



Assessment of Transparency Capacities in the Countries of the Anglophone Caribbean



Regional Transparency Network - Anglophone Caribbean February 2023







The capacity needs assessment exercise aimed to examine the status of the transparency system and related capacities to comply with the reporting requirements of the UNFCCC and the Paris Agreement of the countries of the Anglophone Caribbean. The key instrument for the assessment was an online survey. A list of targeted questions covered all respective areas of climate transparency: (i) GHG Inventory; (ii) NDC tracking; (iii) Adaptation and Impacts, incl. loss and damage issues; (iv) Support needed and received. Furthermore, the questions covered the topic of gender mainstreaming and support provided by other international initiatives on climate actions transparency.

At the time compilation of this report (February 2023), nine countries of the Anglophone Caribbean Network have responded to the survey. These are: *Antigua and Barbuda, Belize, Dominica, Grenada, Jamaica, St. Kitts and Nevis, Saint Lucia, St Vincent and the Grenadines and Suriname*. The responses were duly assessed and, in some cases, a referential analysis was performed.

The respondents represented countries' governmental organizations, which either coordinate the process of climate reporting and transparency actions, or support (expert level) these processes at the national level by contributing to the preparation of the National Communications (NCs), Biennial Update Reports (BURs), BTRs, National Inventory Reports (NIRs), and National Adaptation Plans (NAP).

In terms of the reporting status of countries more than half of the countries in the network have submitted at least their 3rd NC with Belize being the only country to submit a 4th National Communication to the UNFCCC. Bahamas, Barbados, Grenada, Guyana, St Kitts and Nevis and St Vincent and the Grenadines have only submitted their second National Communication so far. Biennial Update Reports (BURs) have been submitted by Antigua and Barbuda, Bahamas, Belize, Saint Lucia and Trinidad and Tobago while National Inventory Reports have been submitted by Antigua and Barbuda, Belize, Jamaica and Saint Lucia. Adaptation Communications (ACs) have been submitted by Antigua and Barbuda, Dominica, Jamaica and Saint Lucia. A table with all the reports submitted by countries is included in table 1 below.

Table 1: Reporting status of countries in the Anglophone Caribbean Network

Country	National Communications	Biennial Update Report	Adaptation Communication	Technical Annex for REDD+
Antigua and Barbuda	3	1	1	
Bahamas	2	1		
Barbados	2			
Belize	4	1		1
Dominica	3		1	
Grenada	2			
Guyana	2			
Jamaica	3		1	
Saint Kitts and Nevis	2			
Saint Lucia	3	1	1	1
St Vincent and the Grenadines	2			
Suriname	2	1		2
Trinidad and Tobago	3	1		









Part 1: Overall transparency system and status of reporting

This section of the report assesses the overall status of the country's transparency system to be able to continuously prepare and submit reports, in line with the enhanced transparency framework.

4.6 Overall status of the transparency system

For overall status of transparency system to be able to continuously prepare and submit reports in line with the enhanced transparency framework, four (Belize, Grenada, Saint Lucia and St. Kitts and Nevis) of the nine countries responding consider their systems to be fair i.e., transparency system in place but needs improvement. Also, four countries (Jamaica, Suriname, St Vincent and the Grenadines and Dominica) considered their transparency system to be poor i.e., transparency system not in place or in inception stage. Antigua and Barbuda is the only country to consider their transparency system as good i.e. transparency system is fully established requiring minor improvements. Figure 1 below shows the status of the transparency system in all countries.

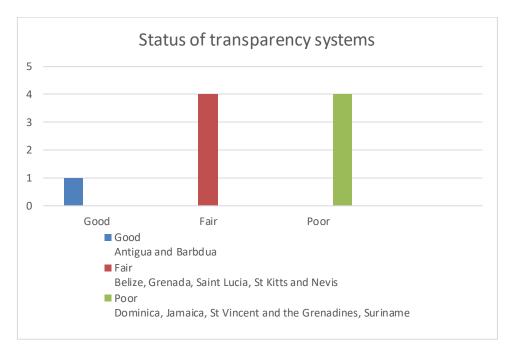


Figure 1: Status of transparency systems

1.2 Institutional arrangements for transparency

Most countries rated their institutional arrangements for transparency (including clearly defined roles of actors, legal arrangements and data sharing agreements) as at least fair with three countries (Antigua and Barbuda, Belize and Saint Lucia) considering their institutional arrangements as advanced while St Kitts and Nevis and Suriname consider their institutional arrangements to be fair. Dominica, Grenada, Jamaica and St Vincent and the Grenadines consider their institutional arrangements to be poor i.e. not yet established or in its inception stage.





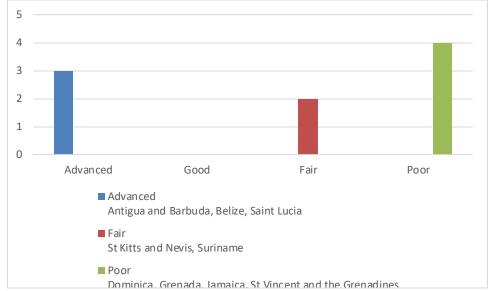


Figure 2: Institutional arrangements for transparency

1.3 Status of transparency reports being prepared

In terms of preparation of transparency reports, most countries are currently in the process of preparing a NC or BUR. Antigua and Barbuda, Saint Lucia, Belize and Jamaica are all preparing their fourth national communications. Jamaica is also preparing its second BUR and Belize is preparing its first BUR. Third NCs are being prepared by Dominica, Grenada, St Kitts and Nevis, Suriname and St Vincent and the Grenadines. St Kitts and Nevis and Grenada are also preparing their first BURs.

Table 2: Reports currently being prepared by countries.

Countries/Report	National Communication	Biennial Update Report	
Antigua and Barbuda	4		
Dominica	3		
St. Kitts and Nevis	3	1	
Grenada	3	1	
Jamaica	4	2	
St. Lucia	4		
Suriname	3	1	
Belize	5	1	
St. Vincent and the Grenadines	3	1	

The survey also inquired whether countries' outcomes of their transparency system were used for national policy making. Antigua and Barbuda and Saint Lucia indicated that transparency outcomes are used for policy-making in their country. Specifically, in Antigua and Barbuda the transparency system has informed the development and submission of the revised NDCs and is also used in operationalizing the Environmental Protection and Management Act, 2019. The Department of Environment of Antigua and Barbuda is also developing an Environment Registry that will house the country's MRV system and assist in NDC tracking. The Department of Environment also manages a national Technical Advisory Committee









(TAC) that provides guidance and support in the implementation of environmental projects. The TAC advises on technical briefings which are then used to inform policy development. Saint Lucia indicted that the GHG inventory was used to inform the country's NDC. The NDC in turn has played a role in informing Saint Lucia's Energy Policy.

Part 2: Transparency support received, and good practices and lessons learned in transparency

This section looks at the support received by countries for transparency related actions in the past as well as support currently received. In addition, transparency-related best practices and lessons learnt in the process that countries would like to either share with or learn about from other countries- were explored.

2.1 Transparency support received by countries

Four countries (Antigua and Barbuda, Belize, Grenada and Saint Lucia) have indicated that they are currently receiving support for transparency-related activities including from UNEP, UNDP, UNFCCC, GCF, ICAT and NDC-Partnership etc.

Countries were also asked to elaborate on their most useful support and these responses are reflected in the table below.

Table 3: Support for transparency received by countries noted as most useful.

Country	Most relevant support received
Antigua and Barbuda	The NDC Partnership Climate Action Enhancement Package (CAEP) support implemented by the Department of Environment supported the development of the draft MRV Framework, the draft NDC Implementation Plan, an NDC Tracker Dashboard, developing the revised NDC Targets, a Stakeholder and Communication Plan and supporting the Just Transition of the workforce.
Belize	ICAT project to establish MRV system
Jamaica	CBIT project implemented by the Inter-American Development Bank (IADB) to strengthen Jamaica's enhanced transparency framework to meet the requirements of the Paris Agreement.
Saint Lucia	The Government of Saint Lucia obtained a Readiness Grant from the GCF to support of a comprehensive MRV Climate Finance Tracking System for Saint Lucia. This system built upon the existing MRV Portal for Saint Lucia. It is important in providing an evidence base for Saint Lucia upon which climate finance decisions can be taken and to assist Saint Lucia in better capitalizing on finance opportunities as it relates to climate change. In addition, Climate Analytics and PATPA have provided assistance that would allow Saint Lucia to enhance its MRV system through capacity building and mentorship. This is essential in allowing Saint Lucia to track its progress in climate change action and to have easy access to information and data as it relates to climate change.
Suriname	Within the NC3 project support was received from UNEP and UNFCCC in the form of training and guidance.







2.2 Best practices and lessons learnt

In terms of best practices and lessons learned for transparency a few of the countries provided responses that they were willing to share on some best practices based on their experiences in implementing EFT related activities. The table below outlines the areas of best practices that countries would like to share.

Table 4: Best practices and lessons learnt that countries are willing to share with other countries.

Country	Transparency areas for sharing with other countries
Antigua and Barbuda	The Department of Environment has been documenting lessons learnt
Saint Lucia	The review process for the BUR was critical for Saint Lucia in terms of providing useful insights in areas of reporting that require further enhancement, gaps and capacity building
Belize	Integration of transparency into national processes, share value of merging NDC implementation plan with the MRV process
Jamaica	Procurement processes and contracts

In terms of best practices and lessons learnt for transparency, some countries have highlighted specific areas that they would like to hear more about. This is presented in the table below.

Table 5: Areas of best practices that countries would like to learn about.

Country	Transparency related topics to learn about
Antigua and Barbuda	MRV framework development and implementation, just transition in the workforce
Grenada	Transition to the BTR
Saint Lucia	MRV systems, climate finance tracking, NDC tracking, Transitioning to the ETF
Suriname	GHG inventories for transport, energy and IPPU
St Vincent and the Grenadines	Tracking finance, mitigation and adaptation

Part 3: Implementing the ETF and preparation for the Biennial Transparency Reports

This section provides information about countries' familiarity with the BTR process, the stages they are in preparing their first BTR, as well as challenges being faced to implement the ETF in a sustainable manner and potential solutions to alleviate the identified challenges.

3.1 Knowledge of BTR provisions

All respondent countries are familiar with the ETF/BTR provisions including reporting templates to some extent. Suriname is very familiar due to participation in FAO led ETF trainings two years ago. Belize and St Vincent and the Grenadines are not very familiar with the provisions yet, while the other respondent countries are familiar due to trainings and participation in the negotiations.





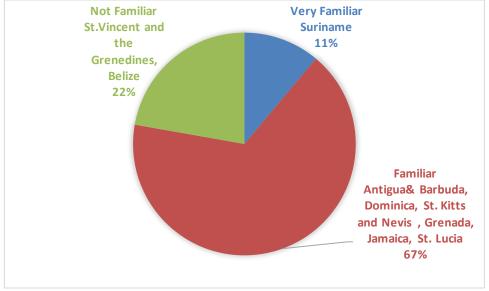


Figure 3: Level of familiarity with BTR provisions

3.2 Level of preparation of first BTR

In terms of preparations towards BTR in the region, four out of the nine countries indicated to not have taken any steps yet. Four countries have requested funding from the GEF for preparing their first BTR, mainly through UNEP, and one country is in the process of requesting support.

Table 6: Steps taken towards preparation of the BTR.

Country	Steps taken towards preparation of BTR		
Antigua and Barbuda	Funding has been requested from the GEF and approved. The BTR project implementation plan is now being finalized.		
Belize	In the process of requesting support		
Dominica	No steps have been taken yet		
Grenada	No steps have been taken yet		
Jamaica	No steps have been taken yet		
Saint Kitts and Nevis	Funding has been requested from the Global Environment Facility (GEF) for the preparation of the first BTR		
Saint Lucia	Funding has been requested from the Global Environment Facility (GEF) for the preparation of the first BTR		
St. Vincent and the Grenadines	No steps have been taken yet		
Suriname	Other support has been requested to support preparation for the BTR		

3.3 Challenges faced for implementation of the ETF

Countries were asked to explain the three main challenges they face in implementing the enhanced transparency framework (ETF) in a sustainable manner. The lack of technical capacity is by far the greatest challenge that countries are facing in the region followed by the lack of human resources. The table below shows the types of challenges respondent countries are 7 experiencing.







Table 7: Transparency related challenges faced by countries.

Challenge	Number of respondents	Country
Limited technical capacity	7	Antigua and Barbuda, Dominica, Grenada, Jamaica, Saint Lucia, Suriname, St Vincent and the Grenadines
Limited human resources	4	Dominica, Grenada, St Kitts and Nevis, Suriname
Limited data	3	Dominica, Suriname, Jamaica
Lack of finance for implementation	2	St Kitts and Nevis, Suriname
Receive support/feedback from local stakeholders to review and prioritize the indicators for the MRV framework	1	Antigua and Barbuda
Lack of mandatory data sharing agreements	1	Grenada
Absence of an MRV system	1	Jamaica
Legal challenges	1	St Vincent and the Grenadines

Some of the countries identified specific technical capacity building areas for the ETF when explaining the challenges that they are facing. These capacity constraints are listed in the table below.

Table 8: Capacity related challenges faced by countries.

Country	Capacity Constraint		
Antigua and Barbuda	Preparation of NIR		
Dominica	Undertaking mitigation assessments and developing GHG inventories		
Grenada	Enhanced transparency framework		
Saint Lucia	MRV systems		

3.4 Solutions for implementation of ETF

Correspondingly, the proposed solutions for alleviating the transparency related challenges identified are an increase in training and technical assistance from international organizations (4 countries) and assigning of more staff to ETF activities in countries (3 countries). The list of solutions is presented in table 9 below:







Table 9: Solutions to transparency related challenges

Solutions	Number of respondents	Countries
Increase training and technical assistance from international organizations	4	Antigua and Barbuda, Dominica, Grenada, St. Vincent and the Grenadines
Assigning more staff for ETF	3	Antigua and Barbuda, Dominica, Grenada
Putting structures in place that would allow for sustainable collection, preservation and use of data	2	Grenada, Saint Lucia
Increase focus on policy	1	Belize
Short-term consultancies for technical expertise	1	Jamaica

Part 4: Assessment of capacities related to the four ETF reporting areas

This part of the report aims to assess the status of institutional arrangements for the four ETF reporting areas, which are: (1) GHG Inventory, (2) NDC Tracking, (3) Adaptation and Impacts, (3.1) Loss and Damage and (4) Support needed and received. Additionally, this section covers the technical capacities to collect data/track progress of the four ETF reporting areas and report on them.

4.1 Institutional arrangements for ETF reporting areas

Regarding the status of institutional arrangements for the ETF reporting areas, the received responses covered a mix of mainly good (institutional arrangements established requiring minor improvements), fair (institutional arrangements established requiring major improvements) and poor (considerable support required) institutional arrangements. As the only country, Belize, has indicated to have in place advanced institutional arrangements, namely for the area of NDC tracking. For loss and damage, three countries (Jamaica, St. Kitts and Nevis and St. Vincent and the Grenadines) indicated that institutional arrangements are absent making this the area with the greatest deficiency. The information is presented in figure 4 below.







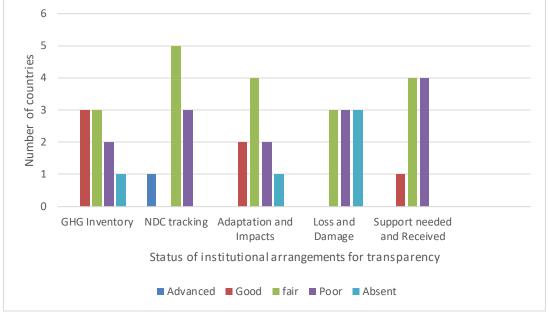


Figure 4: Status of Institutional arrangements for ETF reporting areas

4.2 Technical capacities to collect data/track progress on the ETF reporting areas

Regarding the technical capacities to collect data/track progress in the four ETF reporting areas and report on them, the majority of countries rated their capacities as either fair or poor for all four areas. However, no country reported advanced nor absent technical capacities in any of the areas.

The two ETF areas where most countries noted poor technical capacities are for loss and damage (Belize, Dominica, Grenada, Jamaica, Saint Lucia, St. Kitts and Nevis, St Vincent and the Grenadines) and support needed and received (Belize, Dominica, Grenada, Jamaica, Saint Lucia, St Vincent and the Grenadines)). For NDC tracking the technical capacities were rated mostly as fair (Antigua and Barbuda, Dominica, Jamaica, Saint Lucia, St. Kitts and Nevis, Suriname). Antigua and Barbuda is the only country to select good for technical capacities for any of the ETF reporting areas, and these were GHG inventory, adaptation and impacts and support needed and received. Figure 5 below shows the rate of technical capacities for the ETF reporting.





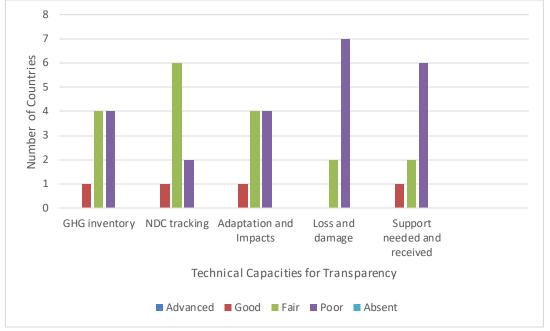


Figure 5: Technical capacities for ETF reporting areas

4.3. Specific technical capacities related to GHG Inventories

Regarding the preparation of their GHG inventory, seven countries used the 2006 IPCC Guidelines. Dominica is the only country to have used the 2019 refinement of the IPCC Guidelines, while Jamaica is the only country to have used the 1996 IPCC Guidelines for preparation of its GHG inventory, as shown in figure 6 below.

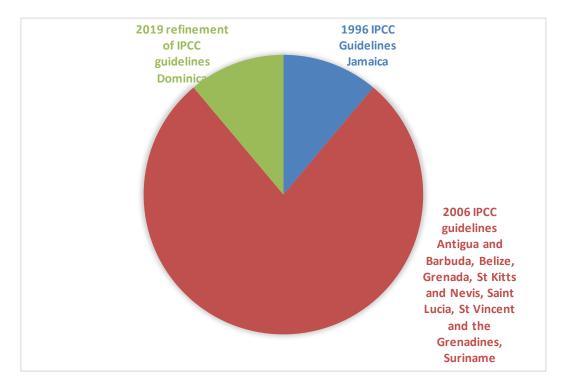


Figure 6: IPCC guidelines for GHG inventory preparation







All countries except Saint Lucia are using (fully or partially) the IPCC software for preparation of the GHG inventories. The countries that are fully using IPCC software include Antigua and Barbuda, Grenada, Belize, St Kitts and Nevis, Suriname.

Antigua and Barbuda is the only country that has operational QA/QC procedures in place while four countries (Belize, Jamaica, St Kitts and Nevis and Saint Lucia) have partially established QA/QC procedures. The other four countries do not have QA/QC procedures established yet, as is shown in figure 7 below.

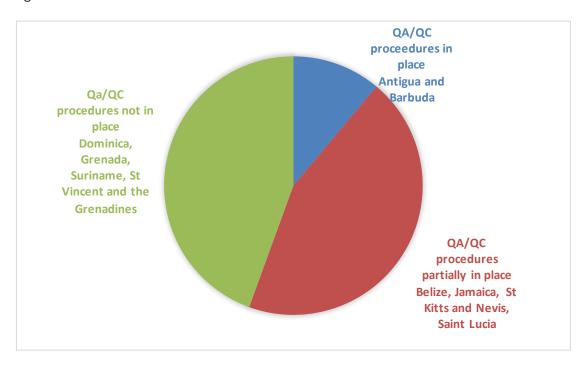


Figure 7: Status of QA/QC procedures

St Kitts and Nevis and Saint Lucia both indicated that their QA/QC was used for their BUR however it is not fully operationalized in the country as yet hence their response as partially for QA/QC procedures. In Antigua and Barbuda the Monitoring, Evaluation & Data Management Unit of the Department of Environment manages the preparation of GHG inventories. There is a GHG Inventory Coordinator, a team leader and sector experts who support the preparation of the inventory. A National Inventory Management System has been prepared and is being implemented.

4.4. Specific technical capacities related to NDC tracking

In terms of the modelling tools being used, overall, six countries use the LEAP tool while Dominica, St. Kitts and Nevis and St. Vincent and the Grenadines have not used any modelling tools yet.

Six countries have technical personnel that are not very familiar with the modelling tools and no country has technical staff that are very familiar with the tools as seen in figure 8 below. However, Antigua and Barbuda, Belize and Jamaica have technical staff that are familiar with the tools.





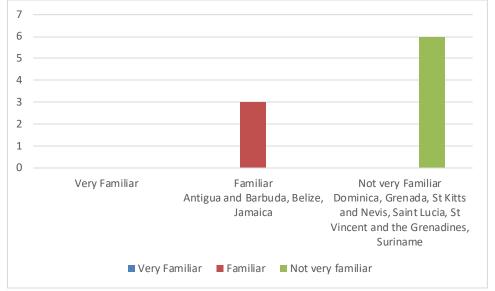


Figure 8: Technical capacities for NDC tracking

In terms of identifying the relevant indicators to track progress towards the implementation and achievement of their NDC, four countries (Antigua and Barbuda, Belize, Jamaica and St Kitts and Nevis) have identified indicators. Grenada, Saint Lucia and St Vincent and the Grenadines have partially identified their indicators, while Suriname and Dominica have not identified any indicators. Antigua and Barbuda, St. Kitts and Nevis and Saint Lucia have indicators identified in their NDC implementation plan while Jamaica has identified indicators in its medium terms plan. St Vincent and the Grenadines and Suriname are in the process of developing their implementation plans which will include identification of indicators.

Table 10: Identification of indicators for NDC tracking.

Country	Process for identification of Indicators for NDC tracking
Antigua and Barbuda	Under the ICAT project, local stakeholders were trained in LEAP and GACMO. A NDC implementation Plan is being finalized and has identified indicators. Support for this was provided by UNEP DTU but have now transitioned to the UNEP CCC
Jamaica	The National medium terms framework includes indicators to track progress
St Kitts and Nevis	With support from the NDC-Partnership support unit, an Implementation plan was developed which includes KPIs and a tracking tool

4.5. Specific technical capacities related to adaptation, impacts and loss & damage

Most countries are conducting or have conducted some assessments of climate change impacts. Methods including climate modelling (e.g., PRECIS downscaled model), risk assessments and other form of stock-takes have been used to assess impacts, risks and vulnerabilities in countries. However, three countries (Belize, Dominica and Suriname) were not aware if and what models or approaches have been used in their country.







Antigua and Barbuda and Saint Lucia are the only countries with established domestic systems to monitor and evaluate the implementation of their adaptation actions, while other four countries (Dominica, Grenada, Jamaica and Suriname) indicated that the systems are partially established as shown in figure 9 below. For Antigua and Barbuda, the M&E of adaptation is integrated in the MRV framework and in Saint Lucia the system is based on an M&E plan. Jamaica and Suriname use questionnaires to obtain information from stakeholders, however Jamaica is in the process of developing a system to monitor the implementation of adaptation actions in the country.

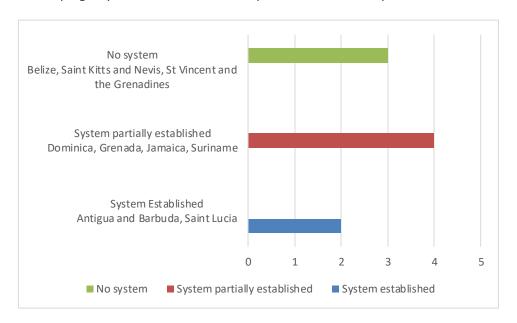


Figure 9: Systems to monitor and evaluate adaptation actions.

National Adaptation Plans (NAPs) have been developed and submitted in five of the countries including Belize, Grenada, Suriname, Saint Lucia and St Vincent and the Grenadines. Grenada's NAP is currently under revision. Antigua and Barbuda, Dominica and Jamaica are in the process of developing their NAPs. In St. Kitts and Nevis discussions for NAP development have not yet begun.

In terms of assessing losses and damages Saint Lucia has submitted a proposal to the Green Climate Fund and Jamaica has done some stock-taking exercise on loss and damage along with disaster estimates while the other seven respondent countries have not taken any actions related to loss and damage yet.

4.6. Specific technical capacities related to support needed and received (financial, technology development and transfer, and capacity-building)

Tracking international support received is not widespread among respondent countries. Antigua and Barbuda, and Saint Lucia are the only countries that have some level of tracking system for support received while Belize and St Vincent and the Grenadines are in the process of developing systems for tracking support received. Dominica, Grenada and Suriname currently do not track climate finance received. More information is presented in figure 10 below.





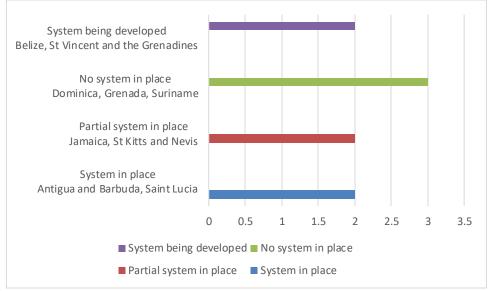


Figure 10: Status of systems for tracking support received.

Estimation of support needs, however, is common among respondent countries with almost all countries indicating that they conduct estimates of support needs in some way. These estimates of support needs occur under various processes including the Government national budget process, NDC process, NAP process as well as the BUR process. St Vincent and the Grenadines indicated that the estimating is very difficult to accomplish.

Part 5: Gender Mainstreaming

Most countries have taken steps towards gender mainstreaming, however, it varies across countries. St Kitts and Nevis have not yet not taken any specific action yet.

Four countries (Antigua and Barbuda, Dominica, Jamaica and Suriname) have developed dedicated Climate Change and Gender Action Plan including clear actions to support or strengthen gender mainstreaming in monitoring and reporting systems.

Six countries (Saint Lucia, Belize, Grenada, Dominica, Jamaica and Antigua and Barbuda) also support inclusive approaches in analyzing the impacts of climate change and benefits of climate actions for disadvantaged groups, including women.

Two countries (Jamaica and Belize) have specific gender-responsive indicators that are being monitored in relation to climate actions/measures/projects.

St Vincent and the Grenadines, has a climate change policy, strategy and implementation plan which includes gender consideration. The country has further developed a gender mainstreaming roadmap for NDC implementation and undertook a gender responsive private sector scoping study related to NDC implementation.

Antigua and Barbuda, Belize and Grenada are the only three countries that have appointed gender focal points to the UNFCCC thus far.







Part 6: Priority support needs

Based on the survey analysis and the needs identified by the countries themselves, priority needs for transparency for the network were identified. Establishment of data collection, preservation and management systems for monitoring and tracking progress (MRV systems) and building capacity of technical staff in the ETF reporting areas especially GHG inventory and the ETF tables are the two most common priority needs in the region. Additionally, improving institutional arrangements for the ETF and climate finance tracking also features high among the respondents as a priority need. The table below highlights the priority areas of support identified by country.

Table 11: Priority areas for responsive countries.

Country	GHG Inventory	NDC tracking	Adaptation and impacts	Loss and Damage	Support needed and received	Data collection and management	Other
Antigua and Barbuda		Х					GHG tracking and monitoring
Belize	Х		Х	Х			
Dominica	X					Х	
Grenada						Х	Institutional Strengthening
Jamaica	X					Х	
Saint Lucia	Х	Х	Х	Х			
St Kitts and Nevis						Х	Institutional Strengthening
St Vincent and the Grenadines						X	
Suriname		Х				X	







In conclusion, there has been some significant progress regarding transparency at varying levels in the anglophone Caribbean region; some countries are far more advanced than others in capacities and reporting stages. All countries have submitted or are developing at least up to their third National Communication. Countries in the region are generally aware of the ETF/BTR process, however only very few countries have taken steps to begin their BTR development process this could be due to the ongoing processes of finalizing the NC and BUR work started in the last two years in some countries as well as capacity constraints that have been identified.

All countries are receiving or have received support in the past for transparency-related activities from various development partners and international organizations including the GEF, NDC-Partnership, Climate Analytics, MRV-Hub in the form of capacity building and GHG inventory and report preparation.

The IPCC guidelines of 2006 are being widely used by respondent countries for the preparation of national GHG inventories, along with the IPCC software. The institutional arrangements in countries for the four ETF reporting areas averages as *fair* for all the areas indicating that there are significant improvements needed overall in the countries. Similarly, in terms of the technical capacities to collect data/track progress it is clear that significant improvement is also needed in the region for the ETF reporting areas.

Eight of the nine responding countries either have submitted or are in the process of developing a NAP, and many countries are assessing impacts in some way, while systems and capacities for Loss and damage is nonexistent in most countries.

Gender inclusion in transparency processes is prevalent among the countries with four countries having specific gender plans and the other countries having gender-specific indicators or integrate gender in other ways throughout the ETF processes.

Some of the main challenges countries face includes limited technical capacities in ETF areas including GHG inventories, limited human resources/manpower to coordinate and implement the ETF, lack of MRV systems for collecting and monitoring data and information as well as limited resources for implementation actions in country.

Priority support needs that have been identified by countries focus on mainly capacity building in all of the ETF reporting areas, institutional strengthening and coordination at national level and establishing of MRV systems. This is fully aligned with the challenges and constraints that these countries face. Below is the list of the priority needs for the countries.

- **GHG inventory** capacity building in GHG development, sector wise GHG emission projections, mitigation assessments
- NDC tracking capacity building, identification of indicators, NDC implementation plans
- Adaptation and Impacts development of NAPs, institutional strengthening
- Loss and damage improved institutional arrangements, tools and methods for assessments of loss and damage
- Support needed and received assessments and tracking tools for support received
- MRV framework development of MRV systems and associated trainings
- BTR reporting tables, transitioning to BTR, requesting support for developing BTRs









Countries in the region are eager to receive support on the priority areas mentioned above, and this information is used to inform the draft annual workplan for the anglophone Caribbean. It should be noted that countries are receiving support on some national projects (including CBIT, GEF, GCF, NDC-partnership, etc.) and regional initiatives (such as with the MRV-Hub and the UNFCCC regional collaboration center). The aim is to provide targeted support and avoid duplication of activities.



