

# R2RW

**Staffing Function  
Assessment of the Ridge to  
Reef Watershed Project**





# **Ridge to Reef Watershed Project**

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## **STAFFING FUNCTION ASSESSMENT OF THE RIDGE TO REEF WATERSHED PROJECT**

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## TABLE OF CONTENTS

Acronyms	4
Executive Summary	5
<b>1.0 Introduction</b>	<b>6</b>
<b>2.0 Background</b>	<b>6</b>
<b>3.0 Main Objective</b>	<b>8</b>
3.1 Detailed Objectives	8
<b>4.0 Deliverables</b>	<b>8</b>
<b>5.0 Methodology</b>	<b>8</b>
<b>6.0 Results</b>	<b>10</b>
6.1 Overview of Existing Organizational Structure	10
6.2 Review of Staffing and Job Functions	10
<b>7.0 Analysis and Discussion</b>	<b>14</b>
7.1 Organizational Structure	14
7.2 Organizational Relationship and Philosophy	14
7.3 Staffing	15
7.4 Recruitment and Selection	17
<b>8.0 Recommendations</b>	<b>18</b>
<b>9.0 Conclusion</b>	<b>19</b>
<b>Appendices</b>	
Appendix 1 Terms of Reference	20
Appendix 2 Current Scopes of Work/Job Descriptions	22
Appendix 3 Recommended and New Job Descriptions	31
Appendix 4 List of Persons contacted	47
Appendix 5 Bibliography	48

### List of Tables

Table 1 Objectives of the Ridge to Reef Watershed Project with the Responsible Consultant	7
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## LIST OF ACRONYMS

AA	Administrative Assistant
ARD	Associates in Rural Development
ASC	Administrative Support Centre
CBO	Community Based Organizations
COP	Chief of Party
CWIP	Coastal Water Improvement Project
GNRS	Governance and Natural Resources Specialist
GRW	Great River Watershed
NEPA	National Environment Planning Agency
NGO	Non-Government Organization
PA	Project Assistant
PAPAS	Participatory and Public Awareness Specialist
PSO	Private Sector Organizations
R2RW	Ridge to Reef Watershed Project
SMS	Sanitation Management Specialist
STTA	Short-term Technical Assistance
TOR	Terms of Reference
USAID	United States Agency for International Development
WMS	Watershed Management Specialist

## EXECUTIVE SUMMARY

The Ridge to Reef Watershed (R2RW) Project is a five-year bi-lateral initiative between the Government of Jamaica's Natural Environment and Planning Agency (NEPA.) and the United States Agency for International Development (USAID). The NEPA, through its Sustainable Watersheds Branch (SWB), has supported numerous efforts to strengthen environmental policy and forestry management and watershed planning.

The Ridge to Reef Project employs two full-time members of staff including the Chief of Party (COP) and the Watershed Management Specialist (WMS). There are two short-term staff members including the Governance and Natural Resources Management Specialist (GNRS) and the Participatory and Public Awareness Specialist (PAPAS). The project receives administrative support from the Administrative Support Centre (ASC), a unit established, to serve both the R2RW and the Coastal Water Quality Improvement Project (CWIP).

In September 2001, the project underwent a review at a retreat which was convened in Kingston with participation from the two main clients viz. NEPA and USAID. Mr. Jan Auman, Home Office Manager for the Ridge to Reef Watershed Project, Associates in Rural Development (ARD) attended the retreat. In his report, Mr. Auman, indicated the need to provide assistance to the Chief of Party who has extensive responsibilities especially at the beginning of the project with limited full-time technical staff. One of his recommendations, after the retreat, included the need to investigate the possible need for additional staff support to fully carry out R2RW objectives.

The Consultant was contracted to conduct a rapid assessment of the present and required staffing roles and functional responsibilities and make recommendations on optimal staffing arrangements for the Ridge to Reef Watershed Project.

The methodology used included interviewing the team members and clients and reviewing documents including the existing scopes of work and the draft Work Plan (2001-2002).

This appraisal has found that the main issues lie in the unbalanced workload among the staff members especially with the COP because of under staffing of the project and inadequate sub-contracting of certain technical activities. There is also an issue with the acceptance and implementation of the demand and process of the project, which is affecting the overall team's efforts in the field.

Some of the recommendations which were made to improve the efficiency of the team and implementation of the Project in the field are as follows:

1. That the Project hire one other permanent long-term person i.e. a Project Assistant reporting to the COP to provide technical and administrative assistance in the office and field.
2. That the WMS be offered a six months (renewable) short-term contract with specific duties and deliverables in keeping with the Project's changes and as is done with the GNRS/GEES and the PAPAS.
3. That the Governance and Natural Resources Specialist (GNRS) title be renamed and called the Governance and Environmental Enforcement Specialist (GEES). The recommended change of title reflects the functional responsibilities of the position.
4. In keeping with the demands of the community, a Sanitation Management Specialist (SMS) should be employed on a part-time basis to provide technical support.

5. That an Administrative Assistant (AA) be assigned out of the ASC to provide secretarial, administrative, report writing and desk top publishing services to the Project team.
6. That the outsourcing of skills be organized in the current Work Plan 2001-2002 by listing all the technical areas required.
7. That all efforts are to be made by the COP to balance the level of work amongst staff members.
8. The performance management indicators need to be addressed more effectively.

These recommendations will give rise to a new Organizational Structure (Diagram 2) and require additional financial arrangements for the new staffing structure.

## **1.0 INTRODUCTION**

The Ridge to Reef Watershed (R2RW) Project is a five-year bi-lateral initiative between the Government of Jamaica's Natural Environment and Planning Agency (N.E.P.A.) and the United States Agency for International Development (USAID). The NEPA, through its Sustainable Watersheds Branch (SWB), has supported numerous efforts to strengthen environmental policy and forestry management and watershed planning.

The R2RW Project utilizes a multifaceted approach to address the degradation of watersheds in the island. Jamaica has twenty-six (26) watershed management units of which the Great River and the Rio Grande watersheds are the focus of the R2RW project.

The degradation is as a result of misuse of forest, destructive farming practices and ineffective environmental stewardship. The R2RW Project is seeking to address these issues towards finding solutions in the Great River and Rio Grande watersheds by using a demand and process driven approach from the community. The Project has employed a nucleus staff with core competencies to address and facilitate the solutions of the two watersheds with a list of consultants to outsource specific skills. It is being implemented through partnerships which are developed at the community level, and this accounts for the small core staff.

## **2.0 BACKGROUND**

The Ridge to Reef Project completed its first year of operation at the end of August 2001 and is now preparing a second year work plan for the period October 2001 to September 2002. This Work Plan has included the continued work in the Great River watershed including follow-up action and initiating the objectives of the project in the Rio Grande watershed area.

The Ridge to Reef Project employs two full-time members of staff including the Chief of Party (COP) and the Watershed Management Specialist (WMS). There are two short-term staff members including the Governance and Natural Resources Management Specialist (GNRS) and the Participatory and Public Awareness Specialist (PAPAS). The project receives administrative support from the Administrative Support Centre (ASC), a unit established, to serve both the R2RW and the Coastal Water Quality Improvement Project (CWIP). Both the CWIP and R2RW are managed by the Associates in Rural Development (ARD) and funded by the USAID.

The Associates in Rural Development Inc. (ARD) is the main contractor and legal entity for the project. ARD contracted the Chief of Party for the R2RW Project and he acts as their agent to contract the consultants and implement the project.



The Project depends upon strategic partners to participate in, contribute to, and ultimately implement R2RW supported activities. This is a new concept. In past, because of expediency, projects have tended to build up separate implementation structures to efficiently carry out programmes and meet their objectives in a timely manner. The concept of implementing a project through strategic partners means that R2RW needs to identify and address the constraints these organizations face in affecting environmental management. In addition, it means finding ways to motivate and work with their existing field staff and to actively build working arrangements with and between public sector agencies, non-governmental organizations (NGOs) and community based organizations (CBOs).

Over the last year of the project, there has been some outsourcing of specific activities to consultants. Some of these specific activities will come in the form of short-term technical assistance (STTA) to the communities after they have identified a need for it. This however ceased in January 2001, when there was a budget cut of the project. A decision was made to scale down the outsourcing and have the core staff carry out all the activities required for the project at that stage. Lately, however, there has been a relaxation of the tight financial constraints which had existed earlier this year.

The Project has substantial reporting requirements to USAID in terms of financial and technical reports and annual Work Plans. In addition, all scopes of work and other project documentation such as project proposals and public awareness materials are routinely vetted through the main clients. Also, project staff ensures that the regulations and administrative procedures of both clients are adhered to and implemented. This includes USAID regulations on procurement of goods and services, contracting of consultants, travel and transportation and press releases.

In September 2001, the project underwent a review at a retreat which was convened in Kingston with participation from the two main clients. The core staff members of the project were required, over a two-day period, to present progress reports on their functional areas of the project. The COP guided the team's presentations. Mr. Jan Auman, Home Office Manager for the Ridge to Reef Watershed Project, Associates in Rural Development (ARD) attended the retreat.

In his report, Mr. Auman, indicated the need to provide assistance to the Chief of Party who has extensive responsibilities especially at the beginning of the project with limited full-time technical staff. One of his recommendations, after the retreat, included the need to investigate the possible need for additional staff support to fully carry out R2RW objectives. There are three main project components. Each component has been assigned to a main consultant and a co-consultant (s). Table 1 summarizes the project components, their respective objectives and consultants.

**Table 1 Objectives of the Ridge to Reef Watershed Project with the Responsible Consultant**

<b>Code</b>	<b>Objective</b>	<b>Main Consultant</b>	<b>Co-Consultant</b>
Component 1	Through targeted organizations, sustainable environmental management practices by resource users identified and solutions supported.	WMS & PAP AS	GNRS
Component 2	Incentives for and obstacles to enforcement of targeted existing environmental regulations identified and solutions supported	GRNS	COP

Code	Objective	Main Consultant	Co-Consultant
Component 3	Capacity of Jamaican government agencies, international donors and private sector and civil society organizations to implement effective watershed management programmes enhanced	COP	GNRS & PAPAS

### 3.0 MAIN OBJECTIVE

*To conduct a rapid assessment of the present and required staffing roles and functional responsibilities and make recommendations on optimal staffing arrangements for the Ridge to Reef Watershed Project.*

#### 3.1 Detailed Objectives

- i. Review the Terms of Reference for all long-term technical staff for the R2RW Project.
- ii. Interview staff members to determine additional functions being carried out in addition to those outlined in the job description.
- iii. Review the functional staffing requirements needed to effectively implement the R2RW Project.
- iv. Assess the perceptions of current staff members and key individuals from the two client organizations, USAID and NEPA on optimal staffing arrangements.
- v. Make recommendations to the COP on optimal staffing configuration for the year two of the Project.

### 4.0 DELIVERABLES

The deliverables will include:

- A draft consultancy report with recommendations on optimal staffing configuration, amendments to job descriptions and or new job descriptions for the optimal staffing configuration for the R2RW Project during its second year of operations.
- A final report of the above which will incorporate recommendations from the project's management.

### 5.0 METHODOLOGY

In September 2001, the Consultant was commissioned by the Ridge to Reef Project to conduct a "rapid assessment of the present staffing roles and responsibilities, required staffing function and make recommendations on optimal staffing arrangements for the second year of the project. The Terms of Reference are attached as Appendix (1).

Initial discussions were held with Mr. Mark Nolan, Chief of Party (COP) of the Ridge to Reef project who provided a background to the project and its staff members. The COP provided relevant information including documents detailing the Project's progress, the Work Plan and the job descriptions of the core staff members.

One of the methods of information gathering, for the rapid assessment, involved the review of the printed material provided by the COP. One of the more significant documents was the first draft "Second Annual Work Plan" which detailed the achievable activities for the next six months of the project. This document presented a guide to the workload and specific job functions of the core staff and the "surplus" work, which needed to be outsourced.

Primary information was obtained through key informant meetings and interviews with the core staff members and the clients – NEPA and USAID. The format for the interviews were planned and developed to include format, questionnaires and an evaluation method. Two (2) interviewing formats were developed – one for the staff members and another for the clients. Other supporting documents like the Job Description Form were also developed for the core staff members to complete by detailing their job tasks. The contacts were next made and appointments scheduled. All the interviews, except one, were conducted at the NEPA and USAID offices. The other was conducted on the telephone.

The interviews focused on the following topics:

- Personal data
- Management systems
- Skills and Organization
- Culture and values and
- Team work approach

The interviews and meetings were conducted with the core staff including the Chief of Party, Watershed Management Specialist, the Governance and Natural Resources Specialist and the Participatory and Public Awareness Specialist. The results of the interviews and meetings are detailed in Section 6.0.

Interviews were also conducted with key members of staff of the NEPA including the Director, Conservation and Protection Division and the Manager of the Sustainable Watersheds Branch. These two persons are the main liaisons with the Project. At USAID, the key persons responsible for the project were interviewed and they included the Director, Office of the Environment and Deputy Team Leader, Environment.

A formal meeting and interview were held with the COP to discuss the details of the project including its objectives, its staffing structure, the hiring process and the support services. In addition, information on the clients i.e. the N.E.P.A. and USAID was provided. The COP also provided information on his terms of reference and those of the other core staff members, the job functions and their effectiveness.

The core staff members were asked to complete a job description form at the end of each interview. They were asked to be as specific as possible to facilitate analysis and recommendations. This exercise examined and compared the established job descriptions with the actual activities on the job.

The information obtained from the interviews was assimilated and analyzed after which recommendations to include revised approaches to team management, a modified staff organizational structure and job descriptions were made.

The job descriptions were reviewed and reformatted and new job descriptions designed in a format for standardization.

The report was next compiled, written and finalized.

## **6.0 RESULTS**

### **6.1 Overview of Existing Organizational Structure**

The R2RW Project staffing complement consist of a full-time Chief of Party (COP) and Watershed Management Specialist (WMS) and two short-term Consultants viz. Participation and Public Awareness Specialist (PAPAS) and a Governance and Natural Resources Specialist (GNRS). All three specialists report directly to the COP.

The administrative activities supporting the Project and the CWIP project have been merged into one unit called the Administrative Service Centre (ASC). The Project is located physically away from the CWIP and ASC offices, at NEPA. Information gleaned from the interviews indicates that this separation is creating a logistical problem and consequently increasing the administrative activities for the staff members of the Project. The Director of the ASC reports to the COPs of both CWIP and R2RW and meetings are held once per week.

The Project has a heavy reporting and liaison functional relationship with NEPA and USAID.

The COP provided the current Organizational Structure for the staffing of the Project and is illustrated in the following Diagram 1:

#### **Diagram 1 Organizational Structure (Current)**

#### **Key:**

- Full time
- Short term

## 6.2 Review of Staffing and Job Functions

There are currently four (4) members of staff who implement the three (3) main objectives of the project. The tasks for these projects are shared amongst the staff members in the main. The job functions described below are a result of interviews conducted with the clients and team members and the review of the current contractual job descriptions as agreed to by USAID. These revealed the following:

### 6.2.1 Chief of Party

#### i. Overview of Job Function:

The nature of the relationship between ARD and R2RW and ASC creates an unusual channel of communication. The COP works under the general technical guidance of the ARD Senior Technical Advisor and Home Office Project Manager, and under the ARD Controller and Director of Administration.

There are liaison and reporting responsibilities between the COP and NEPA as well as USAID, which includes the provision of reports, scopes of work and briefs on the project and attendance at meetings.

The COP is responsible for the overall implementation of the Project by providing technical and managerial guidance to Project and team members, ensuring timely and adequate completion of all phases of the Project, review performance of Project team members according to results achieved and establish methods for evaluation and control.

This is an indication of the demand being placed on the COP to ensure successful completion of the Project. Given the details of the current job description (see Appendix 2.1), it is obvious that the incumbent cannot operate effectively without support staff on location.

#### ii. Results of Interviews

##### a. *Team members*

The other team members all sanctioned the management style of the COP, which displays a high level of team building, leadership and consensus management skills.

##### *Clients*

The clients (NEPA and USAID) support the management style of the COP in relation to his approach and output from the Project. However, concern was expressed about the work overload of the COP and the effect that it has had on some of the outputs. This is detailed in the following section (iii).

#### iii. Assessment of Current Job Descriptions and Functions

When the job description of the COP is examined and the demands of the Project critically assessed, it appears that his responsibilities need to be reassessed with a view to the provision of technical and administrative support. The demands of monitoring the Project, in the field, has the potential to absorb a considerable amount of time when compared with other necessary responsibilities. High on the list of tasks, required to be performed, is the writing of scopes of work and timetables in conjunction with Work Plans and in accordance with ARD contractual obligations. This function alone can be very demanding. Although not indicated in the COP's job description, a considerable amount of time is spent editing reports submitted by the other team members. One of the client's recommendations was that the COP should be provided with additional support staff.

## **6.2.2 Watershed Management Specialist (WMS)**

### **i. Overview of Job Functions**

The WMS is responsible for the implementation of the Project objective of Component 1 and this responsibility is shared with the PAPAS. This is one of the two long-term positions of the Project along with the COP. Based on the interviews and an examination of the scope of work of the WMS, it is clear that this position is critical for the success of the Project. It means, therefore, that like the other technical positions there is a core requirement for a mix of technical competence and an acceptance of the Project's philosophy. According to the incumbent, he brings to the job more than 30 years relevant experience. The interview revealed a general satisfaction with the project because of very good teamwork, effective communication channels and access to resources etc.

The WMS has been concentrating on sustainable watershed management practices, which include the technology of alley cropping and the establishment of a nursery. However, recent reports from the community has indicated a demand for not only seedlings (from the nursery) but new varieties of crops to take advantage of new markets, development of markets for the produce, development of sanitation and waste management strategies and introduction and expansion of small livestock.

### **i. Results of Interviews**

#### **a. *Team members***

The other team members reinforced the importance of this function and applauded the WMS's technical competence and networking skills among the stakeholders. However, they expressed reservations about the WMS's approach particularly as it relates to the consensus management process, and the degree of the core team's involvement in the implementation of the Project.

#### **b. *Clients***

One of the clients has been impressed with the knowledge and skills of the WMS. However, they expressed concern about his approach and sensitivity to the community. The Project, they had reiterated, was one which is community driven. Its technical team has a role to facilitate the development and implementation of the community environmental activities. They suggested that the WMS needs strengthening in the area of community participation which will result in a change in his approach to the stakeholders.

Another client expressed a concern for the succession planning and understudying of the Sustainable Watershed Branch of NEPA towards continuing and sustaining the Project after it is completed and suggested that there be an increased and formalized effort to put this in place. This can be accomplished through mechanisms such as direct counterpart relationships.

### **iii. Assessment of Current Job Descriptions and Functions**

The WMS indicated that his workload is manageable. The scope of work provided for this position was quite general. The absence of further details of the job limited the analysis of the job specifications but was assisted from the information provided by the interviews, reports, the scope of work and the draft Work Plan (2001-2002). The draft Work Plan showed a shift in focus of the demands from the community some of which are not within the job description and skills of the WMS e.g. development of sanitation and waste management strategies and a market strategy.

### **6.2.3 Governance and Natural Resources Specialist (GRNS)**

#### **i. Overview of Job Functions**

GNRS has responsibility for Component 2 objectives and some responsibilities for elements of Component 1 and Component 3 of the Project. He brings to the project 28 years of experience in governance and community development. The GNRS is required to focus on inventory regulatory framework, legal reforms, policy improvement, legal enforcement capacity improvement, economic incentives and disincentives, public awareness, community based enforcement and advocacy.

He has participatory skills that sometimes complement and overlap those of the PAPAS. The GRNS is one of two short-term consultants.

#### **ii. Results of Interviews**

##### **a. *Team members***

The other team members work well with the GNRS and approve of his technical competence, interpersonal skills and management style.

##### **b. *Clients***

The clients highly approve the GNRS and admit that some of the outcomes of his objectives have been slow because of the tardiness of the communities themselves. Our investigation revealed that there is high approval and satisfaction for the GNRS style of management and interaction with clients.

#### **iii. Assessment of Current Job Descriptions and Functions**

The focus of this position is on the review of legislation and policy as they relate directly or indirectly to watershed management within Jamaica and their subsequent enforcement and compliance. Consequently, the existing of Governance and Natural Resource Specialist seems misleading and nowhere in the job responsibilities is the incumbent required to focus in any detail on natural resources. A change of title is therefore timely.

However, the scope of work adequately reflects the actual details of the job being performed. The incumbent is satisfied with the relationship with team members and the progress being made so far. However, like the other short-term consultants there is need for administrative support.

### **6.2.4 Participatory and Public Awareness Specialist**

#### **i. Overview of Job Functions**

The PAPAS shares responsibility for the Project objective of Component 1 and also works on Component 3. She came to the project with 15 years experience in her core competence. The consultant's functions include the design and supervision of approaches to communication, public awareness, gender considerations and community involvement in project planning.

This consultant indicated that the Project's information process needed to be more coordinated liked the management style of the supervisor and is excited at the level of interest of the project in the target area.

ii. Results of Interviews

a. Team members

The PAPAS team member indicated that a good working relationship exist amongst the team members. However, at times, there are existing problems with a team member as some operational styles may be interpreted as imposing, non-participatory and gender sensitive. This erodes the consultant's core competence and reduces the impact of the Project's results in the field.

b. Clients

There was high approval and regard of the consultant by the clients.

iii. Assessment of Current Job Descriptions and Functions

The scope of work adequately reflects the actual details of the job being performed. The incumbent is satisfied with the relationship with team members and the progress being made so far. However, like the other short term consultant there is need for administrative support.

## **7.0 ANALYSIS AND DISCUSSION**

### **7.1 Organizational Structure**

The organizational structure of the R2RW project is a functional one which groups staff members by their functional specialization and indicates that there is very little hierarchy. This type of structure encourages increased communication and reduced bureaucracy. It is usually appropriate for a small organization that facilitates team building and a participatory management process as it is with this Project. Usually the biggest challenge of a project organization, like R2RW, is to focus on its mission or philosophy rather than on how each functional individual can achieve his / her goals.

The interviews and an examination of the existing scope of work reveals that while the structure currently satisfies the technical objectives of the Project, the administrative support services tend to be weak.

The current arrangement with ASC does not appear to be working as anticipated. The result of this inadequacy is reflected in the temporary deployment of a staff member of ASC to R2RW to perform as a temporary Secretary. This is a consequence of the COP and the rest of the project team operating without any administrative and secretarial services on site, which seem to reflect an element of inadequacy of the ASC concept. However, in the middle of the year 2002, the ASC will be reorganized to conform with the administrative needs of R2RW because by then the CWIP would have been completed.

### **7.2 Organizational Relationship and Philosophy:**

An examination of a Project team, such as that of R2RW, requires an examination of key variables such as: size of the group, leadership, cohesiveness, group norms, individual roles, environment, nature of the tasks, the personality and motivation of members.

However given the limitations of this study, particularly the time given for completion, a detailed analysis will not be possible. However for this purpose the focus will be on the effectiveness of the team, and this will be done by looking at:



- a. How effectively were the Project teams' tasks accomplished?
- b. What was the level of individual satisfaction with membership of the team?

The first looks at effectiveness from the point of view of the team's goals and the second considers personal goals. The team's success is built on tasks accomplished, targets achieved and solutions rendered. Individuals seek personal satisfaction from being a part of a team, opportunities to perform a role and to gain status within the team. Sometimes both sets of goals can be achieved, but at other times there is some dissonance between the individual's goals and that of the team. Here leadership is critical in minimizing the consequences of this conflict.

Information from the interviews with team members, clients and stakeholders revealed that the team works in a relaxed informal atmosphere. The discussions, in which members participate, are usually relevant with full participation from team members. The team understands its tasks and is committed to the achievements. The team members participate in discussions and listen to each other most of the time. All of which are very positive. However, the following are some concerns:

- a. All ideas concerning individual team members' behavior are not discussed openly at all times;
- b. The COP needs to ensure that team members accept the philosophy of the Project as this will impact on implementation.

Despite the above, the team dynamics are positive and have all the characteristics of being successful, but it is important that such issues as mentioned above are brought into the open and resolved or they could have a negative impact on the timely completion of the Project. Leadership intervention is always critical at this point.

The existing structure and scope of work of consultants require teamwork and an acceptance that the process is a demand driven natural resource management approach. This approach of the Project is one where the team members facilitate the process. It therefore means that the recruitment process has to ensure that the team members who are hired adhere to the decisions taken to respond to the needs of the community. If this is not done there will be:

- Differences in the philosophical outlook;
- Lessening of the impact of the project;
- Costly results because of a very focused scope of work, limited time frame and a rapidly changing economic and social environment.

Interviews conducted with team members revealed that on a number of occasions the differences in philosophical outlook has impacted on the output and public (stakeholders and clients) image of the team. It is important, at this stage of the Project, to get team members to recommit and adhere to the demand driven approach of the team. The organizational restructuring is a part of the response to this approach. In general there appears to be a very good working relationship and mutual respect among the team members on personal and professional levels.

### **7.3 Staffing**

In order to understand the staffing requirements of the project attention has to be paid to the proposed Work Plan for the next year and the rest of the Project and the demands being made by the stakeholders. The Project utilizes a critical strategic approach towards a demand driven process that requires specific staff skills and functions. An analysis therefore of the current staffing situation of the Project revealed the following with some proposed changes:

### ***Chief of Party (COP)***

Information provided by the COP about his job functions, observations of clients, and the temporary attachment of an Administrative Assistant indicates a need to formalize this position within the R2RW structure. This will provide more flexibility for the COP to balance the time spent in the field and office and focus on the Project's core objectives. . However, a closer examination of the demands placed on the COP from the technical side indicates that technical assistance is also needed in the field.

### ***Watershed Management Specialist (WMS)***

This position is the only one that carries a long-term consultant. All the other consultants are short-term. However, the changing demands of the stakeholders, to a large extent, will determine the need for this position to remain long-term. The feedback from the interviews regarding the need for this position was not negative but concerns were expressed which indicate that the demands and needs of the community were changing (Second Work Plan).

The WMS, however, maintained his technical competence in the field by working with the community (farming) members on sustainable methods of agriculture. However, a change in the emphasis on some of the subjects of focus is required as indicated by the community members to include, for example, the introduction of new crop varieties to satisfy new markets, the rearing of small livestock and improved sanitation management. Because the Project is still in an early stage there will be changes in ideas, environmental activities and focus from the community members. Therefore the approach taken by the team should be assessed at this time, of the new Work Plan, to facilitate the needs of the community.

Given the information provided from the documentation, interviews and analysis, it is only logical therefore that the WMS position be made part-time on a six months renewable basis like the other technical positions. This would facilitate the employment of other skills to serve the changing needs of the community.

### ***Governance and Natural Resources Specialist (GNRS)***

The results in Section 6.2.3 indicate a need to change the title of this position to *Governance and Environmental Enforcement Specialist (GEES)*. This became obvious from both the current scope of work and the interviews. The incumbent spends a considerable amount of time reviewing government policies, laws and regulations governing the watersheds whilst implementing their compliance and enforcement.

### ***Participatory and Public Awareness Specialist (PAPAS)***

This position is very demanding given the nature of the functions. This consultant has had an increase in workload as a result of the organization of seminars and workshops to and the preparation of reports for submission. Support from the ASC office is needed to for assistance with these tasks.

In addition to these positions it is concluded that additional staff is needed to provide support to the Project especially with the shift in the demand focus of the communities. This was also one of the client's recommendations. The additional staff being recommended, for the Project, are as follows:

### ***Sanitation Management Specialist***

One of the outcomes from the community participants of the Great River Watershed Stakeholder Workshop, held in June 2001, was the need to improve sanitation and waste management

practices. The skills to work with the community on its sanitation management strategy are not present in the current team of the R2RW. It was therefore recommended that a Sanitation Management Specialist (SMS) be employed to the project on a short-term basis. The SMS will design, implement and monitor sanitation management process along with relevant entities and the community based organizations. The job description for the SMS is detailed in Appendix 3.5.

### ***Project Assistant***

The Project Assistant (PA) will specifically assist the COP by ensuring that technical and administrative functions are implemented in accordance with client policies in such a manner to contribute to the successful implementation of the R2RW. The reporting responsibilities are shown in Diagram 2 and the detailed job description has been included as Appendix 3.6. This position will be a long-term one.

### ***Administrative Assistant***

The Administrative Assistant (AA) will initiate and coordinate the clerical and secretarial functions, of the Project, required to effectively implement administrative policies and support of the project team. The job description for this position is detailed in Appendix 3.7. The Administrative Assistant will be formalized from the current temporary position of Secretary and will be sourced out of the ASC

## **7.4 Recruitment and Selection**

Overall, the current scopes of work lacked detailed person specifications and therefore could have influenced the recruitment and selection process negatively. When selecting members of the project team the process should be designed to pay attention not only to technical competence but also to person specifications such as attitudes, skills and philosophical outlook. A well-defined job and person specification creates an opportunity to recruit the most appropriate personnel for the job and assists monitoring using performance indicators. Information provided in one of the interviews, indicated that a hurried process of recruitment and selection without the necessary preparation can impact negatively on the project. New and detailed Job Descriptions have therefore been included in Appendix 3.

## 8.0 RECOMMENDATIONS

- a. That the COP modifies the current Organizational Chart as recommended in the following Diagram 2.

### Diagram 2 New Organizational Chart (Proposed)

**Key:**

Permanent positions

Short-term positions

- b. That the Project hire one other permanent long-term person i.e. a Project Assistant reporting to the COP to provide technical and administrative assistance in the office and field. See Diagram 2.
- c. That the WMS be offered a six months (renewable) short-term contract with specific duties and deliverables in keeping with the Project's changes and as is done with the GNRS/GEES and the PAPAS. This is in keeping with the results and analysis in Section 7.3 making the WMS short-term.
- d. That the Governance and Natural Resources Specialist (GNRS) title be renamed and called the Governance and Environmental Enforcement Specialist (GEES). The recommended change of title reflects the functional responsibilities of the position.

- e. In keeping with recommendation in section 7.3, a Sanitation Management Specialist (SMS) should be employed on a part-time basis to provide technical support.
- f. That an Administrative Assistant (AA) be assigned out of the ASC to provide secretarial, administrative, report writing and desk top publishing services to the Project team.
- g. That the ARD Evaluation Form be utilized at the end of all short-term contracts and annually for long-term contracts.
- h. That the outsourcing of skills be organized in the current Work Plan 2001-2002 by listing all the technical areas required.
- i. That all efforts are to be made by the COP to balance the level of work amongst staff members.
- j. The performance management indicators need to be addressed more effectively.
- k. After consensus is reached at team meetings the decisions should be put in writing and sent to all team members.

## **9.0 CONCLUSION**

The Ridge to Reef Project, is managed by ARD, funded by USAID and partnered with NEPA. It is currently staffed economically with two long-term members and two short-term members producing outputs according to the objectives of the project and the defined scopes of work.

However, at the end of year one of the Project, a rapid appraisal had been requested and conducted of the staffing arrangements, as there are concerns for improving the project's efficiency. This appraisal has found that the main issues lie in the unbalanced workload among the staff members especially with the COP because of under staffing of the project and inadequate sub-contracting of certain technical activities. There is also an issue with the acceptance and implementation of the demand and process driven philosophy of the project, which is affecting the overall team's efforts in the field and presenting the clients with dis-unified results.

The recommended solutions and appended Job Descriptions (new) therefore lie in providing adequate staffing with creative use of resources and shifting certain staff emphases towards unifying the team's approach to the Project's implementation and public (and community) perception.

## RIDGE TO REEF WATERSHED PROJECT SCOPE OF WORK

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<b>Title</b>	Human Resource and Management Assessment
<b>Activity</b>	Staffing Function Assessment
<b>Consultant</b>	Cordia Thompson
<b>Duration</b>	6 days between September 17 -28, 2001
<b>Supervisor</b>	Mark Nolan, Chief of Party

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### 1.0 The Background

The Ridge to Reef Watershed Project is a five-year bilateral initiative between the Government of Jamaica's National Environmental and Planning Agency (NEPA) and the United States Agency for International Development (USAID). The Project completed its first year of operation at the end of August 2001, and is now preparing a second year work plan for the period October 2001 – September 2002.

Mr. Jan Auman, Home Office Manager for the Ridge To Reef Watershed Project for Associates in Rural Development, the principal implementing contractor, completed a visit to Jamaica in September 2001. One of the recommendations arising from his work was to investigate the possible need for additional R2RW technical support. According to his report:

“Issue

The need for possible additional technical support, especially to provide assistance to the COP, was identified as an issue. The COP has extensive responsibilities associated with the start-up of the new Project with limited full time technical staff. Many of the functions and duties occupying the time of the COP could be delegated to a technical support staff assistant for maximum efficiency.

Proposed Resolution

Explore the technical support needs and financial feasibility of recruiting an additional staff member to assist the R2RW COP.”

This scope of work describes a short consultancy that will address the above concerns.

### 2.0 The Purpose

Conduct a rapid assessment of the present staffing roles and responsibilities, required staffing functions, and make recommendations on optimal staffing arrangements for the second year of the Ridge to Reef Project.

### 3.0 Tasks

- i. Review the Terms of Reference of all long-term technical support staff for the Ridge to Reef Watershed Project.

- ii. Interview staff members to determine additional functions being carried out in addition to those outlined in the job descriptions.
- iii. Review the functional staffing requirements needed to effectively implement the R2RW Project.
- iv. Assess the perceptions of current staff members and key individuals from the two client organizations (USAID and NEPA) on optimal staffing arrangements.
- v. Assess the balance between long-term technical staff and short-term technical staff to determine whether changes would be required in the staffing pattern of technical staff.
- vi. Make recommendations to the COP on optimal staffing configuration for the remainder of the Project.

#### **4.0 Project Schedule**

The work will begin on or about September 17, 2001, and will be completed by September 28, 2001.

#### **5.0 Deliverables**

- a. A draft consultancy report containing recommendations on optimal staffing configuration, and amendments to job descriptions and/or new descriptions for the optimal staffing configuration for the R2RW Project during its second year of operations.
- b. Final Report of the above incorporating recommendations from Project management.

#### **6.0 Payment**

Payment will be made upon delivery of the final report for actual work completed on an ARD time sheet. Other direct costs in association with conduct of the above terms of reference may also be covered with prior approval of the COP.

## CURRENT JOB DESCRIPTIONS

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### Ridge to Reef Watershed Project Scope of Work

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<b>Title</b>	Governance and Natural Resources Specialist
<b>Activity</b>	To lead and direct activities under Contract Result 2 (CR 2) –Incentives for and obstacles to enforcement of targeted existing environmental regulations identified and solutions supported
<b>Consultant</b>	Trevor Spence, expert in governance issues in the Jamaican context
<b>Duration</b>	100 days to be completed between May 1 and October 30, 2001
<b>Supervisor</b>	Mark Nolan, Chief of Party

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#### Background

Trevor Spence, Governance and Natural Resources Specialist (GNRS), was originally contracted as CR 2 Technical Advisor in October 2000, to provide short-term, recurrent technical assistance to the R2RW two person long-term technical advisors as needed and defined annually in the work planning process and agreed to by USAID and NEPA. The role of the GNRS is to provide leadership and technical oversight for development and implementation of the CR2 initiative in the Ridge to Reef Project – “Incentives for and obstacles to enforcement of targeted existing environmental regulations identified and solutions supported”. The GNRS position is to include the integration of the R2RW approach into existing and reforming local governance structures, and the design and implementation of the approach to improving regulatory and policy effectiveness.

The CR 2 strategy builds on the assumption that improving enforcement must begin with understanding the reasons that individual and organizations do not currently obey prevailing policies and regulations. Subsequently, the judicial services must be engaged to determine the issues that prevent them from adequately supporting enforcement decisions. From dialogue, strategic actions will emerge that will, undoubtedly, involve increasing the awareness of stakeholders of existing regulatory systems and the roles individuals and organizations would play in an improved system. CR 2 is aimed at improved effectiveness of policy implementation and increased certainty of enforcement when infractions occur. A two-pronged approach is proposed to strengthen implementation and enforcement – (1) increasing popular and official awareness and understanding of the importance of enforcing environmental rules for watersheds, and (2) involving local government, civil society, and GoJ officials, including NEPA wardens, in backstopping community-based enforcement.

CR focuses on eight activity areas as follows:

- Inventory Regulatory Framework
  - Legal Reform
-



- Policy Improvement
- Legal Enforcement Capacity Improvement
- Economic Incentives/Disincentives
- Public Awareness
- Community-based Enforcement
- Advocacy

The GNRS is expected to lead activities in each of these areas, perform work directly to the extent feasible, and/or develop scopes of work and supervise consultants in the completion of actions in these activity areas.

### **Purpose**

The purpose of this Scope of Work (SOW) is to engage Trevor Spence as the GNRS consultant for the CR2 component of the Ridge to Reef Watershed Project. The SOW lays out tasks to be carried out, and a work plan projection for activities to be carried out.

### **Tasks**

The illustrative tasks stated below respond to the purpose and will lead to the intended output of the SOW:

1. Participate in regular R2RW Team Meetings to develop project strategy and approach to watershed management.
2. Review existing legislation, relevant initiatives and reports as the basis for an Inventory of Laws and regulations governing watershed management.
3. Participate in a review on the draft Watershed Policy, and assist the Chief of Party in supporting the Watershed Planning and Management Branch
4. Advise the Project Team on strategies and mechanisms to best incorporate governance issues in evolving watershed management activities and programs.
5. Lead the process of supporting community based compliance and enforcement of environmental regulations through
  - Assessing the capacity and constraints to enforcement of existing laws and regulations.
  - Conducting an inventory and analysis of training programs for enforcement personnel.
  - Develop a curriculum for training enforcement personnel.
  - Clarify the role of communities in enforcement and compliance.
  - Developing ways to enhance and support voluntary compliance.
6. Lead the process of the identification, articulation and implementation of economic incentives to improve the enforcement of environmental laws and regulations including;
  - Identification and SWOT Analysis of Economic Incentives including a review of the present fines associated with violations and an analysis of the extent to which they are a reasonable deterrent.
  - Introduce strategies to improve incentives.
  - Document cost-effective pollution control mechanisms.
  - Support the replication of Targeted Appropriate Technologies through the identification of policy related constraints and incentives.
  - Recommend changes to fines as appropriate.

7. Enhance public awareness programs for environmental enforcement through:
  - Introducing key aspects and requirements of national laws to judges, police, and administrative staff within the legal system.
  - Enhance and design communication tools and materials for environmental compliance and enforcement.
  - Identify and support stakeholders benefits from enforcement.
  - Supporting watershed or parish swaps, to share lessons learned.
8. Develop a framework for the advancement of advocacy programs in Jamaica including
  - Identifying the factors needed for effective advocacy in Jamaica.
  - Assessing the capacity of local organizations in advocacy.
  - Based upon local and international experience, recommend a strategy for effective advocacy in Jamaica.
  - Preparing training materials and conduct training in advocacy.
9. Any other duties as assigned by the Chief of Party.

### **Outputs**

The expected outputs from this assignment include the following:

- An Inventory of Existing Laws and Regulations affecting watershed management containing at a minimum a map of the gaps, overlaps, and an analysis of areas for improvement.
- Complete the Review of the Watershed Policy.
- An inventory and analysis of environmental enforcement training programs.
- Establish and make operational the CR 2 Advisory Committee.
- Curriculum for training of enforcement personnel.
- SWOT Analysis of fines associated with violations of environmental regulations.
- Environmental enforcement regulations are better understood by enforcement personnel and community residents.
- Report on how to improve practice and implementation of environmental advocacy programs in Jamaica.

### **Personnel and Level of Effort**

This scope of work is for a level of effort that will not exceed a total of 100 days over a six-month period. The consultant will keep track of actual level of effort and report on a monthly basis the total amount of days worked.

## Proposed Schedule

The activities in this Scope of Work will to be completed over a six-month period according to the following schedule

Activity	Year One Tasks targeted	Days Estimated	Timing
Targeted regulatory framework inventory	<ul style="list-style-type: none"> <li>▪ Undertake a review of existing laws &amp; regulations</li> <li>▪ Establish CR 2 Advisory Committee</li> <li>▪ Assess relevant initiatives &amp; reports</li> </ul>	25	<b>May - June</b>
Undertaking follow-up actions on the Consultant's Report on 'Governance and Watershed Management'		5	<b>May</b>
Supporting Community-based Enforcement	<ul style="list-style-type: none"> <li>▪ Assess capacity and constraints to enforcement of existing laws and regulations</li> <li>▪ Conduct inventory and analysis of training programs for enforcement personnel</li> <li>▪ Develop curriculum for training enforcement personnel</li> <li>▪ Establish role of communities;</li> <li>▪ Incorporate TATs into extension services; and</li> <li>▪ Support voluntary compliance.</li> </ul>	20	<b>July - August</b>

Activity	Year One Tasks targeted	Days Estimated	Timing
Assist to Implement Economic incentives for environmental enforcement	<ul style="list-style-type: none"> <li>▪ Identification and SWOT Analysis of Economic Incentives</li> <li>▪ Undertake a review of the present fines associated with violations;</li> <li>▪ Review fines to ensure that they are a reasonable deterrent;</li> <li>▪ Identify incentives to support Targeted Appropriate Technologies (TATs);</li> <li>▪ Develop strategies to improve incentives;</li> <li>▪ Support the replication of TATs.</li> <li>▪ Support increase for fines initiative</li> <li>▪ Document cost-effective pollution control mechanisms</li> </ul>	25	<b>August - October</b>
Assist Advocacy Programs	<ul style="list-style-type: none"> <li>▪ Identifying the factors needed for effective advocacy in Jamaica</li> <li>▪ Assessing the capacity of local organizations in advocacy practice</li> <li>▪ Developing a methodology for effective advocacy in Jamaica</li> <li>▪ Supporting advocacy processes,</li> <li>▪ Preparing training materials, and</li> <li>▪ Conducting training.</li> </ul>	10	<b>September - October</b>

## Ridge to Reef Watershed Project Scope of Work

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<b>Title</b>	Participation and Public Awareness Specialist (PAPAS)
<b>Activity</b>	Design and supervise approaches for communications, public awareness gender considerations and community involvement in project planning.
<b>Consultant</b>	Maria Protz, specialist in geographic information systems
<b>Duration</b>	Not to exceed 75 days to be completed between June 4 and October 31, 2001
<b>Supervisor</b>	Mark Nolan, Chief of Party

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### Background

Three R2RW components have been developed to guide the conceptualization, implementation, and performance monitoring of the R2RW. These are:

- CR 1 Through targeted organizations, sustainable environmental management practices by resource users identified and promoted
- CR 2 Incentives for and obstacles to enforcement of targeted environmental regulations identified and solutions supported
- CR 3 Capacity of Jamaican government agencies, international donors, and private-sector and civil society organizations to implement effective watershed management programs enhanced

Public awareness and education is an important and integral part of activities under all of R2RW Project Components. For CR 1, the following will be supported:

- Preparation of education materials to inform the public, at all levels, about R2RW, its objectives, approach, and activities;
- Identification and strengthening of strategic partners in both Great River and Rio Grande watersheds;
- Linking watershed efforts to National Environmental Education Committee (NEEC) mechanisms and resources; and
- Development and testing of participatory communication and public awareness strategies that are based upon not only delivery of materials and messages but have specific measurable indicators to determine results of approaches in adoption of new TIPs.

For the Component 2, the public awareness activities will be developed in collaboration with Parish Councils, PDCs, NGOs, concerned communities, the police force, NRCA, and the judiciary. Communities and watershed users are expected to play a strong role in crafting regulations within the context of national policy, and more specifically, local compliance/enforcement. This will heighten their legitimacy and create a solid foundation for co-management of watersheds in which users play key roles in compliance/enforcement.

In Component 3, public awareness activities will focus on the National Environmental Education Committee (NEEC). R2RW will seek formal representation for the project on the NEEC and will aim to facilitate meetings and workshops among NEEC members and representatives of RADA, JAMAL and other strategic partners that will need to be involved in developing appropriate public awareness strategies. A critical component will be an assessment of existing EE&C activities to identify impact on outcomes and to identify what, if any, new programs, materials and activities need to be developed through R2RW. The assessment will need to distinguish between **what people say they know** with respect to sustainable use of environmental resources and **what they actually do** in practice so as to develop appropriate indicators for monitoring and evaluation.

### **Purpose**

The purpose of this Scope of Work (SOW) is to engage Maria Protz as the Participation and Public Awareness Specialist for the Ridge to Reef Watershed Project. The SOW lays out tasks to be carried out, a set of outputs, and a preliminary schedule of activities.

### **Tasks**

1. Participate in regular R2RW Team Meetings to develop project strategy and approach to watershed management.
2. Participate in the Strategic Action Planning Workshop in June 2001.
3. Component 1: Lead the process with strategic partners, and with other technical team members, to develop programmatic activities for an overall public awareness/communication strategy for the GRW and for the priority areas for action identified during the SAPW. This will include the following sub-tasks:
  - Conduct a capacity assessment of specific GRW existing partners who will play a role in EE&C. Identify gaps and opportunities for training and technical assistance with potential partners
  - Develop training components to build the capacity of strategic partners.
  - Review/assess existing environmental education materials related to the sustainable management of watershed resources and, with strategic partners, identify ways in which the materials can be made more effective, or used more effectively, to affect improved environmental resources management.
  - With strategic partners, determine the existing level of knowledge and awareness levels among target audiences in the GRW, of the Targeted Appropriate Technologies and other strategic priority areas identified in the SAPW.
4. Component 2: Work with the Governance and Natural Resources Specialist in Compliance and Enforcement activities including the following:
  1. With GNRS, develop public awareness activities for CR2 component, particularly in the area of advocacy as per First Annual Work Plan.
  2. With strategic partners, enhance and design communication tools and training materials for enforcement, compliance and advocacy.
5. Component 3: With the COP and other Technical Team Members, PAPAS will lead the process in public awareness activities related to the goals of CR3 by:

- Establishing a public awareness sub-committee of the Great River Watershed Management Committee with strategic partners
  - Conducting a needs assessment with NEPA staff in GRW to identify some immediate ways in which R2RW can assist with their existing public awareness activities and to make them more effective.
  - Participating in NEEC activities that are relevant to the GRW.
  - Producing next two quarterly newsletters and facilitate their wider distribution.
6. Gender Sensitization: PAPAS will take the lead in ensuring that project activities are gender sensitive by:
- Fine tuning the preliminary gender framework as a guide for helping strategic partners to develop project proposals and activities.
  - Facilitating national linkages for gender sensitisation in watershed management
  - Organizing and facilitating gender mainstreaming at the local watershed level by ensuring that the GRW priority activities identified during the SAPW are gender sensitive
  - Developing a gender strategy for GRW with strategic partners, as related to priority areas identified during the SAPW
  - Ensuring that gender considerations are included in MOU with strategic partners for all project activities in GRW
  - Conducting annual review of R2RW gender activities
7. Enhance Community Involvement: With other technical team members, PAPAS will lead the process of ensuring community involvement in GRW project activities. Specifically, PAPAS will:
- Develop an approach for community involvement in activities identified during the SAPW. This will be done with strategic partners, the Watershed Management Committee and other technical team members.
  - Conduct participatory needs assessment of identified pilot communities for priority areas of action to be determined during the SAWP.
  - Identify vulnerable groups in pilot areas.
  - PAPAS will assist GNRS to develop an approach for community involvement in activities related to compliance and enforcement.
  - With GNRS, assess existing advocacy practices and identify communication/public awareness activities to improve advocacy.

## **Outputs**

1. A public awareness strategy for the GRW that includes assessment of existing knowledge base, training needs, information gaps, and indicators for assessment.
2. Assessment report of existing watershed public awareness materials.

3. Reports of training initiatives to be undertaken.
4. Two newsletters.
5. Establishment of a Public Awareness sub-committee in the Great River Watershed.
6. Publication of gender guidelines document.
7. Gender indicators established for all GRW activities.
8. Reports of gender sensitisation activities to be undertaken.
9. Gender strategy document for GRW.
10. Report on strategy for community participation in GRW activities.

**Personnel and Level of Effort**

This scope of work is for a level of effort that will not exceed a total of 75 days over a five-month period. The consultant will keep track of actual level of effort and report on a monthly basis the total amount of days worked.

The following table represents the approximate percentage of effort of the consultant for each of the seven tasks described in this Scope of Work

<b>Task</b>	<b>Percent Level of Effort</b>
R2RW Team Meetings	5%
SAPW Workshop	5%
Public Awareness – Component 1	30%
Public Awareness – Component 2	15%
Public Awareness – Component 3	15%
Gender Sensitization	15%
Enhancing Community Involvement	15%



## RECOMMENDED AND NEW JOB DESCRIPTION

### Job Specification and Description

<b>Job Title</b>	<b>CHIEF OF PARTY</b>
<b>Company</b>	Associates of Rural Development (ARD)
<b>Project</b>	Ridge to Reef Watershed Project (R2RW)
<b>Duration</b>	Five (5) Years - Full time

#### Required Skills and Education

- Advanced Degree (MA., MSc., or PhD) in an appropriate academic area.
- Superior leadership, analytical, problem solving, organizational and operational skills.
- Excellent oral and written communication skills.
- Working knowledge of project management and general administrative practices.
- Exceptional communications, human relations and time management skills.

#### Specialized Techniques/Knowledge

- Knowledge to the following:
- Needs analysis and project definition;
- Resources allotment and assessment;
- Data development and analysis;
- Systematic explanations of alternatives;
- Synthesis of recommendations and presentation.

Advance levels of computer, research and quantitative skills.

Experience in team building and consensus management process.

#### Required Experience

At least fifteen (15) years experience in project management with at least eight (8) years as a Project Manager.

#### Reporting and Organizational Relationships

<b>Reports to</b>	Home Office Project Manager (HOPM)
<b>Supervision given to</b>	Project Assistant, Watershed Management Specialist (WMS), Governance and Natural Resource Specialist (GNRS), Participation and Public Awareness Specialist (PAPAS), Sanitation Management Specialist (SMS).

<b>Functional Relationships</b>	Director of Conservation (NEPA), Manager Sustainable Watershed Management Branch (NEPA), Controller and Director of Administration (ARD), Administrative Service Centre (ASC), Coastal Water Improvement Programme (CWIP), Deputy Team Leader, Environment (USAID).
<b>Liaise internally with</b>	Business Manager (ARD) Procurement Coordinator (ARD)
<b>Liaise externally with</b>	USAID, NEPA, GOJ, NGOs.

### **Core Function**

1. Provide technical and managerial direction to project team members.
2. Ensure timely and adequate compilation of all phases of the project.
3. Review performance of project team members according to results achieved.
4. Establish methods to evaluate and control variance to plan.

### **Functional Responsibilities**

- Providing leadership, supervision and direction to other members of the technical assistance team.
- Coordinating and assuming the role of official spokesperson of project activities with the USAID Cognizant Technical Officer, host country government and local counterparts and other collaborating institutions and agencies.
- Formulating draft work plans that design the activities to be carried out under the project and preparing progress reports on project implementation.
- Ensuring that contractual obligations are met and that work plans are being successfully implemented.
- Assuming overall responsibility for project administrative, personnel, financial and management systems are implemented and functioning smoothly.
- Overseeing local currency accounts working with the ARD Project Manager and Business Manager on budget control and financial planning.
- Assuming responsibility for recruitment and hiring of local personnel in accordance with project and donor guideline and policies.
- Writing scopes of work and timetables for the timely provision of short term technical assistance, in conjunction with work plans and in accordance with ARD policy and contractual obligations.
- Monitoring and evaluating project performance and progress and informing ARD and client organization of the results of this monitoring.
- Assuming responsibility for specification of all contract-provided commodities for offshore procurement and working with ARD Procurement Coordinator and Home Office Project Manager to assure prompt delivery.
- Responsibility for all local shelf item procurement with all necessary approvals and in accordance with donor/contract procedures and requirements.

- Assuming responsibility for supervising project closeout activities and seeing that equipment, local personnel and project files are dealt with in accordance with client and ARD policies and regulations.
- Providing technical assistance to the project in one or more specific technical areas in accordance with the contract statement of work and approved work plan. Specific responsibilities may be subject to alteration as project needs are defined throughout the contract period.
- Carrying out any other activity as deemed appropriate by the Home Office Project Manager.
- Reporting to NEPA and USAID.
- Managing grant funds for the CBOs.
- Managing special studies.

**Performance Criteria**

- Increased sustainable environmental management practices by identified resource users.
- Increased incentives for and reduced obstacles to enforcement of targeted environmental regulations.
- Increased capacity of the Jamaican government agencies, international donors and private sector and civil society organizations to implement effective watershed management programmes.

**Authority**

As delegated by ARD.

## Job Specification and Description

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<b>Job Title</b>	<b>WATERSHED MANAGEMENT SPECIALIST</b>
<b>Company</b>	Associates of Rural Development (ARD)
<b>Project</b>	Ridge to Reef Watershed Project (R2RW)
<b>Duration</b>	Six (6) Months – Short-term

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### Required Skills/Education

- Advanced degree) MA., MSc., PhD.) in an appropriate academic area such as agronomy, botany, forestry, agricultural extension or marketing.
- Analytical problem solving and organizational skills.
- Experience working in a team and consensus management process.
- Excellent oral and written communication skills.

### Specialized Techniques and Knowledge

- Training in watershed & project management.
- High levels of innovation and creativity.
- Advanced levels of computer, research and quantitative skills.

### Required Experience

At least 15 years of practical, hands-on experience in watershed management and farming systems and extension.

### Reporting and Organizational Relationship

<b>Reports to</b>	Chief of Party
<b>Supervision given to</b>	Short-term technical consultants and sub-contractors
<b>Functional relationship</b>	Project Assistant, Governance and Natural Resource Specialist, Participation and Public Awareness Specialist, Sanitation Management Specialist.
<b>Liaises internally with</b>	Director of Administration (ACS)
<b>Liaises externally with</b>	Community Groups, Farmers, Government of Jamaica, NGOs, Private Sector Organization, NEPA, USAID.

### Core Function

Technical responsibility for implementation of Contract Results #1 – Adaptation of sustainable community based watershed management innovations.

### **Functional Responsibilities**

- Inventory of existing land management practices.
- Conducting reconnaissance and research using rapid appraisal techniques to determine key environmental issues.
- Assisting other technical assistance team members build appropriate network of users.
- Supporting CBOs, NGOs and PSOs in the formulation of initiatives that meet Ridge to Reef Grant Funding criteria.
- Work effectively as part of a dynamic inter-disciplinary technical team for the implementation of the overall project mandates.
- Integrate, support and provide assistance with the design, implementation and monitoring of the other two Contract Results (CR) packages of R2RW project.
- Provide timely technical reporting on all activities.
- Development of all planning and reporting documents prepared for the Contractors and Clients.
- The COP may assign other duties.

### **Performance Criteria**

- Continuous improvement in quality of technical reports.
- Continuous improvement in the level of support to other team members.
- Continuous improvement in the adaptation of sustainable community based watershed management innovation.

### **Authority**

As delegated by the COP

## Job Specification and Description

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<b>Job Title</b>	<b>PARTICIPATION AND PUBLIC AWARENESS SPECIALIST (PAPAS)</b>
<b>Company</b>	Associates of Rural Development (ARD)
<b>Project</b>	Ridge to Reef Watershed Project (R2RW)
<b>Duration</b>	Six (6) Months – Short-term

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### Required Skills and Education

- Advanced degree (M.A.; M. Sc.) in Rural Development, Agricultural Extension, or Communication
- Post - graduate certification in communication or Public Relations
- Analytical, problem solving and organizational skills
- Experience working in a team and consensus management process

### Specialized Techniques/Knowledge

- Well grounded in modern training methods and techniques;
- Interacts easily with persons from different social background.;
- Knowledge of the impact of gender on the development process;
- High levels of innovation and creativity;
- Computer literate with strong research skills;

### Required Experience

At least 10 years experience in rural development with a focus on communication, public relations and training.

### Reporting and Organizational Relationship

<b>Reports To</b>	Chief of Party
<b>Supervision given to</b>	N /A
<b>Functional Relationship</b>	Watershed Management Specialists (WMS) Governance and Natural Resource Specialist (GNRS) Sanitation Management Specialist (SMS)
<b>Liases Internally With</b>	Director, Administrative Service Centre (ASC) Administrative Assistant Project Assistant

### Core Function

Design and supervise approaches for communications, public awareness, gender considerations, and community involvement in project planning.

### **Functional Responsibilities**

- Participate in regular R2RW team meeting to develop project strategy and approach to watershed management;
- Participate in the Strategic Action Planning Workshop;
- Lead the process in project objective - CR 1, with the strategic partners and with the other technical team members to develop programmatic activities for an overall public awareness/communication strategy for the GRW and for priority areas for action identified during the SAPW;
- Working with the COP and other technical team members, PAPAS will lead the process in public awareness activities related to the project objective CR 3;
- Lead the process of gender sensitization ensuring that the project activities are gender sensitive;
- Enhance community involvement with other technical team members to ensure community involvement of the project's activities.

### **Performance Criteria**

- A public awareness strategy for the GRW that includes assessment of existing knowledge base, training needs, information gaps and indicators for assessment;
- Assessment report of existing watershed public awareness materials;
- Reports of training initiatives to be undertaken;
- Newsletters;
- Establishment of a Public Awareness sub-committee in the Great River Watershed;
- Publication of gender guidelines document;
- Gender indicators established for all GRW activities;
- Reports of gender sensitization activities to be undertaken.
- Gender strategy document for GRW;
- Report on strategy for community participation in GRW activities.

### **Authority**

As delegated by the COP

## Job Specification and Description

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<b>Job Title:</b>	<b>GOVERNANCE AND POLICY REVIEW SPECIALIST (GPRS)</b>
<b>Company:</b>	Associates of Rural Development (ARD)
<b>Project:</b>	Ridge to Reef Watershed Project (R2RW)
<b>Duration:</b>	Six (6) Months – Short-term

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### Required Skills and Education

- An advanced degree in Social Sciences or Law (M.Sc., MA.)
- Superior leadership, analytical, problem solving and organizational skills.
- Exceptional communications human relations and public relations skills.
- Ability to work as a member of a team.

### Specialized Techniques and Knowledge

- Knowledge of laws and regulations governing the environment.
- Computer and research skills.
- High levels of innovation and creativity.
- Ability to work comfortably with and assist a wide range of individuals in a variety of situations.

### Required Experience

At least ten (10) years experience in policy formulation and legal reform particularly as it relates to environmental management.

### Reporting and Organizational Relationship

<b>Reports to</b>	Chief of Party
<b>Supervision given to</b>	N/A
<b>Functional relationships</b>	Participation and Public Awareness Specialist (PAPAS) Watershed Management Specialist (WMS), Sanitation Management Specialist (SMS), Project Assistant (PA), Administrative Assistant (AA).
<b>Liases in externally with</b>	Judicial services, Local Government, Civil Society, Government Officials.

### Core Function

To provide leadership and technical oversight for the development and implementation of the CR2 initiative of the Ridge to Reef Project which is “Incentives for and obstacles to enforcement of targeted existing environmental regulations identified and solutions supported”, as well as the integration of the R2RW approach into existing and reforming local governance structures and the design and implementation of the approach to improving regulatory and policy effectiveness.



### **Functional Responsibilities**

- Participate in regular R2RW team meetings to develop strategy and approach to watershed management.
- Review existing legislation, relevant initiatives and reports as the basis for inventory of laws and regulations governing watershed management.
- Participate in a review on the draft Watershed Policy and assist the COP in supporting the Sustainable Watersheds Branch of NEPA.
- Develop methods for and participate in compliance and enforcement methods of the policies.
- Advise the project team on strategies and mechanism to best incorporate governance issues involving watershed management activities and programmes.

### **Authority**

As delegated by the COP

## Job Specification and Description

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<b>Job Title</b>	<b>SANITATION MANAGEMENT SPECIALIST (SMS)</b>
<b>Company</b>	Associates of Rural Development (ARD)
<b>Project</b>	Ridge to Reef Watershed Project (R2RW)
<b>Duration</b>	Six (6) Months – Short-term

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### Required Skills/Education:

- Advanced Degree (MA., MSc., or PhD.) in Sanitation and/or Environmental Management in a related area.
- Excellent oral and written communication skills.
- Good human relations and time management skills.

### Specialized Techniques/Knowledge

- Ability to work comfortably with and assist a wide range of individuals in a variety of situations.
- Knowledge of various approaches to training and development with the agricultural sector.
- Knowledge of innovative approaches to sanitation management.

### Required Experience

At least 10 years experience in sanitation management or environmental control.

### Reporting and Organizational Skills

<b>Reports to</b>	Chief of Party
<b>Supervision given to</b>	N/A
<b>Functional relationship</b>	Project Assistant, Watershed Management Specialist, Governance and Natural Resource Specialist, Participation and Public Awareness Specialist.
<b>Liaises internally with</b>	Director of Administration (ASC)
<b>Liaises externally with</b>	NEPA, CBOs, NIC, SDC and Local Government (Parish Councils), NWC, Public Health Department, Water Resources Authority and NGOs

### Core Function

Design, implement and monitor sanitation management process along with relevant entities (such as NWC and the Water Resources Authority) and the CBOs.

### Functional Responsibilities

- Identify sanitation needs of targeted area (Great River and Rio Grande)
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- Devise solutions to problems ranging from water quality, water supply, poor household sanitation, and pollution from agri-chemicals.
- Monitoring programmes and occasional fish kills in the rivers
- Fostering a more strategic approach with the other partners in innovative approaches for community outreach and mobilization.
- Identify appropriate community persons to serve on the various project task forces and committees.
- Review various approaches by community partners with a view to collaborating and unifying these approaches.
- Collation of comprehensive baseline information on the social, economic, biophysical and environmental conditions in twenty-three (23) communities in GRW.

**Authority**

As delegated by the COP

## Job Specification and Description

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<b>Job Title</b>	<b>PROJECT ASSISTANT (PA)</b>
<b>Company</b>	Associates of Rural Development (ARD)
<b>Project</b>	Ridge to Reef Watershed Project (R2RW)
<b>Duration</b>	Two (2) Years Six - Full time

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### Required Skills/Education

- M.Sc. degree in a field relevant to environmental management.
- Excellent administrative ability with some skills in project management.
- Technical competence through knowledge of at least one field related to environmental or watershed management.

### Specialized Techniques/Knowledge

- Excellent communication skill both oral and written.
- Ability to work as a team player.
- Ability to work completely such and assist a wide range of individuals in a variety of situations.

### Required Experience

At least five (5) years experience in environmental or watershed management.

### Reporting and Organizational Relationship

<b>Reports to</b>	Chief of Party (COP)
<b>Supervision given to</b>	Community Groups & Farmers
<b>Functional Relationship</b>	Watershed Management Specialist Governance and Natural Resource Specialist Participation and Public Awareness Specialist Sanitation Management Specialist
<b>Liases internally with</b>	Director of Administration (ACS) Home Office Project Manager (HOPA)
<b>Liases externally with</b>	USAID Cognisant Technical Officer, NEPA, NGOs, CBOs, Watershed Management Committees, GOJ.

### Core Function

To assist the COP by ensuring that technical and administrative functions are implemented in accordance with the policies of ARD and in such a manner to contribute to the successful implementation of R2RW Project.

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## **Functional Responsibilities**

### ***Administrative***

- Ensure efficient administration and management of local watershed management committees and task forces under the R2RW project.
- Assist the COP, NGOs and CBOs to administer project initiatives and grants under the project.
- Assume programmatic leadership of project initiatives as assigned by the COP.
- Prepare reports in field visits, project components concept papers and other writing assignment as assigned by the COP.
- Edit reports, correct grammar and ensure documents to clients one of the highest quality.
- Plan itineraries, organize meetings and
- Prepare grant proposals and assist partners in the preparation of documents needed to report on Project process are of an acceptable quality.
- Perform other duties as assigned by the COP.

### ***Technical***

- Develop clear criteria for the selection of potentially useful practices.
- Identifying, selecting and promoting proven land-based Best Management Practices (BMPs) for sustainable watershed management.
- Demonstrate selected practices on-farm and determine impacts of intervention for cost-effectiveness conservation of soil and water and acceptable to resource users.
- In collaboration with the Watershed Management Specialist, design and deliver training as necessary for extension staff of GOJ, NGOs, PSOs and other organizations with relevant skills and programmes within the Great River and Rio Grande.
- Coordinating community-based environmental initiatives with the Grants Management Programme plan.
- Conduct ongoing monitoring and evaluation of intervention activities as technical advisor to NEPA Watershed Management Branch and USAID in the area of Watershed Management.
- The COP may assign other duties.

### **Performance Criteria**

- Continuous improvement in the quality of reports.
- Continuous improvement in the timely presentation of reports.
- Continuous improvement in the administration and management of watershed management committees and task forces.

**Authority**

As delegated by COP

## Job Specification and Description

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<b>Job Title</b>	<b>ADMINISTRATIVE ASSISTANT (AA)</b>
<b>Company</b>	Associates of Rural Development (ARD)
<b>Project</b>	Ridge to Reef Watershed Project (R2RW)
<b>Duration</b>	One (1) year, Long-term

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### Required Skills and Education

- B.A. or B.Sc. in Business Administration and a professional secretary's qualification;
- Excellent supervisory and administrative skills.

### Specialized Techniques/Knowledge

- Ability to work as a team player;
- Good oral and written communication skills.

### Required Experience

Five (5) years clerical experience with at least three (3) years at a responsible level.

### Reporting and Organizational Relationship

<b>Reports to</b>	Chief of Party
<b>Supervision given to</b>	N/A
<b>Functional relationship</b>	Watershed Management Specialist, Governance & Natural Resource Specialist, Participatory and Public Awareness Specialist, Sanitation Specialist.
<b>Liaise internally with</b>	Project Assistant (PA), Director of Administration (ASC).
<b>Liaise externally with</b>	ARD Home Office, NEPA, NGOs, CBOs, GOJ.

### Core Function

Initiate and coordinate the clerical and secretarial functions required to effectively implement administrative policies and support project team.

### Functional Responsibilities

- Perform typing and transcription duties as required;
  - Maintain files and correspondence for team members;
  - Coordinate travel arrangements and schedule appointments for team members;
  - Coordinate special project functions;
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- Receive and monitor telephone calls for the COP and re-route them to the team members as needed;
- Compile data and statistical information, draft financial, statistical, narratives, research and/or reports as requested;
- Arrange, participate in and coordinate workshops, seminars and committee meetings;
- Sign on behalf of COP, as delegated, his name to correspondence, requisites and forms of consequence;
- Assist in coordinating and planning activities within the company, including development of long-range strategic plans;
- Assist in the preparation of budgets;
- Interpret and administer ARD's project policies;
- Perform duties assigned.

**Performance Criteria**

- Continuous improvement in quality of reports produced;
- Continuous improvement in the communication between R2RW's clients and the stakeholders;
- Continuous improvement in the administrative procedure needs to support the COP in his activities.

**Authority**

As delegated by the COP



**LIST OF PERSONS CONTACTED**

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Howard Batson	USAID
Thera Edwards	NEPA
Karen McDonald-Gayle	USAID
Learie Miller	NEPA
Mark Nolan	R2RW
Maria Protz	R2RW
Trevor Spence	R2RW
George Wilson	R2RW

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2. Draft Great River Watershed Stakeholder Workshop Report, Ridge of Reef Watershed Project, Associates in Rural Development. June 2001.
3. Semi- Annual Report, September 2000 – March 2001, Ridge to Reef Watershed Project, Associates in Rural Development. April 2001

R2RW

Ridge to Reef Watershed Project