



Fifth Annual Work Plan

Ridge to Reef Watershed Project

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Fifth Annual Work Plan

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and the

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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 three Project components form a synergy of interventions contributing to the achievement of USAID's Strategic Objective 2 (SO2) – Improved quality of key natural resources in selected areas that are both environmentally and economically significant.

This Fifth Annual Work Plan (FAWP), the final for the Project, lays out a map for the consolidation, completion and the preparation of plans for the replication and sustainability of initiatives successfully implemented during the first four years of the R2RW Project. The FAWP provides an overview of the vision, implementation strategy, and activities to be applied to address the Work Statement in USAID Contract No. 532-C-00-00-00235-00. It articulates a clear vision of the desired end-of-project status by the principal stakeholders and provides further development of the Implementation and Life of Project strategies. This FAWP focuses on the presentation of a detailed road map of activities that will be carried out under each component during the final nine months of the Project, along with a short description of the intent of each activity. The FAWP is designed to provide focus to achieve the Project's intended results, but it is also prepared with sufficient flexibility to respond to emerging opportunities and constraints. This document is also linked to other planning documents such as the Performance Monitoring Plan.

Acronyms

| | |
|--------|---|
| AGM | Annual General Meeting |
| ARD | Associates in Rural Development, Inc. |
| BT | Barrington Taylor |
| CBO | Community-based Organization |
| CBS | Cambridge Benevolent Society |
| CETF | Compliance and Enforcement Task Force |
| CDC | Community Development Committee |
| CIDA | Canadian International Development Agency |
| COP | Chief of Party |
| CRS | Compliance and Regional Services, (NEPA) |
| CWIP | Coastal Water Quality Improvement Project |
| CWIP 2 | Coastal Water Quality Improvement Project 2 |
| EFJ | Environmental Foundation of Jamaica |
| EJASP | Eastern Jamaica Agricultural Support Project |
| ENACT | Environmental Action Programme |
| EP | Everton Parkes |
| EU | European Union |
| FAWP | Fifth Annual Work Plan |
| FD | Forestry Department |
| GNRS | Governance and Natural Resources Specialist |
| GOJ | Government of Jamaica |
| GRW | Great River Watershed |
| GRWMC | Great River Watershed Management Committee |
| GSC | Grant Screening Committee |
| HG | Hugh Graham |
| HICUP | Hurricane Ivan Community Upgrading Program |
| ICF | Island Constabulary Force |
| IDB | Inter-American Development Bank |
| IR | Intermediate Result |
| ISC | Inter-Agency Steering Committee |
| IT | Information Technology (NEPA) |
| IWCZB | Integrated Watershed and Coastal Zone Branch (NEPA) |
| JAS | Jamaica Agricultural Society |
| JE | Jason Excell |
| JIS | Jamaica Information Service |
| JS | Joseph Suah |
| JSIF | Jamaica Social Investment Fund |
| KAP | Knowledge, Attitude and Practices |
| LDUC | Land Development Utilization Commission |
| LGRP | Local Government Reform Process |
| LK | Lisa Kirkland |
| LS | Legal Services (NEPA) |
| LSDP | Local Sustainable Development Planning |
| LWMC | Local Watershed Management Committee |
| MBMP | Montego Bay Marine Park |
| MN | Mark Nolan |
| MOH | Ministry of Health |
| MLE | Ministry of Lands and Environment |
| MOWH | Ministry of Water and Housing |
| MQD | Mines and Quarries Division: Ministry of Land and Environment |
| MS | Marline Stephenson-Dalley |
| MW | Marcia Whyte |

| | |
|--------|---|
| NEEC | National Environmental Education Committee |
| NEPA | National Environment and Planning Agency |
| NGO | Non-governmental Organization |
| NIC | National Irrigation Commission |
| NIWMC | National Integrated Watershed Management Council |
| NRCA | Natural Resources Conservation Authority |
| NSWMA | National Solid Waste Management Authority |
| NW | Neville Williams |
| NWC | National Water Commission |
| ODPEM | Office of Disaster Preparedness and Emergency Management |
| PAWG | Public Awareness Working Group (Portland) |
| PPAPRS | Participation, Public Awareness and Public Relations Specialist |
| PB | Patti Bedasse |
| PC | Parish Council |
| PDC | Parish Development Committee |
| PECO | Public Education and Community Outreach (NEPA) |
| PEPA | Portland Environment Protection Agency |
| PH | Public Health |
| PIC | Project Implementation Committee |
| PIOJ | Planning Institute of Jamaica |
| PMP | Performance Monitoring Plan |
| PPPCD | Policies, Programs and Projects Coordination Division (NEPA) |
| R2RW | Ridge to Reef Watershed Project |
| RADA | Rural Agricultural Development Authority |
| RGW | Rio Grande Watershed |
| RGWMC | Rio Grande Watershed Management Committee |
| RRA | Rapid Rural Appraisal |
| SAR | Semi-annual Report |
| SD | Sadie Dixon |
| SH | Stephen Hodges |
| STH | Sonja Harris |
| SDC | Social Development Commission |
| SO2 | Strategic Objective 2 |
| SOW | Scope of Work |
| SSU | Sanitation Support Unit |
| ST | Selvyn Thompson |
| STTA | Short-Term Technical Assistance |
| SWM | Sustainable Watershed Management |
| TA | Technical Assistance |
| TAP | Targeted Appropriate Practice |
| TDP | Town Planning Department |
| TPDCo | Tourism Product Development Company |
| TF | Tamika Francis |
| TFT | Trees for Tomorrow |
| TS | Trevor Spence |
| USAID | United States Agency for International Development |
| WMC | Watershed Management Committee |
| WMS | Watershed Management Specialist |
| WMU | Watershed Management Unit |
| WPA | Watershed Protection Act |
| WRA | Water Resources Authority |
| Y&EF | Youth and the Environment Forum |

1. Introduction

The Fifth Annual Work Plan is the final Work Plan for the Ridge to Reef Watershed Project. The Project formally ends on July 11, 2005. This Work Plan covers the period from October 1, 2004 to July 11, 2005 or thirty-nine (39) weeks. The plan takes into account the Project close-out and presents a plan for accomplishing the administrative and programmatic activities outlined in this Work Plan by May 27, 2005.

This Fifth Annual Work Plan (FAWP) was developed through an inclusive process that incorporated the considerations of a wide range of stakeholders including the following:

- ✍ United States Agency for International Development (USAID);
- ✍ National Environment and Planning Agency, (NEPA);
- ✍ Stakeholders from the two target areas of the Project: the Great River Watershed and the Rio Grande Watershed; and
- ✍ Representatives of stakeholder organizations at the national level.

The Fifth Annual Work Plan (FAWP) also benefited from a 2-day retreat, which was held on June 30 – July 1, 2004 with representatives from NEPA, USAID and key stakeholders at the local and national levels that assessed progress to date and made recommendations for this Work Plan.

This FAWP also describes activities for the four Anchor Projects that have focused project resources on the larger problems and issues that impact the management of the two target watersheds: The Anchor Projects are:

1. Improved Production of Pineapple for Sustainable Livelihoods in the Great River Watershed
2. The Cleaning and Greening of Cambridge
3. Improved Land Management in the Rio Grande Watershed
4. Improved Sanitation Management Practices

The document is divided into the following sections:

- ✍ Section Two: Project Vision and Strategy: presents a summary of the vision and strategy, which guides the Ridge to Reef Watershed (R2RW) Project.
- ✍ Section Three: Sustainable Environmental Practices in the Great River Watershed presents planned activities for the Great River Watershed including work with the Great River Watershed Management Committee, production and marketing activities, water and sanitation activities, and public awareness. This section also contains planned activities for two of the four Anchor Projects: Pineapple Production, and Cleaning and Greening of Cambridge.
- ✍ Section Four: Sustainable Environmental Practices in the Rio Grande Watershed presents planned activities for the Rio Grande Watershed including work with the Rio Grande Watershed Management Committee, land and conservation activities, water and sanitation activities, and public awareness plans. This section also contains planned activities for the Land Management Anchor Project.

- ✍ Section Five: Compliance and Enforcement presents activities planned at the national level and in the Great River Watershed (GRW) and the Rio Grande Watershed (RGW).
- ✍ Section Six: Institutional Strengthening presents plans for building the capacity of NEPA, Local Watershed Management Committees (LWMCs), and the National Integrated Watershed Management Council (NIWMC). This section also contains a description of the Sanitation Management Anchor Project.

Hurricane Ivan Rehabilitation

On September 10 – 11, 2004, Hurricane Ivan brushed Jamaica with hurricane force winds and torrential rainfall. Although the eye of Ivan remained off the southern coast of the island, many areas of the south coast, and hilly areas in the southern part of the island were struck particularly hard. Within the R2RW target areas of the Rio Grande and the Great River Watersheds, areas in the southern sections of both watersheds were battered by high winds that knocked down trees and blew off sections of roofs. In the Millbank, Bowden Pen and Comfort Castle section of the Rio Grande watershed, many timber trees were blown down, and weak structures lost their roofs. In the upper Great River communities of Bethel Town, Pisgah and Cambridge, a large number of houses lost their roofs, and there was extensive damage to agriculture in the area particularly to banana, plantain, fruit trees, roofs of houses, and there was damage to roads due to land slides. An entire section of the Pisgah to Ginger Hill road was displaced to several hundred feet into the Valley below.

The R2RW Project stands ready to assist Jamaica as it recovers from the damage caused by Hurricane Ivan. Section Seven of this Work Plan details activities that will be undertaken in the remaining months of R2RW to address rehabilitation needs including the reprogramming of existing funds and the allocation of new funds received. Many individuals were traumatized by the Hurricane, and residents, farmers and communities are striving to undertake activities that will bring them back to the position they were in before the Hurricane. R2RW will adapt previously planned activities, and is planning new activities that will assist these individuals and communities to rapidly recover from the Hurricane.

Project Close-Out

Section Eight: Project Management presents activities related to grant management, staffing and overall project management. It also includes a discussion of Project close out plans and activities. These close out activities include the completion of all grants, the termination of programmatic activities, and the closing of administrative arrangements and staff contracts.

Overall, the document provides plans and schedules for all Project activities remaining to be completed during the final nine months of the Project.

2. Project Vision and Strategy

The overall goal of the Ridge to Reef Watershed (R2RW) Project is to place “Natural Resources under Improved and Sustainable Management”. This goal is directly supportive of USAID/Kingston’s Strategic Objective 2 (SO2) of “*Improved quality of key natural resources in selected areas that are both environmentally and economically significant*”. The Project contains three components as follows:

Component 1: Through targeted organizations, **sustainable environmental management** practices by resource users identified and supported.

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

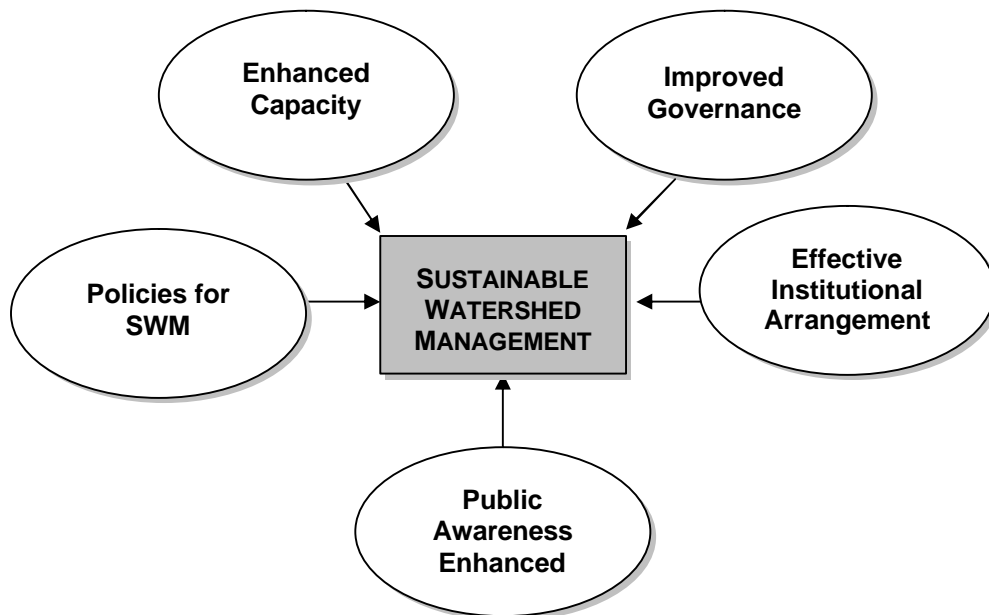
Component 3: **Institutional strengthening** of Jamaican government agencies, international donors, private sector and civil society organizations to implement effective watershed management programs enhanced.

The Project Vision and Strategy were articulated for the first time in the First Annual Work Plan and Life of Project Strategy. A summary of the vision and strategy are presented below for reference.

2.1 Project Vision

The vision for the R2RW Project can be summarized in Figure 1: Sustainable watershed management (SWM) will be achieved through a comprehensive and integrated approach that includes enhancing the capacities of individuals and organizations through skills-building training; improving governance mechanisms through local watershed management committees; updating policies and laws that directly impact watershed management; improving the coordination of institutions impacting SWM and the incorporation of SWM activities in corporate plans; and finally enhancing the awareness of the public to environmental issues in the degraded watershed areas.

Figure 1 R2RW Vision for Sustainable Watershed Management



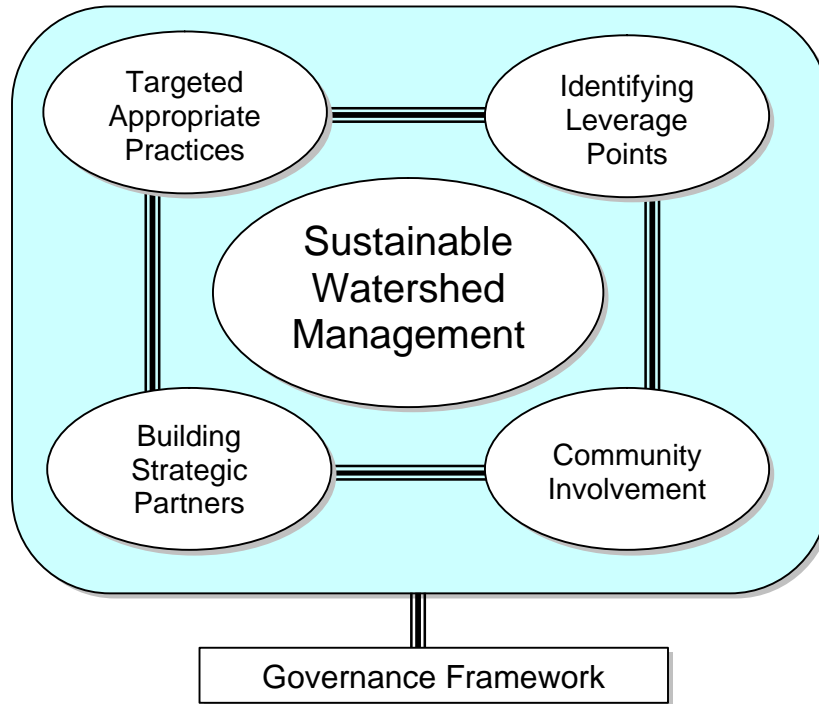
2.2 Project Strategy

The R2RW Project strategy to achieve the overall R2RW goal of “Natural resources under improved and sustainable management in identified watersheds” has evolved and matured during the project. Four strategic principles frame the activities presented in the sections that follow. It is important to stress that these principles do not operate in isolation, but rather they inform and influence each other as project activities unfold. The four strategic principles are:

- ✍ Building strategic partners
- ✍ Promoting community involvement
- ✍ Identifying leverage points
- ✍ Targeted appropriate practices

The Project strategic approach is shown graphically below.

Figure 2 R2RW Strategic Approach



The governance framework of multiple centralized government agencies operating with weak regional, parish and local mechanisms for coordination provide the context in which activities are planned and implemented. This framework is strengthened by adherence to the four strategic principles, the strategic pillars of sustainable watershed management.

3. Component 1A: Sustainable Environmental Practices in the Great River Watershed

Over the course of the Project, the Great River Watershed Management Committee (GRWMC) emerged as the principal mechanism supporting NEPA/IWCZB. It has been instrumental in identifying priorities and devising solutions to environmental problems. Major achievements included the assumption of management responsibilities for key program initiatives such as the GRW Green Village program, the finalization of the *Strategic Plan for Sustainable Development of the Great River Watershed* and the building of the capacity of the GRWMC members through specific training programs in meeting management, minute taking, fund raising, and proposal writing,

The Project, along with the GRWMC has been working with local organisations, governmental, non-governmental, private sector, and community-based groups to identify appropriate management practices for watershed resource users and to enhance the capacity of specific watershed communities. The FAWP builds on the initiatives begun in earlier years, and seeks to consolidate and sustain programs through the collective efforts of key strategic partners and communities in the Great River. The effects of Hurricane Ivan have tempered the work in the Great River Watershed as communities and individuals are struggling to cope with and repair the damages caused by the Hurricane.

Activities and tasks undertaken in the Great River Watershed under this component will contribute to the USAID SO2 - and specifically to the Intermediate Results (IRs) below:

- | | |
|--------|---|
| IR 1 | Increased adoption of environmentally sound practices |
| IR 1.1 | Increased effectiveness of environmental NGOs |

Work in the Great River Watershed is broken out into seven main activity areas as follows.

- | | |
|-----|---|
| 3.1 | Development of the Great River Watershed Management Committee |
| 3.2 | Improved Production of Pineapple for Sustainable Livelihoods – Anchor Project # 1 |
| 3.3 | Production and Marketing in the Great River Watershed |
| 3.4 | Cleaning and Greening Cambridge – Anchor Project # 2 |
| 3.5 | Water and Sanitation Activities in the Great River Watershed |
| 3.6 | Public Awareness Activities in the Great River Watershed |

3.1 Development of the Great River Watershed Management Committee

The GRWMC continues as a fully functional, cohesive stakeholder forum providing a mechanism for the implementation of sustainable watershed management practices in the GRW. In the past year, with the support of R2RW, this watershed management committee made important steps including the development of:

- ✍ A Strategic Actions and Implementation Plan for the sustainability of the group,
- ✍ A GRW Strategic Plan for the watershed, and
- ✍ Building of the skills of GRWMC members in meeting management, minute taking, proposal writing, fund raising and participation skills. .

The committee also participated in several training activities geared to build the capacity of the committee and its stakeholders. R2RW will continue to participate in the GRWMC and its Task Forces, but specific focus will be limited to the tasks below as the Project support is phased out.

The objective of this activity is to provide the support required to establish the GRWMC as a sustainable entity. R2RW's support to the GRWMC will focus on providing technical support to assist with implementation of the "Strategic Actions and Implementation Plan". This is expected to improve and establish a sustainable capacity for the GRWMC to manage its own programs, generate funds for new and existing initiatives and implement the necessary institutional arrangements for the continuation of its activities. The Project will also support implementation of the "Strategic Plan for Sustainable Development of the GRW".

Outputs

The Principal outputs will be:

- ✍ Support for the Strategic Actions and Implementation Plan,
- ✍ Continued capacity building training in financial management, meeting management and minute taking for task forces, and
- ✍ Support for the implementation of Strategic Plan for Sustainable Development of the GRW.

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|---|----------------|----------------|-----------------------|
| 3.1.1 | Implementation of the Strategic Actions and Implementation Plan of GRWMC | HG | JS, LK, TS, MN | GRWMC, IWCZB |
| | Conduct workshop for self-governance of the GRWMC | LK | MN, HG, TS | GRWMC, IWCZB |
| | Decide on partner agencies for GRWMC | MN | STTA | GRWMC, IWCZB |
| | Establish Fund Raising Committee of the GRWMC | HG | STTA | GRWMC, IWCZB |
| | Design promotional program on GRWMC activities | SH | STTA | GRWMC, PECO |
| | Prepare lessons learnt on GRWMC process | LK | STTA, MN, TS | GRWMC, IWCZB |
| | Refine public awareness strategies modeled on R2RW | SH | LK, TF | GRWMC, PECO |
| 3.1.2 | Develop MOUs to implement Projects | LK | MN, HG, SH | GRWMC, IWCZB |
| | Develop MOU for the Green Village Program | SH | LK, TS | GRWMC, IWCZB |
| | Develop MOU for the Pineapple Production Project | SD | JS, HG | GRWMC |
| | Promote incorporation of GRWMC activities in work plans and budgets of partner agencies | HG | TS, MN | GRWMC, Partners |

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|---|----------------|----------------|-----------------------|
| 3.1.3 | Capacity Building Training Programs | LK | MN, SH, TS | GRWMC, IWCZB, USAID |
| | Implement training course in Meeting management and minute taking | LK | Claire Spence | GRWMC, IWCZB |
| | Implement training course in Fund Raising | TS | LK | GRWMC, IWCZB |
| | Implement training course in Proposal Writing | MN | LK | GRWMC, IWCZB |
| | Implement training course in environmental advocacy | TS | LK | GRWMC, IWCZB |
| 3.1.4 | Implement Strategic Plan for Sustainable Development of the GRW | HG | MN, TS, SH, LK | GRWMC, IWCZB |
| | Consultations with NEPA and the Parish Councils to secure their buy-in and to ensure their financial commitment to the process. | HG | MN, TS, SH, LK | GRWMC, IWCZB |

3.2 Improved Production of Pineapple for Sustainable Livelihoods: Anchor Project # 1

Pineapple in the Great River watershed accounts for some 800 acres. The objective of this Anchor Project is to establish an agricultural production system for pineapple that will not only meet the goal of improving income and be environmentally friendly, but that will also be affordable, practical for local farmers, sustainable, replicable in other watersheds and have desirable multiplier effects. This Anchor Project will serve to focus project resources by concentrating initiatives on improving the income earning potential and the environmentally sustainability of pineapples, the major crop in the upper Great River watershed. This Activity is a major focus of key partners such as RADA, and will serve to bring together private sector interests of growers and processors in a concentrated program of education and production.

Outputs

- ✍ Demonstration Plots each using Ripley, Cowboy, Sugar Loaf, Honey and Smooth Cayenne varieties
- ✍ 100 Acres of new Pineapple planted
- ✍ Marketing Strategy developed
- ✍ Exit Strategy implemented
- ✍ Video produced and utilized effectively

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|---|----------------|--------------|-----------------------|
| 3.2.1 | Implementation of 5 demonstration Plots | SD | JS, HG | RADA, JAS |
| | Retrieve - Complete variety, planting distance and intercropping trials. | SD | JS, HG | RADA, JAS |
| | Maybole - Complete variety, planting distance and intercropping trials | SD | JS, HG | RADA, JAS |
| | Ginger Hill - Complete variety, planting distance and intercropping trials | SD | JS, HG | RADA, JAS |
| | Chesterfield - Complete variety, planting distance and intercropping trials | SD | JS, HG | RADA, JAS |
| | Coffee Ground - Complete variety, planting distance and intercropping trials | SD | JS, HG | RADA, JAS |
| 3.2.2 | Establish 100 acres of new pineapples | SD | JS, HG | RADA, JAS |
| | Hire two field assistants for lining out of fields, selection of planting material, and supervision of fertilizing and planting | SD | JS, HG | RADA, JAS |
| | Establish groups of at least 12 farmers for each demonstration plot | SD | JS, HG | RADA, JAS |
| | Conduct training in lining out of plots, fertilizer use, and small hand tools for weed control. | SD | JS, HG | RADA, JAS |
| 3.2.3 | Complete Marketing Strategy | JS | HG, SD | RADA |
| | Develop SOW and conduct Marketing strategy study | JS | HG, SD | RADA |
| | Identify key stakeholder to be targeted: processors, restaurateurs; hotels and cruise ships | JS | HG, SD | RADA |
| 3.2.4 | Develop and Implement Exit Strategy | HG | JS, JE | UWI, NEPA, NWC |
| | Establish MOU with RADA to sustain activities after R2RW (see activity 3.1.2 | SD | JS, HG | RADA, JAS |
| | Implement Extension Services | SD | HG, JS | RADA |
| | Execute Marketing strategy | JS | HG, SD | RADA, JAS |
| 3.2.5 | Produce and utilize Pineapple Production Video | SH | SD, JS, HG | RADA, PCA, JAS |
| | Distribute pineapple video to RADA, PCA and Farmers Groups | SH | SD | RADA, PCA, JAS |
| | Utilize video in public awareness campaign to promote improved pineapple production practices | SD | SH, JS, HG | RADA, PCA, JAS |

3.3 Production and Marketing in the Great River Watershed

Income generation as an incentive for sustainable watershed management was a top priority of stakeholders in the GRWMC. Over the life of the Project, many initiatives such as hot pepper production, vegetable production and the expansion of honey production opened opportunities for communities to engage in income generation activities that raise their standard of living. The production and marketing work plan includes an extension of activities already rationalized and programmed to the end of project. Emphasis will continue to be placed on the expeditious implementation of existing community grants, documenting achievements, and disseminating lessons learned. The objective of this set of activities is to expand income generation activities in agriculture and to assist farmers to become more aware of and participate in solutions to environmental issues such as soil erosion, and safe pesticide use.

Outputs

- ✍ Complete implementation of all grant activities
- ✍ Ownership of programs and activities transferred to partner organizations and community groups
- ✍ Indicators applied to programs and grants to evaluate achievements
- ✍ Increased area of agricultural land brought under sustainable use

| Activity Number | Activity Name | R2RW Leader (s) | Participants | Partner Organizations |
|-----------------|---|-----------------|--------------|---|
| 3.3.1 | Improved crop varieties- production of high quality seedlings, hand over of banana and plantain germplasm, technical assistance | SD | JS, HG | RADA, Banana Board Research Department |
| | Provide technical assistance on new/improved varieties | JS | SD, HG | RADA, Banana Board |
| | Handing over ceremony for improved banana varieties | JS | SD, HG | RADA, Banana Board |
| 3.3.2 | Livestock Improvement | SD | JS, HG | MINAG, Jamaica 4-H |
| | Handing over ceremony for goats to St. James 4-H and Knockalva Agricultural School | SD | JS, HG | St. James 4H, Knockalva |
| 3.3.3 | Plant A Tree Campaign | JS | SD, HG, NW | FD, RADA, GRWMC |
| | Implement training course on pruning of tree crops | JS | HG, SD, NW | RADA, FD |
| | Distribution and planting of timber and fruit trees | NW | HG, SD, JS | RADA, FD |

| Activity Number | Activity Name | R2RW Leader (s) | Participants | Partner Organizations |
|-----------------|---|-----------------|--------------|--------------------------------|
| 3.3.4 | Complete implementation of ongoing grants | SD | JS, HG | RADA |
| | Mafoota Farmers Group – Irrigation Ponds | JS | SD, HG | RADA, MINAG (Fisheries Div) |
| | Cacoon Castle Farmers Group – Vegetable Production | JS | SD, HG | RADA, Round Hill Hotel |
| | Catadupa Farmers Group – Cocoa Production | JS | SD, HG | Cocoa Industry Board |
| | Chester Castle – Vegetable Production | JS | SD, HG | RADA |
| | St. Leonard's – Vegetable Production | JS | SD, HG | RADA |
| 3.3.5 | Official closeout of completed grant activities/handovers | HG | SD, JS | RADA, GRWMC, SDC, grantees |
| | Cedar Grove Farmers Group | HG | SD, JS | RADA, JAS GRWMC, SDC, grantee |
| | Rushea Farmers Group and Plant House | HG | SD, JS | RADA, JAS, GRWMC, SDC, grantee |
| | Hermitage Honey Limited | HG | SD, JS | RADA, GRWMC, SDC, grantee |

3.4 Cleaning and Greening of Cambridge: Anchor Project # 2

The objective of the Cleaning and Greening of Cambridge Anchor Project is to address community environmental concerns in a comprehensive manner and provide a model for other communities in the watershed. The Cambridge Anchor Project is affecting the “Cleaning and Greening of Cambridge” through:

- ✍ Continued development of a governance mechanism (partnering with relevant government agencies) within the community to address sustainable development issues;
- ✍ Improved land management and sanitation practices;
- ✍ Implementation of a Public Awareness Program that will improve compliance with environmental laws.

Outputs

- ✍ Citizens of the GRWs most populous town are working together effectively to address deteriorating solid waste and sanitation conditions in their community.
- ✍ Land management demonstration plot established
- ✍ Solid waste management issues being addressed
- ✍ Public Awareness Program implemented

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|--------------|-----------------------|
| 3.4.1 | Execute implementation plan for Project | PB | TS | SDC, |
| | Organizational development training for the Cambridge CDC | PB | TS | SDC |
| | Complete a community profile and community development plan | PB | | SDC |
| | Develop and Sign MOU with St. James Parish Council | PB | TS | SDC, Parish Council |
| 3.4.2 | Implement Public Awareness Campaign | TF | PB, TS | SDC, CBS |
| | Develop promotional materials | TF | PB | SDC, CBS |
| | Develop hummingbird mascot costume | TF | PB | SDC, CBS |
| | Deliver presentations for schools and community meetings | TF | PB | SDC, CBS |
| 3.4.3 | Continued implementation of community clean-up activities | PB | NW, JE | SDC, CBS |
| | Removal of derelict vehicles | PB | STTA | SDC, CBS |
| | Hold District beautification competition | PB | TF | SDC, CBS |
| 3.4.4 | Implement Land Management Activities | PB | JS, HG | RADA, CBS |
| | Continued use of demonstration plot to show proper land management practices | JS | PB, HG | RADA, CBS |
| | Tree planting: coconut, cedar, mahogany | NW | PB, JS, HG | RADA, CBS |

3.5 Water & Sanitation Initiatives in the Great River Watershed

R2RW built and managed constructed wetlands systems at two rural all age schools and one community center during the previous two years. An 18-month water quality-monitoring program on the Great River documented high levels of nitrates, phosphates and fecal coliforms in the river system. Last year, a system was put in place to characterize effluent quality from constructed wetlands systems. The objective of this set of Water and Sanitation activities is to consolidate and complete initiatives begun during year four, complete recent commitments, and actively disseminate technologies for widespread application.

Outputs

- ✍ Rationalize car wash and laundry at Mafoota
- ✍ Handing over of completed projects to citizens groups
- ✍ Solid waste management plan for the Great River completed
- ✍ All water and sanitation initiatives completed

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|------------------------|-----------------------|
| 3.5.1 | Rationalize use of car wash and laundry facility at Mafoota | JE | NW, HG | NWC, PH, WRA |
| | Complete construction of facility and make operational | NW | JE, HG | GRWMC, IWCZB |
| | Signing of MOU with Citizens Association to manage facility | TS | JE, HG, NW | GRWMC, IWCZB |
| 3.5.2 | Handing over ceremonies for sanitation systems | JE | LD, SH, TS, HG, JS, NW | NWC, GRWMC |
| | Plan and complete ceremonies at Retrieve, Pisgah, and Content | MS | JE, SH | NWC, GRWMC |
| 3.5.3 | Institutionalize Community Clean-up Days | JE | HG, STTA | NSWMA |
| | Mobilize 8 communities to do action plans for continuous clean-ups | JE | HG, STTA | W&STF, NSWMA |
| | Formalize community clean-up activities with task forces | JE | HG, STTA | W&STF, NSWMA |
| 3.5.4 | Implementation of W&S Initiatives | JE | HG, NW | PH, NWC, SDC |
| | Catadupa Sanitation Project | JE | HG, NW | PH, NWC |
| | Dundee PTA Sanitation Project | JE | HG, NW | PH, NWC |

3.6 Public Awareness Activities

A low level of public awareness was identified as one of the main reasons for poor environmental practices in watershed areas. Enhancing public awareness of environmental issues therefore remains a priority. The objective of this activity is to enhance public awareness of environmental issues, and to encourage communities to participate in solutions. Activities in the final year will build on initiatives such as the Youth and the Environment Conference, the Environmental Unity through Faith Conference, and the Green Village Program.

Outputs

- ☞ Implementation of follow on activities to the Youth and Environment and Environmental Unity Through Faith Conferences
- ☞ Community stewardship enhanced through continuation of the Great River Green Village Program
- ☞ R2RW actively participated in fairs, expositions, and community environmental fairs; and
- ☞ Core technologies in sanitation and land use management promoted through press releases, radio programs, information brochures, PowerPoint presentations and seminars.

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|------------------------|------------------------------------|
| 3.6.1 | Work with Youth Leaders to identify and support follow on activities to the Great River Y&E Conference | STH | LK, TS, HG, MS | PH, RADA, MBMP, FD |
| | Support follow-up activities to Conference: including extension of River Action Program to 5 communities | STH | LK, NW, MS, TF | PH, RADA, MBMP, FD |
| | Prepare with youth leaders proposal for funding of 2005 Conference | STH | LK, TS, HG, MS, Intern | PH, RADA, MBMP, FD |
| 3.6.2 | Implement Green Village Program 2004 | STH | LK, MS | NEPA, FD, St. James PHD, RADA, SDC |
| | Encourage communities to participate in Green Village 2004 | STH | LK, MS, NW | NEPA, FD, St. James PHD, RADA, SDC |
| | Refine Green Village competition criteria | STH | LK, MS, NW | NEPA, FD, St. James PHD, RADA, SDC |
| | Judging of Green Village 2004 Program | STH | LK, MS | NEPA, FD, St. James PHD, RADA, SDC |
| | Award Ceremony for Green Village 2004 | STH | LK, MS | NEPA, FD, St. James PHD, RADA, SDC |
| 3.6.3 | Participation in fairs, expositions and community forums | STH | LK, NW, MS | NEPA |
| | Organize National Day Wood and Water Ceremony | LK | NW, MS, SD, STH | NEPA |
| | Participate in Jamaica 4-H Clubs Nyammins and Jammins Exposition | MS | PB, SD, NW, TF, STH | NEPA |
| | Participate in 6 community events | STH | LK, MS, SD, NW | NEPA |
| 3.6.4 | Project successes promoted through press releases, radio programs and special events | STH | MS, SD, LK | IWCZB, PECO |
| | Write press releases, organize event logistics and arrange radio interviews | MS | STH, SD, LK | IWCZB, PECO |
| | Disseminate posters/calendars (including PCA material) to a wider audience | STH | MS, SD, LK | IWCZB, PECO |

3.7 Activity Benchmarks

Benchmarks applicable to the final year of this Component are presented below.

Year Five

- ✍ Two organizations that attended Proposal Writing Training successfully received funding.
- ✍ GRWMC is organizing meetings without R2RW assistance.
- ✍ Improved pineapple production practices disseminated to farmers through 12 field days
- ✍ Solid waste management initiatives implemented in Cambridge
- ✍ Award ceremony for the Second Year of the Green Village Program held

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | |
|----|---|-----------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul |
| 3 | 3 Sustainable Environmental Practices in the Great River Watershed | [Summary bar spanning Oct to Jul] | | | | | | | | | |
| 4 | 3.1 Development of the Great River Watershed Management Committee | [Summary bar spanning Oct to Mar] | | | | | | | | | |
| 5 | 3.1.1 Implementation of the Strategic Actions and implementation Plan of the GRWMC | [Summary bar spanning Oct to Dec] | | | | | | | | | |
| 6 | 3.1.1.1 Conduct workshop for self-governance of the GRWMC | [Task bar in Nov] | | | | | | | | | |
| 7 | 3.1.1.2 Decide on partner agencies for GRWMC | [Task bar in Oct] | | | | | | | | | |
| 8 | 3.1.1.3 Establish fund raising Committee of the GRWMC | [Task bar in Oct] | | | | | | | | | |
| 9 | 3.1.1.4 Design promotional program on GRWMC activities | [Task bar in Oct] | | | | | | | | | |
| 10 | 3.1.1.5 Prepare lessons learnt on GRWMC process | [Task bar in Nov] | | | | | | | | | |
| 11 | 3.1.1.6 Refine public awareness strategies modeled on R2RW | [Task bar in Oct] | | | | | | | | | |
| 12 | 3.1.2 Develop MOUs to implement Projects and Program | [Summary bar spanning Oct to Mar] | | | | | | | | | |
| 13 | 3.1.2.1 Develop MOU for the Green Village Program | [Task bar in Oct] | | | | | | | | | |
| 14 | 3.1.2.2 Develop MOU for the Pineapple Production Project | [Task bar in Nov] | | | | | | | | | |
| 15 | 3.1.2.3 Promote incorporation of GRWMC activities in work plans and budgets of partner agencies | [Task bar in Nov] | | | | | | | | | |
| 16 | 3.1.3 Capacity Building Training Programs for task force | [Summary bar spanning Oct to Dec] | | | | | | | | | |
| 17 | 3.1.3.1 Implement training course in meeting management, developing agendas and minutes taking | [Task bar in Oct] | | | | | | | | | |
| 18 | 3.1.3.2 Implement training course in fund raising | [Task bar in Nov] | | | | | | | | | |
| 19 | 3.1.3.3 Implement training course in Proposal Writing | [Task bar in Nov] | | | | | | | | | |
| 20 | 3.1.3.4 Implement training course in environmental advocacy | [Task bar in Oct] | | | | | | | | | |
| 21 | 3.1.4 Implement Strategic Plan for Sustainable Development of the GRW | [Summary bar spanning Oct to Dec] | | | | | | | | | |
| 22 | 3.1.4.1 Consultation with NEPA and Parish Councils | [Task bar in Oct] | | | | | | | | | |
| 23 | 3.1.4.1.1 Secure buy-in and ensure financial commitment to the process | [Task bar in Oct] | | | | | | | | | |
| 24 | 3.2 Improved Production of Pineapple for Sustainable Livelihoods: Anchor Project # 1 | [Summary bar spanning Oct to Jul] | | | | | | | | | |
| 25 | 3.2.1 Implementation of 5 demonstration Plots | [Summary bar spanning Oct to Mar] | | | | | | | | | |
| 26 | 3.2.1.1 Retrieve - Complete variety, planting distance and intercropping demonstration | [Task bar in Oct] | | | | | | | | | |
| 27 | 3.2.1.2 Maybole -Complete variety, planting distance and intercropping demonstration | [Task bar in Oct] | | | | | | | | | |
| 28 | 3.2.1.3 Ginger Hill - Complete variety, planting distance and intercropping demonstration | [Task bar in Oct] | | | | | | | | | |

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|---|-----------|--|---------------------|--|--------------------|--|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task | | Summary | | Rolled Up Progress | |
| | Split | | Rolled Up Task | | External Tasks | |
| | Progress | | Rolled Up Split | | Project Summary | |
| | Milestone | | Rolled Up Milestone | | | |

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | | | |
|----|--|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|--|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | | |
| 29 | 3.2.1.4 Chesterfield - Complete variety, planting distance and intercropping demonstration | | | | | | | | | | | | |
| 30 | 3.2.1.5 Coffee Ground -Complete variety, planting distance and intercropping demonstration | | | | | | | | | | | | |
| 31 | 3.2.2 Establish 100 acres of new pineapples | | | | | | | | | | | | |
| 32 | 3.2.2.1 Hire 2 field assistants for lining out fields, selecting planting material & supervision of best practices | | | | | | | | | | | | |
| 33 | 3.2.2.2 Establish groups of at least 12 farmers for each demonstration plot | | | | | | | | | | | | |
| 34 | 3.2.2.3 Establish groups of at least 12 farmers for each demonstration plot | | | | | | | | | | | | |
| 35 | 3.2.2.4 Conduct training in lining out of plots, fertilizer use and weed control | | | | | | | | | | | | |
| 36 | 3.2.3 Complete Marketing Strategy | | | | | | | | | | | | |
| 37 | 3.2.3.1 Develop SOW and conduct marketing strategy study | | | | | | | | | | | | |
| 38 | 3.2.3.2 Identify key stakeholders - processors, restaurateurs, hotels, cruise ships | | | | | | | | | | | | |
| 39 | 3.2.4 Develop and Implement Exit Strategy | | | | | | | | | | | | |
| 40 | 3.2.4.1 Establish MOU with RADA to sustain activities after R2RW e.g. improved pineapple Prodn practices | | | | | | | | | | | | |
| 41 | 3.2.4.2 Implement Extension Services | | | | | | | | | | | | |
| 42 | 3.2.4.3 Execute Marketing strategy | | | | | | | | | | | | |
| 43 | 3.2.5 Produce and utilize Pineapple Production Video | | | | | | | | | | | | |
| 44 | 3.2.5.1 Distribute video to RADA, PCA and Farmers Group | | | | | | | | | | | | |
| 45 | 3.2.5.2 Utilize video in public awareness campaign to improve production practices | | | | | | | | | | | | |
| 46 | 3.3 Production and Marketing | | | | | | | | | | | | |
| 47 | 3.3.1 Improved crop varieties - production of high quality seedlings | | | | | | | | | | | | |
| 48 | 3.3.1.1 Provide technical Assistance on new/improved varieties | | | | | | | | | | | | |
| 49 | 3.3.1.2 Hand over ceremony for improved banana varieties | | | | | | | | | | | | |
| 50 | 3.3.2 Livestock Improvement | | | | | | | | | | | | |
| 51 | 3.3.2.1 Handing over ceremony to St. James 4H and Knockalva Agricultural School | | | | | | | | | | | | |
| 52 | 3.3.3 Plant A Tree Campaign | | | | | | | | | | | | |
| 53 | 3.3.3.1 Implement training course on pruning & care of tree crops | | | | | | | | | | | | |
| 54 | 3.3.3.2 Distribution and planting of timber & fruit trees | | | | | | | | | | | | |

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| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task | | Summary | | Rolled Up Progress | |
| | Split | | Rolled Up Task | | External Tasks | |
| | Progress | | Rolled Up Split | | Project Summary | |
| | Milestone | | Rolled Up Milestone | | | |

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | | | |
|----|---|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|--|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | | |
| 55 | 3.3.4 Complete implementation of ongoing grants | | | | | | | | | | | | |
| 56 | 3.3.4.1 Mafoota Farmers Group - Irrigation Ponds | | | | | | | | | | | | |
| 57 | 3.3.4.2 Cacoon Castle Farmers Group - Vegetable Production | | | | | | | | | | | | |
| 58 | 3.3.4.3 Catadupa Farmers Group - Cocoa Production | | | | | | | | | | | | |
| 59 | 3.3.4.4 Chester Castle - Vegetable Production | | | | | | | | | | | | |
| 60 | 3.3.4.5 St. Leonard's Vegetable Production | | | | | | | | | | | | |
| 61 | 3.3.5 Official closeout of completed grant activities/handovers | | | | | | | | | | | | |
| 62 | 3.3.5.1 Cedar Grove Farmers Group | | | | | | | | | | | | |
| 63 | 3.3.5.2 Rushea Farmers Group and Plant House | | | | | | | | | | | | |
| 64 | 3.3.5.3 Hermitage Honey Limited | | | | | | | | | | | | |
| 65 | 3.4 Cleaning and Greening of Cambridge: Anchor Project # 2 | | | | | | | | | | | | |
| 66 | 3.4.1 Execute implementation plan for Project | | | | | | | | | | | | |
| 67 | 3.4.1.1 Organizational development training for the Cambridge CDC | | | | | | | | | | | | |
| 68 | 3.4.1.2 Complete a community profile and community development plan | | | | | | | | | | | | |
| 69 | 3.4.1.3 Develop and sign MOU with St. James Parish Council | | | | | | | | | | | | |
| 70 | 3.4.2 Implement Public Awareness Campaign | | | | | | | | | | | | |
| 71 | 3.4.2.1 Develop promotional materials | | | | | | | | | | | | |
| 72 | 3.4.2.2 Develop hummingbird mascot costume | | | | | | | | | | | | |
| 73 | 3.4.2.3 Develop & deliver presentations for schools and community meetings | | | | | | | | | | | | |
| 74 | 3.4.3 Continued implementation of community clean - up activities | | | | | | | | | | | | |
| 75 | 3.4.3.1 Removal of derelict vehicles | | | | | | | | | | | | |
| 76 | 3.4.3.2 Hold District beautification competition | | | | | | | | | | | | |
| 77 | 3.4.4 Implement Land Management Activities | | | | | | | | | | | | |
| 78 | 3.4.4.1 Continued use of demo plot to show proper land management practices | | | | | | | | | | | | |
| 79 | 3.4.4.2 Tree planting: coconut, cedar, mahogany | | | | | | | | | | | | |
| 80 | 3.5 Water and Sanitation Initiatives in the Great River Watershed | | | | | | | | | | | | |

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| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task | | Summary | | Rolled Up Progress | |
| | Split | | Rolled Up Task | | External Tasks | |
| | Progress | | Rolled Up Split | | Project Summary | |
| | Milestone | | Rolled Up Milestone | | | |

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | | | |
|-----|---|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|--|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | | |
| 81 | 3.5.1 Rationalize use of car wash and laundry facility at Mafoota | | | | | | | | | | | | |
| 82 | 3.5.2 Complete construction of facility and make operational | | | | | | | | | | | | |
| 83 | 3.5.3 Signing of MOU with Citizens Association to manage facility | | | | | | | | | | | | |
| 84 | 3.5.4 Handing over ceremonies for sanitation systems at Retrieve, Pisgah & Content | | | | | | | | | | | | |
| 85 | 3.5.5 Institutionalize community clean-up days in water and sanitation task forces with MOU's | | | | | | | | | | | | |
| 86 | 3.5.5.1 Mobilize 8 communities to do Action Plans for continuous clean up | | | | | | | | | | | | |
| 87 | 3.5.5.2 Formalize community clean-up activities with task forces | | | | | | | | | | | | |
| 88 | 3.5.6 Implementation W & S Initiatives | | | | | | | | | | | | |
| 89 | 3.5.6.1 Promote implementation of sanitation demonstration systems at Catadupa | | | | | | | | | | | | |
| 90 | 3.5.6.2 Promote implementation of sanitation demonstration systems at Dundee All-Age School | | | | | | | | | | | | |
| 91 | 3.6 Public Awareness Activities | | | | | | | | | | | | |
| 92 | 3.6.1 Work with Youth Leaders to identify and support activities of the Y&E Conference | | | | | | | | | | | | |
| 93 | 3.6.1.1 Support follow-up activities to conference including extension of River Action Program to 5 communities | | | | | | | | | | | | |
| 94 | 3.6.1.2 Prepare with youth leaders proposal for funding of 2005 Conference | | | | | | | | | | | | |
| 95 | 3.6.2 Implement Green Village Program 2004 | | | | | | | | | | | | |
| 96 | 3.6.2.1 Encourage communities to participate in Green Village 2004 | | | | | | | | | | | | |
| 97 | 3.6.2.2 Refine Green Village Competition criteria | | | | | | | | | | | | |
| 98 | 3.6.2.3 Judging of Green Village 2004 Program | | | | | | | | | | | | |
| 99 | 3.6.2.4 Award Ceremony for Green Village 2004 | | | | | | | | | | | | |
| 100 | 3.6.3 Participation in fairs, expositions and community forums | | | | | | | | | | | | |
| 101 | 3.6.3.1 Organize National Wood and Water Ceremony | | | | | | | | | | | | |
| 102 | 3.6.3.2 Participate in Jamaica 4-H Clubs Nyammins & Jammins Exposition, Montego Bay | | | | | | | | | | | | |
| 103 | 3.6.3.3 Participate in 6 community events | | | | | | | | | | | | |
| 104 | 3.6.4 Project successes promoted through press releases, radio programs and special events | | | | | | | | | | | | |
| 105 | 3.6.4.1 Write press releases, organize event logistics and arrange radio interviews | | | | | | | | | | | | |
| 106 | 3.6.4.2 Disseminate posters/calendars to wide audience, including PCA material | | | | | | | | | | | | |

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|---|-----------|--|---------------------|--|--------------------|--|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task | | Summary | | Rolled Up Progress | |
| | Split | | Rolled Up Task | | External Tasks | |
| | Progress | | Rolled Up Split | | Project Summary | |
| | Milestone | | Rolled Up Milestone | | | |

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | | |
|-----|--|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | |
| 107 | 3.7 Component 1A Performance benchmarks | | | | | | | | | | | ◆ 6/3 |
| 108 | 3.7.1 Plan for phase out of R2RW support to the GRWMC executed | | | | | | | | | | | ◆ 6/3 |
| 109 | 3.7.2 Training course in fund raising & proposal writing delivered | | | | | | | | | | | ◆ 6/3 |
| 110 | 3.7.3 Improved pineapple production practices demonstrated to farmers thru 12 field days | | | | | | | | | | | ◆ 6/3 |
| 111 | 3.7.4 Solid waste management initiatives implement din Cambridge | | | | | | | | | | | ◆ 6/3 |
| 112 | 3.7.5 Award ceremony for Green Village 2004 held | | | | | | | | | | | ◆ 6/3 |

| | | | |
|---|---------------------|-----------------|--------------------|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task | Summary | Rolled Up Progress |
| Split | Rolled Up Task | Rolled Up Split | External Tasks |
| Progress | Rolled Up Milestone | Milestone | Project Summary |

4. Component 1B: Sustainable Environmental Practices in the Rio Grande Watershed

Considerable progress has been made to strengthen the capacity and functions of the Rio Grande Watershed Management Committee (RGWMC), which was established in July 2002. Four task forces of this Committee are now fully functioning, providing meaningful support to thematic areas of SWM. The RGWMC influences development decisions in Portland through its formal association (via a signed MOU) with the Portland Parish Development Committee.

The effects of Hurricane Ivan have tempered the work in the Rio Grande Watershed as communities and individuals are struggling to cope with and repair the damages caused by the Hurricane. At the same time, the successes of the land management and public awareness activities in mitigating potential damages from hurricanes needs to be promoted.

Activities and tasks undertaken in the Rio River watershed contribute to USAID's SO2 - and specifically to the Intermediate Results (IRs) below

| | |
|--------|---|
| IR 1 | Increased adoption of environmentally sound practices |
| IR 1.1 | Increased effectiveness of environmental NGOs |

Work in the Rio Grande Watershed is broken out into four main activity areas as follows.

- | | |
|-----|--|
| 4.1 | Development of the Rio Grande Watershed Management Committee |
| 4.2 | Improved Land Management in the RGW - Anchor Project # 3 |
| 4.3 | Water and Sanitation Activities |
| 4.4 | Public Awareness |

4.1 Development of the Rio Grande Watershed Management Committee

R2RW's support to the RGWMC will focus on providing technical support to assist with the implementation of the "Strategic Actions and Implementation Plan". This is expected to sustainably improve the capacity of the RGWMC to manage its own programs, generate funds for new and existing initiatives and complete the necessary institutional arrangements for the continuation of its activities. The Project will also support the preparation of a Development Area Plan for the RGW. The objective of activities in this section is to build the capacity of the members of the RGWMC to assess, devise solutions, and oversee the implementation of activities that improve the management of the Rio Grande watershed.

R2RW originally planned the preparation of a RGW Strategic Plan similar to the GRW Strategic Plan. R2RW deliberately delayed preparation of the RGW Plan after observing very limited use of the GRW Plan due primarily to ownership issues related to watershed boundaries traversing four Parishes. In the RGW, only one parish (Portland) is involved. Furthermore, development areas in Portland are defined by watershed boundaries under the local government governance system. Indications are that a Development Area Plan for the Rio Grande would be more useful than a Strategic Plan and would fit into the current planning framework of the Portland Parish Council and the PDC. Having a plan that fits into a broader (and accepted) development framework

increases the likelihood of that plan contributing to sustainable natural resource management. R2RW is therefore positive that such a plan will be useful.

Outputs

- ☞ Support of the Strategic Actions and Implementation Plan.
- ☞ Improved capacity in financial management skills, fund raising and proposal writing, meeting management and minutes taking.
- ☞ RGW Development Area Plan prepared through a participatory approach involving all key state agencies, private sector and communities

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|----------------|-----------------------|
| 4. 1.1 | Implementation of the Strategic Actions and Implementation Plan of RGWMC | HG | JS, LK, TS, MN | RGWMC, IWCZB |
| | Conduct workshop on self governance of the RGWMC | LK | MN, HG, TS | RGWMC, IWCZB |
| | Decide on partner agencies for RGWMC | MN | STTA | RGWMC, IWCZB |
| | Establish Fund Raising Committee of the RGWMC | HG | STTA | RGWMC, IWCZB |
| | Design promotional program on RGWMC activities | STH | STTA | RGWMC, PECO |
| | Prepare lessons learnt on RGWMC process | LK | STTA, MN, TS | RGWMC, IWCZB |
| | Refine public awareness strategies modeled on R2RW | STH | LK | RGWMC, PECO |
| 4.1.2 | Review and Strengthening of MOU with PDC and RGWMC | LK | MN, HG, STH | RGWMC, IWCZB |
| | Develop and sign Land Management Program MOU | LK | TS, MN | RGWMC, RADA, FD |
| | Update MOU with RGWMC and PDC, and affirm commitment | LK | TS, MN | RGWMC, IWCZB |
| 4.1.3 | Capacity Building Training Programs for task forces | LK | MN, STH, TS | RGWMC, IWCZB, USAID |
| | Implement training course on Meeting management and minute taking | LK | Claire Spence | RGWMC, IWCZB |
| | Implement training course on Fund Raising | TS | LK | RGWMC, IWCZB |
| | Implement training course on Proposal Writing | MN | LK | RGWMC, IWCZB |
| | Implement training course in environmental advocacy | TS | LK | RGWMC, IWCZB |

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|---|----------------|---------------------|-----------------------|
| 4.1.4 | Prepare Development Area Plan for the RGW | HG | STTA | RGWMC, IWCZB |
| | Consult with NEPA and the Parish Councils to secure their buy-in and to ensure their financial commitment to the process. | HG | MN, TS, STH, LK | RGWMC, IWCZB |
| | Prepare SOW and hire Technical Assistance | HG | MN, TS, STH, LK | RGWMC, IWCZB |
| | Prepare draft and final plan | STTA | HG, MN, TS, STH, LK | RGWMC, IWCZB |

4.2 Improved Land Management Practices in the Rio Grande Watershed: Anchor Project # 3

The RGW has suffered from unfavorable land use practices including farming in unsuitable areas and inappropriate farming practices. Many of the areas now cultivated are prone to soil erosion and would be better left under natural vegetation. This is due in part to the steepness of most of the slopes, high rainfall, and the associated soil types and shallow profiles. The establishment of coffee farms on steep slopes, illegal occupation of lands designated as forest reserves and inappropriate land use practices are the principal causes of land degradation and river contamination. There is an urgent need to influence change in the attitude of watershed residents through well-planned interventions to improve land management.

The objective of this Anchor Project is to meet the urgent need to influence change in attitude of watershed residents through well-planned interventions to improved land management including the following:

1. Improving ground cover and land permeability to improve water quality and quantity, protect the existing soil, maintain and enhance biodiversity, mitigate disasters, and create sustainable livelihood opportunities; and
2. Deepening understanding of natural resource issues and conflicts in the RGW to mitigate potential hazards;

The expected impact is a slowing of deteriorating watershed health – soil erosion, flooding, water pollution - resulting from unfavorable land use practices including farming in unsuitable areas and inappropriate farming practices. Since much of the activities in this section depend upon planting crops in the rainy season, it is expected that the bulk of activities will be implemented in the October – November period of 2004.

Outputs

- ✍ Six agroforestry projects completed
- ✍ Three goat stud stations integrated into existing agroforestry systems and completed
- ✍ Tree planting initiative completed
- ✍ Anchor project evaluated using relevant indicators

Implement six sustainable community tool pool arrangements

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|-----------------|-----------------------|
| 4.2.1 | Implement community based Agroforestry Initiatives | EP | HG, JS, Interns | RADA, FD, JAS |
| | Hire two short term field assistants | EP | HG | RADA |
| | Rock Hall - Plant and care trees, plant vegetative barriers, farmer training | EP | HG, JS, Interns | RADA, FD, JAS |
| | Industry - Plant and care trees, plant vegetative barriers, farmer training | EP | HG, JS, Interns | RADA, FD, JAS |
| | Coopers Hill - Plant and care trees, plant vegetative barriers, farmer training | EP | HG, JS, Interns | RADA, FD, JAS |
| | Moore Town - Plant and care trees, plant vegetative barriers, farmer training | EP | HG, JS, Interns | RADA, FD, JAS |
| | Durham Gap/Dumphries - Plant and care trees, plant vegetative barriers, farmer training | EP | HG, JS, Interns | RADA, FD, JAS |
| | Chatsworth - Plant and care trees, plant vegetative barriers, farmer training. | EP | HG, JS, Interns | RADA, FD, JAS |
| | Implement tool pool activities with communities and RADA | EP | Interns | RADA, FD, JAS |
| 4.2.2 | Implement goat stud stations in 3 communities | EP | HG | RADA |
| | Construct goat stud stations | EP | HG | RADA |
| | Conduct training of farmers in relevant goat husbandry techniques | EP | HG, STTA | RADA/JAS |
| 4.2.3 | Expand tree planting initiative to new communities | EP | JS | RADA, FD |
| | Identify farmers, line out plots, and plant fruit and timber trees in Prospect, Stony Hill, Shot Over and Bowden Pen | EP | JS | RADA, FD |
| | Establish timber and fruit trees and vegetative barriers | EP | JS | RADA, FD |
| | Implement training course on tree pruning and care | JS | EP | RADA, FD |
| 4.2.4 | Promote environmentally friendly cropping practices through farmer training days | EP | HG, JS | JAS, RADA, FD |
| | Organize 6 farmer field days in lining out, using A Frames for contours, pineapple production and crop care | EP | HG, JS | JAS, RADA, FD |
| | Finalize work on community demonstration plots | EP | HG, JS | JAS, RADA, FD |

4.3 Water and Sanitation Activities

Water supply and sanitation were priorities of communities throughout the Rio Grande Watershed. During years 3 and 4, R2RW completed construction of new water systems at Moore Town, Comfort Castle, and Cornwall Barracks. Sanitation systems using constructed wetlands were set up at the Coopers Hill All Age School and with 12 households in Millbank. The objectives of water and sanitation initiatives in the Rio Grande are to consolidate progress made in previous years, review the cost effectiveness of sanitation technologies; implement a participatory water quality monitoring program and build the capacity of community groups to address water and sanitation issues in the areas where they live.

Outputs

- ✍ Cost effectiveness of sanitation technologies demonstrated;
- ✍ Project at CASE demonstrating integrated crop/livestock production and waste management completed;
- ✍ Implement water quality monitoring program, and
- ✍ Improved public awareness of sanitation technologies.

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|--------------|-----------------------|
| 4.3.1 | Handing over of water supply Projects | JE | MN, SH | NWC, WRA |
| | Plan and conduct hand over ceremonies at Cornwall Barracks and Comfort Castle | JE | MN, SH | NWC, WRA |
| 4.3.2 | Millbank Sanitation Project | JE | MN, SH | NWC, WRA |
| | Complete hand over | JE | MN, SH | NWC, WRA |
| 4.3.3 | Complete construction of sanitation system and data collection at CASE | JE | SH, HG | CASE |
| | Analysis of effluent data from constructed wetlands system attached to piggery | SH | JE, HG | CASE |
| 4.3.4 | Complete Implementation of Water Quality Monitoring Program | JE | HG, SH | WRA, NWC, TNC, RGWMC |
| | MOU with participating agencies signed | JE | HG, SH | WRA, NWC, TNC, RGWMC |
| | Complete execution of water quality monitoring program | JE | HG, SH | WRA, NWC, TNC, RGWMC |
| 4.3.5 | Institutionalize community clean-up days in water and sanitation task forces | JE | HG, SH | NSWMA |
| | Develop MOU to institutionalize community clean-ups | JE | HG, SH | NSWMA |

4.4 Public Awareness Activities

Enhancing public awareness of environmental issues remains a priority for the RGW. A communication strategy was developed that involved a step-wise process that first sought to identify key strategic partners, assess their capacity, and build commitment to public awareness

activities. The objective of public awareness in the RGW is to educate residents on land management issues such as soil erosion, landslides and sanitation so that they can be in a position to devise and implement solutions.

The RGW plans to have a Youth, Culture & Environment Conference in early 2005, patterned on the one held in the GRW, but including in its offerings, more display of Portland's rich cultural heritage and demonstrating ways and means to preserve this.

Outputs

- ✍ Consensus obtained on public awareness strategy from anchor project managers and key strategic partners;
- ✍ Existing strategies refined and actively supported;
- ✍ R2RW actively participated in fairs, expositions, and community environmental fairs, and
- ✍ Core technologies in sanitation and land use management promoted through multi media linkages.

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|---|----------------|------------------|----------------------------|
| 4.4.1 | Complete implementation of Public Awareness Program in the Upper Rio Grande Watershed | STH | Lynette Wilkes | RGWMC, JCDT |
| | Assess impact of public education activities in the upper Rio Grande | STH | Lynette Wilkes | RGWMC, JCDT |
| | Prepare final report | Lynette | STH | JCDT |
| 4.4.2 | Implement community competition for a Clean and Green of Rio Grande Watershed | STH | Dawn White | PDC, RGWMC |
| | Implement Public Awareness activities using community based animators | STH | Dawn White | PDC, RGWMC |
| | Implement Clean and Green RGW | STH | Dawn White | PDC, IWCZB, RGWMC |
| 4.4.3 | Implementation and completion of Schools for the Environment Program with schools in the Rio Grande | STH | Machel Donegan | RGWMC, PEPA |
| | Carry out educational presentations in 8 schools in Rio Grande Watershed | STH | Machel Donegan | PEPA |
| 4.4.4 | Environmental skits delivered to communities in the RGW | STH | Maureen Campbell | Port Antonio Theatre Group |
| | Implement community based drama skits in 8 communities of the RGW | STH | Maureen Campbell | Port Antonio Theatre Group |
| 4.4.5 | Youth and Environment Conference held in the RGW | STH | LK | PAWG |
| | Plan, organize logistics and implement a Youth and Environment conference in RGW | STH | LK | PAWG |
| 4.4.6 | Disseminate posters/calendars (including PCA materials) to a wider audience | STH | LK | PAWG |

4.5 Activity Benchmarks

Benchmarks applicable to this Component are:












Year Five

- ✍ RGW Development Area Plan prepared
- ✍ Plan for Phase out of R2RW support to RGWMC executed
- ✍ Six agro-forestry projects completed
- ✍ Water harvesting and sanitation projects completed
- ✍ Public awareness program in the Lower RGW completed
- ✍ Public awareness program in the Upper RGW completed

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | |
|-----|--|-----------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul |
| 113 | 4 Sustainable Environmental Practices in the Rio Grande Watershed | [Summary bar spanning Oct to Jul] | | | | | | | | | |
| 114 | 4.1 Development of the Rio Grande Watershed Management Committee | [Summary bar spanning Oct to Mar] | | | | | | | | | |
| 115 | 4.1.1 Implementation of RGWMC Strategic Actions & Implementation Plan | [Summary bar spanning Oct to Mar] | | | | | | | | | |
| 116 | 4.1.1.1 Conduct workshop on self governance of the RGWMC | [Task bar in Nov] | | | | | | | | | |
| 117 | 4.1.1.2 Decide on partner agencies for the RGWMC | [Task bar in Oct] | | | | | | | | | |
| 118 | 4.1.1.3 Establish Fund Raising Committee of the RGWMC | [Task bar in Nov] | | | | | | | | | |
| 119 | 4.1.1.4 Design promotional program on RGWMC activities | [Task bar in Dec] | | | | | | | | | |
| 120 | 4.1.1.5 Prepare Lessons Learned on RGWMC Development Process | [Task bar in Dec] | | | | | | | | | |
| 121 | 4.1.1.6 Refine public awareness strategies modeled on R2RW approaches | [Task bar in Feb] | | | | | | | | | |
| 122 | 4.1.2 Review & strengthening of MOU with PDC and RGWMC | [Summary bar spanning Nov to Dec] | | | | | | | | | |
| 123 | 4.1.2.1 Develop & sign Land Management Program MOU | [Task bar in Nov] | | | | | | | | | |
| 124 | 4.1.2.2 Update MOU with RGWMC and PDC and affirm commitment | [Task bar in Dec] | | | | | | | | | |
| 125 | 4.1.3 Capacity building training programs for task forces | [Summary bar spanning Oct to Dec] | | | | | | | | | |
| 126 | 4.1.3.1 Implement training course in meeting management & minute taking | [Task bar in Oct] | | | | | | | | | |
| 127 | 4.1.3.2 Implement training course in fundraising | [Task bar in Nov] | | | | | | | | | |
| 128 | 4.1.3.3 Implement training course in proposal writing | [Task bar in Dec] | | | | | | | | | |
| 129 | 4.1.3.4 Implement training course in environmental advocacy | [Task bar in Dec] | | | | | | | | | |
| 130 | 4.1.4 Prepare Development Area Plan for RGW | [Summary bar spanning Oct to Dec] | | | | | | | | | |
| 131 | 4.1.4.1 Consult with NEPA and Parish Council | [Task bar in Oct] | | | | | | | | | |
| 132 | 4.1.4.2 Prepare Scope of Work & hire TA | [Task bar in Nov] | | | | | | | | | |
| 133 | 4.1.4.3 Prepare Draft Plan | [Task bar in Dec] | | | | | | | | | |
| 134 | 4.1.4.4 Secure feedback and prepare Final Plan | [Task bar in Dec] | | | | | | | | | |
| 135 | 4.2 Improved Land Management in the RGW - Anchor Project #3 | [Summary bar spanning Oct to Mar] | | | | | | | | | |
| 136 | 4.2.1 Implement community based agroforestry initiatives | [Summary bar spanning Oct to Mar] | | | | | | | | | |
| 137 | 4.2.1.1 Hire two short-term field assistants | [Task bar in Oct] | | | | | | | | | |
| 138 | 4.2.1.2 Rock Hall - plant/care trees, vegetative barriers, training | [Task bar spanning Oct to Mar] | | | | | | | | | |

| | | | | | | |
|---|-----------|---|---------------------|---|--------------------|---|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task |  | Summary |  | Rolled Up Progress |  |
| | Split |  | Rolled Up Task |  | External Tasks |  |
| | Progress |  | Rolled Up Split |  | Project Summary |  |
| | Milestone |  | Rolled Up Milestone |  | | |

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | | | |
|-----|---|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|--|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | | |
| 139 | 4.2.1.3 Industry - plant/care trees, vegetative barriers, training | | | | | | | | | | | | |
| 140 | 4.2.1.4 Coopers Hill - plant/care trees, vegetative barriers, training | | | | | | | | | | | | |
| 141 | 4.2.1.5 Moore Town - plant/care trees, vegetative barriers, training | | | | | | | | | | | | |
| 142 | 4.2.1.6 Durham/Dumphries - plant/care trees, vegetative barriers, training | | | | | | | | | | | | |
| 143 | 4.2.1.7 Chatsworth - plant/care trees, vegetative barriers, training | | | | | | | | | | | | |
| 144 | 4.2.1.8 Implement tool pool activities with communities | | | | | | | | | | | | |
| 145 | 4.2.1.9 Implement community tool pool activities with RADA | | | | | | | | | | | | |
| 146 | 4.2.2 Implement goat stud stations in three communities | | | | | | | | | | | | |
| 147 | 4.2.2.1 Construct goat stud stations | | | | | | | | | | | | |
| 148 | 4.2.2.2 Training of farmers in goat husbandry techniques | | | | | | | | | | | | |
| 149 | 4.2.3 Expand tree planting initiative to new communities | | | | | | | | | | | | |
| 150 | 4.2.3.1 Identify farmers - Prospect, Stony Hill, Shot Over, Bowden Pen | | | | | | | | | | | | |
| 151 | 4.2.3.2 Establish timber and fruit trees and hillside vegetative barriers | | | | | | | | | | | | |
| 152 | 4.2.3.3 Implement training course on tree pruning & care | | | | | | | | | | | | |
| 153 | 4.2.4 Promote environmentally friendly cropping practices through training | | | | | | | | | | | | |
| 154 | 4.2.4.1 Implement six field training days - lining out/use of A frame for contours, pineapple barriers, crop care | | | | | | | | | | | | |
| 155 | 4.2.4.2 Finalize work on community demonstration plots | | | | | | | | | | | | |
| 156 | 4.3 Water & Sanitation Activities | | | | | | | | | | | | |
| 157 | 4.3.1 Hand-over of water supply projects | | | | | | | | | | | | |
| 158 | 4.3.1.1 Cornwall Barracks | | | | | | | | | | | | |
| 159 | 4.3.1.2 Comfort Castle | | | | | | | | | | | | |
| 160 | 4.3.2 Hand-over of Sanitation Project | | | | | | | | | | | | |
| 161 | 4.3.2.1 Millbank | | | | | | | | | | | | |
| 162 | 4.3.3 Complete construction of sanitation system & data collection at CASE | | | | | | | | | | | | |
| 163 | 4.3.3.1 Complete construction | | | | | | | | | | | | |
| 164 | 4.3.3.2 Data collection on effluent quality | | | | | | | | | | | | |

| | | | | | | |
|---|-----------|--|---------------------|--|--------------------|--|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task | | Summary | | Rolled Up Progress | |
| | Split | | Rolled Up Task | | External Tasks | |
| | Progress | | Rolled Up Split | | Project Summary | |
| | Milestone | | Rolled Up Milestone | | | |

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | | | |
|-----|--|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|--|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | | |
| 165 | 4.3.4 Complete implementation of water quality monitoring program | | | | | | | | | | | | |
| 166 | 4.3.4.1 Sign MOU with participating agencies | | | | | | | | | | | | |
| 167 | 4.3.4.2 Complete execution of WQM program | | | | | | | | | | | | |
| 168 | 4.3.5 Institutionalize community clean-up days in water & sanitation task forces | | | | | | | | | | | | |
| 169 | 4.3.5.1 Develop MOU to institutionalize community clean-ups | | | | | | | | | | | | |
| 170 | 4.4 Public Awareness Activities | | | | | | | | | | | | |
| 171 | 4.4.1 Complete implementation of public awareness program in Upper RGW | | | | | | | | | | | | |
| 172 | 4.4.1.1 Assess impact of public education activities in the Upper RGW | | | | | | | | | | | | |
| 173 | 4.4.1.2 Prepare Final Report on public education program in the upper RGW | | | | | | | | | | | | |
| 174 | 4.4.2 Implement community competition for clean & green of RGW | | | | | | | | | | | | |
| 175 | 4.4.2.1 Implement public awareness activities using community based animators | | | | | | | | | | | | |
| 176 | 4.4.2.2 Implement clean & green award program | | | | | | | | | | | | |
| 177 | 4.4.3 Complete implementation of Schools for the Envir Program in the RGW | | | | | | | | | | | | |
| 178 | 4.4.3.1 Carry out educational presentations in 8 schools in the RGW | | | | | | | | | | | | |
| 179 | 4.4.4 Environmental skits delivered to communities in RGW | | | | | | | | | | | | |
| 180 | 4.4.4.1 Implement community based drama skits in 8 RGW communities | | | | | | | | | | | | |
| 181 | 4.4.5 Youth & Environment Conference held in RGW | | | | | | | | | | | | |
| 182 | 4.4.5.1 Plan conference, organize logistics | | | | | | | | | | | | |
| 183 | 4.4.5.2 Host conference | | | | | | | | | | | | |
| 184 | 4.4.6 Disseminate posters/calendars (incl. PCA materials) to a wider audience | | | | | | | | | | | | |
| 185 | 4.5 Component 1B Benchmarks | | | | | | | | | | | | |
| 186 | 4.5.1 RGW Development Area Plan prepared | | | | | | | | | | | | |
| 187 | 4.5.2 Plan for Phase out of R2RW support to RGWMC executed | | | | | | | | | | | | |
| 188 | 4.5.3 Six agroforestry projects completed | | | | | | | | | | | | |
| 189 | 4.5.4 One water harvesting and sanitation project completed | | | | | | | | | | | | |
| 190 | 4.5.5 Public awareness program in the Lower RGW completed | | | | | | | | | | | | |

| | | | | | | |
|---|-----------|--|---------------------|--|--------------------|--|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task | | Summary | | Rolled Up Progress | |
| | Split | | Rolled Up Task | | External Tasks | |
| | Progress | | Rolled Up Split | | Project Summary | |
| | Milestone | | Rolled Up Milestone | | | |

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | |
|-----|---|------|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul |
| 191 | 4.5.6 Public awareness program in the Upper RGW completed | | | | | | | | | | ◆ 6/3 |



| | | | |
|---|-----------|---------------------|--------------------|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task | Summary | Rolled Up Progress |
| | Split | Rolled Up Task | External Tasks |
| | Progress | Rolled Up Split | Project Summary |
| | Milestone | Rolled Up Milestone | |

5. Component 2: Compliance and Enforcement

Compliance and enforcement activities for the Project will be completed using the approach arising from the R2RW Mid-term Internal Review. This review suggested that compliance and enforcement of environmental regulations would be increased and enhanced if communities were more aware and involved in the management of resources and in enforcement of laws and regulations that governed those resources. The Knowledge, Attitudes and Practice Study (KAP) survey identified lack of awareness of most environmental laws by communities and lack of enforcement personnel as critical elements of compliance and enforcement.

Recognizing the limitations of enforcement, the project shifted to public awareness and advocacy as a better way of achieving compliance. The success of this shift in strategy can be measured by the:

- ✍ Levels of community discussion and action
- ✍ Demand of enforcement agencies to implement the laws, and
- ✍ Demand for enforcement products (pocket-guide, posters, jingle, etc.).

In addition, the design of a curriculum for four courses in compliance and enforcement of environmental laws by MIND has provided training materials for the certification of compliance and enforcement officers from a variety of public agencies and for community leaders.

Compliance and enforcement activities will be completed with a public awareness and training emphasis, but will also seek out, and implement demand driven community enforcement strategies pushed by communities and other stakeholders. During this final Project year R2RW will look to consolidate gains, with emphasis on sustainability after project completion.

SO Linkages

The compliance and enforcement component of the Project contributes to USAID's SO2 by reporting on indicators established for the following Intermediate Results:

| | |
|----------|---|
| IR 1.2 | Increased economic incentives for environmentally sound practices |
| IR 2 | Adoption of policies for improved Environmental Management |
| IR 2.1 | Effective promulgation and enforcement of environmental regulations |
| IR 2.2.1 | Increased capacity of key GOJ agencies |

Compliance and enforcement activities are divided into three major categories, namely:

| | |
|-----|--|
| 5.1 | Compliance and Enforcement – Nationally |
| 5.2 | Compliance and Enforcement in the Great River Watershed (GRW) |
| 5.3 | C&E in Portland, with emphasis on the Rio Grande Watershed (RGW) |

5.1 Compliance and Enforcement – Nationally

National activities will continue to be implemented in partnership with the ENACT Project, NEPA Legal, Compliance and Regional Services, and Public Education Divisions, as well as the IWCZB and MIND. These activities will build upon the already initiated public awareness and training activities. The Training Needs Assessment (TNA) undertaken by MIND on behalf of NEPA,

ENACT, R2RW Project, and other stakeholders led to the development of four learning products which focus on educating key participants in environmental compliance and enforcement of laws and regulations.

The learning products (courses) are:

- ✍ Intro to Resource Systems, Environmental Legislation and Planning Legislation (EC01)
- ✍ Techniques and Procedures for Enforcement and Compliance (EC002)
- ✍ Competencies for Enforcement and Compliance (EC03 A&B)
- ✍ Training of community leaders in relevant environmental planning laws (EC04)

Also, R2RW, along with ENACT and NEPA developed and printed 2000 copies of a “Pocket-guide to environmental laws in Jamaica”. NEPA identified some ways that the edition could be improved. R2RW is supporting NEPA to complete a second edition, and to print copies for distribution. Finally, The Legal Services Division of NEPA has identified the need for developing a “Compendium of Environmental Cases in Jamaica”. This will include cases taken before the courts by central and local government agencies, and will provide a tool for research and practical experiences for academic and enforcement purposes. R2RW will support NEPA to complete this exercise.

The objectives of activities under this section are to consolidate initiatives to date in a series of certificate courses for compliance and enforcement officers, and to complete the updating of the Pocket Guide and a Compendium of Environmental cases

Outputs

- ✍ MIND supported in the delivery of 12 courses in compliance and enforcement
- ✍ 1000 copies of the updated Pocket Guide printed and distributed
- ✍ Compendium of Environmental cases published

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|---|----------------|--------------|-----------------------|
| 5.1.1 | Delivery of C&E courses at MIND | TS | MN | LS, ENACT, MIND |
| | Deliver course EC01 to C&E Officers | TS | MN | LS, ENACT, MIND |
| | Deliver course EC02 to C&E Officers | TS | MN | LS, ENACT, MIND |
| | Deliver course EC03 to C&E Officers | TS | MN | LS, ENACT, MIND |
| 5.1.2 | Produce and print 2 nd edition of Pocket Guide | TS | MN | LS, ENACT |
| | Format document for printing | TS | MN | LS, ENACT |
| | Printing and distribution of 1,000 copies of revised Pocket Guide | MN | TS | Printer |
| | Post on NEPA web | TS | MN | IT |
| | Conduct assessment of use of Pocket Guides by C&E Officers | TS | MN, STH | LS, CRS |

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|---|----------------|--------------|-----------------------|
| 5.1.3 | Produce Compendium of Environmental Cases | TS | MN | LS, ENACT |
| | Complete final compendium | TS | MN | LS |
| | Print and distribute compendium | TS | MN | LS |

5.2 Compliance and Enforcement in the Great River Watershed (GRW)

Agencies at the central government level are mainly responsible for enforcement activities of the numerous laws and regulations, yet enforcement is still less than desired. The Compliance and Enforcement Task Force of the GRWMC is the focus for community-based activities to address issues of solid waste and sewage disposal. The courses developed with MIND will now be delivered in the GRW, following discussions with the C&E Task Force, MIND, and NEPA. This is expected to increase the knowledge of enforcement officers in the watershed. The C&E Task force will recommend delivery of the EC 04 course to selected communities. This is expected to include Cambridge and Retrieve

The objective of this section is to build the capacity of the C&E Task Force to review and take action on C&E issues such as waste disposal, sewage disposal and pesticide use in the GRW. R2RW will work with the Compliance and Regional Services Division of NEPA and the Task Force to reach consensus on the continuity of the partnership after R2RW comes to an end.

Outputs

- ✍ Training course for Community Leaders
- ✍ Coordinating mechanism in place for Enforcement Actions

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|--------------|--------------------------------|
| 5.2.1 | Conduct training of community leaders (including municipal wardens and game wardens) | TS | STH, MN | CRS, ENACT, MIND |
| | Conduct training course for community leaders in the GRW | TS | STH, MN | CRS, ENACT, MIND |
| 5.2.2 | Determine coordinating mechanisms for agencies involved in enforcement | TS | LK | GRWMC, FD, PH, Parish Councils |
| | Implement recommendations of NEPA led coordinating mechanism | TS | LK | GRWMC, FD, PH, Parish Councils |
| | Establish MOU's with Parish Councils and State Agencies to coordinate on enforcement actions | TS | LK | GRWMC, FD, PH, Parish Councils |

5.3 C&E in Portland, with emphasis on the Rio Grande Watershed (RGW)

At a workshop in April 2004, the Public Awareness and C&E Task Forces developed a joint work plan. The C&E Task Force will review how this is to be implemented. Discussions will also take place regarding the merger of both task forces. The courses developed with MIND will now be

delivered in the RGW, following discussions with the C&E Task Force, MIND, and NEPA. This is expected to increase the knowledge of enforcement officers in the watershed. Several community clean-up activities have been taking place in the watershed, but reporting has been ad hoc. The R2RW Technical Team is recommending that the Water and Sanitation Task Force takes responsibility for the monitoring of these activities. R2RW supported the establishment of a Quarry Monitoring Committee for the Rio Grande. Support will continue in Year 5, geared to further build the capacity of this Committee.

The objective of this section is to work with State Agencies and Communities in the RGW to address key issues in compliance and enforcement such as sand mining, bird shooting and solid waste disposal.

Outputs

- ✍ Training course for Community Leaders
- ✍ Coordinating mechanism in place for Enforcement Actions
- ✍ Quarry Monitoring Committee functional

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|--------------|-----------------------|
| 5.3.1 | Implement Action Plan for joint Public Awareness/C&E Task Forces | TS | STH, MN | CRS |
| | Develop MOU to work together on priority issues in the RGW | TS | STH, MN | CRS |
| | Undertake work on agreed issues | TS | STH | CRS |
| 5.3.2 | Conduct training of community leaders (including municipal wardens and game wardens) | TS | MN | NEPA, MIND |
| | Conduct 1 training course for community leaders in the RGW | TS | MN | NEPA, MIND |
| 5.3.3 | Work with Quarry Monitoring Committee to address sand mining issues in the RGW | TS | HG | MQD |
| | Facilitate 3 meetings of the Quarry Monitoring Committee | TS | HG | MQD |

5.4 Activity Benchmarks

A summary of benchmarks established for the Fifth year of this Component is presented below.

| |
|--|
| <p>Year Five</p> <ul style="list-style-type: none"> ✍ 3 Training courses delivered to enforcement personnel ✍ 2 Training courses delivered to community leaders in C & E ✍ Second edition of Pocketsize field guide finalized, printed and being distributed ✍ Portland Quarries Monitoring Committee functional and addressing mining issues ✍ Compendium of environmental court cases prepared |
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Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005










| ID | Task Name | 2005 | | | | | | | | | | | |
|-----|---|---------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|--|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | | |
| 192 | 5 Enhancing Compliance and Enforcement | [Summary bar] | | | | | | | | | | | |
| 193 | 5.1 Compliance and Enforcement - Nationally | [Summary bar] | | | | | | | | | | | |
| 194 | 5.1.1 Delivery of C & E Courses at MIND | [Summary bar] | | | | | | | | | | | |
| 198 | 5.1.2 Produce & print 2nd Edition of Pocket Guide | [Summary bar] | | | | | | | | | | | |
| 199 | 5.1.2.1 Format document for printing | [Task bar: Oct-Nov] | | | | | | | | | | | |
| 200 | 5.1.2.2 Printing & distribution of 1000 copies of revised Pocket Guide | [Task bar: Nov-Dec] | | | | | | | | | | | |
| 201 | 5.1.2.3 Post on NEPA website | [Task bar: Dec] | | | | | | | | | | | |
| 202 | 5.1.2.4 Conduct assessment of use of Pocket Guides by C & E Officers | [Task bar: Feb-Mar] | | | | | | | | | | | |
| 203 | 5.1.3 Produce Compendium of Environmental Cases | [Summary bar] | | | | | | | | | | | |
| 204 | 5.1.3.1 Complete Final Compendium | [Task bar: Oct-Nov] | | | | | | | | | | | |
| 205 | 5.1.3.2 Print & distribute Compendium | [Task bar: Nov-Dec] | | | | | | | | | | | |
| 206 | 5.2 Compliance and Enforcement in the Great River Watershed (GRW) | [Summary bar] | | | | | | | | | | | |
| 207 | 5.2.1 Conduct training of community leaders incl. municipal wardens & game wardens | [Task bar: Oct-Nov] | | | | | | | | | | | |
| 208 | 5.2.1.1 Conduct training course for community leaders in the GRW | [Task bar: Oct] | | | | | | | | | | | |
| 209 | 5.2.2 Determine coordinating mechanisms for agencies involved in enforcement | [Task bar: Oct-Nov] | | | | | | | | | | | |
| 210 | 5.2.2.1 Implement recommendations of NEPA led coordinating mechanism | [Task bar: Oct-Nov] | | | | | | | | | | | |
| 211 | 5.2.2.2 Establish MOUs with PCs and State agencies to coordinate enforcement actions | [Task bar: Nov-Dec] | | | | | | | | | | | |
| 212 | 5.3 Compliance & Enforcement in Portland with emphasis on the Rio Grande Watershed | [Summary bar] | | | | | | | | | | | |
| 213 | 5.3.1 Implement Action Plan for joint public awareness/C & E Task Forces | [Task bar: Oct-Nov] | | | | | | | | | | | |
| 214 | 5.3.1.1 Develop MOU to work together on priority issues in the RGW | [Task bar: Oct] | | | | | | | | | | | |
| 215 | 5.3.1.2 Undertake work on agreed issues | [Task bar: Oct-Nov] | | | | | | | | | | | |
| 216 | 5.3.2 Conduct training of Community leaders in the RGW | [Task bar: Oct-Nov] | | | | | | | | | | | |
| 217 | 5.3.2.1 Conduct one training courses for C & E Officers in RGW | [Task bar: Oct] | | | | | | | | | | | |
| 218 | 5.3.3 Work with Quarry Monitoring Committee to assess mining issues in the RGW | [Task bar: Oct-Nov] | | | | | | | | | | | |
| 219 | 5.3.3.1 Facilitate three meetings of the Quarry Monitoring Committee | [Task bar: Oct] | | | | | | | | | | | |
| 220 | 5.4 Activity Benchmarks | [Summary bar] | | | | | | | | | | | |

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|---|-----------|--|---------------------|--|--------------------|--|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task | | Summary | | Rolled Up Progress | |
| | Split | | Rolled Up Task | | External Tasks | |
| | Progress | | Rolled Up Split | | Project Summary | |
| | Milestone | | Rolled Up Milestone | | | |

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | | |
|-----|---|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | |
| 221 | 5.4.1 Three training courses delivered to enforcement personnel | | | | | | | | | | | ◆ 6/3 |
| 222 | 5.4.2 Two training courses delivered to community leaders in C & E | | | | | | | | | | | ◆ 6/3 |
| 223 | 5.4.3 Second Edition of Pocketsize field guide finalized, printed & being distributed | | | | | | | | | | | ◆ 6/3 |
| 224 | 5.4.4 Portland Quarries Monitoring Committee functional & addressing mining issues | | | | | | | | | | | ◆ 6/3 |
| 225 | 5.4.5 Compendium of environmental court cases prepared | | | | | | | | | | | ◆ 6/3 |

| | | | | | | |
|---|-----------|---|---------------------|---|--------------------|---|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task |  | Summary |  | Rolled Up Progress |  |
| | Split |  | Rolled Up Task |  | External Tasks |  |
| | Progress |  | Rolled Up Split |  | Project Summary |  |
| | Milestone | ◆ | Rolled Up Milestone | ◇ | | |

6. Component 3: Institutional Strengthening

Institutional strengthening for watershed management is needed to build the capacity of communities, local watershed management committees, and national agencies to design, develop and implement effective programs for sustainable watershed management. The R2RW Project has undertaken activities designed to improve watershed management at the local and watershed levels including the formation of local watershed management committees (WMCs), facilitating the formation of task forces under the WMCs to address priority issues, and the training of stakeholders in skills such as minute-taking, meeting management, advanced participation methods, fund raising and proposal writing.

To date, the Project established linkages to several key Divisions and Branches of NEPA including the Legal Services Division, the Compliance and Regional Services Division, the Public Education and Community Outreach Branch, and the Policies, Programs and Project Coordination Division, in addition to the Sustainable Watersheds Branch (recently renamed the Integrated Watershed and Coastal Zone Branch). NEPA is currently undergoing an internal reorganization that will affect some of these Divisions and Branches.

These linkages will be continued and deepened in the final year of the Project through the implementation of joint activities, the building of capacity of key staff, and the transferring of approaches, methodologies and lessons learned to staff throughout NEPA.

SO2 Linkages

Institutional strengthening contributes to USAID's SO2 and the following Intermediate Results.

| | |
|----------|---|
| IR 1 | Increased adoption of environmentally sound practices |
| IR 1.1 | Increased effectiveness of environmental NGOs |
| IR 2.2.1 | Increased capacity of key GOJ agencies |

Year 5 Activities

Institutional strengthening activities for Year 5 are divided into six major categories, namely:

| | |
|-----|---|
| 6.1 | LWMC Development |
| 6.2 | Framework for Watershed Management |
| 6.3 | Improved Sanitation Management Practices – Anchor Project # 4 |
| 6.4 | Transfer Approaches, Methodologies and Lessons |
| 6.5 | Special Studies |
| 6.6 | Public Awareness |

6.1 Development of Local Watershed Management Committees

One of the principal benefits of LWMCs is facilitation of coordination, collaboration, and information sharing among government and community-based organizations. During the remainder of the Project, R2RW will help to further clarify the role of LWMCs. In addition, as part of close out activities, focus will be placed on sharing lessons learned and promoting networking among individuals, LWMCs, and the NIWMC. The objective of this activity is to position LWMCs

to make sustained contributions to the management of natural resources in their areas through enhanced capacity to oversee the management of watershed improvement initiatives.

Outputs

- ☞ Networking conference of local groups involved with resource management held to share successes
- ☞ Relationship of LWMCs to the PDCs and local government reform clarified
- ☞ Mechanism to incorporate input from LWMCs into the NIWMC recommended

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|---|----------------|--------------|-----------------------|
| 6.1.1 | Hold one networking conference for LWMCs | MN | TS, STH, LK | IWCZB, FD, NIC |
| | Identify participants to conference | TS | MN, STH, LK | IWCZB, FD, NIC |
| | Plan conference, develop case studies, arrange venue logistics | MN | TS, STH, LK | IWCZB, FD, NIC |
| | Hold Conference | MN | TS, STH, LK | IWCZB, FD, NIC |
| | Publish proceedings and follow-up activities | MN | TS, STH, LK | IWCZB, FD, NIC |
| 6.1.2 | Disseminate the findings of the study on the linkages between LWMCs and PDCs. | TS | MN | IWCZB |
| | Finalize, print and distribute report | TS | MN | IWCZB |
| | Make presentations on report findings to NEPA, NIWMC and at Networking Conference | MN | TS | IWCZB |
| 6.1.3 | Develop mechanism to incorporate LWMCs input into the NIWMC | TS | HG, MN, LK | IWCZB |
| | Prepare report on LWMC activity with recommendations on how to incorporate input into the NIWMC | TS | MN, HG, LK | IWCZB |
| | Make presentations on report findings to NEPA and the NIWMC | MN | TS, HG, LK | IWCZB |

6.2 Framework for Watershed Management

R2RW has worked with NEPA to update the Watershed Policy, which is now awaiting approval by the Cabinet. After the recent reorganization of NEPA, the enactment of a new NEPA Act has been identified as a priority activity by NEPA management. R2RW has been requested to assist NEPA with short-term technical assistance to produce drafting instructions for the new NEPA Act. R2RW will, in its final year, respond to NEPA's request to provide technical assistance towards the drafting of instructions for the NEPA Act. The new NEPA Act will encompass all Acts falling under NEPA's jurisdiction including the Watershed Protection Act.

The Project will also complete its support to the National Integrated Watershed Management Council (NIWMC). Support to the NIWMC will include building its capacity to assume increasing

responsibilities for coordinating national watershed management programs, and assist in the development of a website for the NIWMC.

Outputs

- ✍ Drafting instructions for NEPA Act
- ✍ The NIWMC is strengthened to lead interventions in watershed management

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|--------------|-----------------------|
| 6.2.1 | Produce drafting instructions for new NEPA Act | TS | MN, STTA | IWCZB, MLE |
| | Prepare SOW, and hire consultant | MN | TS, STTA | LS, MLE |
| | Prepare initial drafting instructions | TS | MN, STTA | LS, MLE |
| | Secure NEPA feedback, and prepare 2 nd draft | TS | MN, STTA | LS, MLE |
| | Undertake stakeholder meetings and public consultations | TS | MN, STTA | LS, MLE |
| | Incorporate comments and prepare 3 rd draft | TS | MN, STTA | LS, MLE |
| | Produce final drafting instructions | TS | MN, STTA | LS, MLE |
| 6.2.2 | Support continued development of the NIWMC | MN | MN, TE | NIWMC |
| | Follow through on implementation plan for the development of the NIWMC | MN | TS, STTA | NIWMC |
| | Develop website for the NIWMC | MN | NH, STTA | NIWMC |

6.3 Dissemination of Improved Sanitation Technology: Anchor Project # 4

The objective of this project is to reduce the adverse effects of poor sanitation practices in the upper and middle watershed on the marine environment by:

- ? Demonstrating the cost-effectiveness and environmental friendliness of selected sanitation technologies;
- ✍ Increasing awareness, acceptance, and utilization of demonstrated technologies by residents, businesses, and establishments in the Watershed; and
- ✍ Mainstreaming the selected technologies into governmental practice.

Outputs

- ✍ Document, promote and mainstream low-cost solutions for wastewater disposal in rural communities
- ✍ Materials, seminars and workshops to disseminate information.

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|--------------|-----------------------|
| 6.3.1 | Technical Workshops to disseminate sanitation technologies | SH | JE | PH |
| | Conduct workshop for the Ministry of Health staff (Environmental Health), and Parish Councils | SH | JE | MOH, PCs |
| | Disseminate information to NEPA field staff | SH | JE | NEPA |
| | Conduct workshops for contractors, masons, builders involved in construction of the technologies | SH | JE | Builders Associations |
| 6.3.2 | Completion of documentation of constructed wetlands systems at Pisgah, Retrieve and CASE | SH | HG, JE | CASE, NWC |
| | Collect and analyze data from existing constructed wetlands systems. | SH | HG, JE | CASE, NWC |
| | Publish and distribute final report | SH | HG, JE | CASE, NWC |
| 6.3.3 | Mainstreaming of constructed wetland technology | SH | HG, SH | PH, NWC, PC, PECO |
| | Develop design criteria, fact sheets and other documentation for building code revisions | SH | HG, SH | PH, NWC, PC, PECO |
| | Make targeted presentations to developers, masons, and community residents and State agencies | SH | HG, SH | PH, NWC, PC, PECO |
| 6.3.4 | Application to NEPA for permitting of constructed wetland technology | SH | JE, HG | NEPA |
| | Preparation and submission of formal application to NEPA for the permitting of constructed wetlands technology | SH | JE, HG | NEPA |

6.4 Transfer Approaches, Methodologies and Lessons Learned

The sustainability and replicability of initiatives begun under the R2RW is a primary concern as the Project enters its final year. There is a need to professionally document project-related successes, as well as the methods and processes employed to achieve these outputs so that NEPA, LWMCs and the members of the NIWMC can use them widely. The objective of these activities is to document lessons learned during project implementation and to infuse these lessons widely to the State Agencies, NGOs, community groups and concerned individuals participating in watershed management.

Outputs

- ✍ R2RW achievements and successes are professionally documented through case studies.
- ✍ Lessons learned from the Project are presented at a public seminar and widely disseminated; and

- Lessons learned from Project implementation are infused into the on-going programs of agencies engaged in watershed management.

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|---|----------------|-------------------------|-----------------------|
| 6.4.1 | Document successes and achievements through case studies (including grant activities) | MN | TS, SH, LD, HG, JS, JE | NEPA |
| | Complete documentation of lessons learned | MN | Team | NEPA |
| | Showcase achievements & transfer lessons learned (seminar) | MN | TS, LK, STH, HG, JS, JE | NEPA |
| 6.4.2 | Infusion of Lessons Learned into State Agencies responsible for Watershed Management | MN | TS, LK, STH, HG, JS, JE | NEPA |
| | NEPA and other government agencies are encouraged to incorporate lessons from WM case studies into corporate plans. | MN | TS, LK, STH, HG, JS, JE | NEPA |
| 6.4.3 | Promote R2RW achievements and lessons learned at national and regional symposia | MN | TS, LK, STH, HG, JS, JE | NEPA |
| | Make presentations on R2RW achievements and lessons learned at 2 national symposia | MN | TS, LK, STH, HG, JS, JE | NEPA |
| | Make presentations on R2RW achievements and lessons learned at 2 regional conferences | MN | TS, LK, STH, HG, JS, JE | NEPA |
| 6.4.4 | Plan and implement an end of Project symposium and exposition to highlight project experience | STH | STTA, Team | NEPA |
| | Plan and conduct symposium | STH | STTA, Team | NEPA |
| | Prepare final report of symposium | STH | STTA, Team | NEPA |
| 6.4.5 | Disseminate Advanced Participation Methods (APM) to key partners | TS | STH | SDC, MIND, NEPA |
| | Complete training in Advanced Participation Methods to the SDC and MIND | TS | STH, MN, LK | SDC, MIND |
| | Conduct 2 Community action planning workshops in communities | STH | TS | SDC, MIND |
| | Institutionalize APM course at MIND | TS | MN | MIND |
| | Assist key partners to use APM techniques in the planning process | TS | STH, MN, LK, HG | NEPA, SDC, MIND |

6.5 Special Studies

R2RW-commissioned special studies have been an effective means of answering important questions and guiding the decision-making process of stakeholders. The objective of this special studies activity is to provide a mechanism for addressing specific issues in watershed management in a focused and scientific way. Special studies bring scientific rigor to important

natural resource management issues. Many students and planners have requested information from these studies to support their own work, and in some instances, to prompt further work.

In this work plan, emphasis will be placed on completing all special studies already started, entertaining only a few new ones that are feasible for completion by March 2005, and archiving reports with relevant agencies and documentation centers so as to preserve the wealth of new information generated by R2RW for future use.

Outputs

- ✍ Completion of special studies currently in progress
- ✍ Archive Reports of special studies with selected organizations and documentation centers

| Activity Number | Activity Name | R2RW Leader (s) | Participants | Partner Organizations |
|-----------------|---|-----------------|--------------|-----------------------|
| 6.5.1 | Complete Sediment Budget Study for Rio Grande and St. Margaret's Bay | HG | STTA, EP | UWI, NEPA, MLE, RGWMC |
| | Take monthly measurements of sediments | HG | STTA, EP | UWI, NEPA, MLE, RGWMC |
| | Compile, quarterly and final reports | HG | STTA, EP | UWI, NEPA, MLE, RGWMC |
| 6.5.2 | Complete study "Determination of the extent and hazard of land slippage/faulting in Dumphries, RGW, Portland | HG | STTA, EP | UWI, NEPA, RADA |
| | Contract consultant and begin work | HG | STTA, EP | UWI, NEPA, RADA |
| | Acquire and analyze digital imagery of area | HG | STTA, EP | UWI, NEPA, RADA |
| | Produce final report | HG | STTA, EP | UWI, NEPA, RADA |
| 6.5.3 | Complete study of WMUs reclassification | HG | STTA | NEPA |
| | Contract consultant and begin work | HG | STTA | NEPA |
| | Develop classification | HG | STTA | NEPA |
| | Produce final report | HG | STTA | NEPA |
| 6.5.4 | Complete "Valuation study for development of incentives for improved land use practices in Buff Bay-Pencar Watershed" | HG | STTA, TS, MN | FD, NEPA, CANARI |
| | Conduct field visits to test incentives | HG | STTA, TS, MN | FD, NEPA, CANARI |
| | Produce final report | HG | STTA, TS, MN | FD, NEPA, CANARI |

| Activity Number | Activity Name | R2RW Leader (s) | Participants | Partner Organizations |
|-----------------|--|-----------------|--------------|---|
| 6.5.5 | Prepare Final Gender Report | STH | Team | SDC, JAS, RADA, FD, NEPA |
| | Consultation and analysis with stakeholders and team members on gender equity approaches | STH | STTA | SDC, JAS, RADA, FD, NEPA, community based grant beneficiaries |
| | Prepare final gender report | STH | STTA | NEPA, USAID |
| | Disseminate results | STH | Team | NEPA |
| 6.5.6 | Archive reports of special studies on relevant media | HG | STH, NH, MN | NEPA, IOJ, UWI, CASE, UTECH |
| | Assemble written reports, CDS, etc | HG | STH, NH, MN | NEPA, IOJ, UWI, CASE, UTECH |
| | Distribute to organizations and documentation centers | HG | STH, NH, MN | NEPA, IOJ, UWI, CASE, UTECH |

6.6 Public Awareness Activities

Consultancy services will be retained to do a follow up survey using the KAP data as a baseline, in order to measure changes and impacts linked to project interventions. This information will be shared widely with partners and will be part of the documentation handed over to NEPA, USAID and the PIC. This information will be useful in making recommendations of how to implement and where to locate public awareness initiatives after R2RW. The objective of this activity is to assess the effectiveness of public awareness programs under the R2RW

In year 5, a number of initiatives will be focused on building on the momentum already evident, and to reinforce public and community education.

Outputs

- ✍ KAP Survey updated to assess changes in public awareness due to project initiatives
- ✍ A final year calendar with photos of project successes which could stimulate further action
- ✍ Production of smaller version of the “It haffi legal” posters to be placed in buses and taxis
- ✍ Participation in Action Planning sessions in Comfort Castle and Fellowship,
- ✍ Building a base for wider participation and information sharing in town meetings

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|---|----------------|--------------|-----------------------|
| 6.6.1 | Produce update on the KAP study to assess changes in public awareness | STH | MS | PECO |
| | Develop SOW, identify and hire consultant and conduct study | STH | MN, TS, LK | NEPA |
| | Assess changes in public awareness as a result of Project activities and widely disseminate results | STH | MN, TS, LK | NEPA |

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|--------------|-----------------------|
| 6.6.2 | Produce 2005 calendar that highlights R2RW achievements | STH | MN, NH, | PECO |
| | Plan calendar, select photographs, and layout calendar | STH | MN, NH, | PECO |
| | Print and distribute 2000 calendars | STH | MN, NH, | PECO |
| 6.6.3 | Produce smaller version of anti-littering poster for display in buses | STH | MS | PECO |
| | Meet with bus operators to determine poster specifications | STH | MS | PECO |
| | Layout graphics, print and distribute posters | STH | MS | PECO |
| 6.6.4 | Follow-up with recipients of enviro-kits to assess usage | STH | MS, Interns | PECO |
| | Conduct survey of recipients of enviro-kits to determine extent of usage | STH | MS, Interns | PECO |
| | Report findings in brief report | STH | MS, Interns | PECO |

6.7 Activity Benchmarks

A summary of institutional strengthening benchmarks for the fifth and final Project year are presented below.

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| <p>Year Five</p> <ul style="list-style-type: none"> ✍ 1 Networking Conference of local groups involved in resource management in watershed areas ✍ 4 special studies completed and published ✍ End of Project Symposium and Exposition Held ✍ Drafting Instructions for new NEPA Act produced ✍ Lessons Learned documented and disseminated to stakeholders ✍ Final Gender Report completed |
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Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | |
|-----|--|-----------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul |
| 226 | 6 Institutional Strengthening & Capacity Building for Watershed Management | [Summary bar spanning Oct to Jul] | | | | | | | | | |
| 227 | 6.1 Development of Local Watershed Management Committees | [Summary bar spanning Oct to Mar] | | | | | | | | | |
| 228 | 6.1.1 Hold 1 networking Conference for LWMCs | [Summary bar spanning Oct to Dec] | | | | | | | | | |
| 229 | 6.1.1.1 Identify participants | [Task bar: Oct to Nov] | | | | | | | | | |
| 230 | 6.1.1.2 Plan conference, develop case studies & finalize venue logistics | [Task bar: Nov to Dec] | | | | | | | | | |
| 231 | 6.1.1.3 Host conference | [Task bar: Dec to Jan] | | | | | | | | | |
| 232 | 6.1.1.4 Publish proceedings & follow-up activities | [Task bar: Jan to Feb] | | | | | | | | | |
| 233 | 6.1.2 Disseminate the findings of the study on the linkages between LWMCs and PDCs | [Summary bar spanning Oct to Dec] | | | | | | | | | |
| 234 | 6.1.2.1 Finalize, print and distribute report | [Task bar: Oct to Nov] | | | | | | | | | |
| 235 | 6.1.2.2 Make presentations on report findings to NEPA, NIWMC and networking conference | [Task bar: Nov to Dec] | | | | | | | | | |
| 236 | 6.1.3 Develop a mechanism to incorporate LWMCs input into the NIWMC | [Summary bar spanning Oct to Mar] | | | | | | | | | |
| 237 | 6.1.3.1 Prepare report on LWMC activity | [Task bar: Oct to Feb] | | | | | | | | | |
| 238 | 6.1.3.2 Recommendation of the incorporation of input into the NIWMC | [Task bar: Feb to Mar] | | | | | | | | | |
| 239 | 6.1.3.3 Make presentations on report findings to NEPA and the NIWMC | [Task bar: Mar to Apr] | | | | | | | | | |
| 240 | 6.2 Framework for Watershed Management | [Summary bar spanning Oct to Mar] | | | | | | | | | |
| 241 | 6.2.1 Produce drafting instructions for new NEPA Act | [Summary bar spanning Oct to Dec] | | | | | | | | | |
| 242 | 6.2.1.1 Prepare SOW and hire consultant | [Task bar: Oct to Nov] | | | | | | | | | |
| 243 | 6.2.1.2 With NEPA input, prepare initial drafting instructions | [Task bar: Nov to Dec] | | | | | | | | | |
| 244 | 6.2.1.3 Secure NEPA feedback & prepare 2nd drafting instructions | [Task bar: Dec to Jan] | | | | | | | | | |
| 245 | 6.2.1.4 Undertake stakeholders' meetings & public consultations | [Task bar: Jan to Feb] | | | | | | | | | |
| 246 | 6.2.1.5 Incorporate comments & prepare 3rd drafting instructions | [Task bar: Feb to Mar] | | | | | | | | | |
| 247 | 6.2.1.6 Secure feedback from NEPA & partners & produce 4th & final drafting instructions | [Task bar: Mar to Apr] | | | | | | | | | |
| 248 | 6.2.2 Support continued development of the NIWMC | [Summary bar spanning Oct to Dec] | | | | | | | | | |
| 249 | 6.2.2.1 Follow through on implementation plans for the development of the NIWMC | [Task bar: Nov to Dec] | | | | | | | | | |
| 250 | 6.2.2.2 Develop website for the NIWMC | [Task bar: Oct to Nov] | | | | | | | | | |
| 251 | 6.3 Dissemination of Improved Sanitation Technology: Anchor Project # 4 | [Summary bar spanning Oct to Mar] | | | | | | | | | |

| | | | | | | |
|---|-----------|--|---------------------|--|--------------------|--|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task | | Summary | | Rolled Up Progress | |
| | Split | | Rolled Up Task | | External Tasks | |
| | Progress | | Rolled Up Split | | Project Summary | |
| | Milestone | | Rolled Up Milestone | | | |

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | |
|-----|---|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul |
| 252 | 6.3.1 Technical Workshops to disseminate sanitation technologies | | | | | | | | | | |
| 253 | 6.3.1.1 Conduct workshop for Ministry of Health Staff (EHU) | | | | | | | | | | |
| 254 | 6.3.1.2 Conduct workshop for NEPA field staff | | | | | | | | | | |
| 255 | 6.3.1.3 Conduct workshop for Contractors, masons, builders involved in construction of the technology | | | | | | | | | | |
| 256 | 6.3.2 Completion of documentation of constructed wetlands systems at CASE, Pisgah & Retrieve | | | | | | | | | | |
| 257 | 6.3.2.1 Collect and analyze data from existing construction wetlands systems | | | | | | | | | | |
| 258 | 6.3.2.2 Publish and distribute final report | | | | | | | | | | |
| 259 | 6.3.3 Mainstreaming of constructed wetland technology | | | | | | | | | | |
| 260 | 6.3.3.1 Develop design criteria, fact sheets and other documentation | | | | | | | | | | |
| 261 | 6.3.3.2 Make targeted presentations to developers, planners, engineers and other stakeholders | | | | | | | | | | |
| 262 | 6.3.4 Application to NEPA for permitting of constructed wetland technology | | | | | | | | | | |
| 263 | 6.3.4.1 Preparation and submission of application to NEPA for the permitting of technology | | | | | | | | | | |
| 264 | 6.4 Transfer Approaches, Methodologies and Lessons Learned | | | | | | | | | | |
| 265 | 6.4.1 Document successes and achievements through case studies (including grant activities) | | | | | | | | | | |
| 266 | 6.4.1.1 Complete documentation of lessons learned | | | | | | | | | | |
| 267 | 6.4.1.2 Showcase achievements and transfer lesson learned (seminars) | | | | | | | | | | |
| 268 | 6.4.2 Infusion of Lessons Learned into State Agencies responsible for Watershed Management | | | | | | | | | | |
| 269 | 6.4.2.1 Encouragement of NEPA and other government agencies to incorporate lessons | | | | | | | | | | |
| 270 | 6.4.2.1.1 Incorporate lessons from WM case studies into corporate plans | | | | | | | | | | |
| 271 | 6.4.3 Promote R2RW achievements and lessons learned at national and regional symposia | | | | | | | | | | |
| 272 | 6.4.3.1 Presentation on R2RW achievements and Lessons Learned | | | | | | | | | | |
| 273 | 6.4.3.1.1 Make presentations at 2 national symposia | | | | | | | | | | |
| 274 | 6.4.3.1.2 Make presentations at 2 regional conferences | | | | | | | | | | |
| 275 | 6.4.4 Plan and implement end of Project symposia & exposition to highlight project experience | | | | | | | | | | |
| 276 | 6.4.4.1 Plan and conduct symposia | | | | | | | | | | |
| 277 | 6.4.4.2 Prepare final report of symposia | | | | | | | | | | |

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|---|-----------|--|---------------------|--|--------------------|--|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task | | Summary | | Rolled Up Progress | |
| | Split | | Rolled Up Task | | External Tasks | |
| | Progress | | Rolled Up Split | | Project Summary | |
| | Milestone | | Rolled Up Milestone | | | |

Ridge to Reef Watershed Project













5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | | | |
|-----|---|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|--|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | | |
| 278 | 6.4.5 Disseminate Advanced Participation Methods (APM) to key partners | | | | | | | | | | | | |
| 279 | 6.4.5.1 Complete training in APM to SDC & MIND | | | | | | | | | | | | |
| 280 | 6.4.5.2 Conduct two community action planning workshops | | | | | | | | | | | | |
| 281 | 6.4.5.3 Institutionalize APM course at MIND | | | | | | | | | | | | |
| 282 | 6.4.5.4 Assist key agencies to utilize APM in planning process | | | | | | | | | | | | |
| 283 | 6.5 Special Studies | | | | | | | | | | | | |
| 284 | 6.5.1 Complete Sediment Budget Study for Rio Grande and St. Margaret's Bay | | | | | | | | | | | | |
| 285 | 6.5.1.1 Monthly measurements of sediment | | | | | | | | | | | | |
| 286 | 6.5.1.2 Compile, quarterly and final reports | | | | | | | | | | | | |
| 287 | 6.5.2 Complete study "Determination of the extent and hazard of land slippage/faulting in Dumphries, RGW" | | | | | | | | | | | | |
| 288 | 6.5.2.1 Contract consultant and begin work | | | | | | | | | | | | |
| 289 | 6.5.2.2 Acquire and analyze digital imagery of area | | | | | | | | | | | | |
| 290 | 6.5.2.3 Produce final report | | | | | | | | | | | | |
| 291 | 6.5.3 Complete study of WMUs reclassification | | | | | | | | | | | | |
| 292 | 6.5.3.1 Contract consultant and begin work | | | | | | | | | | | | |
| 293 | 6.5.3.2 Develop classification | | | | | | | | | | | | |
| 294 | 6.5.3.3 Produce final report | | | | | | | | | | | | |
| 295 | 6.5.4 Complete "Valuation study for dev of incentives for improved land use practices in Buff Bay/Pencar WMU" | | | | | | | | | | | | |
| 296 | 6.5.4.1 Conduct field visits to test incentives | | | | | | | | | | | | |
| 297 | 6.5.4.2 Produce final report | | | | | | | | | | | | |
| 298 | 6.5.5 Archive reports of special studies of relevant media | | | | | | | | | | | | |
| 299 | 6.5.5.1 Assemble written reports, CDs, etc | | | | | | | | | | | | |
| 300 | 6.5.5.2 Distribute to organizations and documentation centers | | | | | | | | | | | | |
| 301 | 6.6 Public Awareness Activities | | | | | | | | | | | | |
| 302 | 6.6.1 Produce update on the KAP study to assess changes in public awareness | | | | | | | | | | | | |
| 303 | 6.6.1.1 Develop SOW identify and hire consultant and conduct study | | | | | | | | | | | | |










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|---|-----------|--|---------------------|--|--------------------|--|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task | | Summary | | Rolled Up Progress | |
| | Split | | Rolled Up Task | | External Tasks | |
| | Progress | | Rolled Up Split | | Project Summary | |
| | Milestone | | Rolled Up Milestone | | | |

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | | | |
|-----|--|---|---|---|---|-----|-----|-----|-----|-----|-----|--|-------|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | | |
| 304 | 6.6.1.2 Assess changes in public awareness as a result of the Project | | |  | | | | | | | | | |
| 305 | 6.6.1.3 Broadcast results | | | |  | | | | | | | | |
| 306 | 6.6.2 Produce 2005 calendar that highlights R2RW achievements |  |  | | | | | | | | | | |
| 307 | 6.6.2.1 Plan and layout calendar, select photographs |  | | | | | | | | | | | |
| 308 | 6.6.2.2 Print and distribute 2000 calendars | |  | | | | | | | | | | |
| 309 | 6.6.3 Produce smaller version of anti-littering poster for display in buses | | |  | | | | | | | | | |
| 310 | 6.6.3.1 Meet with bus operators to determined poster specifications | | |  | | | | | | | | | |
| 311 | 6.6.3.2 Layout graphics, print and distribute posters | | | |  | | | | | | | | |
| 312 | 6.6.4 Follow-up with recipients of enviro-kits to assess usage |  | | | | | | | | | | | |
| 313 | 6.6.4.1 Conduct survey of recipients of enviro-kits to determine extent of usage |  | | | | | | | | | | | |
| 314 | 6.6.4.2 Report findings in brief report | |  | | | | | | | | | | |
| 315 | 6.7 Section 6 Benchmarks | | | | | | | | | | | | ◆ 6/3 |
| 316 | 6.7.1 One networking conf held for local gps involved in resource mangt in watershed areas | | | | | | | | | | | | ◆ 6/3 |
| 317 | 6.7.2 Four special studies completed and published | | | | | | | | | | | | ◆ 6/3 |
| 318 | 6.7.3 End of project symposium & exposition held | | | | | | | | | | | | ◆ 6/3 |
| 319 | 6.7.4 Drafting instructions for new NEPA Act produced | | | | | | | | | | | | ◆ 6/3 |
| 320 | 6.7.5 Five lessons learned documented & disseminated to stakeholders | | | | | | | | | | | | ◆ 6/3 |
| 321 | 6.7.6 Final Gender Report prepared | | | | | | | | | | | | ◆ 6/3 |

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|-----------|---|---------------------|---|--------------------|---|
| Task |  | Summary |  | Rolled Up Progress |  |
| Split |  | Rolled Up Task |  | External Tasks |  |
| Progress |  | Rolled Up Split |  | Project Summary |  |
| Milestone | ◆ | Rolled Up Milestone | ◆ | | |

7. Hurricane Ivan Rehabilitation

Hurricane Ivan ravaged Jamaica with hurricane force winds and torrential rainfall from September 10 – 11, 2004. Although the eye of Ivan remained off the southern coast of the island, many areas of the south coast, and hilly areas in the southern part of the island were struck particularly hard. Within the R2RW target areas of the Rio Grande and the Great River Watersheds, areas in the southern sections of both watersheds were battered by high winds that knocked down trees and blew off sections of roofs. In the Millbank, Bowden Pen and Comfort Castle section of the Rio Grande watershed, many timber trees were blown down, and weak structures lost their roofs. In the upper Great River communities of Bethel Town, Pisgah and Cambridge, a large number of houses lost their roofs, and there was extensive damage to agriculture in the area particularly to banana, plantain, fruit trees, roofs of houses, and there was damage to roads due to land slides. An entire section of the Pisgah to Ginger Hill road was dislocated to several hundred feet into the Valley below.

The R2RW Project is mobilized to assist Jamaica as it recovers from the damage caused by Hurricane Ivan. This section of the FAWP details activities that will be undertaken in the remaining months of R2RW to address rehabilitation needs including the reprogramming of existing funds and the allocation of new funds received. This means expanding project activities to new areas outside of the original target of R2RW, and building on the partnerships with key partners to work in new areas.

7.1 Reprogramming of Already Planned Activities

In order to rapidly respond to the immediate need for rehabilitation of damage caused by the Hurricane, R2RW has reprogrammed previously planned activities to address priority needs of affected communities and key partners. The reprogramming is in the following areas:

7.1.1 *Damage Assessment and Community Clean-ups*

Damage Assessment

Staff will conduct damage assessments of hurricane Ivan damaged areas in St. Catherine, Clarendon, St. Elizabeth and Westmoreland to determine specific needs and candidate projects for funding.

Community Clean-ups

Small HICUP grants of up to \$500 per community will be allocated to 12 communities to purchase tools, materials, equipment and if needed labor for communities in the severally affected areas including parts of the Great River and Rio Grande watersheds

IKONOS Satellite Imagery

Up to date satellite imagery will be purchased for NEPA and the MLE to improve the capability to assess damages such as landslides, loss of vegetative cover, and coastal recession. The imagery will be installed on Agency computers where it will be used in the preparation of plans and reports for use by decision makers.

7.1.2 Water and Sanitation and Rural Infrastructure

Sanitation Systems - Communities

Work will be undertaken on sanitation systems in 4 communities badly affected by Hurricane Ivan. Proposals had previously been submitted, but were not funded due to funding uncertainties. An average cost of \$15,000 per community will be allocated.

Sanitation Systems - Basic Schools

Work will be undertaken on sanitation systems in 4 basic schools badly affected by Hurricane Ivan. An average of \$10,000 each will be allocated.

Water Supply Systems

Water supply systems will be improved in 3 communities badly affected by Hurricane Ivan. Funds will be used for purchase of material, equipment, technical assistance and labor for installation. An average cost of \$20,000 per community will be allocated.

Community Improvement Activities

HICUP grants of up to \$5,000 per community will be allocated to 10 communities to undertake community based environmental improvement activities including clearing drains, clearing road blockages from downed trees, clearing land slides, and fixing water pipes.

7.1.3 Land and Coastal Zone Rehabilitation and Reforestation

Agroforestry Projects

Agroforestry interventions will be made in 6 communities subject to high rainfall and erosion hazards. An average of \$10,000 will be allocated to these communities to purchase seedlings, materials, equipment and to install vegetative barriers on contours. Goats will be introduced into agroforestry systems to utilize vegetative barriers for fodder as an incentive. Training will be undertaken in resuscitation of damaged fruit trees in both R2RW target watersheds.

Forestry Nurseries

The Forest Department lost much of its capacity to produce timber seedlings due to Ivan damage to nurseries. Funds will be allocated for the purchase of seeds, repairs to potting sheds, establishment of shade houses, putting in irrigation systems and labor for rehabilitation and planting. 200,000 new seedlings will be produced by April 2005 at three nurseries: Williamsfield in Manchester, Mt. Airy in St. Andrew, and Moneague, St. Ann.

7.2 Hurricane Ivan Rehabilitation Activities from new funding

New funding has been obligated to R2RW to implement activities in areas severely impacted by Ivan. These funds are available for two broad categories of interventions: Agriculture Sector Recovery, and Water Supply and Sanitation activities.

7.2.1 Agriculture Sector Recovery

Vegetable Production

Vegetable seeds, fertilizers and hand tools for cabbage, tomatoes, lettuce, melons, sweet and hot peppers, and other crops will be purchased based upon needs determined by the RADA offices (Clarendon, Manchester, St. Elizabeth, and Westmoreland) to be distributed by RADA extension agents in the selected parishes to assist in the rapid recovery of the agricultural sector.

Irrigation Infrastructure

Materials, equipment, technical expertise, and labor will be purchased to rehabilitate irrigation systems including building the capacity for water storage, piping, and irrigation works for the parishes of St. Elizabeth and Westmoreland.

Fishing Industry Recovery

Working with the FAO and the Fisheries Division of the Ministry of Agriculture, HICUP grants will be provided to communities in areas of southern St. Catherine and Clarendon that were affected by infrastructure damage to inland fisheries capacity. Funds will be used for the purchase of materials and equipment, labor for construction, and repairs to facilities.

Flood Control Measures

HICUP Grants will be provided to 4 communities to cope with areas where periodic floods have damaged agricultural production. Funds will be used for materials, technical assistance and labor to construct flood control structures.

Road Bank Stabilization

Stabilization of roadside erosion will be undertaken at 6 locations where land slippages have caused damage to road surfaces. This will involve the use of physical structures, and the planting of erosion control plants such as vetiver grass to stabilize slopes. Groups of women will be trained in the use of vetiver for craft items.

7.2.2 Water and Sanitation and Rural Infrastructure

Sanitation Systems at Rural Schools

Sanitation systems using constructed wetlands technology will be constructed at 15 schools participating under the USAID funded New Horizons Project. A preliminary needs assessment will be conducted along with USAID and the Office of National Reconstruction to identify candidate schools, and a two person team consisting of a Grant Administrator and Sanitation engineer will visit target schools to complete HICUP grant applications and system design. Grants averaging \$25,000 will be allocated to each school.

Water Supply Systems

Water Supply Systems will be rehabilitated in four communities severely affected by Hurricane Ivan. Funds will be used for the protection of water sources, purchase and laying of pipes, and technical assistance and labor to construct the systems. HICUP grants of up to \$25,000 will be allocated to 4 communities

7.3 Activity Benchmarks

Benchmarks applicable to this section are:

- ✍ Clean up activities completed in 20 communities
- ✍ Forestry department nurseries rehabilitated and 200,000 seedlings produced
- ✍ 100 vegetable farmers assisted to pre-hurricane production levels
- ✍ Sanitation systems improved at 15 rural schools
- ✍ Water supply systems rehabilitated in four communities

Ridge to Reef Watershed Project

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|-----|--|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|--|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | | |
| 322 | 7 Hurricane Ivan Rehabilitation | | | | | | | | | | | | |
| 323 | 7.1 Reprogramming of already planned activities | | | | | | | | | | | | |
| 324 | 7.1.1 Damage assessment and community clean-ups | | | | | | | | | | | | |
| 325 | 7.1.1.1 Conduct damage assessments | | | | | | | | | | | | |
| 326 | 7.1.1.2 Complete clean-up activities in 20 communities | | | | | | | | | | | | |
| 327 | 7.1.1.3 With NEPA procure IKONOS imagery for selected areas | | | | | | | | | | | | |
| 328 | 7.1.2 Water and Sanitation and Rural Infrastructure | | | | | | | | | | | | |
| 329 | 7.1.2.1 Implement sanitation systems in 4 affected communities | | | | | | | | | | | | |
| 330 | 7.1.2.2 Implement sanitation systems in four basic schools | | | | | | | | | | | | |
| 331 | 7.1.2.3 Implement water supply systems in 3 affected communities | | | | | | | | | | | | |
| 332 | 7.1.2.4 Implement community improvement activities in 10 communities | | | | | | | | | | | | |
| 333 | 7.1.3 Land and Coastal Zone Rehabilitation and Reforestation | | | | | | | | | | | | |
| 334 | 7.1.3.1 Implement agroforestry interventions in six communities | | | | | | | | | | | | |
| 335 | 7.1.3.2 Rehabilitate Forestry Department nurseries and produce 200,000 forest seedlings | | | | | | | | | | | | |
| 336 | 7.2 Hurricane rehabilitation activities from new funding | | | | | | | | | | | | |
| 337 | 7.2.1 Agriculture Sector Recovery | | | | | | | | | | | | |
| 338 | 7.2.1.1 Provide inputs for vegetable production farmers in Southern Parishes | | | | | | | | | | | | |
| 339 | 7.2.1.2 Rehabilitate/improve irrigation infrastructure in St. Elizabeth & Westmoreland | | | | | | | | | | | | |
| 340 | 7.2.1.3 Provide assistance for fishing industry recovery to 3 communities in Clarendon & St. Catherine | | | | | | | | | | | | |
| 341 | 7.2.1.4 Assist with flood control measures in 4 communities | | | | | | | | | | | | |
| 342 | 7.2.1.5 Conduct roadside stabilization works in six communities using vetiver | | | | | | | | | | | | |
| 343 | 7.2.2 Water and Sanitation and Rural Infrastructure | | | | | | | | | | | | |
| 344 | 7.2.2.1 Improve sanitation systems at 15 rural schools using child survival funds | | | | | | | | | | | | |
| 345 | 7.2.2.2 Rehabilitate water supply systems in four affected communities | | | | | | | | | | | | |
| 346 | 7.3 Performance Benchmarks | | | | | | | | | | | | |
| 347 | 7.3.1 Clean up activities completed in 20 communities | ◆ 4/29 | | | | | | | | | | | |

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| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | |
| 348 | 7.3.2 Forestry Department nurseries rehabilitated and 200,000 seedlings produced | | | | | | | | | | ◆ | 4/29 |
| 349 | 7.3.3 100 vegetable farmers assisted to pre-hurricane production levels | | | | | | | | | | ◆ | 4/29 |
| 350 | 7.3.4 Sanitation systems improved at 15 rural schools | | | | | | | | | | ◆ | 4/29 |
| 351 | 7.3.5 Water supply systems rehabilitated in four communities | | | | | | | | | | ◆ | 4/29 |

| | | | | | | |
|---|-----------|---|---------------------|---|--------------------|---|
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| | Progress |  | Rolled Up Split |  | Project Summary |  |
| | Milestone | ◆ | Rolled Up Milestone | ◇ | | |

8. Project Management

Project management activities that continue and must be completed fall into the following categories:

- ✍ Grant fund management,
- ✍ Staffing,
- ✍ Management arrangements, and
- ✍ Project Reporting.

This work plan is the fifth and final Project work plan with Project completion scheduled for July 11, 2005. The Project has only nine months or 39 weeks before the PACD. Therefore, we have included in this work plan a schedule of activities leading to programmatic and administrative close-out for the Project. This is included below under section 7.5.

8.1 Grant Fund Management

The R2RW Project has taken a comprehensive approach to grant management. The Watershed Grants Program was a “hands on” program that facilitated applications from community groups for demand driven, priority initiatives that foster environmental protection. Project activities in the watersheds were not only seen as a way to address an immediate community felt environmental problem, but also as an opportunity to create effective linkages between communities and GOJ State Agencies. In addition, the R2RW Team provided targeted technical assistance to “buttress” grant proposals from communities. 28 grants were given out over years 2-4 of R2RW.

As the R2RW draws to a close, it is necessary to ensure that all grants are brought to successful closure, and that the program is assessed to determine impact.

Outputs

- ✍ All grants are brought to successful completion, funds properly accounted for, and final reports received.
- ✍ The experience of the unique hands-on grant program implemented by R2RW is assessed to determine its impact

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|--------------|-----------------------|
| 8.1.1 | All on-going grants are completed and closed out | MN | HG, JE, JS | IWCZB |
| | Monitoring of on-going grants to ensure activities are completed as per schedule | MN | HG, JE, JS | IWCZB |
| | Receipt of final reports of grants | MN | HG, JE, JS | IWCZB |
| 8.1.2 | Assessment of the R2RW Grants Program conducted | MN | HG, JE, JS | IWCZB |
| | Prepare SOW, identify and contract with consultant | MN | HG, JE, JS | IWCZB |
| | Conduct study and prepare final report | MN | HG, JE, JS | IWCZB |

8.2 Staffing

At the start of the final year of the R2RW Project, all long-term staff positions, both administrative and technical, are filled, and no changes in personnel are anticipated. Demand for personnel at peak times has been filled when needed by temporary workers. Staff coordination is accomplished through weekly administrative staff meetings held every Monday morning where a comprehensive weekly schedule for the entire Project is discussed and logistics worked through. In addition, monthly technical team meetings are held for half a day on the first Monday of every month to update all technical team members on progress of the components and community based activities, as well as to discuss current issues and upcoming activities.

The objective of these activities is to ensure that staff are motivated and empowered to carry out the tasks assigned to them to the end of the Project.

Outputs

- ✍ A highly motivated staff of administrative and technical personnel working productively to implement this FAWP
- ✍ Staff is working together as a cohesive and responsive team to address the priorities of the clients and stakeholders.

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|--------------|-----------------------|
| 8.2.1 | Staff Team building | MN | Team | NEPA, USAID |
| | Hold team building retreat to continue to motivate staff to high levels of achievement | MN | Team | NEPA, USAID |
| | Allow opportunities for staff training to prepare them for positions after the end of R2RW | MN | Team | NEPA, USAID |
| 8.2.2 | Information sharing and dissemination | MN | Team | NEPA, USAID |
| | Produce amalgamated weekly schedules and activities lists to share information on project activities | MN | Team | NEPA, USAID |
| | Hold weekly administrative meetings to plan and coordinate support and logistic functions | MN | Team | NEPA, USAID |
| | Hold monthly technical team meetings to plan and coordinate project interventions | MN | Team | NEPA, USAID |

8.3 Management Arrangements

The R2RW Team has functioned smoothly to ensure that there is equitable attention given directly to meeting the information and communication needs of the USAID CTO; the NEPA Director of the Division of Policy, Programs, and Projects (or her designee); the head of the NEPA Integrated Watershed and Coastal Zone Branch, and the community members where R2RW is working in order to improve collaboration and collective decision-making. Further attention is paid to initiate and complete efforts to clarify the specific information and communication needs of the three key clients' representatives and provide the identified information and communication in the formats, styles, and schedules, which meet the agreed-upon needs. R2RW is working to foster coordination and communication among persons

involved in project management and implementation. This is achieved through a series of meetings including the following:

✍ **Project Implementation Committee**

The Project Implementation Committee was restructured in August 2003 to incorporate the other USAID SO2 initiatives of the CWIP II Project and the EAST Projects. The new PIC meets monthly 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.

✍ **Interagency Steering Committee**

The ISC consists of a broad membership of the wider GOJ agencies impacting on watershed management including NEPA, Forestry Department, Ministry of Agriculture, Ministry of Health, National Water Commission, Ministry of Health, Ministry of Tourism, among others. The ISC meets semi-annually to review Semi-Annual Reports, Performance Monitoring Plans, and Annual Work Plans.

The objective of these activities is to ensure that regular meetings, workshops and seminars are held to share information by the main R2RW clients to develop consensus of the activities, achievements and lessons learned from the R2RW Project.

Outputs

- ✍ Management of the Project Interventions is achieved through regular meetings of the main clients
- ✍ Consensus is developed on the major Project planning documents such as the Annual Work Plan

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|--------------|-----------------------|
| 8.3.1 | Management Coordination | MN | HG | NEPA, USAID |
| | Hold monthly Project Implementation Committee meetings | MN | HG | NEPA, USAID, |
| | Hold 1 InterAgency Steering Committee Meeting | MN | HG | NEPA, USAID, Partners |

8.4 Project Reporting

Accurate reporting of project activities is critical to the demonstration of achievements under the Project. R2RW has a successful track record of demonstrating and reporting on Project achievements through regular reporting to USAID and NEPA. The objective of reporting is to document all project activities under each of the Project components in a concise yet comprehensive manner that accurately reflects the outcome and impact of activities.

Outputs

- ✍ Quarterly Reports to NEPA
- ✍ Semi Annual Report
- ✍ Final Project Report

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|--------------|-----------------------|
| 8.4.1 | Quarterly Report to NEPA | MN | Team | NEPA, USAID |
| | Provide timely and accurate quarterly report to NEPA | MN | Team | NEPA, USAID |
| 8.4.2 | Semi-Annual Report | MN | Team | NEPA, USAID |
| | Produce 1 Semi-Annual Report covering the period April to Sept. 2004 on October 31, 2004 | MN | Team | NEPA, USAID |
| 8.4.3 | Final Project Report | MN | Team | NEPA, USAID |
| | Produce Final Project Report covering the entire period of the Project | MN | Team | NEPA, USAID |

8.5 Project Closeout

A preliminary Project closeout plan was developed during April 2004. The plan outlined major administrative and program actions that were necessary to close out the Project. The objective is to plan for and implement actions necessary for the orderly and systematic close-out of the R2RW Project.

Outputs

- ✍ Programmatic activities are systematically closed-out in a phased fashion as the Project draws to a close
- ✍ Non-expendable property is disposed of in a transparent manner
- ✍ All administrative arrangements including contracts, sub-contracts, service agreements, and staff are terminated
- ✍ All Project accounts and vouchers are finalized

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|--|----------------|--------------|-----------------------|
| 8.5.1 | R2RW Project Close Out Plan | MN | HG | NEPA, USAID |
| | Finalize and submit R2RW Project Close Out Plan to USAID | MN | HG | NEPA, USAID |
| 8.5.2 | Close out of Program Activities | MN | Team | NEPA, USAID |
| | Close out of activities in the GRW | MN | Team | NEPA, USAID |
| | Close out of activities in the RGW | MN | Team | NEPA, USAID |
| | Close out of activities in C&E | MN | Team | NEPA, USAID |
| | Close out of IS activities | MN | Team | NEPA, USAID |

| Activity Number | Activity Name | R2RW Leader(s) | Participants | Partner Organizations |
|-----------------|---|----------------|--------------|-----------------------|
| 8.5.3 | Disposal of Non-Expendable Property | MN | Team | NEPA, USAID |
| | Disposal of property at Kingston office | MN | Team | NEPA, USAID |
| | Disposal of property at Port Antonio Office | MN | Team | NEPA, USAID |
| | Disposal of property at Cambridge office | MN | Team | NEPA, USAID |
| | Disposal of property at COP Residence | MN | Team | NEPA, USAID |
| | Disposal of other property | MN | Team | NEPA, USAID |
| 8.5.4 | Close out of Administrative arrangements | MN | MB | NEPA, USAID |
| | Termination of Project leases | MN | MB | NEPA, USAID |
| | Termination of Service Agreements | MN | MB | NEPA, USAID |
| | Close out of Sub-contracts | MN | MB | NEPA, USAID |
| | Termination of Vendor Accounts | MN | MB | NEPA, USAID |
| | Close out of Consultant contracts | MN | MB | NEPA, USAID |
| | Disposition of Project files | MN | MB | NEPA, USAID |
| 8.5.5 | Staff Terminations | MN | | NEPA, USAID |
| | Formally notify staff of completion date of Project and termination of employment | MN | | NEPA, USAID |
| 8.5.6 | Final Project Accounts and Vouchers | MN | MB | NEPA, USAID |
| | Make final payment on all invoices | MN | MB | NEPA, USAID |
| | Close Project accounts | MN | MB | NEPA, USAID |
| 8.5.7 | Demobilization of International Staff | MN | | ARD |
| | Packing and shipping of household effects | MN | | ARD |
| | Departure of COP | MN | | ARD |

8.6 Activity Benchmarks

A summary of proposed activity benchmarks established for the Fifth project year for this Component is presented below.

| |
|---|
| <p>Year Five</p> <ul style="list-style-type: none"> ✍ On time submission of work plan and semi annual reports ✍ Grant activities successfully closed out ✍ Project close-out plan implemented ✍ Final Project report completed |
|---|

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | |
|-----|---|-----------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul |
| 352 | 8 R2RW Project Management | [Summary bar] | | | | | | | | | |
| 353 | 8.1 Grant Fund Management | [Summary bar] | | | | | | | | | |
| 354 | 8.1.1 All ongoing grants are completed and closed out | [Summary bar] | | | | | | | | | |
| 355 | 8.1.1.1 Monitoring of ongoing grants to ensure activities are completed on time | [Blue bar] | | | | | | | | | |
| 356 | 8.1.1.2 Receipt of final reports on grants | [Blue bar] | | | | | | | | | |
| 357 | 8.1.2 Assessment of the R2RW Grants Program conducted | [Summary bar] | | | | | | | | | |
| 358 | 8.1.2.1 Prepare SOW, identify and contract consultant | [Blue bar] | | | | | | | | | |
| 359 | 8.1.2.2 Conduct study and prepare final report | [Blue bar] | | | | | | | | | |
| 360 | 8.2 Staffing | [Summary bar] | | | | | | | | | |
| 361 | 8.2.1 Staff Team Building | [Summary bar] | | | | | | | | | |
| 362 | 8.2.1.1 Hold team building retreat to motivate staff | [Blue bar] | | | | | | | | | |
| 363 | 8.2.1.2 Allow opportunities for staff training to prepare for post R2RW positions | [Blue bar] | | | | | | | | | |
| 364 | 8.2.2 Information sharing and dissemination | [Summary bar] | | | | | | | | | |
| 365 | 8.2.2.1 Produce amalgamated wkly activity schedules to share info on project activities | [Blue bar] | | | | | | | | | |
| 366 | 8.2.2.2 Hold weekly admin meetings to plan and coordinate support and logistics functions | [Blue bar] | | | | | | | | | |
| 367 | 8.2.2.3 Hold monthly technical team meetings to plan & coordinate project interventions | [Vertical tick marks] | | | | | | | | | |
| 377 | 8.3 Management Arrangements | [Summary bar] | | | | | | | | | |
| 378 | 8.3.1 Management coordination | [Summary bar] | | | | | | | | | |
| 379 | 8.3.1.1 Hold monthly Project Implementation Committee meetings | [Vertical tick marks] | | | | | | | | | |
| 389 | 8.3.1.2 Hold One InterAgency Steering Committee meeting | [Vertical tick mark] | | | | | | | | | |
| 390 | 8.3.2 Project Reporting | [Summary bar] | | | | | | | | | |
| 391 | 8.3.2.1 Quarterly Report to NEPA | [Summary bar] | | | | | | | | | |
| 392 | 8.3.2.1.1 Provide timely & accurate quarterly reports to NEPA | [Vertical tick marks] | | | | | | | | | |
| 396 | 8.3.3 Semi Annual and Annual Reports published | [Blue bar] | | | | | | | | | |
| 397 | 8.3.4 Produce 1 Semi Annual Report covering period April to Sept 2004 | [Blue bar] | | | | | | | | | |
| 398 | 8.4 Final Project Report | [Summary bar] | | | | | | | | | |

| | | | | | | |
|---|-----------|--|---------------------|--|--------------------|--|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task | | Summary | | Rolled Up Progress | |
| | Split | | Rolled Up Task | | External Tasks | |
| | Progress | | Rolled Up Split | | Project Summary | |
| | Milestone | | Rolled Up Milestone | | | |

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005










| ID | Task Name | 2005 | | | | | | | | | | |
|-----|--|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | |
| 399 | 8.4.1 Produce Final Project Report covering entire period of Project | | | | | | | | | | | |
| 400 | 8.5 Project Closeout | | | | | | | | | | | |
| 401 | 8.5.1 R2RW Project Close-out Plan | | | | | | | | | | | |
| 402 | 8.5.1.1 Finalize and submit R2RW Project Close-out Plan to USAID | | | | | | | | | | | |
| 403 | 8.5.2 Close out of Program Activities | | | | | | | | | | | |
| 404 | 8.5.2.1 Close out activities in the GRW | | | | | | | | | | | |
| 405 | 8.5.2.2 Close out activities in the RGW | | | | | | | | | | | |
| 406 | 8.5.2.3 Close out of activities in C& E | | | | | | | | | | | |
| 407 | 8.5.2.4 Close out of IS activities | | | | | | | | | | | |
| 408 | 8.5.3 Disposal of Non-Expendable Property | | | | | | | | | | | |
| 409 | 8.5.3.1 Disposal of property at Kingston Office | | | | | | | | | | | |
| 410 | 8.5.3.2 Disposal of property at Port Antonio Office | | | | | | | | | | | |
| 411 | 8.5.3.3 Disposal of property at Cambridge office | | | | | | | | | | | |
| 412 | 8.5.3.4 Disposal of property at COP residence | | | | | | | | | | | |
| 413 | 8.5.3.5 Disposal of other property | | | | | | | | | | | |
| 414 | 8.5.4 Close out of Administrative Arrangements | | | | | | | | | | | |
| 415 | 8.5.4.1 Termination of project leases | | | | | | | | | | | |
| 416 | 8.5.4.2 Termination of Service Agreements | | | | | | | | | | | |
| 417 | 8.5.4.3 Close out of Sub Contracts | | | | | | | | | | | |
| 418 | 8.5.4.4 Termination of Vendor Accounts | | | | | | | | | | | |
| 419 | 8.5.4.5 Close out of Consultants' contracts | | | | | | | | | | | |
| 420 | 8.5.4.6 Disposition of project files | | | | | | | | | | | |
| 421 | 8.5.5 Staff Terminations | | | | | | | | | | | |
| 422 | 8.5.5.1 Formally notify staff of project completion date & termination of employment | | | | | | | | | | | |
| 423 | 8.5.6 Final Project Accounts and Vouchers | | | | | | | | | | | |
| 424 | 8.5.6.1 Make final payment on all invoices | | | | | | | | | | | |

| | | | | | | |
|---|-----------|--|---------------------|--|--------------------|--|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task | | Summary | | Rolled Up Progress | |
| | Split | | Rolled Up Task | | External Tasks | |
| | Progress | | Rolled Up Split | | Project Summary | |
| | Milestone | | Rolled Up Milestone | | | |

Ridge to Reef Watershed Project

5th Annual Work Plan October 1, 2004 to July 11, 2005

| ID | Task Name | 2005 | | | | | | | | | | | |
|-----|---|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|-------|
| | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | | |
| 425 | 8.5.6.2 Close Project Accounts | | | | | | | | | | | | |
| 426 | 8.5.7 Demobilization of International Staff | | | | | | | | | | | | ▬ |
| 427 | 8.5.7.1 Packing and shipping of household effects | | | | | | | | | | | | ▬ |
| 428 | 8.5.7.2 Departure of COP | | | | | | | | | | | | |
| 429 | 8.6 Project Management Benchmarks | | | | | | | | | | | | ▬ |
| 430 | 8.6.1 On time submission of work plan and semi annual reports | | | | | | | | | | | | ◆ 6/3 |
| 431 | 8.6.2 Grant activities successfully closed out | | | | | | | | | | | | ◆ 6/3 |
| 432 | 8.6.3 Project close-out plan implemented | | | | | | | | | | | | ◆ 6/3 |
| 433 | 8.6.4 Final Project Report completed | | | | | | | | | | | | ◆ 6/3 |

| | | | | | | |
|---|-----------|---|---------------------|---|--------------------|---|
| Project: R2RW Final Work Plan Date: Oct 26 '04 | Task |  | Summary |  | Rolled Up Progress |  |
| | Split |  | Rolled Up Task |  | External Tasks |  |
| | Progress |  | Rolled Up Split |  | Project Summary |  |
| | Milestone | ◆ | Rolled Up Milestone | ◆ | | |

9. Financial Plan

The table below shows the estimated financial plan for the period October 2004 to July 2005. This table is broken down by contract CLINs that are equivalent to the Contracts discussed in this document.

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

ARD, Inc.
Ridge to Reef Watershed Project
Work Plan Budget for Year Four

| | CLIN 1 | CLIN 2 | CLIN 3 | CLIN 4 | CLIN 5 | CLIN 6 | TOTALS |
|-----------------------------------|----------------|----------------|---------------|----------------|---------------|---------------|----------------|
| Project Management & Admin | 159,506 | 143,927 | 37,429 | 19,658 | 17,429 | 21,874 | 399,822 |
| Consultants | | | | | | | |
| - International | 5,385 | 8,078 | 1,877 | 0 | 816 | 0 | 16,156 |
| - Local | 16,155 | 24,235 | 5,632 | 0 | 2,448 | 0 | 48,469 |
| Travel, Transportation & Per Diem | 22,000 | 10,000 | 2,000 | 0 | 1,000 | 750 | 35,750 |
| Equipment & Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Operating Costs | 63,550 | 50,840 | 12,711 | 0 | 6,690 | 176 | 133,967 |
| Subcontracts & Tech Assistance | 10,770 | 16,156 | 3,755 | 0 | 1,632 | 0 | 32,313 |
| Grants | 0 | 0 | 0 | 181,385 | 0 | 0 | 181,385 |
| Training | | | | | | | |
| - Study Tours | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| - In-Country | 20,000 | 10,000 | 5,000 | 0 | 0 | 0 | 35,000 |
| TOTALS | 297,366 | 263,236 | 68,403 | 201,043 | 30,014 | 22,801 | 882,863 |

USAID/Jamaica SO2 Result Framework

