



**Rio Grande Watershed
Stakeholders Workshop
Report**

Ridge to Reef Watershed Project

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Rio Grande Watershed Stakeholder Workshop Report

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Government of Jamaica's
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And the

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PREFACE

The Ridge to Reef Watershed Project (R2RW) is a five year (with an optional sixth year) activity contributing to the achievement of USAID/Jamaica's SO2 – "improved quality of key natural resources in areas that are both environmentally and economically significant." R2RW comprises three Contract Results or Components contributing to results under SO2. Component 1 will assist targeted organizations to identify and promote sustainable environmental management practices by resource users. Component 2 focuses on identifying and supporting solutions to improve enforcement of targeted existing environmental regulations, primarily in the Rio Grande and Rio Grande Watersheds. Component 3 provides assistance to key organizations to support, coordinate, and expand watershed management efforts in Jamaica. ARD, Inc is implementing the Ridge to Reef Watershed project with assistance from Cargill Technical Services, Inc.

The Rio Grande Watershed Stakeholder Workshop represented urban and rural communities, private sector interests, and public sector agencies covering the Rio Grande Watershed area. The planning process utilized Advanced Participation Methods developed by Associates in Rural Development, Inc. Trevor Spence, and Maria Protz, both R2RW Team Members, with experience in Advanced Participation Methods, facilitated the one-day process. This Report provides a chronology of activities that resulted in the identification of eight strategic directions with illustrative examples of corresponding action plans to improve environmental management.

ACRONYMS

ARD	Associates in Rural Development, Inc.
CARDI	Caribbean Agricultural Research and Development Institute
CASE	College of Agriculture Science and Education
CBO	Community Based Organization
CDC	Community Development Committees
CIB	Coffee Industry Board
EAST	Environmental audits for Sustainable Tourism
EJAS	Eastern Jamaica Agricultural Support Project
ENACT	Environmental Action Project
EWS	Environmental Warden Service
EU	European Union
FD	Forestry Department
GOJ	Government of Jamaica
JAS	Jamaica Agriculture Society
JHTA	Jamaica Hotel and Tourism Association
JTB	Jamaica Tourist Board
LMC	Local Management Committee
MOA	Ministry of Agriculture
MOH	Ministry of Health
MOW	Ministry of Works
NDFJ	National Development Foundation of Jamaica
NEEC	National Environmental Education Committee
NEPA	National Environment and Planning Agency
NEPM	North East Parks and Markets
NGO	Non-governmental Organization
NHT	National Housing Trust
NRCA	Natural Resources Conservation Authority
NWA	National Works Agency
NWC	National Water Commission
ODPEM	Office of Disaster Preparation and Emergency Management
PC	Parish Council
PDC	Parish Development Committee
PEPA	Portland Environmental Protection Agency
PS	Private Sector
PSOJ	Private Sector Organization of Jamaica
R2RW	Ridge to Reef Watershed Project
RADA	Rural Agriculture Development Authority
SAPW	Strategic Action Planning Workshop
SDC	Social Development Commission
SO2	Strategic Objective 2
SRC	Scientific Research Council
STTA	Short-term Technical Assistant
TPDCo	Tourism Product Development Company
USAID	United States Agency for International Development

INTRODUCTION

Over eighty people, representing government agencies, private sector, communities and civil society participated in a one-day highly participatory Strategic Action Planning Workshop (SAPW) held at the Jamaica Crest Resort Hotel, Fairy Hill (outside of Port Antonio), on February 19, 2002. The objective of the SAPW was to identify the environmental challenges and corresponding opportunities for programming interventions. The SAPW was designed not just to identify problems, but to formulate realistic priority environmental action plans. This *Rio Grande Watershed Stakeholder Report* summarizes the participatory methodologies utilized in conducting the planning exercises and the subsequent findings emerging from the one-day activity. Of special importance are the eight environmental strategic directions identified:

1. Support infrastructure development - roads and water
2. Enhance waste management
3. Develop a comprehensive plan that addresses carrying capacity, water quality, and management
4. Undertake research and development
5. Promote good stewardship and compliance
6. Enhance public awareness of environmental and watershed practices
7. Promote activities geared to improve the economic well being of residents of the Rio Grande Watershed
8. Enhance the institutional capacity of organizations active in the Rio Grande Watershed

In addition to identifying the eight environmental strategic directions, the workshop established illustrative priority actions, key activities, and stakeholder roles and responsibilities for each. The eight environmental strategic directions were then analyzed and compared to the R2RW technical mandate to identify shared programming opportunities.

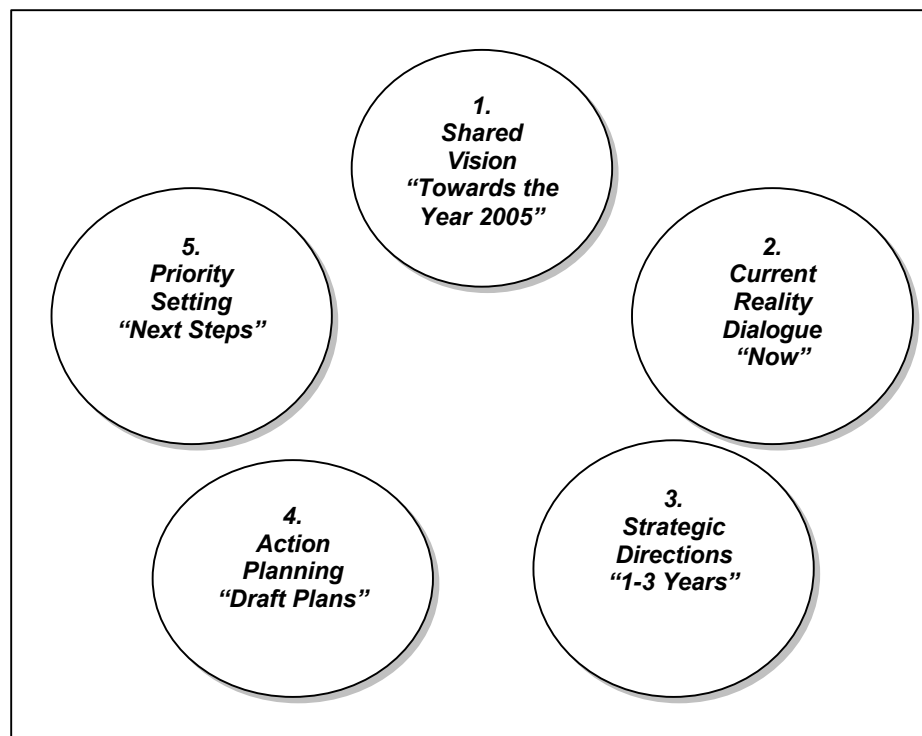
The *Rio Grande Watershed Stakeholder Workshop Report* will serve as an important road map for the design and implementation of collaborative environmental programming initiatives between the communities of the Rio Grande Watershed and R2RW. The Report reflects the hard work, commitment, and vision of the workshop participants to a healthy, green and sustainable environment for the Rio Grande Watershed.

RIO GRANDE WATERSHED STRATEGIC ACTION PLANNING WORKSHOP PROCESS

The formal opening of the Rio Grande Watershed Stakeholder Workshop began with prayer said by Ms. Thaxter of the Berridale Community and welcome by Chairperson and Co-Facilitator for the day, Mr. Trevor Spence of the Ridge to Reef Watershed Project (R2RW). Next came greetings by Mrs. Sybil Rendle, Chairperson of the Portland Development Committee, Ms. Karen McDonald-Gayle of the United States Agency for International Development and Ms. Thera Edwards from the National Environment and Planning Agency (NEPA). Mr. Mark Nolan, Chief of Party gave an overview of the R2RW to participants providing details on each of the Project Components and lessons learned in watershed management. Mr. Trevor Spence, Governance and Natural Resources Specialist from the R2RW Team, proceeded to orient the participants and guests to the environmental planning process.

Mr. Spence outlined the program of activities that were scheduled for the day. Combining various participatory exercises, participants would engage each other in crafting a practical vision for the Rio Grande Watershed for the year 2005, and participating in a dialogue on the current realities in the Rio Grande Watershed. This would assist participants to paint a picture of the qualitative aspects of community life in the Rio Grande Watershed communities and define ways by which this can be enhanced. Proceeding from these outputs, the participants would continue with identifying strategies that would lead to the realization of the vision, and the various priority actions that would operationalized these strategies. The flow of these activities was illustrated in the following diagram.

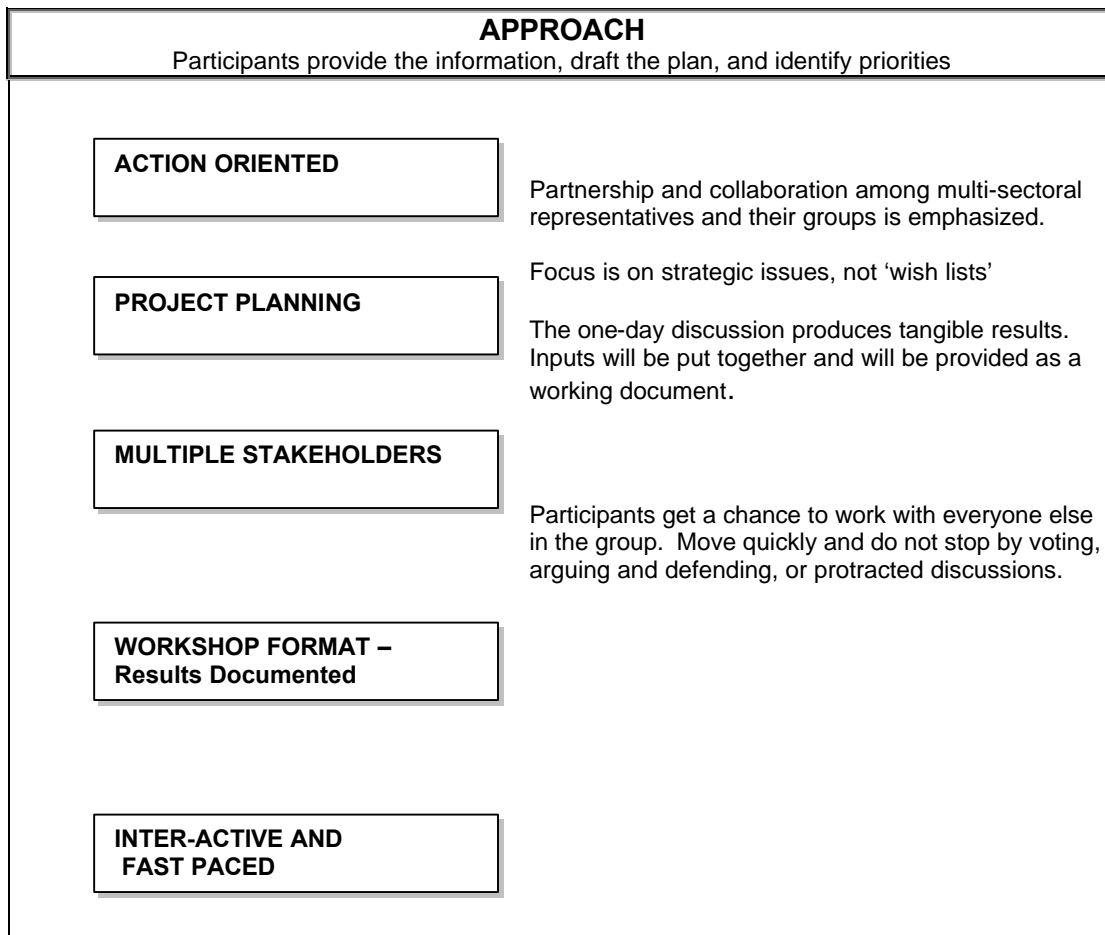
R2RW PROJECT PLANNING PROCESS



The five-step planning process was modified for the Rio Grande Watershed Stakeholder Workshop. A modified Visioning and Current Reality Dialogue were undertaken - Steps 1 and 2, while Steps 3 and 4 - Strategic Directions and Action Planning were integrated into one Workshop. This was to accommodate a one-day, instead of a two-day Workshop.

Mr. Spence explained the modifications to the methodology in order to complete the Workshop in one day. This was thought necessary based on the significant processes that stakeholders have participated in to date. The modifications include: confirming the visions and current realities from the process to date, rather than having full-blown workshops in these areas, and having a modified workshop for strategic directions and action planning, instead of two separate workshops.

He then proceeded to explain the elements of the approach that was to be adopted for the workshop. These have been captured in the diagram below.



The elements of the approach used in the Rio Grande Watershed Stakeholder Workshop

SESSION ONE: SHARED VISION DISCUSSION

The shared vision discussion offered the opportunity for participants to weave together a practical vision for the Rio Grande Watershed. It was stressed that because Portland is the pilot parish for the Local Sustainable Development Program, (LSDP), and Communities, NGOs, State Agencies, and Private Sector Stakeholders have been through numerous visioning exercises, the vision to be generated would draw on the work already done. This would insure a realistic yet hope-filled vision for the Rio Grande watershed area.

To guide the participants throughout the practical vision discussion, they were asked to keep in mind the focus question below. In addition, they were provided with ten selected visions outcome statements, drawn from the visioning process undertaken in Portland to date:

Focus Question

“What do we want to see *in place* in the Rio Grande Watershed area to improve the management of our natural resources by the year 2005?”

The Vision Outcome Statements developed for Watershed Management in the Rio Grande Watershed from the local process to date included:

1. The creation of parish partnerships which will involve government, citizens, businesses and community members in environmental stewardship activities
2. The strengthening of the capacity of the Portland Parish Council, and the Portland Parish Development Committee undertaken to allow these institutions to work more efficiently with local communities
3. Balanced and sustained forest, mountain, wetland and marine ecosystems
4. Tourism products that is diverse, but unique to the parish, highlighting the natural, historical and cultural flavour of the parish
5. Systematic assessment of crown and other lands for agriculture and conservation purposes
6. Reform of agricultural policies as it benefits small, medium, and large-scale farmers in crop diversification, agro-forestry and agro-processing in order to enhance production
7. Training opportunities, the use of appropriate technology, and best practices that would lead to more environmental friendly land-use systems.
8. Micro-industry that capitalizes on the use of indigenous resources available in the Parish
9. The productions of waste minimized and reduction, re-use, repair and recycling promoted.
10. Strategies for the utilization of the parishes abundant water resources to meet the need of its residents in a sustainable way, and the sustaining of the quality of those water resources, developed

‘Visioning’ Helpful Hints

- What do we want to create?
- Think visually – What do you see?
- Hopes/dreams/aspirations of the community
- Practical – What we can achieve? - not an idealistic “wish list”
- Describe future outcomes/reality

Maria Protz (co-facilitator) guided the participants through Worksheet I for this exercise. First, working individually, participants added to, or subtracted from the list presented. These ideas were then taken to

ten planning teams for brainstorming. Each team was asked to generate consensus on five vision ideas that were to be shared in the following plenary session. Each group then presented their top five ideas to the plenary. From these the Workshops top five vision statements for the Rio Grande Watershed were developed.

VISION STATEMENTS FOR WATERSHED MANAGEMENT IN THE RIO GRANDE WATERSHED THAT WERE ADDED TO THE LIST PRESENTED FROM THE LOCAL PROCESS:

- Comprehensive environmental education programmes – building on other programmes
- Markets need to be identified
- Training needs to be imparted at grass roots level
- Think globally; act locally (be aware of global implications)
- Hazard planning tools
- Improve the extension services with CASE's input via outreach
- Improved marketing for small farmers
- Curtailment of crops that have the potential to decrease forest cover and the contamination of water resources
- Improvement of current and development of new agricultural products, markets, export crops, VAP, and plant species
- Process for public discussion and approval of new buildings
- Construction and agricultural infrastructure that impacts other stakeholders
- Reinforcement of laws implemented
- Highlighting and preserving natural historical and cultural flavour of the parish
- Development plan: The acquisition/development of appropriate planning tools, flood, landslide, hazard maps

The table presented on the following page shows the Workshop's top vision statements for the Rio Grande Watershed. The top five visions, extracted from this table, with their scores are:

Rio Grande Watershed Shared Practical Vision Forward To 2005	
1. Training opportunities, the use of appropriate technology, and best practices that would lead to more environmental friendly land-use systems	26
2. The creation of parish partnerships which will involve government, citizens, businesses and community members in environmental stewardship activities	24
3. Reforms of agricultural policies as it benefit small, medium, and large-scale farmers in crop diversification, agro-forestry and agro-processing in order to enhance production	15
4. Strategies for the utilization of the parishes abundant water resources to meet the need of its residents in a sustainable way, and the sustaining of the quality of those water resources, developed	11
5. Balanced and sustained forest, mountain, wetland and marine ecosystems	10

WORKSHEET I
THE MOST IMPORTANT VISION OUTCOME STATEMENTS FOR RGW

Vision Outcome Statement	Cluster Group Table #										Total
	1	2	3	4	5	6	7	8	9	10	
1. The creation of parish partnerships which will involve government, citizens, businesses and community members in environmental stewardship activities	1		5	1	5	5	5			2	24
2. The strengthening of the capacity of the Portland Parish Council, and the Portland Parish Development Committee undertaken to allow these institutions to work more efficiently with local communities			3							4	7
3. Balanced and sustained forest, mountain, wetland and marine ecosystems			2			3			5		10
4. Tourism products that is diverse, but unique to the parish, highlighting the natural, historical and cultural flavour of the parish	5					1				1	7
5. Systematic assessment of crown and other lands for agriculture and conservation purposes											0
6. Reform of agricultural policies as it benefits small, medium, and large-scale farmers in crop diversification, agro-forestry and agro-processing in order to enhance production			4	5	3		2		1		15
7. Training opportunities, the use of appropriate technology, and best practices that would lead to more environmental friendly land-use systems.	4			4	2	4	3		4	5	26
8. Micro-industry that capitalizes on the use of indigenous resources available in the Parish	2			3			1		3		9
9. The productions of waste minimized and reduction, re-use, repair and recycling promoted.	3						4				7
10. Strategies for the utilization of the parishes abundant water resources to meet the need of its residents in a sustainable way, and the sustaining of the quality of those water resources, developed			1	2	1	2			2	3	11

SESSION TWO: CURRENT REALITY DIALOGUE

The Current Reality Dialogue provided the opportunity for participants to share insights on the overall development situation in their community. Like the Visioning, this was not a full Workshop, since participants have used the methodology several times. The Current Reality Session was therefore used to establish what exists now, and provide the opportunity for participants to share insights on the existing Watershed Management process in the Rio Grande Watershed. The session was geared to highlight the hindering and supportive factors from their experiences and/or from the presentation.

Participants, working in teams put together a profile of the current reality of the Rio Grande Watershed area, while considering the follow focus question:

What in the current situation in the Rio Grande Watershed area that hinders and/or supports the improved management of our natural resources?

Dr. George Wilson, presented the findings of the Rapid Rural Assessment, prepared by Robert Kerr and Team. Following the presentation, participants were divided into ten thematic areas:

1. Agriculture and Forestry
2. Sanitation
3. Tourism
4. Water Quality
5. Coastal Resources
6. Infra-structure
7. Solid Waste
8. Community Participation
9. Stewardship
10. Compliance and Enforcement

Participants were asked to focus on two critical questions for each of the areas above:

1. What are the characteristics of the current realities that support watershed management?
2. What are the characteristics of the current reality that hinder watershed management?

Each of the ten teams was asked to share with the other teams the insights that they had generated. The outputs generated from the dialogue have been reproduced in the following charts.

GROUP 1: AGRICULTURE AND FORESTRY	
Characteristics that Support Watershed Management	Characteristics that Hinder Watershed Management
<ul style="list-style-type: none"> ▪ Extension services e.g. RADA, CASE, EJAS and EU Banana Project ▪ Credit and Finance ▪ Special programs e.g. Tree Crop Project ▪ Marketing arrangements for special crops e.g. coffee and bananas ▪ Soil and climatic factors 	<ul style="list-style-type: none"> ▪ Lack of land tenure ▪ Poor or inadequate road maintenance ▪ Squatting ▪ Low (poor) diversification of crops ▪ Absence of proper land management ▪ Distribution and marketing ▪ Lack of community monitoring ▪ Praedial larceny ▪ Lack of employments leads to encroachment

GROUP 2: SANITATION	
Characteristics that Support Watershed Management	Characteristics that Hinder Watershed Management
<ul style="list-style-type: none"> ▪ Presence of organizations that support and protect the environment ▪ Availability of land space and raw materials ▪ Low population density ▪ Natural flushing of river ▪ Low water table 	<ul style="list-style-type: none"> ▪ Inadequate water storage and waste water treatment ▪ Soil type does not contain waste water ▪ Inappropriate attitudes of residents ▪ Poor construction of pit latrines ▪ Building without proper permits and permission
GROUP 3: TOURISM	
Characteristics that Support Watershed Management	Characteristics that Hinder Watershed Management
<ul style="list-style-type: none"> ▪ Existing organizations and partnerships such as the PDC and JHTA ▪ Existing industries that capitalize on use of resources available in Portland ▪ Good working relationships ▪ Beautiful natural resources 	<ul style="list-style-type: none"> ▪ Inadequate tourism products ▪ Insufficient use of local resources ▪ Poor agricultural practices ▪ Inadequate marketing ▪ Poor waste management ▪ Water resources not utilized properly
GROUP 4: WATER QUALITY	
Characteristics that Support Watershed Management	Characteristics that Hinder Watershed Management
<ul style="list-style-type: none"> ▪ High rainfall ▪ Tropical rainforest ▪ Low population density ▪ Presence of organizations to support environmental education and eco-tourism ▪ Lack of intense development 	<ul style="list-style-type: none"> ▪ Lack of baseline water quality information ▪ Improper disposal of sewage and garbage ▪ Fertilizer and pesticide inputs from agriculture ▪ Poor maintenance of water supply system ▪ Inadequate water storage ▪ Indiscriminate sand quarrying
GROUP 5: COASTAL RESOURCES	
Characteristics that Support Watershed Management	Characteristics that Hinder Watershed Management
<ul style="list-style-type: none"> ▪ Beautiful natural resources ▪ Good coastal water quality ▪ Presence of organizations to support environmental management ▪ Availability of secondary education ▪ Existence of tropical rainforest 	<ul style="list-style-type: none"> ▪ Poor roads and communications ▪ Inadequate solid waste and waste water management ▪ Poor urban/residential drainage ▪ Poor soil conservation and vegetation cover ▪ Coffee is a double edged sword ▪ Squatting ▪ Sand quarrying ▪ Lack of river training

GROUP 6: INFRASTRUCTURE	
Characteristics that Support Watershed Management	Characteristics that Hinder Watershed Management
<ul style="list-style-type: none"> ▪ Research and enforcement center at ranger station ▪ Road network ▪ Good electricity network ▪ Availability of rafting and hiking trails ▪ Availability of education institutions 	<ul style="list-style-type: none"> ▪ Very poor condition of the road network ▪ Lack of telephone service ▪ Lack of suitable sites to build storage for water ▪ Inadequate agro-industry facilities ▪ Improper drainage

GROUP 7: SOLID WASTE	
Characteristics that Support Watershed Management	Characteristics that Hinder Watershed Management
<ul style="list-style-type: none"> ▪ Education for awareness and training ▪ Improved attitude in schools and communities ▪ Presence of organizational support ▪ Proto-type recycling program in place ▪ Crucial issue can stimulate change ▪ Construction of compost heaps ▪ Alternate community disposal systems 	<ul style="list-style-type: none"> ▪ Inadequate training/attitude of individuals ▪ Improper collection system and disposal site ▪ Improper home disposal methods ▪ High incidence of littering ▪ Improper disposal of banana bags ▪ Poor road conditions hinder collection

GROUP 8: COMMUNITY PARTICIPATION	
Characteristics that Support Watershed Management	Characteristics that Hinder Watershed Management
<ul style="list-style-type: none"> ▪ Education program conducted by NGOs and small businesses ▪ Clean-up campaigns organized ▪ Presence of environmental wardens ▪ Recycling of PET plastic ▪ Established CBOs in the target areas 	<ul style="list-style-type: none"> ▪ Improper disposal of solid waste and sewage ▪ Improper farming practices ▪ Improper use of chemicals ▪ Low awareness of environmental issues ▪ Ineffective monitoring by wardens

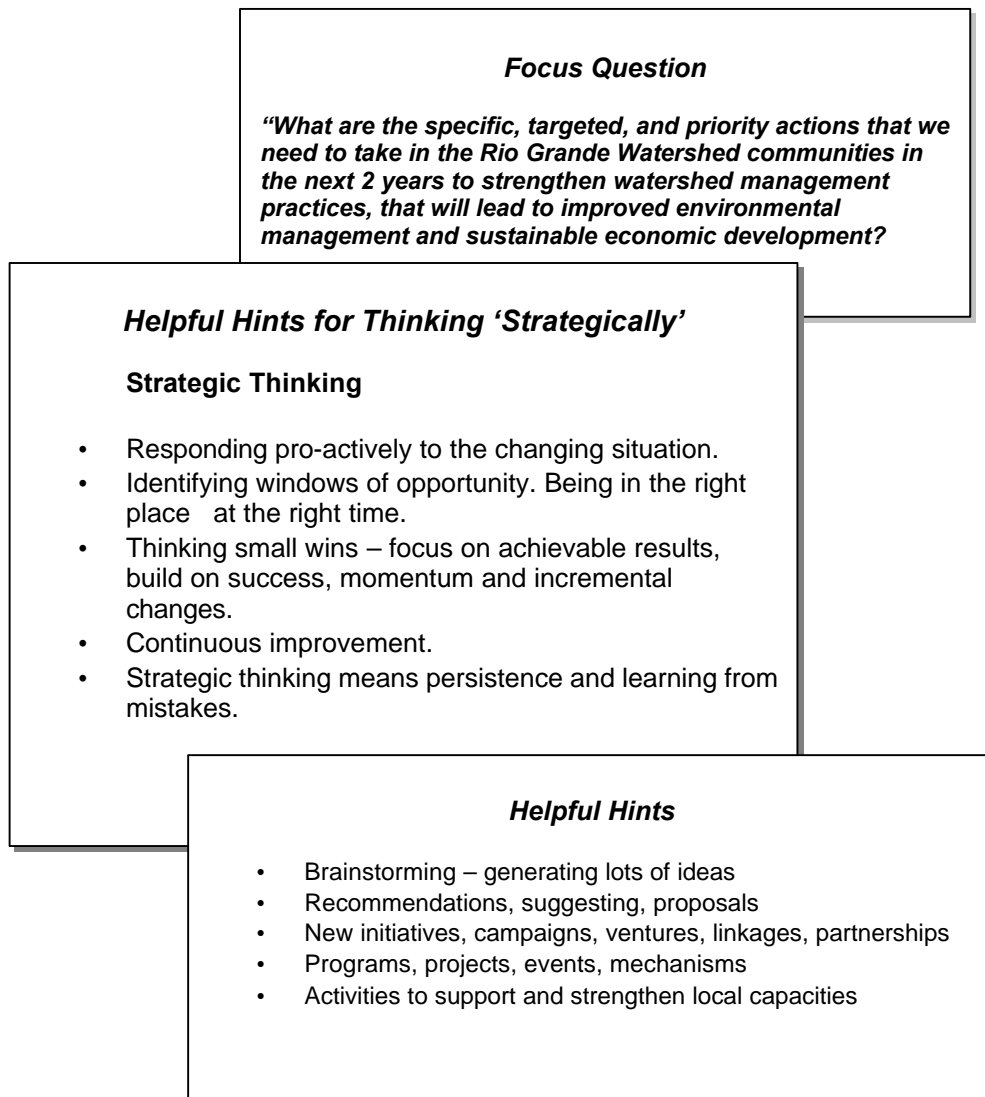
GROUP 9: STEWARDSHIP	
Characteristics that Support Watershed Management	Characteristics that Hinder Watershed Management
<ul style="list-style-type: none"> ▪ Agencies in place to do management ▪ Maroon cultural heritage ▪ Biodiversity enhances responsibility 	<ul style="list-style-type: none"> ▪ Cultural norms and values ▪ Lack of sustainable holistic plans ▪ Socio-economic factors influencing education ▪ Terrain and infrastructure ▪ Non-ownership of stewardship to lead to accountability

GROUP 10: COMPLIANCE AND ENFORCEMENT	
Characteristics that Support Watershed Management	Characteristics that Hinder Watershed Management
<ul style="list-style-type: none"> ▪ Good public education ▪ Large area of undisturbed forest ▪ Organization support for training programs ▪ Existence of enforcement personnel ▪ Public awareness by PEPA ▪ Many laws exist 	<ul style="list-style-type: none"> ▪ Poor communications ▪ Inadequate enforcement of Laws ▪ More work needs to be done in the communities ▪ Improper mining practices ▪ Poor cooperation between support groups ▪ Poor knowledge of laws

SESSION THREE: STRATEGIC DIRECTIONS AND ACTION PLANNING WORKSHOP

The Facilitator provided a review of the proceedings to this point. Participants were then led through a joint Strategic Directions and Action Planning Workshop. This session firstly engaged the participants in identifying the key action strategies that would allow them to proactively respond to the challenges that the Rio Grande Watershed faced and bring the communities closer to the realization of its practical vision. Having identified the strategic directions, participants volunteered for planning teams to develop more detailed action plans for selected priority actions within their strategy clusters. These action plans included objectives, key activities, and the role and responsibilities of the various actors involved in the project.

To focus the participants throughout the Strategic Directions and Action Planning Workshop, they were asked to keep in mind the question below. In addition, they were given a few helpful hints to inspire them further in their tasks.



Each participant was asked to write down 3-5 action ideas to be implemented in the next 2 years that would lead to the realization of a practical vision of the Rio Grande Watershed. Then, in small planning teams, the participants were asked to consider all their ideas and identify their most daring, innovative

and unique ones. These ideas were then clustered into groups of action ideas that responded to the same strategic objective. Each cluster of strategies was named with an action phrase that described the kind of action as well as the arena of the direction of the strategy.

It was then emphasized that the eight strategic directions agreed on would inform the R2RW Project's work plan for the next two years. Mr. Spence then said that the subsequent work activities of the workshop would deal with generating action plans for the priority actions under each strategic direction, thus giving all the participants the chance to participate in the processes of working through these strategies in greater detail.

Participants volunteered to be part of a planning team that interested them in order to work on action plans. Each planning team then was asked to review all the strategy ideas under their assigned cluster and identify the top three priority actions within that cluster. This short-listing of priorities was to become the basis for developing action plans in the final work session for the planning process.

The following pages illustrate the output from the strategic direction workshop.

The Table below provides a summary of the eight strategic directions developed by the stakeholders, with their accompanying priority actions and objectives:

Strategic Direction	Priority Action	Objectives
1. Infrastructure: Roads/Water	Facilitate the examination of the design and construction practices and processes involved in the repairs and maintenance of the roads and water supply in the watershed in an effort to make them more sustainable	To develop and implement more sustainable designs and construction practices for the repairs and maintenance of roads and water supply in the watershed
2. Waste Management	Improve Waste Management in terms of disposal sites and collection system	Develop and implement a solid waste management plan - including disposal sites and collection systems - that include communities input
3. Develop a comprehensive plan that addresses carrying capacity, water quality and management	Develop a comprehensive plan that addresses carrying capacity, water quality and management	Develop a comprehensive plan for the RGW that addresses carrying capacity, water quality and management, and begin to implement the plan that would lead to the improvement of 2000 hectares of the watershed area
4. Research and Development	Undertake research and development to inform, support and ensure success in other R2RW thematic areas	Establish and implement a process to undertake research and development in the RGW, in order to inform, support and ensure sustainable impact of the intervention of the R2RW Project
5. Stewardship and Compliance	Improve understanding and responsibility of stakeholders in the Rio Grande Watershed in relation to compliance and enforcement issues	To improve understanding and responsibility of stakeholders in the Rio Grande Watershed in order to achieve acceptable levels of compliance and stewardship

Strategic Direction	Priority Action	Objectives
6. Public Awareness	Ongoing educational campaign	Develop and implement a public education program - including schools and using cable services - to improve community understanding of, and support for environmental issues
7. To Improve the Economy	Undertake Crop Planting (Orchard), Processing (Agro), and Marketing activities	Develop and promote economic activities in Agriculture and Forestry, with emphasis on planting of orchard crops, agro-processing, and marketing
8. Enhancing Institutional Capacity	To build the capacity of citizens	To ensure that local organizations are better equipped to govern the development area

Strategic Direction No. 1	Infrastructure: Roads/Water
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Priority Action

Facilitate the examination of the design and construction practices and processes involved in the repairs and maintenance of the roads and water supply in the watershed in an effort to make them more sustainable

Objective:

To develop and implement more sustainable designs and construction practices for the repairs and maintenance of roads and water supply in the watershed

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Identify roads and water suppliers 2. Research history 3. Prioritize road usage 4. Access funds for road development and maintenance 5. Access potential economical impact <p><u>Geographical Area:</u></p> <ul style="list-style-type: none"> • Millbank • Bellevue • Toms Hope • Cooper's Hill • Moore Town <p><u>Training & Technical Assistance:</u></p> <p><i>Community Groups:</i></p> <ul style="list-style-type: none"> ▪ Basic road construction and maintenance (Jamaica Institute of Engineers/NWA) 	<p><u>Roles and Responsibilities:</u></p> <p>NGOs/CBOs:</p> <ul style="list-style-type: none"> • PEPA • Jamaica Institute of Engineers • CDCs <p>Private Sector:</p> <ul style="list-style-type: none"> • Chamber of Commerce • JHTA – Major attractions and tour operators • Raft Members Association <p>Central Government Agency:</p> <ul style="list-style-type: none"> • TPDCo. • JTB • RADA • National Works Agency • NW Authority • Parish Council • NEPA • Ministry of Health <p>R2RW:</p> <ul style="list-style-type: none"> • CWIP <p>Team:</p> <p style="text-align: center;"><i>Joy Douglas; Polly Perry; Grace McCormisky; Ralph Falloon; Wendy McDaniel; Howard O'Hara</i></p>
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Strategic Direction No. 2	Waste Management
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Priority Action
Improve Waste Management in terms of disposal sites and collection system

Objectives:

Develop and implement a solid waste management plan - including disposal sites and collection systems - that include communities input

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Consult communities 2. Develop local solutions to solid waste management and water 3. Sensitize communities on SWM issues - train individuals <p><u>Geographical Area:</u></p> <ul style="list-style-type: none"> • Upper Rio Grande <p><u>Training & Technical Assistance:</u></p> <ul style="list-style-type: none"> ▪ Training and technical assistance 	<p><u>Roles and Responsibilities:</u></p> <p>NGOs/CBOs:</p> <ul style="list-style-type: none"> • Local community groups • PEPA • CWIP • PDC <p>Private Sector:</p> <ul style="list-style-type: none"> • Chamber of Commerce • JHTA • TPDCo. • Informal collectors <p>Central Government Agency:</p> <ul style="list-style-type: none"> • NEPM • TPDCo. • NEPA • PPC • Ministry of Health <p>R2RW:</p> <ul style="list-style-type: none"> • Jason <p>Team: <i>Winnie; Jason; Rob; Delroy; Petal; Peter; Beverly; Selvin</i></p>
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Strategic Direction No. 3	Develop a comprehensive plan that addresses carrying capacity, water quality and management
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Priority Action
To improve 2000 hectares of watershed areas

Objectives:

Develop a comprehensive plan for the RGW that addresses carrying capacity, water quality and management, and begin to implement the plan that would lead to the improvement of 2000 hectares of the watershed area

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. In consultation with PDC, establish management and structure 2. Update and collect information 3. Analyze data 4. Develop implementation strategy <p><u>Geographical Area:</u></p> <ul style="list-style-type: none"> • Millbank • Coopers Hill <p><u>Training & Technical Assistance:</u></p> <ul style="list-style-type: none"> ▪ Analyzing data ▪ Data collection training ▪ Training water quality collection 	<p><u>Roles and Responsibilities:</u></p> <p>NGOs/CBOs:</p> <ul style="list-style-type: none"> • PEPA • SDC • JAS <p>Private Sector:</p> <p>Central Government Agency:</p> <ul style="list-style-type: none"> • RADA • Forestry <p>R2RW:</p> <p>Team:</p> <p><i>Crawford; Owen; Neville; Sheila</i></p>
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Strategic Direction No. 4	Research and Development
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Priority Action

Undertake research and development to inform, support and ensure success in other R2RW thematic areas

Objectives:

Establish and implement a process to undertake research and development in the RGW, in order to inform, support and ensure sustainable impact of the intervention of the R2RW Project

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Identify lessons learnt from past projects in the Rio Grande Watershed 2. Establish baseline water quality data for selected parameters 3. Identify appropriate/relevant technology for Rio Grande Watershed in priority areas 4. Solid waste audit 5. National hazard risk assessment <p><u>Geographical Area:</u></p> <ul style="list-style-type: none"> • RGW • Sources, tributaries, confluences and mouth • Farming centers • Urban zones and selected communities • Land slides and flood prone areas <p><u>Training & Technical Assistance:</u></p> <ul style="list-style-type: none"> ▪ R2RW study ▪ STTA – CARDI, RADA, CIB ▪ STTA for SIM studies 	<p><u>Roles and Responsibilities:</u></p> <p>NGOs/CBOs:</p> <ul style="list-style-type: none"> • Sample collection (w/training) – PEPA • PEPA (data collection) <p>Private Sector:</p> <ul style="list-style-type: none"> • UWI Chemical laboratory • UWI BEDIS studies <p>Central Government Agency:</p> <ul style="list-style-type: none"> • WRA, NEPA, VET div. • RADA, CARDI (research and ext.) • NEPM, Ministry of Local Government • SRC • WRA, ODPEM, Mines and Geology <p>R2RW:</p> <ul style="list-style-type: none"> • STTA and Money • Liaise with EAST and ENACT <p>Team:</p> <p style="text-align: center;">Hajek Taylor; T. Edwards; Herbert Thomas; Karen McDonald-Gayle; Joseph Pennant</p>
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Strategic Direction No. 5	Stewardship and Compliance
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Priority Action

Improve understanding and responsibility of stakeholders in the Rio Grande Watershed in relation to compliance and enforcement issues

Objectives:

To improve understanding and responsibility of stakeholders in the Rio Grande Watershed in order to achieve acceptable levels of compliance and stewardship

<p><u>Key Activities:</u></p> <p>1. Empowerment of stakeholders through education regarding their rights, responsibilities and benefits</p> <p><u>Geographical Area:</u></p> <ul style="list-style-type: none"> • Moore Town • Seaman's Valley • Windsor • Fellowship <p><u>Training & Technical Assistance:</u></p> <ul style="list-style-type: none"> ▪ River training techniques ▪ Soil conservation techniques ▪ Composting 	<p><u>Roles and Responsibilities:</u></p> <p>NGOs/CBOs:</p> <ul style="list-style-type: none"> • Lobbying • Public awareness/education • Implementation <p>Private Sector:</p> <ul style="list-style-type: none"> • Financial assistant <p>Central Government Agency:</p> <ul style="list-style-type: none"> • Research • Implementation <p>R2RW:</p> <ul style="list-style-type: none"> • Technical assistance • Funding • Co-ordination <p>Team:</p> <p><i>Lloyd Service; H. Palmer; L. Hill; B. Forsythe; Evan Gray; Beverly Valentine; Raphael Harris; W. Sterling; E. Horne</i></p>
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Strategic Direction No. 6	Public Awareness
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Priority Action
Ongoing educational campaign

Objectives:

Develop and implement a public education program - including schools and using cable services - to improve community understanding of, and support for environmental issues

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Signage programmes 2. Seminars 3. Community cable service 4. Community competitions 5. Schools curriculum 6. Educational programmes <p><u>Geographical Area:</u></p> <ul style="list-style-type: none"> • Cornwall Barracks • Comfort Castle • Moore Town <p><u>Training & Technical Assistance:</u></p> <ul style="list-style-type: none"> ▪ Trainers to be trained ▪ Equipped offices ▪ Resource persons ▪ Research ▪ Transportation 	<p><u>Roles and Responsibilities:</u></p> <p>NGOs/CBOs:</p> <ul style="list-style-type: none"> • To play leading roles in community competition <p>Private Sector:</p> <p>Central Government Agency:</p> <p>R2RW:</p> <ul style="list-style-type: none"> • Research and Equipment <p>Team:</p> <p style="text-align: center;">Verna; Marcia; Joan; Robert; Trevor; Teasley</p>
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Strategic Direction No. 7	To Improve the Economy
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Priority Action

Undertake Crop Planting (Orchard), Processing (Agro), and Marketing activities

Objectives:

Develop and promote economic activities in Agriculture and Forestry, with emphasis on planting of orchard crops, agro-processing, and marketing

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Implement OR. Crop Projects 2. Establish agro-processing facility 3. Sensitize all stakeholder on environmental issues 4. Training <p><u>Geographical Area:</u></p> <ul style="list-style-type: none"> • Sensitization: Entire/all areas • OR. Crops: upper and middle watershed • Agro-processing: Lower areas e.g. Windsor/Seaman's Valley <p><u>Training & Technical Assistance:</u></p> <ul style="list-style-type: none"> ▪ Crop agronomy – RADA/FD; CIB ▪ Agro-processing – PSOJ; CASE; SRC; RADA ▪ RADA and private sector 	<p><u>Roles and Responsibilities:</u></p> <p>NGOs/CBOs:</p> <ul style="list-style-type: none"> • PEPA – sensitization and support • CDC's Cluster – mobilization and monitoring • SDC - monitoring <p>Private Sector:</p> <ul style="list-style-type: none"> • Grace, residents • Lasco • Hotels and restaurants <p>Central Government Agency:</p> <ul style="list-style-type: none"> • NEPA • Ministry of Agriculture – RADA and Forestry Department, CIB <p>R2RW:</p> <ul style="list-style-type: none"> • Initial financial support <p>Team:</p> <p><i>Danny Simpson; Donna Lowe; Masilyn Campbell; Norma Whyte; Trevor Stone; George Wilson; Gwendolyn Thaxter; Alford Williams</i></p>
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Strategic Direction No. 8	Enhancing Institutional Capacity
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Priority Action
To build the capacity of citizens

Objectives:

To ensure that local organizations are better equipped to govern the development area

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Identify stakeholders such as CBOs, NGOs and state agencies 2. Education 3. Community consultation <p><u>Geographical Area:</u></p> <ul style="list-style-type: none"> • Rio Grande development area <p><u>Training & Technical Assistance:</u></p> <ul style="list-style-type: none"> ▪ Workshop ▪ Training seminars ▪ Field trips ▪ Research 	<p><u>Roles and Responsibilities:</u></p> <p>NGOs/CBOs:</p> <ul style="list-style-type: none"> • Full participation <p>Private Sector:</p> <ul style="list-style-type: none"> • Financial and other support <p>Central Government Agency:</p> <ul style="list-style-type: none"> • Technical assistance • Facilitation and support <p>R2RW:</p> <ul style="list-style-type: none"> • Technical assistance <p>Team:</p> <p><i>S. Hamilton; V. Cherrington Bailey; V. Thaxter; C. Steel; H. Smith; M. Donegan</i></p>
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PRIORITIZATION AND PROJECT FOLLOW THROUGH

As a final consultative exercise for the Rio Grande Watershed Stakeholder Workshop, Mr. Trevor Spence informed the participants that the top four priority actions from among those for which action plans had been developed would be chosen. The top priorities identified would guide the initial support that R2RW would be extending to Rio Grande Watershed. The following R2RW priorities were outlined to the group:

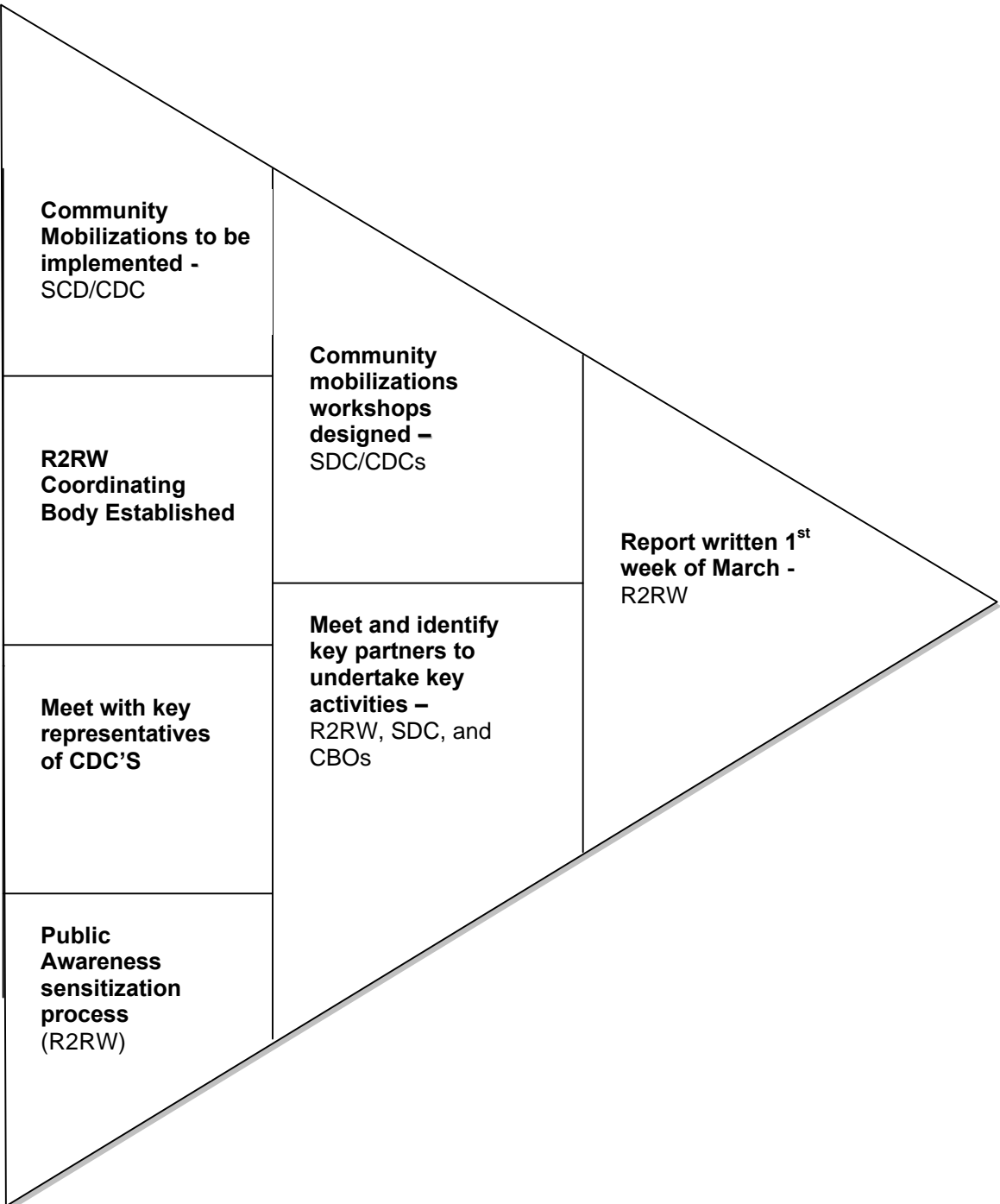
<u>R2RW Priority Setting</u>	
Criteria	
1.	Meets R2RW Technical Mandate
2.	Commonly felt problem to address
3.	Potential for lasting impact
4.	Building on existing initiatives
5.	Ownership/leadership by communities and agencies
6.	Potential for “quick start”

The various action plans generated by the planning teams were posted. Each action priority and strategy to be operationalized was reviewed. Each participant was given three blue stickers, which were to be used to indicate a vote for the action priorities for immediate R2RW support.

Voting Results

Public Awareness	26
Improve Economy	26
Waste Management	25
Infrastructure	22
Enhancing Institutional Capacity	18
Stewardship Compliance	14
Research and Development	9
Comprehensive Plan	4

90 DAY START – UP PLAN



AGENDA

Strategic Action Planning Workshop Rio Grande Watershed

Jamaica Crest Hotel, Portland, Tuesday February 19, 2002

Expected Outcomes

The Workshop is geared to achieving the following outcomes:

1. A shared understanding among relevant stakeholder groups in the Rio Grande Watershed of the vision for the Rio Grande Watershed over the next 5 years,
2. Agreements on the current reality based on the dissemination of information, including the Rapid Rural Assessment done for the Rio Grande Watershed, lessons learned from the implementation to date in the Great River Watershed, and from previous Watershed Management Projects,
3. Agreement on targets, strategies, and actions, including roles and responsibilities to advance Watershed Management in the Rio Grande Watershed.

Morning Session: Registration, Prayers, Opening, Overview, Visioning, Current Reality and Strategic Direction/Action Planning Workshop Part I

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|---------------|---|
| 8:30 - 9:15 | Prayer
Opening and Welcome
Welcome from Parish Development Committee/Parish Council
Greetings from United States Agency for International Development
Greetings from NEPA
Overview of Workshop |
| 9:15 - 9:30 | Overview of R2RW, and Lessons Learned in Watershed Management - Mark Nolan |
| 9:30 - 10:10 | Practical Vision for Rio Grande Watershed |
| 10:10 - 10:25 | BREAK |
| 10:25 - 11:30 | Current Situation in the Rio Grande Watershed |
| 11:30 - 1:00 | Strategic Direction/Action Planning Workshop - Part I |
| 1:00 - 2:00 | LUNCH |
| 2:00 - 3:00 | Strategic Direction/Action Planning Workshop - Part II |
| 3:00 - 3:30 | Prioritization and Follow-up |
| 3:30 - 4:00 | Next Steps, Conclusions and Closing |

LIST OF PARTICIPANTS

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- | | |
|--|--|
| 1. Allan Delaval – PCC | 40. McCormick Scott – CWIP |
| 2. Auman Jan - ARD | 41. McDaniel Wendy – Min. of Tourism |
| 3. Bailey Vivienne Sherington - SDC | 42. McDonald-Gayle Karen – USAID |
| 4. Bennette Allison – EWS | 43. O’Hara Howard - RADA |
| 5. Berdan Laura – Comfort Castle | 44. Palmer Herman - St. Margaret’s Bay CDC |
| 6. Bogle Owen – RADA | 45. Parson-Harris Joan - JAS |
| 7. Brown Arnel – JCF | 46. Pennant Joseph - WRA |
| 8. Brown Paulette – NEPA | 47. Perry Polly – JTB |
| 9. Brown Petal – Women’s Empowerment Centre | 48. Philips Teasley – Comfort Castle CDC |
| 10. Brown Vivienne – NWC | 49. Rendle Sybil – PCC |
| 11. Campbell Esmerelda - EJASP | 50. Rowland Dexter – Portland PDC |
| 12. Campbell Masilyn – Prospect Neighbourhood Comm. Assoc. | 51. Service Lloyd – EWS |
| 13. Carman Sheila – Ridge to Reef | 52. Simpson Danny – Forestry |
| 14. Chambers Claudia – PSEARCH ASSOC. | 53. Smith Allan – Cornwall Barracks Dev. Comm. |
| 15. Chambers Novelette – Portland Parish Library | 54. Smith Lloyd – Cornwall Barracks |
| 16. Clarke Crawford – RADA | 55. Steele Coral – SDC |
| 17. Clarke Donna - EWS | 56. Sterling Wallace Colonel - JCF |
| 18. Cunningham John – CWIP/PEPA | 57. Stone Trevor – Valley Hikes |
| 19. Davis Silbert – Public Health Department | 58. Swaby Maurice - ENACT |
| 20. Donegan Machel - PEPA | 59. Taylor Hajek – Norwich Zone |
| 21. Douglas Joy – Valley Hikes | 60. Thaxter Dorette |
| 22. Edwards Thera – NEPA | 61. Thaxter Wendolyn – Berridale Citizen’s |
| 23. Excell Jason – R2R | 62. Thomas Herbert - WRA |
| 24. Falloon Cradwick – SDC | 63. Thomas Mark |
| 25. Forsythe Basil – NEPA | 64. Thompson Selvin – NEPA |
| 26. Gray Evan – NEPA | 65. Valentine Beverly – Windsor Dev. Comm. |
| 27. Hamilton Sadie – Snow Hill Zone | 66. Walker Ricardo – Min. of Tourism |
| 28. Harris Marcia – Jamaica Fire Brigade | 67. Warrell Beverly – Snow Hill |
| 29. Harris Raphael – Moore Town | 68. Wells Verna – Norwich Zone |
| 30. Harrison Peter - BECCO | 69. Whyte Norma – Comfort Castle |
| 31. Hill Lorenzo – Fellowship Zone | |
| 32. Holbrook Rob – PEPA | |
| 33. Ivy Paul – CASE | |
| 34. Kerr Robert – Sun Venture Tours | |
| 35. King Fitz – Milbank District | |
| 36. Kirkland Neville – Rock Hall CDC | |
| 37. Lawrence Judy – Portland PDC | |
| 38. Lowe Donna – Forestry | |
| 39. Lumsden Richard - PDSA | |
- Team**
- | |
|--------------------|
| 70. Nolan Mark |
| 71. Spence Trevor |
| 72. Wilson George |
| 73. Douglas Leo |
| 74. Whyte Marcia |
| 75. Campbell Grace |
| 76. Protz Maria |
| 77. Waddell Clive |
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WORKSHEET I
Vision Outcome Statements for RGW

The Vision Outcome Statements developed for Watershed Management in the Rio Grande Watershed from the local process to date includes:

1. The creation of parish partnerships which will involve government, citizens, businesses and community members in environmental stewardship activities
2. The strengthening of the capacity of the Portland Parish Council, and the Portland Parish Development Committee undertaken to allow these institutions to work more efficiently with local communities
3. Balanced and sustained forest, mountain, wetland and marine ecosystems
4. Tourism products that is diverse, but unique to the parish, highlighting the natural, historical and cultural flavour of the parish
5. Systematic assessment of crown and other lands for agriculture and conservation purposes
6. Reform of agricultural policies as it benefits small, medium, and large-scale farmers in crop diversification, agro-forestry and agro-processing in order to enhance production
7. Training opportunities, the use of appropriate technology, and best practices that would lead to more environmental friendly land-use systems.
8. Micro-industry that capitalizes on the use of indigenous resources available in the Parish
9. The productions of waste minimized and reduction, re-use, repair and recycling promoted.
10. Strategies for the utilization of the parishes abundant water resources to meet the need of its residents in a sustainable way, and the sustaining of the quality of those water resources, developed

Participants should spend **5 minutes** individually - **adding to, or subtracting from the list of Vision Outcome Statements, and listing their top 5 Vision Outcome Statements.**

Working at Tables, participants should then spend **10 minutes each** on Questions 1, and 2.

10 minutes will be used for reporting.

For the Brainstorming Session, participants should focus on the following questions:

1. What Vision Outcome Statements do you think should be added?

1. _____
2. _____
3. _____

2. What do you consider the top 5 most important Vision Outcome Statements?

1. _____
2. _____
3. _____
4. _____
5. _____

WORKSHEET II
Current Reality Dialogue for RGW

The Current Reality on the RGW will be examined in the following areas:

- 11. Agriculture
- 12. Sanitation
- 13. Tourism
- 14. Water Quality
- 15. Coastal Resources
- 16. Infra-structure
- 17. Solid Waste

Participants will be asked to focus on the following questions:

1. What characteristics of the current realities support Watershed Management - 10 minutes

- 1. _____
- 2. _____
- 3. _____
- 4. _____

2. What characteristics of the current realities hinder Watershed Management - 10 minutes

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

WORKSHEET III
Action Planning for RGW

Strategic Direction		
Priority Action		
<u>Objective</u>		
<u>Key Activities</u>	<u>Roles and Responsibilities:</u>	
	NGOs/CBOs:	
	Private Sector:	
<u>Geographical Areas of Emphasis</u>	Central Government Agency:	
	R2RW:	
<u>Training and Technical Assistance</u>	<u>Team Members</u>	

