



# Saint Lucia's Private Sector Engagement Strategy

Under the National Adaptation Planning Process

August 2020



Prepared under the guidance of the Department of Sustainable Development with the support of the Government of the United States, through the U.S. In-Country NAP Support Program implemented via the International Institute for Sustainable Development (IISD) and Climate Analytics (CA). The opinions, findings and conclusions stated herein are those of the author[s] and do not necessarily reflect those of the United States Department of State.

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## About the NAP Global Network

The NAP Global Network was created in 2014 to support developing countries in advancing their NAP processes and help accelerate adaptation efforts around the world. To achieve this, the Network facilitates sustained South-South peer learning and exchange, supports national-level action on NAP development and implementation, and enhances bilateral support for adaptation and climate-sensitive sectors through donor coordination. The Network's members include participants from more than 135 countries involved in developing and implementing National Adaptation Plans, as well as 11 donor members. Financial support for the Network has been provided by Austria, Canada, Germany, and the United States. The Secretariat is hosted by the International Institute for Sustainable Development (IISD). For more information, visit [www.napglobalnetwork.org](http://www.napglobalnetwork.org).



## United States In-Country National Adaptation Plan (NAP) Support Program

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# Foreword

Saint Lucia's National Adaptation Plan (NAP) has been defined as a 10-year process (2018–2028), consisting of priority cross-sectoral and sectoral adaptation measures for eight key sectors/areas and a segment on the “limits to adaptation,” complemented incrementally with Sectoral Adaptation Strategies & Action Plans (SASAPs). Priority sectors for adaptation action include: tourism; water; agriculture; fisheries; infrastructure and spatial planning; natural resource management, renamed resilient ecosystems (terrestrial, coastal and marine); education; and health. Other key sectors will be identified through a cyclical, iterative NAP process.

Saint Lucia's NAP process is spearheaded by the Sustainable Development and Environment Division (SDED) of the Department of Sustainable Development (DSD), currently housed within the Ministry of Education, Innovation, Gender Relations and Sustainable Development. The NAP process has benefitted from the inputs of multiple stakeholders, comprising public, statutory, academic and private sector bodies. Indeed, this process has involved state and non-state actors, such as media personnel, who play an important role in supporting efforts to positively influence thinking, mould outcomes, change behaviour and instigate action across the populace and at all levels.

Saint Lucia's overarching NAP continues to be supplemented by several documents:

- Saint Lucia's National Adaptation Plan Stocktaking, Climate Risk and Vulnerability Assessment Report
- Saint Lucia's National Adaptation Plan Roadmap and Capacity Development Plan 2018-2028
- Saint Lucia's Climate Change Communications Strategy
- Saint Lucia's Sectoral Adaptation Strategy and Action Plan for the Water Sector (Water SASAP) 2018–2028
- Saint Lucia's Sectoral Adaptation Strategy and Action Plan for the Agriculture Sector (Agriculture SASAP) 2018–2028
- Saint Lucia's Sectoral Adaptation Strategy and Action Plan for the Fisheries Sector (Fisheries SASAP) 2018–2028
- Saint Lucia's Portfolio of Project Concept Notes for the Water Sector 2018–2028
- Saint Lucia's Portfolio of Project Concept Notes for the Agriculture Sector 2018–2028
- Saint Lucia's Portfolio of Project Concept Notes for the Fisheries Sector 2018–2028
- Monitoring and Evaluation Plan of Saint Lucia's National Adaptation Planning Process
- Guidelines for the Development of Sectoral Adaptation Strategies and Action Plans: Saint Lucia's experience under its national adaptation planning process

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In continued efforts under the national adaptation planning process, several additional supplements have been developed, including:

- Saint Lucia's Climate Finance Strategy under the national adaptation planning process
- Saint Lucia's Private Sector Engagement Strategy under the national adaptation planning process
- Saint Lucia's Climate Change Research Policy and Strategy under the national adaptation planning process
- Saint Lucia's Resilient Ecosystems Adaptation Strategy and Action Plan 2019–2028
- Saint Lucia's Portfolio of Project Concept Notes for Resilient Ecosystems 2019–2028
- Saint Lucia's 2018 Monitoring and Evaluation Annual Report under the national adaptation planning process

A NAP Assembly and Donor Symposium were also all made possible under this process, through the support of several entities. This process further supported a climate change website, an animated video, training for government entities and journalists in communicating about climate change and training for a wide range of stakeholders in accessing climate finance.

Specifically, the process has benefited from the financial support of the United Nations Development Programme's (UNDP's) Japan–Caribbean Climate Change Partnership (JCCCCP). Technical and financial support for Saint Lucia's NAP process has also been provided through the U.S. In-Country NAP Support Program (NAP-SP), implemented by the International Institute for Sustainable Development (IISD). Technical support for the chapter on the “limits to adaptation” in the NAP was provided under the IMPACT project, funded by the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), as part of the International Climate Initiative (IKI). The IMPACT project is jointly implemented by Climate Analytics, the Caribbean Community Climate Change Centre (CCCCC), Secretariat of the Pacific Regional Environment Programme (SPREP) and Charles and Associates (CAA) Inc.

Support for the development of this Private Sector Engagement Strategy has been provided through the U.S. In-Country NAP Support Program, implemented by the IISD. The Department would like to express its appreciation for this support and recognize the efforts of McHale Andrew and the consultants from Climate Analytics—Laetitia de Marez, Paolo Cozzi and Rachel Pham—who helped develop this strategy under the guidance of SDED.

Saint Lucia looks forward to forging partnerships and alliances that will assist in developing additional SASAPs and implementing the measures, programs, projects and activities outlined in its NAP, SASAPs and other supporting documents. Saint Lucia is prepared to welcome support in the areas of finance, technology transfer and capacity building from a variety of sources, including public, private, bilateral, multilateral and alternative sources, all in an effort to help the country build climate resilience and address the seemingly insurmountable phenomenon of climate change.

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# Executive Summary

Climate change will cause disproportionate impacts for particularly vulnerable countries such as Saint Lucia with smaller economies and limited capacity to endure warming temperatures, sea-level rise, and increased frequency of extreme weather events, such as more intense hurricanes, drought, increasingly variable precipitation, severe flooding, and coastal erosion. Findings published in the Intergovernmental Panel on Climate Change *Special Report: Global Warming of 1.5°C* (2018) make a clear case for increased ambition in climate mitigation to ensure global warming remains below 1.5°C above pre-industrial levels, as some human and natural systems will hit their limits to adaptation and experience associated losses.<sup>1</sup> Small island economies, like that of Saint Lucia, are even more vulnerable to climate shocks due to the nation's coastal nature, limited production capacity, and general paucity of resources. Adapting and building resilience to climate change is, therefore, critical to safeguarding Saint Lucia's past and future sustainable development gains.

The national effort required for transformational climate adaptation cannot be fulfilled solely by the public sector, which has limited financial resources and facilities to implement adaptation actions. Adopted in 2018, the National Adaptation Plan (NAP) stressed the need for broad societal participation to achieve its objectives, including from the private sector, whose involvement and investment are essential for the stages between adaptation planning and implementation.

## Objectives

The national commitment to strengthen general awareness and the demonstrated urgency for climate adaptation expressed in the NAP are thus the central pillars of this private sector engagement strategy. This commitment includes facilitating greater awareness of the business case for increasing efficiency and improving resilience within the entire private sector spectrum in Saint Lucia.

This strategy intends to stimulate a more informed and devoted private sector to contribute actively to meeting national adaptation priorities.

More specifically, this will be achieved through:

1. Educating and sharing information with the private sector on climate change and adaptation.
2. Ensuring business continuity and managing climate risks.
3. Encouraging private sector involvement in climate adaptation strategies, including through the NAP.
4. Informing investment decisions in resilience-building.

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<sup>1</sup> For a summary of the report, visit the Intergovernmental Panel on Climate Change: <https://www.ipcc.ch/sr15/resources/headline-statements/>

5. Facilitating insurance, finance, technological innovation, and development of new economic opportunities through climate-friendly products and services.
6. Identifying opportunities for adaptation partnerships with the public sector through public-private partnerships (PPPs).
7. Informing the development of public policy.
8. Promoting the key principles of corporate social responsibility.

Given their resources, knowledge, expertise, and influence, all key actors will need to be engaged in NAP planning and the implementation process. Each key actor has a particular role to play—for example, the public sector has a role in policy formulation and economic signalling. These roles will influence private investment and action in critical climate adaptation initiatives and business opportunities. The various roles of the different stakeholders are outlined in Table ES1.

**Table ES1.** Potential roles in the NAP process by sector

Sector	Role
Government/public sector	Education and information-sharing; economic/policy signalling; legislation and regulations; investment promotion and mobilisation.
Corporate sector	Investing in new, innovative products; financing NAP implementation initiatives; instituting best practices such as corporate social responsibility and PPPs; capacity building; climate-proofing supply chains; identifying climate risks.
Media	Information dissemination and sensitisation, and awareness-building; chronicling best practices in successful climate adaptation; advocacy for climate action.
Civil society	Spreading the message and sensitisation generally and among members/associates; providing checks and balances.
Community-based organisations	Information-sharing and providing community-based leadership and representation in engagement activities.

## Mapping the Private Sector

In addition to the Government and the corporate sectors, this engagement strategy seeks to enlist the full participation of, among others, civil society, business membership institutions, community-based organisations, and professional membership associations in the national effort to implement effective climate adaptation strategies. Saint Lucia's private sector has been mapped according to a number of variables: extent and size of each sub-grouping, economic significance, sectoral orientation and representation, vulnerability, and capacity to implement climate adaptation measures. Saint Lucia's private sector can thus be categorised into major sectors, including agriculture and fisheries; tourism; manufacturing and services; construction, engineering, and infrastructure; cross-cutting sectors, including water, waste management, and energy; the financial sector; and regional and international enterprises with branches or affiliates in Saint Lucia.

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Each sector or grouping has its own capacities, strengths, challenges, and vulnerabilities that could influence its engagement in the NAP process and must be considered within the context of the broader strategy for private sector engagement. While every sector will experience climate change impacts, some sectors that are interlinked and deeply embedded in Saint Lucia's economy, namely tourism, require significant adaptation planning to ensure that both sectoral resilience and capacity, as well as the resilience of the whole economy, persist. There is a role and host of opportunities for each of the sectors to contribute to national adaptation and resilience to climate change, whether that is through the development and strengthening of improved, climate-resilient infrastructure and buildings (construction); climate-proofing vital food supply chains (agriculture); providing new innovative products and services (manufacturing and services); or creating new financing and insurance options (finance).

## The Engagement Strategy

### Engagement by Sector

The proposed approach is tailored to Saint Lucia's specific socioeconomic realities. Identified major sectors must be engaged as distinct thematic sectors: agriculture and fisheries; banking and financial services; construction; manufacturing; tourism; and professional, personal, and other services (including retail, restaurants, wellness, health, and services). Community-based and non-governmental organisations will also have to be engaged in a cross-cutting manner. In some instances, there are diverse sub-segments within these groupings, such as the insurance sub-sector and credit unions within financial services that, through analysis, show unique issues and opportunities that require focused attention.<sup>2</sup> This includes potential PPPs that can provide institutional and informational support and that link Saint Lucia to wide regional or international initiatives.

Given the diversity of the private sector and based on feedback received during consultations, engagement modalities would best be approached by connecting with private sector actors and business associations through sectoral and thematic groups. Private sector involvement must be focused and reflective of the particular interests and capacities of each sector or thematic group. This is critical to effective engagement and to leverage a business association's multiplier effect.

Various business membership organisations are indeed active on the island, including the Saint Lucia Chamber of Commerce, Industry and Agriculture; the Saint Lucia Hotel and Tourism Association; the Manufacturers and Small Business Associations; the Employers Federation; and the Coalition of Civil Society Organisations of Saint Lucia. They will be crucial to information-sharing and capacity building among various layers of private sector actors. Such business membership organisations can also help streamline the engagement process, which could be very unwieldy if each grouping is engaged separately and not through their representative bodies.

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<sup>2</sup> Criteria for determining focused attention include, among other factors, the existing stakeholder landscape, the degree of readiness and/or receptivity, existing or emerging opportunities, and any past achievements that may provide a foundation for elaboration or synergy-building.

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Cross-cutting sectors (land, water, energy, and waste management) and business multipliers, such as legal, financial, management, engineering, and construction services, will also be targeted in the engagement strategy, given the need to engender more resilient infrastructure, utilities, physical structures, and spaces. Similarly, foreign enterprises active in Saint Lucia whose regional and international affiliates are already actively involved in successful climate adaptation initiatives are expected to be engaged in the facilitation of knowledge-sharing and emulation of good practices.

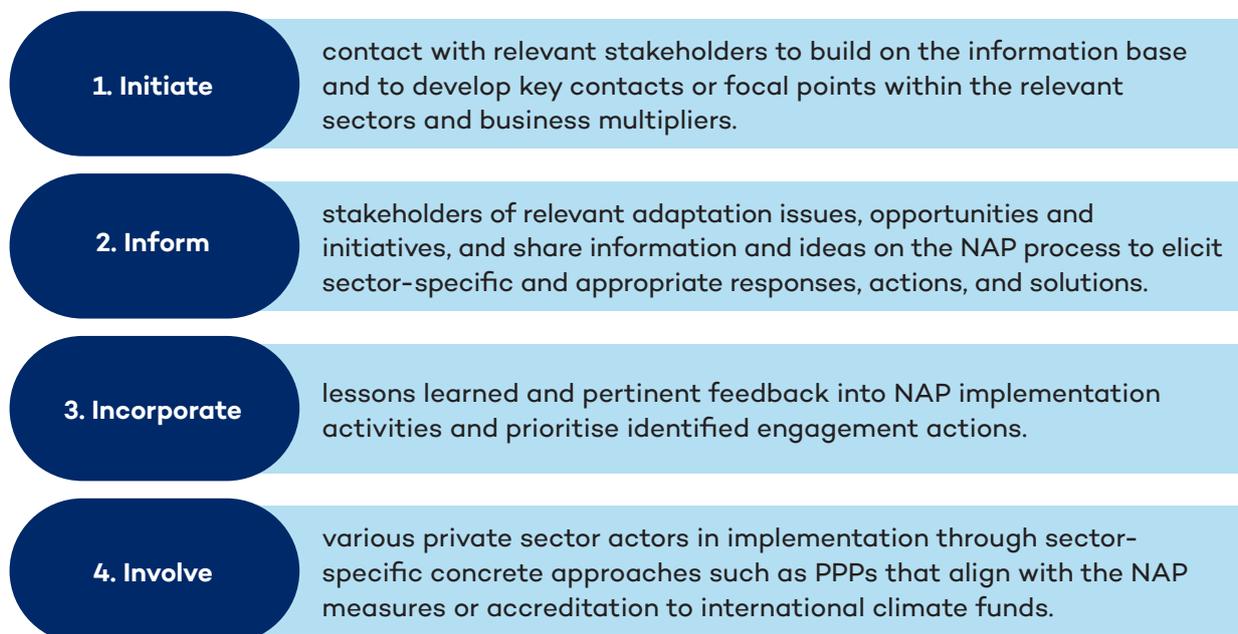
Through this sector- and theme-specific approach, the Department for Sustainable Development, in collaboration with line agencies with mandates and expertise in particular thematic areas, will be able to effectively engage the broader private sector while simultaneously addressing and harnessing categorical challenges and assets.

## Engagement Approach

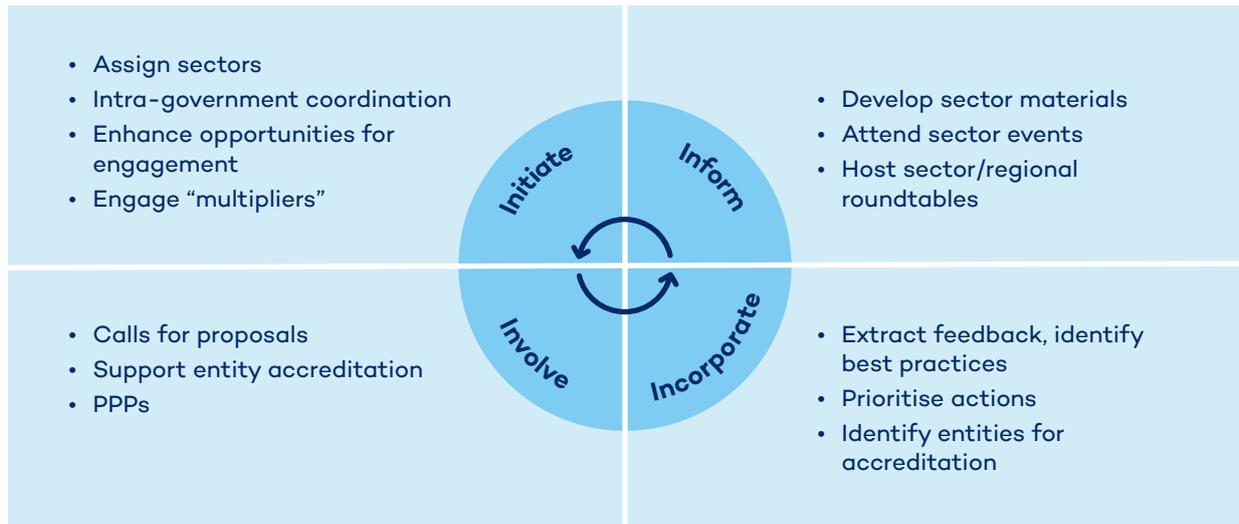
The main actionable steps of the private sector engagement strategy for NAP implementation in Saint Lucia will be to initiate, inform, incorporate, and involve stakeholders, as described in Figure ES1.

Within each step, the entity responsible for both the implementation of an adaptation action and the implementation timeline will be identified, so as to ensure a structured approach that can be properly evaluated for success. The proposed schematic is outlined in Figure ES2.

**Figure ES1.** Key activities of private sector engagement



**Figure ES2.** Roles and responsibilities within activities



### Expected Results

The main objective of this private sector engagement strategy is to provide guidance on a collaborative, holistic approach to national climate adaptation that emulates, where applicable, international and regional best practices on public–private collaboration around adaptation. This will be achieved by increasing access to emerging and existing financing mechanisms for private sector adaptation, as well as enabling the integration of climate adaptation into business practices, supply chains, and investment decisions.

An indicative action plan was developed containing possible activities in the short to long term. The implementation of this plan will be contingent on resources and the continued commitment of actors that contributed to the development of this strategy.

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# Abbreviations and Acronyms

<b>APESL</b>	Association of Professional Engineers of Saint Lucia
<b>BMO</b>	Business membership organisation
<b>CAFF</b>	Climate Adaptation Financing Facility
<b>CCRIF</b>	Caribbean Catastrophe Risk Insurance Facility
<b>CDB</b>	Caribbean Development Bank
<b>CIF</b>	Climate Investment Fund
<b>CSR</b>	Corporate social responsibility
<b>DSD</b>	Department of Sustainable Development
<b>NAP</b>	National Adaptation Plan
<b>GCF</b>	Green Climate Fund
<b>GDP</b>	Gross domestic product
<b>GRiF</b>	Global Risk Financing Facility
<b>IDB</b>	Inter-American Development Bank
<b>MDB</b>	Multilateral development bank
<b>MSME</b>	Micro, small and medium-sized enterprise
<b>NCCC</b>	National Climate Change Committee
<b>PPCR</b>	Pilot Programme for Climate Resilience
<b>PPP</b>	Public–private partnership
<b>PSF</b>	Private Sector Facility
<b>PSIP</b>	Public Sector Investment Programme
<b>RFP</b>	Request for Proposals
<b>SASAP</b>	Sectoral adaptation strategies and action plans
<b>SLDB</b>	Saint Lucia Development Bank
<b>SLHTA</b>	Saint Lucia Hospitality & Tourism Association

# 1.0 Introduction

This private sector engagement strategy has been prepared as part of the consultancy for Development of a NAP Financing Strategy and Private Sector Engagement Strategy for Saint Lucia, carried out by Climate Analytics, Inc. under contract with the International Institute for Sustainable Development as the Secretariat of the NAP Global Network, on behalf and under the guidance of the Department of Sustainable Development (DSD) of Saint Lucia.

The overall purpose of the private sector engagement strategy is to pool the country's limited resources, including knowledge, physical and financial assets, staff, expertise, influence, and technology, as well as to enlist the voluntary, dedicated, and sustained participation of the private sector as both catalysts for and beneficiaries of climate adaptation strategies. This will be done through various participatory modalities, including as financiers, investors, pioneering exemplars, strategic partners, and advocates.

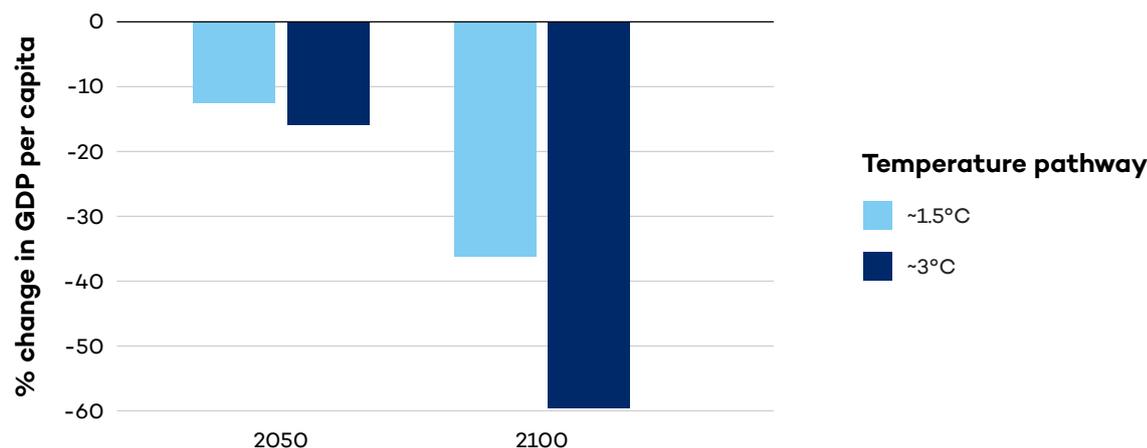
This document aims to identify the objectives of private sector engagement in NAP financing and implementation, map the relevant components of the Saint Lucian private sector for consideration of engagement modalities, and address how the public sector can encourage private sector engagement and investment in climate change adaptation.

Climate change will cause disproportionate impacts for particularly vulnerable countries like small island states with smaller economies and limited capacity to endure increased warming temperatures, sea-level rise, and increased frequency of extreme weather events, such as more intense hurricanes, drought, increasingly variable precipitation, severe flooding, and coastal erosion. It is expected that climate change will adversely impact traditional economic processes. Based on the methodology of Burke et al. (2018), Climate Analytics estimated the projected GDP per capita associated with a current warming trajectory of 3°C, compared to a Paris Agreement-compatible 1.5°C pathway (Climate Analytics, n.d.). As seen in Figure 1, for Saint Lucia, the change of GDP per capita could be as high as -12% under a 1.5°C scenario, -18% under a 3°C scenario by mid-century, and -38% and -60% by the end of the century, respectively.

As a result, climate change adaptation represents a key development planning priority for Saint Lucia. Public spending alone is insufficient to fund the required investment and national effort required for meaningful climate adaptation (UNEP Finance Initiative & German Federal Ministry for Economic Cooperation and Development [BMZ], 2016). While there is much evidence available that illustrates the significant private capital flows and private sector involvement in climate change adaptation in the developed world (Organisation for Economic Development and Co-operation, 2019), the private sector in smaller economies like that of Saint Lucia has, thus far, not contributed as much as it could toward innovating, implementing, or supporting national adaptation strategies (Bonato et al., 2018). This private sector engagement strategy aims to reflect that reality and to develop an approach to further engage with this seminal national climate adaptation effort. Pointedly, Saint Lucia's NAP, adopted by the Cabinet in June 2018,

seeks to usher in an improved and expanded climate change education programme as the basis for effective adaptation. This is one of the main themes on which the private sector engagement strategy will be built and, in accordance with the NAP's objectives, will seek to, among other things, increase public awareness on climate change and adaptation options and to expand local knowledge and specialised professional capacities for climate change adaptation planning and implementation.

**Figure 1.** Impact of climate change on GDP, Saint Lucia



Source: Climate Analytics, n.d.

**Private sector engagement in climate change adaptation has only recently been recognised as a global imperative, as the scale of the climate challenge has become clearer, alongside the reality of scarce public resources.** This reality is central to Saint Lucia’s NAP process. The key role of private sector engagement is noted in Saint Lucia’s climate change communications strategy, developed as part of the NAP process, which has a key goal to “convince the public of the need for investment in climate change adaptation from both public and private sources, and the benefits of investing sooner rather than later” (Government of Saint Lucia, 2018a). The document also notes that, “at the planning stage of the NAP process, the Government of Saint Lucia must foster consensus on the nature of climate change threats, set priorities in terms of how it will act, and mobilise the domestic and international resources—both public and private—required to implement the plan.... Implementation requires strong coordination among Government actors, as well as open channels of communication with non-government stakeholders in civil society and the private sector.”

**To date, there is limited literature on best practices for private sector engagement strategies in climate change adaptation action, especially in developing countries. As a result, while this strategy will glean what is possible from best practices in this area, much of what is being discussed is new territory and offers Saint Lucia an opportunity to demonstrate leadership.** The most comprehensive document to date on private sector engagement in the NAP process is the NAP Global Network’s *Engaging the Private Sector in National Adaptation Planning Processes* (Crawford & Church, 2019), which considers the role of the private sector in supporting climate change adaptation, the barriers and enabling factors to that engagement, and the roles that the private sector can play through the various phases of the NAP process. *Saint Lucia’s National*

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*Adaptation Plan: 2018-2028* (Government of Saint Lucia, 2018b) provides several adaptation measures that could help define the objectives of this planned engagement, particularly in the Cross Sectoral Adaptation Priorities, Outcome 3, Strategic Objective 2: “Strengthen institutional capacities to engage civil society and the private sector in adaptation efforts.” Another useful reference point for the role of the private sector is *Guidelines for Stakeholder Engagement in Support of Saint Lucia’s Collaboration with the Green Climate Fund (GCF)*, prepared by Climate Analytics Inc., under the guidance of the Department of Economic Development as



part of the consultancy for Capacity Building of Saint Lucia’s National Designated Authority (NDA) and Preparation of Country Strategic Framework for Saint Lucia (Government of Saint Lucia, 2019a) is also a useful reference point on the role of the private sector in adaptation efforts. While specific to the GCF’s conditionalities, it includes very useful guidelines for private sector consultation and participation in Saint Lucia’s NAP implementation activities.

Given the potentially deleterious effect of climate change on businesses, entire economies, and communities, the private sector in every country has to be alert to the impacts and risks, opportunities, and urgency of climate change. Disruptions to supply chains, physical damage to business plants, temporary loss of income within key markets, and other damaging impacts on businesses are just some of the effects of climate change that demand adaptation measures so as to build resilience and minimise vulnerabilities to those effects. Climate change is now one of the major risks to any business in Saint Lucia, and while, as a small country with meagre resources, there is limited scope for mitigating those risks, adapting to them is critical to the survival of all businesses. There are also many potential investment opportunities that can arise from “climate-proofing” products, services, and supply chains. The Avatiu Port Development Project in the Cook Islands is a strong example of how “climate-proofing” can be designed to incentivise and enable greater future economic activity as a result of upgraded infrastructure (Asian Development Bank, 2004).

Adverse climate-related weather events in Saint Lucia over the last decade and beyond, including droughts, severe flooding, intense tropical storms, and hurricanes, have underscored this vulnerability. Some enterprises, while not always identifying it as such, have undertaken climate adaptation measures to build resilience and ensure the continuity of their businesses in the aftermath of damaging climate change-induced events. Of course, the extent to which climate adaptation is implemented would depend on the resource endowments and knowledge of the enterprise. Thus, small private enterprises with limited resources would have to be engaged according to their ability to devote time and other resources to the specific mode of engagement. For instance, a small owner-operated business with only a few employees would not be as capable of devoting time to lengthy engagement meetings as would a much larger enterprise or even a public sector entity; time spent outside of the business could lead to critical loss of income.

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This may be one of the major factors that can make it difficult to attract private enterprises in Saint Lucia for full- or half-day workshops, seminars, and other types of broader engagement meetings. Those realities will, therefore, be reflected in the engagement strategy to ensure its effectiveness, relevance, and success.

The relatively early stage of private sector engagement for climate adaptation in Saint Lucia dictates that initially applying an educational approach with the private sector that is neither didactic nor condescending would reflect the fact that the private sector's focus on climate adaptation would be more practical and less academic than the approach that initiated public sector functionaries and international agencies have taken thus far.

This private sector strategy has been developed through a participatory approach that began with a series of initial consultations between the DSD and key segments of the local private sector. It also incorporates the results of a 2016 knowledge, attitude, and practices/behaviour survey on climate change in Saint Lucia that polled four focus groups, namely the commercial sector, engineers, farmers, and students (Severin & Small, 2016). The survey's respondents essentially identified a need for improved public education and awareness activities to deal with the impacts of climate change, which has helped to shape the focus of this strategy. Further consultations, including one-on-one sessions, guided by the Climate Analytics team and responses from a March 2019 questionnaire, have also been used to formulate the engagement strategy, along with desk research of relevant international best practices, input from the DSD and the application of *Guidelines for Stakeholder Engagement in Support of Saint Lucia's Collaboration with the Green Climate Fund (GCF)* (Government of Saint Lucia, 2019a).

Effective private sector engagement will be based on mutual respect, understanding, and sharing of ideas and expertise, and will aim to further strengthen cooperation between the private sector and public sector functionaries and their consultants for the benefit of all Saint Lucians. The private sector's intimate knowledge and understanding of the sector or industry in which it operates will, of course, enhance the effectiveness of climate adaptation action, and the engagement of specific proficiencies in the private sector will advance both the sector's interests and the goals of the NAP.

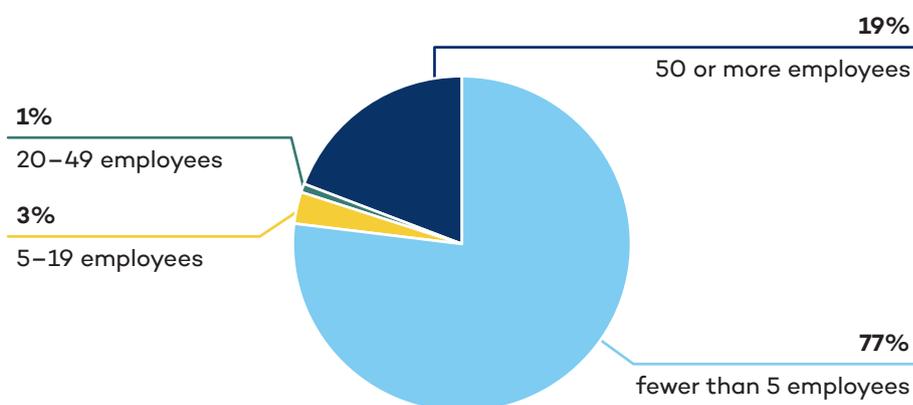
In the ensuing sections, this proposed strategy document will capture these essential considerations while referencing, where available, applicable best practices, proven models, and methods that could guide the successful engagement of Saint Lucia's private sector in the national climate change adaptation effort. In Section 2, the objectives of private sector engagement are considered, followed by a brief mapping of the different actors that make up Saint Lucia's private sector—the variety of different industries, scales of businesses and enterprises, and financiers. In Section 3, the role the public sector can play in engaging the private sector in adaptation is considered.

# 2.0 Mapping the Private Sector in Saint Lucia

## 2.1 Engaging Domestic Enterprises by Size<sup>3</sup>

The private sector in Saint Lucia is made up of mostly small and medium enterprises, sole traders, a fairly significant informal sector (estimated at about 20% of the total private sector), family-owned firms, larger corporations that are branches or affiliates of multinational companies, and a few publicly traded utility companies (see Figure 2). The services sector represents 67% of total employment in Saint Lucia's economy (Pasquali, 2019), and that is also reflected in the orientation of private enterprises, which are largely involved in services (banking, insurance, tourism, professional services, catering, etc.). Some of the major enterprises are involved in banking, retail distribution, telecommunications, and light manufacturing. However, an estimated 25% of the domestic enterprises are part of the tourism sector or sell goods and services to that sector. Agriculture accounts for about 4% of the country's economy and is generally in decline, reflecting a significant decrease in agricultural enterprises since the late 1990s. Professional services include, among others, accounting, legal services, engineering, construction, medicine, business consulting, and insurance brokerage.

Figure 2. Percentage of enterprises by size



Source: Wiener Borse AG, 2009.

<sup>3</sup> The categorisation of businesses by size in Saint Lucia is governed by the Micro and Small-Scale Business Enterprise Act 19, 1998 (amended 2001). The definitions included in the Act are:

- Micro-business: Employment: maximum of five persons. Asset base: XCD 75,000. Sales (annual turnover): not more than XCD 100,000
- Small business: Employment: maximum of 50 persons. Asset base: XCD 500,000. Sales (annual turnover): not more than XCD 100 million
- Large business would therefore be considered as anything larger than a "small business."

Using these definitions, **the majority of firms in Saint Lucia are micro-businesses**. Although the average firm employs slightly more than five people, data from the *Private Sector Baseline Survey* (Wiener Borse AG, 2009) indicate that, of the 7,430 enterprises in Saint Lucia in that year, 5,960 (77%) had fewer than five employees, while only 215 (3%) had between 20 and 49 employees and only 96 (1%) had 50 or more.

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A 2013 *Private Sector Assessment of Saint Lucia* survey confirmed the dominance of the services sector in Saint Lucia, asserting that:

A review of the components of the private sector in Saint Lucia indicates that services are dominant. The five main service sectors account for 60% of GDP, with wholesale and retail trade (including the repair of motor vehicles and motorcycles), and accommodation and food service activities accounting for 53% of enterprises in the economy. The education sector has grown on average by 3.6% between 2008 and 2012, and in recent years it has been the only segment of the economy that seems not to have been significantly affected by the global economic downturn. (Lashley & Moore, 2013)

**The range of private sector enterprises in Saint Lucia includes micro, small, and medium-sized enterprises (MSMEs) that are mostly family-owned entities, partnerships, or sole traders, all the way up to larger corporations, which are mostly offshoots of well-established international companies or branches of regional conglomerates.** A *Private Sector Baseline Survey* (Wiener Borse AG, 2009) estimated that there were 7,430 enterprises in Saint Lucia, of which 2,867 (39%) were considered informal.

**Figure 3.** Average firm size in Saint Lucia in 2011



Source: IDB et al., 2013.

A 2011 IDB/Compete Caribbean Enterprise Survey for Saint Lucia found that:

The average firm in Saint Lucia is most likely to be small (5-9 employees, see Figure 3), operate in the services sector, be a non-exporter, be domestically owned and be in existence for between 6-10 years. The age of the average firm in Saint Lucia is 14.3 years, 6 years younger than that of the average Latin American and Caribbean (LAC) firm. Medium-sized firms tend to be slightly older than other firms (19.1 years). This finding is inconsistent with firms in the average LAC country, in which large firms tend to be the oldest. (IDB et al., 2013)

Further, the survey concludes that:

The ownership structure of firms in Saint Lucia is more concentrated than that of the average LAC country. Most registered firms in Saint Lucia are sole proprietorships (70.6%), while only 18% of firms are privately held limited liability companies. By contrast, the average firm in LAC is a privately held limited liability company (46.2%), with sole proprietorships comprising only 30.9% across the region. Partnerships also are not as common in the country (8.3%) as in LAC (10.7%). (IDB et al., 2013)

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In polling firms about constraints to growth and expansion, the 2011 IDB survey found there was no indication of climate change or business disruption as one of the concerning factors for firms at any scale. Indeed, the survey revealed that:

The main constraints to the business environment in Saint Lucia are access to finance; electricity; and, transportation. However, the constraints identified by firms varied according to firm size, with medium-sized firms citing their top constraints as access to finance, electricity and tax rates, and large firms citing access to finance, electricity and an inadequately trained workforce. (IDB et al., 2013, p. 5)

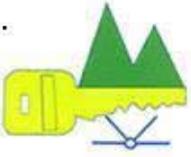
However, a later private sector assessment (2013) corrected this limitation by referring to the importance of conserving the island's natural environment to maintain its economic well-being. It also highlighted the **private sector's belief in the critical need to deal with the effects of climate change, including air "quality, general pollution, land degradation, habitat loss and declining resources, loss of access to beaches, and squatting for housing and agriculture"** (Lashley & Moore, 2013, p. 22).

There are several important business membership organisations (BMOs) in Saint Lucia (see Figure 4). Together, these institutions boast a membership of approximately 500 firms. It is not always feasible or practical to get the direct participation of the entire spectrum of private enterprises in plenary engagement sessions. But having their respective BMOs represent them and filter specific issues and required responses to them could be much more effective and efficient. Indeed, the BMOs usually have professional staff who are responsible for analysing issues that arise out of such consultations, doing the required research and advising members on the most prudent responses that would promote their collective and individual interests. There is also the logistical advantage of having more structured, less time-consuming feedback and discussion with BMO representatives, rather than having a very large number of business representatives in consultation sessions. BMOs are also able to have preliminary discussions with members, which allows them to then have a more unified approach to engagement than if businesses were to participate individually in engagement sessions. Engaging through BMOs is thus not only more efficient timewise, but it could also ensure a more structured dialogue between the public and private sectors that results in better-informed responses from the latter.



Figure 4. Principal BMOs in Saint Lucia

**THE PRINCIPAL BMOs OPERATING IN SAINT LUCIA INCLUDE THE FOLLOWING:**

	<p><b>The Saint Lucia Chamber of Industry and Commerce:</b> 130 members, 26 of which are considered large (more than 50 employees) and not more than four with over 250 employees.</p>
	<p><b>The Saint Lucia Hospitality &amp; Tourism Association (SLHTA):</b> 240 members, of which about 70 are hotels and accommodation establishments with other allied members ranging from individual consultants or service providers to commercial banks and utility companies.</p>
	<p><b>The Saint Lucia Industrial &amp; Small Business Associations:</b> Membership includes individual and small commercial service providers ranging from bars and hairdressers to consultants, product promoters, farmers, and fashion designers to dentists and lawyers.</p>
	<p><b>The Saint Lucia Employers Federation:</b> An advocate for public policies, regulations, and practices that promote the interests and welfare of its membership of about 50 employers of varying sizes in the corporate sector. It has focused its efforts over the years on the maintenance of good industrial relations and human resource development, performance management, advising on employee recruitment, and training.</p>
 <p>Enhancing Competitiveness in the Global Marketplace</p>	<p><b>The Saint Lucia Coalition of Service Providers:</b> An agglomeration of institutional and individual/professional service providers who have banded together under this banner to advance their collective interests in trade and recognition negotiations with the Government. It has been lobbying the Government for the recognition of services as a distinct sector to allow its members to benefit from sectoral incentives and other government-led business facilitating amenities.</p>
	<p><b>The Saint Lucia Manufacturers Association:</b> An important advocate on behalf of its members, who are all merchandise producers and exporters. It is focused on manufacturing standards, export facilitation, and incentives, fiscal and otherwise, for the manufacturing sector. It has a very active membership that includes all the major exporters of goods in Saint Lucia.</p>

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The wide array of private sector institutions, both formal and informal, demands a carefully crafted engagement strategy that allows for differences in focus, size, and orientation while sharing lessons and best practices that are applicable across the board. For example, **there are many unregistered private sector enterprises and not-for-profit entities that are not members of any of the BMOs. However, they do have strong community ties and influence or are more focused on climate change and sustainable development matters than more traditional private sector enterprises. These actors must also be included in the private sector engagement strategy.**

**The size of a private sector enterprise has a significant impact on a company's capacity to engage with the Government, both in terms of the frequency and means of engagement.** While larger, better-resourced enterprises can afford to designate employees to receive training and represent their firm at climate change (adaptation) forums, smaller enterprises would invariably be represented by the owner or manager, who cannot always afford to devote the required time to such engagements. Larger businesses are also better able to source the required financing for greening their businesses, investing in new resilience-building technologies and contributing to climate adaptation, directly and indirectly. Smaller enterprises, on the other hand, have more limited access to finance and much less capacity to contribute, although they may sometimes be more willing and knowledgeable about climate adaptation imperatives (Lashley & Moore, 2013). Nevertheless, **facilitating greater awareness of the business case for increasing efficiency and improving resilience within the entire private sector spectrum in Saint Lucia will be one of the objectives of this engagement strategy.**

**MSMEs in Saint Lucia are mostly family-owned and operated enterprises that, by definition, employ fewer than 50 persons. However, many MSMEs are owned and operated by individuals and characteristically employ fewer than four persons. Engaging these enterprises in climate change adaptation implementation strategies would, therefore, require a fit-for-purpose engagement such as pooling interests and resources across sector-/subject-specific issues and initiatives, or facilitation through the BMOs.**

## 2.2 Engaging Domestic Enterprises by Sector

This section describes Saint Lucia's enterprises by sector, utilising the surveys (Lashley & Moore, 2013), the national directory of businesses, and information from the domestic BMOs. **The private sector in Saint Lucia is dominated by the services sector, specifically tourism, wholesale and retail trade, construction, and financial intermediation (see Figure 5). Additionally, a small manufacturing sector exists, which is mostly focused on food processing, product assembly, and textiles, as well as a declining agricultural industry, which does have the potential for strengthening and climate-proofing supply chain deficiencies through more efficient import substitution.**

### 2.2.1 Tourism

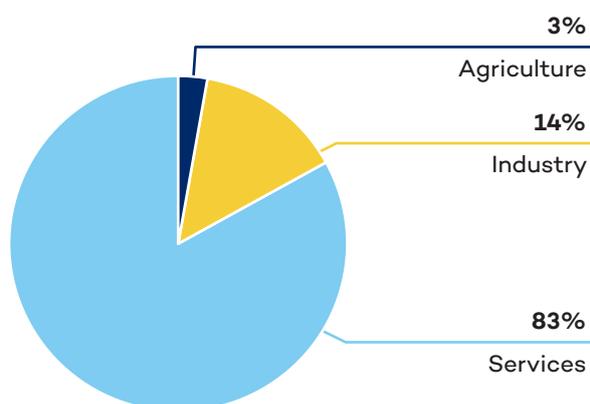
**Saint Lucia's NAP aims to ensure a viable and productive tourism sector through direct interventions, collaborations, and synergies with all other sectors. The entire economy has a vested interest in the resilience of the sector, as disruption of tourism operations will ripple throughout the economy.** Tourism is the only economic sector that expands a country's market

size daily, thereby offering opportunities for the sale of domestically produced goods and services to visitors, in addition to residents. This is particularly relevant in micro-economies such as Saint Lucia. The World Travel & Tourism Council estimates that, in 2019, tourism directly contributed approximately 17% of Saint Lucia's GDP, but the overall impact<sup>4</sup> of tourism is estimated at over 40% of GDP (World Travel and Tourism Council, 2020). In Saint Lucia, the tourism sector is vulnerable to climate change-related weather events such as coastal erosion, flooding, droughts, hurricanes, and intense tropical storms. Such events could impact tourism businesses through the temporary closure of air and seaports that would disrupt visitor arrivals and supply chains; shut down utilities, hotels, and tourism establishments; and cause damage to local infrastructure that adversely affects domestic transportation.

The SLHTA represents the domestic sector, with an extensive membership of 240 entities comprising accommodation enterprises and allied members, including tour operators, transportation service providers, destination management companies, maritime and marine-related operators, vendors, consultants, financial enterprises, utility companies, and statutory corporations. **Engaging the sector is critical to the country's overall economic resilience and should build on the ongoing and projected adaptation initiatives that the sector has already embraced. Preparations are underway for climate-resilient construction; enhanced sea defences and coastal zone management; establishing transportation redundancies (e.g., more marine transportation services, helicopters, and all-terrain vehicles); improved business continuity planning; and greater inter-sectoral disaster management, planning, and recovery coordination. This has been undertaken by the Government of Saint Lucia, whose announcement of climate-resilient construction has informed private sector actors, including the National Emergency Management Organisation pronouncements.**

The larger enterprises in the sector, including international and regional hotel chains, marinas, major tour operators, airlines, and local affiliates, possess a greater capacity to adapt to climate change due to better access to and availability of resources and have already embarked on some adaptation measures. These include additional or new insurance schemes, more climate-resilient construction, and even corporate social responsibility (CSR) initiatives. However, most of the smaller enterprises do not have the knowledge or resources available to implement major adaptation measures on their own, instead relying on the facilitation and collective action of the SLHTA and other relevant industry groupings. It is with this in mind, through the engagement strategy, that engagement with the tourism sector will be at the level

Figure 5. Saint Lucia's GDP by composition (%)



Source: The Commonwealth, 2020.

<sup>4</sup> The overall economic impact consists of the direct value-added of the sector (economic activities within the tourism industry) plus the indirect impact (tourism-related investments, Government tourism spending including on tourism promotion and tourism infrastructure, and the sale of goods and services to tourism by other sectors) plus the induced impact (the spending of wages and earnings by tourism industry employees and owners in other sectors).

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of individual larger enterprises, where applicable, and with the SLHTA, to ensure that smaller operators have a platform for inclusion. The support of the ministry responsible for tourism is critical to such an effort.

## 2.2.2 Agriculture and Fisheries

Approximately 17% of these lands are farmed by several small and medium-sized agricultural enterprises, as well as some commercial farming enterprises (Central Intelligence Agency, 2019). The main agricultural products are bananas, coconuts, vegetables, citrus fruits, root crops, and cocoa. Although significantly reduced from its peak production in the 1980s, bananas are still the major export crop, accounting for about 48% of all cultivated land and 41.4% of gross agricultural output (Government of Saint Lucia, 2018c). Coconut and, increasingly, cocoa products are also exported, whereas vegetables such as carrots and tomatoes are mostly produced for local consumption. Agricultural production is almost annually constrained by hurricanes and climatic fluctuations that make the sector perhaps the most vulnerable to climate change.

### **Saint Lucia's NAP contains ambitious targets for the agricultural sector:**

1. Enhanced enabling environment for climate adaptation action in the agriculture sector
2. Enhanced nutrition, food availability, quality, and security through adaptation in the agriculture sector
3. Strengthened partnerships for scaling up climate-resilient agriculture
4. Strengthened preparedness to climate variability and extremes in the agriculture sector.

Although once the mainstay of the economy, with banana exports dominating, agriculture accounted for approximately 3% of the economy in 2018 (Government of Saint Lucia, 2018c). This decline from a high of 20% in 1986 can be attributed both to the loss of international trade preferences and to the vulnerability of the island's agriculture to severe weather events and plant diseases over the past two decades. Nevertheless, along with the fishing industry, the importance of the sector to sustaining livelihoods, greening the economy, food security, healthy living, and environmental conservation (particularly with respect to forestry and safeguarding soil erosion) cannot be understated. Improving the climate resiliency of the sector is not only realistic and manageable but could potentially yield significant financial, economic, health, and food security dividends. Indeed, the agricultural sector has a huge potential for climate-proofing sensitive food supply chains through efficient import substitution and diversification into relevant cash crops. Additionally, there are specific opportunities, and some encouraging developments, with respect to supplying available international markets with potentially lucrative agricultural products such as cocoa, fresh-cut flowers, root crops, and tubers. While the sector in Saint Lucia is currently varied and disparate, there is an array of agricultural enterprises, groupings of fisherfolk, and farmers' organisations that can be engaged in the NAP process, such as:

- The Chamber of Commerce, Industry and Agriculture
- The Saint Lucia Agricultural Association, which is perhaps the most representative agency for the sector
- Fisherfolk and Fisheries Cooperatives
- Agriculture-oriented credit unions and associations such as the Bellevue Farmers' Cooperative in Vieux Fort.

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Forestry is also an important part of the sector overseen by the ministry responsible for agriculture. Located mostly in the interior mountain range that runs from the north to the south of the island, tropical forest covers 28% of Saint Lucia's land area, with exotic and varied plant and animal life, which is a popular tourist attraction (Nexus Commonwealth Network, n.d.). The preservation of Saint Lucia's forest has been the most visible and earliest manifestation of Saint Lucia's active promotion of sustainability; it serves many purposes, including industry, furniture production, farmland for export-oriented crops, and provision of reforestation to degraded lands (Walters & Hansen, 2012). Overall, the Department of Forestry, part of Saint Lucia's ministry responsible for agriculture, works to protect, conserve, and increase the country's forested resources so that the resource may be used sustainably.

With a short coastline of 158 km and a continental shelf area of 522 km, fisheries are also a significant aspect of the ministry's portfolio. Fisheries provide a livelihood for about 150 fish vendors and processors and also contribute to the island's nutritional needs and the tourism industry, including through weekly fish fry events at strategic locations across the island. The fish stock includes a variety of shallow and reef fisheries, including finfish species, as well as lobsters and octopuses; offshore migratory pelagics such as dolphin fish, wahoo, tuna, and tuna-like species, which are a significant source of income for many communities along the west coast; flying fish; and a small number of inland freshwater prawn fisheries (Nexus Commonwealth Network, n.d.). Climate change is significant to the fisheries sector, given the urgent need to sustain the population of marine species, preserve rare or fragile ecosystems and habitats, and protect and restore endangered marine and freshwater species. Coral bleaching, where coral colonies lose the algae living in them and therefore lose their colour, has an impact on the fish industry. Increasing coral bleaching leads to decreasing reef-associated fish populations. One report identified three notable coral devastation events in Saint Lucia since 1970. It further identifies 35% of the country's reef as being in a poor and threatened condition (Kramer et al., 2016).

Saint Lucia enjoys considerable international support in this sector as well. The Government of Saint Lucia, with the assistance of Canada and Japan, has made considerable investments in fisheries infrastructure over the past two decades. The Government of Saint Lucia has also partnered with the governments of Taiwan, Mexico, Brazil, and France to facilitate adaptation projects for the fishing industry. A number of climate adaptation priorities are covered in an agriculture proposal that has been approved by the Adaptation Fund<sup>5</sup> for just under USD 10 million, consistent with the NAP and agriculture sectoral adaptation strategies and action plans (SASAPs).

### **2.2.3 Infrastructure and Spatial Planning**

The construction industry in Saint Lucia is fairly well developed and accounted for 6.6% of Saint Lucia's GDP in 2017, dropping slightly to 5.1% in 2018 (Government of Saint Lucia, 2019b). Most building construction projects are related to the tourism industry, particularly hotel and infrastructural expansion, but the largest construction projects are normally those done by the public sector in the areas of physical, economic, and social infrastructure. The majority of Saint

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<sup>5</sup> A map of Adaptation Fund projects and grants can be viewed on <https://www.adaptation-fund.org/projects-programmes/project-information/projects-map-view/>

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Lucia's engineering sector involves civil and electrical engineering. There are about 35 construction and engineering companies, as well as a handful of engineering consultancy firms, along with roughly 12 architectural firms and several other construction-oriented professionals (Nexus Commonwealth Network, n.d.). Entry into the Saint Lucian engineering profession is regulated by the Engineers Registration Board. The premier engineering body in the country is the Association of Professional Engineers of Saint Lucia (APESL).

**Building and designing climate-resilient infrastructure, both soft (energy, telecommunications, research, training and development facilities) and hard (roads, highways, air, and seaports), are important components of climate adaptation. Given that the private sector has increasingly been involved in the design and construction of infrastructure solutions in both developed and developing countries, involving business enterprises in the discussion of ideas and participation in projects that seek to climate-proof new infrastructure will be another vital component of this strategy. The engagement of the academic sector through institutions such as universities is equally essential.**

The APESL, the Association of Professional Architects, the newly formed Building Contractors Association, and the island's qualified building contractors, architects, and engineers make up the wide spectrum of the construction-related private sector. Some in the sector, particularly engineers and architects, are already involved in adaptation initiatives through the use of more climate-resilient construction designs and new, stronger building materials. The building sector has been specifically targeted for capacity building toward enhanced resilience through various government-led initiatives over the years. However, **there is not an extensive and routine use of adaptation techniques as yet. It would, therefore, be advisable to engage the sector more directly and consistently, given the need to ensure a portfolio of better-designed, more climate-resilient infrastructure, housing, edifices, and utilities that could withstand major climate effects and allow a quicker return to normalcy in the aftermath of such events, in order to minimise business and social disruptions. To facilitate the adoption of these new practices and enforcement of policies, consideration should be given to the inclusion of adaptation and resilience-building components in the curriculum and continuous training of professionals of the sector.**

## 2.2.4 Manufacturing and Services

The manufacturing sector is quite small and represents less than 4% of Saint Lucia's economy (Nexus Commonwealth Network, n.d.). However, there are some relatively major manufacturing and assembly-type enterprises, ranging from the assembly of clothing, electronic components, and cardboard boxes to beverages, mattresses, awnings, doors, and windows. These industries employ a significant number of people and could avail themselves of emerging opportunities for producing new climate-resilient products.

The services sector is much larger and more varied, contributing to 82.8% of the GDP (Central Intelligence Agency, 2019) and includes, among others: accounting and audit services; legal services; commercial banking, utility companies, and telecommunication enterprises; market, media, and broadcasting corporations; shipping and freight-forward services; insurance; printing and publishing; property and real estate; research and consultancy; security; and transportation. Enterprises provide these services across the entire economy and are as vulnerable to destructive climatic events as any other sector. The services sector is wide and disparate, but the Saint Lucia

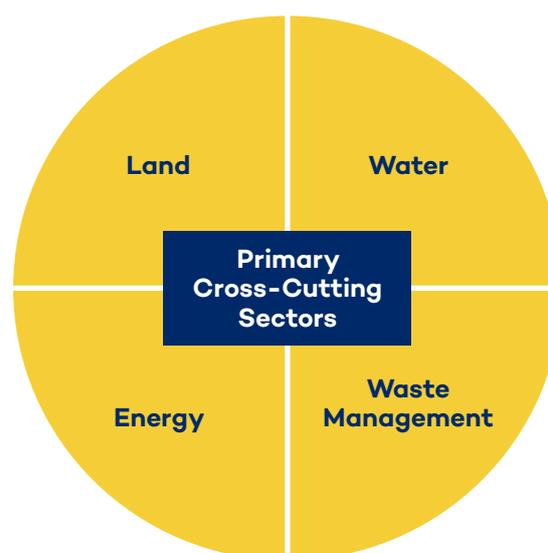
Coalition of Service Industries (SLCSI) represents the sector, in addition to the previously mentioned BMOs that count some of the major service providers as members.

While there are no definitive climate change initiatives targeting the services sector, the larger telecommunications companies, commercial banks, and accounting firms have their own approaches through their international affiliates. These could be tapped into and replicated among the lesser endowed local counterparts through the various engagement activities in this strategy. Saint Lucia has two main telecommunications providers, Digicel and FLOW (formerly Cable and Wireless, then LIME), which offer mobile telephone, television, and Internet services. FLOW also provides landline services. Saint Lucia also has one of the highest mobile phone rates in the region, and its Internet penetration is estimated at 76% of the population (We Are Social Singapore, 2017). The services sector is thus critical to business continuity, communications, and socioeconomic access, which could all be adversely affected by climate change.

### 2.2.5 Cross-Cutting Sectors/Business Multipliers

There are several business multipliers in each sector that will be considered within the wider context of a comprehensive private sector engagement strategy. These sectors include accounting and legal services, financial services, and specialised management services, spanning business planners, architects, designers, construction specialists, engineers, valuation/quantity and land surveyors. Some of these will be dealt with as separate and distinct sectors. **There are four primary cross-cutting sectors—land, water, energy, and waste management—whose representatives from the specific disciplines will be consulted and fully engaged in climate adaptation initiatives (see Figure 6).**

**Figure 6.** Sector stakeholders that should be fully engaged in climate adaptation initiatives



**Land management within the context of climate adaptation is critical to the engagement strategy**, given that the harmful effects of unplanned developments on Saint Lucia’s terrestrial and marine landscape, as well as the vulnerability of the land to climate change, are evident (Walker, 2004, p. 5). Across all sectors, the engagement will focus on investment in strategic land zoning/land-use planning (on both public and private lands) and streamlined land management initiatives to address this issue. Specialist land planners and major landowners will also be engaged throughout, given the importance of the country’s natural environment, physical beauty, and land ownership to its economic and social well-being.

**Included in the NAP as strategic objectives for Saint Lucia’s water sector are, among others, (1) the promotion of climate-resilient business development and (2) the improvement of water infrastructure to build climate resilience.** Climate change and its associated severe weather events have resulted in diminishing water catchment levels, notwithstanding more frequent and

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widespread flooding. There are therefore potentially lucrative opportunities for innovative water capture, storage, and distribution processes, including rainwater retention at both the domestic and industrial levels; reverse osmosis/desalination; exploring Ocean Thermal Energy Conversion as a renewable energy and a new water-generation option; exploring existing artesian wells, which would diversify water sources and possibly add a measure of resilience; improving surface water catchment; installing new and more efficient reservoirs; designing more sustainable water distribution systems for new residential, commercial, and industrial buildings; and vastly enhanced distribution networks (Walker, 2004, p. 34). While water capture and distribution has been (and is expected to remain for the foreseeable future) a monopoly of the wholly state-owned Water & Sewerage Company, there has been little private sector investment in water systems and related products, other than bottled water (four companies currently operate in Saint Lucia) and desalination plants in five hotels and one yacht marina (at Marigot Bay). Consulting the relevant private sector players within that sector and even beyond to promote and support those opportunities will be a priority of the engagement strategy.

Saint Lucia has committed to achieving a 35% alternative/renewable energy dependency threshold by 2025 (National Renewable Energy Laboratory, 2015). Investments in renewable energy solutions, while admittedly more of a climate mitigation than adaptation effort,<sup>6</sup> have thus far been focused on solar energy. Such investments have vital co-benefits for adaptation efforts, such as increasing the resilience of disaster-prone energy grids (United States Environmental Protection Agency, 2019). There are currently four solar water heating and equipment companies<sup>7</sup> and another four enterprises<sup>8</sup> that provide full solar energy systems. Proposed major investment in wind energy from a Texan company was discontinued in 2017. There is also an ongoing geothermal energy project, which is in the final project feasibility and testing phase; it is supported by the World Bank and has a New York-based investor, Ormat. All of these investments point to the **potential for further engagement of energy-related stakeholders in adaptation initiatives, which will be guided by relevant energy policies and strategies, as well as through this private sector engagement strategy. Further encouraging private sector investments in renewable energy infrastructure as well as promoting the integration of climate risks and adaptation into their design and construction will be key in the next few years to accelerate the transformation of Saint Lucia's energy mix.** Climate-resilient energy infrastructure would significantly contribute to the adaptation of the whole economy and should therefore be prioritised in the engagement strategy (United States Environmental Protection Agency, 2019).

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<sup>6</sup> According to Saint Lucia's Strategic Programme for Climate Resilience (SPCR), 2011, Part 2, "While renewable energy and energy efficiency projects are generally considered to fall into the domain of climate change mitigation, a view often held of reforestation activities as well, and which is broadly acceptable, there are several instances where such projects may actually generate significant adaptation benefits. For these reasons, this project sub-component will provide support for the implementation of retrofitting measures that provide meaningful adaptation, as well as mitigation benefits, thereby increasing resilience in the face of existing and emerging climate change impacts including: 1 The use of solar water heaters and photovoltaic systems on public and private buildings. Such systems have been shown to provide vital hot water and electricity (for example, in hospitals) in the aftermath of hurricane damage to main power grids;

2 Initiatives to influence the construction of buildings (use of roofing insulation, improved ventilation) that not only result in energy savings, but which also make these buildings more habitable (cooler) in the face of increasing temperatures."

<sup>7</sup> Solar Dynamics, Busy Bee Inc., Solar Connections (Saint Lucia) Inc., and Tropical Solar

<sup>8</sup> Eco-Carib, Gearing-Up Ltd, SGD Engineering Ltd, and Sol Lucian Style

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The destruction of Dominica, the British Virgin Islands, the U.S. Virgin Islands, and Barbuda by hurricanes Irma and Maria in 2017 and of the Bahamas by Dorian in 2019 also shows the vulnerability of Saint Lucia and its eastern and wider Caribbean neighbours. Because poor waste disposal practices have exacerbated the effects of these extreme climatic events (Secretariat of the Pacific Regional Environment Programme, 2009; DeCremer, 2018), it is critical to engage the private sector actors involved in Saint Lucia's waste management-related adaptation initiatives.

## 2.2.6 Engaging Regional and International Enterprises

**Saint Lucia is fully immersed in the international economy, due to its open economy with a high ratio of foreign trade to GDP; membership in several subregional, regional, and hemispheric integration groupings<sup>9</sup>; and openness to foreign direct investment. Many domestic companies operate as branches, partners, or affiliates of regional and international conglomerates.** Indeed, within the tourism sector, all but two of the larger properties<sup>10</sup> are foreign-owned, while in the financial sector, only one of the six commercial banks is locally owned.<sup>11</sup> Some of the regional and international enterprises are already involved in climate adaptation strategies in their home countries. Where applicable, their experience would be enlisted in the overall effort to engage their domestic counterparts in participating in Saint Lucia's NAP implementation process. These would include international hotel chains such as the Hilton Hotels Group; Canadian banking institutions such as Scotiabank and the Royal Bank of Canada; and regional telecommunications conglomerates like Digicel and Cable & Wireless/LIME/FLOW. Scotiabank, for example, has implemented a Green Credit programme in Mexico (Scotiabank, n.d.) to make electric vehicles more affordable and has developed a Green Bond Framework (Sustainalytics, 2019). Such initiatives could be transferred and modified for Saint Lucia's context. It may not always be in the interest of a company to support competitors in adapting to climate change, particularly if investments in adaptation result in a competitive advantage. Furthermore, given the costs in money and time to offer such support, this reality must be duly considered.

## 2.3 Engaging Private Financiers

### 2.3.1 Key Objectives and Considerations

**Pooling and mobilising the resources of existing domestic, regional, and international private sector assets, as well as their technology, expertise, capacity, and experience, are essential to drive and sustain climate adaptation strategies. Consulting with the private sector to attract those resources into the climate adaptation implementation process provides a primary rationale for the engagement strategy, especially as it relates to private investment.** Sustainability and adaptation require financing from both the public and private sectors. However, for financiers, investments in adaptation will depend on risk and returns, and the Government of Saint Lucia is aware that it needs to work on facilitating greater returns of such investments, compared to the risks/

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<sup>9</sup> Hemispheric integration groupings include the Association of Caribbean States, the Organisation of American States, the Caribbean Tourism Organisation, and the IDB.

<sup>10</sup> Bay Gardens Resorts (four properties) and Sunswep Resorts (Le Sport & Rendezvous Hotels)

<sup>11</sup> 1st National Bank is a wholly Saint Lucian-owned company. The others are CIBC First Caribbean International Bank, Republic Bank, Scotiabank, Royal Bank of Canada, and Bank of Saint Lucia. While Bank of Saint Lucia has substantial local ownership, including an ownership stake by the Government of Saint Lucia, it is now majority Trinidadian owned.

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costs. In many instances, the best outcomes would require collaborative financing such as PPPs, syndicated private sector investment, investment partnerships (joint ventures), and new insurance options. International climate funds such as the GCF are developing new approaches to de-risking investment and enhancing the enabling environment for climate solutions, including through its Private Sector Facility (PSF). However, as cited earlier, access to finance for many private sector operators in Saint Lucia remains a challenge. Lashley and Moore (2013) conclude that:



Saint Lucia has a number of finance providers, including public-sector institutions such as the Saint Lucia Development Bank (SLDB) whose mission is to facilitate enterprise and sustainable socio-economic development by providing accessible and affordable financial, technical and advisory services. However, according to the World Bank's Enterprise Survey (2010), 35% of businesses interviewed cited access to finance as the biggest obstacle to doing business in Saint Lucia. Private-sector stakeholders interviewed stated that finance was either difficult to obtain because of collateral requirements (see Figure 11) or too costly in terms of interest rates. (p. 15)

### 2.3.2 Identification of Key Financiers in Saint Lucia

**Although the financial sector in Saint Lucia is limited, with few financial intermediation agencies and opportunities, there is still a range of existing financiers as well as other possible streams of climate finance flows from regional and international sources.** The dominant and traditional lenders are the commercial banks: Bank of Saint Lucia, 1st National Bank, CIBC First Caribbean International Bank; Republic Bank/Royal Bank of Trinidad & Tobago, and Scotiabank. The SLDB also provides development financing to small and micro enterprises and has recently unveiled its Climate Adaptation Financing Facility (CAFF), which it describes as a “funding mechanism within the SLDB designed to offer climate change adaptation loans which are: (a) affordable, (b) equitable across socio-economic and gendered lines and (c) which will provide incentives for pre-emptive vulnerability reduction” (SLDB, 2020). Now under the Disaster Vulnerability Reduction Project, the CAFF was originally developed under the Pilot Programme for Climate Resilience, a Climate Investment Fund (CIF)-led initiative. The CAFF offers concessional loans and other financial services to finance investments and activities that seek to build the resilience of assets and livelihoods to adverse weather events. Its funding will partially depend on the replenishment of the CIFs (World Bank Group, 2014).

There are also several non-traditional, micro, and community financing entities, including 13 credit unions (see Figure 7) (Yello, n.d.). While these credit unions have varying capacities in terms of asset base and lending capacity, all of them provide essential lending to sustain their members' financial needs. In many instances, those members would not have the capability to access traditional bank financing due to limitations of collateral or income qualifications. The credit unions are, therefore, a vital component of the financial infrastructure of Saint Lucia and will be critical to achieving the objective of channelling much-needed financial resources toward local-level climate adaptation.

Figure 7. Credit unions in Saint Lucia



Source: Yello, n.d.

First Citizens Saint Lucia Limited and Financial Investment and Consultancy Services Ltd are two of the more experienced, fairly traditional non-bank financial entities. While both entities provide some lending (investment lending, personal loans, and commercial loans), they are more involved in investment brokerage and savings/portfolio investment facilitation. In recent times, several new and non-traditional financing entities, including the largest home furnishers retailer, Courts Unicomer, have entered the lending market and have begun to provide financing for a variety of borrowers' needs. Included among these are Axcel Finance and CAPITA Financial Services Inc., which both provide small personal loans to borrowers with less onerous conditionalities but at significantly higher interest rates. There is a real concern, however, that these new entrants are focused more on quick gains from unproductive consumer loans to fund holiday travel and even carnival costumes. Nevertheless, through the Government of Saint Lucia, at least two

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microfinance providers specialising in business development loans also exist, namely the BelFund and the Micro Enterprise Development Fund.

**Several external financing partnerships are also accessible and could provide even more financial resources for climate change adaptation.** There are traditional international financial institutions, such as the Caribbean Development Bank (CDB), the World Bank, and the IDB, and newer ones, such as the Adaptation Fund and the GCF. Both can offer financial assistance to developing countries and corporations that meet the requisite criteria to implement climate-resilient solutions. **The GCF, for instance, strives to help countries shift to low-emission and climate-resilient development, and the GCF's PSF is specifically mandated to support private sector investments in adaptation.** There are also specific financing facilities for selected aspects of climate mitigation and adaptation, including stimulus funding from the World Bank and the GCF; responsible international private investors; long-term investment funds from “green portfolios” of pension funds and insurance companies looking to minimise environmental, social, and governance risks; and international and regional development banks such as World Bank, IDB, and the CDB, which have created green or sustainable development capacity building. Some initiatives, such as the Climate Smart Accelerator and other programmes supported by bilateral and multilateral donors, can also be explored. A number of these sources have been outlined in *Saint Lucia's Climate Financing Strategy Under the NAP Process* (forthcoming).

There are also complementary financing programmes, such as the CDB and World Bank's disaster risk management initiatives, that seek to minimise countries' climate vulnerability while building resilience to extreme events. The challenge is to work those initiatives into the mainstream financing modalities that could be easily accessed by the domestic private sector. **In many instances, private sector financing for adaptation will be greatly assisted by governments and even private enterprises reallocating non-performing expenditure, which could itself attract additional, specialised climate funding** (Andrew, 2018).

# 3.0 The Private Sector Engagement Strategy

## 3.1 Objectives

The critical objective of the private sector engagement strategy is to enlist a comprehensive national effort toward the successful implementation of the NAP. An effective national effort requires critical inputs from the Government, the corporate private sector, the media, and civil society. However, the critical role of the central government and the wider public sector in setting the policy environment, providing the correct economic signals, enunciating a responsible investment value proposition, and generally making a case for private sector financing and investment in climate adaptation cannot be overstated. At the outset, it is critical to identify a clear rationale for engaging the private sector and how its participation and involvement would benefit Saint Lucia's NAP planning and implementation process and contribute to achieving its goals. While the main objectives of the strategy are outlined in the ensuing subsections, it must be underscored that there are also critical and interlinked roles for all stakeholders, as outlined in Table 1 below.

Table 1. Respective roles in the NAP engagement strategy

Sector	Role
Government/public sector	Education and information-sharing; economic/policy signalling; legislation and regulations; investment promotion and mobilisation.
Corporate sector	Investing in new, innovative products; financing NAP implementation initiatives; instituting best practices such as CSR and PPPs; capacity building; climate-proofing supply chains; identifying climate risks.
Media	Information dissemination and sensitisation, and awareness-building; chronicling best practices in successful climate adaptation; advocacy for climate action.
Civil society	Spreading the message and sensitisation generally and among members/associates; providing checks and balances.
Community-based organisations	Information-sharing and providing community-based leadership and representation in engagement activities.

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### 3.1.1 Education and Information-Sharing on Climate Adaptation

The main reasons for engaging the private sector on climate adaptation are to assist them to (i) gain a greater awareness of climate change; (ii) understand the impacts of climate change on business; (iii) understand their adaptation options; and (iv) alert them to climate-related pertinent investment/business opportunities. Engagement would, therefore, involve sharing critical information on the climate adaptation imperative and its benefits with and among the private sector to encourage full acknowledgement of the need for climate adaptation strategies and dedicated involvement in the process. While the means and methods of engagement would vary based on the specific private sector segment being consulted, this approach will provide a strong knowledge base to elicit the private sector's participation in adaptation, which is critical to further and more intense engagement. Additionally, given that the private sector invariably comprises investors, whether direct or portfolio, it would be useful to highlight relevant issues that appeal to the private sector's bottom-line focus, including climate risk disclosure.<sup>12</sup> Of course, the private sector itself has a responsibility to share information on climate adaptation issues and opportunities with its less knowledgeable counterparts within the sector as well as with Government, where policy interventions or partnerships are required to facilitate the implementation of those opportunities. This is particularly relevant to the internationally affiliated domestic private sector entities that may be privy to such knowledge.

**Business continuity and protecting investment assets are both crucial to the sustainability of private enterprises, their workers, clients, suppliers, and shareholders. Investment in adaptation is critical to businesses continuing to operate on the island,** and it could be one of the strongest motivators for private entities in Saint Lucia to adopt climate adaptation strategies in their businesses.

Adverse weather events arising from climate change also increase business risks. Apart from the obvious physical risks to businesses from those events, disruptions in business operations heighten other risks, such as income risks (revenue losses, additional capital requirements, and increased operating costs) and financing risks (higher capital costs, reduced access to finance, and increased insurance premiums). Further, lenders and investors also face credit risks (weakening of lending portfolios) and financial performance risks (impacts on returns, yields and asset valuation), respectively. **It is thus in the interest of the entire private sector to have robust business continuity plans as a matter of course.**

**Business continuity is critical not only to the particular business but also to safeguard the welfare and interests of the community of consumers, clients, and the general public who all depend on those businesses for their survival—whether it is through the income that they provide to employees or suppliers or to the vital goods and services that the community depends on for its subsistence.** Business continuity is thus an important consideration of the engagement strategy, given that the private sector must be fully aware that the public relies heavily on the uninterrupted provision of vital goods and services, as part of its resilience to climate impacts and capacity to bounce back.

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<sup>12</sup> As the name suggests, climate risk disclosure involves private companies to declare business risks associated with the climate. These can include ownership of fossil fuel assets and total greenhouse gas emissions of the company.

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### 3.1.2 Encouraging Involvement in Climate Adaptation Strategies Through the NAP Process

Saint Lucia has a commendable record for including the private sector in national consultations on major policy issues. This record should assist in planned efforts toward greater private sector participation in NAP-related climate adaptation strategies. This has already been done to some extent, primarily through the process for the development of SASAPs for water, agriculture, fisheries, and ecosystems. **The challenge will be to sustain that involvement and interest over the long term.** In market economies like Saint Lucia, the Government normally sets the policy framework for national development, which includes regulatory structures, a facilitating business climate, and effective investment incentives. The private sector leads the day-to-day production activities that facilitate economic growth and employment.

Government expenditure in Saint Lucia accounts for about 26% of GDP. While updated data is not available for the split between private and public sector employment, a 2005 International Labour Organisation report calculated that the Government employs 14.2% of the working population (Empowerment Consultants Ltd., 2006). Based on this, one can deduce that the private sector has a significantly greater share of employment than the Government. Therefore, it follows that strong partnerships are required for successful climate adaptation strategies and should be a central consideration of policy-makers and public sector functionaries who lead climate adaptation policy formulation initiatives. This approach is good for policy development generally and for climate adaptation strategies specifically but also because a large proportion of the economic resources required for adaptation are controlled by the private sector. Involving the private sector in the NAP is, therefore, an absolute requirement (World Resources Institute & United Nations Development Programme, 2016). **Indeed, when developing countries engage their private sectors in adaptation strategies, the national benefits could include building the resilience of vulnerable communities, promoting innovation, and sustaining critical development pathways. From a business perspective, these partnerships can also minimise business risks and safeguard national employment.**

### 3.1.3 Informing Investment Decisions in Building Resilience

In addition to addressing Article 2.1(c) of the Paris Agreement, which states the objective of “making financial flows consistent with a pathway toward low greenhouse gas emissions and climate-resilient development,” the engagement strategy will also aim to inform private investment decisions that enhance resilience in assets, operations, employee safety, supply chains, new product development, and other climate-resilient innovations. Making enlightened investment decisions, including reallocating existing financial flows, is critical to adaptation strategies. Related to this, **involvement in climate adaptation cannot be separate and distinct from everyday production and consumption activities, given that adaptation requires changes in attitudes and behaviours and sustainable goal setting. The private sector, which is responsible for much of the country’s production activities and also influences consumption, must sustain the adaptation process by investing in both production- and consumption-related assets that promote climate resilience.** This is against a context of growing interest for and best practices of circular economy approaches, especially for island states, as a replacement for the traditional “take/make/dispose” economic model that has led to the challenging climate change era.

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Saint Lucia and other Small Island Developing States have been exemplary in banning non-biodegradable disposable products, demonstrating the political will, feasibility, and public buy-in for these approaches. **Encouraging the private sector to lead by example in adopting innovative, sustainable investment patterns, including for adaptation measures, is a key objective of this engagement strategy.**

### **3.1.4 Facilitating Insurance, Finance, Technological Innovation, and New Production Modalities**

As previously indicated, **involving the private sector in familiar activities that are easily aligned with their bottom-line focus will be one of the main objectives of the private sector engagement strategy.** The strategy will assist the Government in making the business case for investments in climate adaptation. The range of private enterprises in Saint Lucia—organised by size, orientation, level of formality, sector, and national origin—dictates that engagement of the private sector in various climate adaptation activities reflects their orientation and the diversity of their interests. This would include the provision of novel insurance options for vulnerable communities and sectors, alongside innovative, sustainable financing options and efficient business processes that provide reasonable investment returns. This is even more critical when one considers the OECD finding that “the focus of private sector approaches has been, unsurprisingly, mostly in upper middle income countries and in sectors where there is a clear business case and potential for returns, i.e. renewable energy and to a smaller extent energy efficiency” (Crishna Morgado & Lasfargues, 2017, p. 5). Saint Lucia’s private sector adaptation experience, thus far, exemplifies this finding, particularly with respect to the overwhelming concentration of efforts on renewable energy solutions, which are mostly oriented toward climate mitigation.

One regional example of a climate-related insurance product is the Caribbean Catastrophe Risk Insurance Facility (CCRIF), of which Saint Lucia is a member. However, this product is parametric—payment is triggered as a result of the underlying climate impact (drought or flood, for example)—and there is no incentive for ex-ante climate risk management. In contrast, the African Risk Capacity, an agency of the African Union, provides finance for countries to strengthen their disaster risk management systems, as well as providing a parametric insurance product that pays for pre-approved disaster relief measures implemented by participating governments (Miller & Swann, 2019, p. 44).

While these examples are of public sector-oriented risk management products, the same principles of risk management can downscale to the private sector. As such, the Government of Saint Lucia will seek to work with the insurance and reinsurance industries to enhance the development of innovative solutions that not only insure against climate impacts but also serve to reduce the vulnerability of Lucians and Lucian enterprises to said impacts.

The study *Saint Lucia’s Private Sector Participation in Response to Climate Change* reviewed private sector access to adaptation financing and found that the existing architecture excludes a large section of the private sector, mostly micro and small businesses, due to their limited knowledge and technical capacity (Environmental Governance Consulting, 2018). The study

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recommended that the governance of the CAFF be streamlined, that loans be designed with a grant component, that credit unions be invited to play a larger role in financing schemes, and that public financing specifically targets risks that the private market will not accommodate.

Continuing to refine existing financing mechanisms and discussing the aforementioned issues with potential borrowers and lenders within the financial sector would certainly assist in redressing the seeming disconnect between the desire of banks to have more bankable lending opportunities and the continual lack of access to finance among borrowers.

### 3.1.5 Identifying Opportunities for Adaptation Partnerships With the Public Sector Through PPPs

**One of the options in Saint Lucia's NAP to engage the private sector in climate adaptation activities relates to the development of PPPs.** It is worth noting that the Government of Saint Lucia approved a PPP policy in March 2015, which foresees a long-term contract between a private party and a public agency (a Government ministry or statutory corporation) for the development and/or management of a public asset and associated services. The primary advantages of PPPs are that they promote risk and cost-sharing for major public infrastructure projects and allow specific management expertise and technological inputs from the private sector. This can facilitate more efficient implementation and operations and allow the Government to focus more on the policy and regulatory aspects relating to the infrastructure without straining Government capacities and resources. A PPP can be a useful partnership mechanism for climate change adaptation actions involving the private sector. The current PPP policy is principally focused on supporting fiscal gaps and does not contain any specifics or guidance on climate adaptation partnership priorities. It mostly hinges on public sector initiatives that have previously been identified in the Public Sector Investment Programme (PSIP). Although the PPP policy allows for unsolicited proposals from the private sector, issuing targeted Requests for Proposals (RFPs) to private sector entities in order to generate innovative PPP ideas could be explored. No PPPs have been developed under this new policy to date.

The SLDB has proposed a PPP that would utilise Government lands, private sector funding and expertise, and funding from the SLDB's CAFF to pursue a project focusing on the construction of low-income, climate-resilient housing for vulnerable populations. While the details of the project are still being worked out, this is an example of the type of adaptation opportunities that could lend themselves to a PPP approach, benefiting public sector policy objectives, the country's climate adaptation goals, and private sector investment returns.

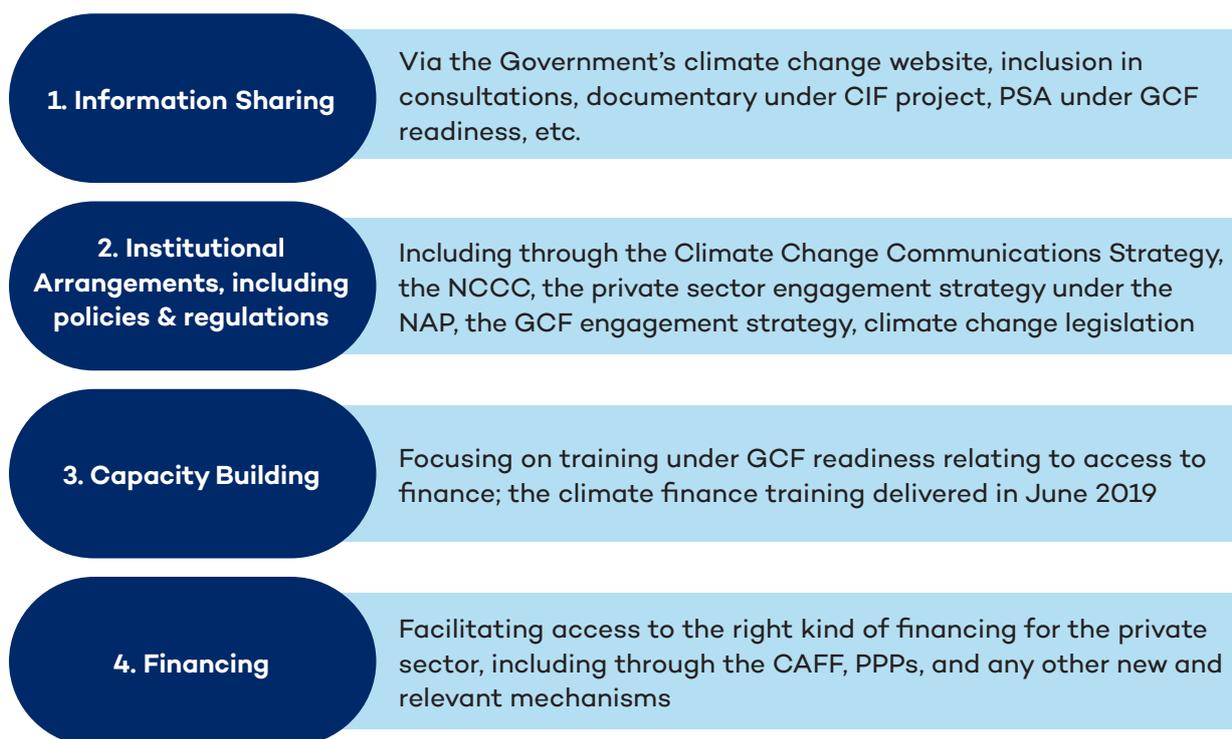
### 3.1.6 Informing the Development of Public Policy

Private sector actors are generally those most familiar with the sectors in which they operate. As such, the **engagement of private sector actors in NAP planning processes can help ensure that the Government's policy initiatives are inclusive, considerate of this area of great impact and importance, and designed to be effective and efficient in achieving their objectives in their intended context.** Furthermore, the Government's climate change communications strategy recognises the role of the media in monitoring and evaluating the NAP process and its promotion of accountability, transparency, and tracking of CSR activities. Monitoring media coverage of climate change adaptation will help to determine the effectiveness of that aspect of the communications strategy.

Specifically, the Government will work on establishing the following enabling conditions to promote private sector involvement in adaptation activities (see Figure 8):

1. **Information-sharing** via the Government's climate change website, inclusion in consultations, etc.
2. **Institutional arrangements, including policies and regulations**, including the climate change communications strategy and private sector engagement strategy under the NAP process, the National Climate Change Committee (NCCC), the GCF engagement strategy, and climate change legislation.
3. **Capacity building** by focusing on training under GCF readiness relating to access to finance, for example, the climate finance training delivered in July 2019 under the NAP process. These efforts will continue under potential further readiness support and could include additional events/formats, such as engagement with the Chamber of Commerce, bilateral engagements, and ongoing interaction with private sector actors through existing mechanisms.
4. **Financing** through facilitating access to the right kind of financing for the private sector, including through CAFF, PPPs, and any other new and relevant mechanisms, including the GCF PSF. No Lucian or Caribbean private sector companies have so far responded to PSF RFPs.

Figure 8. Governmental tasks to engage the private sector in adaptation



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**Foreign investment is crucially important to small, resource-poor islands like Saint Lucia, but such investments must be circumscribed by clear developmental guidelines that both protect the island’s social and ecological integrity and promote climate resilience and national adaptation goals, while ensuring country ownership throughout.** The Government intends to lead by example and ensure that its own PSIP promotes responsible impact investing and capital formation that is climate resilient and sustainable.<sup>13</sup> Public sector investment will, therefore, focus on climate-resilient infrastructure and areas that would stimulate sustainability in and greening of all economic sectors. This would provide the correct economic signals to the private sector, who will be induced to contribute to the process through transparent and attractive fiscal and non-fiscal incentives (e.g., land leasing at attractive rates, facilitation of access to international finance, research and development support, conducive legislative and policy frameworks, and enhanced ease of doing business).

**Active development of an enabling, business-friendly investment environment with a supportive infrastructure and promotional strategy enhancements will facilitate private sector investment in innovative, climate-resilient business processes that support Saint Lucia’s NAP.** This is more effective as a strategic private sector engagement action than mere dialogue with private enterprises and would help to build a more palatable and effective business case for adaptation. As indicated earlier, the public sector intends to lead on adaptation through the investment of public funds in adaptation actions, at times in conjunction with private sector investment and PPPs. Increasingly, international financial institutions are encouraging governments to adopt more transparent and effective incentive regimes, such as depreciated capital allowances, tax credits, and sustainability credits, based on contributions to natural capital formation/preservation. The Government of Saint Lucia intends to consider those and other transparent incentives to drive investments in climate adaptation.

**The Government recognises the need to more efficiently obtain revenue for its operations, in particular, the NAP.** Efforts to raise additional revenue for this purpose will aim for “tax buoyancy”—increases in Government revenue that stem from increased economic activity rather than creating additional tax burdens on private sector entities. New levies, fees, or royalties to support NAP implementation should aim to align with this goal of tax buoyancy or should be employed as a disincentive to maladaptive business practices (such as construction in vulnerable areas).

### **3.1.7 CSR**

**Integrating adaptation activities into CSR initiatives could be another way of promoting private sector involvement in the NAP process.** CSR is the deliberate inclusion of public interest into corporate decision-making. Many domestic and regional enterprises have embraced CSR in a very limited way by focusing only on community outreach aspects. However, CSR is primarily about governance, both public and corporate, and promotes non-economic social and environmental values through responsible business practices. These practices ultimately forge a better world and promote the overall public interest through, among other things, economic inclusiveness,

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<sup>13</sup> The Department of Economic Development, as NDA to the GCF, through the readiness support, is considering how the draft PSIP could include a GCF criteria/climate/Sustainable Development Goals screening of all projects to ensure that they contribute to achieving Saint Lucia’s strategic sustainable development and climate objectives.

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employee and community engagement, long-term profitability, protection of sustainable livelihoods, greater social stability, and the promotion of ethical consumerism and ecological goals. From the tourism perspective, for instance, this translates into sustainability for both the environment (physical, economic, and social) in which they operate and their own corporate establishments. Some tourism, manufacturing, and telecommunication enterprises have signed up to international CSR and environmental principles through their international affiliates, but this has not yet generated the desired change across the private sector. Engaging the private sector, generally and in specific clusters, on CSR initiatives that could assist the climate adaptation goals is, therefore, a vital component of the engagement strategy.

## 3.2 Expected Results

The impacts of climate change are widespread and affect all sectors, regardless of size, capacity, or orientation. All sectors of society have a responsibility, depending on their knowledge, motivation, and expertise, to share their specific knowledge on climate change and to engage with colleagues and the wider society in spreading the message of climate adaptation and facilitating the uptake of opportunities where they exist. **The overall outcome of the engagement strategy would be to establish a collaborative, holistic approach to climate adaptation across the private sector in Saint Lucia.** In the conceptualisation of the strategy, there are many foreseen and expected outcomes. **The collective goal is essentially getting an innovative, country-owned approach to climate adaptation that enables the domestic private sector to emulate and build on regional and global best practices and implement innovative solutions to the challenge of climate change. This should result in increased mobilisation and access to financing for adaptation. This will also lead to increasing adoption and integration of adaptation into business practices, supply chains, and investment decisions. Another result will be new financing sources and investment products and mechanisms that can be accessed by the private sector.**

### 3.2.1 Consideration of Innovative Private Financing Mechanisms in the Saint Lucian Context

A full exploration of the relevance and applicability of new adaptation financing instruments tailored to the specific needs of Saint Lucia will be one of the objectives of engagement with private financiers in Saint Lucia and the broader Caribbean region. Among some of the possible new climate financing mechanisms are green and blue bonds, impact investing funds, guarantees for development funds, risk financing facilities and insurance, and infrastructure support funding. Each is described briefly, but their relevance and how they contribute to the engagement strategy's objectives would all depend on the extent of their acceptance, applicability, and use in Saint Lucia.

#### 3.2.1.1 GREEN BONDS

**Green bonds are directed at funding projects that promote environmental sustainability or climate resilience.** Most of the green bonds issued are green “use of proceeds” or asset-linked bonds (Climate Bonds Initiative, 2019). Proceeds from these bonds are targeted at green projects and are backed by the issuer's entire balance sheet. Green bonds are novel financing mechanisms that were first issued in 2007 by the European Investment Bank and the World Bank's International

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Finance Corporation. The first corporate green bond was issued by a Swedish company, but they gained momentum in 2014 when almost USD 40 billion in green bonds was issued. **There are no green bonds currently issued in Saint Lucia, but in the future, it may be feasible for adaptation projects in-country to take advantage of the issuance of green bonds** available in the region. The imminent listing of the first-ever Caribbean Green Bond on the stock market by Jamaica is an encouraging development affirming green bonds as a viable financing mechanism for the region (Jamaica Observer, 2019). The Government will engage with the financial services industry and relevant international partners to assess the feasibility of the issuance of “green bonds” in the Saint Lucian context.

### 3.2.1.2 BLUE BONDS

**Blue bonds are very similar to green bonds, except that they are allocated to projects focused on marine conservation.** They are more prevalent in the Pacific region, where the “blue economy” is fast becoming the answer to their island-oriented vulnerability. Given the similarity of Pacific and Caribbean land- and seascapes, blue bonds should be equally relevant to Saint Lucia’s climate adaptation effort. The tourism sector, in particular, depends on the marine environment for much of its revenue and could employ blue bonds as a possible mechanism to ensuring that adaptation interventions within important coastal and marine areas are well funded. Fundable projects could include more acceptable effluent and solid waste management systems, as well as new collaborative marine management mechanisms. There are already many instances of “overtourism” and crowded tourism-related activities within specific marine areas, such as in Soufriere, Marigot Bay, and Rodney Bay, that tourism stakeholders—including hotels and marinas—could address through collaboration. Issuance of blue bonds by either the Government or those corporations could be one of the subjects of engagement.

For an example of blue bonds, Saint Lucia could look to the small island nation of the Republic of Seychelles, which launched the world’s first sovereign blue bond in 2018. The country was supported by the World Bank in developing the financial instrument to support sustainable marine and fisheries projects. The bond raised USD 15 million from international investors (World Bank, 2018b).

### 3.2.1.3 IMPACT INVESTING FUNDS

**Impact investing has become synonymous with sustainable, responsible investing** and was prominently profiled at the biennial World Investment Forum, hosted by the United Nations Conference on Trade and Development. This type of investing focuses on the positive developmental impact of investment funds and not just on the returns to the investor. International private investors, including Goldman Sachs, are now investing in underserved communities and initiatives that support the fundamental building blocks of opportunity, including affordable housing, quality education and healthcare, and growth capital for social enterprises and small businesses (Goldman Sachs, 2020). **There are many opportunities for both domestic investors and local businesses to contribute to and benefit from impact investing, which could provide a much-needed impetus to strategic investment for sustainability, resilience, and development.** This approach is strongly supported by civil society as a strategy that is more closely related to CSR principles and supportive of social and economic inclusion, and could indeed be highlighted within the engagement strategy.

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#### 3.2.1.4 GUARANTEES FOR DEVELOPMENT

Traditionally, the Government of Saint Lucia and others across the Caribbean have provided sovereign guarantees to international lenders and investors for investments or loans to traditional public sector development agencies. Given that many of those loans have performed badly and default rates have caused the guarantees to be called in, international financiers are moving away from this approach. As a result, these loans are now less prevalent than they were a decade ago. Further, official development assistance flows to Caribbean countries are on the decline due to rising standards of living, and traditional development lending sources are also diminishing. **A new form of guarantees for development in developing countries and emerging economies has been introduced, mostly by multilateral development banks (MDB), which allows those economies to leverage private sources of finance beyond the lending capacity of MDBs.** Guarantees are a form of insurance to help a borrower—whether a national or subnational government, a state-owned enterprise, or a private sector actor—obtain financing at better terms than would be possible without the guarantee. **This is a new option that could be accessed by domestic enterprises or even development banks for on-lending to qualified private sector enterprises involved in climate mitigation and adaptation initiatives.**

In many cases, these guarantees could be provided by developed country governments, MDBs, or other international institutions such as the GCF. In such cases, the government's responsibility would be to engage with these MDBs to facilitate the development of said projects.

#### 3.2.1.5 RISK FINANCING FACILITIES AND INSURANCE (LIFE, MEDICAL, AND LIVELIHOOD PROTECTION INSURANCE SCHEMES)

In October 2018, the World Bank, with the governments of Germany and the United Kingdom, launched a USD 145 million Global Risk Financing Facility (GRiF) to help vulnerable countries manage the adverse financial effects of climate change and its related severe weather events. The GRiF is designed to assist national and regional disaster insurance programmes, such as the CCRIF, by providing rapid liquidity and expanded disaster insurance to businesses and individuals who have incurred major losses as a result of climate change and extreme weather events (World Bank, 2018a). The GRiF, along with similar domestic and regional facilities, provides another possible source of funds to help business continuity and disruptions to livelihoods and income-earning in the aftermath of climate-related hazards. Access to insurance options further increases the attractiveness of and confidence in investments in adaptation. Saint Lucian farmers, through the Government, have benefited from CCRIF insurance funds, so this would be another key consideration in designing a comprehensive climate finance programme within the NAP implementation process. There are also other forms of insurance, both traditional and non-traditional, that can be accessed once the conditionalities and eligibility criteria are met. **The Government expects to review these mechanisms on an ongoing basis to inform decision making about which ones are relevant and applicable to specific domestic private sector situations.**



### 3.2.1.6 OTHER: CSR, EDUCATION FUNDS, AND INFRASTRUCTURE SUPPORT

The private sector can play a vital role by financing initiatives that provide foundational and infrastructural support to communities. CSR interventions predicated on the “triple bottom line”<sup>14</sup> approach to development and investment, for example, provide financing flows to national climate adaptation plans, with respect to funding community and MSME resilience-building programmes. The 1st National Bank Saint Lucia, for instance, has carved out a niche for itself in focusing on that type of CSR financing. **Funds devoted specifically to climate change education and resilient infrastructure building are also possible sources of climate finance.**

## 3.2.2 Signalling High-Level Policy Priorities

The NAP process can provide a high-level signal to private sector actors of the Government’s policy priorities, helping to establish the country’s “direction of travel.” This helps to instill confidence within economic actors, especially when it comes to new, innovative, and transformative approaches. High-level signalling can influence the private sector to both prioritise its actions and engagement in objectives with the Government. For example, in neighbouring Dominica, the concept of resilience has been mainstreamed into all its planning and policy proposals in the aftermath of the devastation caused by Hurricane Maria in September 2017. The Government of Saint Lucia has learned from this and intends, as much as practicable, to emulate that model. Among others, mainstreaming climate adaptation and resilience-building into economic and infrastructural development plans and action, as well as into social policy, will be a priority for the Government of Saint Lucia. The Government intends to work with private sector actors to facilitate the adoption of a similar approach to safeguarding their assets, investments, and plans. It will fully and purposefully participate in the national effort to build the overall resilience of Saint Lucia’s economy.

<sup>14</sup> Triple bottom line refers to the consideration of people, planet, and profits (social equity, environmental sustainability, and economic viability and inclusion, respectively) in private sector and governmental decision-making and operations.

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### 3.3 Strategy and Engagement Modalities and Activities

While private sector engagement is a critical aspect of the implementation of Saint Lucia’s NAP, such engagement is also important for a variety of other Government initiatives. Each request for such engagement represents a draw on the private sector actor’s time, potentially creating competition between public initiatives.

The DSD will engage other relevant public sector actors, whether through the NCCC or other channels, in an effort to facilitate alignment with other private sector engagement efforts. It will focus on enhancing understanding and capacity to make the business case for adaptation measures and planning within the private sector.

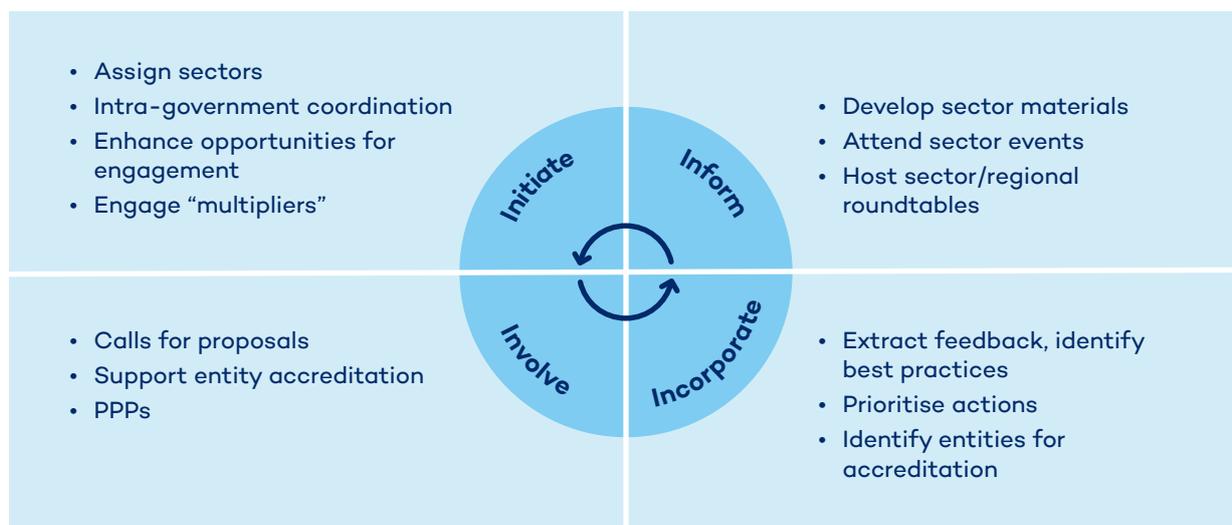
**The key private sector engagement activities in NAP implementation in Saint Lucia can be divided into four principal steps: initiate, inform, incorporate, and involve.** These steps have some overlap but, for the most part, can occur in sequence (see Figure 9).

1. **Initiate contact with the relevant stakeholders.** Building on the information gathered so far, continue to develop contacts within the relevant sectors and business multipliers, taking the lead from the NAP document itself. This may include enhancing the understanding of climate change adaptation among relevant contacts within sectors.
2. **Inform stakeholders.** The Government has a key role to play in making the business case for adaptation, sharing information on the NAP and on the opportunities provided by climate finance. This may involve the development of sector-specific, easily digestible communications materials for relevant stakeholders—for example, a factsheet on “climate change in the fisheries industry.” Engagement will also actively seek private sector reactions to specific barriers and invite private sector proposals for partnership. The GCF also allows the accreditation of private sector entities, so it may be appropriate for the Government to consider domestic private entities for accreditation. The GCF’s PSF also issues RFPs, which should be communicated to private sector actors when relevant. This will occur in close collaboration with the Ministry of Economic Development, given its crucial role in accessing international finance.
3. **Incorporate learnings into planning approaches in the NAP implementation.** The Government will aim to incorporate feedback from the ongoing engagement and will consider and prioritise opportunities for engagement that have been identified.
4. **Involve private sector actors in the implementation of climate change initiatives.** This can be through calls for proposals for the development of PPPs, opportunities for private sector actors to identify project ideas that align with the NAP measures, or through offering accreditation for international climate funds. These steps will be repeated to align the prioritisation of measures identified within the SASAPs, focusing first on the short term (2018–2021), then repeating the process for the medium-term (2021–2024) and then the long term (2024–2028) actions.<sup>15</sup>

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<sup>15</sup> This is not to suggest that this engagement should wait until each period has begun. Some of the longer-term priorities may require engagement at an earlier stage. It is just to ensure that the identified short-term projects receive immediate attention insofar as possible.

**Figure 9.** Indicative cycle of steps



### 3.3.1 Engagement by Sectoral/Thematic Cluster

**Given the diversity of the private sector and to be as relevant as possible, it is important to ensure that engagement is targeted by sector or theme and focuses on the risks and opportunities of climate change that align with stakeholders’ specific circumstances. More efficient use of the participants’ time will minimise the amount of engagement that is not relevant to the individual participants.**

Where appropriate, the DSD and other relevant Government agencies will organise engagement with private sector groups in a sectoral or thematic manner, tailoring content to the specific needs of the sector insofar as is possible.<sup>16</sup> This would follow the NAP’s proposed approach and has already been done through the SASAP development process.

In the case of the tourism sector, the SLHTA will be a critical partner in the NAP private sector engagement strategy. The different segments of the membership, including accommodation, yachting/maritime, transportation, and financing partners, will also be consulted individually, as the situation dictates. Given the international nature of Saint Lucia’s tourism sector, regional institutions such as the Caribbean Hotel & Tourism Association, the Caribbean Tourism Organisation, the World Travel & Tourism Council, and the United Nations World Tourism Organisation will be included in the discussions and consultations where feasible.

<sup>16</sup> These sectoral/thematic approaches may be organised on a variety of different bases—individual SASAPs may be excessively broad. The list of key industries above may be a relevant basis, as may be the division of industries in the climate change communications strategy.

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It has been recommended that

**Private-sector development cannot be separated from the overall sustainable development of the country. This implies that social issues such as poverty, unemployment and environmental vulnerabilities should be considered in any plan to enhance private-sector development.** Keeping such issues in mind, the Government and private-sector investors should seek out initiatives in areas in which Saint Lucia possesses advantages and endeavor to exploit the country’s existing assets, such as specialty tourism products (including boutique hotels and yachting)—high-end subsectors that provide high-quality employment and are environmentally friendly. (Lashley & Moore, 2013, p. 30)

Those prospects and others will be one of the specific subjects of engagement with the tourism private sector.

As part of efforts to promote a green economy in Saint Lucia, opportunities proposed for agricultural investment include organic products, agro-tourism attractions, value-added products, and health- and wellness-related products, including nutraceuticals and indigenous pharmaceuticals (Andrew, 2018). Such diversification may have adaptation benefits. There are also many other realistic prospects for adaptation in the sector, including reforestation, new insurance options, hydroponics and cutting-edge greenhouses, innovative financing options, more resilient fishing vessels and amenities, and more robust coastal/sea-defence infrastructure. Adaptation in agriculture is integral to food security, soil protection, health and wellness, and climate-proofing of critical food supply chains, thus making engagement with the sector a very high priority.

The NAP envisages strengthened infrastructure to withstand climate impacts and an enhanced enabling environment for integrating climate adaptation into infrastructure and spatial planning. This cannot be done solely by the Government and will require careful coordination with relevant private sector professionals, service providers, and investors. The APESL, the Association of Professional Architects, the newly formed Building Contractors Association, and qualified building contractors, architects, and engineers are expected to participate fully in the engagement and infrastructure development for the climate resilience process through the ministry responsible for infrastructure, which is already quite familiar with them. In some instances, their involvement may be through PPP agreements, which could be set up through an open tender procurement process or through unsolicited proposals from the private sector.

### 3.4 Public Communication

The DSD and other relevant Government officials will, where possible and in accordance with the climate change communications strategy, seek high-level, consistent, public communication about the importance of climate resilience and the NAP. Additionally, and where possible, coordination with existing engagement processes within the NAP Global Network or similar initiatives will be pursued in order to build synergistic relationships and avoid “reinventing the wheel.”

### 3.5 Indicative Action Plan

Based on the proposed approach, objectives, and expected results, a set of possible activities within immediate, short-, medium- and longer-term timelines is outlined in Table 2.

**Table 2.** Projected action plan and timing

Step	Action	Responsible Entity	Timing
Initiate	Request designation of a private sector engagement focal point in various government agencies <sup>17</sup> Recommend assignment of responsibility for specific industries to relevant officials	DSD	Short term
	Engage with other relevant ministries/departments to facilitate compatibility of plans for private sector engagement	DSD, through the NCCC	Short and medium term, to continuous
	Engage with relevant ministries/departments responsible for engagement with development and climate funds to ensure up-to-date information	DSD and Department with responsibility for Economic Development	Continuous
	Identify opportunities to enhance public visibility of climate resilience as a high-level policy priority	DSD and Department with responsibility for Economic Development	Immediate/Short term
	Organise launch event with high-level officials from a variety of ministries and private sector entities	DSD and Department with responsibility for Economic Development	2020
	Conduct initial bilateral engagement with relevant BMOs	DSD and officials with sectoral responsibility	2020-2021 (already underway with SLHTA)
	Establish new/streamline existing channels for private sector actors to submit recommendations and/or ideas	DSD and Department with responsibility for Economic Development	2020-2021

<sup>17</sup> In light of capacity constraints, this duty can be assigned to persons designated as the NCCC representative, or an alternate.

Step	Action	Responsible Entity	Timing
<b>Inform</b>	Develop sector-specific climate change briefs, materials that address climate impacts and make the business case for sectors	TBD	Continuous
	Attend sectoral meetings to share information and receive inputs	NCCC and officials with sectoral responsibility	Continuous/as required
	Host sectoral, cluster and/or regional roundtables	TBD	Annually (potentially during the annual business month)
<b>Incorporate</b>	Extract feedback and identify barriers to private sector action on adaptation	DSD	Continuous/as required
	Conduct a review of best practices for overcoming identified barriers	DSD	Continuous/as required
	Review relevant project proposals identified in the previous stage	DSD and Department with responsibility for Economic Development	Short term/ as needed
	Prioritise actions for private sector involvement <sup>18</sup>	DSD and Department with responsibility for Economic Development, in collaboration with NCCC	Continuous, based on various policies and processes
	Based on the previous step, determine whether to support private sector entities' accreditation to international climate funds	Department with responsibility for Economic Development and DSD	2020

<sup>18</sup> Whether through cost-effectiveness, SASAP priority, alignment with the medium-term strategy, or other relevant prioritisation approaches.

Step	Action	Responsible Entity	Timing
Involve	Identify potential funding sources for prioritised opportunities	Department with responsibility for Economic Development and DSD	Short term and as needed
	Develop terms of reference for prioritised opportunities	Department with responsibility for Economic Development and DSD	Short term and as needed
	Initiate RFP for prioritised projects	Department with responsibility for Economic Development and DSD	Short term and as needed
	Advance process of accreditation for selected entities	Department with responsibility for Economic Development and DSD	Short term and as needed
	Support private sector actors in the implementation of PPPs and/or development of proposals to access international climate funds	Department with responsibility for Economic Development and DSD	Short term and as needed

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# Annex 1: Possible Opportunities for Engagement

During the course of consultations with the private sector, a number of possible ongoing engagement opportunities have emerged. This list is not exhaustive but is intended to provide options for ongoing refinement of this strategy.

- Presentations during established board meetings of BMOs
- Bilateral meetings
- Targeted trainings and workshops
- Business breakfasts
- Resilience Expert Secondment programme
- WhatsApp groups
- Email groups
- Online message boards
- Providing content for the weekly All Biz Media's *Caribbean Business Report* (a weekly emailed publication that has wide domestic and regional circulation among the business sector and policy-makers)
- Partnerships during various Government exhibitions
- Participation/involvement in peer review events, nationally and internationally
- Surveys

# Annex 2: Compiled Opportunities for Sectoral Engagement

The below events represent opportunities for relevant officials to go to events that the private sector attends, as per the principles highlighted above. This list is a result of engagement over the course of a series of bilateral and group consultations. However, it is non-exhaustive and can be bolstered through further engagement with the appropriate BMOs, including through interventions and presentations at various board meetings.

Event	Frequency	Industry
ARISE Private Sector Forum	Annual	All
Caribbean Water and Wastewater Association (CWWA) Meetings	Annual	Water
Pan American Health Organisation Meetings		Health
Saint Lucia Hospitality and Tourism Association Chef's Table Meetings	Monthly	Tourism
Saint Lucia Hospitality and Tourism Association Meetings		Tourism
Saint Lucia Hospitality and Tourism Association General Meeting	Annual	Tourism
Sir Arthur Lewis Community College Staff Meetings	Quarterly	Education
Academic Board Meetings	Monthly	Education

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# Annex 3: Stakeholder Engagement in the Development of the Private Sector Engagement Strategy

The Department of Sustainable Development (DSD) hosted multiple stakeholder consultation workshops to ensure meaningful engagement in the development of the NAP private sector engagement strategy. Below are lists of stakeholders from relevant sectors and industries that participated in these events.

The DSD has already initiated the process of engaging major business membership organisations via presentations delivered during membership meetings, including Saint Lucia Chamber of Commerce, Industry and Agriculture; Saint Lucia Hospitality and Tourism Association; manufacturers and small business associations; Saint Lucia Industrial & Small Business Association; Employers Federation; and Coalition of Civil Society. This shows that the process of engagement on this is continuing.

## Consultation 1:

### **PALMVILLE MEETING ROOM, COCO RESORTS, RODNEY BAY, GROS ISLET TUESDAY, NOVEMBER 19–20, 2018**

This consultation served as the first contact with public and private sector actors. The aim was to raise awareness of the role of the private sector in implementing and executing Saint Lucia's National Adaptation Plan, engage in dialogue about the possible elements and gain direct input. Fifty-eight participants attended this consultation.

#### **Attendance Register**

	<b>Name of Organisation</b>	<b>Designation</b>	<b>Name</b>
<b>OFFICE OF THE PRIME MINISTER</b>			
1	<b>Office of the Prime Minister</b>	Programme Manager	Josette Maxwell Dalsou
2	<b>National Emergency Management Organisation (NEMO)</b>	Programme Development Officer	Andrew George
<b>MINISTRY OF AGRICULTURE, FISHERIES, PHYSICAL PLANNING, NATURAL RESOURCES AND COOPERATIVES</b>			
<b>Department of Agriculture, Fisheries, Natural Resources and Cooperatives</b>			
3	<b>Department of Agriculture</b>	Agronomist	Thaddeus Constantine
4		Crop Protection Officer	Cletus Alexander
5		Chief Extension Officer	Kemuel Jn. Baptiste
6	<b>Forests and Land Resources Department</b>	Environment Education Officer	Feria Narcisse-Gaston
<b>MINISTRY OF ECONOMIC DEVELOPMENT, HOUSING, URBAN RENEWAL, TRANSPORT AND CIVIL AVIATION</b>			
7	<b>Department of Economic Development, Transport and Civil Aviation</b>	Economist	Charlin Louisy-Regis
8	<b>Department of Physical Planning</b>	Civil Engineer	Jeanelle Fevrier
<b>MINISTRY OF HEALTH AND WELLNESS</b>			
9	<b>Department of Environmental Health</b>	Environmental Health Officer	Anthia St. Juste-Bray

	Name of Organisation	Designation	Name
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**MINISTRY OF INFRASTRUCTURE, PORTS, ENERGY AND LABOUR**

10	<b>Department of Infrastructure, Ports and Energy</b>	Civil Engineer	Naomi Cherry
11	<b>Renewable Energy Division</b>	Energy Officer	Benise Joseph

**MINISTRY OF EDUCATION, INNOVATION, GENDER RELATIONS AND SUSTAINABLE DEVELOPMENT**

**Department of Sustainable Development (DSD)-Lead Agency**

12	<b>Sustainable Development and Environment Division (SDED)</b>	Acting Permanent Secretary	Caroline Eugene
13		Deputy Chief Sustainable Development & Environment Officer	Dawn Pierre-Nathaniel
14		Disaster Vulnerability Reduction Project/ Pilot Programme for Climate Resilience Communications Officer	Lucius Doxerie
15		DVRP/PPCR Administrative Assistant	Marcia Sharon Charles
16		Professional Cadet	Snaliah Mahal
17		Sustainable Development and Environment Officer	Shanna Emmanuel
18		Sustainable Development and Environment Assistant	Peter St. Marie
19	<b>Protected Areas Management (PAM)</b>	Manager	Augustine Dominique

**MINISTRY OF COMMERCE, INDUSTRY, INVESTMENT, ENTERPRISE DEVELOPMENT AND CONSUMER AFFAIRS**

20	<b>Small Enterprise Development Unit (SEDU)</b>	Director	Barbara Charles
21	<b>Water &amp; Sewerage Company Inc. (WASCO)</b>	Strategic Planning Manager	Peter Norville
22	<b>National Conservation Authority (NCA)</b>	HR Manager	James Perineau

	<b>Name of Organisation</b>	<b>Designation</b>	<b>Name</b>
23	<b>Organisation of Eastern Caribbean States Commission (OECS-C)</b>	Project Coordinator, Climate Change & Disaster Risk Management	Crispin d'Auvergne
24		Programme Officer	Norma Cherry-Fevrier
25	<b>Soufriere Marine Management Association (SMMA)</b>	General Manager	Michael Bobb
26	<b>Saint Lucia Solid Waste Management Authority (SLSWMA)</b>	General Manager	Justin Sealy
27		Information and Communications Manager	Emlyn Jean
28	<b>Saint Lucia Electricity Services (LUCELEC)</b>	Distribution Planning Technician	Mugabe Alexander
29	<b>Saint Lucia National Trust (SLNT)</b>	Programme Officer-National Heritage	Joanna Rosemond
30	<b>Global Environment Facility-Small Grant Programme (GEF-SGP)</b>	National Co-ordinator	Giles Romulus
31	<b>Invest Saint Lucia (ISL)</b>	Investment Officer	Marie Grace-Walcott
32	<b>National Skills Development Centre (NSDC)</b>	General Manager	Selma St. Prix
33	<b>Caribbean Youth Environment Network (CYEN)</b>	Member/Delegate	Sophie Klein
34	<b>Insurance Council of Saint Lucia (ICSL)</b>	Chairperson of the General Sub-Committee	Joralia St. Louis
35	<b>Caribbean Public Health Agency (CARPHA)</b>	Regional Public Health Officer	Kim Newton-James
36	<b>Sir Arthur Lewis Community College (SALCC)</b>	Lecturer	Cathy James-Springer
37	<b>Saint Lucia Development Bank (SLDB)</b>	Managing Director	Vincent Boland
38	<b>Banana Industry Trust (BIT)</b>	Executive Director	Bertram Clarke
39	<b>Saint Lucia Hospitality and Tourism Association (SLHTA)</b>	Environmental Officer	Carl Hunter
40	<b>Export Saint Lucia</b>	Market Research	Kelvin Jn. Baptiste

	<b>Name of Organisation</b>	<b>Designation</b>	<b>Name</b>
41	<b>Sol- Lucian Inc.</b>	Administrative Sales Executive	Randall Joseph
42	<b>Laborie Fishers Co-operative</b>	President	Marylene Marquis
43		Black Bay Farmers Representative	Lucius Ellevic
44	<b>Beacon Insurance Co.</b>	Business Development Officer	Wahid Norville
45	<b>Saint Lucia Cooperative Credit Union League</b>	President	Zephirin Francis
46	<b>CK Insurance (EC)</b>	Business Development Manager	Roger Hare
47	<b>Tapion Hospital</b>	Quality Care-Admin	Carleen James
48	<b>Civil Society Organisation</b>	Member	Raphael CK St. Hill
49	<b>Environmental Governance Consulting (EGC)</b>	Consultant	Kurt Prospere
50	<b>Climate Analytics</b>	Director	Laetitia De Marez
51		Policy Advisor	Paolo Cozzi
52		Consultant	Andrew McHale
53	<b>Unite Caribbean</b>	Consultant	Felix Finisterre
54	<b>Royalton Saint Lucia</b>	Environmental Coordinator	Casey Andrew

## Consultation 2:

**PALMVILLE CONFERENCE ROOM, COCO RESORTS, RODNEY BAY, GROS ISLET  
MONDAY, FEBRUARY 11, 2019**

This consultation was conducted to share the findings of then-completed deliverables and drafts and to receive stakeholder feedback and input on the development of a NAP financing strategy, private sector engagement strategy, and public-private partnership proposal.

### Attendance Register

	Name of Organisation	Designation	Name
<b>OFFICE OF THE PRIME MINISTER</b>			
1	<b>National Emergency Management Organisation (NEMO)</b>	Programme Development Officer – Training and Public Awareness	Andrew George
<b>MINISTRY OF AGRICULTURE, FISHERIES, PHYSICAL PLANNING, NATURAL RESOURCES AND COOPERATIVES</b>			
<b>Department of Agriculture, Fisheries, Natural Resources and Cooperatives</b>			
2	<b>Department of Agriculture</b>	Chief Extension Officer	Kemuel Jn. Baptiste
3		Crop Protection Officer	Cletus Joseph
4	<b>Forests and Land Resources Department</b>	Assistant Forestry Officer	Rebecca Rock
5	<b>Water Resources Management Agency (WRMA)</b>	Acting Director	Jason Ernest
6	<b>Veterinary and Livestock Division (VET)</b>	Animal Assessment Officer	Daryl Best
7	<b>Department of Physical Planning</b>	Senior Cartographer	Suzanna Aurelien
8		Civil Engineer	Jeanelle Fevrier-Popo
<b>MINISTRY OF ECONOMIC DEVELOPMENT, HOUSING, URBAN RENEWAL, TRANSPORT AND CIVIL AVIATION</b>			
9	<b>Department of Economic Development, Transport and Civil Aviation</b>	Economist	Charlin Louisy-Regis
10	<b>Department of Housing</b>	Chief Housing Officer	Jenny Daniel
11		Physical Planning Officer	Kahlil Glasgow

	Name of Organisation	Designation	Name
<b>MINISTRY OF FINANCE, ECONOMIC GROWTH, JOB CREATION, EXTERNAL AFFAIRS AND PUBLIC SERVICE</b>			
12	Research and Policy	Economist	Nalisa Marieatte
13	Budget Office	Budget Analyst	Regina Andrew
14	Accountant General's Office	Accountant	Melissa Tenna-Joseph
<b>MINISTRY OF TOURISM, INFORMATION AND BROADCASTING</b>			
15	Department of Tourism	Tourism Officer	Deepa Girdari
<b>MINISTRY OF HEALTH AND WELLNESS</b>			
16	Department of Health	Social Planner	Jackie Joseph-Mills
17	Department of Environmental Health	Assistant Chief Environmental Health Officer	Cheryl St. Romain
<b>MINISTRY OF INFRASTRUCTURE, PORTS, ENERGY AND LABOUR</b>			
18	Department of Infrastructure	Meteorological Officer	Vigil Saltibus
19		Meteorological Officer	Andre Joyeux
20	Renewable Energy Division	Energy Officer	Benise Joseph
<b>MINISTRY OF EDUCATION, INNOVATION, GENDER RELATIONS AND SUSTAINABLE DEVELOPMENT</b>			
21	Gender Relations Division	Gender Relations Officer	Rohn Peter
<b>Department of Sustainable Development (DSD)-Lead Agency</b>			
22	Department of Sustainable Development (Policy and Planning)	Acting Permanent Secretary	Caroline Eugene
23		Acting Deputy Permanent Secretary	Silka Tobias
24		Chief Technical Officer	Samanthia Justin
25	Accounts Division	Senior Accountant	Desmond James
26		Chief Sustainable Development and Environment Officer	Annette Rattigan-Leo

	<b>Name of Organisation</b>	<b>Designation</b>	<b>Name</b>
27	<b>Sustainable Development and Environment Division (SDED)</b>	Deputy Chief Sustainable Development & Environment Officer	Dawn Pierre-Nathaniel
28		Sustainable Development & Environment Officer	Maier Sifflet
29		DVRP/PPCR Communications Officer (Climate Change)	Lucius Doxerie
30		DVRP/PPCR Administrative Assistant	Marcia Sharon Charles
31		Sustainable Development and Environment Officer	Jeanel Volney
32		Professional Cadet	Snaliah Mahal
33		MEA Project Manager	Teshia Jn. Baptiste
34	<b>Protected Areas Management (PAM)</b>	Manager	Augustine Dominique
35	<b>Saint Lucia Air and Seaports Authority (SLASPA)</b>	Maritime Assistant	Thecla Joseph
36	<b>Saint Lucia Electricity Services (LUCELEC)</b>	Distribution Planning Technician	Mugabe Alexander
37		Education and Public Information Manager	Emlyn Jean
38	<b>Soufriere Marine Management Association (SMMA)</b>	General Manager	Michael Bobb
39	<b>Sir Arthur Lewis Community College (SALCC)</b>	Institutional Development Specialist	Cathy James-Springer
40	<b>Caribbean Youth Environment Network (CYEN)</b>	Member	Sophie Klein
41		Member	Vitaneé Blasse
42	<b>National Skills Development Centre (NSDC)</b>	Deputy Manager	Barry Paul
43	<b>Caribbean Public Health Agency (CARPHA)</b>	Technical Officer	Kim Newton-James
44	<b>Caribbean Water and Sewerage Association Inc. (CAWASA)</b>	Executive Director	Ignatius Jean

	<b>Name of Organisation</b>	<b>Designation</b>	<b>Name</b>
45	<b>Caribbean Electric Utilities Services Corp (CARILEC)</b>	Technical Services Manager	Andrew Thorington
46	<b>Invest Saint Lucia (ISL)</b>	Manager	David Desir
47	<b>Banana Industry Trust (BIT)</b>	Executive Director	Bertram Clarke
48	<b>National Housing Corporation (NHC)</b>	Engineer	Marvin Williams
49	<b>Saint Lucia Manufacturers Association (SLMA)</b>	Vice president	Nicholas Barnard
50	<b>Saint Lucia Development Bank (SLDB)</b>	Managing Director	Vincent Boland
51	<b>Saint Lucia Industrial Small Business Association</b>	Senior Programme Officer	Nissa Henry
52	<b>RAC Masters</b>	Administrative Assistant	Anika Armstrong
53	<b>GK Insurance (EC)</b>	Business Development Manager	Roger Hare
54	<b>Royalton Saint Lucia</b>	Environmental Coordinator	Casey Andrew
55	<b>Saint Lucia Employers Federation</b>	Membership Services Officer	Arlene Renee
56	<b>Sol Lucian Inc.</b>	Renewable Manager	Ricardo James
57	<b>Climate Analytics</b>	Policy Advisor	Paolo Cozzi
58		Consultant	Mc Hale Andrew

### Consultation 3:

#### **GOLDEN PALM CONFERENCE CENTRE, RODNEY BAY, GROS ISLET JULY 19, 2019**

This three-day training workshop was held in coordination with Saint Lucia's Department of Sustainable Development (DSD). The aim was to train participants in accessing climate finance and provide an opportunity for feedback and discussions on key deliverables, such as the private sector engagement strategy and the NAP financing strategy.

#### **Attendance Register**

	Name of Organisation	Designation	Name
<b>MINISTRY OF FINANCE, ECONOMIC GROWTH, JOB CREATION, EXTERNAL AFFAIRS AND THE PUBLIC SERVICE</b>			
<b>Office of the Prime Minister</b>			
1	<b>National Emergency Management Organisation (NEMO)</b>	Maintenance Officer	Malcolm Job
<b>MINISTRY OF AGRICULTURE, FISHERIES, PHYSICAL PLANNING, NATURAL RESOURCES AND CO-OPERATIVES</b>			
2	<b>Department of Agriculture</b>	Chief Extension Officer	Kemuel Jn. Baptiste
3		Crop Protection Officer	Cletus Alexander
4	<b>Forests and Land Resources Department</b>	Assistant Chief Forestry Officer	Rebecca Rock
5	<b>Water Resources Management Agency (WRMA)</b>	Acting Director	Jason Ernest
6		Water Resource Specialist	Miguel Montoute
<b>MINISTRY OF COMMERCE, INDUSTRY, INVESTMENT, ENTERPRISE DEVELOPMENT AND CONSUMER AFFAIRS</b>			
7	<b>Department of Commerce (Small Enterprise Development Unit-SEDU)</b>	Business Development Officer	Nalia Sule
<b>MINISTRY OF EDUCATION, INNOVATION, GENDER RELATIONS AND SUSTAINABLE DEVELOPMENT</b>			
8	<b>Gender Relations Division</b>	Gender Relations Officer	Rohn Peter
9	<b>Department of Sustainable Development (DSD)-Lead Agency</b>	Chief Technical Officer	Samanthia Justin

	Name of Organisation	Designation	Name
10	<b>Sustainable Development and Environment Division (SDED)</b>	Deputy Chief Sustainable Development and Environment Officer	Dawn Pierre-Nathoniell
11		Sustainable Development and Environment Officer	Shanna Emmanuel
12		Science and Technology Officer	Bethia Thomas
13		Secretary	Sansha Mathurin
14		Disaster Vulnerability Reduction Project (DVRP) Coordinator	Angela Burnett
15		Iyanola Project Coordinator	Francillia Solomon
16		Climate Finance Advisor	Ruth Phillip Itty

#### MINISTRY OF HEALTH AND WELLNESS

17	<b>Department of Environmental Health</b>	Deputy Chief Environmental Health Officer	Cheryl Eugene-St. Romain
18	<b>National Skills Development Centre (NSDC)</b>	Accountant	Myran Henry
19	<b>National Conservation Authority (NCA)</b>	H R Manager	James Perineau
20	<b>Caribbean Youth Environment Network (CYEN)</b>	Member	Gail Claxton
21	<b>Saint Lucia Development Bank (SLDB)</b>	Business Development and Marketing Manager	Philbert Francis
22	<b>Saint Lucia Solid Waste Management Authority (SLSWMA)</b>	Accountant	Atkinson Alcide
22	<b>Caribbean Public Health Agency (CARPHA)</b>	Technical Officer-Solid Waste and Chemical Management	Kim Newton-James
23	<b>Saint Lucia Air and Seaports Authority (SLASPA)</b>	Ship Surveyor	Valence Victor
24	<b>Saint Lucia Electricity Services Ltd. (LUCELEC)</b>	Distribution and Planning Technician	Mugabe Alexander

	<b>Name of Organisation</b>	<b>Designation</b>	<b>Name</b>
25	<b>Water and Sewerage Authority (WASCO)</b>	Training Manager	Mandila Alcee
26	<b>Invest Saint Lucia (ISL)</b>	Investment Officer	Marie Grace Walcott
27	<b>Export Saint Lucia</b>	Market Research Officer	Kelvin Jn. Baptiste
28	<b>Organisation of Eastern Caribbean States Commission (OECS-C)</b>	Program Officer-Climate Change	Crispin d'Auvergne
29	<b>Tropical Shipping</b>	Sales Representative	Janelle Sargusingh
30	<b>Sol Lucian Inc.</b>	Sales Officer	Randall Joseph
31		Business Development Executive	Ricardo James
32	<b>Castries Fishermen's Co-operative</b>	Member	Emiliana Nedd
33	<b>Saint Lucia Coalition of Services</b>	Research Assistant	Marvin Satney
34	<b>Coalition of Civil Society Organisations</b>	President	Kingsley St. Hill
35	<b>Saint Lucia Employers' Federation</b>	Membership Services Officer	Arlene Rene
36	<b>Climate Analytics</b>	Consultant	McHale Andrew
37		Consultant	Paolo Cozzi



