

**GOVERNMENT OF ANGUILLA**

**NATIONAL ENVIRONMENTAL MANAGEMENT**

**STRATEGY AND ACTION PLAN**

**October 2001**

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# GOVERNMENT OF ANGUILLA

## NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY AND ACTION PLAN

### VISION STATEMENT

#### *We envision:*

*An Anguilla*

*where there is a common understanding and appreciation of sustainable development;*

*where key decision makers and politicians are committed to sustainable practices and use sound data, public input, and critical environmental factors to make informed decisions on all development, especially in coastal areas;*

*where public and private sectors work in harmony;*

*where a highly motivated, well resourced and respected environmental agency employs clear strategies and policies, and has the authority to implement them;*

*where sustainable use of natural and cultural resources is the norm, thus preserving and conserving them for future generations;*

*where appropriate and adequate environmental legislation is enforced;*

*where waste is effectively managed and reduced;*

*and where our people take pride in their*

## **GOVERNMENT OF ANGUILLA**

### **NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY AND ACTION PLAN: SUMMARY**

#### **GOAL AND OBJECTIVES**

**Goal:      An holistic and participatory system of sustainable environmental management is established to improve the quality of life in Anguilla**

#### **Objectives**

**Objective 1:      Innovative public environmental education programmes conducted**

##### ***Indicators for Objective 1:***

- Innovative public education strategy designed and ready for implementation by July 2002
- Schools in the formal educational system begin teaching on-going environmental management courses by September 2003
- Personnel in the Ministry of Planning and Economic Development Unit incorporate environmental considerations into their planning by December 2002
- The media, the private sector and NGOs initiate their own awareness-raising programmes in environmental management by December 2002

##### ***Assumptions for Objective 1:***

- Resources for the conduct of the Knowledge Attitudes, Beliefs and Perceptions (KABP) are mobilized, as necessary and appropriate
- Personnel in the Ministry of Education, the Ministry of Planning and Economic Development Unit, the media, the private sector and NGOs “buy in” to the NEMS

##### ***Activities for Objective 1:***

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- 1.1 Develop and conduct public education programmes to affect attitudinal change towards environmental management
- 1.2 Infuse environmental responsibility into educational programmes in the formal educational system
- 1.3 Develop an enabling environment for effective environmental management among planners and decision-makers
- 1.4 Enlist the co-operation and collaboration of the media and NGOs in the public education programme for awareness-raising on the importance of environmental management

**Objective 2: Environmental considerations integrated into national planning and development**

*Indicators for Objective 2:*

- Integrated development plans and programmes formulated and adopted by at least three departments by September 2003
- EIAs used by Planning on a routine basis by December 2002

*Assumptions for Objective 2:*

- Personnel the public sector “buy in” to the concept of integrated development plans and programmes and to the NEMS
- The political directorate accepts decisions made by Planning re the use of EIAs for all major projects affecting the environment

*Activities for Objective 2:*

- 2.1 Formulate integrated development plans and programmes to ensure that environmental management is treated as an integral component of the planning processes in pursuit of sustainable development
- 2.2 Take steps to ensure the sustainable use of natural resources that recognizes the intricate linkages between ecological systems, and between these systems and human activity
- 2.3 Undertake capacity development in environmental management
- 2.4 Identify opportunities for economic benefits to be derived from sustainable environment for various targeted groups (on-going)
- 2.5 Build on/strengthen cost benefit analyses and quantification of trade-offs in environmental assessments (on-going)

**Objective 3: Public participation in decision making increased**

*Indicators for Objective 3:*

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- A clearing house and coordinating mechanism to facilitate information sharing and increase access to civil society functioning by December 2002
- National consensus on the need for public participation in environmental management attained by December 2002

***Assumptions for Objective 3:***

- Resources for the establishment of a clearing house and coordinating mechanism, and for training and sensitisation workshops mobilized
- Trainees accept training and sensitisation on the value of public participation

***Activities for Objective 3:***

- 3.1 Ensure that the public are provided with the information required for meaningful public participation
- 3.2 Institutionalize instruments for public participation

**Objective 4: Environmental laws updated and enforced**

***Indicators for Objective 4:***

- **A comprehensive environmental law is drafted, and approved by the Executive Council by December 2003**

***Assumption for Objective 4:***

- The political directorate accepts the need for a comprehensive environmental law

***Activities for Objective 4:***

- 4.1 Draft and seek passage of laws that are inclusive of adequate enforcement measures
- 4.2 Enforce environmental laws and regulations

**Objective 5: A policy for, and system of, aquatic and terrestrial protected areas for biodiversity conservation developed**

***Indicators for Objective 5:***

- Selected aquatic and terrestrial sites managed by a Protected Areas Entity through a protected areas programme by December 2002
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- A Coastal Zone Management (CZM) Plan for Anguilla implemented by December 2003

*Assumption for Objective 5:*

- Resources are mobilized for the establishment of a Protected Areas Entity, for the acquisition of lands for a protected areas programme, and for the preparation and implementation of a CZM Plan

*Activities for Objective 5:*

- 5.1 Develop a policy for, and system of, protected areas
- 5.2 Develop and implement a strategy for sustainable management of Anguilla's coastal and marine resources
- 5.3 Ensure the implementation of sound environmental health policies and practices

**Objective 6: Collaborative planning and management incorporated into disaster mitigation and recovery**

*Indicators for Objective 6:*

- An integrated collaborative and participatory framework for managing and mitigating the impacts of natural and man-made disasters in place by December 2002

*Assumptions for Objective 6:*

- Personnel in Disaster Preparedness accept the need for an integrated, collaborative and participatory framework
- Resources are mobilized for the various activities required to fulfil this Objective

*Activities for Objective 6:*

- 6.1 Establish collaborative and participatory integrated frameworks to prepare for, manage and mitigate the impacts of natural and man-made disasters
- 6.2 Develop and strengthen public awareness, education and sensitization programmes on hazard vulnerability and impact management (on-going)
- 6.3 Establish guidelines on environmental, hurricane and earthquake resistance standards and issues for use by the community at large with particular focus on low and modest income households.

**Activities to Establish and Sustain Institutional Arrangements for Managing the NEMS**

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- 7.1 Establish and/or strengthen an entity for coordinating environmental management
- 7.2 Develop and implement a communications strategy to achieve national consensus on the NEMS by creating awareness of its objectives and generating support for its acceptance and approval.
- 7.3 Develop and implement a communications strategy to ensure that stakeholders are informed about the implementation of the NEMS and about their roles and responsibilities in that implementation
- 7.4 Design and initiate establishment of a National Environmental Information System
- 7.5 Develop and implement an implementation monitoring plan/programme
  - o Establish a programme of environmental research

Implementation of these arrangements should be the first action taken to implement the NEMS.

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## 1. INTRODUCTION AND BACKGROUND

Cognizant of the fact that Anguilla's economic development is dependent on the protection and preservation of its natural resources, and in pursuance of the "United Front Agreement" Objective (No. 7): "*Progress towards long term economic and environmental sustainability*", the Government of Anguilla has recognized the need to develop a National Environmental Management Strategy (NEMS). The Strategy is intended to provide the framework for environmental management in Anguilla by identifying a process by which the country can better manage its natural resources. The NEMS reviews key environmental problems and their causes, formulates national environmental objectives and identifies actions to meet those objectives, indicating clearly what needs to be done, and by whom. It also spells out indicators by which the progress of environmental management following the NEMS will be monitored and measured.

The Government's conviction and decision to prepare a NEMS is in accord with the Small Island Developing States Programme of Action (SIDS POA), and the Principles of the *St. George's Declaration Of Principles For Environmental Sustainability In The OECS* that was signed by the Government of Anguilla, and other OECS Associate and Member States in April 2001. This *Declaration* recognizes that there is a close inter-relationship between ecological systems and the impact of human intervention, and that effective management of environmental resources is an essential component of sustainable social and economic development. Further, the *Declaration* emphasizes that this close inter-relationship necessitates the adoption of an integrated approach to managing the use of natural resources. Moreover, the Anguilla NEMS is in keeping with the *OECS Environmental Management Strategy*, which maintains focus on the most critically actions needed at the international, regional and national levels, to give effect to each of the Principles identified in the *Declaration*.

The Anguilla NEMS is also in harmony with the *Overseas Territories Environmental Charter* (OT Charter). A comparative analysis of the *Declaration* and the *OT Charter* and the relationship of the NEMS to these documents indicated that the documents all complemented each other and that the NEMS provided a framework for the implementation of the *Declaration* and the *OT Charter* in Anguilla (See Annex E).

The National Environmental Management Strategy is a long term, strategic approach to achieving sustainable development in Anguilla – development that meets the needs of the community in ways that maintain and enhance the environment on which that development is based. As identified elsewhere in the NEMS documentation, this implies both the enhanced integration of environmental considerations into existing activities and the undertaking of new activities over time. The NEMS is a planning document and therefore not static. Smooth implementation of these activities, however, needs to be sensitive to the capacities of the various stakeholders and to budgetary considerations, as well as the fact that a number of activities spoken to in the NEMS are already underway. Thus, implementation of the NEMS should be evolutionary, not revolutionary: if they are to last, the changes that are clearly required to ensure sound environmental management in Anguilla should be achieved over a period of time as a result of efforts broadly undertaken throughout Anguillian society.

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## **1.1 How the NEMS was Developed**

In order to facilitate the development of the NEMS, the Government of Anguilla convened a National Strategic Planning Meeting for the development of the Strategy. The focal point for the environment is in the Chief Minister's Office. However, a number of departments under the Chief Minister's Office – Agriculture, Fisheries and Marine Resources, Lands and Surveys, and Physical Planning – are also involved in the management of the environment. In addition, other Government departments like the Environmental Health Unit and the Ministry of Tourism, The Attorney General's Office, together with critical Non-Governmental Organizations (NGOs) like the Antigua National Trust (ANT) play crucial roles in the preservation and protection of the environment. Participants at the National Strategic Planning Meeting were drawn from these departments and organizations that play significant roles in the management of the environment. In order to facilitate and promote national consensus on the NEMS, these participants have developed this framework of the Strategy for presentation to the nation for comment and further elaboration overtime.

The methodology used during the Planning Meeting was Participatory Strategic Planning developed by the Institute of Cultural Affairs of the U. S. A. (Phoenix, Arizona). It consists of four main steps: developing a vision, identifying the barriers and obstacles to achieving that vision, determining the strategic directions needed to overcome the barriers and realize the vision, and identifying the substantial actions required to carry out the strategic directions. These four steps were preceded by a detailed situational analysis of the state of the environment and of environmental management in Anguilla, an analysis that formed the basis of the formulation of the Vision Statement, and that informed the identification of the obstacles and barriers to effective environmental management in Anguilla.

## **2. ASSESSMENT OF THE CURRENT SITUATION**

In assessing the current situation, it is important to recognize that many of the obstacles to integrated environmental management are deep-seated and rooted in the cultural practices and beliefs of Anguillians. These go beyond insufficient knowledge and understanding of the environment, into the realm of beliefs. For instance, it seems that the belief that natural resources are inexhaustible and can be exploited indefinitely is a common one, leading to non-caring materialistic attitudes and unsustainable short-term approaches to development, not only at the individual level, but also at the institutional level. Closely related, is the pervasive conviction that development means economic development entailing the clearing of flora and fauna and erection of mortar and bricks. As a result, not only is there no national consensus on what sustainable development means, but there is also a common misconception that environmental management inhibits development. These deep-rooted beliefs will be difficult to change and need to be factored into any effective environmental management strategy.

Many of the deficiencies in the management of the environment in Anguilla are closely related and intertwined. For clarity and easy reference, however, this situational analysis separates these into discrete problems. It should also be borne in mind that all of these problems are aggravated by the very

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real fact of general shortages of staff, not only in the public sector, but also among the NGOs that are involved in environmental management.

The current situation may be characterised as follows:

### **2.1 No Holistic Institutional System for Environmental Management**

At present, there is no holistic institutional system, with adequate structures and mechanisms, in place for environmental management in Anguilla. Instead, there is fragmentation and duplication, without any clear delineation of roles and responsibilities. While a discrete Environmental Unit has been established, staffed by a Director and a Secretary, an Environmental Unit has also been established in the Physical Planning Department. Moreover, the expertise of the Environmental Officer in the Physical Planning Department is not being used in the position intended but, instead, is being used in development control. In addition, responsibility for certain aspects of environmental management is retained by various other Government departments: the Chief Minister's Office, Agriculture, Fisheries and Marine Resources, Lands and Surveys, the Water Department, and Environmental Health. Furthermore, the Pesticides Control Board, which is crucial for the monitoring and control of pesticides harmful to the environment, is either dormant or defunct. The Government of Anguilla is committed to "*careful planning combining economic, social and environmental planning in an integrated approach*" [The Agreement, p, 12]. To this end, this fragmentation and duplication have to be rationalized, and roles and responsibilities have to be clearly delineated.

### **2.2 Failure to Enforce Environmental Legislation**

Effective environmental management is inhibited by the failure to enforce environmental legislation. A number of laws are in need of updating, while legal and regulatory personnel do not appreciate the importance of enforcing regulations – when they exist. This failure to enforce, in turn, is aggravated by the fragmented nature of environmental legislation, whereby laws pertaining to environmental management are scattered among different pieces of legislation, leading to a situation not only of fragmentation and duplication of laws, but also one of fragmented and ill-defined roles and responsibilities. For example, one agency may have the responsibility to monitor an environmental situation, but the authority to enforce regulations and remedy the situation may lie with another agency.

### **2.3 Delays in Approval/Declaration by Government**

This situation of fragmentation and duplication is further exacerbated by the long delays experienced in obtaining approval by Government for important decisions and regulations, and the protracted time taken for the revision and drafting of legislation. The Coastal development setback standards developed in 1996, although being adhered to by Planning, have not yet been approved by Government. Similarly, the twelve mile Territorial Sea as required by the United Nations (UN) Convention on the Law of the Sea, and the Exclusive Economic Zone, are yet to be declared and the Valley Development Plan, prepared in 1997, is still with the Executive Council.

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## **2.4 Non-Integration of Environment into Tourism**

Tourism is the mainstay of the Anguillian economy, providing the main source of economic growth, employment, incomes and improvement in living standards. Moreover, continued expansion of the Antuillian economy is dependent on the expansion of tourism, especially given the decline of external capital aid grants in recent years. At the same time, tourism is one of the main users of natural resources, and its activities have a great impact on the environment. Despite this importance, and clearly related to this issue of an integrated institutional system, is the fact that environmental policies and standards have yet to be integrated into tourism policy and practices. Concerns include carrying capacity issues, waste disposal including the question of holding tanks for yachts, the certification of hotels and beaches and the control of beach activity, as well as a more dynamic promotion and development of heritage and cultural tourism.

## **2.5 Little Real and Meaningful Consultation between Agencies**

Currently, there is little real and meaningful consultation between the various bodies involved in environmental management. Meaningful consultation means that each entity not only knows what the others are doing, but also that the impact of actions in each area is assessed and evaluated before any actions are taken. Moreover, the way in which information is collected and processed does not facilitate use for planning and management. Central to this issue is the management of information: standardizing categories so that information can be shared between agencies, processing and re-packaging information for the different audiences targeted, and storing and disaster-proofing the information so that it can be easily accessed and is safe from natural or man-made disasters. Similarly, technical information needs to be re-packaged for public consumption so that an informed public is able to participate in environmental management.

## **2.6 Limited Public Consultation and Participation**

At present, however, public consultation about environmental matters is limited, and there is little public participation in environmental management. If development plans and policies are to be realistic and successfully implemented, they must command the support of Anguillians. While it is recognized that public consultation is difficult and time-consuming, it is an integral part of the process if there is to be public participation in planning and decision-making. Raising the public's awareness of environmental issues is crucial if public consultation is to be meaningful, and if the public are to participate in making decisions about their environment. The Public Awareness Videos used by the Fisheries Department and the Anguilla National Trust have shown how instrumental public education can be in putting measures into place for environmental protection. Nevertheless, few public awareness and education campaigns and programmes are monitored and evaluated so that the organizers can assess what works.

## **2.7 Ineffective and Inequitable Development Planning**

Even more problematic, however, is the perception by the public that there is no consistent and equal application of policies. Large investors seem to short-circuit, or even by-pass entirely, the application

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processes for development projects, while a large number of decisions made by the Development Control Authority are reversed via appeals to the Executive Council. Often these reversals go against the principles of sound environmental management. The absence of a comprehensive land use plan for Anguilla contributes to this problem, and complicates the decision of how to deal with development applications while Local Area Plans are being developed.

Development planning is also constrained by some traditional cultural practices. For instance, over a number of generations, the practice of sub-division of land by families to ensure that all children get a piece of land. The resulting fragmentation into small non-viable plots and ownership patterns seriously impact on what can be done. It is estimated that more than 95% of the land in Anguilla is in small parcels and private ownership. The need for relocation and resettlement for certain developments, e.g. the expansion of the airport, is also constrained by this practice, exacerbating the problems of compulsory land acquisition and compensation.

## **2.8 An Environment at Risk**

This assessment of the current situation of environmental management in Anguilla leads to the inescapable conclusion that the natural environment of the country is at risk. Deep-seated beliefs that are inimical to the preservation of the environment, the absence of an holistic institutional system for environmental management, the failure to enforce environmental legislation, delays in approvals and declarations by Government, the non-integration of the environment into tourism, limited consultation both between agencies and with the public, limited public participation, together with ineffective and inequitable development all result in ad hoc management and development that threatens the very environment on which the present and the future of the country are based. In particular, present patterns of development threaten Anguilla's ecosystems, especially the beaches, while indiscriminate anchoring by charter boats threatens the coral reefs. Over-grazing on land and over-fishing at sea threaten Anguilla's flora and fauna.

## **2.9 Need for a NEMS**

In Anguilla, further development along traditional lines can only proceed at the expense of the natural environment. It is critical that Anguillians recognize that their limited natural resource base imposes very real constraints on sustainable economic progress. Because sustainable development involves complex, inter-sectoral interactions over a prolonged period of time, an integrated, inter/cross-sectoral approach will foster a better understanding of how environmental, social and economic factors relate to each other. A management strategy will provide direction and guidance for planning decisions so that environmental management will not be undertaken on an ad hoc basis.

To ensure continued economic growth together with protection of the limited natural resource base, all sectors have to work together – and incorporate short and long term environmental concerns into their activities. By providing an overview of key environmental issues, the NEMS can stimulate and focus inter/cross-sectoral debate. A National Environmental Management Strategy will ensure an integrated approach by addressing problems of organizational and policy fragmentation and compartmentalization,

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by developing inter/cross-sectoral networks among a variety of stakeholders, and by developing organizational capacity to cope with integrated decisions.

### **3. MANAGEMENT STRATEGY:**

The overall aim of the NEMS is the improvement in the quality of life of the people of Anguilla by ensuring the sustainable use of available natural resources. Central to the NEMS, therefore, is the actual protection and conservation of Anguilla's aquatic and terrestrial resources, through sustainable use, the establishment of a system of protected areas, and disaster mitigation and recovery. Integrated into this sustainable use must be an understanding and sensitivity to environmental concerns and to the importance of environmental management to the sustainable development of Anguilla. This will be done through participatory planning and management. Thus, the main strategic thrust of the environmental management strategy is the incorporation of environmental considerations into national planning and management. Integral to the achievement of this integration is the need to change beliefs and attitudes, both of the general public, and of those responsible for planning and making decisions about the use and development of Anguilla's environment.

Two of the main beliefs that will be targeted are those that natural resources are inexhaustible, and that environmental management inhibits development. Innovative public education plans will be developed and conducted, and the economic viability of environmental management will be demonstrated. In addition, efforts will be made not only to increase public participation in decision making, but to increase the public's desire to participate in decisions that affect them and their futures. Law enforcement is an important plank of the Agreement in which the Government has pledged to upgrade the regulatory forces and provide the human resources development required by them. Included in this upgrading will be an understanding of the importance of the enforcement of laws and regulations affecting the protection of the environment.

The Management Strategy will also take advantage of existing factors that facilitate an integrated approach towards environmental management, in particular the increasing political support for environmental management. Other facilitating factors include an increasing public awareness of environmental issues among the people of Anguilla, as well as the increasing number of agencies that are committed to environmental management. As a result, a number of initiatives have already been taken in areas like education and waste management, and opportunities exist for public participation in environmental management. Moreover, given the global climate that promotes effective environmental management, it is an opportune time to draw upon the regional and international funds and expertise that are currently available.

An important aspect of the Management Strategy is the establishment of priorities. Not all activities can be undertaken at the same time. Therefore, there is a need to prioritize issues of concern and identify which activities need to be undertaken first in order to establish a firm foundation to which other activities can be anchored. The following priorities were established at the National Strategic Planning Meeting:

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- Institutional framework for environmental management
  - Meaningful public participation in national decision-making
  - Conservation of aquatic and terrestrial biodiversity
  - Programme of Environmental Research
  - Enforcement of Regulations governing use of natural and cultural resources
  - Establishment and enforcement of a policy for sustainable coastal and marine development
  - Information Systems Development
  - Public Education Programme
  - Sound Environmental Health Policies
  - Disaster Preparedness and Recovery Management
  - System for Protected Areas Management
  - Control free grazing of livestock
  - Demonstration of political will for environmental management by Government and People
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## OBJECTIVE 1

### **Innovative public environmental education programmes conducted**

This Objective responds to the priority need for public education and awareness raising on environmental management. This objective is in accord with seventh Principle of the *St George's Declaration*, which is viewed as a cross-cutting principle. As indicated earlier, many of the obstacles to integrated environmental management are deep-seated and rooted in the cultural practices and beliefs of Anguillians. Some of the major obstacles are the common belief that natural resources are inexhaustible and the misconception that environmental management inhibits development. To some extent, these are related to a very limited understanding of the importance of the environment. The result has been unsustainable short term approaches to development.

While the activities listed under this Objective focus specifically on environmental education, it must be remembered that other Objectives will also include awareness raising activities related to those specific objectives e.g. the enforcement of environmental legislation (Objective # 4) and the sensitization of planners and decision makers (Objective #2). Activities to achieve Objective # 1 will focus on the effective communication of environmental information using innovative methods. They will target conflicting cultural practices and non-caring materialistic attitudes among the general public and the short-term approaches to development taken by planners and decision makers. In particular, they will promote the infusion of environmental education as an integral part of general education, with the aim of producing future generation of environmentally aware Anguillians.

The activities to achieve Objectives #2 and #3 are very closely related to those of Objective #1 and will be planned and implemented in conjunction with Objective #1.

### **Indicators for Objective 1:**

#### **Innovative public education programme designed and ready for implementation by July, 2002**

Benchmarks: Knowledge, Attitudes, Beliefs and Perceptions (KABP) survey conducted as required

#### **Schools in the formal educational system begin teaching on-going environmental management courses by September 2003**

Benchmarks: Strategy for infusing environmental issues, including the need for public participation, into the formal educational system agreed upon by April 2003  
Teacher-training for infusing environmental management issues into at least three subjects begins in September 2003  
Materials for infusing environmental management issues into at least three subjects developed by September 2003

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**Personnel in the Ministry of Planning and Economic Development Unit incorporate environmental considerations into their planning by December 2002**

Benchmarks: Materials (e.g. case-studies for demonstrating cost-benefit analyses and quantification of economic benefits of environmental management) available for sensitization exercises by December 2004  
Sensitization workshops, including hands-on experience of incorporating environmental considerations into planning, are conducted for personnel in the Ministry of Planning and Economic Development Unit from June 2002

**The media, the private sector and NGOs initiate their own awareness-raising programmes in environmental management by December 2002**

Benchmarks: Lessons learned from the ANT cultural education festival incorporated into design sensitization workshops for NGOs by February 2002  
Sensitization workshops for media, private sector and NGOs conducted on an on-going basis from March 2002

**Assumptions for Objective 1:**

- Resources for the conduct of the KABP are mobilized
- Personnel in the Ministry of Education, the Ministry of Planning and Economic Development Unit, the media, the private sector and NGOs “buy in” to the NEMS

**Activities for Objective 1:**

- 1.1 Develop and conduct public education programmes to affect attitudinal change towards environmental management
- Conducting KABP Survey, as necessary, to determine the best strategies for public education to affect attitudinal change towards environmental management
  - Review KABP results to determine best strategies for attitudinal change

It is common for agencies to undertake public education campaigns and programmes without first finding out the extent what attitudes and behaviours actually exist. Evaluations of public education programmes are also very seldom undertaken. Through a KABP Survey, this activity can enhance the basis on which public education programmes are developed and provide a baseline against which the public education activities can be assessed. Emphasis can be placed on focused and targeted programmes based on the findings of a KABP Survey.

- 1.2 Infuse environmental responsibility into educational programmes in the formal educational system
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- Sensitize and seek consensus/involvement of education authorities for introducing programme
- Implement teacher training in environmental issues
- Establish on-going educational programmes in schools on environmental management issues including the importance of land use, biodiversity conservation and recycling

Changing attitudes is not a short-term activity. Rather it needs to be undertaken on an on-going basis for a protracted period of time. Furthermore, it is more difficult to change the well-formed attitudes of adults than to shape the potential attitudes of the young. This activity therefore strives to institutionalize public education within the formal educational system so that the results will be permanent and on-going.

1.3 Develop an enabling environment for effective environmental management among planners and decision-makers

- Sensitize personnel in Ministry of Planning and Economic Development Unit to enable application of environmental economics
- Conduct innovative multi-media programmes to stimulate public debate and discussion on environment and development

One of the reasons why planners and decision-makers jeopardize the environment by making short-term development decisions is that they are either ignorant of, or not convinced of, the costs of these decisions. This activity will draw on the on-going programmes of the OECS-NRMU that seek to carry out long-term cost/benefit analysis of selected development decisions, that highlight regional examples of successful environmentally sensitive development, and that identify opportunities for economic benefit to be derived from sustainable management of the environment.

1.4 Enlist the co-operation and collaboration of the media and NGOs in the public education programme for awareness-raising on the importance of environmental management

- Sensitize, and seek collaboration of, media sector and NGOs to secure their services and encourage their initiatives for public education on environmental management
- Re-vitalize annual cultural education festival to expose and promote sustainable cultural and traditional practices (ANT)

Emphasis throughout the NEMS will be on collaborative and participatory activities drawing on the resources, expertise, talents and good will of the private sector and non-governmental agencies. The Antigua National Trust (ANT) will be undertaking the annual cultural education festival as a part of its programme, and will seek to fashion it so that it can be used as a model for NGO activity in this area, and so that it will assist in fulfilling the overall intent of this Objective.

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## OBJECTIVE 2

### **Environmental considerations integrated into national planning and development**

One of the main aims of the Government's policy is strengthening its capacity to undertake integrated economic, social, physical and environmental planning. This Objective fulfils that aim, responds to all of the priorities, and addresses all of the obstacles identified for Anguilla. Moreover, the achievement of Objective #2 is also in accord with the second Principle of the *St. George's Declaration*. In particular, fulfilment of this Objective will minimize the duplication and fragmentation of roles and responsibilities of the various departments that have some responsibility for environmental management. One of the important corollaries of this achievement will be the maximization of financial and human resources and capabilities. Activities to fulfil this Objective will work towards the incorporation of environmental considerations into the work programmes of all departments, so that these considerations become an integral part of all national planning and development.

### **Indicators for Objective 2:**

#### **National Integrated Development Plan formulated and adopted by September 2003**

Benchmarks: Materials (e.g. case-studies for demonstrating cost-benefit analyses and quantification of economic benefits of environmental management) available for sensitization exercises by March 2002 (materials currently available from OECS-NRMU)  
Integrated plans and programmes formulated and adopted by at least three departments by September 2003

#### **EIAs used by Planning on a routine basis by December 2002**

Benchmarks: Sensitization and Training workshops in integrated environmental planning and EIAs conducted on an on-going basis from June 2002, beginning with the staff of the Environmental Unit

### **Assumptions for Objective 2:**

- Personnel the public sector "buy in" to the concept of integrated development plans and programmes and to the NEMS
  - The political directorate accepts decisions made by Planning re the use of EIAs for all major projects affecting the environment
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**Activities for Objective 2:**

- 2.1 Formulate integrated development plans and programmes to ensure that environmental management is treated as an integral component of the planning processes in pursuit of sustainable development
- 2.2 Take steps to ensure the sustainable use of natural resources that recognizes the intricate linkages between ecological systems, and between these systems and human activity
  - Institutionalize targeted education, awareness and sensitization programmes to foster knowledge and understanding of the value of integrated process
  - Ensure that any action likely to impact significantly on the environment will only be taken on the basis of a prior assessment of the effects of such action on the environment

As indicated above, the success of these activities (2.1 and 2.2) will depend on the effectiveness of the sensitization activities undertaken under Objective #1, as personnel engaged in planning become convinced that it is worthwhile to invest the energy and time required for integrated planning. These activities will be undertaken on an on-going basis.

- 2.3 Identify Options for co-opting and generating resources nationally, regionally and internationally to supplement current capacities (on-going)
- 2.4 Identify opportunities for economic benefits to be derived from sustainable environment for various targeted groups (on-going)
- 2.5 Build on/strengthen cost benefit analyses and quantification of trade-offs in environmental assessments (on-going)

Essentially, Activities 2.4 and 2.5 are aspects of Activity 1.3 and will be carried out in conjunction with Activity 1.3.

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## OBJECTIVE 3

### **Public participation in decision making increased**

Objective # 3 not only responds to the need for meaningful public participation in national decision-making, but it is also in accordance with the fourth and fifth Principles of the *St. George's Declaration*. The obstacles that need to be addressed in order to fulfil this Objective are the current low morale and cynical attitudes towards participation, and the conflicting cultural fact that Anguillian society and communities tend to be highly hierarchical and generally follow the decisions of the leaders. Activities to fulfil Objective # 3 will focus on providing the information needed for active participation in a user-friendly and timely manner, and promoting the concept of active and meaningful participation.

#### **Indicators for Objective 3:**

##### **A clearing house and coordinating mechanism to facilitate information sharing and increase access to civil society functioning by December 2002**

Benchmarks: Selected areas on which user-friendly information is to be developed are identified from all Objectives by June 2002  
User-friendly and timely information for dissemination through the clearing house is produced on selected areas by September 2002  
Plans for increasing access to information implemented by December 2002

##### **National consensus on the need for public participation in environmental management attained by December 2002**

Benchmarks: Best practices re public consultation methods and approaches identified by March 2003  
Collaborative mechanisms for developing a culture of informed exchange and transparency developed by December 2002  
Workshops and training for strengthening the capacity of NGOs and Community based Organisations (CBOs) for environmental management conducted from June 2002  
The value of public participation in national decision-making infused into the formal education system by September 2003

#### **Assumptions for Objective 3:**

- Resources for the establishment of a clearing house and coordinating mechanism, and for training and sensitisation workshops mobilized
  - Trainees accept training and sensitisation on the value of public participation
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### **Activities for Objective 3:**

- 3.1 Ensure that the public are provided with the information required for meaningful public participation
- Produce user-friendly and timely information on selected areas (on-going)
  - Develop and implement plans for increasing access to information
  - Identify and establish a clearing house and co-ordinating mechanism to facilitate information sharing and increase access to civil society

Often environmental education appears overly scientific to the layman. This activity will re-package information relevant to environmental management for dissemination to the general public and use by planners and decision-makers.

- 3.2 Institutionalize instruments for public participation
- Identify and utilize best practices re public consultation methods and approaches to build consensus around issues critical to environmental management
  - Infuse in the formal education curriculum the value of public participation in national decision-making (cf Activity 1.2)
  - Develop collaborative mechanisms to have the ‘culture of secrecy and compartmentalization’ superseded by a ‘culture of informed exchange and transparency’
  - Strengthen and enhance the capacity of NGOs and CBOs for environmental management

Given the cynical attitudes towards the efficacy of public participation, this activity will not only demonstrate the importance and impact of non-governmental and community based organizations’ input into the decision-making process, but also introduce a system of rewards and incentives for public participation. This Activity is closely related to the activities under Objective #1 and will be undertaken in close conjunction with them.

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## OBJECTIVE 4

### **Environmental laws updated and enforced**

The Government of Anguilla is committed to a modern and up-to-date legal and judicial system to ensure the stable, sustainable and effective economic and social development of the country. Attaining such a system that is responsive to the new challenges for, and demands on, law enforcement will include the strengthening of both the Attorney-General's Chambers and the Royal Anguilla Police Force. This strengthening must include an effective response to the challenges of environmental management. One of the most important priorities in environmental management is the enforcement of regulations governing the use of natural and cultural resources. Enforcement requires training personnel and upgrading law enforcement structures. Fulfilment of Objective #4 depends on the revision and updating of antiquated environmental laws, the enforcement of environmental legislation, and the sensitization not only of judicial and law enforcement personnel, but also of the public, to the importance of enforcing these environmental laws and regulations. This Objective is linked to the third principle of the *St George's Declaration* and is also a cross cutting principle.

### **Indicators for Objective 4:**

**A comprehensive environmental law is drafted, and approved by the Executive Council by December 2003**

Benchmarks: Legislative needs identified by June 2003  
Workshops and training sessions for sensitizing the public, government officials, judiciary and police to the importance of enforcing environmental laws are conducted from September 2003

### **Assumption for Objective 4:**

- The political directorate accepts the need for a comprehensive environmental law

### **Activities for Objective 4:**

- 4.1 Draft and seek passage of laws that are inclusive of adequate enforcement measures
- Review existing laws and amendments (on-going)
  - Determine legislative needs
  - Draft and seek passage of revised laws

This activity will build on the work now being carried out by the Antigua National Trust: the comprehensive review of laws to determine gaps, overlaps and duplication, and the need for upgrading. The intention is to rationalize the environmental content of these laws and upgrade them so that legislation regarding environmental issues and management is not scattered and fragmented, so that penalties act as deterrents. An umbrella act should provide for an agency to

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be responsible for environmental protection and management with powers to issue penalties for any abuse of the environment. Such an Act may establish the institutional set up, the actual procedures, the specific responsibilities of the agency, together with its relationships with the different ministries, departments and private organizations. In fulfilment of this intent, efforts will also be made to review existing models of umbrella laws for environmental protection and management. For instance, a draft act was prepared by UNEP for the country of Malawi sometime around 1994 because of the long time that was needed for a major review of existing laws. Such models will be reviewed to ascertain their applicability to the Anguillian situation.

#### 4.2 Enforce environmental laws and regulations

- Establish programmes to educate public about environmental laws and crimes (on-going)
  - Increase penalties of existing laws
  - Sensitize government officials, judiciary and police on importance of enforcing environmental laws (on-going)
  - Institute a 'whistle blower' programme to reward reporters for environmental crimes
  - Monitor law enforcement (on-going)
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## OBJECTIVE 5

### **A policy for, and system of, aquatic and terrestrial protected areas for biodiversity conservation developed**

The Government of Anguilla's goal for general economic development is an annual average growth rate of at least 7%. Although efforts will be made to diversify the economy, much of this development will be based on the expansion of tourism - an industry that is highly dependent on the country's natural resources. In addition, the fishing industry has been suffering from over-exploitation of the inshore fisheries, thus placing the long-term livelihoods of fishermen in jeopardy. The Government of Anguilla is also committed to giving priority to Environmental Health Services, emphasizing vigilance in all aspects including those that affect the state of the environment. The fulfilment of Objective #5 will ensure that this economic expansion does not destroy the very resource upon which it is based. Priority needs in this area are the conservation of aquatic and terrestrial biodiversity through the establishment of a system for protected areas management, the establishment and enforcement of a policy for sustainable coastal and marine development, and sound environmental health policies which will ensure that these crucial natural resources are not destroyed by pollution. This objective is in accord with the tenth, eleventh, twelfth and thirteenth principles of the *St George's Declaration*.

#### **Indicators for Objective 5:**

##### **Selected aquatic and terrestrial sites managed by a Protected Areas Entity through a protected areas programme by December 2002**

Benchmarks: Protected Areas Entity identified and operationalised by June 2002  
A policy for protected areas formulated by March 2002  
Appropriate aquatic and terrestrial sites selected for inclusion in a protected areas programme by December 2002  
Management plans for selected aquatic and terrestrial sites developed and approved beginning before January 2002.

##### **A Coastal Zone Management (CZM) Plan for Anguilla implemented by December 2003**

Benchmarks: The Fisheries and Marine Resources Development Plan finalized by June 2002  
A comprehensive marine parks system formulated within an overall national parks system by June 2002

#### **Assumption for Objective 5:**

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- Resources are mobilized for the establishment of a Protected Areas Entity, for the acquisition of lands for a protected areas programme, and for the preparation and implementation of a CZM Plan

### **Activities for Objective 5:**

- 5.1 Develop a policy for, and system of, protected areas
  - Host public forum on protected areas and conservation (ANT)
  - Formulate and adopt a policy statement on protected areas
  - Establish a protected area entity
  - Select appropriate aquatic and terrestrial sites for inclusion (on-going)
  - Establish community co-management protective areas to pass benefits on to the public where appropriate [cf. Objectives 3 and 6]
  - Develop and institute a management plan for all sites
  - Develop a land bank to secure reserves of land for protected areas
  - Determine funding mechanisms for land acquisitions such as “developer pays”
  - Initiate acquisition of lands (on-going)
- 5.2 Develop and implement a strategy for sustainable management of Anguilla’s coastal and marine resources
  - Finalize and implement the Fisheries and Marine Resources Development Plan
  - Clarify the concept of Marine Parks and implement a comprehensive marine parks programme
  - Implement a coastal zone management (CZM) plan

The coastal zone is the focus of intense human activities, many of which cause environmental problems. Moreover, problems in the marine environment generally relate to upland activities that regard the marine environment as an area of infinite resources and as a convenient dumping ground for wastes. The result is poor water quality, loss of marine habitat, conflicts in use, diminishing biodiversity, and reduced ability to sustain resource benefits. Activities affecting the coastal zone are generally managed through piecemeal sectoral interventions that are implemented by various individual national agencies. A CZM Plan will focus attention on these areas so they can be addressed in a coordinated way.

- 5.3 Ensure the implementation of sound environmental health policies and practices

It is recognized that sound environmental health practices are essential to the general health of the environment. However, because of time constraints, no sub-activities were developed for this activity at the National Strategic Meeting. This is one of the areas that will need to be further elaborated when the NEMS is reviewed and revised.

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## **OBJECTIVE 6**

### **Collaborative planning and management incorporated into disaster mitigation and recovery**

Anguilla, like all small island developing states, is particularly vulnerable to natural disasters, as well as to manmade disasters. The objective is linked to the eighth and ninth principles in the *St George's Declaration*. Fulfilment of this Objective will ensure that the country is not only prepared nationally for disasters, but is able to recover quickly should any occur.

#### **Indicators for Objective 6:**

#### **An integrated collaborative and participatory framework for managing and mitigating the impacts of natural and man-made disasters in place by December 2002**

Benchmarks: National disaster management plans reviewed by September 2002  
 Selected public sector departments incorporate disaster mitigation into their work plans by March 2002  
 Public awareness, education and sensitization programmes on hazard vulnerability and impact management being conducted from January 2002  
 Guidelines on environmental hurricane and earthquake resistance standards approved by December 2003

#### **Assumptions for Objective 6:**

- Personnel in Disaster Preparedness accept the need for an integrated, collaborative and participatory framework
- Resources are mobilized for the various activities required to fulfil this Objective

#### **Activities for Objective 6:**

- 6.1 Establish collaborative and participatory integrated frameworks to prepare for, manage and mitigate the impacts of natural and man-made disasters
  - Review and strengthen national disaster management plans focusing on inter-sectoral dialogue and collaborative planning
  - Apply hazard vulnerability and mitigation to integrated national development and planning (on-going)
  - Institute disaster mitigation into work plans of public sector, private sector and NGOs
- 6.2 Develop and strengthen public awareness, education and sensitization programmes on hazard vulnerability and impact management (on-going)
- 6.3 Establish guidelines on environmental, hurricane and earthquake resistance standards and issues for use by the community at large with particular focus on low and modest income households.



## **4. INSTITUTIONAL ARRANGEMENTS**

The multi-sectoral nature of most environmental problems requires a highly coordinated management system. One of the main aims of the NEMS, therefore, is the achievement of an integrated, coordinated and inter-sectoral approach to environmental policy planning and management, in pursuit of the general objective of sustainable development. Unfortunately, the current institutional arrangements do not facilitate this integrated approach.

### **4.1 The Current Situation**

The current situation was summarized earlier in Section 2.1: no holistic institutional system for environmental management. One of the problems may be the absence of an overall or macro view of sustainable development by planners and policy makers. As a result, individual ministries, departments and/or institutions that might be addressing the same problems, tend to develop their own perceptions and concepts. These individual concepts, as well as sectoral policies that are based on them, may not only conflict with one another, but also with macro-economic policies. Conflicts also result from a lack of clearly delineated and defined responsibilities and roles between different government departments and/or agencies. Therefore, Government policies for the different sectors tend to be mutually exclusive, giving rise to situations where, for example, agricultural policies may be formulated almost in isolation from policies regarding tourism and environment. Even in overall development plans where sectoral policies are outlined, the implications of policies formulated for one sector are not always considered in relation to the other sectors.

It is imperative that a unified view of environmental management be achieved, a difficult task since relationships between institutions in Anguilla are mainly vertical, without horizontal interdependence. Each institution within the public sector tends to view problems in isolation and attempts to find legal, administrative and financial solutions on its own. Moreover, the project approach to planning that is currently in vogue, does not facilitate inter-sectoral coordination. Each institution, therefore, generally tends to proceed independently, collecting information and creating its own programmes following the general plans and policies established by Government. No specific single entity has the mandate to look at impacts on the environment across administrative and legal boundaries. The result is fragmentation of decision-making because of the individual institution's partial involvement in environmental management. This situation is exacerbated when, as in the case of the Environment Unit, new institutions are created in an attempt to solve the problem, leading to duplication of responsibility and effort.

In such a situation, the only possible level of coordinated decision-making is at Executive Council level, a level that cannot cope with the specific technical aspects involved in the management of the environment. Technical coordination is left in the hands of interagency coordination committees that at best have advisory powers. Moreover, there is often little opportunity for public participation in planning or policy formulation processes so there is little input into environmental management from interests outside of government, particularly from the private sector and at the local level. This situation, along with inadequate mechanisms for communication and data transmission, results in highly

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uncoordinated actions, duplication of efforts, programme gaps and inadequately informed decision-making.

In addition, because areas of competence are fairly specialized and implementation depends heavily on political commitment, there is a tendency towards competition for resources rather than joint action. Institutions more strategically located within the ministerial hierarchy tend to receive more of the limited resources, to the detriment of other institutions. Unfortunately, institutions with responsibility for the environment tend to fall to the bottom of this hierarchy. This situation can be particularly constraining if the political priorities do not reflect the technical priorities of the problems being addressed.

## **4.2 What is Required**

Because different institutions in different sectors are responsible for specific activities related to the management of the environment, decisions and activities of each institution must be highly coordinated with those of others. Greater interdependence has to be created between sectors, including the NGO community and the private sector, to reduce conflicts, inconsistencies and duplication. Decision-making based on coordination, stakeholder consultation and participation improves greatly the likelihood that personnel will remain committed and that activities will be sustained.

This interdependence requires the creation of inter-sectoral linkages with more coordination and consultation between planners/policy makers and relevant persons from related sectors, both public and private. Institutional mechanisms have to be established to coordinate the disparate environmental functions located in separate departments and organizations, and there has to be an institutionalisation of these consultative and coordinating mechanisms. These would include structured meetings with representatives from all relevant departments under the aegis of the institution responsible for an issue, to develop policies and activities to address the issue. Meaningful consultation between middle and lower level staff within departments and ministries, and between departments and various ministries is also essential.

If interdepartmental coordination is to take place through formalized mechanisms, experience elsewhere has shown that these should be created through appropriate legislative channels. The solutions of ministerial multi-sectoral advisory bodies often prove ineffective because they lack a proper legislative basis, well-defined terms of reference, and resources. However, the presence of a legislative basis, in and of itself, does not guarantee success. The sectoral system of policymaking and management is so embedded that it tends to resist change unless there is strong political will and pressure behind such change – sensitization and involvement of top civil servants and politicians is therefore required

In order to achieve this integrated, coordinated and inter-sectoral approach to environmental management, an entity capable of taking the lead in planning, soliciting inputs from stakeholders and implementing preventative actions will be established. This entity will be designated to serve as the focal point for the coordination of the different activities that impact on the environment. Such a coordination mechanism also provides a forum for debate and consensus-based policy decisions. It is important that this entity should not be overloaded with routine decisions, nor should it be seen as an

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implementation unit. Rather, a distinction will be made between long-term policy decisions and surveillance of implementation of the NEMS, and the regulation of resource use. The first will be the responsibility of the designated entity, and the second that of the relevant ministries, departments and organizations within whose purview the resource falls. In other words, implementation will remain the responsibility of the various departments and agencies that translate the policies formulated in consultation into actions. The coordinating entity, through its monitoring system, will evaluate this implementation, providing feedback on which to base future policy making and planning.

This, in turn, requires an adequate data base; adequate, competent and well-trained staff, not only in the coordinating entity, but also in the planning units and at the level of sectoral ministries and departments; and the provision of adequate resources, both financial and human. The development of an information system that will provide an adequate database is addressed in Section 6.2. However, the provision of adequate and competent staff that has the capability to transcend sectoral interests is more problematic. The chronic and pervasive shortages of staff have already been noted above. Although no single existing government organization includes the variety of technical personnel required to perform the planning and policy tasks to the extent necessary, there are qualified and complementary staff capable of dealing with natural resource and environmental management issues in many of the government departments, as well as in NGOs like the ANT and the private sector. Rationalization of the use of these manpower resources is essential, especially if meaningful action is to take place in the short term. This rationalization necessarily involves a reshaping of the relationships that currently exist between the institutions that employ these manpower resources. To supplement deficiencies in technical personnel that may still persist, technical assistance will be obtained from international agencies and by contracting short-term consultants, if the resources are available.

In summary, to establish the changes required in the existing institutional structure for effective environmental management, the following are recommended:

- Establishment of a coordinating mechanism or entity for attaining consensus and unified decisions within what is essentially a multi-sectoral problem area. The functions of such a mechanism will include coordinating the formulation and implementation of national environmental policies and monitoring the implementation of these policies. It could also serve as a focal point for compliance with international treaties that deal with the environment.
  - Introduction of long-term planning capabilities within the decision making structure by means of proper utilization of the scarce technical manpower available and organization of decision making procedures which enable thorough review of planning proposals and technical advice.
  - Rationalization in the use of available manpower at the technical level to parallel the changes made in the legal and institutional structures.
  - Separation of policy and implementation: this will be coupled with clear differentiation between policy decisions (entrusted to a unified decision making structure) and routine
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implementation (entrusted to the various ministries and institutions within the framework of the legislation.)

- Gradual introduction of the required changes to avoid disruption of ongoing activities i.e building on what already exists. In general, restructuring of existing institutions is preferred to creating new ones – but these must be given the political and material support to function effectively.
- Timely implementation: the longer the time needed for implementation, the more it is likely that conflicts and resistance will emerge, while the original political support may fade away.

### 4.3 Options

Clearly, the *status quo* cannot be maintained because it would perpetuate existing conditions including overlapping jurisdictions and inadequate resources. A coordinating mechanism is suggested because it leaves intact the specific mandates of the various government departments within their existing Ministries, building on what exists, and avoiding the problem of alienating stakeholders who would not want to surrender their power and responsibilities to a new department. This means that no single entity is given comprehensive regulatory powers. Such a mechanism is intended to promote coordination vertically within Ministries and departments, as well as horizontally between different agencies, departments and non-government stakeholders. Political support is crucial to the success of such a coordinating mechanism, and it is recommended that coordination also take place at Executive Council level, perhaps by the formation of subcommittees that include technical representation from the related sectoral ministries, as well as from the technical arm of the coordinating mechanism.

The options for coordinating mechanisms for environmental management range from a Ministry of Environment to a statutory body like a Planning Authority for the Environment, to the setting up of an inter-ministerial Committee or Commission for coordinating environmental management responsibilities. While a Ministry would be expected to have implementing and technical capabilities, inter-ministerial mechanisms generally have only coordinating and/or monitoring functions. A statutory body, on the other hand, tends to have more autonomy and flexibility to carry out its responsibilities of coordinating planning and policy formulation.

Whatever option is chosen as a coordinating mechanism, certain critical aspects must be included:

- All major stakeholders must be included in the planning and policy formulation, for example through a coordinating council, and a continuing budget allocation must be made available to sustain NEMS activities. This coordinating body sits as a forum for deciding on policies with an environmental impact and for ensuring that activities by the relevant agencies and sectors are always closely coordinated. Clearly, this will be a large entity which will probably not meet more than twice a year after the implementation of the NEMS gets underway, and subcommittees will need be appointed by the body to meet more often to deal with specific tasks.
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- Intersectoral sub-committees appointed by the Chief Minister should be formed to perform the coordinating function in planning and policymaking at Executive Council level, and to interact with the coordinating body to ensure that decisions made are not routinely reversed by the Executive Council.
- Decisions on the planning and policy formulation are to be reached by consensus. The emphasis should be on meaningful consultation based on reliable and complete information, and wide participation before decisions are implemented.
- Effective management tools, such as building up law enforcement, functional zoning plans, impact assessments, application of GIS for information management, environmental monitoring programs, must be provided by Government.
- Mechanisms for cooperation should include the pooling of human, technical and financial resources, including the NGO community and the private sector.
- The coordinating entity must be supported with a technically competent secretariat that can ensure that the proper staff work is done before policies are presented to the coordinating entity for discussion and adoption. The secretariat will also implement the mechanisms for cooperation established by the coordinating body. Essentially, this secretariat will need to function as a NEMS management team, with a clear vision of environmental management in Anguilla, and an awareness of the local needs necessary to develop the appropriate approaches. It should be a cross-disciplinary team of management and professionals, sharing the same vision of environmental management and its role in sustainable development. Since an Environment Unit already exists, it could be strengthened and given the resources to carry out the functions of a technical secretariat effectively. It should also have the authority to draw on the technical capabilities of different agencies for specific endeavours with defined time frames, as envisaged in the mechanisms of cooperation indicated above.

#### **4.4 Activities to Establish and Sustain Institutional Arrangements for Managing the NEMS**

These activities respond to several priorities identified by the National Strategic Meeting: the establishment of an holistic institutional framework for environmental management; the development of an information system that provides information on the status of the environment; the development of a programme of environmental research; and most important, the demonstration of political will for environmental management by both the Government and the People. In addition, achievement of these activities will assist in eradicating the problems of duplication and fragmentation of roles and responsibilities and unsustainable short-term approaches to development.

The intent of the NEMS is that a number of organizations will be involved in its implementation. Some organizations may carry out activities as part of their own separate programme of activities, while others will be involved in collaborative activities. Essentially, therefore, the activities included in this section

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are those required not only to establish the coordinating mechanism but also to enable it to carry out the numerous tasks involved in coordinating the myriad of activities that affect environmental management and that impact on the environment. The success of the NEMS depends on the effectiveness of these institutional arrangements. Without them, together with political will and commitment, and the provision of the resources required to sustain them, the objectives of the NEMS cannot be achieved.

The following activities are therefore recommended, following from the “Series 6 activities identified in Section 3 – Management Strategy, above.

- 7.1 Maintain and strengthen the Department of the Environment for coordinating environmental management
- Plan and budget for institutional arrangements for integrated environmental management including the recruitment of (additional) staff
  - Complete the Action Plan
  - Determine the complement and expertise of (additional) staff required to implement the NEMS, if necessary on a phased basis
  - Promote and facilitate development of overall or macro view of sustainable development
  - Strengthen and/or develop and institutionalize mechanisms that enable inter-sectoral linkages, on the basis of research including best practices
  - Ensure that a proper legislative basis is provided for these linkages as well as well-defined terms of reference and resources
  - Clarify roles and responsibilities of various institutions involved in environmental management
  - Promote and facilitate the sharing of technical and other resources among departments, NGOs and private sector.
  - Facilitate the development and implementation of departmental action (work) plans to implement the NEMS
  - Review the activities of each year to determine further activities for the following year

The recommended institutional structure is elaborated in Annex A.

- Develop and implement a communications strategy to achieve national consensus on the NEMS by creating awareness of its objectives and generating support for its acceptance and approval.

The recommended Communications Strategy is elaborated in Annex B.

- 7.3 Develop and implement a communications strategy to ensure that stakeholders are informed about the implementation of the NEMS and about their roles and responsibilities in that implementation; this strategy is incorporated within the strategy identified in Annex B.
- Repackage information collected by monitoring (Activity 7.5) for dissemination to decision-makers, planners and general public

- 7.4 Design and initiate establishment of a National Environmental Information System
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- Develop and implement environmental and socio-economic monitoring programmes
- Develop the key indicators for monitoring purposes with the implementing agencies and ensure that the monitoring capabilities are provided

7.5 Develop and implement an implementation monitoring plan/programme

- Undertake review of public sector initiatives (current and past) impacting on NEMS objectives
- Assess possible implications and impacts of existing and planned policies on all sectors before implementation
- Collate annual implementation reports of all departments involved in environmental management into an annual report

7.6 Establish a programme of environmental research

- Facilitate the formulation of environmental research projects
- Agree on the main objectives of those projects and the time frame for their implementation.

## **5. COMMUNICATIONS STRATEGY**

If the NEMS is to be accepted nationally, there needs to be consensus on its goals and components. This national consensus won't 'just happen'. In order for it to develop, the NEMS has to be “sold” to the people of Anguilla, and they have to “buy in” to the Strategy. The “selling” of the NEMS will be done through a comprehensive communications strategy. However, once the NEMS is accepted and approved, information will still have to be communicated to the stakeholders, both about their roles and responsibilities in implementing the NEMS, and about the progress being made in achieving the objectives of the NEMS.

The objectives of the communications strategy, therefore, will be twofold:

- 1) To achieve national consensus on the NEMS by creating awareness of its objectives and generating support for its acceptance and approval; and
- 2) To ensure that stakeholders are informed about the implementation of the NEMS and about their roles and responsibilities in that implementation.

Developing a programme to achieve the first objective will be one of the first, and most important, tasks of the Department of the Environment. As indicated earlier, the process of developing the NEMS began with the representatives of the public sector and selected NGOs, with the intention that the draft NEMS be presented to a broader group for further elaboration. Through the communications strategy, efforts have been made to make others aware of the NEMS. Efforts have also been made to stimulate comment from them so that input into the NEMS has been national.

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Recognizing that different audiences have different information needs, the communications strategy takes a comprehensive approach, using a variety of strategies, targeting a number of audiences to create awareness of the NEMS and stimulate comment. Emphasis will be placed on what are called “people-facing communication vehicles”, such as interactive workshops, focus groups, presentations, 'talk-in' sessions, seminars and town meetings. This type of vehicle will be particularly important for the planners and decision makers who will form one of the most important target groups. Input from this group will be crucial, and every effort will be made to ensure this input.

The Communications Strategy in support of the NEMS is provided in Annex B.

## **6. MONITORING AND EVALUATION**

### **6.1 What has to be Monitored**

The implementation of the NEMS will be monitored and evaluated not only to ensure that the activities are on track, but also to find out whether activities are being successful or not. This will entail not only the monitoring of the actual implementation of the NEMS, but also evaluating and assessing the cause of any changes, both external and internal to the NEMS, to determine what corrective actions, if any, are needed. The results of this monitoring can then be incorporated into future planning and improvement of the NEMS. Therefore, an implementation monitoring plan will be developed to monitor the progress of the activities. This will include an annual implementation report that will review the year's activities and make recommendations for planning the activities of the coming year. It will also include reports from all agencies involved in the implementation of the NEMS. The benchmarks and indicators for the Objectives will be used to assess the progress being made.

In addition, however, it is also important to monitor any changes in the state of the environment, and to measure how the activities are contributing to the protection of the environment. The establishment of the environmental monitoring programme will be one of the major efforts towards improved natural resources conservation. However, the current capacity of the country to conserve, study and use its environment in a sustainable way must also be borne in mind. Some of the key indicators that are needed to determine changes in the state of the environment are:

- Status and trends of the country's use of terrestrial, aquatic, coastal and marine resources, habitats, species, populations, genes, biodiversity
- Changes in the use of biological resources and their sustainability, including natural resource-based industries, and exploitation of resources for subsistence

There is also another aspect of the environment that needs to be monitored – this is the political and socio-economic environment, which has direct effects, often dire effects, on the natural environment. Some of the key indicators that are needed to determine these changes are:

- Changes in the policy and legal framework for natural resources, including protected areas, access to genetic resources, land tenure, property rights, benefit and cost sharing, trade and environmental impact assessment
- Trends in the monetary and non-monetary values of biodiversity and current expenditures and investments
- Shifts in selected social, political and economic factors
- Shifts in human, institutional, and funding capacity, including cultural practices and norms, technology, training and education, information availability, management and monitoring capacity

The process could be conceptualized to have the following phases:

- Making a detailed evaluation plan
- Collecting materials and conducting investigations
- Analyzing results
- Preparing evaluation reports, including recommendations
- Providing feedback of results and putting them into practices

## 6.2 Development of an Information System

Monitoring of these trends requires the systematic collection of information. The multi-sectoral nature of most environmental and natural resource problems requires the coordinated development of data to provide timely information to support the inventory, investigation and monitoring of the environment. A mechanism or system will be established for the development, dissemination and the use of this environmental data, and to support the continued research and monitoring of environmental phenomenon. Ultimately, this data will develop into a National Environmental Informational Database. However, the first round of data gathering will focus on the data that can be readily compiled from existing in-country and external sources. This will provide baseline data on the state of the environment, the country's biodiversity and its natural resources, as well as the status quo of the institutions involved in environmental management and the state of legislation and regulations.

It must be remembered, however, that data gathering is not an end in itself; rather it is a tool for decision-making. Therefore, it must focus on data that will provide a practical baseline for monitoring the impact of policies made, and actions taken, by the country's decision-makers. An important aspect of this data must be the **interaction** of social factors, economic sectors and environmental systems. Data on processes or activities that are likely to have an adverse impact on the environment will be compiled, and priorities aimed at filling gaps in data coverage will be based on the needs of senior decision-makers to improve their management of the environment.

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## **7. ACTION PLAN**

### **7.1 Activity Matrix**

The many activities required to fulfil the NEMS have been set out in a matrix that details the activities, the time frames, the agencies responsible for the implementation of the activity and the resources required to complete the activities. The matrix has been completed with broad consultation and the collaboration government and other stakeholders that will be involved in the implementation of the NEMS.

The activity matrix is presented in Annex C. Because activities and the way in which they are implemented should continue to respond to priorities over time, the matrix should be viewed as a point of departure in developing annual workplans each year. The matrix is therefore a flexible tool with which to evaluate the appropriateness of activities over time, and to which new activities can be added and existing activities deleted according to needs as they evolve and keeping as the focus the achievement of the vision statement that provided in this document. The Year 1 workplan, covering the year 2002, is provided in Annex D.

### **7.2 Estimated Costs and Inputs**

Financial resources will be required for the Action Plan to be implemented. Therefore it is important to calculate a budget and consider what financial mechanisms could be used when designing each activity. As far as possible existing resources will be used for the implementation of the NEMS. OECS-NRMU can also continue to assist with the provision of technical resources and regional activities in which Anguilla can participate. Nonetheless, it is anticipated that additional resources will need to be obtained for implementation. Budgeting and planning for attaining these resources will be one of the first activities of the Environment Unit.

Possible funding sources are:

- Existing Government budgets through the work carried out by Government Ministries
  - Bilateral donors
  - The Global Environmental Facility
  - Multilateral donors
  - International NGOs such as WWF, IUCN, and FFI
  - Corporate and private sector sponsorship or investment
  - International foundations or trusts that may have funds available for specific activities
  - UK Government (Governor's Office)
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**ANNEX A**

**INSTITUTIONAL STRUCTURE FOR IMPLEMENTING  
THE NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY**

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**ANNEX A**  
**PROPOSED INSTITUTIONAL STRUCTURE FOR IMPLEMENTING**  
**THE NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY**

### **Current Situation**

The Government of Anguilla is in the process of drafting a National Environmental Management Strategy and establishing an institutional structure to support it. The following has currently been achieved with respect to this initiative:

1. The position of Director of the Environment has been created within the Chief Minister's Office.
1. The development of a National Environmental Strategy (NEMS) has been undertaken and will serve as the blueprint for environmental management in the country.
2. Consultations have been undertaken in the country with regard to the desired institutional structure for implementation of the NEMS.
4. Initial recommendations have been discussed with the Government of Anguilla regarding the institutionalisation of the environmental management function within the country, having regard for the functions, duties and responsibilities, key relationships, key reports and performance parameters associated with the position of the Director of Environment.

### **Key Elements Of Institutional Structure**

The following perspectives guide the definition of the institutional structure of environmental management in Anguilla:

1. *Function Of Environmental Management* The over-riding result of an effective environmental management function should be the achievement of national development consistent with the principles of sustainable development; development is not in the national interest if it presents unacceptable threats to the natural resource base on which future development relies.

The effective implementation National Environmental Management Strategy should become the "mission" of the environmental management entity.

2. *Relationship To Other Government Functions* The environmental management function should dovetail with existing government structures and entities, and should be delivered within the context of existing government operations.

The environmental management entity should reflect the cross-sectoral nature of the NEMS, whose implementation it will oversee. Accordingly, the environmental management entity should play a coordination and advisory role with respect to the activities of other ministries. The input of the environmental management entity should be to Executive Council from the perspective of consistency with the NEMS of activities requiring Executive Council decisions.

3. *Accountability* Accountability for environmental management should be vested at a political level, consistent with broad accountabilities in democratic societies.
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A minister should be accountable for the effective functioning of the environmental management entity. The minister will represent the perspectives of the environmental management entity within Executive Council. The entity should report to the minister through a Permanent Secretary.

4. *Implementation* Implementation of the environmental function should be clearly defined in terms of its objectives, structure and mechanisms for implementation.

The objectives of the environmental management entity should be defined in three ways: (i) need to respond to, and advise on, activities undertaken by others, either in government or in the private sector; (ii) need to define its own agenda of actions consistent with effective implementation of the NEMS; and (iii) need to manage an environmental regulatory/policy function. In executing its responsibilities consistent with these roles, the environmental management entity should Chair an Environmental Advisory Committee (EAC) comprised of key stakeholders from within and - explicitly - outside government, but excluding decision-makers at the political level except that the Chairperson may be the minister responsible for the environmental management entity. EAC membership should be limited to a manageable number of people and a quorum should be established; decisions should be by consensus, resorting if necessary to a vote in favour of a simple majority with the Chair voting only in cases of a tie vote.

Where appropriate, decisions requiring Executive Council approval would be referred to the EAC prior to Executive Council consideration. The EAC would report to the Executive Council on concerns and/or actions it recommends with respect to matters before the Executive Council; the environmental management entity would serve as the Secretariat for and technical advisor to the EAC. In addition, the EAC would recommend actions that the environmental management entity should undertake to secure effective implementation of the NEMS, having regard for the resources available to the environmental management entity. Finally, the environmental management entity in collaboration with relevant agencies, would administer the environmental component of projects including requirements for - and results of - environmental impact assessments, and monitoring and follow-up of actions required to ensure sound management of the environment and natural resources.

In order to be effective and to have the requisite stature within the country and within government, the environmental management institutional structure identified above should be placed in a legal context and should be implemented through a new legal instrument. The instrument should define: (i) the roles, composition, reporting structure, decision-making mechanisms and relationship to other ministries and government agencies of the EAC; (ii) the duty of the EAC to review matters placed before the Executive Council; (iii) the relationship of the EAC to the environmental management entity; (iv) the goals and implementation structure of the environmental management entity, including its relationship to the EAC.

Figure 1 illustrates the relationship of the environmental entity to the EAC and other government agencies. The diagram illustrates that:

1. Line ministries communicate with the Executive Council through existing mechanisms.
2. Where necessary, line ministry initiatives requiring Executive Council decision are referred to the EAC.

3. The environmental management entity communicates with the Executive Council through the EAC, both: (i) as secretariat and technical advisor regarding matters referred by Executive Council; and (ii) with respect to matters it wishes EAC to refer to Executive Council concerning initiatives and regulatory functions under its control. Under defined circumstances (e.g. failure of the EAC to achieve a quorum and therefore to effectively block the legitimate business of the environmental management entity) the environmental management entity would communicate directly with Executive Council.
4. The environmental management entity and line ministries communicate as part of the daily work to adjust the practices of government to consistency with the NEMS. The workplans and other planning documents of government agencies and ministries should be adjusted to reflect the NEMS, as appropriate to their activities, once the NEMS has been completed and accepted by government.

As indicated above, these relationships should be given effect through new legislation founded on the need to ensure effective implementation of the NEMS currently under development.

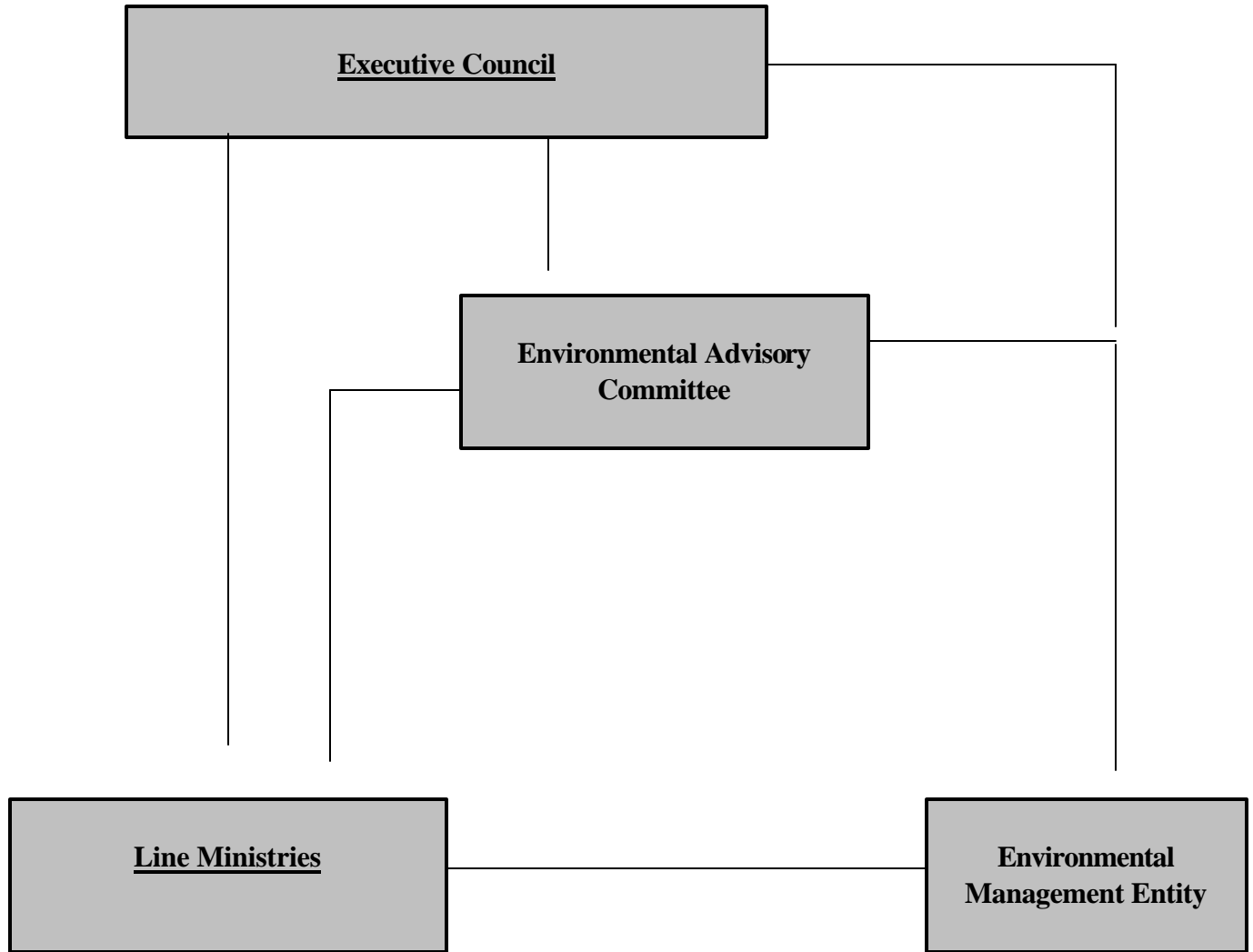
### **Staffing**

The “environmental management entity” identified in Figure 1 should be headed by a Director of the Environment, whose general responsibilities should relate to coordinating and managing the implementation of the National Environmental Management Strategy. The entity should also be staffed by a Communications Officer, whose general responsibilities should be to coordinate communications, public awareness and public education activities to ensure understanding and acceptance of the NEMS among all sectors of Anguillian society.

Job descriptions should be developed for both positions immediately following a decision to act on these recommendations.

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**Figure 1**  
**Proposed Structure Of Anguilla Environmental Management Entity**



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**ANNEX B**

**COMMUNICATIONS STRATEGY IN SUPPORT OF  
THE NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY**

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**ANNEX B**  
**COMMUNICATIONS STRATEGY IN SUPPORT OF**  
**NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY**

**1. Background**

In April 2001, the Government of Anguilla joined the governments of OECS Member States in signing the *St. George's Declaration of Principles For Environmental Sustainability In The OECS*. This document establishes policy for environmental management in the OECS region and, within this policy, a framework for the development of national environmental management strategies through which environmental management priorities at the national level can be addressed.

Accordingly, a NEMS for Anguilla has been drafted. Prior to moving to implementation, however, the Government of Anguilla has recognised that effective communications will play a central role in NEMS implementation. A communications strategy is therefore required to guide the way in which communications activities will be undertaken in support of the NEMS. This document responds to that need.

**2. Strategic Objective**

The strategic objective of this document is to provide the framework through which broad acceptance of the NEMS is achieved throughout the range of stakeholder interests in Anguilla.

**3. Communications Objectives and Activities**

The "Strategic Objective" identified above will be achieved through effective communications designed to accomplish the following:

1. Broad awareness of the NEMS throughout Anguillian society.
2. Understanding among all stakeholders that implementation of the NEMS is integral to the long-term sustainability of Anguilla's development objectives.
3. Opportunities for stakeholders - either as individuals or as organisations - to comment on the NEMS and to participate in its implementation.
4. Feedback to stakeholders and to Anguillians generally regarding the implementation of the NEMS.
5. Updates for political and administrative decision-makers within the Government of Anguilla regarding the implementation of the NEMS.
6. Support for the NEMS by all Government of Anguilla Departments and, in particular, the political directorate.

***Core Actions***

The following actions are recommended to accomplish the "Communications Objectives" identified above and, through achieving these objectives, to achieve the strategic objective.

**Launch the NEMS**

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An official launching of the NEMS should take place as soon as feasible following its formal adoption by Executive Committee. The official launching should achieve the following:

- (i) Demonstrated support for the NEMS from the highest levels of Government.
- (ii) Placement of the NEMS within government policy as a critical element of Anguilla's development framework.
- (iii) Commitment to openness in the implementation of the NEMS.
- (iv) High public profile for the NEMS.

Specific activities should include preparation of a Press Release and the holding of a Press Briefing at which the Minister responsible for environment presents the NEMS and commits to a NEMS implementation process consistent with the above points. Additional activities can be planned for the Press Briefing, as considered appropriate.

#### Establish A Multi-Stakeholder Consultative Group

In order to ensure on-going communications regarding the NEMS with those most affected by it, the major stakeholders should be invited to participate in a "Multi-Stakeholder Consultative Group" to be chaired by the Director of the Environment. Those invited to participate in the Group should include representatives from, among others considered relevant:

- (i) Government, responsible for environment and planning.
- (ii) The hotel and tourism sector.
- (iii) The Anguilla National Trust.
- (iv) The fishing sector.
- (v) The construction sector.
- (vi) The National Youth Movement.
- (vii) The business sector C.O.B.

The Group should be invited to meet on a regular basis (Quarterly is recommended, initially) around an agenda developed by the chairperson and including inputs from other members of the group. The purpose of the Group is to provide for the sharing of information and for issues to be discussed before they become contentious.

Anguilla has a thriving hotel industry, and a considerable percentage of the population is employed in the tourism sector. The crucial bond between the environment and tourism should therefore be a launching pad for discussions with hotel staff on the importance of the NEMS to national development. Discussions might most appropriately be undertaken under the auspices of the hotel association and other relevant industry groupings as well as with individual hotels.

#### Establish A NEMS "Comments And Response" Mechanism

An individual should be identified and publicised, together with their contact coordinates, who will be responsible for receiving public comment over time regarding the NEMS and who will be responsible for responding to comments on behalf of government. All comments received should be noted and filed for future reference. This mechanism does not imply that the NEMS must be adjusted in response to all comments made; rather, the objective is to provide a forum for people and organisations to lodge their

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perspectives, and from which to receive a response. When it is time to review the NEMS the comments received can form a component of the inputs into the review process.

It is likely that the implementation of the communications strategy identified in this document will result in individuals and organisations requesting information on how they can initiate their own activities in support of the NEMS and improved environmental management generally. While such requests should be regarded as a positive, they may also create a demand that cannot be met from the resources available to the individual or the organisation. In order to address this, the Communications officer should facilitate linkages between the individual or organisation making the request for information/assistance and entities that may be in a position to assist. Such entities might include, among others: (i) business sectors whose interests may provide a match with the interests of the individual/organisation; (ii) the Governor's Office, through which grant monies or other resources may be available; and (iii) the OECS-NRMU, through which technical assistance and grant monies (accessible through the Small Projects Facility, for example) may be available.

#### Presentations To Stakeholder Groups

Presentations can be made through public discussions coordinated by the National Youth Council, a church group or other entity. Opinion leaders from all walks of life can play an active role in this regard. This type of forum will entertain concerns on the NEMS. An organised group or agency comprising diligent persons should manage the presentations.

All political parties should hold meetings where members speak on the NEMS. This will encourage support from the general public, particularly those who can only be reached by politicians. These meetings will also attract media attention.

Opportunities should be sought to make presentations to stakeholder groups regarding the aims and objectives of the NEMS and the benefits that the NEMS will bring. Key elements to be communicated include:

- (i) Good environmental management is good economic management. Examples should be given of problems in the past that would have been avoided if the NEMS had been in place and implemented; for example, hotels would not be built on dunes, with the result that a Lenny-type event would not be as damaging as was in fact the case.
- (ii) Good environmental management means a better quality of life. Resources will be managed sustainably for the benefit of present and future Anguillians.
- (iii) The government will work with stakeholders to achieve the objectives of the NEMS.
- (iv) The government is committed to NEMS implementation.

#### Link Development Projects To The NEMS

As a matter of policy, the NEMS should be part of the information package provided to all public and private sector development agents and entities; as part of the development approval process, public and private developers should be required to articulate the specific ways in which their project is supportive of the NEMS, together with any elements of the project that may be contrary to the NEMS and an explanation of why those components are not compatible and why it is not feasible to adjust project design to ensure compatibility with the NEMS. This will involve communications to all government Ministries and

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other agencies, as well as private sector and other NGO organisations. In announcing new development projects or plans, the consistency of the project with the NEMS should always be identified in order to ensure that developments are congruent with environmental sustainability. A possible guiding theme in this regard could be: "Our environment is our priority".

This is a critical element of the NEMS communications strategy since it will ensure that the NEMS is understood to be a document to guide appropriate development, not to stand in the way of development. Examples of developments that address environmental issues and which may be considered "environment friendly" should be publicised for the support they lend to the NEMS.

Conversely, the credibility of the NEMS will be quickly compromised if initiatives are taken that are perceived as contrary to the NEMS.

#### Regular Press Releases Regarding The NEMS

Critically, the fact that this is a communications strategy means that it is crucial for the media to play a central role in disseminating NEMS-related information. The media can assist in developing information packages for the general public and their participation should be actively encouraged. Positive media participation will facilitate all aspects of the implementation of this communications strategy.

Ensure that Press Releases are issued regularly (e.g. quarterly) identifying activities, actions and issues relevant to the NEMS. The objective of these Press Releases is to identify ways in which the NEMS is being implemented together with upcoming initiatives.

#### Keep Executive Council Informed

It is critical that Executive Council is kept informed regarding the implementation of the NEMS. If the NEMS is to achieve its objective of guiding environmentally appropriate development in Anguilla, decision makers at the highest level must be kept informed regarding all aspects of its implementation. A brief regular quarterly report is recommended, with additional reports sent to Executive Council as necessary.

#### *Other Actions*

The actions identified above should be considered as "core" actions to ensure that Anguillians become familiar with the NEMS and its intent to provide for development that is sustainable for the benefit of present as well as future generations. A wide range of additional actions can - and should - be implemented to communicate the NEMS according to the circumstances and opportunities that arise. The scope of these additional activities is limited only by the imagination, and time/resource availability of those charged with implementing the communications strategy. The following are among other activities that might be considered:

1. Statements in support of the NEMS by national figures in the sporting, cultural, business, political or other fields.
  2. Jingles in support of the NEMS. OECS-NRMU is producing a jingle for use by Member States that will be made available to the Government of Anguilla for use on local radio stations.
  3. Live broadcast of a parliamentary debate on the NEMS.
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4. A NEMS Teachers Day can be developed during which teachers could discuss the NEMS with their classes, and on which class field trips could be taken to appropriate locations in the country.
5. Youth debates can be undertaken on the best ways to implement the NEMS, progress on implementation, future environmental management priorities and related topics.
6. Service clubs can be encouraged to promote the NEMS among their members and to undertake specific activities in support of enhanced environmental management; youth groups and community based organisations in particular are likely to be enthusiastic about initiatives that improve their local environment.

#### **4. Institutional Roles And Responsibilities**

An individual should be identified within the Department of the Environment with responsibility for implementing the NEMS Communications Strategy. The individual should undertake the following:

##### Prepare a Workplan

A workplan should be prepared that identifies over an initial period of at least a year: (i) the timing associated with implementing the various activities; (ii) the target audiences of the communications initiatives to be undertaken; (iii) the specific activities that will be undertaken to implement the identified activities; (iv) the results that are intended to be achieved from the various activities; (v) the way in which the activities will be monitored in order to determine whether results have been achieved; and (vi) the resources (budget and other) associated with implementing the strategy. The strategy has been designed to require only modest financial resources to implement. A full time staff position is not considered necessary.

##### Implement The Workplan

The workplan should be implemented according to the schedules and activities identified in the workplan. Flexibility in implementation should be maintained to ensure that actions continue to be relevant to the needs of NEMS implementation.

In implementation of the workplan, alliances should be created with all stakeholders such that relationships between stakeholders are created in support of the implementation of the NEMS itself, as well as with respect to the communications strategy.

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**ANNEX C**

**INDICATIVE ACTION PLAN FOR IMPLEMENTING THE NATIONAL  
ENVIRONMENTAL MANAGEMENT STRATEGY**

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**ANNEX C**  
**INDICATIVE ACTION PLAN FOR IMPLEMENTING THE NATIONAL**  
**ENVIRONMENTAL MANAGEMENT STRATEGY**

Table C-1 identifies the indicative Action Plan for implementing the NEMS. In the Table, each activity identified in the NEMS is identified by the number used in the "Goals And Objectives" section of the NEMS as well as by its text description. The priority of each activity is defined in terms of the year in which the activity should be implemented; for the purpose of this document it is assumed that the NEMS will begin implementation in 2002 and this is the calendar year that corresponds to Year 1 in Table C-1.

The entities identified under "responsibility" identify the entities with lead responsibility to implement the activities identified. However, in many cases the identified entity will work with other stakeholders to implement the activity and the identification of a single entity with "responsibility" for implementation does not imply that other entities do not also have roles to play.

The "resources required" identifies the projected cost of implementing each of the activities identified. The costs identified in the indicative NEMS action plan do not include government costs (i.e. salaries and associated costs) except in the case of the establishment of the institutional entity through which the NEMS is proposed to be implemented. Land acquisition costs are also not included in these estimates.

Particular considerations associated with the implementation of the NEMS are identified in the "remarks" column, as appropriate.

All activities associated with implementation of the NEMS should be managed from the perspective of achieving the objectives identified in the NEMS (see "Goals and Objectives"). Activities should be monitored so as to ensure that objectives are met; achievement of the indicators identified in the "Goals and Objectives" section of the NEMS may be taken to indicate the achievement of the overall objective.

The NEMS identifies a wide range of activities to be undertaken. Effective management of the process of implementing the NEMS will require prioritising which activities should be implemented over what period of time. This also implies consideration of the budgets required to implement activities identified in the NEMS and the capacity of Anguilla to both implement activities and to absorb the outputs of activities. In consideration of these factors, the implementation of the NEMS should be defined on the basis of annual cycles. This approach will provide for the selection of activities identified in Table C-1 to be undertaken on an annual basis having regard for priorities as they evolve and for the capacities necessary to implement and absorb activities. Beginning in the third quarter of each year, therefore, stakeholders should be consulted in order to develop an action plan for the upcoming year.

Over time, it is likely that priorities will be identified that do not appear in Table C-1, and some of those identified in Table C-1 will no longer be considered necessary; likewise, the timing and resource requirements identified in Table C-1 may require adjustment. This is to be expected in initiatives that require implementation over extended periods of time and should be accommodated in order to ensure that the NEMS remains responsive to Anguilla's environmental priorities. Table C-1 should therefore be seen as a starting point for the implementation of the NEMS and adjustments should be made over time as necessary and appropriate, while retaining the central objective of the NEMS: to integrate environmental management into the development of Anguillian society and its economy.

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The First Year Action Plan for implementing the NEMS is provided in Annex D.

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TABLE C-1: INDICATIVE ACTION PLAN FOR IMPLEMENTING THE NEMS

ANGUILLA: NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY – INDICATIVE ACTION PLAN					
No.	Activity	Time Frame	Responsibility	Resources Required (\$EC)	Remarks
1.1	Develop and conduct public education programmes to affect attitudinal change towards environmental management <ul style="list-style-type: none"> <li>• Conducting KABP Survey to determine the best strategies for public education to affect attitudinal change towards environmental management</li> <li>• Review KABP results to determine best strategies for attitudinal change</li> </ul>	To be determined	DOE with ANT	\$20,000	Need for activity to be determined based on Year 1 activities
		To be determined	DOE with ANT	Included in above budget	Need for activity to be determined based on Year 1 activities
1.2	Infuse environmental responsibility into educational programmes in the formal educational system <ul style="list-style-type: none"> <li>• Sensitize and seek consensus/involvement of education authorities for introducing programme</li> <li>• Implement teacher training in environmental issues</li> <li>• Establish on-going educational programmes in schools on environmental management issues including the importance of land use, biodiversity conservation and recycling</li> </ul>	Year 2	DOE with MOE and ANT	\$25,000	Development of enhanced environmental awareness will help sustain the NEMS and will benefit from other activities to be implemented under the NEMS
		Year 2	MOE and ANT and DOE	Included in above budget	
		Year 2	MOE and ANT and DOE	Included in above budget	
1.3	Develop an enabling environment for effective environmental management among planners and decision-makers <ul style="list-style-type: none"> <li>• Sensitize personnel in Ministry of Planning and Economic Development Unit to enable application of environmental economics</li> <li>• Conduct innovative multi-media programmes to stimulate public debate and discussion on environment and development</li> </ul>	Year 3	DOE	\$25,000	Initial sensitisation completed
		Year 1	DOE	\$15,000	Key messages to be delivered include linkages between environment and development
1.4	Enlist the co-operation and collaboration of the media and NGOs in the public education programme for awareness-raising on the importance of environmental management <ul style="list-style-type: none"> <li>• Sensitize, and seek collaboration of, media sector and NGOs to secure their services and encourage their initiatives for public education on environmental management</li> <li>• Re-vitalize annual cultural education festival to expose and promote sustainable cultural and traditional practices</li> </ul>	Year 1	DOE	Costs included in other PA budgets	Key messages should include identification of practices to be encouraged/discouraged from an environmental perspective Activity should demonstrate that protecting the environment has been undertaken by past generations
		Year 2 and following	ANT	\$30,000/year	

**ANGULLA: NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY – INDICATIVE ACTION PLAN**

No.	Activity	Time Frame	Responsibility	Resources Required (\$EC)	Remarks
2.1	Formulate integrated development plans (IDP) and programmes to ensure that environmental management is treated as an integral component of the planning processes in pursuit of sustainable development	Year 2 and following	DOE with DPP	\$35,000 in Year 2	Year 2 initiative to sensitise and educate stakeholders concerning IDP
2.2	Take steps to ensure the sustainable use of natural resources that recognizes the intricate linkages between ecological systems, and between these systems and human activity <ul style="list-style-type: none"> <li>• Institutionalize targeted education, awareness and sensitization programmes to foster knowledge and understanding of the value of integrated process</li> <li>• Ensure that any action likely to impact significantly on the environment will only be taken on the basis of a prior assessment of the effects of such action on the environment</li> </ul>	Year 1  Year 1	DOE  DPP	Costs included in other PA budget  Costs to be incorporated by proponent in project development budgets	Key messages should include tangible evidence of the ways in which environmental factors impact development, and vice versa Environmental impact assessment (EIA) should be used; proposals drafted, to be approved/acted on
2.3	Undertake capacity development in environmental management	Year 1	DOE	\$20,000	Budget provides for capacity development initiatives in the first year, in addition to opportunities available through OECS-NRMU
2.4	Identify opportunities for economic benefits to be derived from sustainable environment for various targeted groups	Year 3	DOE with DPP	No cost	Economic opportunities to be identified as part of development initiatives
2.5	Build on/strengthen cost benefit analyses and quantification of trade-offs in environmental assessments	Year 1	DOE/DPP	Included in Activity 1.3	Activity to be included in Activity 1.3
3.1	Ensure that the public are provided with the information required for meaningful public participation <ul style="list-style-type: none"> <li>• Produce user-friendly and timely information on selected topics</li> <li>• Develop and implement plans for increasing access to information</li> <li>• Identify and establish a clearing house and co-ordinating mechanism to facilitate information sharing and increase access to civil society</li> <li>•</li> </ul>	Year 1 and following  Year 2  Year 1	DOE  DOE  DOE	\$20,000 in first year  Included in No. 1.1  No cost	Video and printed materials to be produced Needs to be assessed based on Year 1 results; link to No. 1.1 DOE Communications Officer to establish mechanisms; OECS-NRMU to assist

**ANGUILLA: NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY – INDICATIVE ACTION PLAN**

No.	Activity	Time Frame	Responsibility	Resources Required (\$EC)	Remarks
3.2	Institutionalize instruments for public participation <ul style="list-style-type: none"> <li>• Identify and utilize best practices re public consultation methods and approaches to build consensus around issues critical to environmental management</li> <li>• Infuse in the formal education curriculum the value of public participation in national decision-making</li> <li>• Develop collaborative mechanisms to have the ‘culture of secrecy and compartmentalization’ superceded by a ‘culture of informed exchange and transparency’</li> <li>• Strengthen and enhance the capacity of NGOs and CBOs for environmental management</li> </ul>	Year 2 and following  Year 2 and following  Year 1 and following  Year 1 and following	DOE  DOE with MOE  DOE  DOE	\$15,000 in Year 2  Included in activity 1.2  No cost  Included in Activity 2.3	Best practices to be identified with TA assistance and incorporated into planning approvals processes Activity included in Activity No. 1.1  Desired result to be achieved through mechanisms for information sharing and collaboration included in other activities Activity to be addressed as a component of Activity 2.3
4.1	Draft and seek passage of laws that are inclusive of adequate enforcement measures <ul style="list-style-type: none"> <li>• Review existing laws and amendments</li> <li>• Determine legislative/institutional needs</li> <li>• Draft and seek passage of revised laws</li> </ul>	Year 2 Year 2 Year 2	DOE DOE DOE	\$100,000  \$50,000	Initial work being undertaken by the AG's office; expert independent advice also required to create effective legal and, subsequently, institutional structure for the NEMS
4.2	Enforce environmental laws and regulations <ul style="list-style-type: none"> <li>• Establish programmes to educate public about environmental laws and crimes</li> <li>• Increase penalties of existing laws</li> <li>• Sensitize government officials, judiciary and police on importance of enforcing environmental laws</li> <li>• Institute a ‘whistle blower’ programme to reward reporters for environmental crimes</li> <li>• Monitor law enforcement</li> </ul>	Year 2  Year 2 Year 2  Year 2  Year 2	DOE  DOE with AG DOE with AG  DOE with AG  DOE with AG	Included in Activity 3.1  Included in Activity 4.1 Included in Activity 3.1  Included in Activity 4.1  No cost	Activity delivery through Activity 3.1  Activity delivery through Activity 4.1 On going activity; to be enhanced through linkage with Activity 3.1 Activity delivery through Activity 4.1  On-going activity to be enhanced as identified through Activity 4.1

**ANGUILLA: NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY – INDICATIVE ACTION PLAN**

No.	Activity	Time Frame	Responsibility	Resources Required (\$EC)	Remarks
5.1	Develop a policy for, and system of, protected areas <ul style="list-style-type: none"> <li>• Host public forum on protected areas/conservation</li> <li>• Formulate/adopt a policy statement on protected areas</li> <li>• Establish a protected area entity</li> <li>• Select appropriate aquatic/terrestrial sites for inclusion</li>   <li>• Establish community co-management of protected areas to pass benefits on to the public where appropriate</li> <li>• Develop and institute a management plan for all sites</li>   <li>• Develop a land bank to secure reserves of land for protected areas</li>   <li>• Define/implement funding mechanisms for land acquisitions; e.g. “developer pays”, in-trust donations</li> <li>• Initiate acquisition of lands</li> </ul>	Year 1 Year 1 Year 1 Year 1 and following  Year 1 and following  Year 1 and following  Year 2 and following  Year 2  Year 3 and following	ANT DOE with ANT DOE National parks entity with DPP <sup>2</sup>  National parks entity with DPP <sup>2</sup>  National parks entity with DPP <sup>2</sup>  National parks entity with DPP <sup>2</sup>  National parks entity with DPP <sup>2</sup>	\$5,000 No cost No cost \$100,000  \$275,000  To be defined on site-specific basis Ability to establish land bank to be included in national parks legislation \$35,000  To be defined on site-specific basis	Forum to be linked to activities below Policy statement being considered Entity being considered by GOA 5 marine and 5 terrestrial sites already identified Community co-management mechanisms built into Big Spring and East End Pond proposals    TA required to develop implementation plan for national parks entity Ownership of core lands critical to effective protected areas management
5.2	Develop and implement a strategy for sustainable management of Anguilla’s coastal and marine resources <ul style="list-style-type: none"> <li>• Finalize and implement the Fisheries and Marine Resources Development Plan</li> <li>• Clarify the concept of Marine Parks and implement a comprehensive marine parks programme</li> <li>• Implement a coastal zone management (CZM) plan</li> </ul>	Year 2 and following Year 2 Year 2	DFMR  National parks entity with DFMR DPP with DFMR	No cost  No cost  Costs/need for TA to be determined in Year 1	Plan prepared; to be implemented not later than Year 2 Single, strong entity required to manage protected areas Plan should incorporate island systems management approaches
5.3	Ensure the implementation of sound environmental health policies and practices	Year 1 and following	EHU	No cost	Activities underway; budgets established within existing allocations

**ANGUILLA: NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY – INDICATIVE ACTION PLAN**

No.	Activity	Time Frame	Responsibility	Resources Required (\$EC)	Remarks
6.1	<p><b>Establish collaborative and participatory integrated frameworks to prepare for, manage and mitigate the impacts of natural and man-made disasters</b></p> <ul style="list-style-type: none"> <li>Review and strengthen national disaster management plans focusing on inter-sectoral dialogue and collaborative planning</li> <li>Apply hazard vulnerability and mitigation to integrated national development and planning</li> <li>Institute disaster mitigation into work plans of public sector, private sector and NGOs</li> </ul>	<p>Year 1</p> <p>Year 1</p> <p>Year 2</p>	<p>ODP with DPP</p> <p>ODP with DPP</p> <p>ODP with DPP</p>	<p>\$15,000</p> <p>Included in above budget</p> <p>No cost</p>	<p>Mechanisms required to establish inter-sectoral dialogue and collaboration</p> <p>Hazard mitigation plans under development</p> <p>Disaster prevention/mitigation to be "mainstreamed" throughout the economy</p>
6.2	Develop and strengthen public awareness, education and sensitization programmes on hazard vulnerability and impact management	Year 1 and following	ODP with ANT	No cost	Activities underway
6.3	Establish guidelines on environmental, hurricane and earthquake resistance standards and issues for use by the community at large with particular focus on low and modest income households.	Year 2 and following	ODP	\$10,000	Guidelines to consider CUBIC and standards developed elsewhere in the region
7.1	<p>Establish and/or strengthen an entity for coordinating environmental management</p> <ul style="list-style-type: none"> <li>Plan and budget for institutional arrangements for integrated environmental management including the recruitment of staff</li> <li>Complete the Action Plan</li> <li>Determine the complement/expertise of staff required to implement the NEMS on a phased basis</li> <li>Promote and facilitate development of overall or macro view of sustainable development</li> <li>Strengthen and/or develop and institutionalize mechanisms that enable inter-sectoral linkages, on the basis of research including best practices</li> <li>Ensure that a proper legislative basis is provided for these linkages as well as well-defined terms of reference and resources</li> <li>Clarify roles and responsibilities of various institutions involved in environmental management</li> <li>Promote and facilitate the sharing of technical and</li> </ul>	<p>Completed</p> <p>Completed for Year 1</p> <p>Completed for Year 1</p> <p>Year 1 and on-going</p> <p>Year 1 and on-going</p> <p>Year 2</p> <p>Year 2</p> <p>Year 1 and following</p>	<p>DOE</p> <p>DOE</p> <p>DOE</p> <p>DOE</p> <p>DOE</p> <p>DOE</p> <p>DOE</p>	<p>\$140,000 per year for all components of Activity 7.1</p>	<p>The Department of the Environment within the Ministry of Home Affairs, Natural Resources and Tourism should be maintained. Implementation of the NEMS will require a Director of the Environment to lead and coordinate activities and a Communications officer to develop and maintain support and understanding of the NEMS among public, private, NGO, CBO, regional and international stakeholders</p>

**ANGUILLA: NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY – INDICATIVE ACTION PLAN**

No.	Activity	Time Frame	Responsibility	Resources Required (\$EC)	Remarks
	other resources among departments, NGOs and private sector. <ul style="list-style-type: none"> <li>• Facilitate the development and implementation of departmental action plans to implement the NEMS</li> <li>• Review the activities of each year to determine further activities for the following year</li> </ul>	Year 2  Year 1 and following	DOE  DOE		
7.2	Develop and implement a communications strategy to achieve national consensus on the NEMS by creating awareness of its objectives and generating support for its acceptance and approval.	Year 1 and following	DOE	Year 1 budget included in Activity 7.1 and in Activities 1.3, 1.4, 2.2, 3.1 and 6.2	Communications Strategy prepared as part of NEMS documentation
7.3	Develop and implement a communications strategy to ensure that stakeholders are informed about the implementation of the NEMS and about their roles and responsibilities in that implementation <ul style="list-style-type: none"> <li>• Repackage information collected by monitoring for dissemination to decision-makers, planners and general public</li> </ul>	Year 2 and following	DOE	Budget to be included in budget for Year 2 Activity 7.2	Activity to be undertaken by Communications Officer identified above
7.4	<b>Design and initiate establishment of a National Environmental Information System</b> <ul style="list-style-type: none"> <li>• Develop and implement environmental and socio-economic monitoring programmes</li> <li>• Develop the key indicators for monitoring purposes with the implementing agencies and ensure that the monitoring capabilities are provided</li> </ul>	Year 3 and following  Year 3 and following	DOE  DOE	\$75,000 - Year 3 \$25,000/yr - recurrent Included above	TA required to assist in establishing monitoring programme in Year 3. Monitoring to be based on readily available data; recurrent annual budget will supplement readily available monitoring needs
7.5	Develop and implement monitoring plan/programme <ul style="list-style-type: none"> <li>• Undertake review of public sector initiatives impacting on NEMS objectives</li> <li>• Assess possible implications and impacts of existing and planned policies on all sectors before implementation</li> <li>• Collate annual implementation reports of all departments involved in environmental management into an annual report</li> </ul>	Year 2  Year 2  Year 3	DOE  DOE with DPP  DOE	Budget included in Activity 4.1  No cost  No cost	Review to be undertaken as part of determining desired legal framework Environmental review of policies to be key element of "mainstreaming" environmental management Together with monitoring data (Activity 7.4), report will present up to date environmental status

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**ANGUILLA: NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY – INDICATIVE ACTION PLAN**

No.	Activity	Time Frame	Responsibility	Resources Required (\$EC)	Remarks
7.6	Establish a programme of environmental research <ul style="list-style-type: none"> <li>• Facilitate the formulation of environmental research projects</li> <li>• Agree on the main objectives of those projects and the time frame for their implementation.</li> </ul>	Year 4 and following  Year 4 and following	DOE  DOE	To be determined based on proposals  To be determined based on proposals	Research initiatives should be closely tied to sustainable development needs of Anguilla

**Notes:** 1. The costs identified in the indicative NEMS action plan do not include government costs i.e. salaries and associated costs or costs involved in land acquisitions. 2. As of 31 October 2001, a national parks entity is proposed to be established under authority of draft national parks legislation being considered by GOA. 3. Budgets represent resources required to implement the NEMS in the first year. Salary and related costs are shown for the DOE staff required; no other salary costs are identified. “No cost” means that the activity should be undertaken from within the normal budgetary allocations of government agencies

**Acronyms:** ANT – Anguilla National Trust; CBO – Community based organization; DFMR – Department of Fisheries and Marine Resources; DOE – Department of the Environment; DPP – Department of Physical Planning; EHU - Environmental health Unit; MOE – Ministry of Education; OPD – Office of Disaster Preparedness; NGO – Non-governmental organization

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**ANNEX D**

**FIRST YEAR ACTION PLAN FOR IMPLEMENTING  
THE NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY**

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**ANNEX D**  
**YEAR 1 (2002) IMPLEMENTATION OF THE**  
**NATIONAL ENVIRONMENTAL MANAGEMENT STRATEGY (NEMS)**

The National Environmental Management Strategy is a long term, strategic approach to achieving sustainable development in Anguilla – development that meets the needs of the community in ways that maintain and enhance the environment on which that development is based. As identified elsewhere in the NEMS documentation, this implies both the enhanced integration of environmental considerations into existing activities and the undertaking of new activities over time. Smooth implementation of these activities, however, needs to be sensitive to the capacities of the various stakeholders and to budgetary considerations, as well as the fact that a number of activities spoken to in the NEMS are already underway. Thus, implementation of the NEMS should be evolutionary, not revolutionary: if they are to last, the changes that are clearly required to ensure sound environmental management in Anguilla should be achieved over a period of time as a result of efforts broadly undertaken throughout Anguillian society.

Table D-1 identifies the first year implementation of the NEMS. Developed with broad participation of Anguillian stakeholders, implementation in the first year focuses on the following priorities:

1. Establishment of an institutional structure through which to implement the NEMS, as recommended in Section 4 of the NEMS documentation and in Annex A.
2. The enhanced integration of environmental considerations into development initiatives, particularly with respect to development planning and disaster preparedness/management.
3. Creation of a framework for, and establishment of, protected areas, which will become major elements of the Anguillian economy, a source of pride for the Anguillian people and which will contribute significantly to national and international efforts to ensure that cultural and natural heritage is maintained and enriched.
4. Communication of the NEMS to stakeholders throughout Anguilla to ensure that the objectives of the NEMS and actions to implement the NEMS are clearly understood in terms of the sustainable development of Anguilla.

Table D-1 is designed to provide ready cross-reference to the activities recommended to be undertaken to implement the NEMS, as presented in Annex C. NEMS Activity Numbers are noted in the left hand column of the table and a text description is identified next to each. Generally, the text descriptions match exactly the text descriptions in the NEMS activity matrix presented in Annex C; in some instances, however, activities as presented in Annex C have been grouped together for the purposes of implementation in Year 1 and the wording of activity descriptions in Table D-1 has been adjusted to reflect the activities to be undertaken.

The budgetary implications to the Government of Anguilla of the first year action plan are generally modest, and reflect in significant measure the need to establish and operationalise mechanisms to integrate environmental considerations into development initiatives. Although the costs to achieve such integration are modest, the results of effectively achieving such integration can be dramatic in terms of better conceived projects that are less susceptible to damage from environmental forces, and which themselves result in reduced impact on the environment on which others also depend.

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**Table D-1:  
Anguilla National Environmental Management Strategy  
Year 1 Implementation Action Plan (2002)**

NEMS ACTIVITY NUMBER	ACTIVITY	TIMING (2002)				RESPONSIBILITY	RESOURCES REQUIRED (\$EC)	REMARKS
		JAN - MAR	APR - JUN	JUL - SEPT	OCT - DEC			
7.1	Implement institutional structure to direct/coordinate implementation of the NEMS					<b>MHANRT</b>	\$140,000	A Director of the Environment and a Communications Officer are required to direct and coordinate the NEMS
2.3	Undertake capacity development in environmental management					<b>DOE, DPP, other ministries, NGO's</b>	\$20,000	Budget provides for 2 workshops with TA support,; no cost participation in OECS events to be accommodated as opportunity arises
5.3	Implement sound environmental health policies and practices					<b>EHU</b>	No cost	Activities underway; solid waste management a priority
2.2	Define environmental impact assessment requirements in legislation, including private and public sectors					<b>DPP, DOE, other ministries</b>	No Cost	EIA is an essential tool for sustainable development and requires a legal basis
5.1	Implement Big Spring and East End Pond protected area projects					<b>ANT, DOE, DPP, DLS, ATB, CBOs</b>	\$275,000	Proposals for approx. \$210,000 of support from OECS-NRMU being prepared; high levels of community support apparent
1.3, 1.4, 2.2, 3.1, 7.2	Implement communications activities in support of the NEMS					<b>DOE, other ministries, ATB, NGOs, CBOs, private sector</b>	\$35,000	NEMS Communications Strategy developed; first priority: high profile public launch of the NEMS

**Table D-1:  
Anguilla National Environmental Management Strategy  
Year 1 Implementation Action Plan (2002)**

NEMS ACTIVITY NUMBER	ACTIVITY	TIMING (2002)				RESPONSIBILITY	RESOURCES REQUIRED (\$EC)	REMARKS
		JAN - MAR	APR - JUN	JUL - SEPT	OCT - DEC			
5.1	Formulate and adopt protected areas policy statement					DOE, other ministries, ATB	No Cost	Work on protected areas already underway
5.1	Establish protected area entity					DOE, DPP, DFMR, DOA	No Cost	Proposals for separate entities for terrestrial/marine protected areas requires amending to provide for one such entity
6.2	Develop/strengthen public awareness, education and sensitization programmes on hazard vulnerability and impact management					ODP with ANT, MICUH, media, communities, Library	No cost	Activities underway
5.1	Develop list of aquatic and terrestrial sites for inclusion on a "protected areas" list					DOE, DFMR, DOA, DLS, ATB, ANT	\$100,000	5 terrestrial and 5 marine sites already identified; TA required to identify additional potential areas
6.1	Strengthen national disaster plans; focus on inter-sectoral dialogue and collaborative planning					ODP, other ministries, NGOs, CBOs, civil society	\$15,000	Anguilla Christian Council currently undertaking related activities
3.1	Identify/establish clearing house and coordinating mechanism to facilitate information sharing and increased environmental information access to civil society					DOE, DPP, DFMR, DLS, DOA, ANT, ATB	No cost	

**Table D-1:  
Anguilla National Environmental Management Strategy  
Year 1 Implementation Action Plan (2002)**

NEMS ACTIVITY NUMBER	ACTIVITY	TIMING (2002)				RESPONSIBILITY	RESOURCES REQUIRED (\$EC)	REMARKS
		JAN - MAR	APR - JUN	JUL - SEPT	OCT - DEC			
6.1	Apply hazard vulnerability/mitigation to integrated national development and planning; integrate into workplans of public sector, private sector and NGO's					<b>OPD</b> , other ministries, NGOs, CBOs, civil society, private sector	No cost	Hazard mitigation plans are under development
7.1	Define Year 2 NEMS Implementation Action Plan					<b>DOE</b> , other ministries, ANT, ATB, NGOs, CBOs, private sector	No cost	Year 2 Action Plan to be defined based on results in Year 1 and guidance in the NEMS documentation

**Notes**

1. Timing in bold indicates timing for an activity; timing in bold followed by lighter shading indicates that key action will be taken during the timing indicated in bold, followed by continuing activity as a consequence of the key action undertaken.
2. Responsibilities identified in bold indicate the entity with lead responsibility for undertaking an activity; this entity will coordinate with the other entities identified to implement the activity.
3. Budgets represent resources required to implement the NEMS in the first year. Salary and related costs are shown for the DOE staff required; no other salary costs are identified. "No cost" means that the activity should be undertaken from within the normal budgetary allocations of government agencies.

**Acronyms**

ANT – Anguilla national Trust; ATB – Anguilla Tourist Board; CBO – Community based organization; DFMR – Department of Fisheries and Marine Resources; DIT – Department of Information Technology; DLS – Department of Lands and Surveys; DOA – Department of Agriculture; DOE – Department of the Environment; DPP – Department of Physical Planning; MICUH – Ministry of Infrastructure, Communications, Utilities and Housing; MOE – Ministry of Education; OPD – Office of Disaster Preparedness; NGO – Non Governmental organization

**Table D-1:  
Anguilla National Environmental Management Strategy  
Year 1 Implementation Action Plan (2002)**

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