Junior Specialist – minimum daily rate US\$200, specialist – minimum daily rate US\$300, senior specialist – minimum daily rate US\$550. Specialist on VRA, Gender and biodiversity.
2	Grants to be delivered by the Community Climate Change Adaptation Fund to support CBOs/NGOs in developing climate-related initiatives.

Details per Responsible Party (UNDP or MoALFFE)

Budget Notes	
3	Travel costs were calculated on a NY - Grenada roundtrip (US\$1,000), for 4 persons.
4	Contractual services for project review.
Outcome 2	
5	Local consultants for the establishment of a KM platform.
6	Contractual services for the establishment of a local knowledge management platform on CCA and the development of an online platform to facilitate national and regional stakeholder discussion and exchange information.
Project Management	
7	Local consultants for project management unit. Technical project coordinator, administrative associate.
8	Office equipment: acquisition of hardware and software, equipment and furniture, maintenance hardware and software and other equipment (copy machine)
9	Office Supplies: stationary and other office supplies
10	Based on a desk review of real state costs in Grenada carried out by GIZ and taking into account the aim to rent a 4-room office (2 for GIZ, 2 for UNDP), it was decided to allocate US\$2,607 on a monthly basis per Agency. UNDP and GIZ had budgeted figures independently, however duplication has been avoided.
11	M&E consultants (specialist, MTE, FE) Technical expert for monitoring and evaluation.
12	Travel costs were calculated on a NY - Grenada roundtrip (US\$1,000), for 4 persons.
13	Contractual services for Programme Steering Committee meetings, inception workshops.
14	External financial audits US\$5,000.00 per year
15	Potential contingencies due to currency exchanges and other items including amongst others specific insurances.
16	Direct Project Services (US\$54,000) Estimated UNDP Direct Project Service/Cost recovery charges to UNDP for executing services. DPS costs would be charged at the end of each year based on the UNDP Universal Price List (UPL) or the actual corresponding service cost. The amounts here are estimations based on the services indicated, however as part of annual project operational planning the DPS to be requested during the calendar year would be defined and the amount included in the yearly project management budgets and would be charged based on actual services provided at the end of that year. See Annex II.

V. MANAGEMENT ARRANGEMENTS

37. This project is part of a broader Programme on Integrated on Adaptation Strategies (ICCAS) that has been designed together with the Government of Grenada, and is financed by BMU through UNDP and GIZ.
38. The management arrangements outlined in this section relate to Component 3, output 3.1 and Component 4, outputs 4.2, and especially sub-output 4.2.1 and sub-output 4.2.2, as described in previous sections. As agreed with BMU, UNDP will provide oversight support services on these specific elements of the ICCAS Programme to the Government of Grenada. UNDP will coordinate with GIZ who will be responsible for and provide oversight support on all other elements of the Programme. For details of the GIZ supported elements of the ICCAS Programme, please refer to Annex II.
39. The UNDP-overseen project will be implemented by the Ministry of Agriculture, Lands, Forestry, Fisheries and the Environment (MoALFFE), the designated Implementing Partner of UNDP. The project will be implemented according to UNDP's national implementation modality (NIM) and in line with UNDP Programme and Operations Policies and Procedures.
40. The MoALFFE will establish a Project Team, referred to as a Project Management Unit (PMU) that will be entrusted to support the MoALFFE to deliver on the outputs outlined in this project document. The PMU will manage the "Community Climate Change Adaptation Fund" (CCCAF) and support related grant-funnelling activities. The CCCAF will be monetized from financial resources provided by BMU and anchored under Ministry of Agriculture, Lands, Forestry, Fisheries and the Environment (MoALFFE) which will provide grant-delivery oversight and fiduciary and safeguard handling capacity.
41. The PMU will be responsible for the day-to-day management and coordination of the project. It will be responsible for the general management actions, such as the preparation of consolidated annual work plans and technical and financial reports to be presented to the Project Steering Committee.
42. The PMU will be comprised of a Project Coordinator/Technical Officer (located at MoALFFE) and Project Associate (located at the SRO Barbados, dedicated to this project alone with no oversight responsibilities). The PMU of the UNDP overseen project will report to the Project Steering Committee and coordinate with SRO Barbados Deputy Resident Representative through the Programme Manager for Energy, Environment and Climate Change. The Project Team will be recruited by UNDP Barbados and the OECS and provided the authority to manage the UNDP-overseen/supported components on a daily basis as per the boundaries established by this project document. The terms of reference for the project staff is in Annex IV.

Programme Steering Committee (also referred to as Project Board)

43. The Project Steering Committee (PSC) – or Project Board – is constituted of MoALFFE, UNDP, GIZ and representatives of the National Climate Change Committee (NCCC). The roles of the following specific members of the PSC is as follows:
- **Executive** representing the Programme ownership to chair the group (**MoALFFE**)
 - **Senior Supplier** representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or guidance regarding the technical feasibility of the Programme (**UNDP Barbados and the OECS SRO**)
 - **Senior Beneficiary** representing the interests of those who will ultimately benefit from the project to ensure the realisation of Programme benefits from the perspective of Programme beneficiaries (**NCCC**).
 - **Other Project Board Member** (GIZ, also representing interests of donor, BMU)

44. The Project Steering Committee will liaise with the Grenada Cabinet Sub-Committee on Climate Change for its member to participate actively during meetings and to propose agenda items to be discussed.
45. The PSC will provide policy direction and guidance to the PMU on specific Components of the ICCAS Programme as outlined in this project document and in alignment with the needs of the overall Programme (including those elements that are supported by GIZ). The PSC is responsible for making, on a consensus basis, management decisions for the Programme in particular when guidance is required by the PMU, including recommendation for approval of Programme revisions. Programme reviews by this group are made at designated decision points (including at least annually) during the running of the Programme, or as necessary when raised by the project management unit.
46. The responsibilities of the PSC shall include, but not be limited to: (1) Review, approve and amend this project document, including the Monitoring and Evaluation (M&E) framework, and the implementation plan; (2) Monitor compliance with the Project's objectives; (3) Discuss progress and identify solutions to problems facing any of the project's partners; (4) Review and approve the AWP and the consolidated financial and progress reports; (5) During the life of the project, review proposals for major budget re-allocation such as major savings or cost increases, or for use of funds for significantly different activities; (6) Review evaluation findings related to impact, effectiveness and the sustainability of the project; (7) Monitor both the budget and the prompt delivery of financial, human and technical inputs to comply with the work plan; (8) Ensure the participation and ownership of stakeholders in achieving the objectives of the project; (9) Ensure communication of the project and its objectives to stakeholders and the public; (10) Approve the project communication strategy and public information plans prepared by the PSC; (11) Facilitate linkages with high-level decision making; (12) Convene ordinary meetings to consider the Technical Committee's proposals and recommendations, as well as the progress made by the project; and (13) Convene, if necessary, extraordinary meetings.
47. This PSC is consulted by the project team for decisions when their tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. The project team act as the secretary to the Committee and are responsible for organizing meetings, preparing meeting documents and follow up on PSC recommendations. The PSC will convene twice a year and can meet extraordinarily whenever circumstances require.
48. In order to ensure UNDP's ultimate accountability for the project results, PSC decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the PSC related to Component 3 and Output 4.2 (UNDP overseen activities), the final decision shall rest with the UNDP.

Programme Management Committee

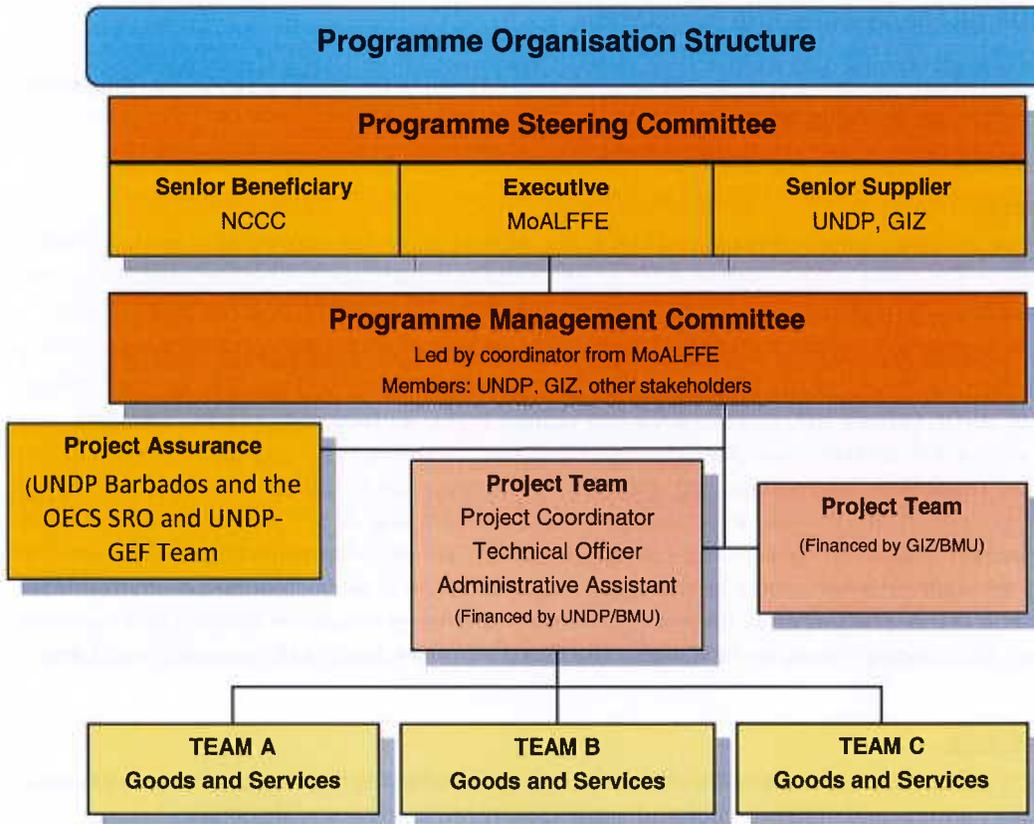
49. The Programme Management Committee (PMC) will meet at least once a month, led by a coordinator selected within MoALFFE. The PMC will be comprised of UNDP, GIZ, and other stakeholders invited on an as-needed basis (e.g. other ministries). The PMC will discuss and agree work plans, provide for information exchange and synergies between Programme components and agree on ToRs, recruitment of experts and other related managerial activities.

Project Assurance

50. The Project Assurance role is the responsibility of UNDP via the UNDP-GEF team and UNDP Barbados and the OECS SRO.

Audit Arrangements

51. The project will be audited according to UNDP Financial Regulations and Rules, as well as applicable Audit policies. UNDP and the project Implementing Partner will provide audit management responses and the Project Coordinator and project support team will address audit recommendations.



Prior Obligations and Prerequisites

52. The Project will be guided by the signed Contribution Agreement with the UNDP dated 7 May 2013 in Annex II.

UNDP Support Services

53. At the request of the Government of Grenada, throughout project implementation of Component 3 and Output 4.2, specific types of services will be provided by the UNDP SRO Barbados, Regional Office in Panama and HQ as outlined in Annex III. These services, which are over and beyond UNDP's oversight support services, and costs thereof, are specified in the Letter of Agreement in Annex II. In accordance with the requirements, the direct project costs of these services will be part of the executing entity's Project Management Cost allocation identified in the project budget. Direct project services will be charged using the Universal Price List for Direct Project Services requested by the GoG as described above.

54. In contrast, costs associated with project cycle management and oversight support services will be covered by fee agreed in the Contribution Agreement in Annex II, and the internal division of these with CO will follow current UNDP procedures.

Agreement on Intellectual Property Rights and Use of Programme Logos

55. Unless otherwise agreed, all appropriate measures will be taken to publicise the fact that this Programme has received funding from the Government of Germany and support of UNDP. Information given to the press, all related publicity material, official notices, reports and publications, shall acknowledge that the initiative was carried out "with funding by the Government of Germany" and shall display in an appropriate way the respective flag/logo, and refer to the support of the UNDP and display the UNDP logo.

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Inception Workshop

The project will be officially launched no later than three months after the project start with a Project Inception Workshop for those with assigned roles in the project organization structure, UNDP CO and where appropriate/feasible regional technical policy and program advisors as well as other stakeholders.

The Inception Workshop will address a number of key issues including: (a) Assist all partners to fully understand and take ownership of the project. (b) Detail the roles, support services and complementary responsibilities of UNDP CO and RSC staff vis à vis the project team. (c) Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. (d) The Terms of Reference (TOR) for project staff will be discussed again as needed. (e) Provide a detailed overview of reporting, M&E requirements. The M&E work plan and budget should be agreed and scheduled. (f) Discuss financial reporting procedures and obligations, and arrangements for annual audit. (g) Plan and schedule Project Steering Committee (PSC) meetings. Roles and responsibilities of all project organization structures should be clarified and meetings planned. The first PSC meeting should be held within the first 2 months following the inception workshop.

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex I), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Programme Steering Committee through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Project Evaluation

Due to the complexity of this Programme and the myriad of inter-related components being implemented by multiple partners, mid-term and final evaluations are proposed. These are to occur during the fourth quarter of 2014 and 2016 respectively.

The Mid-Term Review will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization and terms of reference of the mid-term review will be decided after consultation between the parties to the project document. The TOR for this Mid-term review will be prepared by the UNDP CO based on guidance from the RSC and UNDP-GEF. This independent expert will be recruited at least six months prior to the planned commencement of the mid-term review. The management response and the review will be uploaded to UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource Center (ERC).

The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term review, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The TOR for this evaluation will be prepared by the UNDP CO based on guidance from the RSC and UNDP-GEF.

The Final Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC).

M& E workplan and budget

Type of M&E activity	Responsible Parties	Budget US\$ Excluding project team staff time	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> ▪ Project Manager ▪ UNDP CO, UNDP GEF 	2,584.93	Within first two months of project start up
Quality Assessment based on Quality Management for Project Activity Results Table	<ul style="list-style-type: none"> ▪ UNDP/CONANP/PCU ▪ Oversight by project manager ▪ Project Team 	None	Quarterly
PPR	<ul style="list-style-type: none"> ▪ PCU ▪ UNDP CO ▪ UNDP GEF 	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> ▪ PCU 	None	Quarterly
Project Steering Committee Meetings	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP CO 	None	Following Project IW and subsequently at least Quarterly
Mid-term Review,	<ul style="list-style-type: none"> ▪ PCU ▪ UNDP CO ▪ UNDP RSC ▪ External Consultants (i.e. review team) 	30,000	At the mid-point of project implementation.
Final Evaluation	<ul style="list-style-type: none"> ▪ PCU ▪ UNDP CO ▪ UNDP RCU ▪ External Consultants (i.e. evaluation team) 	30,000	At least three months before the end of project implementation
Audit	<ul style="list-style-type: none"> ▪ UNDP CO ▪ PCU 	20,000 (indicative cost per year: 5,000)	Annually
Visits to field sites	<ul style="list-style-type: none"> ▪ UNDP CO ▪ UNDP RSC (as appropriate) ▪ Government representatives 	For GEF supported projects, paid from IA fees and operational budget	Annually
TOTAL indicative COST Excluding project team staff time and UNDP staff and travel expenses		US\$ 82,584.93 (+/- 5% of total budget)	

Quality Management for Project Activity Results

COMPONENT 1: Increased adaptive capacity of communities through the implementation of concrete community-based adaptation activities and incentives in the islands of Grenada, Carriacou and Petit Martinique		
Activity Result 1 (Atlas Activity ID)	CCCAF designed	Start Date: Nov 2013 End Date: Dec 2016
Purpose	To map the background information and create the management and monitoring mechanisms for a grant programme for community-based climate change adaptation initiatives	
Description	<ul style="list-style-type: none"> ▪ Mapping of community climate-related issues and risks ▪ Develop proposal evaluation criteria and grant request format ▪ Analysis and incorporation of lessons and good practices from GEF SGP ▪ Design and implement community awareness campaigns on climate change risks and impacts 	
Quality Criteria	Quality Method	Date of Assessment
Number of stakeholders consulted	Mapping exercise consultation reports Validation exercise	Nov 2013
% of targeted population reached	Number of posters, leaflets, stickers, etc distributed Number of website visits, Facebook likes, etc Radio listenership TV viewership	quarterly
Activity Result 2 (Atlas Activity ID)	CCCAF operationalised	Start Date: Jan 2014 End Date: Dec 2016
Purpose	To administer a grant programme for community-based climate change adaptation initiatives	
Description	<ul style="list-style-type: none"> ▪ Capacity building for CBOs/NGOs on proposal writing and projects implementation ▪ Issue Calls for Proposals and screen applications ▪ Select awardees and provide support to CBOs ▪ Monitor and evaluate sub-projects using the UNDP VRA 	
Quality Criteria	Quality Method	Date of Assessment
% of trained CBOs/NGOs submitting good quality proposals	CCCAF application screening results	During Calls for Proposals evaluation process
% of sub-projects with positive evaluations	UNDP VRA results	As determined by grant agreement

COMPONENT 2: Strengthened understanding and awareness of climate change risks and adaptation measures (adaptation plan) and disseminate lessons learned and best practices at the local, national, regional and international levels		
Activity Result 3 (Atlas Activity ID)	Establish local KM platform	Start Date: Jan 2014 End Date: Dec 2016
Purpose	To create a central locus to access and share information relating to the ICCAS Programme and climate change adaptation	
Description	<ul style="list-style-type: none"> ▪ Creation of online platform ▪ Facilitate stakeholder discussion and exchange fora 	
Quality Criteria	Quality Method	Date of Assessment
% of stakeholders engaging at discussions	Reports/summary and recommendations	Post-meetings

and exchanges	of meetings	
Activity Result 4 (Atlas Activity ID)	Disseminate lessons and practices	Start Date: Jan 2014 End Date: Dec 2016
Purpose	To share and engage on outcomes of the ICCAS Programme with interested stakeholders regionally and globally, for possible replication	
Description	<ul style="list-style-type: none"> ▪ Compile information from implementing partners and executing entity ▪ Manage online discussion fora ▪ Develop knowledge sharing materials and media ▪ Create secure Documentation System 	
Quality Criteria	Quality Method	Date of Assessment
Number of contributions from online fora resulting in action, change or policy recommendation	Summary report of actionable recommendations Output or evidence of change	Quarterly

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Grenada and UNDP, signed on 17 May, 1976.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) 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;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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.

The executing agency 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 hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

ANNEX 1: Risk Analysis.

Project Title: Programme on Integrated Climate Change Adaptation Strategies in Grenada (ICCAS)	Award ID: 00073003	Date: May 2013
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Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1 Knowledge drain due to the absence of MoALFFE staff from a small complement	May 2012	Operational	A high level of engagement is required between the PMU and relevant government departments to ensure effective targeting of communities and mainstreaming into national governance systems P = 4 I = 3	Work with a broad range of Ministries and agencies to create knowledge and capacity beyond MoALFFE, developing knowledge platforms and supporting institutional learning	Ricky Wilson		June 2013	No change
2 Poor coordination between stakeholders	May 2012	Political	The politics of working on climate change adaptation is complex and potentially conflictive. There are various stakeholders (ministries, agencies, private sector, non-governmental sector)	A central element of the Programme (Component 1) will tackle exactly this current weakness and will develop and/or strengthen and operationalise an appropriate national	Ricky Wilson		June 2013	No change

				<p>that have interests related to adaptation.</p> <p>P = 1 I = 3</p>	<p>framework for inter-sectoral coordination of climate change adaptation measures and support the development of efficient coordination practices</p>		
<p>3 Insufficient integration between implementing partners and Programme components</p>	<p>May 2012</p>	<p>Strategic</p>	<p>The Programme has an integrated approach; components are closely linked and partly depend on each other. If there are e.g. delays, significant changes or implementation problems in the UNDP components this can have negative effects on the GIZ components (and vice versa).</p> <p>P = 3 I = 5</p>	<p>The Projects' Coordinators will monitor and manage this process closely, being effective negotiators and collaborators to ensure effective communication between UNDP and GIZ. Further there will be a strong monitoring role for the Programme Steering Committee in order to maintain a streamlined Programme and quickly mitigate any issues.</p>	<p>Ricky Wilson</p>	<p>June 2013</p>	<p>No change</p>

ANNEX II: Agreements

Cost sharing agreement between UNDP and BMU, signed 7 May 2013

Letter of agreement between UNDP and the Government of Grenada for provision of support services, signed 21 June 2013

GIZ Proposal for overseen elements of the ICCAS Programme

THIRD-PARTY COST-SHARING AGREEMENT
BETWEEN
THE GOVERNMENT OF GERMANY, REPRESENTED BY
FEDERAL MINISTRY FOR THE ENVIRONMENT, NATURE CONSERVATION AND NUCLEAR
SAFETY (BMU)
AND
THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

With reference to the project document "Programme on Integrated Adaptation Strategies in Grenada" ("the Project Document"), submitted for information with letter dated August 02, 2012 last amended of March 14, 2013 and March 25, 2013 by the United Nations Development Programme (hereinafter referred to as "UNDP") to the Government of Germany, represented by Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, hereinafter referred to as "the Donor", the Donor agrees to contribute funds to UNDP on a cost-sharing basis for the implementation of the project as described in the Project Document ("the Project"), Project ID: 00085959; Contribution ID: 00073003; Donor reference: 42208-5/7.

Article I. The Contribution

1. (a) The Donor shall, in accordance with the schedule of payments set out below, contribute to UNDP the amount of 2,499,781.24 EUR (two million four hundred ninety nine thousand seven hundred eighty-one ²¹/₁₀₀ EURO) for the years 2013 to 2017. Upon the written request by UNDP, the contribution shall be deposited in the

Bank:	Bank of America – London (UK)
Account no.:	6008-62722022
Account name:	UNDP Contributions (EURO) Account
Swift no.:	BOFAGB22.

Schedule of payments

Amount

1. Upon signature	318,574.23 EUR ✓
2. 1 July 2013	318,574.23 EUR ✓
3. 1 January 2014	361,158.49 EUR
4. 1 July 2014	361,158.49 EUR
5. 1 January 2015	343,739.27 EUR
6. 1 July 2015	343,739.27 EUR
7. 1 January 2016	184,877.53 EUR
8. 1 July 2016	184,877.53 EUR
9. 1 January 2017	83,082.20 EUR

- (b) The Donor will inform UNDP when the contribution is paid via an e-mail message with remittance information to contributions@undp.org providing the following information: donor's name, UNDP country office, Project no. and title, donor reference (if available). This information should also be included in the bank remittance advice when funds are remitted to UNDP.
 - (c) UNDP is prepared to receive and administer the contribution for the implementation of the Project.
 - (d) UNDP shall duly inform the Government of Grenada of the contribution of the Donor to the Project.
 - (e) UNDP shall designate an Implementing Partner for the implementation of the Project (Implementing Partner).
 - (f) UNDP will implement the project in co-operation and close co-ordination with "Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH" which implement the BMU-funded project "11-II+-007-GRD-G-Pilotland" at the same time.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided to the Project may be reduced, suspended or terminated by UNDP.
 3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended during the course of the respective year to be consistent with the progress of Project delivery. UNDP shall request the disbursements in advance of the related expenditures on the basis of the progress of the Project. The progress shall be presented in the annual status and financial reports submitted in accordance with Article III.
 4. UNDP shall receive and administer the payment in accordance with the regulations and rules, policies and procedures of UNDP.
 5. All financial accounts and statements shall be expressed in United States dollars.

Article II. Utilization of the Contribution

1. The contribution shall be used exclusively to meet the costs of the Project as described in the Project Document, including administrative and support services as set out in Article IV. The Project Document shall include
 - (a) a proposed project budget, broken down in requirements per annum as well as the related financing plan which sets out how the required funding for the implementation of the Project shall be secured;

2/7

- (b) a narrative proposal that contains all information relevant for Project appraisal (e.g. objectives, expected outcomes and outputs, including baselines and indicators; target groups).
2. The implementation of the responsibilities of UNDP and of the Implementing Partner pursuant to this Agreement and the Project Document shall be dependent on receipt by UNDP of the contribution in accordance with the schedule of payment as set out in Article I, paragraph 1, above. UNDP shall not start the implementation of the activities prior to receiving the Contribution or the first tranche of the Contribution (whichever is applicable). UNDP shall maintain separate accounting records for the Project.
 3. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the Donor on a timely basis a supplementary estimate showing the further financing that will be necessary. The Donor shall use its best endeavours to obtain the additional funds required.
 4. If the payments referred to in Article I, paragraph 1, above are not received in accordance with Article I, or if the additional financing required in accordance with paragraph 3 above is not forthcoming from the Donor or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.
 5. Any interest revenue attributable to the contribution shall be credited to the UNDP Account. It shall be retained by UNDP and shall be utilized in accordance with established UNDP procedures.

Article III. Administration and reporting

1. Project management and expenditures shall be governed by the regulations and rules, policies and procedures of UNDP and, where applicable, the regulations, rules and directives of the Implementing Partner.
2. UNDP shall provide to the Donor reports in accordance with UNDP accounting and reporting procedures.
 - (a) From the country office (or relevant unit at headquarters in the case of regional and global projects) an annual status report of Project progress for the duration of the Agreement, as well as the latest available approved budget and financial implementation status;
 - (b) From UNDP Bureau of Management/Office of Finance and Administration, an annual certified financial statement as of 31 December every year to be submitted no later than 30 June of the following year;
 - (c) From the country office (or relevant unit at headquarters in the case of regional and global projects) within six months after the date of completion or termination of the Agreement, a final report summarizing Project activities and impact of activities as well as provisional financial data;
 - (d) From UNDP Bureau of Management/Office of Finance and Administration, on completion of the Project, a certified financial statement to be submitted no later than 30 June of the year following the financial closing of the Project.

3. If special circumstances so warrant, UNDP may provide more frequent reporting at the expense of the Donor. The specific nature and frequency of this reporting shall be specified in an annex of the Agreement.

Article IV. Administrative and support services

1. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 10%. Furthermore, as long as they are unequivocally linked to the Project, all direct costs of implementation, including the costs of executing entity or implementing partner, will be identified in the project budget against a relevant budget line and borne by the Project accordingly.
2. The aggregate of the amounts budgeted for the Project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the Project under this Agreement as well as funds which may be available to the Project for Project costs and for support costs under other sources of financing.

Article V. Evaluation

All UNDP programmes and projects are evaluated in accordance with UNDP Evaluation Policy. UNDP and the Government of Grenada in consultation with all relevant stakeholders, including the Donor, will jointly agree on the purpose, use, timing, financing mechanisms and terms of reference for evaluating a project including an evaluation of its contribution to an outcome which is listed in the Evaluation Plan. UNDP shall commission the evaluation, and the evaluation exercise shall be carried out by external independent evaluators. The Donor shall have the right to request or initiate an interim or final evaluation of the Project, in consultation with UNDP and to be carried out in accordance with UNDP Evaluation Policy.

Article VI. Equipment

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

Article VII. Auditing

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules, policies and procedures of UNDP. Should the annual Audit Report of the Board of Auditors of UNDP to its governing body contain observations relevant to the contributions, such information shall be made available to the Donor.

Article VIII. Anti-corruption

The Parties agree that it is important to take all necessary precautions to avoid corrupt practices. To this end, UNDP shall maintain standards of conduct that govern the performance of its staff, including the prohibition of corrupt practices in connection with the award and administration of contracts, grants, or other benefits, as set forth in the Staff Regulations and Rules of the United Nations, the UNDP Financial Regulations and Rules, and the UNDP Procurement Manual.

Article IX. Dispute settlement

The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of this Agreement or the breach, termination or invalidity thereof.

Article X. Completion of the Agreement

1. UNDP shall notify the Donor when all activities relating to the Project have been completed.
2. Notwithstanding the completion of the Project, UNDP shall continue to hold unutilized payments until all commitments and liabilities incurred in the execution/implementation of the Project have been satisfied and Project activities brought to an orderly conclusion.
3. If the unutilized payments prove insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
4. Any payments that remain unexpended after such commitments and liabilities have been satisfied shall be refunded to the Donor.

Article XI. Termination of the Agreement

1. After consultations have taken place between the Donor, UNDP and the programme country Government, and provided that the payments already received are, together with other funds available to the Project, sufficient to meet all commitments and liabilities incurred in the execution/implementation of the Project, this Agreement may be terminated by UNDP or by the Donor. The Agreement shall cease to be in force 30 (thirty) days after either of the Parties have given notice in writing to the other Party of its decision to terminate the Agreement.
2. Notwithstanding termination of all or part of this Agreement, UNDP shall continue to hold unutilized payments until all commitments and liabilities incurred in the execution/implementation of all or the part of the Project, for which this Agreement has been terminated, have been satisfied and Project activities brought to an orderly conclusion.

3. Any payments that remain unexpended after such commitments and liabilities have been satisfied shall be refunded to the Donor.

Article XII. Notice

Any notice or correspondence between UNDP and the Donor will be addressed as follows:

- (a) To the Donor:

Address: Federal Ministry for the Environment, Nature
Conservation and Nuclear Safety
E III 7
11055 Berlin
GERMANY

- (b) Upon receipt of funds, UNDP shall send an electronic receipt to the Donor email address provided below as confirmation that the remitted funds have been received by UNDP.

Donor email address: EIII7@bmu.bund.de

Attention: Ms. Elena Heiser

- (c) To UNDP:

Name, position: Ms. Adriana Dinu,
Officer-in-Charge and Deputy Executive
Coordinator
UNDP/GEF

Address: United Nations Development Programme
One United Nations Plaza
New York, NY 10017
USA

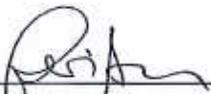
Article XIII. Amendment of the Agreement

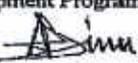
The Agreement may be amended through a formal written Amendment signed by the Donor and UNDP. The Amendment shall become an integral part of the Agreement.

Article XIV. Entry Into Force

This Agreement shall enter into force upon signature upon the signature of this Agreement by the parties hereto, on the date of the last signature.

The undersigned, being duly authorized thereto, have signed the present Agreement in the English language in two copies.

 For the Donor: 
 (Name) Norbert Gorfu
 (Title) Head of Division
 (Place and date) Berlin, 7. May 2013

 For the United Nations Development Programme:
 (Name) Adriana Dinu: 
 (Title) Officer-in-Charge and Deputy
Executive Coordinator,
UNDP/GEF
 (Place and date) New York, 11 April 2013

**STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT OF GRENADA FOR THE
PROVISION OF SUPPORT SERVICES**

Dear Mr. Antoine,

1. Reference is made to consultations between officials of the Government of Grenada (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 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 project:

- (a) Identification and/or recruitment of project 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 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 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 project, the annex to the project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the UNDP Standard Basic Assistance Agreement with the Government of Grenada signed 17 May, 1976 (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 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 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 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
Michelle Gyles-McDonnough
Resident Representative



Timothy N.J. Antoine
Permanent Secretary
June 21, 2013

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between the Ministry of Agriculture, Lands, Forestry, Fisheries and the Environment (MoALFFE), the institution designated by the Government of Grenada and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project "Programme on Integrated Climate Change Adaptation Strategies in Grenada (ICCAS)" Project ID 85959, "the Project".

2. In accordance with the provisions of the letter of agreement signed on 21 June 2013 and the project document, the UNDP country office shall provide support services for the Project as described below.

3. Support services to be provided:

Support services*	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Payments, disbursements and other financial transactions	During project implementation	Universal Price List	Support Services
2. Recruitment of staff, project personnel, and consultants	During project implementation	Universal Price List	Support Services
3. Procurement of services and equipment, and disposal/sale of equipment	During project implementation	Universal Price List	Support Services
4. Organisation of training activities, conferences, and workshops	During project implementation	Universal Price List	Support Services
5. Travel authorisations, visa requests, ticketing, and travel arrangements	During project implementation	Universal Price List	Support Services

* 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 project will be conducted using UNDP's national implementation modality (NIM). The Ministry of Agriculture, Lands, Forestry, Fisheries and the Environment (MoALFFE), will act as the National Implementing Partner⁴, with the support of UNDP. MoALFFE will be responsible for directing and managing the monitoring compliance with project work plans as a basis for project execution. Within MoALFFE a Project Team will be created, which will be responsible for the daily implementation of activities, including direct supervision in coordination with UNDP, for all activities that are carried out by the project. The Project Team will consist of a Project Coordinator and Technical Officer based in MoALFFE, and Administrative Associate based at the UNDP office in Barbados. In addition it will include consultants for specific components and activities.

⁴ National Execution partner under new harmonized definition.

To ensure effective assimilation of the Programme in permanent institutional structures, a Programme Steering Committee (PSC) will be constituted to oversee and provide guidance to the overall Programme (UNDP and GIZ components) implementation. The PSC will consist of MoALFFE, UNDP, GIZ, and the National Climate Change Committee (NCCC) which is to be established.

UNDP will provide technical and operational support necessary for the implementation of activities and the results of this project, with constant support from the PSC. 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 BMU. UNDP will be able to assist in the management of any other additional fund for co-financing this project which may be required. 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.

International Climate Initiative 2011

Project proposal

to the

**Federal Ministry for the Environment, Nature Conservation and Nuclear
Safety (BMU)**

Programme on Integrated Adaptation Strategies in Grenada

(PN 2012.9000.6)

submitted by

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Please enclose the following attachments:

<input checked="" type="checkbox"/>	Annex 1: Implementing partner(s) / Subcontractor(s)
<input checked="" type="checkbox"/>	Annex 2: Gantt chart
<input checked="" type="checkbox"/>	Annex 3: Project planning and monitoring table
<input checked="" type="checkbox"/>	Annex 4: Funding requirements and financing

Eschborn

Place

Dr. Sabine Müller
BMU General Coordinator of Asia / Pacific
and Latin America / Caribbean Division

Place, date

Dr. Brigitte Heuel-Rolf
Head Liaison Office BMU

Stamp

1 Project master data																																							
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	<p><u>Role/function of submitter in the project proposed here</u></p> <p>The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) is the project-implementing organisation on behalf of the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU).</p>
<p>1.3 Partner institutions for embedding in the target region</p>	<p>The partner institution for embedding in the target region is: Ministry of Environment, Foreign Trade and Export Development. Contact person: Ms Sally Anne Bagwhan Logie, Permanent Secretary, Email: tradegrenada@gov.gd, sonya.bagwhan@gmail.com, Address &Tel: Ministry of Environment, Foreign Trade & Export Development, Financial Complex, The Carenage, St. George, GRENADA. Tel: 473-440-2101</p> <p>On placement of the contract for cooperation, the lead-executing agency, Ministry of Environment, Foreign Trade and Export Development, has the right to demand the services to which it is entitled directly from GIZ. GIZ and the lead executing agency shall regulate the details in an implementation agreement. The Federal Ministry for the Environment, Nature Conservation and Nuclear Safety may exercise its rights pursuant to the contract for cooperation, in particular those arising from the General Agreement, without the approval of the lead executing agency Ministry of Environment, Foreign Trade and Export Development.</p>
<p>1.4 Implementing partners and sub-contractors¹</p>	<p>The Programme will be implemented jointly by UNDP and GIZ. The implementing partner is the same for both programme parts.</p> <p>Implementing partner: The implementing partner is the same as the political partner: The Ministry of Environment, Foreign Trade and Export Development. Contact person: Ms Sally Anne Bagwhan Logie, Permanent Secretary, Email: tradegrenada@gov.gd, sonya.bagwhan@gmail.com, Address &Tel: Ministry of Environment, Foreign Trade & Export Development, Financial Complex, The Carenage, St. George, GRENADA. Tel: 473-440-2101</p> <p><u>Capabilities and experience relevant for the project</u></p> <p>The Ministry of Environment, Foreign Trade and Export Development is responsible for environmental management and the coordination and management of multilateral environment agreements in Grenada. The portfolio includes climate change adaptation and mitigation, preservation of biological diversity, coastal zone management and community empowerment and public education. The current Ministry was created in July 2009. Since its creation the work on climate change adaptation has been a top priority. There are 20 persons currently working in the Ministry although it has 31 positions. In the environmental unit there are currently 6 technical expert posts, four of which are filled and two vacant. It is expected to grow in staff number, but this is currently hampered by a hiring freeze due to an IMF programme. The Ministry also faces constraints with respect to office space at its temporary location.</p> <p><u>Function/role in the project proposed here</u></p> <p>The Ministry of Environment, Foreign Trade and Export Development is the main implementing partner of the proposed project (hereinafter referred to as 'the Programme'). It will ensure the coordination of the whole programme (GIZ and UNDP parts), including also the contributions and cooperation of project partners such as national institutions and other executing agencies (see 1.3). In this function it will head a steering committee and coordinate a programme management committee (see Annex 5).</p> <p>As inter-sectoral and public-private cooperation on adaptation are key elements of the programme, there are several partner institutions which are important for coordination of the programme:</p> <ul style="list-style-type: none"> • The Cabinet Sub-committee on climate change was set up in July 2011, comprising of the Prime Minister, heading the Sub-Committee, and the Ministries of Tourism, Agriculture, Health, Works and Environment for dialogue on climate

¹ Explained in the FAQ – Frequently Asked Questions document.

change issues and mainstreaming climate change into the most important sectors. The Programme will submit updates and reports to this committee on a regular basis. It furthermore will serve as the partner for political dialogue for BMU. Contact persons: Prime Minister and the respective ministers.

- The National Climate Change Committee (NCCC) which comprises relevant stakeholders from all key sectors and institutions that were identified as having the potential to be directly impacted by climate change. The NCCC will be represented in the steering committee of the Programme and will be a vehicle for knowledge management and mainstreaming of adaptation into sectors. Contact persons: See list of members in Annex 5.
- The Sustainable Development Council (SDC), launched in 1996, and re-launched in 2010 under the Ministry of Environment, Foreign Trade and Export Development, consists of public and private sector participants and Non Governmental Organisations. The SDC is a broad based voluntary organization, which meets monthly and acts as a democratic platform for dialogue on environmental issues and other issues of national development. It also has the mandate to provide advice and recommendations to Government and assist in environmental coordination. Within the programme, the SDC will serve as a platform for consultation processes.
- The Ministry of Finance is the focal ministry for other relevant climate programmes e.g. the World Bank PPCR and the GEF / UNDP 2nd National Communication. It has a specialized Project Management Unit (PMU) with fiduciary and safeguard handling capacity. The Ministry of Finance is important with regard to climate finance issues and therefore relevant for the programme. Contact person: Mervin Heynes, Margeret Belfon and Timothy Antoine.
- The Ministry of Agriculture, Forestry and Fisheries is composed of an Agriculture Division, a Forestry Division and a Fisheries Division. It is responsible for the sustainable use and protection of Grenada's agricultural, forestry and fishery resources including land and marine protected areas. For the Programme it plays an important role for all natural resources related activities. Contact person: Aaron Francois.
- The Grenada National Water and Sewage Authority (NAWASA) is a statutory body under the Ministry of Works, Communication and Public Utilities. It is responsible for the distribution of potable water and disposal of liquid waste. It has technical expertise on vulnerability and adaptation measures related to water, and therefore is relevant for the programme. Contact person: Christopher Husbands.
- The Ministry of Works, Communication and Public Utilities manages physical infrastructure development, provides development and maintenance of national drainage and infrastructure, supervises provision of national energy supplies and design and implements measures for the rehabilitation of the road network and for the introduction and rehabilitation of telecommunication. It encompasses also the Physical Planning Unit that is highly relevant for mainstreaming adaptation into planning. Contact Person: Javan Williams.
- The Ministry of Housing, Land and Community Development is responsible for the housing sector, land management and improving community livelihoods. It is relevant to the Programme in relation to the concrete cooperation and implementation of adaptation measures in the communities. Contact person: Allison Miller.
- The Ministry of Tourism is responsible for the sustainable development of Grenada's tourism industry. Tourism is a key economic driver in Grenada and is expected to be highly vulnerable to the impacts of climate change. One of its statutory bodies is the Grenada Board of Tourism, which also represents important private sector stakeholders. Furthermore, the Ministry has responsibility for Civil Aviation. The Maurice Bishop International Airport is a statutory body where meteorological data is collected (Grenada does not have an independent meteorological office). The ministry and its bodies are hence relevant for the Programme. Contact person: Marilyn Austin Cadore.
- The Grenada Ports Authority designs national policies and action plans for activities within the Port Areas and maintenance of navigational aids as well as the protection of territorial waters. Ocean Governance is an emerging issue for Grenada and the Cabinet has not taken a decision on where this portfolio can be best placed. The Port Authority is an important player in the coastal devel-

	<p>opment of Grenada and therefore relevant for the programme. Contact person: Ambrose Phillip.</p> <ul style="list-style-type: none"> • The National Disaster Management Agency (NaDMA) provides information on national disaster prevention and management in the face of national emergencies and therefore is relevant for the communication of climate risks and disaster preparedness activities. Contact person: Benedict Peters. • The Inter-Agency Group of Development Organisations (IAGDO) is made up of NGOs and CBOs. NGOs such as GRENCODA, ART, Grenada Fund for the Environment (GFE), People in Action (PIA), St. Patrick's Environmental and Cultural Tourism Organization (SPECTO), Red Cross play key roles in community programme implementation, training and community advocacy and are therefore relevant to the programme. Contact persons: Sandra Ferguson (IAGDO). • The private sector is an important stakeholder in adaptation in Grenada and therefore highly relevant for the programme. Business activities and investments can be vulnerable to climate change impacts, or can increase resilience. There are different organisations representing the private sector like e.g. Grenada Federation of Agriculture and Fisheries Organizations (Contact: Fitzroy James), or Grenada Chamber of Industry and Commerce (Contact person: Aine Brathwaite). • The St George's University and regional universities such as the University of the West Indies (UWI) are important knowledge hubs and can be supportive in creating awareness. They therefore are important for the programme. Contact person Grenada: Dr Allen Pensick; UWI: Robin Mahon.
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2 Project classification	
Please <u>tick only one box</u> in each of sections 2.1 and 2.2. For projects covering several categories, please indicate the main category only.	
2.1 Thematic focus	<input type="checkbox"/> Waste <input type="checkbox"/> Transport <input type="checkbox"/> Energy efficiency <input type="checkbox"/> Renewable energies <input type="checkbox"/> Energy efficiency / Renewable energies <input type="checkbox"/> Carbon market (CDM/JI)/ Emissions trading <input type="checkbox"/> MRV (Measurement, Reporting and Verification) <input checked="" type="checkbox"/> Adaptation strategies <input type="checkbox"/> Ecosystem-based land-use systems <input type="checkbox"/> Conservation/sustainable use of climate-relevant biodiversity without REDD+ <input type="checkbox"/> Conservation/sustainable use of climate-relevant biodiversity with REDD+ focus <input type="checkbox"/> Conservation, sustainable use and restoration of natural carbon sinks with REDD+ relevance <input type="checkbox"/> Other (please specify) <input type="checkbox"/> Climate policy <input type="checkbox"/> Innovative financing instruments <input type="checkbox"/> Insurance solutions
2.2 Project type	<input type="checkbox"/> Investment <input type="checkbox"/> Credit programme <input type="checkbox"/> Technology transfer <input type="checkbox"/> Policy advice <input checked="" type="checkbox"/> Other (please specify) combination of Policy Advise, Capacity building/training, Study / concept development <input type="checkbox"/> Research cooperation <input type="checkbox"/> Capacity building/training <input type="checkbox"/> Study/concept development
2.3 Emission allowances	<p>The project generates emission allowances during the funding period: <input type="checkbox"/> yes <input checked="" type="checkbox"/> no</p> <p>The allowances generated by the project during the funding period will be permanently cancelled: <input type="checkbox"/> yes <input checked="" type="checkbox"/> no</p> <p>If emission allowances are generated after the funding period, please specify below.</p>

3 Brief description	
3.1 Structured brief description	<p>As a small island, Grenada is particularly vulnerable to the adverse effects of projected climate changes. Extreme events such as hurricanes experienced in the recent past are likely to become more intense in the future. Two major droughts occurred in the past years with substantial adverse effects on the water and agriculture sectors. Projections indicate a strong likelihood of declining rainfall in all seasons in the future. Furthermore, Grenada is expected to suffer severe negative impacts as a consequence of sea level rise. 1 metre sea level rise – which can be expected even under strong mitigation globally – may inundate crucial infrastructure and other coastal assets along the coast. Whilst Grenada has developed many policies and strategies over the years relating to adaptation there remain substantial gaps and challenges in a strategic approach to adaptation, implementation of measures and co-ordination across sectors and scales.</p> <p>Thus, the overarching project goal of the Programme is to increase resilience of vulnerable communities and ecosystems to climate change risks in Grenada through integrated adaptation approaches. The project will be implemented jointly by UNDP and GIZ. On the national level, strategic and coordination abilities in adaptation are to be strengthened and a systematic approach to climate risk assessments in various decision making and planning processes is developed (GIZ). At the sector level, support is provided to strengthen water resource management, and to develop a coastal zone management plan for the management of coastal resources in a climate sensitive and efficient manner (GIZ). At the local level, concrete adaptation and climate resilience measures with a strong connection to livelihoods are implemented (UNDP). Finally knowledge management is strengthened (UNDP) and capacity to enable access to international climate finance is built to increase the sustainability of resources for adaptation (GIZ).</p> <p>This comprehensive and integrated approach can serve as a role model for other countries in the region and as a springboard for further work and funding in Grenada.</p>

4 Project concept	
4.1 Starting situation	
4.1.1 Project integration into strategies of the target country	<p>In its most recent National Development Strategy developed in 2007, Grenada identified climate change adaptation as one of its main objectives. Grenada's specific approach to climate change has been outlined in "Grenada's Initial Communication to the UNFCCC" from the year 2001. Currently, Grenada is in the process of preparing its "Second National Communication". The most recent policy document on adaptation is the "National Climate Change Policy and Action Plan 2007-2011". Its vision is "An empowered Grenadian population capable of managing the risks from climate change, at the individual, community and national level". Its strategic objectives related to adaptation include climate proofing of present and future national development activities, strengthening the use of climate related data, building up human capacity and public awareness on adaptation to climate change as well as reducing development practices that increase climate change vulnerabilities. Sectors highlighted are health, agriculture, water, disaster management, housing and human settlement, coastal development and tourism. In addition to this, Grenada now has a National Water Policy that has been approved by Cabinet, draft water legislations and a draft Integrated Water Resource Management plan, the two latter documents awaiting the input of the ministry of Legal Affairs before implementation. So far no Coastal Zone Policy and Action Plan exists, although this would be highly relevant for adaptation programmes. Grenada is desirous of developing a National Adaptation Plan (NAP) under the UNFCCC.</p> <p>The broad outline of this programme, in particular its components and activities, build upon the before mentioned strategies and policies.</p> <p>Internationally, Grenada has taken a prominent role as Chair of the Alliance of Small Island States (AOSIS) for four and a half years. Grenada relinquished this</p>

	<p>position in December 2012 after the UNFCCC COP in Durban. In future, Grenada will be able to feed the concrete experiences gained through the Programme into the international negotiations about adaptation and provide a role model regionally for integrated adaptation.</p>
<p>4.1.2 Starting situation in the target region</p>	<p>As a small island, Grenada is particularly vulnerable to the adverse effects of projected climate changes. The adverse effects of extreme events experienced in the recent past are likely to become more intense and/or frequent in the future. Whilst drought is not very prevalent in Grenada, two major droughts occurred in 1995 and between 2009 and 2010, which had substantial adverse effects on the water, agriculture and fisheries sectors. A review of Grenada's water sector has found that there is reduced availability of water during the dry season which impacts the important agriculture and tourism sectors. There are strong recommendations for increased storage capacity and the trapping of untreated water for irrigation use in agriculture. Rain water harvesting and conservation are needed to improve resilience of supply. Projections indicate a strong likelihood of declining rainfall in all seasons in the future.</p> <p>In 2004, hurricane Ivan hit Grenada causing widespread damage and devastating the country's socio-economic infrastructure such as housing (89% of housing stock was destroyed), tourism-related facilities and subsistence and commercial agricultural production. The impacts of Hurricane Ivan were exacerbated when nine months later hurricane Emily hit Grenada. Whilst there are many uncertainties, more intense hurricanes can be expected with rising sea surface temperatures.</p> <p>One of the backbones of Grenada's economy, tourism is expected to suffer severe disruptions as a consequence of sea level rise, from the adverse effects of beach erosion, coastal land loss, inundation and flooding. Grenada's beaches are at risk from sea level rise with between 55-75% of the Grand Anse Beach in St George's. 83% of the beaches in Carriacou are vulnerable if sea level rises by 0.5 m. Furthermore, a 1 metre sea level rise could inundate infrastructure along the coast such as the capital's financial complex, sport complex, airport, sea ports, major roads, telephone exchange and the sewage pumping system. Sea level rise has accelerated and at present the global rate of rise is over 3mm/year – 30 cm over a full century. Sea level rise approaching a meter by 2100 can be expected even under strong mitigation. It appears likely that the rate of sea level rise in the Caribbean region will be slightly higher than the global mean.</p> <p>While Grenada has been active in formulating policies and strategies relating to adaptation and climate resilience over the years, there remain substantial gaps and challenges. On the national level, an integrated and strategic approach to adaptation including e.g. systematic risk assessments in planning processes, operational plans on adaptation for different stakeholders plus performance monitoring systems and the prioritization of activities is still lacking. Furthermore, the coordination between stakeholders as well as a joint knowledge management on adaptation so far is weak.</p> <p>Although sectors like water and coastal zone management are highly vulnerable, climate change risks are not yet fully anticipated in water and coastal resource management, and adaptation measures are not yet sufficiently tested and promoted in these sectors.</p> <p>So far, very little concrete adaptation and climate resilience measures on the ground have been implemented in Grenada. Thus there is a huge potential to showcase and increase visibility and awareness.</p> <p>At present, capacity is not sufficient to prepare large projects that will enable Grenada to access climate change finance internationally, nor has a National Implementing Entity for the Adaptation Fund be established. This has hampered the Government's ability to effectively acquire resources to bear on urgent adaptation needs. Experiences and knowledge gained through the Programme will help Grenada to prepare coherent proposals for climate finance.</p> <p>One important donor supported and mainly loan based project is funded by the Climate Investment Funds (CIF). The "Regional Vulnerability and Risk Reduction Project" under the "Pilot Program for Climate Resilience (PPCR will support mainly large scale infrastructure (e.g. at the airport of Grenada) to reduce vulnerability.</p>

	Furthermore it is foreseen that the PPCR project will close a crucial gap on effective management of data on climate change risks and vulnerabilities. The Programme proposed here will build upon these outputs.
4.2 Project goals	
4.2.1 Project goals and target group	<p>Outcome (overarching project goal):</p> <p>To increase resilience of vulnerable communities and ecosystems to climate change risks in Grenada through integrated adaptation approaches.</p> <p>Outputs (specific project goals):</p> <p><u>Output 1:</u> Strengthened capacity of the Government of Grenada to mainstream adaptation considerations into national development planning (at various scales), supporting inter-sectoral mechanisms for climate change adaptation also including the private sector. (GIZ)</p> <p><u>Output 2:</u> Improved planning, management and efficient use of the water and coastal zone resources through the establishment of integrated water resource management approaches and the formulation of CZM policies and management plans. (GIZ)</p> <p><u>Output 3:</u> Increase adaptive capacity of communities through the implementation of pilot community based adaptation activities and incentives in the islands of Grenada, Carriacou and Petit Martinique. (UNDP)</p> <p><u>Output 4:</u> 1) Enable access to public (bilateral and multilateral) and private funding for climate change measures. (GIZ) 2) Strengthen understanding and awareness of climate change risks and adaptation measures (adaptation plan) and disseminate lessons learned and best practices at the local, national, regional and international levels. (UNDP)</p> <p>Target group(s):</p> <p>The Programme targets both government, including its sectoral agencies, and communities already being impacted by climate change. These sectors and communities suffer from droughts and other extreme events associated with climate change. Communities will also benefit from improved services associated with stronger national institutions and service providers.</p> <p>Intermediaries are ministries, NGOs and private sector actors including landholders.</p>
4.2.2 Indicators	<p>Outcome indicator:</p> <p>Climate change risk considerations are incorporated into decision making by government in at least three policies, sector strategies or plans.</p> <p>(Baseline: Neither the overall policy nor the vulnerable sector policies, strategies or plans systematically integrate climate risk analyses; Sources: documentation of official policy documents incorporating climate change risks, documentation of the incorporation process).</p> <p>Output indicators:</p> <p>Indicators output 1:</p> <ul style="list-style-type: none"> • At least 2 enabling policy and planning tools at the national and sectoral level that support the integration of climate change adaptation and risks considerations. (Baseline: 0, Sources: official laws / orders / regulations / documentation of tool application) • National Climate Change Committee (NCCC) strengthened and fully functioning at the national level involving the private sector. (Baseline: existing coordination mechanisms are not formalized and are not working properly, Sources: minutes of meetings, intersectoral strategies, work plans and performance monitoring systems, documented achieved results by the NCCC) <p>Indicators output 2:</p> <ul style="list-style-type: none"> • Functioning institutional mechanisms to improve planning, management and efficient use of water and coastal zone resources (Baseline: existing legislation / regulation and institutional arrangements, Sources: official orders / regulations in water and coastal zone sector, minutes of meetings)

	<ul style="list-style-type: none"> • 3 showcase / best practice adaptation measures implemented to optimize the use of Grenada's water and coastal zone resources. (Baseline: to be assessed in baseline study, Sources: documentation of measures) • Development of a Coastal Zone Policy and a Coastal Zone Management Plan plus a performance monitoring system. (Baseline: no policy, no management plan, Sources: respective documents and regulation / legislation) <p><i>Indicators output 3 - See UNDP proposal</i></p> <p>Indicators output 4:</p> <ul style="list-style-type: none"> • 3 high quality proposals on follow-up projects on climate change submitted to potential donors (Baseline: existing project proposals at the beginning of the programme, sources: submitted project proposals with documented support by the programme, documented positive feedback by donors). (GIZ) • <i>Second indicator: See UNDP proposal</i>
4.2.3 Activities and cause/effect hypotheses	<p>In all work packages key steps, experiences and lessons learned will be documented in order to enable other countries to potentially replicate the approaches. Milestones are abbreviated with (M) and are also displayed in Annex 2.</p> <p>Work package 1 (corresponds to output 1): Strategic approach to integrating and mainstreaming climate change adaptation and climate resilience across sectors</p> <p>Implementation: Ministry of Environment, Foreign Trade and Export Development in close cooperation with members of the National Climate Change Committee (see Annex 5).</p> <p>Anticipated period: 4 years</p> <ol style="list-style-type: none"> 1) Strengthen National Climate Change Committee in its function to facilitate inter-sectoral coordination of climate change adaptation measures, giving due consideration to existing strategies, practices and approaches. <ol style="list-style-type: none"> a) Detailed analysis of existing inter-sectoral coordination and its shortcomings and lessons learned. (M1) b) Series of stakeholder workshops to discuss and define possibilities of improving the inter-sectoral coordination. (M2) c) Presentation of approaches of coordination mechanisms on climate change of other countries. d) Facilitate decisions on the improvements of an inter-sectoral coordination mechanism by official law or an order or a regulation. (M3) e) Initial support in the implementation of the decisions taken. 2) Strengthen and/or develop and operationalize appropriate communication protocols to support inter-sectoral coordination of climate change adaptation measures between the government and private sectors and NGOs. <ol style="list-style-type: none"> a) Gap analysis of existing communication protocols. (M4) b) Development of proposals of improved communication protocols. c) Approval and implementation of a new communication protocols. (M5) 3) Develop and operationalize a strategic adaptation plan for Grenada (which is supposed to converge with a National Adaptation Plan (NAP) under the UN-FCCC) and a performance monitoring system for an integrated national approach to adaptation, including coastal resource management and water resource management and use, building on other initiatives planned or underway, in identified areas. <ol style="list-style-type: none"> a) Detailed assessment and gap analysis of relevant existing plans and strategies on climate change adaptation. (M6) b) Series of workshops with governmental and non-governmental stakeholders (possibly split up in sector working groups) to discuss a strategic plan to

climate change (including concrete activities and responsibilities). (M7)

- c) Drafting and validation of a performance monitoring system.
- d) Facilitation of the approval of the strategic adaptation plan and its monitoring system. (M8)
- e) Initial support in the implementation of the strategic adaptation plan.

4) Strengthen existing planning frameworks by supporting the integration of climate risk analysis into national, sectoral and community planning and decision-making, through capacity development and support for policy implementation.

- a) Assessment of the relevant policy and decision-making and planning processes and identification of possible "entry points" and "change agents" for systematic climate risk assessment tools. (M9)
- b) Training, capacity development and general awareness raising on the need for integrating climate change adaptation into development planning with key stakeholders. (M10)
- c) Regional workshop / conference on lessons learned on systematic climate risk analysis (using local art and culture to advance communication). (M11)
- d) Development of a tailor-made tool for systematic risk analysis.
- e) 2-3 pilot applications of this tool for systematic risk analysis. (M12)
- f) Series of stakeholder workshops to discuss results.
- g) Build in feedback and finalization of the tool for systematic risk analysis.
- h) Preparation of legal regulations on systematic risk assessments for approval by decision makers. (M13)
- i) Trainings and capacity development for tool application. (M14)

Work package 2 (corresponds to output 2): Climate Resilient Integrated Water and Coastal Resource Management

Implementation: Ministry of Environment, Foreign Trade and Export Development in close cooperation with Ministry of Agriculture, Forestry and Fisheries, NAWASA, Physical Planning Unit under the Ministry of Works, Communication and Public Utilities, Grenada Ports Authority (see Annex 5).

Anticipated period: 4 years

- 5) Support the development of a Coastal Zone Policy and Management Plan
 - a) Facilitation of inter-sectoral and community consultation processes to inform the development of a coastal zone policy. (M15)
 - b) Drafting the policy based on the consultation processes and plus necessary feedback loops.
 - c) Submission to policy makers for their approval. (M16)
 - d) Development of a Coastal Zone Management Plan including a performance monitoring system based on the Coastal Zone Policy defining clear responsibilities and concrete adaptation measures (potentially financed through component 3) through inter-sectoral and community consultation processes. (M17)
- 6) Capacity development for personnel and organisations in water and coastal resource management.
 - a) Series of technical training and other capacity development measures for policy makers and water and coastal resource management personnel on e.g. water conservation, water resource use, and climate resilience, adaptive coastal zone management, etc. (M18)
 - b) Community education and public awareness programs etc., e.g. on water conservation, water resource use, and climate resilience, adaptive coastal

	<p>zone planning.(M19)</p> <p>c) Support the establishment and operationalization of the institutional setting for effective, climate resilient, national water and coastal zone resource management and use.</p> <p>d) Technical support in the optimization of total water system storage capacity to meet supply needs in dry periods for particularly vulnerable communities.</p> <p>7) Showcase adaptation measures in the water and coastal zone sector</p> <p>a) Identification and implementation of concrete adaptation measures e.g. for suitable technology to improve quality, supply and efficient use of water in cooperation with the private sector or coastal zone management or watershed management practices. (Link to component 3) (M20)</p> <p>b) Dissemination of lessons learned from adaptation measures (Link to component 4). (M21)</p> <p>Work package 3 on Community Climate Change Adaptation Fund (corresponds to output 3): see UNDP proposal</p> <p>Work package 4 (corresponds to output 4): Capacity to access climate finance and knowledge management</p> <p>Implementation: Ministry of Environment, Foreign Trade and Export Development in close cooperation with Ministry of Finance, MetOffice under the Ministry of Tourism, local NGOs, and Universities (see Annex 5).</p> <p>Anticipated period: 4 years</p> <p>8) Establish and operationalize institutional capacity and functioning mechanisms within government to access different sources of bilateral and/or multilateral climate finance.</p> <p>a) Assessment of existing funds relevant for Grenada. (M22)</p> <p>b) Create a cross-ministerial team and build capacity on climate finance (link to component 1).</p> <p>c) Capacity development / trainings in climate finance potentially building on experiences of other countries in the region. (M23)</p> <p>d) Where necessary - support the initiation of contacts to potential donors and support in concrete applications.</p> <p>9) Support designation and operationalisation of a National Implementing Entity (NIE) for the Adaptation Fund.</p> <p>a) Identification of the most promising government body to function as NIE</p> <p>b) Exchange with successful NIE applicants (e.g. Jamaica, Belize) (M24)</p> <p>c) Support process of NIE accreditation (definition of a designated authority (DA), selection of potential NIE, application, etc.). (M25)</p> <p>d) Documentation of the overall process of NIE designation to allow other countries to learn from this (Link to UNDP Component 4 on knowledge management). (M26)</p> <p>Second part of work package 4 on knowledge management (corresponds to output 4): see UNDP proposal</p>
4.2.4 Risks and risk appraisal	<p>There is a risk that due to the small size of the ministries leaving staff can cause serious knowledge drain (technical medium risk). This risk can only partly be influenced. The Programme intends to work with many stakeholders from different ministries and their agencies to create knowledge and capacity beyond the Ministry of Environment, Foreign Trade, and Export Development. The development of knowledge platforms and the support of institutional learning tools will also be key to improve and sustain the capacity and knowledge of the relevant stakeholders (component 4).</p> <p>There is a risk of poor coordination of the Programme between the different stake-</p>

	<p>holders involved (political low risk). The organizational landscape on adaptation to climate change is complex and potentially conflictive. There are various stakeholders (ministries, agencies, private sector, non-governmental sector) that have interests related to adaptation. The risk can partly be managed. A central element of the Programme (component 1) will tackle exactly this current weakness and will develop and/or strengthen and operationalize an appropriate national framework for inter-sectoral coordination of climate change adaptation measures and support the development of efficient coordination practices (e.g. appropriate communication protocols).</p> <p>For optimization of the total water system storage capacity, lands may be required to build climate resilient water storage facilities. With 80% of Grenada's lands privately owned there is a risk that climate resilient adaptation measures may not be feasible on state-owned land (low political / economic risk). The risk can be partly managed. The Programme will tackle this risk factor directly by increasing awareness on the benefits of the proposed interventions targeting private owners and therefore generating interest and involvement of key stakeholders groups (component 2).</p> <p>Further funding of adaptation activities after the lifespan of the Programme is not assured (international medium risk). The risk can partly be mitigated and one of the key outputs of the Programme is to empower Grenada to source international finance. Support the development of sustainable capacities and the creation of an enabling environment to attract financing for climate resilient practices, as foreseen in the Programme (component 4) will be key to ensure the long-term financial sustainability of adaptation activities in Grenada.</p> <p>There is a risk that the Government of Grenada and Germany do not reach a consensus in regard to the exchange of notes, which are a precondition for the implementation of the project by GIZ. Or the process might be delayed and thus delay the implementation of the project (low political risk). This risk cannot be influenced by GIZ. There had been talks with the German embassy in Port of Spain and they expressed the view that they would not expect complications.</p> <p>There is a risk due to the structure of the Programme that will be implemented jointly by GIZ and UNDP (low structural risk). The Programme has an integrated approach; components are closely linked and partly depend on each other. If there are e.g. delays, significant changes or implementation problems in the UNDP components this can have negative effects on the GIZ components (and vice versa). This risk can only partly be influenced. The envisaged management and steering structure (see Annex 5) and the provisions under 5.2. will allow for a close cooperation between the two parts of the programme.</p>
<p>4.3 Impacts (long-term results)</p>	
<p>4.3.1 Contribution to climate change mitigation</p>	<p>Climate change mitigation is not the key objective of the project. Nevertheless, several co-benefits for the mitigation of GHG emissions can be expected. First of all, improved inter-sectoral coordination mechanisms and policy and planning instruments (component 1) are likely to have positive impacts on mitigation policies. The present strategies and policies show that Grenada seeks for an integrative policy approach covering both adaptation and mitigation.</p> <p>Component 2 might create positive mitigation effects by supporting Grenada in its watershed management (here mainly: conservation of vegetation cover) and by increasing the efficiency of water use (less residual water, less treatment, etc.). Depending on the selection of the concrete adaptation measures of component 3, these might create positive mitigation co-benefits.</p> <p>Beneficial spillover effects for mitigation can be expected also under component 4 as it enables Grenada to access international climate finance. Although the focus will be on adaptation finance it will also seek to enable access to financial resources for mitigation (e.g. for the implementation of NAMAs and low carbon development plans).</p>

	It is not foreseen to measure the contribution to climate change mitigation of the project.
4.3.2 Contribution to climate change adaptation	Climate change adaptation is the main objective of the Programme. The Programme supports an integrated approach to adaptation to climate change and contributes to national but also regional and international learning in this relatively new topic as a pilot project for adaptation. It intervenes at all relevant levels (national, sectoral, local) and intends to involve all relevant stakeholders (government, NGO, private sector). It provides for structural and systemic changes – mainly in component 1 by supporting a strategic adaptation plan (which probably will converge with the formulation of a NAP under the UNFCCC) a systematic climate risk assessment and national coordination mechanisms. Furthermore it showcases how extremely vulnerable sectors – the water and coastal zone sector – can adapt to climate change (component 2). It implements concrete adaptation measures focusing on livelihoods of the people of Grenada with expected socio-economic and ecological co-benefits (component 3). And the project intends to upscale adaptation experiences by knowledge management and supporting access to international climate finance (component 4). The project hereby intends to cover the whole continuum of adaptation activities as described by the World Resource Institute, from “addressing drivers of vulnerability” and “building response capacity” to “managing climate risks” and “confronting climate change” (WRI, 2007, <i>Weathering the Storm</i>) and thereby is expected to serve as a pilot model for other countries in the region.
4.3.3 Contribution to economic, social and environmental development, and, if applicable, to biodiversity (co-benefits)	Many of the natural resources in Grenada are threatened by the adverse impacts of climate change. The Programme contributes to their sustainable use and protection. An improved planning, management and efficient use of water resources will not only meet the immediate demand of reliable freshwater but on the long term also ensure the sustainable use of the limited water resources in a context of increasing climate risk. Through activities under component 2 and 3 like for example the removal of invasive species and coastal resource management, the Programme contributes, if successful, to the protection of Grenada’s biodiversity and encourages the adoption of sustainable livelihood activities. An important element of the Programme is to strengthen the adaptive capacity of communities through the implementation of community based adaptation activities. All stakeholders have agreed that the linkage to sustainable livelihoods as well as a participatory and inclusive approach will be a central factor for the success of all community based activities and that needs of particularly vulnerable communities should be given priority. By promoting climate resilient livelihoods and practices the Programme will contribute to an overall sustainable social development of the communities. The monitoring and removal of invasive species that threaten to undermine the climate resilience of Grenada’s forest and agricultural ecosystems and replacement of these species with climate resilient productive species will, through the inclusion of productive species also contribute to livelihoods of farmers and landowners. An improved supply of reliable freshwater would target especially vulnerable communities.
4.3.4 Multiplier effect	<u>Replicability of outputs</u> The approach, the outputs and some of the activities of the Programme can be replicated in other SIDS countries with similar settings – mainly in Small Island Development States (SIDS). The needs in other countries with regard to the national, sectoral and local level might differ, nevertheless lessons learned in coordination, integration into planning procedures, participation of stakeholders, sector approaches, funding of adaptation measures and fund management will be of great use for other countries. The whole approach in Grenada will be well documented in order to enable its replicability. Replicability at local level will be guaranteed through SDC and the related ministries, at regional level, (if necessary) through the OECS-ESDU, CARICOM Secretariat and CCCCC. <u>Multiplier effect</u> Multiplier effects are expected at all levels: local, regional, and international. Successful adaptation measures at the local level under component 3 might trigger private investment, especially if they can provide economic benefits or further public investment, if they prove to have high environmental and socio-economic co-

	benefits. Component 4 will distribute the lessons learned, both in the region and internationally. In the region, close cooperation with CARICOM and OECS will be provided for using their regional platforms to showcase the programme.
4.4 Other characteristics of the project	
4.4.1 Innovative character	Most of the approaches of the Programme are not totally new. There have been some experiences in other programmes e.g. on integrating climate change adaptation into planning, adaptation in the water sector or adaptation community funds. Nevertheless, given that the topic of adaptation is rather young they are in most cases not yet consolidated. This programme will learn from these and further develop them. What is innovative and new about this programme is its comprehensiveness. It does not only focus on one single element of adaptation process but on the overall process – from national / policy level and sector responses to climate change to concrete local measures. Furthermore synergies will be used with the WB loans and grants under the PPCR. Thereby, it can become a pilot approach for other contexts.
4.4.2 Securing sustainability after termination of funding	A central element of the Programme is to enable Grenada to access climate finance. Under component 1, the Programme will support a more integrated approach to climate change that will help to develop sustainable capacities and create an enabling environment to attract financing for climate resilient practices (component 4). Furthermore, the Programme intends to support the development of strategies, plans, instruments and working structures between stakeholders that will sustain after the end of the project. And, finally, one important area of support of the project is broad capacity development – and here a focus will be on a wide range of governmental staff both in ministries and their agencies to avoid to be only depended on consultants.
4.4.3 Visibility of the project	Through cooperation with CARICOM and OECS and their centres and institutes like CCCCC, CEHI, and through the use of their regional fora, information about the Programme will be disseminated. Furthermore – subject to the condition that BMU agrees – presentations like e.g. side events during the international climate negotiations jointly with the other pilot adaptation programme in Mali would be provided for. In all instances it will be made clear that BMU is the donor of this project, the Government of Grenada the partner and UNDP and GIZ the implementing agencies.
5 Interaction with international cooperation projects, other relevant aspects	
5.1 Synergies with and links to further relevant sectors and projects (of German and International cooperation)	<p>There are two relevant bilateral programmes with CARICOM to be implemented by GIZ in the region. They are financed through BMZ and are expected to start soon.</p> <ol style="list-style-type: none"> 1. Adaptation to climate change in the Caribbean through the protection of natural resources and the diversification of agriculture and forest practices. 2. Management of coastal marine areas in the Caribbean. <p>A close cooperation between both regional programmes and the „Pilot Programme on Integrated Adaptation Strategies“ is envisaged which will allow to both implement further pilot measures in Grenada but also to distribute lessons learned in adaptation to climate change from Grenada on the regional level through the participating organizations CARICOM, CEHI, CCCCC, IICA and CARDI. Visibility of the engagement of BMU in Grenada will be provided for.</p> <p>There is another programme financed by the International Climate Initiative called “Climate risk adaptation and insurance in the Caribbean (Jamaica, St. Lucia, Grenada, Belize and Guyana)”. The Programme is implemented by the Munich Climate Insurance Initiative (MCII) and hosted at the United Nations University Institute for Environment and Human Security (UNU-EHS). Partners in the region are the Caribbean Catastrophe Risk Insurance Facility (CCRIF), MicroEnsure, and Munich Re. It runs from March 2011 to March 2014. . The „Pilot Programme on Integrated Adaptation Strategies“ could strongly benefit from information on risks gained through this project and might support exchange on risk management approaches and insurance.</p> <p>With regard to UNDP’s engagement in the region:</p>

	<p>1. Grenada's Second National Communication to UNFCCC: The SNC will include (i) an inventory of GHG emissions and removal, (ii) an assessment of climate change vulnerability and adaptation, and (iii) an assessment of climate change mitigation measures. The preparation of the SNC and its implementation are also expected to result in an increase in public awareness of climate change issues and concerns and to strengthen national capacity for responding to climate change.</p> <p>2. Capacity Development and Mainstreaming Sustainable Land Management in Grenada: Project funded by the GEF, implemented by UNDP, World Bank, UNEP, OAS, OECS and FFEM. The key expected project outcomes are: (i) mainstreaming of SLM principles into relevant national institutional and legal frameworks, (ii) creation of appropriate institutional arrangements for effective land management including the formation of a land management unit, (iii) development of human and technical capacities for land management along with the request knowledge and information base. In the Caribbean Region there are two more UNDP projects:</p> <p>3. Strengthening Adaptive Capacities to Address Climate Change Threats on Sustainable Development Strategies for Coastal Communities in Haiti: The project objectives are: (i) institutional capacity to plan for and respond to increasing coastal hazards improved, (ii) climate risks management is fully mainstreamed into humanitarian and development investment frameworks, (iii) resilience of low-elevation coastal zones to emerging climate change threats enhanced, (iv) models of best practices and lessons learned from the project activities captured and institutionalized.</p> <p>4. Mainstreaming and Sustaining Biodiversity Conservation in three Productive Sectors of the Sabana Camagüey Ecosystem (Cuba): The project aims to promote operational changes within the tourism, fisheries and agriculture sectors to ensure biodiversity conservation across the sea and landscape. This will be achieved through four main outcomes as follows: (i) A strengthened enabling environment will exist for the financial, institutional and ecological sustainability of biodiversity conservation in the tourism, fisheries and agriculture and livestock sectors in SCE; (ii) The coastal tourism sector develops in accordance with the ecological needs of the archipelago; (iii) Sustainable fisheries are practiced in the archipelago so that the fish populations and marine ecology is maintained and reef habitats are not damaged by fishery practices; (iv) The declining sugar cane industry transitions into sustainable land use practices, which do not have negative impacts on the coastal region.</p> <p>With regard to other donors and implanting agencies, currently the biggest contribution in terms of climate change adaptation funding in Grenada is to be expected from the Pilot Program for Climate Resilience (PPCR). Grenada has been selected as one of six Caribbean countries participating in the PPCR established under the Climate Investment Fund (CIF) and implemented by the World Bank (GoG, 2011). The objectives of the project are to integrate climate resilience into development policies and planning, strengthen local capacity in climate change and implement climate resilient investments (PPCR, 2010; SPCR, 2011). In 2011, the PPCR prepared a Strategic Program for Climate Resilience (SPCR) for Grenada. The PPCR consists of two tracks, one with country-based investments and a Caribbean Regional Track.</p> <p>The first phase of the Country track Regional Disaster Vulnerability Reduction Project for Grenada is budgeted with a total volume of US\$26.2 million a large part of which is concessional (US\$ 8.0 Million as PPCR Grant, US\$ 10 Million as IDA Credit, US\$ 8.2 Million as SCF loan).</p> <p>In addition to above mentioned country track there will also be a regional track of the PPCR in the countries Haiti, Jamaica, Dominica, Grenada, St. Lucia, and St. Vincent and the Grenadines. The concrete measures under this regional track are still to be defined. A so called "Phase 1 Proposal" (October 2010) has the overall</p>
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	<p>budget of 240.000 US Dollar and includes the following activities: a) Capacity Development and Information Sharing b) Advocacy and Policy Development and c) Scoping, Coordination and SPCR Preparation.</p> <p>Programme ideas have been coordinated with World Bank PPCR team through a telephone conference before the mission to Grenada, meetings with World Bank staff in Grenada, the World Bank's participation in the stakeholder consultation workshop and two meetings with the responsible person in the World Bank in Washington. While the World Bank focus is on large-scale infrastructure and data creation and management, the Programme proposed here is on policy and coordination support, capacity development and small-scale adaptation measures. There is a lot of scope for synergies between these two approaches. Nevertheless, for the success for the proposed programme in Grenada, continuous coordination with the PPCR initiatives will be key to avoid overlaps and ensure positive synergies. The same applies for other national (e.g. Second National Communication project) and regional programmes (e.g. regional GIZ adaptation programmes).</p>
<p>5.2 Other aspects relevant to funding</p>	<p>Programme Steering and Management Structure</p> <p>The project is an integral part of a joint programme with UNDP as second executing agency. In order to ensure a programmatic approach, the following provisions are foreseen (for a visual overview of the management and steering structure see Annex 5).</p> <ul style="list-style-type: none"> - A steering committee lead by the Ministry of Environment, Foreign Trade and Export Development will be established. Further members will be the NCCC, GIZ and UNDP. It will meet twice a year in order to provide overall guidance, approve medium-term action plans, ensure monitoring and programme synergy and coherence with the evolution of the international and national context. - A coordinator supplied by the Ministry of Environment, Foreign Trade and Export Development will assure the coordination and monitoring of the overall programme. - This coordinator will lead a Programme Management Committee, meeting at least monthly. Further members will GIZ, UNDP and other stakeholders invited on an as needs base. It will be used to ensure synergy between the GIZ and UNDP projects and the contributions of other national partners, an operating plan and cooperative work plans (specifying the responsibilities and contributions in human and financial resources of each partner). - The existing Sustainable Development Council will serve as a platform for stakeholder consultations. - The Ministry of Environment, Foreign Trade and Export Development, GIZ, and UNDP will coordinate on the profile, Terms of Reference, and recruitment of national experts in order to ensure a complementary team, and will hold regular work meetings. - Insofar as possible and with the goal of efficient utilisation of available resources GIZ and UNDP will co-locate the two projects' entire teams. <p>Links between components of the programme:</p> <p>The components are part of one integrated programme implemented jointly with UNDP. The components will build on each other in both directions top-down and bottom-up. Links are manifold: Component 1 will provide improvements of the national political frameworks for components 2 and 3. The coastal zone management policy and plan of component 2 will further concretise the strategic adaptation plan for Grenada of component 1. Adaptation measures identified in components 1 and 2 will be proposed for finance under component 3. The local experiences and lessons learned with concrete adaptation measures from component 3 will feed back into component 1 and 2 to ground political decisions supported in these. Component 4 will provide for both the knowledge management of all other components and the sustainability and continuation of adaptation finance.</p> <p>In terms of practical exchange and knowledge flows between the components</p>

there will be at least monthly programme management committee meetings.

Partner contributions:

For the overall programme, Grenada will contribute with 300.000 US Dollar mainly as in kind contribution. Grenada most likely will not be able to provide office space for the programme.

Local subsidies:

Utilisation:

Local subsidies are mainly used for concrete implementation of showcase adaptation measures under component 2.

Beneficiary:

Local subsidies will be provided to the Ministry of Environment, Foreign Trade and Export Development. The Ministry is responsible to the GIZ for managing funds and will sign contracts with the **strategic partners** of the various working areas.

Annex 1:

Implementing partner(s) / Subcontractor(s)	
<i>(copy and extend list as appropriate)</i>	
1. Implementing partner / Subcontractor	<input checked="" type="checkbox"/> Implementing partner <input type="checkbox"/> Subcontractor Name Ministry of Environment, Foreign Trade and Export Development Institution Government agency Postal code, town/city <i>Financial Complex, The Carenage, St. George.</i> Country Grenada Legal structure Governmental administrative entity Non-profit status: <input checked="" type="checkbox"/> yes <input type="checkbox"/> no Total staff 20 (on the job) 11 vacant positions due to budget freeze Staff for the project 3 Year established 2008 Turnover [€/year] 3,1 Mio Experience in the target region [years] 4 Experience of activities relevant for the project [years] 4 <u>Capabilities and experiences relevant for the project</u> The Ministry of Environment, Foreign Trade and Export Development is responsible for environmental management and the coordination and management of multilateral environment agreements in Grenada. The portfolio includes climate change adaptation and mitigation, preservation of the biological diversity, coastal zone management and community empowerment and public education. The current Ministry was created in July 2009. Since its creation the work on climate change adaptation has been a top priority. There are 20 persons currently working in the Ministry although it has 31 positions. In the environmental unit there are currently 6 technical experts posts, four of which are filled and two vacant. It is expected to grow in staff but this is currently hampered by a hiring freeze due to an IMF programme. The Ministry also faces constraints with respect to office space at its temporary location. <u>Function/role in the project proposed here</u> The Ministry of Environment, Foreign Trade and Export Development is the main partner of the proposed project. It will ensure the coordination of the whole programme (GIZ and UNDP parts), including also the contributions and cooperation of project partners such as national institutions and other executing agencies (see 1.3). In this function it will head a steering committee and coordinate a programme management committee (see Annex 5).

Annex III: UNDP/GEF Project Support Services

Stage	Country Office ⁵	UNDP/GEF
<p>Identification, Sourcing/Screening of Ideas, and Due Diligence</p>	<p>Identify project ideas as part of country programme/CPAP and UNDAF/CCA.</p> <p>Assist proponent to formulate project concept(</p>	<ul style="list-style-type: none"> • Technical input to CCA/UNDAs and CPAPs where appropriate. • Input on policy alignment between projects and programmes. • Provide information on substantive issues and specialized funding opportunities (SOFs). • Policy advisory services including identifying, accessing, combining and sequencing financing. • Verify potential eligibility of identified idea. <p><i>Technical support:</i></p> <ul style="list-style-type: none"> • Research and development. • Provide up-front guidance. • Sourcing of technical expertise. • Verification of technical reports and project conceptualization. • Guidance on SOF expectations and requirements.
	<p>Assist proponent to identify and negotiate with relevant partners, cofinanciers, etc</p>	<ul style="list-style-type: none"> • Assist in identifying technical partners. • Validate partner technical abilities.
	<p><i>Appraisal:</i></p> <ul style="list-style-type: none"> • Review and appraise project concept • Undertake capacity assessments of implementing partner as per UNDP POPP. • Environmental screening of project as and when included in UNDP POPP. • Monitor project cycle milestones. <p><i>Partners:</i></p>	<ul style="list-style-type: none"> • Provide detailed screening against technical, financial, social and risk criteria. • Determine likely eligibility against identified SOF.

⁵ As per UNDP POPP with additional SOF requirements where relevant.

Stage	Country Office ⁵	UNDP/GEF
	<p><i>Obtain clearances:</i></p> <ul style="list-style-type: none"> • Government, UNDP, Implementing Partner, LPAC, cofinanciers, etc. 	<ul style="list-style-type: none"> • Obtain SOF clearances.
Project Development	<p><i>Initiation Plan:</i></p> <ul style="list-style-type: none"> • Management and financial oversight of Initiation Plan • Discuss management arrangements <p><i>Project Document:</i></p> <ul style="list-style-type: none"> • Support project development, assist proponent to identify and negotiate with relevant partners, cofinanciers, etc. • Review, appraise, finalize Project Document. • Negotiate and obtain clearances and signatures – Government, UNDP, Implementing Partner, LPAC, cofinanciers, etc. • Respond to information requests, arrange revisions etc. • Prepare operational and financial reports on development stage as needed. 	<ul style="list-style-type: none"> • Technical support, backstopping and troubleshooting. • Support discussions on management arrangements • Facilitate issuance of DOA <p><i>Technical support:</i></p> <ul style="list-style-type: none"> • Sourcing of technical expertise. • Verification of technical reports and project conceptualization. • Guidance on SOF expectations and requirements. • Negotiate and obtain clearances by SOF • Respond to information requests, arrange revisions etc. • Quality assurance and due diligence.
Project Oversight	<p><i>Management Oversight and support</i></p> <p><i>Project Launch/Inception Workshop</i></p> <ul style="list-style-type: none"> • Preparation and coordination. <p><i>Management arrangements:</i></p> <ul style="list-style-type: none"> • Facilitate consolidation of the Project Management Unit, where relevant. • Facilitate and support Project Board meetings as outlined in project document and agreed with UNDP RTA. 	<p><i>Technical and SOF Oversight and support</i></p> <ul style="list-style-type: none"> • Technical support in preparing TOR and verifying expertise for technical positions. • Verification of technical validity / match with SOF expectations of inception report. • Participate in Inception Workshop <ul style="list-style-type: none"> • Technical input and support to TOR development. Troubleshooting support. • Support in sourcing of potentially suitable candidates and subsequent review of CVs/recruitment process.

Stage	Country Office ⁵	UNDP/GEF
	<ul style="list-style-type: none"> • Provide project assurance role if specified in project document. <p><i>Annual Work Plan:</i></p> <ul style="list-style-type: none"> • Issuance of AWP. • Monitor implementation of the annual work plan and timetable. <p><i>Financial management:</i></p> <ul style="list-style-type: none"> • Conduct budget revisions, verify expenditures, advance funds, issue combined delivery reports, ensure no over-expenditure of budget. • Ensure necessary audits. 	<ul style="list-style-type: none"> • Advisory services as required • Review AWP, and clear for ASL where relevant. <ul style="list-style-type: none"> • Allocation of ASLs, based on cleared AWP • Return of unspent funds to donor • Monitor projects to ensure activities funded by donor comply with agreements/ProDocs • Oversight and monitoring to ensure financial transparency and clear reporting to the donor
	<p><i>Results Management:</i></p> <ul style="list-style-type: none"> • Alignment: link project output to CPAP Outcome in project tree in Atlas, link CPAP outcome in project tree to UNDP Strategic Plan Environment and sustainable Development Key Result Area as outlined in project document during UNDP work planning in ERBM. • Gender: In ATLAS, rate each output on a scale of 0-3 for gender relevance. • Monitoring and reporting: Monitor project results, track result framework indicators, and co-financing where relevant. Monitor risks in Atlas and prepare annual APR/PIR report where required by donor and/or UNDP/GEF. • Annual site visits – at least one site visit per year, report to be circulated no later 	<ul style="list-style-type: none"> • Advisory services as required. • Quality assurance. • Project visits – at least one technical support visit per year.

Stage	Country Office ⁵	UNDP/GEF
	<p>than 2 weeks after visit completion.</p> <p><i>Evaluation:</i></p> <ul style="list-style-type: none"> • Integrate project evaluations into CO evaluation plan. Identify synergies with country outcome evaluations. • Arrange mid-term, final, and other evaluations: prepare TOR, hire personnel, plan and facilitate mission / meetings / debriefing, circulate draft and final reports. • Participate as necessary in other evaluations. • Ensure tracking of committed and actual co financing as part of mid-term and final evaluations. • Prepare management response to project evaluations and post in UNDP ERC. <p><i>Project Closure:</i></p> <ul style="list-style-type: none"> • Final budget revision and financial closure (within 12 months after operational completion). • Final reports as required by donor and/or UNDP/GEF. 	<ul style="list-style-type: none"> • Technical support and analysis. • Quality assurance. • Compilation of lessons and consolidation of learning. • Dissemination of technical findings. • Participate as necessary in other SOF evaluations.
		<ul style="list-style-type: none"> • Advisory services as required. • Technical input. • Quality assurance. • Return of unspent funds to donor

Stage	Country Office ⁵	UNDP/GEF
<p><i>Key UNDP GEF management performance indicators/targets for Project Oversight:</i></p>		
<p>1. Each project aligned with country outcomes and UNDP Strategic Plan Environment and Sustainable Development key results, and included in Country Office Integrated Work Plan in the ERBM:</p>		
<ul style="list-style-type: none"> • Target = 100% 		
<p>2. Quality rating of annual APR/PIRs: Once completed and submitted, the quality of each project APR/PIR is rated by an external reviewer</p>		
<ul style="list-style-type: none"> • Target = Rating of Satisfactory or above 		
<p>3. Quality rating of Terminal Evaluations: Once completed, the quality of each terminal evaluation is rated by an external reviewer</p>		
<ul style="list-style-type: none"> • Target = Rating of Satisfactory or above 		
<p>4. Quality of results achieved by project as noted in terminal evaluation: the independent evaluator assigns an overall rating to the project.</p>		
<ul style="list-style-type: none"> • Target = Satisfactory or above 		

ANNEX IV: Terms of Reference

TERMS OF REFERENCE

Job Title:	Project Coordinator
Project Title:	Programme on Integrated Climate Change Adaptation Strategies in Grenada (ICCAS)
Implementing partner:	Ministry of Agriculture, Lands, Forestry, Fisheries and Environment
Duration of assignment:	1 year (renewable), commencing June 2013
Contract Type:	
Duty Station:	Barbados and the OECS
Contracting Authority:	UNDP
Beneficiary	Grenada

1. BACKGROUND

Grenada is particularly vulnerable to the adverse effects of projected climate changes. Extreme events such as hurricanes experienced in the recent past are likely to become more intense in the future. Two major droughts occurred in the past years with substantial adverse effects on the water and agriculture sectors. Projections indicate a strong likelihood of declining rainfall in all seasons in the future. Furthermore, Grenada is expected to suffer severe negative impacts as a consequence of sea level rise. 1 meter sea level rise – which can be expected even under strong mitigation globally – may inundate crucial infrastructure and other coastal assets along the coast. Whilst Grenada has developed many policies and strategies over the years relating to adaptation there remain substantial gaps and challenges in a strategic approach to adaptation, implementation of measures and co-ordination across sectors and scales.

The Programme on Integrated Climate Change Adaptation Strategies (ICCAS) will be implemented in coordination between the United Nations Development Programme (UNDP) and the German Society for International Cooperation (Gesellschaft für Internationale Zusammenarbeit) (GIZ). These agencies are the Programme-implementing organisations on behalf of the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) for specific components as outlined below.

The overarching Programme goal is to increase resilience of vulnerable communities and ecosystems to climate change risks in Grenada. The objective of the Programme is to increase resilience of vulnerable communities and ecosystems to climate change risks in Grenada through the following interlinked Programme components:

Component 1: Strengthened capacity of the Government of Grenada to mainstream adaptation considerations into national development planning supporting inter-sectoral mechanisms for climate change adaptation, also including the private sector. (Responsible party: GIZ)

Component 2: Improved planning, management and efficient use of the water and coastal zone resources through the establishment of integrated water resource management approaches and the formulation policies and management plans. (Responsible party: GIZ)

Component 3: Increased adaptive capacity of communities through the implementation of concrete community-based adaptation activities and incentives in the islands of Grenada, Carriacou and Petit Martinique (Responsible party: UNDP)

Component 4:

(4.1) Enabled access to public (bilateral and multilateral) and private funding for climate change measures (Responsible party: GIZ)

(4.2) Strengthened understanding and awareness of climate change risks and adaptation measures (adaptation plan) and disseminate lessons learned and best practices at the local, national, regional and international levels. (Responsible party: UNDP)

2. DESCRIPTION OF THE ASSIGNMENT

The Project Coordinator (PC) is a full-time, Programme-funded staff member, and shall be responsible for the overall coordination of all aspects of the ICCAS Programme. He/she shall liaise directly with members of the Programme Steering Committee (PSC), the Implementing Agencies (UNDP and GIZ), the Executing Partner (Ministry of Agriculture, Lands, Forestry, Fisheries and the Environment), the donor (BMU) and others as deemed appropriate and necessary by the PSC or by the PC him/herself.

The PC will be responsible for the management of the two components of the Programme implemented by UNDP, and ensuring cohesiveness and coordination with the GIZ-implemented components of the ICCAS Programme.

The PC will produce Annual Work Plans and Budget Plans, using UNDP/BMU-prescribed formats to be approved by PSC at the beginning of each year. These plans will provide the basis for allocating resources to planned activities.

The PC will be responsible for oversight of the pilot projects, and will provide guidance and orientation with a view to ensuring that these are fully aligned and harmonised with work undertaken within the main Programme. He/she shall be responsible for delivery of all substantive managerial and financial reports from and on behalf of the project.

He/she will provide overall supervision for all staff in the UNDP Project Team, comprised by the Technical Officer and Administrative Assistant. He/she will liaise with and support the PSC to fulfil established objectives under Component 3 and Output 4.2. , as well as to guide and supervise all external policy relations.

The PC will, in coordination with involved Ministries, further produce Quarterly Operational Reports and Annual Progress Reports (APR) for submission to the PSC for Component 3 and Output 4.2., using UNDP/BMU-prescribed formats. These reports will summarise the progress made by the project versus the expected results, explain any significant variances, detail the necessary adjustments and be the main reporting mechanism for monitoring project activities.

Specific duties

The Project Coordinator shall:

Planning and implementation

- Provide oversight and coordination for all UNDP project components;
- Manage UNDP components of the Programme, its staff and budget;
- Prepare Annual Work Plans of the UNDP project components on the basis of the Project Document and inception report, under the general supervision of the PSC and in close consultation and coordination with related partners;
- Coordinate and monitor the activities described in the work plan;
- Oversee the pilot project implementation and design the replication strategy;
- Ensure project compliance with all UNDP and BMU policies, regulations and procedures, as well as reporting requirements;
- Ensure consistency between all the various ICCAS Programme elements with the GIZ Project Coordinator
- Develop synergies with related activities provided or funded by other donor organisations;
- Lead procurement processes, including preparing and overseeing the development of Terms of Reference for consultants and contractors, evaluation and recruitment
- Contract monitoring, especially review and approval of deliverables;

Reporting, monitoring and evaluation

- Coordinate and oversee preparation of the substantive and operational reports from the all UNDP project components;
- Prepare the Quarterly and Annual Progress Reports (QPR, APR);
- Periodically review the implementation plan and strategy and revise as appropriate to ensure realisation of Programme targets and objectives
- Coordinate mid-term and final evaluations of all UNDP project components

Communication

- Promote the Programme and seek opportunities to leverage additional co-funding;
- Make recommendations to the PSC for more effective implementation and coordination of Programme activities
- Represent the Programme at meetings and other related fora within the region and globally, as required; and,
- Undertake any other relevant tasks as required by the project.

Administrative procedures

The PC will be physically based at Grenada's Ministry of Agriculture, Lands, Forestry, Fisheries and Environment. The PC reports directly to the PSC and UNDP as Contracting Authority. Project implementation will utilise UNDP procurement, monitoring and reporting procedures.

3. PROFILE

The candidate must fulfil the following minimum criteria:

- MSc in environmental engineering, geography, climate change, natural resource management, or related discipline
- 12 years of professional experience within the disciplines of engineering, environmental science, geography, or natural resource management, of which at least 6 are at international level, and 3 are in climate change adaptation
- 5 years' working experience in project management
- Previous work experience in Grenada or in the Caribbean on climate change issues relevant to the project
- Demonstrated experience in management of multi-disciplinary projects, preferably of bi-national or regional scope, including team-building skills
- Proven ability to lead formulation, implementation, monitoring and evaluation of multi-stakeholder development programmes and projects, mobilise resources and administer budgets
- Familiarity with the goals and procedures of international organisations, in particular those of the UNDP and BMU
- Excellent inter-personal, communication, problem-solving and negotiating skills
- Fluency in English, both oral and written.
- Project management certification would be an asset
- At least 4 years of experience in rural development or working with rural communities would be an asset.

TERMS OF REFERENCE

Job Title:	Technical Officer
Project Title:	Programme on Integrated Climate Change Adaptation Strategies in Grenada (ICCAS)
Implementing partner:	Ministry of Agriculture, Lands, Forestry, Fisheries and Environment
Duration of assignment:	1 year (renewable), commencing June 2013
Contract Type:	
Duty Station:	Barbados and the OECS
Contracting Authority:	UNDP
Beneficiary	Grenada

1. BACKGROUND

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The Programme on Integrated Climate Change Adaptation Strategies (ICCAS) will be implemented in coordination between the United Nations Development Programme (UNDP) and the German Society for International Cooperation (Gesellschaft für Internationale Zusammenarbeit) (GIZ). These agencies are the Programme-implementing organisations on behalf of the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) for specific components as outlined below.

The overarching Programme goal is to increase resilience of vulnerable communities and ecosystems to climate change risks in Grenada. The objective of the Programme is to increase resilience of vulnerable communities and ecosystems to climate change risks in Grenada through the following interlinked Programme components:

Component 1: Strengthened capacity of the Government of Grenada to mainstream adaptation considerations into national development planning supporting inter-sectoral mechanisms for climate change adaptation also including the private sector. (Responsible party: GIZ)

Component 2: Improved planning, management and efficient use of the water and coastal zone resources through the establishment of integrated water resource management approaches and the formulation policies and management plans. (Responsible party: GIZ)

Component 3: Increased adaptive capacity of communities through the implementation of concrete community-based adaptation activities and incentives in the islands of Grenada, Carriacou and Petit Martinique. (Responsible party: UNDP)

Component 4:

(4.1) Enabled access to public (bilateral and multilateral) and private funding for climate change measures (Responsible party: GIZ)

(4.2) Strengthened understanding and awareness of climate change risks and adaptation measures (adaptation plan) and disseminate lessons learned and best practices at the local, national, regional and international levels. (Responsible party: UNDP)

2. DESCRIPTION OF THE ASSIGNMENT

The Technical Officer (TO) is a full-time, Programme-funded staff member, responsible for the day-to-day technical supervision of implementation undertaken under the ICCAS Programme. She/he will render technical support to the Project Coordinator and other government counterparts in the implementation of Components 3 and 4.2.

The TO will coordinate the provision of the required technical inputs, reviewing and preparing Terms of Reference and reviewing the outputs of consultants and other sub-contractors. She/he will report directly to the Project Coordinator.

The TO will conduct all necessary advisory activities to smoothly implement the UNDP aspects of the Programme and will provide guidance on the day-to-day implementation of these Programme activities. The TO will be responsible for the technical oversight of the pilot projects, and will provide guidance and orientation with a view to ensuring that these are fully aligned and harmonised with work undertaken within the main Programme. She/he shall be responsible for delivery of all requested reports from and on behalf of the project.

In carrying out her/his responsibilities, she/he will advocate and promote the work of adaptation to climate change in Grenada and will also closely work and network with the relevant government agencies, UNDP, the private sector, NGOs, and other civil society organisations.

Specific Duties:

The Technical Officer shall:

Project implementation

- Provide technical expertise and strategic guidance to all UNDP project components, assuming quality control of interventions, and support the Project Coordinator (PC) in the coordination of the implementation of planned activities under the components as stipulated in the UNDP project document/work plan;
- Provide technical inputs into the work of the multi-stakeholder coordination mechanism at all levels and other relevant institutions;
- Give input into the development of technical training packages for all target groups and provide peer review function; in certain cases carry out selected training events;
- Advise on key policy and legal issues pertaining to the project;
- Develop Terms of Reference for consultants and sub-contractors, and assist in the selection and recruitment process; recommend best candidates and approaches; provide technical peer review function to sub-contractors; provide training and backstopping where necessary;
- Provide technical supervisory function to the work carried out by the other technical assistance consultants hired by the project, ensuring that technical contracts meet the highest standards;
- Coordinate the work of all consultants and sub-contractors, ensuring the timely delivery of expected outputs, and effective synergy among the various sub-contracted activities;
- Assist in mobilising staff and consultants in the conduct of a mid-term project evaluation, and in undertaking revisions in the implementation plan and strategy based on evaluation results;

Project management and monitoring

- Provide hands-on support to the PC, project staff and other government counterparts in the areas of project management and planning, management of site activities, monitoring, and impact assessment;
- Assist the PC in the preparation and revision of the implementation plan and strategy as well as Annual Work Plans of all UNDP project components;
- Assist the PC in monitoring the technical quality of project M&E systems (including AWP, indicators and targets).
- Assist the PC in adjusting the project Results Framework, as required and in line with corporate requirements;

- Assist the PC in the preparation of the Annual Progress Report (APR), inception report, technical reports, quarterly progress and financial reports of Components 3 and 4.2 for submission to UNDP, the Programme Steering Committee, and Government Departments, as required;

Relationship building

- Assist the PC in liaising with Programme partners, donor organisations, NGOs and other groups to ensure effective coordination of project activities;
- Engage on and contribute to policy dialogues at all levels, including the national level;

Communication

- Assist in knowledge management, communications and awareness raising, and document lessons from project implementation
- Make recommendations to the PC for more effective implementation and coordination of Programme activities

Administrative procedures

The TO will be physically based at the PMU in Grenada's Ministry of Agriculture, Lands, Forestry, Fisheries and Environment. The TO reports directly to the PC. Project implementation will utilise UNDP procurement, monitoring and reporting procedures.

3. PROFILE

The candidate must fulfil the following minimum criteria:

- MSc. in natural resource management, climate change, environmental management, environmental economics or related discipline
- 10 years of professional experience, of which at least 5 are at international level, and 3 are in climate change adaptation
- Demonstrated experience in working with climate information systems and adaptation planning processes
- Demonstrated experience in project development, implementation and management;
- Strong skills in monitoring and evaluation
- Proven experience drafting technical reports or scientific papers
- Proven experience in developing consultancy works on climate change and adaptation
- Excellent working knowledge of English and track record in producing communications and reports in English
- Knowledge and understanding of climate change issues and early warning systems
- Exposure to multilateral projects

In addition, evidence of the following is desirable:

- Previous experience with UNDP projects
- Experience working and collaborating with governments
- Experience working in the Caribbean
- Ability to effectively coordinate a large, multidisciplinary team of experts and consultants

TERMS OF REFERENCE

Job Title:	Administrative Associate
Project Title:	Programme on Integrated Climate Change Adaptation Strategies in Grenada (ICCAS)
Implementing partner:	Ministry of Agriculture, Lands, Forestry, Fisheries and Environment
Duration of assignment:	1 year (renewable), commencing June 2013
Contract Type:	
Duty Station:	Barbados and the OECS
Contracting Authority:	UNDP
Beneficiary	Grenada

3. BACKGROUND

Grenada is particularly vulnerable to the adverse effects of projected climate changes. Extreme events such as hurricanes experienced in the recent past are likely to become more intense in the future. Two major droughts occurred in the past years with substantial adverse effects on the water and agriculture sectors. Projections indicate a strong likelihood of declining rainfall in all seasons in the future. Furthermore, Grenada is expected to suffer severe negative impacts as a consequence of sea level rise. 1 meter sea level rise – which can be expected even under strong mitigation globally – may inundate crucial infrastructure and other coastal assets along the coast. Whilst Grenada has developed many policies and strategies over the years relating to adaptation there remain substantial gaps and challenges in a strategic approach to adaptation, implementation of measures and co-ordination across sectors and scales.

The Programme on Integrated Climate Change Adaptation Strategies (ICCAS) will be implemented in coordination between the United Nations Development Programme (UNDP) and the German Society for International Cooperation (Gesellschaft für Internationale Zusammenarbeit) (GIZ). These agencies are the Programme-implementing organisations on behalf of the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) for specific components as outlined below.

The overarching Programme goal is to increase resilience of vulnerable communities and ecosystems to climate change risks in Grenada. The objective of the Programme is to increase resilience of vulnerable communities and ecosystems to climate change risks in Grenada through the following interlinked Programme components:

Component 1: Strengthened capacity of the Government of Grenada to mainstream adaptation considerations into national development planning supporting inter-sectoral mechanisms for climate change adaptation also including the private sector. (Responsible party: GIZ)

Component 2: Improved planning, management and efficient use of the water and coastal zone resources through the establishment of integrated water resource management approaches and the formulation policies and management plans. (Responsible party: GIZ)

Component 3: Increased adaptive capacity of communities through the implementation of concrete community-based adaptation activities and incentives in the islands of Grenada, Carriacou and Petit Martinique. (Responsible party: UNDP)

Component 4:

(4.1) Enabled access to public (bilateral and multilateral) and private funding for climate change measures (Responsible party: GIZ)

(4.2) Strengthened understanding and awareness of climate change risks and adaptation measures (adaptation plan) and disseminate lessons learned and best practices at the local, national, regional and international levels. (Responsible party: UNDP)

4. DESCRIPTION OF THE ASSIGNMENT

The Administrative Associate (AA) is a full-time, Programme-funded staff member within ICCAS Programme. As part of the ICCAS the AA will perform a variety of secretarial, coordinating, monitoring and administrative services in support of activities for the UNDP project components. The AA will be based in the UNDP Sub-regional Office in Barbados, and will work with the PMU ensuring the smooth functioning

and continuity of the project and will receive directions from the Project Coordinator (PC) and Technical Officer.

Specific Duties:

- Draft correspondence and documents of an administrative nature in consultation with the PC and TO
- Coordinate the procurement activities for the PMU and support the financial control and monitoring activities of the PMU
- Establish and maintain the filing system of technical documents and general internal and external correspondence
- Make administrative arrangements with regard to recruitment of additional consultants/experts for the project
- Assist in the organisation of meetings held by the Project Team (Programme Steering Committee, working groups, etc), and provide administrative and secretarial support during the meetings.

5. PROFILE

The candidate must fulfil the following minimum criteria:

- 5 CXC's General proficiency or equivalent, including English Language and Mathematics
- 6 years' experience in an administration/secretarial role
- Proficiency with Microsoft Office software
- Fluency in written and oral English
- Demonstrated managerial and communication skills
- Specialised training in secretarial/administrative training would be an asset
- Previous experience within the UN system would be an asset

Q3 Under expenditure	Budget			Q4 Planning	Field Visit Scorecard
	OCT	NOV	DEC		
0	312,633			312,633	
26,046				0	
34,650				0	Jan- Jaipur/March- Bhopal; Other
28,409	18,939.20			18,939	Visit Jan- Hyderabad- UNWOMEN
0	51,782			51,782	training/April - Cochin
0		14,204		14,204	UNICEF
0		9,470		9,470	Seminar
0				0	
9,470	18,939.20		18,939.20	37,878	
11,363	7,575.60			7,576	
0	24,621			24,621	
109,957	434489.5	23673.75	18999.2	477,102	

