

R2RW

Semi Annual Report
October 2001 – March 2002

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Ridge to Reef Watershed Project

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R2RW Semi Annual Report October 2001 - March 2002

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And the

United States Agency for International Development

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PREFACE

The Ridge to Reef Watershed Project (R2RW) is a five-year bilateral initiative between the Government of Jamaica's National Environment and Planning Agency (NEPA) and the Government of the United States Agency for International Development (USAID). The Project focuses on three distinct, but interrelated activities working towards the objective of improving the management of Jamaica's watersheds. The R2RW Project Components are:

- Component 1 Sustainable Environmental Practices
- Component 2 Compliance and Enforcement
- Component 3 Institutional Strengthening

The Project is directly supportive of the USAID Strategic Objective 2 (SO2) – Improved quality of key natural resources in selected areas that are both environmentally and economically significant. Associates in Rural Development, Inc. (ARD) implement the R2RW Project with assistance from Cargill Technical Services, Inc. (CTS).

This is the third Semi-Annual Report (SAR) produced under the R2RW Project, and covers the period October 1, 2001 to March 31, 2002. This SAR provides a comprehensive overview of the progress on project implementation under USAID Contract No. 532-C-00-00-00235-00, and reports on progress on meeting the R2RW Second Annual Work Plan. This SAR contributes to the fulfillment of the overall Ridge to Reef Watershed Project Life of Project Strategy, as well as reports on progress made under the R2RW Performance Monitoring Plan (PMP). Finally, this SAR summarizes achievements under the agreed performance benchmarks, and reports on the financial operations for the period October 2001 to March 2002.

ACRONYMS

ARD	Associates in Rural Development
ASC	Administrative and Support Center
CASE	Collage of Agriculture, Science and Education
CETF	Compliance and Enforcement Task Force
COP	Chief of Party
CTS	Cargill Technical Services
CWIP	Coastal Water Improvement Project
EE&C	Environmental Education & Communication
EJASP	Eastern Jamaica Agricultural Support Project
EWS	Environmental Wardens Services
FD	Forestry Department
GNRS	Governance and Natural Resources Specialist
GOJ	Government of Jamaica
GRW	Great River Watershed
GRWMC	Great River Watershed Management Committee
ISC	Inter-Agency Steering Committee
JAS	Jamaica Agricultural Society
MBMP	Montego Bay Marine Park
MLGYCD	Ministry of Local Government, Youth and Community Development
NEEC	National Environmental Education Committee
NEPA	National Environment and Planning Agency
NIWMC	National Integrated Watershed Management Council
NGO	Non-Governmental Organization
NRCA	Natural Resources Conservation Agency
NSWMA	National Solid Waste Management Authority
PAPAS	Participation and Public Awareness Specialist
PATF	Public Awareness Task Force
PDC	Parish Development Committee
PIC	Project Implementation Committee
PMP	Performance Monitoring Plan
RADA	Rural Agricultural Development Authority
R2RW	Ridge to Reef Watershed Project
SAPW	Strategic Action Planning Workshop
SAR	Semi Annual Report
SDC	Social Development Commission
SO2	Strategic Objective number 2
SOW	Scope of Work
SSU	Sanitation Support Unit
STTA	Short-Term Technical Assistance
SWB	Sustainable Watersheds Branch
TAP	Targeted Appropriate Practices
TOR	Terms of Reference
USAID	United States Agency for International Development
WMC	Watershed Management Committee
WMS	Watershed Management Specialist

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1. INTRODUCTION

This SAR covers the period October 1, 2001 to March 31, 2002. This period represents the first half of the second year of planned 5-year Ridge to Reef Watershed (R2RW) Project. The R2RW Project built on the solid start given during the first year to consolidate initiatives that established the foundation for project implementation. A Second Year Work Plan was developed, and work methodically undertaken to achieve as many of the outcomes as possible.

Watershed Management is complex. There are a host of environmental, economic and social issues to be addressed by a large number of stakeholders. These include more than 10 Government of Jamaica (GOJ) agencies, many non-governmental organizations (NGOs), a host of community-based organizations (CBOs) and a number of active and concerned private sector agencies. The legal framework is complicated by some 14 laws, many of which are out-dated, and there is limited enforcement of these laws.

Staffing adjustments were made during the period with the addition of a Sanitation Management Specialist and a Project Assistant. The core team has coalesced into a functioning, structured entity capable of leading the R2RW Project over the remainder of the Project. The core team meets regularly and has had spirited dialogue on a variety of issues facing the Project including:

- How to develop consensus on partnership approaches
- How do we mobilize community involvement and stewardship
- What are the best Targeted Appropriate Practice (TAPs); and
- How do we devise sustainable solutions to watershed issues

R2RW is focused on enhancing sustainable environmental practices, improving compliance and enforcement, and strengthening the capacities of organizations involved in watershed management. But more than just simply achieving these goals, R2RW is also about the **process** of achieving these goals. In addressing economic issues such as productivity and income generation, social issues such as gender and public awareness, and environmental issues such as poor sanitation and soil erosion, the R2RW simultaneously works to develop functioning coordination mechanisms that will sustain Project interventions through our strategic partners. This process orientation affects the pace of implementation in that it takes longer to develop projects while forging joint program initiatives through a Watershed Management Committee (WMC). Work during the reporting period to build the Great River Watershed Management Committee (GRWMC), its four issues oriented task forces, and the National Integrated Watershed Management Council (NIWMC) serve as the foundation on which to build a feasible integrated watershed management model.

The first four sections of this Second Semi Annual Report (SAR) highlight progress on the three R2RW Project components, as well as the crosscutting themes that comprise the Project. The three components are:

Component 1A: Through targeted organizations, sustainable environmental management practices by resource users identified and supported in the Great River Watershed.

Component 1B: Through targeted organizations, sustainable environmental management practices by resource users identified and supported in the Rio Grande Watershed.

Component 2: Incentives for, and obstacles to, enforcement of targeted existing environmental regulations identified and solutions supported.

Component 3: Capacity of Jamaican government agencies, international donors, and private sector and civil society organizations to implement effective watershed management programs enhanced.

Section 5 examines Project Management aspects including: project operations, project management and oversight, monitoring and reporting, and staffing. Section 6 presents an update of the Performance Indicators that were originally set out in the Performance Monitoring Plan. Section 7 proposes performance benchmarks for the next six months. Finally, Section 8 presents a summary of program expenditures for the reporting period.

Summary of Project Achievements

The reporting period covers the period between October 2001 to the end of March 2002. Major accomplishments during this period may be summarized as follows:

- A Project launch was held in January 2002
- The GRWMC continued to grow as a viable entity capable of addressing solutions to the difficult issues of watershed management in the Great River
- A bus tour was held of the Buff Bay/Pencar watershed and Rio Grande Watershed by members of the NIWMC
- R2RW sponsored a retreat of the NIWMC to assist in clarifying operational procedures of the Council
- A Staffing Functions Assessment was performed, and recommendations to add two positions: Sanitation Management Specialist and Project Assistant
- The Grants Program was formally designed and is ready for implementation
- Two newsletters were issued and distributed
- A Strategic Action Planning Workshop was held to launch initiatives in Portland
- A Rapid Rural Appraisal was conducted for the Rio Grande Watershed
- Field Equipment and computers were procured for the Sustainable Watersheds Branch of NEPA
- A number of training events were held for both communities and the Sustainable Watersheds Branch

2. PROJECT VISION AND STRATEGY

The Second Annual Work Plan presented a detailed description of the overall vision and strategy for the Ridge to Reef Project during the second year of project operations. The assessment of progress on the vision and strategy is normally done on an annual progress in the Annual Work Plan. This section of the document provides a review of the vision and strategy highlighting evolution in thinking that have occurred during the reporting period.

2.1 Vision

The R2RW Project has held a series of public consultations, stakeholder workshops, management committees and task forces. Progress has been achieved in terms of articulating and further refining a desired end-of-project status. The principle aspects of the vision are as follows:

Improved Governance

- At the national level, Government agencies are more accountable to local communities. R2RW established mechanisms for local accountability. Management policies tested and adapted
- Local authorities are playing active role in watershed management
- Greater relationship and interconnections between lower and upper watershed residents. Facilitation of dialogue among communities of common interest – cross-fertilization and exchanges among watershed residents
- Greater compliance and enforcement and number of cases prosecuted to demonstrate enhanced compliance and enforcement. This includes an improved regulatory framework for watershed management. A new Watershed Protection Act developed that incorporates the challenges of enhanced governance

Effective Institutional Arrangements for Watershed Management

- More efficient local sustainable Watershed Management Committees (WMCs) to serve as examples or models for other watershed areas. Effective local and National Watershed Management Councils. Combined a bottom-up approach with effective policy support. The process of watershed management was followed through
- Better usage of the resources in the watershed. Improved natural resources management with an integrated approach
- Incorporation of R2RW data into the Sustainable Watersheds Branch (SWB) database. Improved management mechanisms that can be replicated. Standardized protocols for watershed monitoring and evaluation

Enhanced Public Awareness

- Public knowledge of a Watershed Management Unit (WMU). Watershed signs more prominent. Positive change in the attitude of the land users and identification with the watersheds

- People’s awareness, understanding and appreciation of which laws govern their everyday lives, and how it applies to them. e.g., Farmers ought to understand how their actions and decisions affect water quality downstream
- Increased linkage between watershed management and improved quality and quantity of water. Teaching tools for communities about the importance of watersheds
- The Project that produced the most watershed management material for Jamaica, including a significant increase in the understanding of what and where is a watershed

Improved Policy, Legislation, Compliance and Enforcement

- New and revised Watershed Act. Environmental issues in watersheds are higher on the national agenda. The project that challenged the government because of cohesiveness in purpose
- Two watershed management plans for the Great River and the Rio Grande. Watershed management appreciably cleaner to stakeholders
- Communities solving their own problems. Improved well being of watershed residents

Capacity Building

- Increased human resource development and capacity to monitor in the SWB. Transfer of the project back to NEPA when the Project ends. Transfer of information and lessons learned. (e.g., there should be a manual available for use, by the SWB, when the project ends)
- Use of Great River and Rio Grande as prototypes for water quality monitoring protocols. Procedures, methods and technologies introduced. Creation of a demonstration plot to show good watershed management practices
- Team of agencies with the capacity to guide the dynamics of sustainable watershed management
- Greater coordination of projects within watersheds

2.2 Project Strategy

The R2RW Project strategy to achieve the overall goal of “Natural resources under improved and sustainable management in identified watersheds” has evolved and matured during the reporting period. This section articulates progress on the four (4) strategic principles under which the Project is implemented. These principles underlie the activities that are presented under the components in the sections that follow. It is important to stress that these strategies and principles do not operate in isolation, but inform and influence each other as project activities unfold. The four strategic principles are:

- Building Strategic Partners
- Approach to Community Involvement
- Identifying Leverage Points
- Targeted Appropriate Practices

2.2.1 Building Strategic Partners

The Project depends upon its partners to participate in, contribute to, and ultimately to implement R2RW supported activities. In the past, because of expediency, projects have tended to build up separate implementation structures to carry out programs and meet their objectives in a timely and efficient 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 build working arrangements with and between public sector agencies, NGOs and CBOs.

2.2.2 Approach to Community Involvement

During the reporting period, R2RW's approach to the community mobilization process and its link to the watershed management process has evolved. For a Local Watershed Management Committee to be sustainable, input is required from the local communities that live within the watershed. These communities need to play a dynamic role in the implementation of watershed management activities.

R2RW has initiated activities in the GRW that is helping to lay the foundation for the above process and plans to follow this process in the RGW as well.

Figure 2.2.2 below illustrates the stages and steps involved in the process and indicates which steps have been achieved to date. The shaded areas are those that have been completed in the GRW. It is envisaged that this process may be cyclical to some extent as communities become more actively engaged in watershed management planning and as they gain more experience in implementing their own local watershed management activities.

Figure 2.2.2 Stages and Steps in the Process of Community Mobilization

2.2.3 Identifying Leverage Points

Given the limited project staff, the R2RW project will need to be strategic in its approach to project implementation in order to progress towards accomplishing the above-articulated vision. Being strategic involves careful analysis of factors that influence the change process, and defining project activities so as to have the maximum impact. Tools such as the Gender Equity Mechanism piloted by the Planning Institute of Jamaica can offer important insights into key individuals and groups with influence over the shaping of public opinion. Social marketing strategies will need to be adopted. For example, there may be a limited group of clergy,

teachers, or public servants whose views help to shape community attitudes towards the environment. Targeting skills building initiatives, tools for development, and information provision could serve to leverage broader social, economic or environmental change.

2.2.4 Targeted Appropriate Practices

During the period under review, selected TAPs were discussed at task force meetings. Those TAPs judged appropriate for selected communities in the GRW were presented for development of community projects. Some have been written up but are awaiting employment of STTAs to assist with implementation. So far the Goat Improvement Project has been initiated as is the Fruit Production and material have been acquired for soil conservation and production of Black Sigatoka Resistant Plantain and Banana.

3. COMPONENT 1A: THROUGH TARGETED ORGANIZATIONS, SUSTAINABLE ENVIRONMENTAL MANAGEMENT PRACTICES BY RESOURCE USERS IDENTIFIED AND SUPPORTED IN THE GREAT RIVER WATERSHED

Introduction

Since 1944 there have been a series of projects in Jamaica with the primary objective of facilitating adoption of technologies that reinforce resource conservation while enhancing income generation and improving the well being of small farmers, especially those cultivating marginal hillside lands. However, results varied and sustainable management for efficient production and resources conservation remains elusive. In many cases, projects were unsuccessful because of over reliance on engineered structures such as terraces, contour bunds and drains that farmers were not taught, or were unable to maintain; over emphasis on “farmer groups” that were not linked to the wider development efforts; and dependence on free or subsidized inputs to encourage farmer participation.

Lessons learned from these projects indicate that when end user stakeholders were not involved in the planning of project activities, technologies introduced were not fully understood, and if inappropriate were not accepted. Often, agents promoting resource conservation technologies failed to use an integrated community approach and were unable to deliver project interventions in a sustainable manner.

Consequently, Component 1 not only concentrates on introducing and extending Targeted Appropriate Practices (TAPs), but also focuses on previously missing components – strengthening the capacity of community based organizations to facilitate effective transfer and integration of new technologies into production systems and development of sustainable practices.

Working with community-based organizations, private organizations and individuals, NGOs and government agencies, Component 1 has embarked on a search for appropriate technologies that are environmentally and economically sustainable. Activities over the past six months included:

3.1 Fostering the Growth of the GRWMC

Considerable progress was made towards the growth of the Great River Watershed Management Committee (GRWMC). Each of the four task forces – Production and Marketing, Water and Sanitation, Public Awareness and Compliance and Enforcement, have met regularly and developed an agenda of priority issues. Working within the Task Forces established under the GRWMC, the Project has devised a community-oriented strategy that emphasizes livelihood enhancement, governance, stewardship, and compliance and enforcement.

3.1.1 Facilitate the work of the GRWMC

R2RW facilitated the work of the GRWMC by working with the Chairman and the Secretary on the membership list, invitations to meetings, meeting logistics and the taking of minutes. The Executive Committee of the GRWMC became active during the period. It consists of the Chairman, Vice Chairman, Secretary, and Chairpersons of each of the four task forces with R2RW staff as ex-officio members. Special efforts were focused on obtaining community representation and involvement in the GRWMC and its task forces. A laptop computer, a desktop computer and a printer were purchased for the use of the GRWMC executive.

3.1.2 Facilitate PDC Involvement

Members of the four Parish Development Committees and Parish Councils active in the GRW were invited to meetings. They were especially active in the Compliance and Enforcement Task Force.

3.1.3 Great River Brand

R2RW sponsored a meeting to foster the development of a Great River brand. Please refer to section 3.2.7.

3.1.4 Training needs of GRWMC

A needs assessment exercise was conducted with the GRWMC to determine the priority training needs. Training needs include: project writing; project cycle management and reporting; caring of trees; communication/news writing; database/computer training; literacy and presentation skills; strategic management workshop and computer skills; consensus decision making/conflict resolution; as well as lobbying and advocacy.

3.1.5 Great River Watershed Management Plan

The production of a Great River Watershed Management Plan to guide the future development of initiatives, activities and projects is scheduled for June to September 2002.

3.1.6 Develop GRWMC mandate

R2RW helped to facilitate the refinement of the mandate of the GRWMC and its task forces through leading dialogue on the long-term vision for the GRWMC. A consultant, Richard Lumsden, was contracted to make recommendations on options for incorporation of the GRWMC. However, incorporation was determined to be unnecessary for now since all of the desired functions of the GRWMC could be achieved without being formally registered. Should conditions warrant, the matter will be revisited at a future date.

3.1.7 GRWMC linkage to NIWMC

R2RW worked to develop linkages between the GRWMC and the National Integrated Watershed Management Council through advancing a position paper to clarify the expected roles and responsibilities of each group. This included a definition of the importance of recognition and certification sought by GRWMC within the overall national framework for watershed management.

3.2 Production and Marketing Activities

The Production and Marketing Task Force, with the assistance of the Project team, identified and discussed various enterprises that were potential income earners for stakeholders in the watersheds. Two partners, RADA and the SDC were instrumental in advancing dialogue and initiating activities in some communities of the GRW. Focus on economic activities through livelihood enhancement is critical because stakeholders respond more positively to practices that increase income. Only when improved livelihood provides more energy than is required for basic survival, will attention be paid to those aspects of the environment that are not perceived as essential to survival. Further, compliance with environmental laws is more easily achieved when potential offenders are occupied by legitimate income earning activities.

3.2.1 Plant nursery

A feasibility study was conducted for the construction of a nursery facility at Montpelier with the capability to supply farmers with disease and pest free vegetable seedlings and other planting materials especially vegetatively propagated crops such as banana and plantain. Of significance are the vegetable, pepper and tomato seedlings that require pre-transplant protection from vectors. The economics of growing orchard crop seedlings required careful consideration given that farmers are accustomed to getting seedlings at subsidized prices. Discussions were held with several potential funding sources, and a finance package is being developed.

3.2.2 Biological soil conservation techniques

A workshop was held in November 2001 at the Terra Nova Hotel to bring together Jamaican agricultural professionals involved in soil conservation. Several individuals made presentations on past and present initiatives that limit soil loss from agricultural plots. The group agreed to meet on a periodic basis to exchange information and ideas.

3.2.3 Disease resistant crops

Black Sigatoka resistant plantain and banana cultivars identified and imported into Jamaica. These cultivars are already under going multiplication at the College of Agriculture and Science Education (CASE), Portland, and at the Agricultural Research Station at Montpelier, St. James. More materials including a new cultivar FHIA 17 arrived from The International Network for the Improvement of Banana and Plantain (INIBAP) through its Musa multiplication and distribution center in Belgium and from the Banana Breeding project at FHIA (Fundacion Hondurena de investigacion de Agricola), Honduras. These new entries are still in post entry quarantine detention at the Banana Breeding Scheme Station, Bodles.

A workshop held on March 13, 2002 at the Terra Nova Hotel brought together Jamaican experts in biological control of agricultural pests. The purpose of the workshop was to share the latest information and techniques for the biological control of crop pests. The workshop resulted in the formation of a working group that will meet on a periodic basis to exchange information.

3.2.4 Orchard crops

Small plots of Jew plum and Barbados cherry were established in the Catadupa and Ducketts areas of St. James. In addition, small plots for multiplication were established at the Montpelier Agricultural Research Station.

3.2.5 Goat farming

A contract was signed with the Goat Breeders Association of Jamaica to implement two "mother farms" in the Great River Watershed – Retrieve and Roehampton. The year-long project will seek to introduce new goat varieties and improve goat production methods through more intensive on-farm management using goat pen structures.

3.2.6 Herbs, spices, flowers and essential oils

Dialogue occurred with the Scientific Research Council regarding new germ plasm for ginger production.

3.2.7 Marketing

The promotion of the products of the Great River through a Brand was an idea that arose out of the Production and Marketing task force. Possible commodities that could benefit from branding include: pineapples, coffee, chocolate and craft items. Stakeholders held an initial meeting in March, but due to limited turnout, it was decided to postpone action on this idea until Year 3.

Another idea was the possibility of establishing a country fair at Montpelier. A subcommittee consisting of the JAS, RADA, and private citizens met to discuss the idea and come up with a terms of reference to hire a landscape architect to further develop the concept. The idea is to improve marketing facilities in the GRW creating a farmers wholesale market at the Montpelier Agricultural Show Ground. The committee will work towards creating an all-year country fair atmosphere that would make the Show Ground a focal point for economic activities in the GRW.

3.2.8 Tourist attraction improvement

Planned for next reporting period.

3.2.9 Forestry

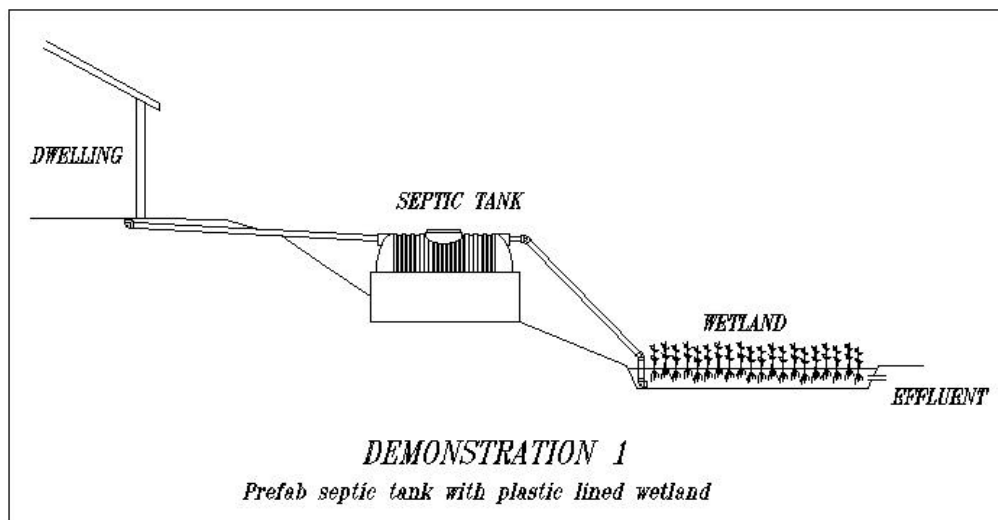
Planned for next reporting period.

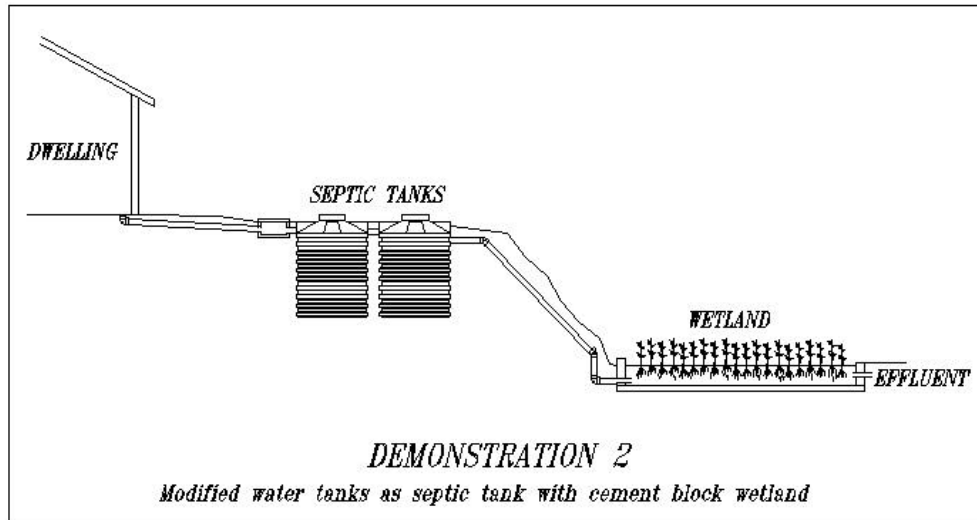
3.3 Water and Sanitation Activities

3.3.1 Demonstration of low cost flush toilet sanitation system

Shown in **Figure 3.3.1** are two demonstration household septic systems (composed of a septic tank, wetland, & soak away) that were constructed in Retrieve in the GRW with the assistance of the R2RW team and SSU. During the construction of the septic systems minor errors were made and as soon as they are rectified, the demonstrations will be complete. The SSU will be carrying out corrections.

Figure 3.3.1 Demonstration household Septic Systems





3.3.2 Design for low cost village sanitation system

The draft of the project proposal submitted by (CRDC) is currently under review by both the R2RW team and GRWMC. The R2RW team is proposing that three projects be implemented to show the cost effectiveness of the village solution approach as opposed to the individual. Two of the three projects will be located at educational institutions to maximize the educational and public awareness components of the projects, while the third project will be in a community center to meld the Production and Marketing activities to the Waster and Sanitation activities. The intent is to show a more holistic approach to the projects and consequently strengthen the connections between the components in a watershed management plan.

3.3.3 Water harvesting, storage and application

The water harvesting and storage is being incorporated in the village sanitation projects because sanitation is more than flushing toilets and creating wastewater. Making provisions for harvesting and storing clean water for washing hands and showers is just as important. A very important part of water harvesting is the management of storm water.

3.3.4 Garbage Audit

This activity was not formally undertaken for the whole GRW although it was included as part of the watershed audits conducted by several communities in the Great River Watershed.

3.3.5 Water quality monitoring

A program commenced in GRW under a contract with the Center for Marine Sciences of the UWI to conduct a water quality monitoring program for the Great River Watershed. This program covers 20 representative sites throughout the Great River Watershed. Field officers of the National Environment and Planning Agency (NEPA) and the National Water Commission (NWC) are partners in this effort. Parameters monitored include: pH, conductivity, total suspended solids, calcium, magnesium, sodium, potassium, acid neutralizing capacity, ammonia, nitrate, total dissolved nitrogen, soluble reactive phosphorus, total dissolved phosphorus and silicate and faecal coliforms. A similar program will be established in the RGW using CASE.

3.4 Public Awareness Activities

Over the past six months, the project's public awareness activities in the Great River Watershed have sought to:

1. Enhance **community understanding** of environmental issues affecting watershed management
2. Foster **community identity** the Great River Watershed as a "Development Area"
3. Educate communities about the conditions of their own watershed area by engaging them in **local watershed audits** and **inventories**
4. Educate local communities and partners about of the **four elements** required for sustainable watershed management, including:
 - The importance of sustainable livelihood activities
 - The importance of "good governance" that enhances relationships among local organizations and state agencies
 - The need for compliance and enforcement that encourages communities to understand that environmental regulations enhance their *own legal rights*
 - The adoption of *stewardship values* that encourage communities to care for their local environments
5. Educate communities and partners with respect to the various "targeted appropriate practices" and **technical solutions** that can help to resolve their local environmental problems; and
6. To enhance the capacity of local partners and local communities to **promote and publicize their own environmental activities** through regional media

3.4.1 General Public Awareness Activities

3.4.1.1 Audience Assessment

In November 2001, a scope of work was developed to conduct the audience assessment and three firms were invited to tender on the assignment. Using a criteria-based selection process, the consultant firm – Psearch Associates – was contracted in January 2002 to undertake the assignment. The assessment includes both qualitative and quantitative research elements. Originally it was envisaged that the audience assessment would focus only on the two R2RW watersheds – the Great River Watershed and the Rio Grande Watershed. But at the request of the SWB, in order to make the findings more relevant for watershed-related public awareness programs nationally, two additional watersheds were included in the design – the Wagwater watershed and the Rio Cobre watershed. This has allowed for more comparison among urban and rural watershed communities.

Although the final report has not yet been submitted (it is now expected by the end of May 2002), the preliminary findings and qualitative report are revealing very interesting information that will greatly facilitate the design of well-targeted public awareness program. Also, the quantitative survey is providing much-needed baseline information.

Given the more national scope of the survey however, the assessment should be considered more of a national level public awareness activity rather than a GRW activity, *per se*.

3.4.1.2 Regular promotion of GRW/R2RW activities in mainstream media

Two main activities were undertaken: (1) the development of a script for a GRW video; and (2) training community members in “how to write effective news releases”. Due to technical difficulties, the video initiative is expected to be completed in the next quarter. And while training in effective news writing has taken place, the events that the communities want to promote are scheduled for the next quarter as well. Hence, actual media coverage should occur then.

The Public Awareness Task Force has concluded that the booklet and press kit on the GRW, should be developed at a later date in order to correspond with the launching of the GRW Brand.

3.4.1.3 Oral environmental history documentation of indigenous environmental knowledge

No formal project activity or contract was organized to achieve this objective. However, some oral history documentation was accomplished informally through the audience assessment activity and through the GRW video process. Both activities will help to give guidance for how this activity should proceed in the next quarter.

3.4.1.4 Promotion of enhanced public understanding of environmental issues

This activity was initially envisaged to support the work of the Schools Environment Programme (SEP) through poster competitions and other activities. However, the Jamaica Environment Trust (JET) was unable to take an active role on the PATF due to other responsibilities. Nevertheless, public understanding of many issues was enhanced through the community mobilization process that has emphasized education on stewardship activities as well as other factors. A community animation programme is being explored to deepen this activity further as is the publication of a number of existing watershed related materials from NEPA Pub Ed.

3.4.1.5 Continue training in video techniques for outreach into communities

This activity was completed and a rough video on the GRW was produced in conjunction with partners from RADA, the Forestry Department, SSU, and the Montego Bay Marine Park. A final video will be produced by the MBMP. The MBMP is expected to submit proposals to the PATF for the development of videos that can be used for outreach to the GRW communities and/or to cover GRW/R2RW on the local cable TV stations. However, no further training activities are expected *per se*.

3.4.1.6 Participation in local exposition and shows such as the Montpelier Agricultural Fair

R2RW and its partners participated in the Montpelier Agricultural Show on Easter Monday. The partners will participate in the Green Expo (June) as well as the Denbigh Show (July/August). In addition, local communities are organizing their own environmental fairs and forums and are seeking R2RW's support for these activities.

3.4.1.7 Continued support to the Public Awareness task force through organizing and facilitating meetings, training events and other activities

This is an on-going activity.

3.4.2 Sanitation and Waste Management

3.4.2.1 Explore the “Clean cab/car campaign” idea with relevant partners

The goal of this initiative was to try to reduce the amount of in-transit garbage and litter that is thrown or dumped from vehicles in the watershed. R2RW team recognized that this activity was more than the mandate of the project allowed. However, the project organized a “brainstorming” session in March which was well-attended by members of the CETF, and also by the National Solid Waste Management Authority (NSWMA), the Ministry of Local Government and Community Development, as well as the four parishes in the watershed. The consensus was that the issue of local enforcement of in-transit littering is complex. However, the NSWMA indicated at the meeting that it is developing a national “public awareness” program which R2RW could perhaps help to strengthen at the GRW level in-lieu of a “clean cab” campaign. A core group was formed to develop the idea further and will meet in the next quarter.

3.4.2.2 Strengthen the Sanitation Support Unit and the Public Health Department with specific activities for adoption of sanitation solutions

The SSU has submitted a proposal that includes public awareness activities. The proposal is pending approval.

3.4.2.3 Reproduction of specific SSU public awareness materials

The project is awaiting a proposal from the SSU for the cost of duplicating their existing materials. It is expected that the proposal will be tabled at the PATF meeting on May 2nd.

3.4.3 Production and Marketing

3.4.3.1 Developing and promotion of the Great River Brand

This activity is on-hold, waiting further development by the PMTF

3.4.3.2 The explanation and dissemination of land and soil conservation technologies with RADA including brochures, specification sheets, video technology packages and on-site demonstration activities

This activity was not further developed further but is expected to be designed in the next quarter.

3.4.3.3 The development of a “plant a tree campaign” – related to traditional cultural beliefs (i.e., planting the umbilical cords of newborns with tree seedlings)

A draft concept paper was written and submitted to the Forestry Department in Kingston as it appears to be more of a national-level initiative. It is critical that the FD has a sufficient supply of tree seedlings to meet any demand that a tree-planting campaign might generate. PAPAS has held meetings with the FD and a proposal should be submitted by the FD for the next PATF in May 2002. However, a number of communities in the GRW are going ahead with their own tree-planting promotion exercises, although they are not strictly part of an overall “campaign”. R2RW supports these activities that include:

- Tree-planting in honour of all the new babies born this past year (Shettlewood Police Youth Club – Environment Day, June 1st)
- Cambridge Citizen’s Association Labour Day tree planting/beautification project

- Montpelier Citizen's Association Triumphant Basic School tree planting project (Labour Day – May 23rd)
- In addition, the PMTF has been supporting tree-planting exercises in the Catadupa community

3.5 Gender Considerations

The R2RW Project focused on the collection and assessment of gender disaggregated data to serve as a basis for making project interventions. A background paper on gender considerations and guiding principles for the development of a gender strategy was presented for the project. In addition, a gender-disaggregated data from secondary sources was compiled to provide a general gender profile of both project areas.

Although a gender checklist was developed for project activity reports and is used by PAPAS, the progress with respect to gender mainstreaming in the project has been slow was evident by the status of the activities that were proposed for the past six months:

3.5.1 Introduction of “gender principles” to the various task forces

“Gender factors” were on the agenda for the past two meetings of the GRWMC. But because of time constraints, it was not possible to discuss the topic at length as part of the regular GRWMC scheduled meeting. As a result, at the last GRWMC, it was agreed that a special half-day session/workshop would be organized within the next two months to introduce gender principles to the GRWMC. After the workshop, a strategy for deepening the linkage with the various task forces will be possible.

3.5.2 Use of the R2RW gender checklist for the development of specific sub-project proposals and activities

A gender checklist was developed by PAPAS and is being used to prepare a gender report on sub-activities. The checklist has yet to be “mainstreamed” by the task forces.

3.5.3 Identification of appropriate indicators for all GRW project activities

This identification was not accomplished. A set of indicators will be developed based on the gender report by PAPAS and should be verified by the GRWMC as part of the training on basic gender principles.

3.5.4 The training of SDC staff and other strategic partners in gender analysis, monitoring and evaluation techniques

The training was not done. The project believes it is best to focus its gender-sensitization on the GRWMC and the task forces and to mainstream activities there, rather than concentrating on only one partner agency.

3.5.5 Monitor and review gender indicators and processes throughout the year's activities and provide a “gender report” of results at the end of year one

In progress. To be completed by PAPAS in the next quarter. Delays resulting from the delay in sensitizing the GRWMC and the various task forces.

3.6 Summary Table

Table 3.6 Summary Progress on Component 1 – October 2001 to March 2002

Activity	Great River Watershed Activity Description	Timing				Update
		Q1	Q2	Q3	Q4	
3.1	Fostering the Growth of the GRWMC					
3.1.1	Facilitate the work of the GRWMC	x	x	x	x	Work continuing
3.1.2	Facilitate the involvement of 4 PDCs	x	x	x	x	Mixed results
3.1.3	Investigate the possibility of developing a Great River Brand.		x	x		Activity postponed
3.1.4	Develop the skill of GRWMC members	x		x		Needs assessment done
3.1.5	Assist in the development of a GRWMC Plan			x	x	Planned for next period
3.1.6	Assist to develop the mandate of GRWMC and its task forces	x	x	x	x	Work continuing
3.1.7	Develop linkages between GRWMC and NIWMC	x	x	x	x	Position paper developed
3.2	Production and Marketing Activities					
3.2.1	Develop plant nursery at Montpelier	x	x			Feasibility study done
3.2.2	Implement biological soil conservation techniques	x		x		Workshop held
3.2.3	Introduce disease resistant crops	x		x		Improved banana varieties
3.2.4	Encourage orchard crop development		x	x	x	Tree planting in Catadupa
3.2.5	Develop goat farming potential		x	x	x	Contract signed with Goat Producers Association
3.2.6	Encourage the production of herbs and essential oils	x	x			Initial work on ginger
3.2.7	Enhance local and international markets	x	x	x	x	Meetings conducted
3.2.8	Assist with tourism product improvement			x	x	Planned for next period
3.2.9	Encourage private planting of forest trees			x		Planned for next period
3.3	Water and Sanitation Activities					
3.3.1	Demonstration of low cost flush toilet systems	x	x			Completed
3.3.2	Design for low cost village sanitation system	x	x	x	x	Refined into 3 proposals

Activity	Great River Watershed Activity Description	Timing				Update
		Q1	Q2	Q3	Q4	
3.3.3	Water harvesting, storage and application			x	x	Planned for next period
3.3.4	Garbage audit and recycling		x			Not done
3.3.5	Water quality monitoring	x	x	x	x	Program underway
3.4	Public Awareness Activities					
3.4.1	General Public Awareness Activities					
3.4.1.1	Complete the Audience Assessment begun in Year 1	x				Contract on-going, draft report received
3.4.1.2	Regular promotion of GRW/R2RW activities in mainstream media	x	x	x	x	Training in press releases and video production
3.4.1.3	Documentation of indigenous environmental knowledge		x		x	Done informally in Audience Assessment
3.4.1.4	Promotion of enhanced public understanding of environmental issues		x	x	x	On-going
3.4.1.5	Training in video techniques for outreach to communities		x		x	Done
3.4.1.6	Participation in local exposition and shows			x		Montpelier fair, March 2002
3.4.1.7	Continued support to the Public Awareness task force	x	x	x	x	On-going
3.4.2	Sanitation and Waste Management					
3.4.2.1	Explore the "Clean cab/car campaign" idea		x			Workshop held and follow-up group formed
3.4.2.2	Strengthen the SSU and the PHD with specific activities for adoption of sanitation solutions	x	x			Proposal submitted
3.4.2.3	Reproduction of specific SSU public awareness materials			x		Planned for next period
3.4.3	Production and Marketing					
3.4.3.1	Public Awareness of the Great River Brand			x	x	Planned for next quarter
3.4.3.2	Collaborate with RADA in disseminating land and soil conservation techniques		x			To be done next period
3.4.3.3	Development of "Plant a tree campaign"	x	x			Proposal submitted to Forestry Department

Activity	Great River Watershed Activity Description	Timing				Update
		Q1	Q2	Q3	Q4	
3.5	<i>Gender Considerations</i>					
3.5.1	Introduction of gender principles to various task forces		x			Put on agendas but not yet done
3.5.2	Use of gender checklist in development of sub-project activity	x	x			Used to analyze activities, still to be mainstreamed
3.5.3	Identify appropriate indicators for all GRW activities			x		Planned for next period
3.5.4	Train SDC staff and strategic partners on gender analysis, monitoring and evaluation techniques		x			Focus shifted to GRWMC instead of one partner
3.5.5	Monitor and review gender indicators and do a "gender report"		x		x	On-going

3.7 Analysis of Activities by Percentage of Planned Activities Completed

The Table below highlights the estimated percentage of planned activities completed for the period under review.

Table 3.7 Percentage of Planned Activities Completed

#	Activities	Estimated % Completed	Comments
3.1	Fostering the growth of the GRWMC	95%	GRWMC operating, task forces operating
3.2	Production and Marketing Activities	85%	Nursery feasibility, tress planted, background on marketing
3.3	Water and Sanitation Activities	80%	Demonstrations on-going, water quality monitoring program in place
3.4	Public Awareness Activities	90%	Audience assessment underway, stakeholders mobilized
3.5	Gender Consideration	75%	Checklist, background study

3.8 Issues and Resolution

Issue:

Partners, especially RADA, have insufficient resources to participate adequately in Project activities.

Resolution:

R2RW agreed to finance supplemental travel claims for RADA field officers directly engaged in R2RW related field activities.

Issue:

Increased work load on initiation of project implementation

Resolution:

The employment of additional short-term technical assistance such as with the Goat Breeders Association of Jamaica was instrumental in alleviating work load pressure. In addition, the employment of a Sanitation Management Specialist increased the technical depth of the core Project team. STTAs employed.

Issue:

Raising donor fund, to establish crop nursery. Some donors were not willing to support profit orientated projects; others wanted participating owners to be registered, however most organizations in the GRW are unregistered.

Resolution:

R2RW spent more time than was expected in the putting together of a financing package and the management arrangements.

3.9 Projections for the Next Six Months

The following are some of the main activities that Component 1 will concentrate on during the next six months:

- Development of a Great River watershed management plan
- Design of improvements for the Montpelier Show Grounds as a center for marketing development
- Design of an intervention to improve tourism products in the GRW area
- Participation in Green Expo, Denbigh, Retrieve Fair and other local activities
- Development/re-printing of NEPA Pub-Ed watershed materials
- Video documentation of oral history knowledge in the watershed
- Workshop to share findings of the Audience Assessment & to review implications for GRW public awareness activities
- Further follow-up to the “clean cab/car” campaign and subsequent activities
- Implementation of the “plant a tree” campaign, once approved
- Gender sensitisation of GRWMC and the various task forces duties that remain incomplete

4. COMPONENT 1B: SUSTAINABLE ENVIRONMENTAL PRACTICES IN THE RIO GRANDE WATERSHED

The Rio Grande Watershed benefited from the process established during Year 1 in the Great River Watershed. A six-step process was planned:

- Rapid Rural Appraisal
- Strategic Action Planning Workshop
- Initiation of a Rio Grande Watershed Management Committee
- Identification and Implementation of Priority Activities
- Public Awareness enhanced
- Gender considerations incorporated

4.1 Rapid Rural Appraisal

As was done for the GRW, a Rapid Rural Assessment (RRA) was done for the Rio Grande Watershed (RGW). A multi-skilled, inter-disciplinary, three-person team was contracted in December 2001 to conduct a Rapid Rural Appraisal (RRA) of the Rio Grande Watershed. The report presents an integrated profile of the Rio Grande Watershed Management Unit and documents natural resources as well as environmental, social and economic features. It also identifies ecological and socio-economic problems and presents critical assessments of the current situation in the watershed. The RRA will serve as a baseline document and will be used in measuring the impact of interventions, and in prioritizing issues for targeted interventions in the watershed.

The information was generated from reviews of literature, documents, maps, limited aerial photographs as well as interviews of government agents, farmers, businessmen, community leaders and NGO officials. From this information will come profiles of villages that will be selected for priority attention.

Like that for the GRW the data show a watershed in an advance state of degradation and decline. The biophysical features are badly degraded due to improper farming techniques, fragile soils, steep slopes and high intensity rainfall. The local economy is in decline largely because of black Sigatoka, a disease affecting banana and plantain that has reduced the yield of banana the most important crop and economic enterprise in this watershed. It has also reduced the production of plantain that was the mainstay of many small farmers who produced it for the local market. Also tourism, for which the major attractions are rafting on the Rio Grande and hiking through the tropical rainforest, has declined because tour operators are no longer taking visitors into the area because of the deplorable conditions of the roads.

4.1.1 Scope of Work for Consultants

The three-person team was led by Community Development Specialist Robert Kerr, and also contained Natural Resources Management Specialist, Sheila Carman, and Sociologist, John Cunningham.

4.1.2 Complete the Rapid Rural Appraisal

A draft document was presented in February 2002, and excerpts used at the Strategic Action Planning Workshop (SAPW) held in Port Antonio in that month. Two subsequent drafts of the document were produced to clarify questions encountered in the drafts, and the final document was published in April 2002.

4.2 Strategic Action Planning Workshop

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 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. Below are eight environmental strategic directions that were identified and are presented in order of the highest to lowest priority:

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

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 specific activities identified in the work plan were as follows:

4.2.1 SAPW Planning

Several members of the R2RW Team met with the SDC and other key institutions to identify all stakeholders that would need to be invited to the SAPW. Based upon the meetings a list of 106 persons was developed and invitations issued.

4.2.2 Participation in Portland donor coordination meetings

To identify issues which may need to be considered in the SAPW. R2RW participated in meetings led by both NEPA and the PDC in this regard.

4.2.3 Identify community groups

Efforts were made to identify and contact all the known community groups to ensure that they were adequately represented at the SAPW, especially upper watershed communities

4.2.4 Organize the SAPW

The SAPW was held on February 19, 2002.

4.3 Initiation of a Rio Grande Watershed Management Committee (RGWMC)

This activity was delayed due to extra time needed in doing the Rapid Rural Assessment and the Strategic Action Planning Workshop. A 90-day start-up plan was prepared as part of the SAPW that included working out the optimal institutional arrangements for the Rio Grande. A Rio Grande Watershed Management Committee will need to be formed, and this committee should be linked to the Portland Parish Development Council, although not necessarily dependent upon it for guidance and direction.

4.3.1 Organize meetings of the RGWMC

To be undertaken in May-June 2002.

4.4.2 Training RGWMC

Planned for next period.

4.3.3 Define mandate of RGWMC

Planned for next period.

4.3.4 Develop linkages to NIWMC

Not specifically done.

4.4 Identification and Implementation of Priority Activities

Based upon the experiences of the priorities identified at the SAPW for the RGW, a series of priority action areas was identified. The list will require fine-tuning through community mobilization workshops and stakeholder organizations in a newly formed RGWMC. Each task force will be asked to brainstorm ideas for consideration, and based upon criteria for selection, a matrix will be developed to numerically prioritize the most important issues to be addressed.

4.4.1 Establish top priorities

Based upon Strategic Action Planning Workshop, enhancing public awareness, improving economic opportunities and improving solid waste management were identified as the top priorities.

4.4.2 Design of projects to address top priorities

Planned for next period.

4.4.3 Begin implementation of the prioritized activities

Planned for next period.

4.5 Public Awareness in the RGW

The project has just begun to work in the RGW. A meeting/workshop to specifically focus on public awareness activities is yet to be held. However it is still expected that, to a large extent, the public awareness activities will be demand driven and guided by the strategic directions that were identified during the Strategic Action Planning Workshop in February. A similar step-wise process will be initiated with strategic partners to involve them in the development of an appropriate communication strategy concerning the watershed. However, unlike the GRW, partners in the Rio Grande watershed will benefit from a few additional factors such as:

- The R2RW project will have completed a set of general public awareness and promotional materials that will be readily available for use in Portland.
- Participants in the RGW should benefit from the experience of work done in the Great River.
- The Public Education Sub-Committee of the PDC in Portland has developed a Public Awareness strategy with assistance from the ENACT project. R2RW can help to complement this strategy by extending its reach to the upper watershed communities.

In addition to these initial steps, however, it is envisaged that R2RW will pursue the following additional activities in Portland, as it has in the GRW:

4.5.1 Conduct an audience assessment of existing levels of awareness

Communities within the Rio Grande Watershed are also included in the Audience Assessment survey. As a result, the findings of the AA will be directly relevant to the stakeholders in the RGW and to the public awareness strategies that are developed.

4.5.2 Arrange for field trips and exchanges partners in Portland and the GRW to share the public awareness and environmental education experiences

This will need to be a demand-driven exercise. As a result, it will have to be deferred until after the RGW public awareness strategy is developed.

4.5.3 Facilitate the development of community-based awareness materials such as visual community profiles of environmental issues

Some materials have already been developed through the GRW community mobilization workshop and will be adapted to the RGW. In addition, a brochure for the RGW was developed and will be finalized in early May.

4.5.4 Participation in local expos and shows such as the Portland Jerk Festival

Planned for the next reporting period.

4.5.5 Oral environmental history documentation of indigenous environmental

This has been done on a limited basis and only indirectly through the audience assessment. This activity will also need to be demand driven by the stakeholders in the watershed when the first public awareness workshop is held.

4.6 Gender Considerations

Gender initiatives have not been initiated, as the project has not yet really begun working in the RGW.

4.6.1 Liaise with other project activities in the area to determine existing activities related to gender equity so as to determine how R2RW should interact and/or complement such activities

This activity should occur within the next six months. Some discussion of gender factors will be addressed through the planned community mobilization process. Factors affecting “special groups” will also be addressed. Also, the audience assessment is revealing important findings with respect to gender that the project will need to address in RGW.

4.6.2 Introduction of “gender principles” to the various task forces

Planned for next period.

4.6.3 Use of the R2RW gender checklist for the development of specific sub-project proposals and activities

Planned for next period.

4.6.4 Identification of appropriate indicators for all Rio Grande project activities

No projects started as yet.

4.7 Summary Table – Component 1B

Activity	Great River Watershed Activity Description	Timing				Comments
		Q1	Q2	Q3	Q4	
4.1	Rapid Rural Appraisal					
4.1.1	Develop SOW for consultants	x				3 Consultants hired
4.1.2	Complete the RRA	x				Done
4.2	Strategic Action Planning Workshop					
4.2.1	Identify and meet with stakeholders	x				Done with SDC
4.2.2	Participate in Portland coordination meetings	x	x	x	x	Done
4.2.3	Identify community groups interested in participation	x				Done
4.2.4	Hold SAPW in early 2002		x			Held in February 2002

Activity	Great River Watershed Activity Description	Timing				Comments
		Q1	Q2	Q3	Q4	
4.3	Form a Rio Grande Watershed Management Committee					
4.3.1	Organize meetings of the RGWMC		x	x		Community mobilization underway
4.3.2	Conduct training program for RGWMC members				x	Scheduled for next period
4.3.3	Define mandate of RGWMC and its task forces			x	x	Scheduled for next period
4.3.4	Develop linkages between RGWMC and NIWMC				x	Scheduled for next period
4.4	Identification and Implementation of Priority Activities					
4.4.1	Establish top priorities issues to be addressed in the RGW		x	x		Priorities identified in SAPW, not yet verified
4.4.2	Along with GOJ agencies, design projects to address issues			x	x	Scheduled for next period
4.4.3	Begin implementation of prioritized activities				x	Scheduled for next period
4.5	Public Awareness in the RGW					
4.5.1	Conduct audience assessment of existing levels of awareness		x			On-going
4.5.2	Arrange field trips and exchange of ideas and awareness			x		Planned for next period
4.5.3	Facilitate development of community-based awareness materials			x		Planned for next period
4.5.4	Participate in local expos such as Portland Jerk Festival				x	Planned for next period
4.5.5	Oral environmental documentation				x	Planned for next period
4.6	Gender Considerations					
4.6.1	Determine existing activities related to gender equity		x			Planned for next period
4.6.2	Introduction of gender principles to various task forces			x		Planned for next period
4.6.3	Use of gender checklist in development of sub-project activity			x	x	Planned for next period
4.6.4	Identify appropriate indicators for all RGW activities				x	Planned for next period

4.8 Analysis of Activities by Percentage of Planned Activities Completed

The Table below highlights the estimated percentage of planned activities completed for the period under review.

Table 4.8 Percentage of Planned Activities Completed

#	Activities	Estimated % Completed	Comments
4.1	Rapid Rural Appraisal	100%	Document completed
4.2	Strategic Action Planning Workshop	100%	Workshop held, report distributed
4.3	Form a Rio Grande Watershed Management Committee	50%	Further dialogue on relationship to the PDC
4.4	Identification of Priority Activities	80%	Work plan done at stakeholders forum
4.5	Public Awareness	100%	Audience Assessment
4.6	Gender Considerations	50%	Checklist, initial discussions

4.9 Issues and Resolutions

Issue:

How best to collaborate and coordinate with the Parish Development Committee process as well as the central State Agencies active in the Parish. Also several external projects including CWIP, EAST, ENACT and the Eastern Jamaica Agricultural Support Project need to be brought together.

Resolution:

NEPA needs to take a active role in the close coordination of projects under its influence. This is especially critical since Portland is a pilot initiative in local sustainable development planning. Therefore, special efforts will need to be made to provide and share information, collaborate on the design of initiatives, and to ensure that participants are fully engaged in monitoring and oversight.

4.10 Projects for the Next Six Months

- Formation of the Rio Grande Watershed Management Committee
- Design of project interventions to address the top priority action areas identified by stakeholders
- Establish working relationship with the Portland Parish Development Committee
- Host “public awareness” strategy workshop in the RGW to identify key animators, communication channels and environmental issues to be addressed. This exercise should also include a review of the findings of the audience assessment so that activities can be clearly targeted
- Identify 2-3 main public awareness activities/programs that can be initiated in the next six months
- As was done in the GRW, conduct capacity assessment of strategic partners likely to be involved in public awareness activities so that R2RW can assess its institutional strengthening progress over time

- Gender considerations incorporated in the RGW community mobilization process
- Liaise with other projects in the area to review gender implications and implications for special groups, such as the Maroons in the watershed
- Develop water quality monitoring program for the Rio Grande

5. COMPONENT 2: INCENTIVES FOR AND OBSTACLES TO ENFORCEMENT OF TARGETED EXISTING ENVIRONMENTAL REGULATIONS IDENTIFIED AND SOLUTIONS SUPPORTED

Introduction

Component 2 works with the assumption that improving enforcement must begin with understanding the reasons why individuals and organizations do not obey current policies and regulations. The judicial services must be assessed 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. Activities under this component should result in improved effectiveness of policy implementation and increased certainty of enforcement when infractions occur.

Attempts to support a national enabling environment and to achieve more community participation to encourage compliance with, and greater enforcement of environmental laws by all stakeholders, have highlighted the need for higher levels of understanding of these laws, and a trained cadre of officers to assist with compliance and enforcement of these laws. Major accomplishments under Component 2 during this reporting period are highlighted below.

Eight activities areas were identified in the First Annual Work Plan to address the above problems. These are presented in **Figure 5.0** below:

Figure 5.0 Activity Areas Identified for the First Annual Work Plan

5.1 Targeted Regulatory Inventory Framework

The Table below shows the progress over the last six months related to *Targeted Regulatory*

Table 5.1 Targeted Regulatory Inventory Framework

Planned Actions		Actual Actions	Comments
5.1.1	Consult with selected legal and national experts	Breakfast Meeting with legal and national experts undertaken	Report completed and included in Final Document
5.1.2	Consult with GRW Stakeholders	Workshop held in Montego Bay with multi-stakeholders to obtain feedback	GRW Workshop completed and findings included in Final Document, and used to prepare C&E Task Force Work Plan.
5.1.3	Integrate feedback in a Final Report	Final Report completed	Report completed and distributed.

The R2RW Project produced a draft “*Review of Existing Laws and Regulations relating to Watershed Management in Jamaica*”, providing a background to the conceptual framework for enabling policies and legislation for local governance and watershed management in Jamaica. It lists 14 of the acts relevant to watershed management. It also highlighted a number of lessons from the international and national context.

The review indicated that the majority of cases related to environmental enforcement activities in Jamaica were being undertaken by the Environmental Wardens Services (EWS) under the Litter Act. However, "The National Solid Waste Management Act, 2001" was established, with Article 70 of this new act repeals the Litter Act. A review of this new act has been undertaken, and should be used to update the "*Review of Existing Laws and Regulations relating to Watershed Management in Jamaica*".

5.2 Advise NEPA on Legal Reform and Enforcement of Environmental Laws

The Table presented below highlights the planned and actual activities undertaken in this area

Table 5.2 Advise NEPA on Legal Reform and Enforcement of Environmental Laws

Planned Actions		Actual Actions	Comments
5.2.1	Establish community-level role in compliance/enforcement	Community Mobilization Workshops facilitated by Maria Protz has led to the development of Public Awareness Strategies, and the concept for a Clean Cab Campaign	Led by Public Awareness Task Force, communities are examining community-based enforcement. Activity is on-going
5.2.2	Community photography and video techniques	Training have been undertaken by Maria Protz	Training commenced, and should be on-going
5.2.3	Develop strategies to undertake legal reform	Statement of Work to create greater awareness of environmental laws between Judiciary, JPs, Police and Communities developed	Working with NEPA to develop and implement strategies

Planned Actions		Actual Actions	Comments
5.2.4	Evaluate potential of establishing environmental court	Statement of Work (SOW) developed to determine likely direction, and possible role of R2R	Draft SOW completed, but no actual work done
5.2.5	Develop linkage to the Island Constabulary Force to provide up-to-date information on environmental laws	Collaborative effort on the way with ENACT to implement this task, and attempts being made to include JCF input in C&E Task Force in GRW	Working with ENACT to support existing process

A number of environmental laws, impacting on watershed management exist, and some are currently under review. Despite the wealth of legislation, enforcement of laws and regulations has been less than optimal. Enforcement takes place through several mechanisms including some thirteen Groups. The work undertaken through Component 2, and the experiences of other programs such as ENACT, highlights the urgent need to develop a trained, uniformed, capable, and properly equipped cadre of Enforcement Officers at the national level, and a similar empowered Municipal or Parish Wardens at the parish level. Constraints to enforcement include lack of awareness of environmental laws, and general emphasis on criminal behavior rather than on environmental violations. Since watershed management falls under many different categories of responsibility and authority, it is important to consider whether and where a legal enabling environment is established.

Two SOWs have been drafted that impact on this activity, and feedback is being sought from key stakeholders, before proceeding to implementation. The purposes of these STTA are:

1. To develop a process to support sensitization of Judges and Justices of the Peace (JPs), and the training of Police Officers, and other Enforcement Officers at both the national and parish levels, on environmental issues, in order to increase the effectiveness of the courts in this area. New environment management legal instruments, using participatory governance is being considered by several Central Government Agencies - NEPA, Forestry Department, Ministry of Local Government, and SDC - and is being written into new laws such as the Forest Act, the Draft Watershed Policy, and the Biological Diversity Strategy. However, the limited enforcement-taking place is mainly being done by EWS. However, the recent changes must be understood by Enforcement Officers in order to have an effective enforcement system.
2. To undertake a review of the recommendation for the establishment and operation of specialized Environmental Court. Preliminary findings indicate that Enforcement Officers are experiencing great frustrations with the general courts. Environmental violations are given extremely low priority in a judicial system overwhelmed with cases concerning drugs, guns and other violent crimes. Where and when environmental violations do come before the courts, the lower end of the fines are applied, leading to further frustrations for the Enforcement Officers.

Currently, discussions are taking place with the ENACT Program, and the Compliance and Regional Services, and the Legal Services Divisions of NEPA, in order to co-ordinate efforts.

5.3 Support the undertaking of Activities for Policy Improvement

Green Paper No 2/99, '*Towards a Watershed Policy for Jamaica*' was prepared by Natural Resources Conservation Authority (now NEPA) and the then Ministry of Environment and Housing and approved by Parliament in 1999. The COP and the GNRS for R2RW, along with

staff from the then Watershed Planning and Management Branch, completed a review of the Watershed Policy, including the incorporation of recommendations from the parish consultations. It was expected that the current Green Paper would have moved to a White Paper status by September 2001, and would now be in line for legislative action. However, this timetable has not been kept. The COP and the GNRS for R2RW will work with the SWB of NEPA and the NIWMC to move this process forward.

Lessons from the Great River Watershed Management Committee (GRWMC) suggest the need for NEPA and its SWB to articulate a clear policy on the role of the Local Watershed Management Committees (LWMC). The GRWMC is up on running, and has requested some form of recognition from NEPA and the NIWMC. The R2RW Project expects to facilitate the establishment of a LWMC in the Rio Grande Watershed, as well as co-ordinate activities to influence the establishment of other LWMCs in the parish of Portland. The Trees for Tomorrow Project, working with the Forestry Department has already established a Local Forestry Management Committee (LFMC) in the Buff Bay/Pencar Watershed.

The issues identified by Dr. Kenneth Ellison in his *"Governance and Watershed Management"* report of February 2001, regarding the relationship between LWMCs, LFMCs, and other mechanisms such as the Parish Development Committees (PDCs), Development Areas, and Community Development Committees (CDCs) will be explored. This is particular important for Portland where several initiatives are already at work. Simultaneously, the R2RW Project will explore with the SWB of NEPA, the policy framework for Sub-LWMC, such as Retrieve in the GRW.

The GNRS also worked with the COP, and the SWB, to facilitate a retreat of the NIWMC.

The Table below presents an update of activities undertaken in this area:

Table 5.3 Activities for Policy Improvement

Planned Actions		Actual Actions	Comments
5.3.1	Work with SWB on Watershed Policy	Green Paper taken through an intensive period of community consultation, and feedback integrated into revised version	Review of Green Paper completed, and awaiting movement to a White Paper status. This was expected to take place by mid 2001, but was not achieved.
5.3.2	Implement reform to Watershed Protection Act	Revised Green Paper awaiting to be put into White Paper, and to be used to revise the watershed Protection Act	No progress to date

5.4 Improve Compliance and Enforcement Capacities in GRW

The GRW continues to experience limited, and often, ineffective enforcement. Additionally, there are indications that communities are experiencing a breakdown of core values, that compliance with laws are limited, and very little enforcement of violations are taking place. There is a need to include community input regarding sanctions against environmental breeches.

The Great River Compliance and Enforcement Task Force (GRWC&ETF) have prepared and instigated a work plan. The work plan advocates a closer relationship with EWS to assist in strengthening their capacity to effectively fulfill their enforcement activities.

5.5 Improve Compliance and Enforcement Capacities in RGW

Collaborative work has started in Portland between with ENACT and NEPA's Compliance and Regional Services Division. Two workshops were held in Portland, working with an Inter-Agency Working Group on Compliance and Enforcement. The decision coming from these workshops is to establish this group as the Portland Task Force on Compliance and Enforcement that will continue the work of the Inter-Agency Working Group, and serve as the body through which R2R could implement Component 2 activities.

There are a number of governance issues that need to be addressed. The Watershed Management Committees and their Sub-Groups need clear guidance as to how they relate to the emerging PDCs, and how they are plugged into NEPA and the NIWMC.

The Table outlines efforts to strengthen the capacity of agencies involve in enforcement activities:

Table 5.4 & 5.5 Activities to Improve Compliance and Enforcement Capacities in GRW and RGW

Planned Actions		Actual Actions	Comments
5.4	Compliance and Enforcement in the RGW		
5.4.1	Work with C & E Task Force to implement priority activities	Three meetings of the C&E Task Force has been held, with Secretarial and Technical support provided	Regular Meetings of Task Force. Work plan developed
5.5	Compliance and Enforcement in the GRW		
5.5.1	Participate in ENACT Portland C&E Focus group	Participate in two Workshops, and several meetings with ENACT and NEPA to work with Inter-Agency Working Group on C&E to establish a Portland C&E Task Force. Participate in NIWMC activities	Attend Meetings, and develop a Concept Paper for establishing C&E Task Force for Portland
5.5.2	Participate in review and training for field guide	Review of Field-Guide undertaken. Input to be included in Field Guide, and Pocketsize version developed	Participate in activity put on by ENACT and NEPA
5.5.3	Develop a C&E Task Force for the Rio Grande	Priority activities are identified from the Workshops, and are being actively considered through the development of a Task Force on C&E for Portland	C&E Task Force for Portland being actively considered

5.6 Support the development and implementation of existing and new Economic Incentives

Economic incentives were identified as essential to achieve community support for compliance and enforcement of environmental laws. Cases going before the courts are receiving inadequate sanctions. For instance, the maximum fines that are allowed under some old laws are not more than \$100, which causes much frustration for environmental officers. A Statement of Work reviewing present fines associated with violations has been prepared, and will be implemented as soon as approval is obtained.

Limited activities have taken place in this area. The Table below provides a summary:

Table 5.6 Economic Incentives

Planned Actions		Actual Actions	Comments
5.6.1	Review present fines associated with violations	SOW prepared, and under review with NEPA	SOW prepared, discussing taking place with NEPA Legal Division to refine and implement
5.6.2	Identify incentives to support TAPs	None	Shifted to a Year 3 Activity
5.6.3	Document cost-effective mechanisms for controlling pollution	None	Shifted to a Year 3 Activity
5.6.4	Stage competitions on improved community C&E	None	No activity undertaken
5.6.5	Investigate the use of economic incentives for “whistle blowers”	None	Shifted to a Year 3 Activity
5.6.6	Conduct a study of successful models of economic incentives for compliance and enforcement	None	Shifted to a Year 3 Activity

5.7 Support the enhancement of Public Awareness Programs

The Stakeholders in the GRW have identified the need for public awareness of current laws and regulations as a major constrain to enforcement of environmental breaches. Many enforcement officers do not know the regulations by which they should prosecute environmental violations; many who violate the laws are not fully aware that they are breaching those regulations. A “popular version” of environment laws is being looked at through the partnership with ENACT. A pocketsize version of the Field-Guide is also being developed. The PAPAS and the PATF have been examining communication tools for enhancing public awareness.

The Table provided below elaborates:

Table 5.7 - Activities to Enhance Public Awareness Programs

Planned Actions		Actual Actions	Comments
5.7.1	Support public awareness of national laws	Review of activities completed by PA Task Force	Public Awareness Strategy developed and implementation to commence
5.7.2	Develop public awareness programs and tools for rural areas	Public Awareness Strategy for the GRW developed, including C&E	Public Awareness Strategy developed and implementation to commence
5.7.3	Disseminate information on environmental laws to the judiciary	Video completed, audience assessment being prepared	SOW developed and discussions being undertaken with NEPA to commence implementation

Planned Actions		Actual Actions	Comments
5.7.4	Undertake parish/watershed exchange to share lessons learned	None	Shifted to a Year 3 Activity

5.8 Gender Considerations

The Project has attempted to consider gender factors in all its activities. Maria Protz, working with the other members of the Technical Team, has developed a Gender Strategy that would assist in guiding R2R interventions.

Dialogue with key stakeholders help to determine that gender in the Jamaican context is not Women in Development, or even male and female social and economic equity. Gender analysis for the project includes equity and discrimination in the social and economic structures for all – women, men, youth, children, farmers, rural and urban residents, mental and physically disabled, and all other specially identified groups whose life interacts with the Watersheds.

The Table provided below shows activities to date:

Table 5.8 Gender Considerations

Planned Actions		Actual Actions	Comments
5.8.1	Gender analysis regarding breaches of existing laws	A Gender Strategy including compliance and enforcement issues was prepared	Gender Strategy prepared and analysis to be undertaken
5.8.2	Gender analysis of how environmental offenses in watershed affect other social groups within community	None	
5.8.3	Development of community compliance strategies that consider gender realities	Gender Strategy prepared, and Community Assessment in the GRW and the RGW being undertaken.	Community Assessment being concluded and implementation to commence

5.9 Component 2 Summary Table

The Table presented below provides a summary of the status of all Component 2 activities:

Activity Update for Component 2 – October 2001 - March 2002

Activity	Great River Watershed Activity Description	Timing				Project Activities Update
		Q1	Q2	Q3	Q4	
5.1	Inventory of Regulatory Framework					
5.1.1	Consult with selected legal experts to gain input	x				Breakfast Meeting undertaken and feedback included in <i>Review of Laws Study</i>

Activity	Great River Watershed Activity Description	Timing				Project Activities Update
		Q1	Q2	Q3	Q4	
5.1.2	Consult with GRW stakeholders	x				GRW Workshop held and feedback included in <i>Review of Laws Study</i>
5.1.3	Integrate feedback in a final report	x				Report completed and distributed. Review of new <i>National Solid Waste Management Act, 2001</i> undertaken and to be included in Study
5.2	Enforcement					
5.2.1	Establish community-level role in compliance/enforcement		x			Led by Public Awareness Task Force, communities are examining community-based enforcement. Activity is on-going
5.2.2	Community photography and video techniques			x		Training commenced, and should be on-going
5.2.3	Develop strategies to undertake legal reform		x			Working with NEPA to develop and implement strategies
5.2.4	Evaluate potential of establishing environmental court			x		Draft SOW completed, but no actual work done
5.2.5	Develop linkage to the Island Constabulary Force to provide up-to-date information on environmental laws		x		x	Working with ENACT to support existing process
5.3	Policy Improvement					
5.3.1	Work with SWB on Watershed Policy	x	x			Review of Green Paper completed, and awaiting movement to a White Paper status
5.3.2	Implement reform to Watershed Protection Act			x	x	No progress to date
5.4	Compliance and Enforcement in the GRW					
5.4.1	Work with C & E Task Force to implement priority activities		x	x	x	Regular Meetings of Task Force. Work plan developed
5.5	Compliance and Enforcement in the RGW					
5.5.1	Participate in ENACT Portland C&E Focus group	x		x		Attend Meetings, and develop a Concept Paper for establishing C&E Task Force for Portland
5.5.2	Participate in review and training for field guide		x			Participate in activity put on by ENACT and NEPA

Activity	Great River Watershed Activity Description	Timing				Project Activities Update
		Q1	Q2	Q3	Q4	
5.5.3	Develop a C&E Task Force for the Rio Grande				x	C&E Task Force for Portland being actively considered
5.6	Economic Incentives					
5.6.1	Review present fines associated with violations	x	x			SOW prepared, discussing taking place with NEPA Legal Division to refine and implement
5.6.2	Identify incentives to support TAPs		x	x		Shifted to a Year 3 Activity
5.6.3	Document cost-effective mechanisms for controlling pollution			x		Shifted to a Year 3 Activity
5.6.4	Stage competitions on improved community C&E			x	x	No activity undertaken
5.6.5	Investigate the use of economic incentives for "whistle blowers"			x		Shifted to a Year 3 Activity
5.6.6	Conduct a study of successful models of economic incentives for compliance and enforcement				x	Shifted to a Year 3 Activity
5.7	Public Awareness					
5.7.1	Support public awareness of national laws		x	x		Public Awareness Strategy developed and implementation to commence
5.7.2	Develop public awareness programs and tools for rural areas			x	x	Public Awareness Strategy developed and implementation to commence
5.7.3	Disseminate information on environmental laws to the judiciary			x		SOW developed and discussions being undertaken with NEPA to commence implementation
5.7.4	Undertake parish/watershed exchange to share lessons learned				x	Shifted to a Year 3 Activity
5.8	Gender Considerations					
5.8.1	Gender analysis regarding breaches of existing laws	x				Gender Strategy prepared and analysis to be undertaken
5.8.2	Gender analysis of how environmental offenses in watershed affect other social groups within community		x			Gender Strategy prepared and analysis to be undertaken

Activity	Great River Watershed Activity Description	Timing				Project Activities Update
		Q1	Q2	Q3	Q4	
5.8.3	Development of community compliance strategies that consider gender realities			x		Gender Strategy and Community Assessment undertaken and implementation to commence

5.10 Issues and Resolution

The following Table show three priority issues that were identified during the reporting period, with some thoughts for possible resolutions

Table 5.10 Issues and Resolutions

Issues	Possible Resolutions
1. In spite of the multiplicity of environmental laws, most enforcement activities are being undertaken using the Litter Act, and by EWS. With the establishment of the National Solid Waste Management Act, 2001, which abolishes the Litter Act, and the prioritization of solid waste issues by stakeholders, there is the need for Enforcement Officers to understand the new Act.	1. There is the need to develop a good understanding of the National Solid Waste Management Act, 2001, by the Parish Councils, EWS, and others who undertake enforcement activities
2. The R2RW Project has supported NEPA to establish the GRWMC and its related Task Forces. A similar process is likely to occur in the RGW where R2R has started working. In addition, the Forestry Department established the Buff Bay/Pencar Local Forestry Committee. Dr. Ellison in his work for R2R identified the need to establish how the Local Management Committees will relate to existing, and emerging structures	2. Work with NEPA, and FD to articulate a clear policy on Local Management Committees. This would include how they will relate to NEPA, FD, and other State Agencies, as well as to Stakeholders Groups such as the Community Development Committees (CDCs), Development Areas (DAs), Parish Development Committees (PDCs), and the National Integrated Watershed Management Committee (NIWMC).
3. Several Divisions and Departments of NEPA impact on watershed management activities. These include SWB, Compliance and Regional Services, Planning, and Legal Services Divisions, Public Education Department, and EWS.	3. Work with Policy, Projects and Programs c-Coordination Division of NEPA to ensure proper co-ordination of all R2RW Project activities.

5.11 Analysis of Activities by Percentage of Planned Activities Completed

The Table below highlights the estimated percentage of planned activities completed for the period under review.

Table 5.11 Percentage of Planned Activities Completed

#	Activities	Estimated % Completed	Comments
5.1	Targeted Regulatory Inventory Framework	100%	All planned activities completed. Additional work done to review National Solid Waste Act
5.2	Advise NEPA on Legal Reform and Enforcement of Environmental Laws	70%	STTA to undertake SOWs, and work with JCF to be followed-up
5.3	Undertake Activities for Policy Improvement	50%	Policy delayed in MLE
5.4	Improve Compliance and Enforcement Capacity of GRW	100%	All planned activities developed, and are on-going
5.5	Improve Compliance and Enforcement Capacity of RGW	85%	All planned activities developed, and are on-going
5.6	Develop and Implement existing and new Economic Incentives	50%	Only review of fines planned for this period. Summary completed in Review of Laws, and SOW prepared for work in April/May 2002
5.7	Enhance Public Awareness Programs	90%	Audience assessments near completion
5.8	Gender Considerations	40%	Activities developed

5.12 Projected Activities for the Next 6 Months

Presented below is a Summary of projected CR2 activities for the period April 2002 to September 2002:

Table 5.12 Projected Activities for the Next 6 Months

Activity	Tasks	Timing
5.1	Inventory of Regulatory Framework	
5.1.1	Update Review to include National Solid Waste Management Act, 2002	May/June 02
5.2	Advise NEPA on Legal Reform and the Enforcement of Environmental Laws	
5.2.1	Work with NEPA to develop and implement strategies to involve communities in Watershed Management	On-going
5.2.2	Support the Legal Division of NEPA to develop and implement mechanisms to create greater awareness of environmental laws between Judiciary, JPs, Police and Communities	May 2002 and On-going
5.2.3	Evaluate role of R2RW Project in the proposed Environmental Court	May 2002
5.2.4	Support the Compliance and Regulatory Division of NEPA to develop linkages to the JCF to provide up-to-date information on environmental laws	On-going

Activity	Tasks	Timing
5.3	Support the undertaking of Activities for Policy Improvement	
5.3.1	Work with SWB to move the Green Paper on Watershed Policy to legislation level	May 2002 and On-going
5.3.2	Work with SWB and NIWMC to implement reform to Watershed Protection Act	May 2002 and On-going
5.4	Improve Legal and Governance Enforcement Capacity in GRW	
5.4.1	Work with C & E Task Force of GRWMC to implement priority activities	On-going
5.4.2	Provide support to and attend meetings of C & E Task Force of GRWMC	On-going
5.5	Improve Legal and Governance Enforcement Capacity in RGW	
5.5.1	Support the development of a C&E Task Force for Portland	By May 2002
5.5.2	Work with C & E Task Force to develop and implement priority activities in Portland, with emphasis on the RGW	After May 2002-On-going
5.5.3	Provide support to and attend meetings of C & E Task Force for Portland	After May 2002-On-going
5.5.4	Participate in ENACT's and NEPA's review and distribution of the Field-Guide	On-going
5.5.5	Support the development and distribution of a Pocketsize version of the Field Guide	On-going
5.5.6	Participate in NEPA's and NIWMC Activities to establish LWMCs and to improve its enforcement capacity	On-going
5.6	Support the Development and Implementation of existing and new Economic Incentives	
5.6.1	Support the review of incentives and disincentives to assist compliance and enforcement of environmental laws	By May 2002
5.6.2	Document cost-effective mechanisms for controlling pollution and supporting TAPs	After September 2002
5.6.3	Support the development and implementation of community stewardship programs geared towards improving community involvement in C&E	After September 2002
5.6.4	Investigate the use of economic incentives for "whistle blowers"	After September 2002
5.6.5	Research and disseminate information on successful models of economic incentives for compliance and enforcement	After September 2002
5.7	Support the Enhancement of Public Awareness Programs	
5.7.1	Identify and assess current Public Awareness programs that supports C&E	On-going
5.7.2	Support the development and implementation of Public Awareness activities that enhances compliance and enforcement	On-going
5.7.3	Enhance, design, and disseminate communication tools that supports C&E	On-going

Activity	Tasks	Timing
5.8	Gender Considerations	
5.8.1	Gender analysis regarding breaches of existing laws	On-going
5.8.2	Gender analysis of how environmental offenses in watershed affect other social groups within community	On-going
5.8.3	Development of community compliance strategies that consider gender realities	On-going

6. COMPONENT 3: CAPACITY OF JAMAICAN GOVERNMENT AGENCIES, INTERNATIONAL DONORS, AND PRIVATE SECTOR AND CIVIL SOCIETY ORGANIZATIONS TO IMPLEMENT EFFECTIVE WATERSHED MANAGEMENT PROGRAMS ENHANCED

Introduction

The threats to Jamaica's natural resources, particularly in the watershed areas, cannot be overcome by the direct efforts of a few agencies. Diminishing these threats requires that effective partnerships, at both national and local level, are established and supported. It is through the participation of stakeholders that more effective natural resource management can evolve. Promoting the formation and strengthening of stakeholder groups and providing information and coordination necessary for sound environmental management will contribute to long-term, comprehensive environmental improvement.

Many aspects of watershed management are best implemented by local government, NGOs or private sector entities. However, coordination, oversight and regulatory responsibilities for watershed programming must remain the responsibility of GOJ agencies. The newly renamed Sustainable Watersheds Branch of NEPA is expected to play a lead role in policy, information management and monitoring of watersheds. It is expected that the ability of all partners to implement watershed management programs will be enhanced through better cooperation, capacity strengthening and coordination of activities.

Component 3 focuses on enhancing NEPA's capacity, particularly the Sustainable Watersheds Branch (SWB), in watershed management programs. Key to this capacity strengthening will be: improving dissemination and use of information to promote more effective coordination of programs and collaboration of organizations; improving the coordination and effectiveness of data collection, use and sharing; improving mechanisms for involving the private sector, public sector and civil society; and supporting special studies to meet emerging needs, such as a study of the impact of land tenure on adoption of conservation practices, among others.

6.1 Capacity Building of the Sustainable Watersheds Branch (SWB)

6.1.1 Needs Assessment of the SWB

R2RW assisted in identifying training needs and opportunities for the SWB in collaboration with the NEPA Human Resource Department.

6.1.2 Training Plan

Training needs were identified, however the analysis of an appropriate action plan based on this data has yet to be completed.

6.1.3 Implement Training

R2RW organized and implemented training sessions in overall strategic planning, writing skills, and presentation skills (2 sessions). In addition, the SWB organized a equipment training with its own resources to develop skills in equipment purchased with R2RW funds.

6.1.4 Procurement

Follow through procurement of field and computer equipment was undertaken with the purchase of additional computers and camera equipment.

6.1.5 Water Quality Protocols

Through the establishment of a contract with the UWI during the period, field-testing of a model water quality monitoring protocol was begun.

6.1.6 Public Awareness kits

Planned for next period.

6.1.7 Review FD Experience

Planned for next period.

6.2 Enhancing Coordination

Specific activities to enhance coordination took place at four levels:

- NIWMC
- Other national initiatives
- Great River Watershed
- Rio Grande Watershed

6.2.1 National Integrated Watershed Management Council (NIWMC)

6.2.1.1 Support the NIWMC

Support was provided to the SWB in its responsibilities to the NIWMC through its function as secretariat, task force participation, and follow up on matters discussed at Council meetings.

6.2.1.2 NIWMC Retreat

R2RW provided financial support and professional facilitation for a retreat of the NIWMC in February 2002. The retreat clarified the mandate, vision and strategy for the Council and the work of the subcommittees.

6.2.1.3 NIWMC Tour

Members of the NIWMC conducted a tour on January 31, 2002 of the Buff Bay/Pencar and the Rio Grande watersheds. The tour was instrumental in helping to develop a common understanding of priority watershed issues.

6.2.1.4 Approaches to LWMCs

The subject of the optimal approach to the establishment of local watershed management committees was discussed at the NIWMC retreat. The conclusion was that it was necessary to

experiment with diverse approaches within the watershed area in question and the institution taking the lead on the establishment of the WMC. A field visit was undertaken to the LWMC operating in Budd Bay/Pencar under the assistance of the Forestry Department.

6.2.1.5 Roles and Responsibilities for Watershed Management

A meeting involving all the related divisions and branches within NEPA was held to articulate the roles and responsibilities of all parties in initiatives facilitated by the R2RW. This effort will need to be expanded in the next six months to include agencies and departments outside of NEPA.

6.2.1.6 Linkage of NIWMC to GRWMC

A position paper was developed to articulate the linkage between the GRWMC and the NIWMC.

Table 6.2.1.6 Relationship of the GRWMC to the NIWMC

What can the GRWMC bring to the NIWMC	What can the NIWMC do for the GRWMC
<ul style="list-style-type: none"> ▪ On the ground experience of a pilot program in developing a WMC 	<ul style="list-style-type: none"> ▪ Provide a national framework in which to operate
<ul style="list-style-type: none"> ▪ Quarterly progress reports 	<ul style="list-style-type: none"> ▪ Provide legitimacy through official recognition – allowing for
<ul style="list-style-type: none"> ▪ Putting teeth to the words of watershed management 	<ul style="list-style-type: none"> ▪ Source funding for priority projects of the GRWMC
<ul style="list-style-type: none"> ▪ Methodology for coordination of resources of stakeholder agencies 	<ul style="list-style-type: none"> ▪ Provide policy support to local activities
<ul style="list-style-type: none"> ▪ Input into national policy issues affecting watershed management 	<ul style="list-style-type: none"> ▪ Provides credibility in approaching external donors

6.2.2 **Other National Activities**

6.2.2.1 Work with the Social Development Commission to develop a community involvement strategy

This has been completed at the GRW level and includes a process wherein communities conduct a watershed audit that can be linked to the “Community Development Planning” process. Communities that are engaged in the process of “diagnosing” the core reasons causing local environmental problems and issues are more engaged in “prescribing” community-based solutions that can be supported through the “Grant Fund” for community-based projects. The process is working at the GRW level and, if found to be useful in the RGW as well, could be taken to SDC at the national level to see how it can be mainstreamed as part of the LSDP process.

6.2.2.2 Work with the Forestry Department on joint initiatives

The primary focus was the development of the “Plant-a-Tree” campaign proposal. However, it is likely that in the next six months the development of a manual for starting “Local Watershed Management Committees” could be done together with the FD along with a series of workshops to document experiences and steps in the process.

6.2.2.3 Contribute to the work of the National Environmental Education Committee (NEEC)

The NEEC has met sporadically to date. However, a number of meetings were held with the NEEC secretariat and currently the secretariat is exploring how it can help to further the concept of developing an adult literacy program around environment/watershed issues with JAMAL. Initial discussions begun between the NEEC and the Ministry of Education, but a proposal has yet to be developed, although it is scheduled for the next six month period.

6.2.2.4 Participate in national shows such as Denbigh and Green Expo

The project is to participate in the NEPA Launch for Earth Day, and will also work with its partners to participate in the Green Expo (environment week - June). As was the case last year, R2RW will participate in the Denbigh show.

6.2.3 Great River Watershed

The GRWMC was very active during the period. The full GRWMC held its two quarterly meetings as scheduled, and an Executive Committee consisting of the Chairman, Vice Chairman, Secretary, and the heads of each of the task forces was formed and met regularly.

6.2.3.1 Long-Term Vision

A series of community mobilization workshops were that helped to refine the long-term vision for the Great River Watershed. The evolving vision combines economically viable communities that are engaged in the active stewardship of their own communities. The new vision needs to be formally adopted by the GRWMC.

6.2.3.1 Secretariat

Progress was made on establishing a self-sustaining secretariat function for the GRWMC through the election of officers, and the provision of office equipment to facilitate the taking of minutes, and the distribution of important communications.

6.2.3.2 Documenting progress

The R2RW project has facilitated the dissemination of information through the widespread printing and dissemination of key reports on the project progress to the many stakeholders in the GRW.

6.2.3.3 Working intensely with the Task Forces to assess community priorities and implement priority field projects

The task forces became active in working with communities to identify local priorities, and how to address those priorities in a systematic manner that engaged the government agencies necessary for their resolution.

6.2.4 Rio Grande Watershed

Work is scheduled to begin in the Rio Grande watershed in early 2002. The process of the formation of a RGWMC will benefit from the work of the R2RW Project in the Great River and by the ground work laid by the ENACT Project to develop the Portland Parish Development Committee and the Local Sustainable Development Planning process. In addition, the CWIP Project has already begun implementation of field projects in the coastal area around Port

Antonio. R2RW needs to build on and expand programs wherever possible. Specific activities to enhance coordination include:

6.2.4.1 Identifying all relevant stakeholders

Done. See Section 4.2.1

6.2.4.2 Organize and facilitate a Strategic Action Planning Workshop

Done. See Section 4.2.4.

6.2.4.3 Identifying the relationship between the Portland PDC and the RGWMC, and articulating strategies to maximize the efficiency and minimize the limited time that participants can devote.

6.2.4.4 Participate in NEPA led coordination efforts for the Rio Grande

One formal meeting on this matter was held. Key branches and divisions within NEPA were brought together with representatives of the R2RW, CWIP and ENACT under the leadership of the Policy, Planning and Projects Coordination Division of NEPA. R2RW also participated in several Portland PDC meetings where the subject of project activities was discussed.

6.3 Public Awareness

The most important activity at the national level was the official project launch held on January 10th, 2002. The launch was successful and included a press tour of the GRW itself. The Honourable Minister Horace Dalley was the keynote speaker and Miss Mosina Jordon (USAID) also delivered an important address at the event.

6.3.1 Project Launch

6.3.1.1 Close collaboration with NEPA

Through the Public Education and Outreach Department there has been good coordination in the planning for all national level activities and should be continued in further public awareness activities.

6.3.1.2 Preparation of a press kit on the R2RW project for distribution to relevant media representatives

Completed.

6.3.1.3 Preparation of a series of short news feature articles as follows

A series of press releases were completed and published with the assistance of a public relations firm, but the topics varied somewhat from what was originally proposed.

6.3.2 Regular Press Releases

The project had proposed to issue two news releases every quarter on current activities. While there was sufficient press coverage as a result of the launch in January, there has been further coverage of project activities since then, in part because some of the key activities which the project intended to announce were delayed. A number of press releases are in the pipeline however. These announcements include:

- The new Grant Fund
- Equipment support and training for the SWB
- Support for the water quality initiative in the GRW
- The special studies programme

6.3.2.1 Issue press releases twice a quarter on current activities being undertaken under R2RW

This was achieved in January when the launch took place.

6.3.2.2 Work with the JIS regional offices to receive regular coverage of its events through JIS Radio and TV time slots

This has not taken place. The services of a professional PR agency may be required.

6.3.3 R2RW Newsletter

The project has greatly enhanced the quality of its newsletter within the last six months. A new two-color design and masthead were developed. The newsletter now features:

- A partner profile story on one of the strategic partners that the project is working with
- Regular reports from the Task Forces in each Watershed
- Interesting facts/stories from each watershed
- Other relevant items.

6.3.3.1 In Year 2, the distribution of the newsletter will be widened with the extension of the project into Portland

This has been achieved and will continue to expand.

6.3.3.2 An electronic version of the newsletter will also be made available through the NEPA website and other relevant network sites

Not completed as there have been difficulties associated with NEPA website. However, links with NEPA Vibes will be sought in the next quarter.

6.3.3.3 Newsletter production

The production quality of the newsletter was revisited, and printing options pursued. It is less expensive to have it printed professionally rather than through the ASC. However, a regular printer has yet to be identified so that the newsletter can be delivered in a timely manner.

6.3.3.4 An editorial mechanism will also be put in place to ensure that the newsletter is professionally executed

The addition of a Project Assistant to the staff.

6.3.4 Other National PA Activities

As was acknowledged in the previous work plan, in addition to its own national and watershed level activities, there are also opportunities and ways for R2RW to collaborate with wider public awareness activities as follows:

6.3.4.1 Creation of a R2RW website to disseminate information on the Project

In progress.

6.3.4.2 Work with JAMAL to develop creative adult education materials that can be used in their adult literacy program

The NEEC secretariat has taken up this idea as JAMAL has been too busy to proceed in leading this activity. The NEEC secretariat is discussing the matter with the Ministry of Education. A proposal should be forthcoming within the next six months.

6.3.4.3 The NWC water purification video will be reproduced to be more appropriate for Jamaican audiences

Waiting for proposal submission to the GRW Public Awareness Task Force as that is where the idea originated. A draft proposal should be submitted to the PATF in May.

6.3.4.4 Watershed Mascot Competition

A competition to find a new mascot was supported by R2RW and twelve entries were received. With a final tie between two entries. NEPA has yet to choose the final winner for the Mascot competition but is hoped that a final selection will be made prior to Earth Day in April. R2RW will look to NEPA Public Education Branch and to the SWB for direction in how they would like to develop the mascot further, if at all, beyond the support it has given for the competition to date.

6.4 Incorporating Gender Considerations

As a result of the various team retreats and sessions held with stakeholders and with both clients, R2RW assumed that there was sufficient consensus to proceed with the mainstreaming of gender considerations into project activities and also that a degree of consensus had been generated for the incorporation of gender factors into regular NEPA reporting. It had further been suggested that R2RW could help to facilitate such incorporation into the NEPA reporting process. However, since then, it is evident that more consensus-building effort is still required before this can take place.

6.4.1 *The finalization of gender checklist for all sub-project activities and proposal preparation*

This is proceeding within R2RW's own activities only.

6.4.2 *Hosting of a forum within NEPA to review the checklist and to determine effective ways to use it as a tool for regular reporting of project activities to NEPA*

This has not proceeded, as consensus for this effort is still required.

6.4.3 *Sensitization of SWB staff to principles of gender equity*

Planned, but not yet implemented.

6.5 Lobbying and Advocacy

A contract for the development of a “Lobbying and Advocacy” curricula along with case studies for how to proceed has been issued. The activity has been slowed by the fact that the consultant has experienced family health problems. Whether or not the consultant will be able to complete the assignment will need to be reviewed. Additionally, the timeliness of doing lobbying and advocacy is also under review because CWIP has undertaken advocacy/lobbying training in Portland. Therefore, the exact area that R2RW can contribute needs to be reevaluated as the process has started to some degree in at least one watershed.

6.5.1 Document Jamaican experiences in lobbying and advocacy

This activity was started but was delayed to the limitations of the consultant in the form of case studies

6.5.2 Identify the factors and methods needed for effective advocacy in Jamaica

This activity was started but has been delayed to the limitations of the consultant in the form of case studies.

6.5.3 Assess the capacity of local organizations in advocacy practices

To be done in the next reporting period

6.5.4 Prepare training materials and conduct training courses in the GRW and the RGW

To be done in the next reporting period.

6.5.5 Advocacy Training Workshop

The plan was to a national level training workshop to review lessons learned, and expand awareness of lobbying and advocacy as an effective tool in environmental management. This activity is scheduled for the next reporting period.

6.6 Special Studies

The concept of having a Special Studies Fund is to provide a mechanism to provide support documentation for issues of current concern. The provision of factual information is an important aspect of building capacity of governmental agencies in watershed management. For example, information is needed on the economics of planting timber trees so as to encourage lending institutions to finance the planting of timber trees. Ideas for potential special studies were discussed, but no progress was made.

The following specific activities are envisioned:

6.6.1 Use of special studies to bring rigorous attention to issues of special concern

Various ideas were proposed by the GRWMC for special studies including the impact of sand mining, the causes of fish kills, and the economics of timber production. However, no actual studies commenced.

6.6.2 Follow-up with the implications of the Governance Study

A workshop was held with environmental legal personnel in October 2001 to study the implications of the governance study conducted in February 2001.

6.6.3 Design a pamphlet

A pamphlet on "Special Studies" was to have been designed and distributed within the watersheds and to key institutions (UWI, CARDI, CASE, UTECH, etc.). However, this was not done.

6.7 Summary Table

Table 6.7 Summary progress on Component 3 – October 2001 to March 2002

Activity	Great River Watershed Activity Description	Timing				UPDATE
		Q1	Q2	Q3	Q4	
6.1	Capacity Building of the SWB					
6.1.1	Conduct needs assessment of the SWB	x				Done
6.1.2	In consultation with NEPA HRD, produce a training plan		x			Partially done, needs to be formalized
6.1.3	Identify trainers and implement training plan			x		Training started
6.1.4	Follow up with procurement of equipment started in year one	x	x			Done, more procurement remains
6.1.5	Develop and implement protocols for water quality monitoring		x		x	WQM program underway in GRW
6.1.6	Produce public awareness kits for field officers			x		3 rd quarter
6.1.7	Liaison with the FD on joint initiatives	x		x		On-going
6.2	Enhancing Coordination					
6.2.1	National Integrated Watershed Management Council					
6.2.1.1	Assist SWB in supporting the NIWMC	x	x	x	x	On-going
6.2.1.2	Sponsor NIWMC retreat in early 2002		x			Done
6.2.1.3	Sponsor watershed tour by council members		x			Done
6.2.1.4	Rationalize approach to LWMCs and LFWMCs	x	x	x	x	On-going work through the GRWMC and Local Group Subcommittee of NIWMC
6.2.1.5	Encourage public sector agencies to incorporate R2RW initiatives into their corporate plans	x	x			Just getting started

Activity	Great River Watershed Activity Description	Timing				UPDATE
		Q1	Q2	Q3	Q4	
6.2.1.6	Develop linkages between LWMCs and the NIWMC	x	x	x	x	On-going
6.2.2	Other National Activities					
6.2.2.1	Develop a community involvement strategy	x				Done
6.2.2.2	Work with the FD on joint initiatives (tree planting, LWMCs)	x	x			Not done
6.2.2.3	Conduct quarterly liaison with other watershed projects	x	x	x	x	One joint meeting held with TFT
6.2.2.4	Contribute to the work of NEEC		x		x	On-going
6.2.2.5	Participate in shows such as Denbeigh and Green Expo				x	On stream
6.2.2.6	Stage "Open House" on R2RW project for NEPA staff	x				Done
6.2.3	Great River Watershed					
6.2.3.1	Chart long term vision for GRW	x	x			Started but not formalized
6.2.3.2	Continue secretariat functions	x	x	x	x	On-going
6.2.3.3	Document progress on initiatives and report to stakeholders	x		x		On-going
6.2.3.4	Work with task force to implement priority field projects	x	x	x	x	On-going
6.2.4	Rio Grande Watershed					
6.2.4.1	Identify all relevant stakeholders	x				Done
6.2.4.2	Organize a Strategic Action Planning Workshop		x			Done
6.2.4.3	Identify relationship the Portland PDC and the RGWMC	x	x	x		On-going
6.2.4.4	Participate in NEPA led coordination efforts for RGW	x	x	x	x	On-going
6.3	Public Awareness					
6.3.1	Project launch					
6.3.1.1	Work with NEPA's Public Education and Outreach Dept.	x				Done
6.3.1.2	Prepare press kits on R2RW for relevant media representatives	x				Done
6.3.1.3	Preparation of a series of short news feature articles	x				Done

Activity	Great River Watershed Activity Description	Timing				UPDATE
		Q1	Q2	Q3	Q4	
6.3.2	Regular Press Releases					
6.3.2.1	Issue press releases twice quarterly on R2RW activities	x	x	x	x	Done
6.3.2.2	Work with the JIS to receive regular coverage of its events	x	x	x	x	On-going
6.3.3	R2RW Newsletter					
6.3.3.1	Expand distribution of newsletters nationally and in Portland		x			Done
6.3.3.2	Electronic version of newsletter to be on the R2RW web site			x		Website not yet in place
6.3.3.3	If warranted, improve printing quality of the newsletter		x	x		Done
6.3.3.4	Editorial mechanism will be in place to ensure professionalism	x				Done
6.3.4	Other National P.A. Activities					
6.3.4.1	Creation of R2RW website	x				Not done
6.3.4.2	With JAMAL, develop creative adult education material		x			Initial meetings, but materials not yet developed
6.3.4.3	Make NWC water purification video more Jamaican friendly			x		Not done
6.3.4.4	Sponsor a competition for a new Watershed mascot	x				Competition done but prize not yet awarded
6.4	Incorporating gender considerations					
6.4.1	Gender checklist for all sub-project activities	x				Checklist prepared
6.4.2	Host forum within NEPA to review and amend checklist			x		Not done
6.4.3	Sensitize SWB staff to principles of gender equity		x			Not done
6.5	Lobbying and Advocacy					
6.5.1	Document Jamaican experiences in lobbying/advocacy	x				Contract signed, work started
6.5.2	Identify factors and methods needed for effective advocacy		x			Work started
6.5.3	Assess the capacity of local NGOs/CBOs in advocacy practices	x	x			Work started
6.5.4	Prepare material and training courses in GRW and RGW		x			Not done
6.5.5	Conduct national training workshop			x		Not done

Activity	Great River Watershed Activity Description	Timing				UPDATE
		Q1	Q2	Q3	Q4	
6.6	Special Studies					
6.6.1	Use special studies to highlight environmental issues		x		x	No studies undertaken
6.6.2	Follow up with implications of Governance & WM study	x				Workshop held
6.6.3	Design pamphlet on special studies for key institutions UTECH etc.	x				Not done

6.8 Issues and Resolutions

Issue:

The issue identified by Dr. Kenneth Ellison in his "*Governance and Watershed Management*" Report undertaken in February 2001, regarding the relationship between LWMCs, LFMCs, and other mechanisms such as the Parish Development Committees (PDCs), Development Areas, and Community Development Committees (CDCs) need to be examined. This is particularly important for Portland where several initiatives are already at work.

Resolution:

A short term technical assistance contract will be developed to review all the processes involving local planning on a geographical and sector basis, and to bring all the relevant agencies together to review the findings in a workshop format.

Issue:

Several divisions and departments of NEPA impact on watershed management activities. These include SWB, Compliance and Regional Services, Planning, and Legal Services, Public Education, and EWS. In addition, several other state agencies play a key role in watershed management including Forestry Department, National Water Commission, the Rural Agricultural Development Authority and the Water Resources Authority. A mechanism for effective coordination is needed.

Resolution:

Effective coordination is needed by an agency or entity with the resources and mandate to lead coordination efforts. In the absence of a mandate to coordinate, or resources to support that coordination, present fragmented approaches are likely to continue.

6.9 Analysis of Activities by Percentage of Planned Activities Completed

The Table below highlights the estimated percentage of planned activities completed for the period under review.

Table 6.9 Percentage of Planned Activities Completed

#	Activities	Estimated % Completed	Comments
6.1	Capacity Building of the Sustainable Watershed Branch	80%	Training conducted, equipment procured
6.2	Enhancing Coordination	95%	NIWMC support, retreat, tour, linkages
6.3	Public Awareness	85%	Project launch, newsletters, news releases
6.4	Incorporating Gender Considerations	75%	Gender checklist, sensitization
6.5	Lobbying and Advocacy	50%	Contract completed
6.6	Special Studies	50%	Process designed

6.10 Activities Scheduled for the Next Six Months

- Finish training plan for SWB
- Identify trainers and implement training program for SWB
- Water quality monitoring protocol
- Public Awareness field kits for SWB field staff
- Rationalize approach to establishment local watershed management committees
- Encourage public sector agencies to incorporate R2RW sponsored watershed management activities into their corporate plans
- Develop linkage between the NIWMC and the GRWMC
- Creation and launch of the R2RW web site
- Finish lobbying and advocacy curriculum
- Pamphlet to announce special studies program

7. PROJECT MANAGEMENT

7.1 Grant Fund Management

A grants management consultant worked in February to develop a Grant Program Plan and handbook that addresses the special needs of R2RW. The Grant Program Plan developed conforms to requirements and guidance of USAID in the R2RW Contract No. 532-C-00-00-00235-00. Further, the Plan is in compliance with USAID and ARD regulations and policies related to all proposed grants mechanisms including simplified grant, fixed obligation grant, and standard grant formats.

The grant program will provide funds to Jamaican organizations that are identified as Community-Based Organizations (CBOs), Non-Government Organizations (NGOs), and non-profit Private Sector Organizations (PSOs).

The types of organizations funded will be categorized into two Stages:

- Stage One organizations will be organizations that will receive funding under a simplified agreement format, similar to USAID's Special Development Activity Program, and receive organizational and technical support through R2RW to fulfill the objectives of the grant activity while respecting most of the USAID provisions found under the more ambitious Fixed Obligation grant agreement format. These organizations will be eligible for grants of up to US\$15k.
- Stage Two organizations will be organizations that are more capable of managing grant funds and project activities. These organizations will be subject to all of the pre-award and post-award requirements as stipulated by USAID provisions under a Fixed Obligation grant agreement format. The minimal criteria for achieving Stage Two status will be 1) being an officially registered entity with the Government of Jamaica, and 2) a documented history of having successfully managed significant development initiatives in the recent past. These organizations will be eligible for grants of up to and over US\$15k.

The types of potential initiatives to be funded will conform as closely as possible to local Community priorities as reflected through the Watershed Management Committee, including, but not limited to:

- Improvement of the quality of key natural resources in selected areas that are both environmentally and economically significant;
- Generation of employment and or business opportunities within low-income communities through environmental initiatives; and
- Improvement of local environmental conditions linked to watershed quality.

The specific activities in the Work Plan were as follows:

7.1.1 Participate in CWIP review of its grant management program

This activity was postponed, but extensive consultation with CWIP personnel took place in the design of the R2RW Grant Program.

7.1.2 *Develop and issue criteria for grant selection*

The criteria for selection are presented in the following table:

Figure 7.1.2 Criteria for R2RW Grant Selection

The relative weights of the criteria will be different for the Stage One and Stage Two Grants. The principle difference will be that greater weight will be given to anticipated project results for the Stage One grants, while greater weight will be placed upon experience for the Stage Two grants.

7.1.3 *Develop a grant program manual*

A grantee program manual that outlines the purpose of the grants program, assists grantees to fill out applications, and addresses financial and administrative issues has been developed.

7.1.4 *Update the inventory of grant programs*

available with most current special initiatives such as current EFJ and JSIF priorities. As part of the grant consultancy, an update of current grant programs was provided.

7.1.5 *Examine ways that the other Government initiatives such as the “Lift-Up Jamaica” program could be used to assist in the planting of the trees*

Planned for the next period.

7.2 Staffing

A Staffing Functions Assessment was completed in November 2001 through a consultancy by Ms. Cordia Thompson. The results were reviewed by the Project Implementation Committee and recommended changes approved. The recommended modifications included the following:

- R2RW hire a Project Assistant to provide technical and administrative assistance to the Chief of Party (COP);
- The position of Watershed Management Specialist be converted to a six month renewable contract with specific outputs;
- A Sanitation Management Specialist be retained on a consultant basis to provide greater focus on sanitation issues; and
- The Administrative Assistant from the Administrative Support Center be regularized in the R2RW staffing structure.

The following specific activities are envisioned during the year:

7.2.1 Implement recommendations from Staffing Function Assessment

All of the recommendations described above were implemented.

7.2.3 Publication review and editing

A suitably qualified Project Assistant was hired to ensure the timely editing and review of all R2RW publications, brochures, reports, minutes etc.

7.3 Management Arrangements

A series of Management Committees that was established during year 1 continued to meet regularly to ensure the smooth coordination and communication of activities of the R2RW within the team, with NEPA, with CWIP and the ASC and with other government agencies. The continued active participation in these mechanisms will be key to ensure that management issues are addressed in a rapid and efficient manner.

Due to the growth of the Project staff, the need for additional space, and the limitations of office space availability at NEPA, the decision was taken to re-locate the offices of the R2RW program from 10 Caledonia Ave to 5 Oxford Park Ave. The new offices are co-located with the CWIP Project and the Administrative Support Center, and the move works to facilitate close coordination on programmatic and administrative issues. The downside of the move is that the R2RW is no longer co-located with the Sustainable Watershed Branch of NEPA, and this separation hinders close coordination, formal and informal communication, and mentoring opportunities.

The close out of the CWIP Project will impact upon the staffing requirements for the Administrative Support Center. A close out plan has been prepared and agreed to by the NEPA and USAID. The implementation of this plan will be delayed if a CWIP extension is granted. The specific summary of the management arrangements planned in the Second Annual Work Plan is as follows:

7.3.1 Project Team Meetings

The core R2RW technical team along meet on a periodic basis to assess recent project activities, and plan for activities upcoming in the near future. Representatives from NEPA and USAID are also invited to these meetings, and attend if possible.

7.3.2 Project Implementation Committee

The PIC meets the first Wednesday of every month to update the clients on project progress, address issues that need approval or resolution, incorporate client concerns into project implementation and to provide overall project management guidance. Review of Stage Two grants will be a new responsibility of the PIC in the next reporting period. PIC meetings include the USAID Project Management Specialist, the Director of the Conservation Division of the NEPA, and the R2RW COP.

7.3.3 Interagency Steering Committee

The Inter-Agency Steering Committee consists of a broad membership of the wider GOJ agencies impacting on watershed management including the NEPA, the Forestry Department, the Ministry of Agriculture, the Ministry of Health, the National Water Commission, the Ministry of Health and the Ministry of Tourism among others. The ISC met in March 2002 to review the Semi-Annual Report and Second Annual Work Plan.

7.3.4 Coordination with CWIP and the ASC

Weekly meetings of the R2RW COP, the CWIP COP and the Director of Administration of the ASC take place. Topics covered during these meetings include logistical support requirements, administrative issues, financial updates, and project management concerns.

7.3.5 Close monitoring of the CWIP closeout plan

This is being done to determine the potential for equipment utilization, determine ASC support requirements for R2RW, and incorporation of CWIP programmatic initiatives into R2RW programs where possible. A proposed six-month CWIP extension will impact the timing of the close-out plan.

Table 7.3.5 Monitoring of the CWIP closeout plan

Activity	Great River Watershed Activity Description	Timing				UPDATE
		Q1	Q2	Q3	Q4	
7.1	Grant Management Program					
7.1.1	Participate in CWIP review of grant program	x				Review not held
7.1.2	Develop and issue criteria for grant selection	x				Contained in Grant Management Plan
7.1.3	Develop grant program manual		x			Completed
7.1.4	Update inventory of grant program available		x			Completed
7.1.5	Examine how the "Lift up Jamaica" program can help in planting of trees			x		Planned for next daughter
7.2	Staffing					
7.2.1	Implement recommendations from Staffing Functions Assessment	x				Done
7.2.2	Implement system to ensure timely editing of documents	x	x			Done

Activity	Great River Watershed Activity Description	Timing				UPDATE
		Q1	Q2	Q3	Q4	
7.3	Management Arrangements					
7.3.1	Project Team Meetings	x	x	x	x	Regular meetings on-going
7.3.2	Project Implementation Committee	x	x	x	x	Regular meetings on-going
7.3.3	Interagency Steering Committee	x		x		Meeting in March 2002
7.3.4	Coordination with CWIP and the ASC	x	x	x	x	Weekly meetings
7.3.5	Close monitoring of the CWIP close-out	x	x	x	x	On-going, extension in progress

8. PERFORMANCE INDICATORS

The R2RW Project contributed to the following USAID's SO2 Indicators established for the following Intermediate Results:

1. **IR 1 - Increased adoption of environmentally sound practices**, by commencing the Inventory of Targeted Regulations, and reviewing the Watershed Policy, for incorporating into the legal framework,
2. **IR 2 - Adoption of policies for improved Environmental Management**, through undertaking an Inventory of Targeted Regulations. This should provide a summary of all policies impacting on watershed management. The Review of the Watershed Policy is expected to assist NEPA to move the Green Paper, to a White Paper status. This should also assist:
3. **IR 2.1 - Effective promulgation and enforcement of environmental regulations**. The establishment of the Component 2 Advisory Committee, as well as implementing recommendations from the Consultant's Report on 'Governance and Watershed Management', would also assist in getting greater participation in the enforcement of environmental regulations.
4. **IR 2.2.1 - Increased capacity of key GoJ agencies**, benefited/will benefit from the Inventory of Targeted Regulations, the Review of the Watershed Policy, the establishment of the Component 2 Advisory Committee, and the undertaking, and follow-up actions on the Consultant's Report on 'Governance and Watershed Management', In addition, the initiation of a training needs assessment, training events, and the procurement of needed field equipment help to strengthen the capacity of the SWB in watershed management.

It should be noted that the figures in the tables below are for the first half of the second year only.

CONTRACT OBJECTIVE (CO) INDICATORS

8.1 Overall Project

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASURE	BASELINE DATA		PROJECT YEAR 1		PROJECT YEAR 2		COMMENTS	SUPPORT TO SO2
		Year	Value	Target	Value	Target	Value		
Contract Objective: Natural resources under improved and sustainable management in identified watersheds									
Percentage of land under sustainable management in targeted areas	<p><u>Sustainable Management:</u> Targeted appropriate practices and sustainable resource utilization principles applied</p> <p><u>Targeted Areas:</u> Geographic areas identified in work statement and prioritized for intervention following rapid reconnaissance and establishment of baseline data</p> <p><u>Unit:</u> Cumulative numerical</p>	2000	0	5	5	10	15	19 Communities were targeted for project interventions. Demonstration project in sanitation systems continues in Retrieve, and a fruit tree crop project started in Catadupa, St. James and Ducketts` Westmoreland	SO2 Indicator

8.2 Component 1 Targets

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASURE	BASELINE DATA		PROJECT YEAR 1		PROJECT YEAR 2		COMMENTS	SUPPORT TO SO2
		Year	Value	Target	Value	Target	Value		
Contract Result: Through targeted, sustainable environmental practices by resource users identified and promoted									
Number of improved practices adopted by target populations	<p><u>Improved Practices Adopted</u>: Activities that improve environmental conditions and sustain resource base</p> <p><u>Unit</u>: Number of practices introduced that are applied and sustained by land managers. Cumulative numerical</p>	2000	0	2	4	6	5	<p>Five practices were introduced to date. These are:</p> <ol style="list-style-type: none"> 1. Dwarf June plum 2. Barbados cherries 3. New varieties of bananas and plantains 4. Constructed wetlands for purifying septic effluents 5. Macuuna seeds for leguminous ground cover 	IR 1
Number of organizations demonstrating tangible results to beneficiaries in the field	<p><u>Organization</u>: formalized group operating in the field</p> <p><u>Results</u>: Provision of technical, program and financial services</p> <p><u>Unit</u>: Cumulative numerical</p>	2000	0	1	2	3	4	<ol style="list-style-type: none"> 1. Sanitation Support Unit with demonstration project in Retrieve 2. RADA with new crop technologies. 3. JAS with marketing projects 4. Goat Breeders Association with new goat management systems 	IR 1.1

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASURE	BASELINE DATA		PROJECT YEAR 1		PROJECT YEAR 2		COMMENTS	SUPPORT TO SO2
		Year	Value	Target	Value	Target	Value		
Contract Result: Through targeted, sustainable environmental practices by resource users identified and promoted (cont'd)									
Number of Private Sector entities practicing or supporting environmentally friendly practices	<u>Private Sector</u> : Profit-making entities whether small, medium or large <u>Unit</u> : cumulative numerical	2000	0	2	2	4	3	Work was done with 3 entities: <ul style="list-style-type: none"> ▪ Farmers in Catadupa, ▪ Farmers in Duckets. ▪ Goat Breeders Association 	IR 1 IR 1.2

8.3 Component 2 Targets

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASURE	BASELINE DATA		PROJECT YEAR 1		PROJECT YEAR 2		COMMENTS	SUPPORT TO SO2
		Year	Value	Target	Value	Target	Value		
Component 2 Result: Incentives for and obstacles to enforcement of targeted environmental regulations identified and solutions supported									
Number of new or revised regulations and policies drafted/developed	<u>New or revised regulations and policies:</u> Regulations and policies developed that promote sustainable environmental practices. <u>Unit:</u> Cumulative numerical	2000	0	0	1	1	1	Draft Watershed policy reviewed in year 1. The expected movement of the Watershed Policy Green Paper to a White Paper did not take place. No new policy reviewed during the reporting period.	IR 2 IR 2.1
Number of incentives in place to support compliance with and enforcement of environmental regulations	<u>Incentives:</u> payment or concessions in place promoting sustainable environmental practices and resource use <u>Unit:</u> Cumulative numerical	2000	0	2	0	4	0	No new activity to date, but currently being studied by the GR Compliance and Enforcement task force	IR 1.2 IR 2.1

8.4 Component 3

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASURE	BASELINE DATA		PROJECT YEAR 1		PROJECT YEAR 2		COMMENTS	SUPPORT TO SO2
		Year	Value	Target	Value	Target	Value		
Component 2 Result: Capacity of Jamaican Government Agencies, International donors, and private-sector and civil society organizations to implement effective watershed management programs enhanced									
No. of organizations participating in R2RW supported WM coordination activities	<p><u>Organization:</u> Group or institution</p> <p><u>Participating:</u> Acquiring and sharing information at the local or national level</p> <p><u>Unit:</u> Cumulative total</p>	2000	0	4	9	6	14	<ol style="list-style-type: none"> 1. Sustainable Watersheds Branch 2. MLE 3. RADA 4. Forestry Department 5. NWC 6. Public Health Department 7. SDC 8. SSU 9. Montego Bay Marine Park 10. Local Authorities (Parish Councils) 11. Water Resources Authority 12. Sandals Hotel 13. Round Hill Hotel 14. Montpelier Citrus Company 	<p>IR 2</p> <p>IR 2.2</p>

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASURE	BASELINE DATA		PROJECT YEAR 1		PROJECT YEAR 2		COMMENTS	SUPPORT TO SO2
		Year	Value	Target	Value	Target	Value		
No. of activities promoting coordinated watershed management supported by R2RW	<p><u>Activities:</u> Fora, workshops, seminars, special studies</p> <p><u>Unit:</u> Numerical total</p>	2000	0	4	11	8	12	<ol style="list-style-type: none"> 1. Meetings of NIWMC 2. NIWMC tour 3. NIWMC retreat 4. Meetings of GRWMC 5. Public Awareness task force 6. Water and Sanitation Task Force 7. Production and Marketing Task Force 8. Compliance and enforcement task force 9. Clean Cab Campaign workshop 10. Community mobilization workshops (3) 11. Strategic Action Planning Workshop (Rio Grande) <p>Meeting of Inter Agency Steering Committee</p>	IR 2 IR 2.2
No. of targeted institutions or groups which receive institutional strengthening from the R2RW	<p><u>Target Institutions or groups</u> identified strategic partners receiving capacity building assistance</p> <p><u>Unit:</u> Cumulative numerical</p>	2000	0	1	0	4	3	<p>Sustainable Watershed Branch – equipment and training NIWMC – organizational building GRWMC – organizational building and equipment</p> <p>Note: The indicator has been changed because the Organizational Ranking Scale in not being utilized for the grant program</p>	IR 1.1

8.5 Cross-Cutting Activities

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASURE	BASELINE DATA		PROJECT YEAR 1		PROJECT YEAR 2		COMMENTS	SUPPORT TO SO2
		Year	Value	Target	Value	Target	Value		
Cross-Cutting Activities									
Gender Equity Strategy Number of partners implementing gender equity considerations	<u>Gender Equity</u> : fairness and justice among men, women and special groups in accessing project benefits, participating in decision making and in undertaking project responsibilities <u>Unit</u> : Numerical annual totals	2000	0	1	1	6	3	Sanitation Support Unit Rural Agricultural Development Authority Social Development Commission Note: Definition expanded to include "special groups" based upon stakeholders input.	IR 1 IR 1.1 IR 1.2
Grant Fund Number and value of grants approved and implemented that promote adoption of sound environmental practices	<u>Environmental practices adopted</u> : activities that improve environmental conditions <u>Unit</u> : Cumulative number and value (US\$ thousands)	2000	0	2 \$40	1 \$10	5 \$150	1 \$10	Demonstration project in Retrieve Grant Management Program designed during the reporting period and implementation to start in May 2002	S02

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASURE	BASELINE DATA		PROJECT YEAR 1		PROJECT YEAR 2		COMMENTS	SUPPORT TO SO2
		Year	Value	Target	Value	Target	Value		
Cross-Cutting Activities (cont'd)									
Public Awareness Number of public awareness activities conducted	<u>Public Awareness</u> : formal and non-formal education, information sessions, extension and environmental education <u>Unit</u> : Numerical annual totals	2000	0	4	14	8	11	1. Tour of GRW and launch 2. Training Session (2 in video) 3. Task force meetings (3) 4. Newsletters (2) 5. Participation in Montpelier show 6. GRW brochure 7. Stewardship materials 8. Training of SWB in presentation skills 9. Support for mascot competition 10. Training in writing effective press releases 11. Draft video for GRW	IR 1

9. SEMI-ANNUAL PERIOD PERFORMANCE BENCHMARKS

This section provides an update of the performance benchmarks that were previously proposed for the second year of the R2RW Project.

Component 1: Sustainable Environmental Practices

Performance Benchmark	Progress
<ul style="list-style-type: none"> ▪ The GRWMC and its task forces are functioning smoothly and addressing priority issues in the GRW. 	Done. GRWMC and task forces meeting regularly and addressing priority issues
<ul style="list-style-type: none"> ▪ 3 projects implemented to address production and marketing issues identified by the task force. 	2 tree planting activities underway
<ul style="list-style-type: none"> ▪ 3 projects implemented to address water and sanitation issues identified by the task force. 	2 Demonstration projects of sanitation technology
<ul style="list-style-type: none"> ▪ A program to enhance public awareness of priority issues implemented. 	Active, dynamic program on-going
<ul style="list-style-type: none"> ▪ Gender considerations being incorporated into project initiatives. 	Gender checklist being utilized
<ul style="list-style-type: none"> ▪ Rapid Rural Appraisal for the Rio Grande Watershed. 	Completed
<ul style="list-style-type: none"> ▪ Strategic Action Planning Workshop in the Rio Grande Watershed held. 	Completed
<ul style="list-style-type: none"> ▪ Rio Grande Watershed Management Committee formed. 	Not yet done

Component 2: Compliance and Enforcement

Performance Benchmark	Progress
<ul style="list-style-type: none"> ▪ Obstacles to compliance and enforcement identified and being addressed at both the community and national level. 	Obstacles identified
<ul style="list-style-type: none"> ▪ Watershed Policy white paper submitted for adoption. 	Watershed policy still at Green Paper stage
<ul style="list-style-type: none"> ▪ Amendments to Watershed Protection Act identified and incorporated. 	Not yet done
<ul style="list-style-type: none"> ▪ Materials to inform public on environmental policies, rules and regulations are designed. 	Not yet done
<ul style="list-style-type: none"> ▪ Compliance and enforcement issues being addressed by task forces in both the GRW and the RGW. 	GRW CEFT implementing action plan of priority issues

Component 3 Institutional Strengthening

Performance Benchmark	Progress
<ul style="list-style-type: none">▪ SWB Staff trained in 5 new skills as per training plan and are using these skills to improve watershed monitoring.	Training in three skills
<ul style="list-style-type: none">▪ NIWMC retreat held, and clear mandate developed.	
<ul style="list-style-type: none">▪ Formal project launch of R2RW held in GRW.	
<ul style="list-style-type: none">▪ R2RW web site operating and providing current information to partners.	
<ul style="list-style-type: none">▪ Gender checklist being routinely utilized in assessing projects.	
<ul style="list-style-type: none">▪ Lobbying and Advocacy training course held.	
<ul style="list-style-type: none">▪ 2 special studies undertaken.	

10. PROGRAM EXPENDITURES

On the following page, a summary of program expenditures incurred during the period October 1, 2001 to March 31, 2001 is provided. The expenditures are listed by key support areas, with a breakdown of expenditures by project Components, which partially correspond to USAID-required Contract Line Item Numbers (CLINs). The expenditures relate to the projected fiscal plans submitted in the R2RW Life of Project Strategy and First Annual Work Plan. The key support areas in the expenditure summary also correspond to NEPA's code accounts for fiscal reporting to the GOJ. The figures show an under spending of the estimated amounts in the First Annual Work Plan. This under spending is as a result of a slow down in the rate of usage of local short-term technical assistance due to budgetary limitations in the first half of the reporting period. Now that budget amounts are secure, and much of the initial process of establishing priorities through coordinating committees has been completed for the Great River, the rate of expenditure is expected to increase to originally planned budgetary allocations.

ARD, Inc.
Ridge to Reef Watershed Project
Period October 1, 2001 to March 31, 2002
 Contract No. 532-C-00-00-00235-00
 ***** Inception to Date *****

	CLIN 1	CLIN 2	CLIN 3	CLIN 4	CLIN 5	CLIN 6	TOTALS
Project Management & Admin	93,570	55,599	44,278	614	3,025	950	198,036
Travel, Transportation & Per Diem	23,240	10,567	2,669	0	1,199	0	37,675
Equipment & Supplies	18,180	14,282	3,571	0	1,879	0	37,913
Operating Costs	42,177	23,053	5,763	0	3,033	0	74,026
Subcontracts & STTA	59,351	27,903	1,010	0	532	0	88,796
Grants	0	0	0	0	0	0	0
Training							
- Study Tours	0	0	0	0	0	0	0
- In-Country	6,899	3,273	1,637	0	0	0	11,808
Totals	243,417	134,678	58,928	614	9,668	950	448,254

R2RW

Ridge to Reef Watershed Project