



WORKSHOP REPORT
Local Watershed Management and
Governance Mechanisms: “Towards Greater
Citizen's Participation in Sustainable
Watershed Management

Ridge to Reef Watershed Project

USAID Contract No. 532-C-00-00-00235-00

WORKSHOP REPORT

Local Watershed Management and
Governance Mechanisms: “Towards Greater
Citizen’s participation in Sustainable
Watershed Management”

June 2003

Prepared for the

Government of Jamaica’s
National Environment and Planning Agency

And the

United States Agency for International Development

Implemented by:

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Preface

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

In July 2002, the R2RW Project commissioned a study by Valerie Gordon to understand better some of the strategies which have been employed to establish local resource management groups, linkages with existing governance structures and the National Integrated Watershed Management Council, and to receive recommendations on group establishment, appropriate governance strategies and institutional linkages for improving participation in an integrated, effective, locally driven watershed management system. The outputs of the study included a report entitled "Review of Local Watershed Management Committees in Jamaica" and the Procedures Manual "Establishing and Operating a Local Watershed Management Committee.

It was later determined that a stakeholder workshop be held to:

1. Review the findings and recommendations put forward by Valerie Gordon, and the earlier study on Governance and Watershed Management done by Dr. Ken Ellison,
2. Recommend a process for the sustainable establishment, financing and operating of Local Watershed Management Committees (LWMCs), including functions, procedures, composition, roles, responsibilities, and institutionalization, and
3. Agree on an Action Agenda to realizing (2) above.

The Workshop, held on May 13-14, 2003 at the Runaway Bay HEART Hotel, Runaway Bay, Jamaica, was coordinated by the Local Group Co-ordination Working Group (LGCWG) of the National Integrated Watershed Management Committee (NIWMC), the Sustainable Watershed Branch (SWB) of National Environment and Planning Authority (NEPA), the Forestry Department (FD), and the Ridge to Reef (R2RW) Project.

The attendees comprised members of the LGCWG of the NIWMC, the SWB of NEPA, FD, Social Development Commission (SDC), the Great River Watershed Management Committee (GRWMC), the Rio Grande Watershed Management Committee (RGWMC), Buff Bay/Pencar Local Forest Management Committee (LFMC) representatives of Water Users Associations (WUAs), and other groups active in, or with an interest in local watershed management

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Day 1 - Workshop Session, May 13

1. Preliminaries

The proceedings started with prayers.

Ms. Thera Edwards, **Chairperson LGCWG**, chaired the opening session during which Mr Trevor Spence led the participants (**Appendix 1-Workshop Participants**) through an overview of the purpose of the workshop and confirmation of the Agenda (**Appendix 2 –Agenda**). Mr Spence pointed out to participants that the principles which should govern the proceedings were:

1. Respect
2. Honour
3. Sharing
4. Commitment
5. Participation
6. Focus
7. Do something

2. Greetings

Greetings were brought by Karyll Johnson on behalf of USAID, and by Thera Edwards on behalf of NEPA as Mr. Franklin McDonald were unavoidably absent.

3. Background to Project and Study – Mr. Mark Nolan, Chief of Party, R2RW

Mr. Nolan provided a background to the R2RW project and the study “Review of Local Watershed Management Committee and Governance Mechanisms” prepared by Valerie Gordon. He highlighted that the undertaking of the study arose from the need to understand better some of the strategies which have been employed in establishing local resource management groups, linkages with existing governance structures and the National Integrated Watershed Management Council, and to receive recommendations on group establishment, appropriate governance strategies and institutional linkages for improving participation in an integrated, effective, locally driven watershed management system. He also pointed out that the study followed on from previous work done by Ken Ellison, also under contract to R2RW, on Governance and Watershed Management.

4. PowerPoint Presentation on the Study “Review of Local Watershed Management Committee and Governance Mechanisms” – Valerie Gordon, Consultant

Mrs. Gordon provided an overview of the study highlighting the local management groups, their modes of formation and operation, lessons learned in their development, and recommendations for the formation of LWMCs. Reference was made to the full document provided to the participants as part of the conference material, and to the PowerPoint presentation below.

**REVIEW OF LOCAL WATERSHED
MANAGEMENT COMMITTEES
IN JAMAICA**

THE R2R PROJECT
An initiative intended to contribute to the improved quality of key natural resources that are located in areas that are environmentally and economically significant

TERMS OF REFERENCE OF STUDY

- To review the methods and strategies employed for establishing resource management user groups, linkages with governance structures and participatory mechanisms
- To make recommendations for generic methods of establishing LWMCs including recommendations on mandate, governance and participation strategies, linkages with the NIWMC and policy and legislation issues.
- To develop a Procedures Manual for establishing and operating effective, integrated local watershed/forestry management committees.

Global trends Concerted move toward including ordinary citizens in the planning and management of natural resources - Local Agenda 21 etc

Jamaica's experience in local management

The National Parks Programme

- Local Government Reform Programme
- Integrated Community Development Programme of the Social Development Commission
- Local Sustainable Development planning process - (ENACT Programme)

PARTICIPATORY MANAGEMENT

Arguments for:

- The best management level is the lowest possible one with the authority and capacity to take decisions
- Local level action is more sustainable and builds social capital
- Leads to better understanding of the function and value of watersheds
Increased compliance with laws and increased stewardship of watershed areas
Improved planning and development of watershed areas
Increased and sustainable economic and ecological returns
Effective management needs the knowledge skill, resources and comparative advantages of a variety of stakeholders

PARTICIPATORY MANAGEMENT

Arguments against:

- The process is long and expensive- resources would be better spent on other priorities
- Participatory management is full of political obstacles. It should be left out of conservation
- Participatory management will give only minimum useful decisions. It will compromise conservation goals
- Management of natural resources should be left to agencies with technically trained persons.

Local Watershed management and related initiatives

- Buff Bay and Pencar LFMC
- R2R Great River and Rio Grande LWMCs
- NIC's - Water Users Associations (WUAs)
EJASP Farmers Groups
CWIP Advisory Committees
- UNDP Community Watershed Committees

Groups characterized along the following lines:

- Mandate
- Legislative/policy framework
- Legal status
- Funding and institutional support
- Extent of linkages, variance structures
- Lessons learned
- Elements of group formation

Assessment of Group Formation process

Common Elements

- Initiation of the process by government/ donor
- Community meetings to sensitize
- Contacts with pre-existing groups
- Assessment by way of RRA, community mapping
- Awareness raising, visioning
- Financial support to facilitate participation
- Capacity building
- Project Planning

Assessment of Group Formation process ***Common Constraints***

- Absence of resources to sustain local management efforts
- Insecurities regarding sustainability of process
- Skepticism about the process –
- Expectation of immediate financial gain from project activity
- Irregular attendance at meetings
- Fatigue
- Lack of land tenure
- Low level of literacy

Lessons Learned

- Group formation must take into consideration the stage at which the community is
- Requires skilled social organizers
- Must build technical capacity at the local level
- Land tenure and access important to engendering stewardship
- Need to have participants talents brought out by the process and have them own it

Lessons Learned (cont'd)

- Meet people where their needs are
- Public recognition
- Illiteracy an impediment
- PDCs and CDCs need more autonomy and resources
- Need for national mandate for institutional players
- Need improved coordination to reduce overlap

Establishment of Local Watershed Management Committees

Functions

- Mobilization and facilitation of community participation
- Development and implementation of income generating and other projects
- Public awareness within the designated areas
- Supporting enforcement and compliance
- Provision of advice to relevant authorities and monitoring of activities

Establishment of Local Watershed Management Committees (cont'd)

- Policy and Legislative Framework
- Cabinet Order (July 2001)
- Draft Watershed Policy Paper: Toward a Watershed Policy for Jamaica (2001)
- Forestry Policy (2001)
- Forestry Act (1996)

Establishment of Local Watershed Management Committees (cont'd)

National level initiatives

- Public Sector Modernization Programme- supports planning and participation at the local levels

Local level Initiatives

- Capacity building for local authorities
- Legal framework for facilitating local sustainable development

Institutional Framework and linkages

Categories of stakeholders

- Regulatory
- Custodial, technical, advisory and research
- Coordinating committees
- NGOs and external agencies
- Local level support

Establishment of Local Watershed Management Committees-Relationships between stakeholders



Policy Gaps in Local Watershed Management

- The Watershed Act
- Draft Watershed Policy

Essential Stages in Establishing and Managing a LWMC

- Preparatory
- Group Formation and Action Planning
- Learning by Doing
- Policy Review and Adaptation

5. Discussions

These focused on:

- The various forms of registration used by the existing local groups which generally ranged from a constitution (LFMC) to registration under the Benevolent Societies/friendly societies Act as was being considered for the WUAs.
- The role of the LFMC in relation to the LWMC. In areas where there is a LFMC, these entities will function as the watershed management group
- Where there were pre-existing groups which had the relevant requirements as outlined on p23 of the Manual, these could be designated LWMCs
- The mode of response to reported environmental issues included: reporting to the NEPA hotline or to the relevant organization with a mandate to deal with the issues under question; for long term problems it was best to identify a group solution. All required a follow up report.
- The incentives to support the LWMC. Another task force is to be set up under the NIWMC to work on incentives-this was especially relevant to the private sector. A study was done on incentives and it is being acted upon.
- The process of registration for WUAs: Various types of legal registration were under consideration as these entities had to be empowered to collect funds.

6. Thematic Group Work: Strategies and Action Proposals

The participants were organised into four working groups to deliberate on the following themes:

GROUP 1	Function of LWMCs
GROUP 2	Constraints facing LWMCs
GROUP 3	Levels of Operation of LWMCs
GROUP 4	Funding of Local Management Groups

Guidelines along which discussion should take place were provided as shown in **Appendix 3**.

Report of Working Groups

Group 1: Functions of LWMC

Function # 3 and #5 should be combined

There was a need to develop and implement income generation activities to conserve resources - rationale is that groups need to become financially viable.

Strategies to be Developed

1. Develop strong public education within the LWMC and the groups. People should know the importance of watersheds
2. Ensure the financial viability of the LWMC: If the group is maintained as financially viable, the group will persist
3. Ensure that all people benefit from interventions ... must be all encompassing, and include public and private sectors
4. Establish vibrant leadership: someone who is willing to push things and promote shared responsibility
5. Establish a holistic approach. Mix the past with the present ... state, private sector working together.
6. Involve the different agencies together. E.g. Forestry and NWC have expertise which can be drawn upon

Implementation: Specific Actions

1. Citizens must be able to identify actions and take responsibility
2. Identify specific actions on water and sanitation issues.
3. Identify ways for citizens to respect the land ...
4. Identify specific actions to improve compliance and enforcement ... teach people to comply voluntarily. E.g. catching crayfish
5. Ensure gender equity: respect the roles of women, men, and elders.

Who Should Undertake These Activities

1. Identify Key Agencies

NEPA – Rural Planner- Urban Planner	UDC- Development
NWC	Parish Council- Min of Local Government
Forestry Department	CDC, PDC, SDC Police Youth Clubs
National Water Authority	ODPEM

Churches	Ministry of Land and Environment
CBO – NGOs	Water Resources Authority
NSWMA	Jamaica Agricultural Society
Ministry of Finance and Planning	Ministry of Agriculture
Ministry of Tourism e.g. TPD	Schools
Ministry of Water and Housing	Other Educational Institutions

2. Get everyone to understand the roles of key agencies.
3. Find ways to intertwine different agencies, e.g. how to address squatting.
4. Schools and educational institutions can help the LWMCs. E.g. fund the participation of a young person on a activity that benefits the GRWMC.

Discussion/Comments

Forestry Act Refers to Communities near forested areas

LFMCs Set up on a watershed board to support council and LWMCs

Question Is LFMC in the Forestry Act?

Answer Yes. Role is Advisory. Requires amendment to include more of an Implementation and management

Question Are LFMCs registered legal entities?

Answer They are governed by a constitution which is provided for under the Forestry Act.

- Financial viability is important, as is public education.
- What about the effect of multinational companies? Areas destroyed by fire? A national priority needs to be set that delimits what activities can be tolerated. LWMCs can assist by monitoring and being aware.
- Recycling is a current topic. There are different types of plastics. Companies need the right type of materials. E.g. there should only be 2 types of plastic bottles.. Such forums should be more focused. Sit down with the right people: the appropriate government officials, the founders, the experts, etc.
- What about ensuring the functions we are talking about have some meaning? (How to get government officials to do their jobs). What is the governance mechanism at the local level? The local level example in Clarendon – about trying to hold officials accountable. E.g. business leaders and politicians hold positions, but should be challenged to state which citizens association or youth club they belong to. Getting the cows off the streets – doesn't affect people who can pay big insurance. Take one issue at a time. Get the politics out of the PDCs.

- St. Mary: is the problem politics? What about Operation Pride? How can they do things without the local authorities knowing (Housing is a corporation sole – as is UDC- and can take decisions on their own without consultation.)
- When groups meet, they need to get feedback on what has been the result of their deliberations. If they want to have input into policy, there must be two-way communication. How much of this is our own responsibility and do we take care to share information with a wider forum?

Group 2: Constraints to Watershed Management

Constraints

1. Money: e.g. funding from local or international agencies
2. Transport – from local or organizational point of view
3. Poverty
4. Literacy
5. Class differentiation: different classes see things differently.
6. Age
7. Gender
8. Beneficiaries
9. Politics: local, national, or international
10. Personalities
11. Power – to achieve what we are looking for, need to know how to use individual power or group power
12. Human Resources – skills that we have
13. Culture
14. Individual initiative
15. External dependence
16. Lack of space.
17. Lack of participation

Actions required to minimize or eliminate these constraints:

Short to medium-term actions:

Objective should be to establish a Sustainable development ethos

1. Use external and internal resource personnel
2. Knowledge to effect enforcement
3. Know your rights and how to enforce them
4. Set up office and Know office procedures
5. Undertake situation analysis
6. Undertake Public awareness – with learning by doing
7. Undertake social engineering e.g. educate persons about watershed management issues.
8. Integrate awareness of watershed management into the school curriculum

9. Establish a legislative framework bind in such a way that they cannot get out of it
10. Ensure policy integration
11. Resist community norms and people's complacency
12. Unlearn culture developed after slavery – e.g. ingrain in persons why they shouldn't throw out garbage.
13. Stimulate interest through catering to the community interest. (people don't participate when it is not in their interest)
14. Activities should be monitored and evaluated

Longer-term actions:

Ensure and facilitate community and government collaboration

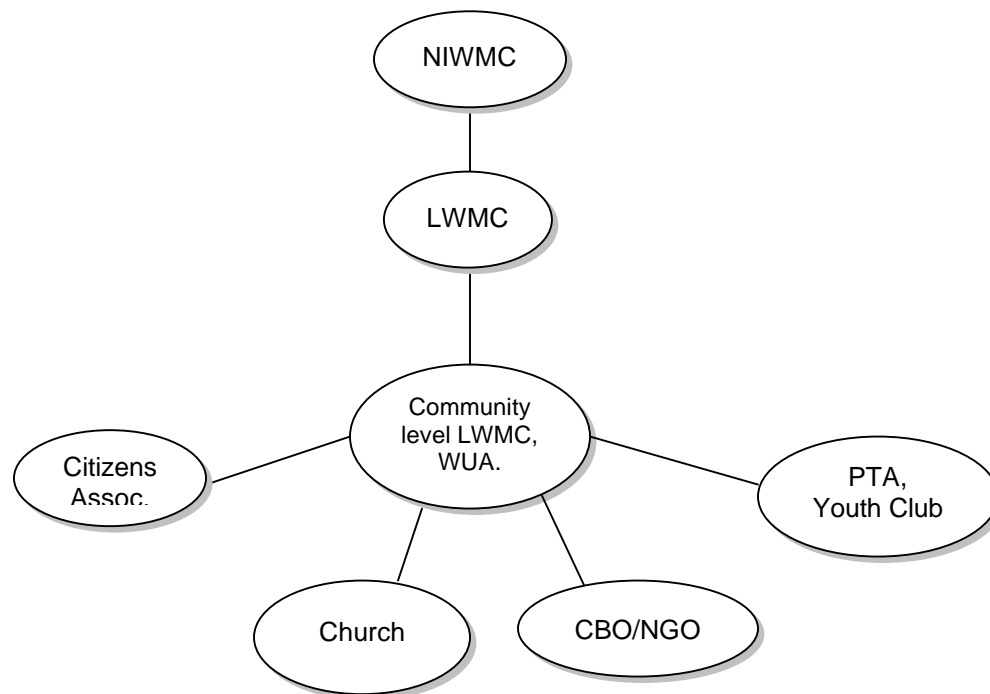
Key Agencies

Discussion/Comments

- Importance of public education: speaks to rights of persons.
- Have to start somewhere where people have interests, and build upon that.
- Enforcement: people need to know the facts e.g. about use of insecticides.
- Use of Community Notice Board: use to share information about pesticide spraying.
- Government has nothing to do with small farming spraying beside you... it is the interaction between individuals that benefits all.
- The mechanisms used by groups to inform each other are instructive.

Group 3: Levels of Operations of LWMCS

What levels are needed to support the sustainable management of watersheds?



Actions to be Taken

1. JAS meetings
2. Rapid rural appraisal
3. Meetings with stakeholders, questionnaires, etc.
4. Actions to be taken
5. Visioning process
6. Look at what is needed to be done in a detailed way
7. Mission – what steps are needed to accomplish the mission
8. Strategic planning.
9. Establish MOU to state what is needed/agreed upon
10. Implementation
11. Bottom up approach-Community group, e.g. youth club, citizens association, Local watershed management committee, up to the NIWMC

Roles and Functions of Key Agencies

SDC	Training
NEPA	Context, framework, strategic
Forestry	Tree planting
RADA	Land and conservation training
Public Health	Educate persons
4H	Public awareness in schools
JAS	Farming training on land husbandry practices
NIC	Governance, deforestation
PDC	Local representation at the parish level

Discussion

- Groups need to collaborate with other groups of a similar nature.
- There is a need to communicate issues of concern to the relevant agencies with jurisdiction.
- People need to move away from complaining quietly and articulate concerns.
- A formal process of reporting should take place so that the “higher level” organizations know about what is happening. How do the state agencies help to articulate the community’s voice?
- Expectations should be analyzed periodically – so as to inform when planning for e.g. training.
- Work with the people, not for the people.
- People should put things in writing if they want impact.
- Before we blame someone else, we should make sure that take the actions we should take. How can we talk about governance at the community level if we don’t understand how it affects my household?
- Are all the stakeholders present – we need to change the “it wasn’t me” mentality.
- Other countries had local governance first then build up to government based on the local foundation. In Jamaica we need to start with local governance and build up. Too often the process gets corrupted by the political leaders. E.g. the Police youth clubs – using the same local persons who were already involved in another group. The structure we are looking at should be responsive to all interests.
- Whose responsibility? Governance needs to find a place in the classroom e.g. students feel that it is the teachers’ responsibility to educate them, but they themselves have a responsibility to learn.

Group 4: Funding

Issues

1. Seek Technical advise from the appropriate institution.
2. Depending on the issues – approach the appropriate institution.

3. Funding agencies expect a community contribution. Labor, time, private sector partnership – many sources.
4. How to raise funds: fish fries, raffles, competitions, be creative.
5. Use these funds raised to approach funding agencies.

Who should undertake/lead these actions?

Funding agencies which can be approached:

- JSIF
- EFJ
- Green Fund
- JADF
- UN Agencies
- USAID, etc.

The technical agents would be responsible for preparing funding proposals to the funding agencies based upon the community input.

Discussion

- To approach funding agencies is a traditional approach. But based upon the economy, we need to seek to develop income generation activities ... therefore projects need to seek income generation projects
- Some of the farmers under the National Irrigation programme (NIC) are starting to lose interest in WUAs because the process has taken too long.

7. Case study Presentations

Retrieve

The LWMC has put up signs, organized field days, and organized an annual environmental show. The Committee is also involved in Public Awareness through 13 schools and has held a competition. It has also received a grant for water harvesting and sanitation project which has been implemented.

Pencar

The LFMC developed a project proposal for a nursery and received funding for it. Work has started and the LFMC is working to develop things for the community. Lessons learned include the fact that community people have good understanding of things. People must be addressed on a direct level. Regarding the flood relief provided to the parish after the bad rains– houses were being given to stalwarts instead of genuine victims. Communities don't know where to go to resolve issues.

Colbeck (farmers group)

Farmers have come together and bought a 350 acre property. A road has been built, and the group has paid a surveyor who undertook work on the project. The group is presently trying to clean the property.

GRWMC

Formed through community representatives coming to a stakeholders meeting, community groups or LWMCs are as successful as they make the effort to be. When a local group says that they want to manage a resource – that they have the interest and skills to do so. If things aren't happening – maybe it that the skills don't really exist. Central government can't really handle many more things. People have to take things into their own hands

Upper Rio Grande Valley:

Groups were previously sensitized prior to the R2RW project, and as such were ready to participate when the project came on stream. Communities are being represented on the various committees and are looking forward to a brighter future.

Day 2 - Workshop and Training Session, May 14

1. Summary of Previous Day's Event - Mark Nolan

Day 2 commenced with an overview of the previous day proceedings. This was presented by Mr. Nolan who highlighted the points raised in the four working groups, the constraints and actions which needed to be taken. He summarized the discussion points in the presentation below.

Steps in Forming LWMCs

- **Preparatory** – assessment of institutional and financial resources, build public awareness of benefits of organization; identify issues and organizing them to meet a common end.
- **Group formation and action planning** - developing group vision, objectives, scope and mechanisms of operation. Culminates in group establishment by way of democratic elections
- **Learning by doing** - Implementation of project activities identified collectively by the group; monitoring of project activities, evaluation of results; testing of policy
- **Policy Review and Adaptation** - involves the transmission of information and results from the LWMCs (field) to the NIWMC to facilitate national level coordination, policy review and adaptation.

Working Groups

- Functions of LWMCs
- Constraints to Watershed Management
- Levels of Operation
- Funding of LWMCs

Highlights of discussions

- Need for Public Awareness
- Importance of financial viability
- Need for vibrant leadership
- Identify activities and take responsibility
- Respecting the land: Stewardship
- Knowing your rights and how to enforce them
- Need for accountability

Constraints

- Money
- Poverty
- Literacy
- Politics
- Personalities
- Culture

What can be done

- Communicate matters officially to higher levels
- Work with the people, not for the people
- Change the “it wasn't me” mentality

- Governance starts at the local level
- Seek technical advise from the appropriate source
- Start fund raising at home
- Success depends on the efforts put in

Examples used

- Enfield: Operation Pride
- Retrieve: Various activities
- Pencar: develop nursery
- Colbeck: purchase landGRWMC: systematic program development
- Rio Grande: community organization

2. Presentation of Manual “Establishing a Local Watershed Management Committee (LWMC)”- Valerie Gordon

A brief overview on the Manual was presented to the participants who were provided with a copy of the manual. The points highlighted in the PowerPoint presentation below:

<p style="text-align: center;">PROCEDURES MANUAL</p> <p style="text-align: center;">Establishing and Operating a Local Watershed Management Committee</p>	<p>Purpose of the Manual</p> <p>To provide guidelines by which LWMCs and other similar groups can be established and operated</p> <p>Targets</p> <p>Social organizers, resource management agency staff, community activists and groups involved in community based resource management</p>
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Policy Context of LWMCs

- i. Draft Policy Paper: *Toward a Watershed Management Policy for Jamaica*
- ii. Forest Act 1996

Institutional Context

- i. National Environment and Planning Authority (Sustainable Watersheds Branch)
- ii. Forest Department
- iii. National Integrated Watershed Management Council
- iv. LWMC/LFMC

Core Functions of LWMCs

- Mobilization and facilitation of community participation
- Development and implementation of income generating and other projects
- Public awareness within the designated areas
- Supporting enforcement and compliance
- Provision of advice to relevant authorities and monitoring of activities

Scope and Scale of LWMCs

LWMCs can be established at three levels:

- Community level
- Sub watershed level
- Watershed Management Unit level

Process of Local Participation

Dialogue Participation → Ownership & responsibility → Policy formulation & adaptation

Starting a LWMC

Get People Interested

- Go to where people are
- Explain benefits of involvement
- Listen, identify champions
- Undertake pre-assessment
- Identify issues, build collective responsibility
- Identify sources of support

Starting a LWMC (cont'd)

Work with the Interim Action Committee/steering committee/working group

- Establish aims of group
- Identify problems /issues the group will work on
- Identify important stakeholders
- Determine the scope and framework within which the group will work, linkages etc

Starting a LWMC (cont'd)

Back to the Community meetings

- Report back to wider community -get feedback
- Convene meetings to facilitate:
- Community mapping, vision and mission setting
- Project identification, development, monitoring, and evaluation
- Process best enabled with a skilled social organizer
- Process must be paced in keeping with assimilative capacity of group

Starting a LWMC (cont'd)

Summary of the Group Formation Process

- Pre-assessment
- Establish ad hoc committee
- Identify social organizer/Facilitator
- Workshops/meetings
- Projects/Activity design & implementation
- Monitoring

Creating an Organization

- Membership
- The Executive
- Roles and Desired Attributes of Executive Officers

Chairman
Secretary
Treasurer
Public Relations Officer

Registering the Organization

With the NIWMC

Benefits

- National network with directory listing
- Participation in LWMC networking seminar/workshop
- Access to the NIWMC via the LGCG to influence policy
- Access to external help
- Access to documentation of experiences of similar groups
- Provision of a LWMC Handbook

Running the Organization

Registering the Organization

Consider acquiring formal legal status

Options

- Under the Friendly Societies Act
- Under the Companies Act
- Under the Cooperative Societies Act
- Under the Industry and Provident Societies Act

Running the Organization

- Elections
- Meetings
- General Record Keeping – Minutes
- Keeping Financial Records
- Fundraising
- Collaboration with Groups
- Conflict Management

Lessons from the Field

- Must invest in raising awareness of the benefits to establishing and participating in a local group.
- Group formation is time consuming and must be carried out at a pace responsive to the character and capacity of the group.
- Benefits include development of social capital which is of value to enhancing broader local governance.
- Must establish appropriate levels of management in watershed areas.

3. Essential Stages in Establishing a LWMC – Facilitator – Leo Douglas

The four main stages involved in establishing and operating a LWMC were presented by a panel which made reference to the respective sections of the Manual.

Preparatory	Valerie Gordon
Group Formation and Action Planning	Trevor Spence
Learning by Doing	Mark Nolan
Policy Review and Adaptation	Thera Edwards

4. Operating a LWMC – Facilitator – Trevor Spence

The rudiments of operating a LWMC were presented by a panel which highlighted six (6) main areas of focus. The areas were presented against the background of the Manual.

Role and Functions of Local Management Committees, Task Forces, Sub-Committees, Working Groups	Thera Edwards
Registration and Recognition	Valerie Gordon
Roles and Elections of Officers	Trevor Spence
Meetings (Regular, Special, General etc.)	Leo Douglas
Record Keeping	Leo Douglas
Conflict management	Mark Nolan

Discussion

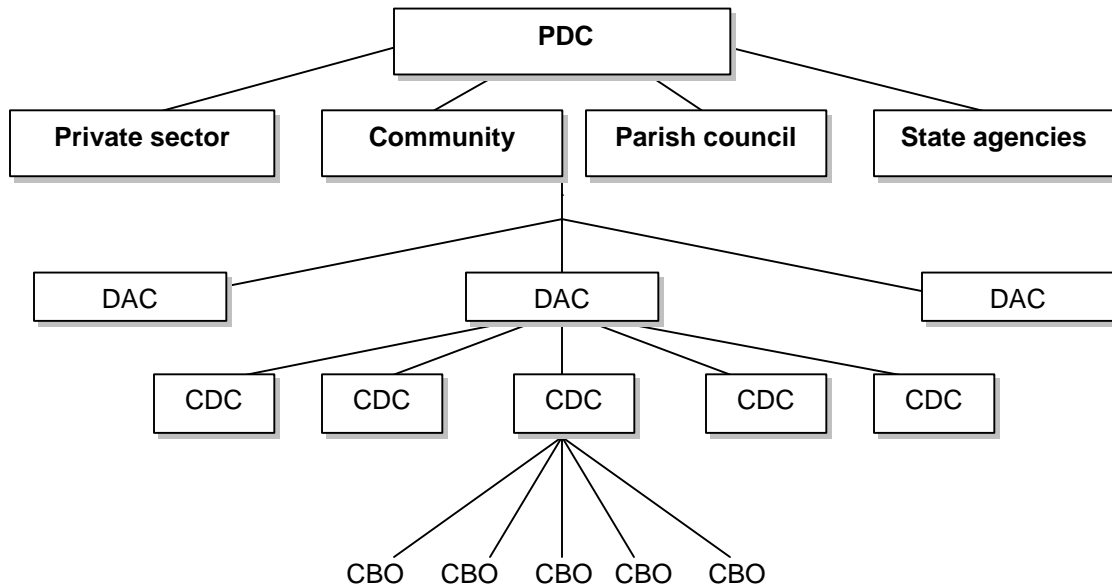
The discussions and comments highlighted:

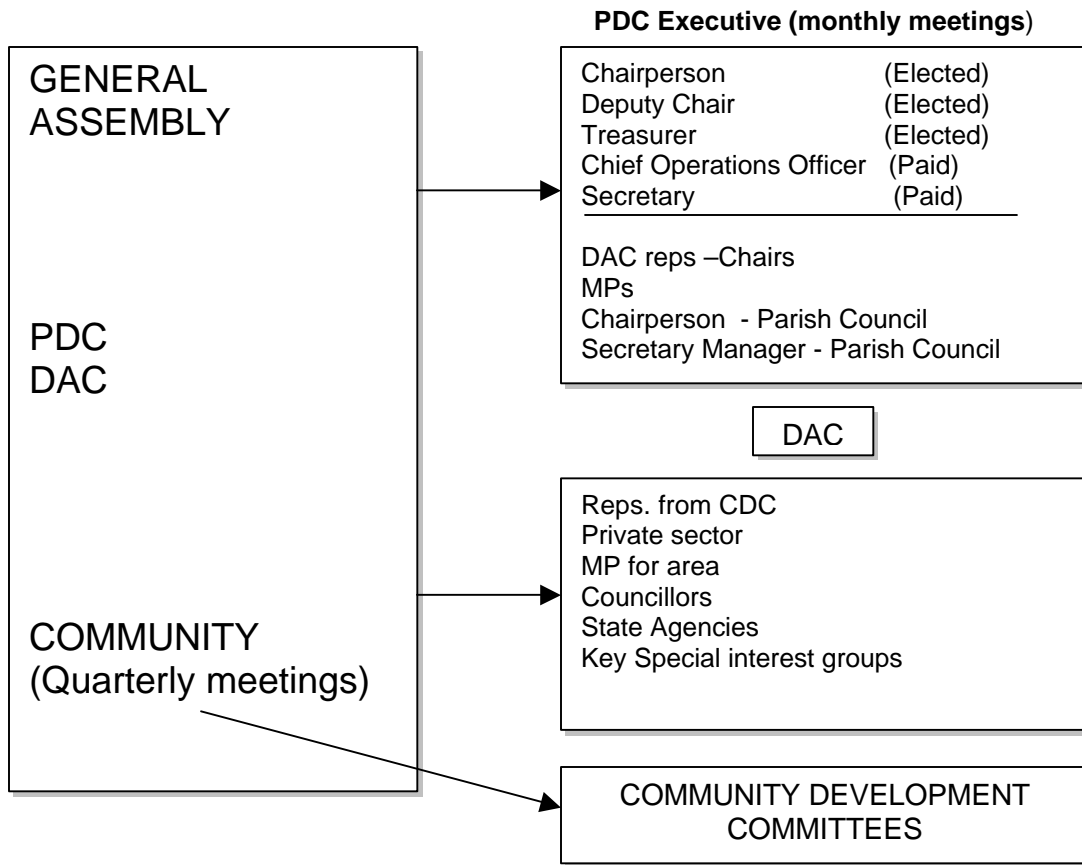
- The importance of using a constitution to guide elections and terms of office.
- The accountability issue in elections and the management of funds.
- The issue of succession leaderships and mentoring of new younger individuals.
- The need select/elect officers with the relevant skills eg accounting for treasurer (suggest use treasurers committee and minutes should record finances).
- SDC has information to guide formation of groups etc. including constitution preparation.
- The need for committees/groups need to train new leaders.
- The need to put in constitution, the number of meeting that need to be attended/missed to remain as member.
- The need to bring sub-ordinates to workshops/meeting for them to gain experience.

5. Relationship between LWMCs and Other Stakeholders –Trevor Spence

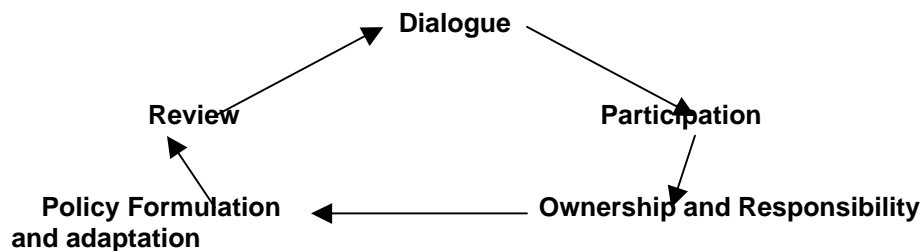
Mr. Spence invited **Mr. Cradwick “Ralph” Falloon** to make a presentation on the various relationships between local management groups and other stakeholders such as Parish Development Committees (PDCs), Development Area Committees (DACs) and Community Development Committees (CDCs).

Mr Falloon explained the linkages between the various groups with the assistance of the diagrams below.





Mr. Falloon made the point that the process of local participation was cyclical and not linear. The elements of the process are in the diagram below.



6. Summary, Next Steps

Participants were asked to:

- Make General Observations & Comments
- Identify the most important information gained from the workshop
- Identify what follow up action they would take following the workshop.

It was the general consensus that the workshop has been a success and had served to further the participants understanding of the various local management activities underway and/or

planned, the role of the various resource agencies and the R2RW project.. It was felt that the workshop also served to provide useful tools for the efficient formatting and management of these groups. The responses of the participants are listed in **Appendix 4**.

The workshop adjourned at 3:30pm.

Workshop Participants

Name of Participants	Organization	Contact No.
Noel Bennett	Forestry Dept	381-8012/905-1270
Pat Bernard	Enfield Citizen Assoc. LFMC	831-5226/788-2498
Lascelles Brown	Colbeck Old Harbour	355-9897
Paulette Brown	NEPA	754-7550
Maxine Bodden	Rio Minho LFMC	850-5240
Maisilyn Campbell	Prospect Zone CDC	715-3860
Vivienne Cherrington-Bailey	SDC	855-1164
Steve Christian	New Forrest Irrigation Scheme	367-6145
Alphonso Coburn	Pencar LFMC	-
Sadie Dixon	RADA	784-2866
Leo Douglas	R2RW	361-3172/754-7598
Byron Earle	Vernamfield WUA	373-4404
Thera Edwards	NEPA	383-8372/754-7586
Marcia Esty	Buff Bay LFMC	840-4769
Cradwick Falloon	SDC	993-4962/855-1160
Ucal Gayle	Thetford WUA	983-8435
Valerie Gordon	C/o R2RW	838-5362
Glenrick Graham	Hounslow WUA	367-4251
Durval Grapine	Forestry Dept	952-0848/843-6591
David Green	ARD/ R2RW	-
Yolanda Hill	USAID	926-3645
Karyl Johnston	USAID	926-3645
Keith Minott	Buff Bay LFMC	859-8830
Mark Nolan	R2RW	754-7598
Patrick Reynolds	Forestry Dept	429-3391/905-1270
Carline Richards	JAS	358-8000
Alexander Robinson	Buff Bay LFMC	879-2138
Noel Scott	Retrieve LWMC	389-00570
G Segree	New Forest Irrigation Scheme	846-0740/8798-4445
Wayne Shaw	Water Users Association (WUA)	378-2948
Aubrey Smith	JAS Seven Rivers WUA	605-0766/387-9942

Name of Participants	Organization	Contact No.
Trevor Spence	R2RW	361-0027
Don Streete	NWC	511-5478/990-7242
Barrington Taylor	NEPA	399-2945/838-8308
Novlette Thompson	Enfield Citizens Association LFMC	834-9018
Selvyn Thompson	NEPA	866-5907
Phillip Thompson	Buff Bay LFMC	424-9681
Clive Waddell	R2RW	754-3910-2
Harvey Webb III	PEPA	993-9632
Marcia Whyte	R2RW	754-7598
Bernice Williams	Great River Water/San Task Force	796-2564
Marcia Wilton	SDC	847-5429
Kingsley Wright	Pedro Plains WUA	965-0614

Agenda

Workshop – R2RW Project, Local Watershed Management and Governance Mechanisms: “Towards greater citizen’s participation in Sustainable Watershed Management”

May 13-14, 2003, starting 9:00 a.m.

Runaway Bay HEART Hotel, Runaway Bay, Jamaica

DAY 1 - May 13 – Workshop

9:00 – 9:20 am **Preliminaries** (Prayer, Welcome, Purpose of Workshop, Introductions, and Confirmation of Agenda) – Chairperson – Ms. Thera Edwards

9:20 – 10:10 am

- a. **Greetings and Background to Project: Chair, LGCWG** – Ms. Thera Edwards
- b. **Background to Project and Study** – Mr. Mark Nolan, COP, R2RW
- c. **PowerPoint Presentation on the Study** – Valerie Gordon, Consultant

10:10 – 10:40 am **Discussions**

10:40 – 11:00 am **BREAK**

11:00 am – 1:00 pm **Thematic Group Work: Strategies and Action Proposals**

1:00 – 2:00 pm **LUNCH**

2:00 - 3:30 pm **Plenary** – Small Group Reports

3:30 - 4:30 pm Case Study Presentations

4:30 - 5:00 pm Summary of Day’s Event

DAY 2 - May 14 – Workshop and Training Session

Purpose To provide opportunities for training and sharing among participants

8:30 – 9:15 am Review of the Findings of the Workshop of May 13– **Mark Nolan**
Presentation of Manual “Establishing a Local Watershed Management Committee (LWMC)”- **Valerie Gordon**

9:15 – 10:15 am **Essential Stages in Establishing a LWMC - Facilitator – Leo Douglas**

- Preparatory – **Valerie Gordon**
- Group Formation and Action Planning – **Trevor Spence**
- Learning by Doing – **Mark Nolan**
- Policy Review and Adaptation – **Thera Edwards**

- 10:15 – 10:30 am** **BREAK**
- 10:30 am – 12:30 pm** **Operating a LWMC – Facilitator – Trevor Spence**
- Role and Functions of Local Management Committees, Task Forces, Sub-Committees, Working Groups – **Thera Edwards**
 - Registration and Recognition – **Valerie Gordon**
 - Roles, and Elections of Officers – **Trevor Spence**
 - Meetings (Regular, Special, General etc.) – **Leo Douglas**
 - Record Keeping – **Leo Douglas**
 - Conflict management – **Mark Nolan**
- 12:30 – 1:30 pm** **LUNCH**
- 1:30 – 2:30 pm** **Relationship between LWMCs and Other Stakeholders –T. Spence**
- PDCs, DACs, CDCs
 - Collaboration with Other Groups
 - MOUs
- 2:30 – 3:30 pm** **Summary, Next Steps and Departure**

Guidelines for Working Groups

Working Group 1- Strategies and Action Proposals to Support the Functions of LWMCs

LWMCs are expected to include the following core functions:

1. Mobilization and facilitation of broad community participation in the planning and management of designated watershed management units or sub units.
2. Collecting and maintaining local information on the social cultural and economic attributes of the watershed management unit (WMU)s and sub-units where these exist.
3. Development and implementation of project activities to conserve and protect watersheds in collaboration with local and national public and private sector agencies.
4. Encouragement of general stewardship of watershed management areas.
5. Development and implementation of income generating activities which make sustainable use of watershed resources.
6. Undertaking public awareness within the designated areas and link the community with other agencies concerned with watershed management.
7. Supporting enforcement and compliance of relevant laws and regulations.
8. Supporting advocacy on behalf of local watershed area interests and resolution of conflicts relating to uses.
9. Provision of advice to relevant authorities and field staff, and monitoring of activities of watershed users.

Expected Outputs

Each group is expected at the end of the Group discussions to:

1. Develop Strategies for their thematic area that will support the sustainable management of the watersheds;
2. Identify specific actions required for implementation by Local Groups; and
3. Identify the key agency, and define their roles and responsibilities for each strategy and/or action developed.

Small Group Discussion Questions

In order to achieve the expected output, groups should use the questions listed below as guide to their discussions.

1. What are the core functions needed (subtract, add, modify) to support sustainable management of the watersheds in Jamaica?

2. What actions are required to gain the adoption of these core functions by LWMCs?
3. Who should undertake/lead these actions?

Working Group 2 – Constraints to Local Watershed Management

A number of LWMCs and other Resource Management Groups have been established. These include:

1. Buff Bay LFMC
2. Pencar LFMC
3. Rio Grande LWMC
4. Great River LWMC
5. Water Users Association
6. Redwood, Retrieve etc LWMC
7. Advisory & Monitoring Committees

Expected Outputs

Each group is expected at the end of the Group discussions to:

1. Develop Strategies for their thematic area that will support the sustainable management of the watersheds
2. Identify specific actions required for implementation by Local Groups; and
3. Identify the key agency, and define roles and responsibilities for each strategy and/or action developed.

Small Group Discussion Questions

In order to achieve the expected output, groups should use the questions listed below as guide to their discussions.

1. What are the constraints facing local management groups in their efforts to participate more effectively in the sustainable management of the watersheds in Jamaica?
2. What actions are required to minimize and/or eliminate these constraints?
3. Who should undertake/lead these actions?

Working Group 3 – Levels of Operation of If/LWMCs

There are different levels upon which the LWMCs can operate. These include:

1. **National Level – NIWMC** - The current link between the LWMCs and the NIWMC is via the Local Group Coordination Working Group. The LGCWG is one of several working groups of the NIWMC and its role is to coordinate the groups working at the local watershed management level. Currently the membership of the LGCWG includes LWMCs, LFMCs, NIC, RADA, EJASP, JAS and the SDC. The Group meets at least quarterly but more often when needed, receives reports from the member groups and prepares a compiled report for the attention of the NIWMC. In similar fashion, information from the NIWMC is passed to through the LGCWG to the local groups.

2. **Watershed Management Unit** - The Island is divided in 26 Watershed Management Units, and as such there could potentially be 26 such watershed-wide LWMCs. This level of LWMC is represented by both the RGWMC and the GRWMC.
3. **Sub-Watershed Management Unit** - Another level is typified by the Buff Bay/ Pencar watershed where the WMU is separated into two sub-units, largely because of the geographic barrier between the two sides of the watershed. Watershed sub units could also be defined according to upper region, mid region, and lower region of the watershed (e.g. Rio Minho - North and South). Based on the differing functions of each of these regions, there will be specific types of relationships that the communities in a particular region will have with the watershed. For example in the upper reaches, the role may be one of forest resources use and management, while in the mid and lower reaches it may be water abstraction for domestic and farm use, recreational uses etc.
4. **Community Level (WUAs and other CBOs)** - Yet another level is at the community level where a particular area of the watershed associated with one or two communities could be designated a sub unit and be managed by a community level LWMC. This was the case with the LWMCs established by the NRCA/ UNDP watershed management project of the late 1990's.

Expected Outputs

Each group is expected at the end of the Group discussions to:

1. Develop Strategies for their thematic area that will support the sustainable management of the watersheds;
2. Identify specific actions required for implementation by Local Groups; and
3. Identify the key agency, and define their roles and responsibilities for each strategy and/or action developed.

Small Group Discussion Questions

In order to achieve the expected output, groups should use the questions listed below as guide to their discussions.

1. What levels of local watershed management are needed to support sustainable management of the watersheds in Jamaica?
2. What actions are required to implement the agreed levels of local watershed management?
3. Who should undertake/lead these actions?

Working Group 4 – Funding of LWMCS

The LWMC will need funds to undertake its day-to-day activities (operating funds) as well as funds to undertake special projects (action funds). There are many ways in which funds can be raised for these purposes. The group can:

1. Apply for grants and/or implement Projects and Programs of Donors.
2. Receive allocation of Corporate Budgets of State Agencies.

3. Receive returns from Incentives.
4. Undertake Fund Raising Activities - dances, bingo, walkathons, jumble sales, concerts etc.

Expected Outputs

Each group is expected at the end of the Group discussions to:

1. Develop Strategies for their thematic area that will support the sustainable management of the watersheds;
2. Identify specific actions required for implementation by Local Groups; and
3. Identify the key agency, and define roles and responsibilities for each strategy and/or action developed.

Small Group Discussion Questions

In order to achieve the expected output, groups should use the questions listed below as guide to their discussions.

1. What funding strategies are needed to assist local watershed management committees in their efforts to sustainable management of the watersheds in Jamaica?
2. What actions are required to ensure the implementation of these funding strategies?
3. Who should undertake/lead these actions?

Evaluation of Workshop

1. General Comments

- Satisfied on what was heard and learned.
- Noel Bennett is our leader – can depend on knowing what is to be done.
- Hoping that the policies spoke about (watershed) can become law.
- Need to sensitize politicians.
- My stake has been strengthened ... from groundwork up to today.
- Continue with this work force.
- Thanks, it has been informative.
- Others are having some of the same problems.
- Good opportunity to put VG work out to a wider audience that can use it.
- GRWMC is doing something good.
- What we each need is different for each of us. Someone else can come in and see what this initiative is all about, and what actions can be taken.
- Thanks the R2RW team that has made this project possible. Gone out and done the research to make this a success. Pain, patience and research is not common. It makes me proud to be part of this movement.
- Thanks for the hotel.
- Workshop was well planned and executed.
- Observed the wide cross section of individuals from agencies.
- People can work in watersheds.
- Either you lead, follow or get out of here.
- Listened to views of other groups.
- Glad for the opportunity to share experiences of LFWMCs. Thanks to R2RW for organizing it.
- What a good for brethren to do together.
- Privilege to be here.

- “One day busha is still busha”.
- Topics were carefully chosen, good review.
- Speakers/presenters were very good. Well prepared.
- Thanks to the presenters – done well.
- Learned a lot, listened and observed.
- Thanks to R2RW for exposing us to the Runaway Bay Heart Hotel.
- Glad for opportunity to meet with people from different watersheds.
- People worked together well as a group.
- Enjoyed immensely – look for opportunity to come back and review lessons.
- Thanks to the presenters especially in forestry and watersheds.
- Thanks to VG for producing the documents.
- The phone numbers will be useful for networking.
- A follow-up course will be useful.
- Much information has been shared ... if not perfect.
- Persons have taken time out of their busy schedules. Thanks to R2RW to allow me to take part in the discussions.
- Commend VG for putting together the manuals, and the presenters for simplifying the whole thing.
- Registration and recognition of LWMCs.
- On behalf of the R2RW, thank the hotel for their genuine concern. The HEART hotel was recently Green Globe certified.
- Thank the organizers for choosing this environmentally friendly hotel. R2RW presenters have been good.
- Came as a participant – and was elevated as a presenter. ... We all share the same common types of concerns and problems.
- Two days have been entertaining
- Cooperation, sharing and listening. Respect, honor, sharing – are all important expectations.
- Learned more about watersheds.
- Passed on and shared information. There is a greater challenge – To get groups formally registered and challenged.
- Impressed with two-day workshop – thanks to R2RW.

- Removed the curtains and opened the windows.
- Problems are with us as people, not with nature. We learn by doing.
- Excellent workshop bringing people from across Jamaica
- Privilege to take part in this work and workshop. The level of interaction has been valuable.
- Good idea to have the second day as a training day.
- Keep on going at it.
- There are all kinds of coordination. How to make contact with PDC. Who is going to hear our voice?
- Have the strength to hold on to our vision, hold fast to it.
- Great privilege to share and participate – wouldn't want to have been anywhere else. People at this venue and communities across Jamaica have been working hard.

2. Most Important Thing Learned

- How a community can defend and develop itself.
- How leadership can be one of the most vital things in a community.
- How we can depart from dependence on government to build our community ... Let the government know that we the people can be the engine of growth for our community.
- Liked the plan for communication through the PDCs.
- How communities can participate in watershed management.
- Understand better the role of leadership in communities and will take back information to my community.
- Learned to be strong, and will take back management skills.
- Learned about mistakes.
- Can access funding from funding agencies if in a group.
- Learning about other organizations for the first time.
- Need for public awareness is one of the most important things.
- Need to educate ourselves.
- How best to work with the communities and bypass the socio-political issues that hamper us.
- To think outside the box.
- Learned that I live in a watershed and there are impacts.

- How to protect the local watershed – and will share it with others.
- Widened scope to understand the issues in the broader watershed area.
- Thanks for the manual.
- There are so many things to say right now. When you work together as a group – you can be successful. Need to apply results.
- Learned things to bring back to my group.
- Big up the presentation.
- Thanks for exposing me to knowledge – e.g. about Forestry.
- Glad to take part with so many wonderful people.
- Have something to take back from time to time.
- Learned how to organize our community, keep proper accounts, and how to manage our communities.
- Better able to assist in groups to register.
- The need for public awareness is foremost at the community level.
- Learned much new, and strengthened others – past problems and failures can be used to conquer the future.
- Take back things to our communities – these things should be preached in our communities.
- Should exercise methods of socialization (e.g. football games) to motivate people.
- We are working towards one overall goal.
- Gained a different perspective – you are all agents of change, and should see yourselves as such.

3. What Will be Done Differently

- Try to take action on Dry River.
- So many different organizations – heard burning issues – want to be addressed (in a second workshop).
- Plan to be an active participant in a watershed committee.
- New Forest is just being formed, with this information we have a good hold on how to move forward.
- Use numbers and connections to better our communities.
- Encourage me to take part in community activities.
- Six most important words - I admit that I made a most mistake.

- Five most important words -You did a good job.
- Four most important words - What is your opinion.
- Two most important words - Thank You.
- Least important: **I**, most important: **We**.
- Opportunities for sharing were valuable.
- People can take action – but much work needs to be done.
- Has left feeling.
- Emancipate ourselves from mental slavery ... our bodies are made up of 80 % water
- Malcolm X – we have to get together to destroy the thinks that shackle us.
- We came, we saw, we conquered.

