

FAO National Forest Programme Facility
Ridge to Reef Watershed Project
Forestry Department

**Senior Managers' Workshop
to Develop a Framework for
the Preparation of the 2006-2010
National Forest Management
and Conservation Plan**

November 3 – 4, 2004

Prepared for the

Government of Jamaica's Forestry Department

FAO National Forest Programme Facility

Government of Jamaica's National Environment and Planning Agency

and the

United States Agency for International Development

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General

The Senior Management Staff of the Forestry Department (FD) participated in a Retreat at the Sans Souci Resort & Spa from November 3-5, 2004. The Retreat (Please see Appendix 1 for Agenda) involved participants in:

1. Receiving presentations on the existing status of the National Forest Management and Conservation Plan, taking into consideration that the FD will undergo a modernization process, and possibly be reorganized as an Executive Agency;
2. Developing a Balance Sheet that will assist the FD to determine the things that it did well in implementing the National Forest Management and Conservation Plan, and those that could be improved on;
3. Establishing the Strategic Directions for the FD for a new National Forest Management and Conservation Plan for the period 2006-2010;
4. Establishing an Action Plan for the FD over the period of the new National Forest Management and Conservation Plan; and
5. Establishing timeline for next steps (preparation of draft plan, public consultations to present draft document, printing etc).

The Retreat is one of the activities in the Forestry Department's programme of work funded by a grant from the FAO National Forest Programme Facility. Additional assistance was received from the USAID-funded Ridge to Reef Watershed Project which provided the services of a facilitator to guide the Retreat's proceedings.

Welcome, Introductions, and Opening Comments

The Conservator of Forests, Miss Marilyn Headley welcomed all participants; invited Mr. Alli Morgan to lead the group in prayers; reminded participants of the significance of the Retreat; informed everyone about the logistics; provided a short status report; and welcomed Trevor Spence, the Facilitator for the Retreat.

Trevor expressed his joy to be sharing with the Senior Management Staff of the Forestry Department in this way, and walked participants through the Agenda, and Methodology for the Retreat.

Introductions

Participants were asked to use one word that best describe themselves or how they felt. This was done alphabetically. The words selected by participants are listed in Table 1 below:

Table 1 One Word that Best Describe Self

A	LL-PURPOSE
B	UREAUCRACY (NON)
C	ALM
D	OMINANT
E	NTERTAINMENT
F	INANCE
G	ENERAL (CHIEF)
H	APPY
I	NITIATIVE
J	OVIAL
K	IND (OF)
L	AUGHING (KOOL)
M	ANAGEMENT
N	OSTALGIC
O	PTIMISTIC
P	ERSEVERANCE
Q	UALITY-CENTERED
R	ESPONSIBLE
S	ENSITIVE

Participants then used one word to describe their expectation of the Retreat. This is listed in Table 2 below:

Table 2 Conference Expectations in One Word

HOPEFUL	CONCISE	COMMUNITY
CLARITY	INFORMATION	INVOLVEMENT
ENCOURAGED	PARTICIPATION	COMMITMENT
MONEY	PROACTIVE	REALISTIC
DEVELOP	CONCENSUS	STRATEGIZE
MEANINGFUL	VISIBILITY	ENABLE

SESSION 1 Preparation and Reflection on a Balance Sheet

The first session of the Retreat followed. This was developing a Balance Sheet indicating “Things the FD has done well”, and “Things that could be improved on, or not done at all”. The activities of the FD were reviewed, and members brainstormed individually, in small groups, and in plenary to put these in the **Done Well** or **Need Improvement** columns and in some areas, indicated the reason for their assessment. **Worksheet 1** (Please see Appendix 2) was used for this purpose. The outcome is listed below in Table 3:

Table 3 Worksheet 1 – Balance Sheet

Done Well/Improved	Comments
Production of manuals and Annual and other reports	
Customer service - internal and external - significantly improved	
Nursery production improved – with little resources	
Community involvement - willingness of staff to change	
Improved accountability and transparency in financial management	
Improved executive and team leadership	
General staff adaptability improved	
Technical forest resource information capabilities improved: - Mapping and inventory - GIS	
Collaboration with NGOs, GOJ, Private Sector and Communities	Increase investment incentives
NFMCP – drafting process done well	
Public education and awareness and communications – FD image greatly improved	
Improved infrastructure (improvement at HQ more obvious)	
Training opportunities increased	
TFT Project – Project activities fully integrated into FD	
Improvement/greater acceptance of gender equality	

Need Improvement/Not Done	Comments
Documentation/information management - Registry, library needs improvement - Issues with archiving	
Internal communication/motivation - Gap between senior and junior staff - Need to boost staff morale - Assessment of human resources needs to be put in place	
Training (not getting value)	
Monitoring, follow-up and evaluation needs boosting	

Need Improvement/Not Done	Comments
Identification of resources not complete	
Inclusion of public in deriving benefits from forest resources - LFMC program needs to be revitalized	
Protection and enforcement	
Local forest management plans needed	
Succession planning	
Private planting program not meeting potential	
Reforestation, forest management and maintenance targets not being met	
Implement flexi-work time	
Implementation of goals identified on schedule (NFMCP)	
Recruiting of specialist forestry personnel	
Research program need a boost - Funding etc. - Needs clear definition between technical and social research	
Innovative funding mechanisms needed	
Sustainability of external funding sources	

Identifying and Prioritization of Issues

A one page presentation of issues was presented and discussed. This was expected to assist the FD in determining: what are the practical actions the Department needs to undertake over the next five years to assist it in implementing the Forest Plan? **Worksheet 2** (Please see Appendix 3) was used to guide participants in this activity.

Participants were placed in six groups, namely:

- Group 1– Policy and Legal Framework
- Group 2 – Forest Resources Information
- Group 3 – Role of FD in Forestry Productive Sector
- Group 4 – Community Participation and Public Education
- Group 5 – Communications Program
- Group 6 – Administration and HRD

They were first asked to list the three (3) major lessons and/or practices that should be carried forward from the existing Forest Plan to the new one for the area they were examining. Listed below in Table 4 are the Groups' responses:

Table 4 Major Lessons and/or Practices to be Carried Forward

Group 1 – Policy and Legal Framework	<ul style="list-style-type: none"> i. Forest protection ii. Income generation opportunity iii. Strategy for private and public investment
Group 2 – Forest Resources Information	<ul style="list-style-type: none"> i. FD should continue to be the national focal point for forest resources information collection, analysis and management ii. Research should be “standard” component of other FD activities, eg, as part of seedling production iii. Assessment of commercial potential for forest reserves
Group 3 – Role of FD in Forestry Productive Sector	<ul style="list-style-type: none"> i. Increased collaboration/co-operation with GOJ, NGOs, private sector, etc. ii. Inventory and sale of timber iii. Continuation of Private Planting Programme - move forward
Group 4 – Community Participation and Public Education	<ul style="list-style-type: none"> i. Promotion of community–driven collaboration ii. Build capacity of FD staff for extension iii. Make forest management attractive to communities
Group 5 – Communications Programme	<ul style="list-style-type: none"> i. Retention of identified target groups ii. Inter-agency collaboration (NEPA, MLE) iii. Use of popular educational techniques (formal and informal sector)
Group 6 – Administration and HRD	<ul style="list-style-type: none"> i. FD training needs assessment ii. Tie performance management to motivation and moral building iii. Investment and incentive iv. Gender equity

Participants were next asked to name the three (3) key new issues they believed must be included in a new Forest Plan for the area they were examining. Their responses are included in Table 5 below:

Table 5 Key Issues to be included in a New Forest Plan

Group 1 – Policy and Legal Framework	<ul style="list-style-type: none"> i. More efficient permit and licensing system ii. Legislation should cover private lands iii. Institutionalising collaboration with other agencies and policies
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Group 2 – Forest Resources Information	<ul style="list-style-type: none"> i. LFMP should include: <ul style="list-style-type: none"> ✍ Assessment capabilities ✍ Research ✍ Assessment of commercial potential ii. Formation of Forest Management Plan should engage Regional FD staff and LFMC iii. Urban Forest Management Plan
Group 3 – Role of FD in Forestry Productive Sector	<ul style="list-style-type: none"> i. Expanded incentive programme for private sector involvement ii. Development of a non-timber products programme iii. Identify and collaborate with wood users iv. Establishing eco-tourism and incorporate (lobby for) management of terrestrial national parks by FD
Group 4 – Community Participation and Public Education	<ul style="list-style-type: none"> i. Identify resources and set out benefits to be derived so as to make them accessible ii. De-centralize community involvement iii. Increase capacity building within community
Group 5 – Communications Programme	<ul style="list-style-type: none"> i. Design messages and delivery methods for adult population ii. Collaboration with government agencies, NGOs - sponsorship from private sector iii. Design evaluation methodology
Group 6 – Administration and HRD	<ul style="list-style-type: none"> i. Internal incentives ii. Streamlining of information and documentation systems iii. Role of Executive Agency iv. Financial Management reporting - production and feedback

Participants then named the three (3) Key Organizations and their likely role in partnering the FD in the successful implementation of this new plan. Table 6 below list the results:

Table 6 Key Organizations and their Role in a New Forest Plan

Group 1 – Policy and Legal Framework	<ul style="list-style-type: none"> i. Ministry of Finance ii. Ministry of Lands & Environment, NEPA and National Land Agency iii. Ministry of National Security, Ministry of Justice
Group 2 – Forest Resources Information	<ul style="list-style-type: none"> i. NEPA ii. NWC iii. UDC

Group 3 – Role of FD in Forestry Productive Sector	<ul style="list-style-type: none"> i. NWC ii. National Wood Workers Association iii. National Tree Growers Association iv. Jamaica Manufacturers Association
Group 4 – Community Participation and Public Education	<ul style="list-style-type: none"> i. JAS ii. RADA iii. GOJ (Finance funding) iv. 4H Club(s)
Group 5 – Communications Program	<ul style="list-style-type: none"> i. NEPA ii. Ministry of Education Youth & Culture iii. Mainstream Media iv. Private sector of Jamaica (and others)
Group 6 – Administration and HRD	<ul style="list-style-type: none"> i. Ministry of Finance/Cabinet Office ii. Offices of the Services Commissions iii. Ministry of Agriculture iv. Private sector (bauxite companies)

Participants were finally asked to list any other comments they had regarding their area in the Forest Plan. A summary of the comments from all groups are:

- i. Review of Forest Plan *vis a vis* goals
- ii. Review Forest Act and amend Regulations
- iii. Prioritisation of activities re human and financial resources needed
- iv. Revise layout of NFMCP
- v. Local and national communication programme is well laid out in plan

Strategic Directions for a New Forest Plan

Using the Focus Question - What strategies need to be included in developing a new Forest Plan 2006 – 2010 - participants worked in Groups to prioritize the issues, and to identify **Strategies** and **Activities** for the new Forest Plan. The information from **Worksheet 2** and the above focus question assisted in brainstorming to capture the selected priority areas

Nine strategic directions were compiled by workshop group for action planning. The strategies are listed below in random order (i.e., they have not been assigned a specific priority):

- ✍ Establishment of an effective incentive program to cover the various needs of forest stakeholders – *Action Plan developed*
- ✍ Establishment of mechanisms to foster stakeholder involvement in the forestry sector – *Action Plan developed*
- ✍ Development of an effective organizational structure – *Action Plan developed*

- ✍ Development of a Forest Management System with Stakeholder Involvement – Action Plan PARTIALLY developed; need to complete
- ✍ Develop strategies to improve earning or revenue potential – Action Plan developed
- ✍ Development of an efficient and responsive forestry information system – Action Plan developed
- ✍ Development of an effective national forest public awareness program – Action Plan NOT yet developed
- ✍ Design and implement capacity building program for the needs of the organization – Action Plan NOT yet developed
- ✍ Development of a comprehensive enforcement plan – Action Plan NOT yet developed

Two additional strategic directions were proposed but not “adopted” by the group:

- ✍ Monitor the importation of forest products
- ✍ Keep all strategies in present plan

Action Planning for a New Forest Plan

Working in small groups, FD Staff used the findings of Worksheet 2, and the Strategic Directions agreed on to build Action Plans for the FD for the next five years (**Worksheet 3, please see Appendix 4**). The Action Plans developed were for six (6) Strategic Directions, and are listed below from Table 7 - 12:

1. Establishment of an effective incentive program to cover the various needs of forest stakeholders (**Table 7**)
2. Establishment of mechanisms to foster stakeholder involvement in the forestry sector (**Table 8**)
3. Development of an effective organizational structure (**Table 9**)
4. Development of a Forest Management System with Stakeholder Involvement (**Table 10**)
5. Develop strategies to improve earning or revenue potential (**Table 11**)
6. Development of an efficient and responsive forestry information system (**Table 12**)

Table 7 Effective Incentive Program

Strategic Direction	Establishment of an effective incentive program to cover the various needs of forest stakeholders	
<p><u>Objective</u></p> <p>To encourage investment in forest development and conservation</p>		
<p><u>Key Activities/Targets</u></p> <ol style="list-style-type: none"> 1. Free seedlings, and at cost for some species - private land owners 2. Remission of property tax for certain planted lands – private land owners 3. Duty concession and GCT waiver on capital goods – private land owners 4. Long-term conditional leasing of public lands for forest based activities: private land owners; NGOs; service groups 5. Free technical advice – rural and urban – all 6. Grants from NFMC Fund for forest-based activities – all 7. Public recognition for good forest management practices – model and agro-foresters 8. Public advertising of timber sales – all 9. Identify and promote opportunities for private land owners to benefit from international programs (e.g. carbon sequestration). <p><u>Geographical Areas of Emphasis</u></p> <p>Nationwide</p>	<p><u>Roles and Responsibilities</u></p> <p>NGOs/CBOs; Private Sector; Central Government Agency:</p> <p>FD, MOF, NEPA</p> <p>MOF, FD</p> <p>FD, MOF</p> <p>FD, NLA, MOF</p> <p>FD</p> <p>FD, private sector</p> <p>FD, NEPA, MOA</p> <p>FD</p> <p>FD, MLE</p> <p><u>Team Members</u></p> <p>P. Virgo Susie Latham John Latham</p>	

Table 8 LFMcs

Strategic Direction	Establishment of mechanisms to foster stakeholder involvement in the forestry sector	
<p><u>Objective</u></p> <p>To organize LFMcs that involve all stakeholders in watersheds</p>		
<p><u>Key Activities/Targets</u></p> <ol style="list-style-type: none"> 1. Identify stakeholders (public, private, individuals) 2. Share information 3. Organize and attend meetings, contacts (formal, informal) 4. Mobilize communities/agencies 5. Seek collaboration with agencies 6. School outreach programs 7. Plan, coordinate meetings (preliminary) 8. Seek formal endorsement 9. Discussion of objectives, functions, structure, procedural arrangements (constitution) 10. Formalize group → launch → operational <p><u>Geographical Areas of Emphasis</u></p> <p>Communities close to forested areas and in the watershed</p>	<p><u>Roles and Responsibilities:</u> NGOs/CBOs; Private Sector; Central Government Agency:</p> <p>National Environment and Planning Agency, Ministry of Health, Ministry of Land and Environment, Social Development Commission, Ministry of Agriculture.</p> <p>CBOs: provide membership</p> <p>NGOs: technical support (logistics) - Capacity building reports)</p> <p>Private sector: funding and technical expertise</p> <p>Central government agencies: logistics, technical support - administrative assistance</p> <p>Interested individuals: membership - technical support - information dissemination</p> <p><u>Team Members</u></p> <p>Y. Reid M. Hinds N. Bennett</p>	

Table 9 Effective Organizational Structure

Strategic Direction	Development of an effective organizational structure	
<p><u>Objective</u></p> <p>To enhance performance and productivity of the Forestry Department</p>		
<p><u>Key Activities/Targets</u></p> <ol style="list-style-type: none"> 1. Identify goals and objectives of organization 2. Identify needs 3. Create suitable organizational structure to accomplish goals; by identifying units and positions 4. Determine reporting relationships 5. Examine/review present job descriptions to see if they meet needs 6. Interview staff 7. Rewrite old and prepare new job descriptions to realign job functions 8. Design and implement an objective performance management systems 9. Set realistic targets 10. Sensitize staff to changes 11. Develop effective incentives program for staff 12. Develop succession plan, linked to training plan <p><u>Geographical Areas of Emphasis</u></p> <p>All Regions and Head Office</p>	<p><u>Roles and Responsibilities:</u> NGOs/CBOs; Private Sector; Central Government Agency:</p> <ul style="list-style-type: none"> - Ministry of Finance - Office of the Services Commissions - Cabinet Office - Ministry of Agriculture - Private Consultants - MIND (Training of staff) - Director HRM & Ad. (FD) - Conservator - Senior Personnel Officer (FD) - Unit and Regional Heads - Staff (FD) <p><u>Team Members</u></p> <p>M. Headley M. Stephenson B. Watt-Stewart</p>	

Table 10 Forest Management System

Strategic Direction	Development of a Forest Management System with Stakeholder Involvement	
<p><u>Objective</u></p> <p>To identify and map forest resources of Jamaica and determine their natural development and sustainable use to generate goods and services for the benefit of stakeholders</p>		
<p><u>Key Activities/Targets</u></p> <p>LFMCs</p> <p>Prepare LFMPs that contain the following information:</p> <ol style="list-style-type: none"> 1. An assessment of resources 2. Determine commercial component 3. Schedule harvesting 4. Monitor harvesting 5. Replacement of resources <p>Note:</p> <p>The key activities and targets for this strategy need to be expanded.</p> <p><u>Geographical Areas of Emphasis</u></p>	<p><u>Roles and Responsibilities:</u> NGOs/CBOs; Private Sector; Central Government Agency:</p> <p>FD FD FD FD</p> <p><u>Team Members</u></p> <p>K. Porter M. Barrett L. Nelson</p>	

Table 11 Strategies to Improve Revenue Potential

Strategic Direction	Develop strategies to improve earning or revenue potential	
<p><u>Objective</u></p> <p>Identify and implement income-generating opportunities.</p>		
<p><u>Key Activities/Targets</u></p> <ol style="list-style-type: none"> 1. Establish viable and attractive eco-tourism/recreational areas (cabins, cave exploration, hiking, picnics, weddings, camping, etc.) 2. Permits and licensing systems 3. Timber and forest produce sales 4. Seedling sales (identify most lucrative species) 5. Technical services (assessments, surveying, reforestation packages) 6. Certification 7. Packaging and sale of seeds 8. Information (GIS maps, manuals) 9. Training for public on forestry 10. Leases 11. Carbon sequestration <p><u>Geographical Areas of Emphasis</u></p> <p>Head Office Cockpit Country Gourie Clydesdale Moneague Internet Sales - Global</p>	<p><u>Roles and Responsibilities:</u> NGOs/CBOs; Private Sector; Central Government Agency:</p> <ul style="list-style-type: none"> - TPDCO, JTB – promotion; TNC – marketing; NLA, UDC - FD; private sector; Accountant General - FD; private sector - FD; Private nurseries - FD; WRA, NEPA, Mines & Geology - Bureau of Standard; FD; JMA, PSOJ - Private landowners - FD, MLE, Land database (National). - FD; Public - NLA; FD <p><u>Team Members</u></p> <p>Donna Lowe Dorothy Hansel Rainee Oliphant</p>	

Table 12 Forestry Information System

Strategic Direction	Development of an efficient and responsive forestry information system	
<u>Objective</u>		
To provide accurate and timely information to meet both internal and external demand.		
<u>Key Activities/Targets</u>		<u>Roles and Responsibilities:</u> NGOs/CBOs; Private Sector; Central Government Agency:
1. Develop a documentation and records management centre		1. MOA
2. Collect, collate and disseminate forestry related information		2. MLE
3. Establish an effective communication network		3. NLA
4. Development of an information manual		4. International journals & reports
5. Conduct forest resource evaluation for sustainable forest management		5. UWI
		6. IOJ
		7. FD
		8. Private sector
<u>Geographical Areas of Emphasis</u>		<u>Team Members</u>
Island wide		Owen Evelyn Alli Morgan Stephanie Donaldson

Another three (3) Strategic Directions were identified as:

- ✍ Development of an effective national forest public awareness programme (**Table 13**)
- ✍ Design and implement capacity building programme for the needs of the organization (**Table 14**)
- ✍ Development of a comprehensive enforcement plan (**Table 15**)

Action Plans were not completed for these at the Retreat, but the Workshop participant's preliminary comments on these Strategic Directions are as shown in Tables 13 to 15.

Table 13 National Forest Public Education Program

Strategic Direction	Development of an effective national forest public awareness program	
Action Plan not developed		
<p><u>Key Activities/Targets</u></p> <ul style="list-style-type: none"> ✍ Develop adult-friendly education programs ✍ Increase public awareness centres (devote resources to urban forestry) ✍ Enhance FD's visibility in national media <p><u>Geographical Areas of Emphasis</u></p>	<p><u>Roles and Responsibilities:</u> NGOs/CBOs; Private Sector; Central Government Agency:</p> <p><u>Team Members</u></p>	

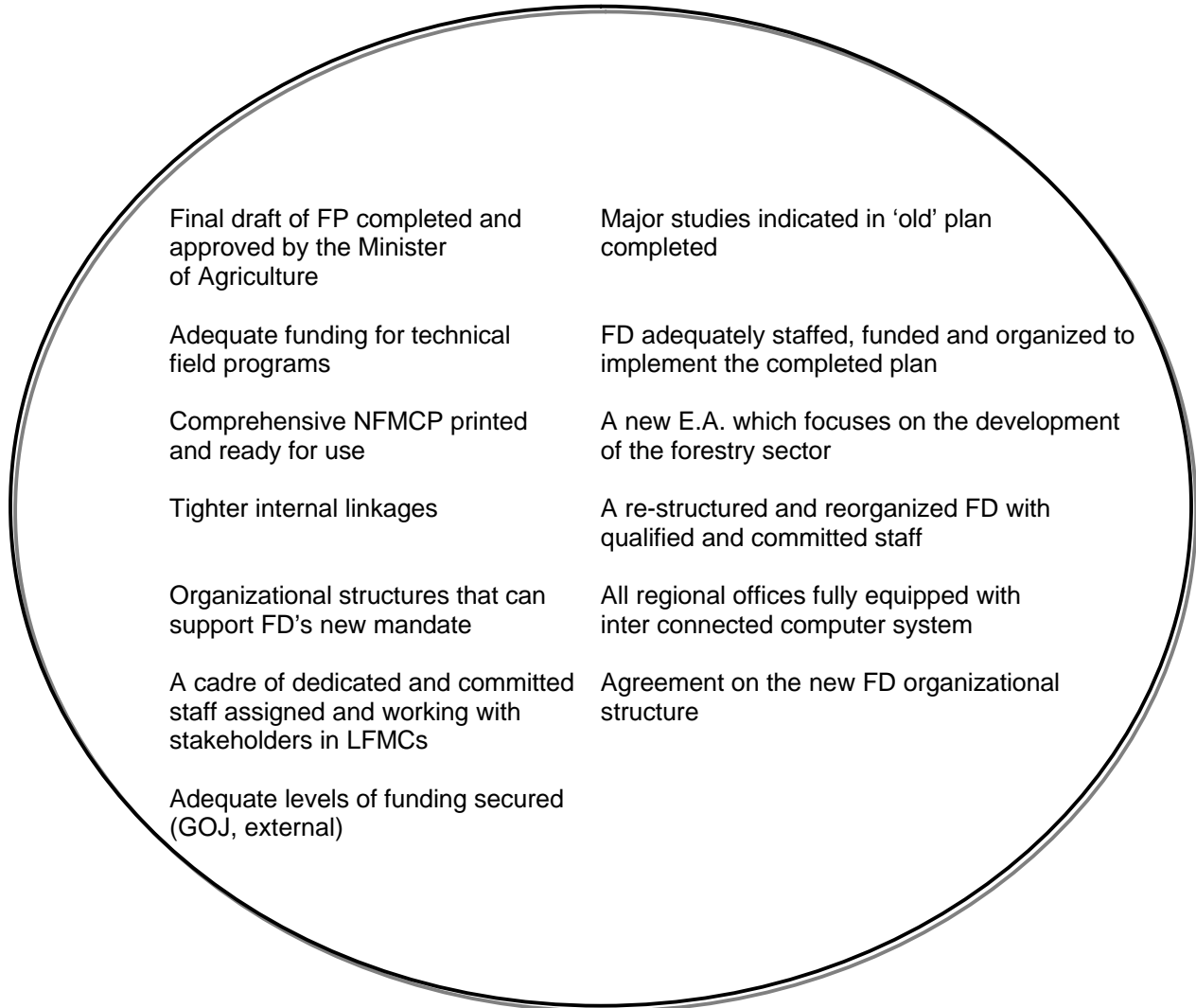
Table 15 Comprehensive Enforcement Plan

Strategic Direction	Development of a comprehensive enforcement plan	
Action Plan not developed		
<p><u>Key Activities/Targets</u></p> <ul style="list-style-type: none"> ✍ Implement an effective enforcement plan ✍ Prepare updated Forest Act and Regulations <p><u>Geographical Areas of Emphasis</u></p>	<p><u>Roles and Responsibilities:</u> NGOs/CBOs; Private Sector; Central Government Agency:</p> <p><u>Team Members</u></p>	

Victory Circle

Participants developed a "vision" for what the Forest Plan would look like in the year 2006. The visions or victories are listed below in Diagram 1:

DIAGRAM 1 – VICTORY CIRCLE



Schedule or Calendar for Preparation of 2006-2010 National Forest Management and Conservation Plan

Participants then developed a Calendar of Activities for preparation of the 2006 -2010 National Forest Management and Conservation Plan. The Calendar of Activities included:

1. Four Work Areas with Teams and Team Leaders, namely:
 - i. Drafting of Plans – Stephanie Donaldson
 - ii. Research and Information – Rainee Oliphant
 - iii. Community Consultation – Noel Bennett
 - iv. Financial Resource Requirement – Dorothy Hansel
2. Launch or First Activity for each Team;
3. Activities over six quarters (November-December 04 to January – March 06); and
4. A Victory Complete or what each work area would look like when the activity is completed

The Calendar of Activities is listed on Page 21 (Diagram 3) of this Report

Project Steering Committee (PSC)

A Project Steering Committee was selected to implement this Calendar of Activities, namely:

- | | | |
|----------------|---|-------------|
| 1. Chairperson | - | Conservator |
| 2. Team 1 | - | Stephanie |
| 3. Team 2 | - | Rainee |
| 4. Team 3 | - | Noel |
| 5. Team 4 | - | Dorothy |

Other members would include:

6. NEPA
7. Representative from LFMCS
8. MLE
9. NLA
10. WRA
11. RADA

Implementation Wedge

An Implementation Wedge, listing the immediate activities that must take place was developed, and is listed below as Diagram 2:

Diagram 2 Immediate Plan of Action

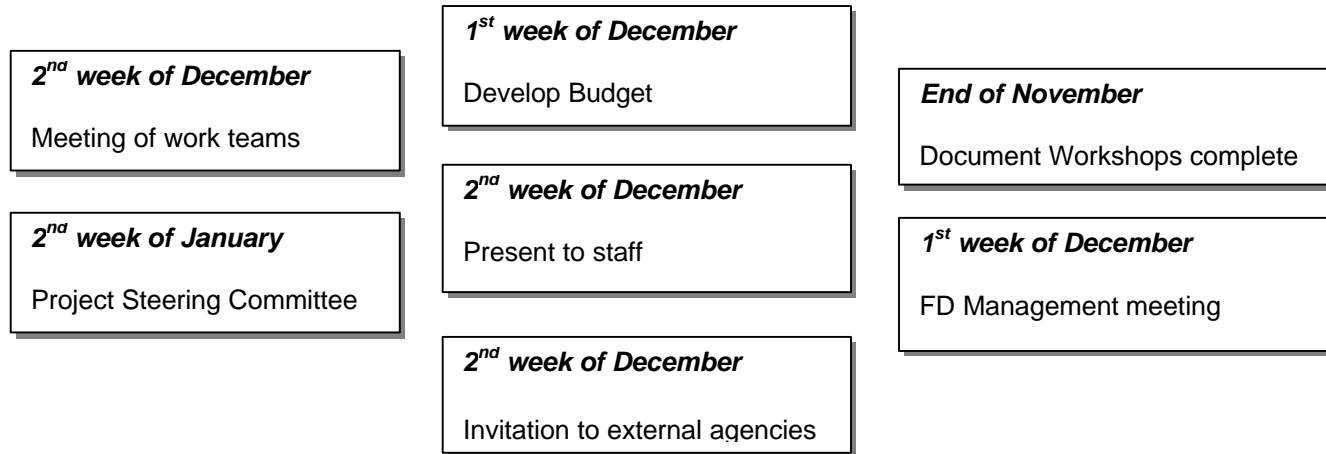


Diagram 3 Schedule or Calendar for Preparation of 2006-2010 National Forest Management and Conservation Plan

Working Areas	Work Teams	Launch Activity	Q1	Q2	Q3	Q4	Q5	Q6	Victory Complete
			Nov – Dec 04	Jan – March 05	April – June 05	July – Sept 05	Oct – Dec 05	Jan – March 06	
Drafting of Plans	Stephanie Donaldson Marilyn Headley Keith Porter Maxine Hinds Susie Latham	Finalize report of the 'retreat' and prepare an "outline for the planning process" (of 2006 FP)	Begin preparing "Outline" and Budget (e.g. initial meeting with other agencies) "Proceedings" prepared	Meeting(s) (all SCM) to review 2001 Forest Plan Finalize "outline" Begin drafting of 2006 Plan	First draft of 2006 F.P. by June 1, 2005 to SCM for review	Incorporate comments for 2 nd draft by July 30, 2005 Circulate 2 nd draft to SCM August/05 2 nd draft for public comments by Sep/05	Incorporate public comments for 3 rd draft by mid Nov/05 Circulate 3 rd draft to SCM by mid Nov/05	Receive SCM comments January 20, 2006 Final FP to Minister by February 15, 2006 Printed Plan ready by March 15, 2006	2006 Forest Plan printed.
Research & Information	Rainee Oliphant Donna Lowe Lawrence Nelson Owen Evelyn	Review NFMCP 2001 and draft plan of action	Assign different parts of NFMCP 2001 to each member for review - achievements - shortfalls - keepers Prepare budget	Review similar forest plans (non FD) Generate information on assigned sections	Circulate draft information reports for comments Compile feedback	Incorporate feedback into 2 nd draft information report Circulate 2 nd draft for final comments	Meet to finalize team draft information report Present final report to the drafting team	Relax on the beach	Old plan reviewed Updated Information included in new NFMCP.

Working Areas	Work Teams	Launch Activity	Q1 Nov – Dec 04	Q2 Jan – March 05	Q3 April – June 05	Q4 July – Sept 05	Q5 Oct – Dec 05	Q6 Jan – March 06	Victory Complete
Community Consultation	Noel Bennett Patrick Virgo Beverly Watt-Stewart Margaret Stephenson	Organize a series of staff meeting: - Head Office - Regional	Prepare bulletin and budget	Meet Central Region staff Meet Head Office and Eastern Region staff Meet with Western Region staff.	Organize workshop with representatives of government agencies Arrange meeting with private sector representatives Meeting with international agencies Organize workshop with NGO's and Universities	Community consultation Kingston Metropolitan area Community consultation – Central Community consultation Western (1 st session) Community consultation – Eastern Community consultation Western (2 nd session) Community consultation - Youth	Arrange review of draft Forest Plan Arrange (reverse) feedback (draft)	Work with Team 1 to coordinate official launch/presentation of Plan	All stakeholders consulted Inputs documented and incorporated in Plan
Financial Resource Requirements	Dorothy Hansel York Reid John Latham Alli Morgan Michael Barrett,	Request budget from other working groups	Obtain budgets Review budgets	Identify potential funding sources Obtain commitments from funding sources Approach funding sources to requests funds Obtain funds and distribute.	Continue approaching funding sources Obtain funds and distribute	Obtain funds and distribute	Obtain funds and distribute	Obtain funds and distribute	Adequate resources obtained to allows completion of the Plans.

AGENDA
Forestry Department Retreat
The Sans Souci Resort & Spa, Ocho Rios, November 3-5, 2004

Purpose

The Retreat will involve the Senior Management Staff of the Forestry Department in:

1. Receiving presentation/s on the existing status of the National Forest Management and Conservation Plan, taking into consideration the FD new role as a Executive Agency;
2. Developing a Balance Sheet that will assist the FD to determine the things that it did well in implementing the National Forest Management and Conservation Plan, and those that could be improved on;
3. Establishing the Strategic Directions for the FD for a new National Forest Management and Conservation Plan;
4. Establishing an Action Plan for the FD over the next Five Years; and
5. Establishing timeline for next steps (preparation of draft plan, public consultations to present draft document, printing etc)

Day 1 – Wednesday, November 3, 2004

- | | |
|----------------|---|
| 3:00 – 3:30 pm | Arrivals |
| 3:30 – 4:15 pm | Preliminaries (Prayer, Welcome, Introductions, Expectations, and Significance of the Retreat) |
| 4:15 – 5:30 pm | Presentation and Discussions |

Day 2 – Thursday, November 4, 2004

- | | |
|---------------------|---|
| 9:00 – 10:30 am | Session 1 - Preparation and Reflection on a Balance Sheet –
Worksheet 1 |
| 10:30 – 11:00 am | BREAK |
| 11:00 am – 12:30 pm | Session 2 - Identification and Prioritization of Issues
– Worksheet 2 |
| 12:30 – 1:30 pm | LUNCH |
| 1:30 – 3:30 pm | Session 3 – Strategic Directions Workshop - Brainstorming |
| 3:30 – 4:00 pm | BREAK |

4:00 – 5:30 pm Session 4 – Action Planning – **Worksheet 3**

Day 3 – Friday, November 5, 2004

9:00 – 10:30 am Session 5 – Action Planning – **Calendar of Events**

10:30 – 11:00 am **BREAK**

11:00 am – 12:30 pm Session 6 – Reports and Next Steps

12:30 – 1:30 pm **LUNCH**

1:30 – 2:30 pm Session 7 – Wrap-up and Closing of Retreat

Worksheet 1- Balance Sheet

DONE WELL	COMMENTS
NEED IMPROVEMENT/NOT DONE	COMMENTS

Worksheet 2 – Issues For Discussion

1. Policy and Legal Framework

- ✍ 2001 Updated Forest Policy; Watershed Policy; Other Related Policies' including Mining Policy, National Land Policy, Policies related to Local Governance and all Environmental Policies
- ✍ Forest Policy Issues: Governance; Investors; Stakeholder Participation
- ✍ Forest Act and Regulations (including the preparation of TOR to review the Forest Act in 2005)
- ✍ Protection Status and Ownership – NLA handing over of Crown lands to FD
- ✍ Forest Protection – Patrolling Plan
- ✍ Role of Executive Agency

2. Forest Resources Information

- ✍ Forest Cover and land Use Classification Systems
- ✍ Definitions of Land Use and Forest Cover Types (harmonize national)
- ✍ Past Forestry Research
- ✍ Direction of Present Forestry Research (as it relates to the future role of FD)
- ✍ Collaboration in Research (dissemination of information)
- ✍ Local Forest Management Plans
- ✍ Fuel-wood, Charcoal and Yam-stick Production
- ✍ Minor Forest Products
- ✍ Role of Executive Agency

3. Role of FD in Forestry Productive Sector

- ✍ Private Sector Involvement
- ✍ Production of Seedlings
- ✍ Replanting and harvesting – who is responsible?

- ✍ Lumber Supply and Demand
- ✍ Lumber Quality
- ✍ Sustainable Development of Wood-based Industries
- ✍ Role of Executive Agency

4. Community Participation and Public Education

- ✍ Co-management of Forest Reserves and Crown Lands, including Mangrove Areas
- ✍ Local Forestry Management Committees
- ✍ The Role of FD in Community Forestry, and Community Activities
- ✍ Role of Executive Agency

5. Communications Program

- ✍ Local and National

6. Administration and HRD

- ✍ Context/Role of Executive Agency
- ✍ Access to Information
- ✍ Succession Leadership
- ✍ Procurement of Resources
- ✍ Training
- ✍ Accounting
- ✍ Information/Documentation (files, library etc.)

Feedback on Issues

1. List the three (3) major lessons and/or practices that should be carried forward from the existing Forest Plan to the new one for the area you are examining

i. _____

ii. _____

iii. _____

2. Name the three (3) key new issues you believe must be included in a new Forest Plan for the area you are examining

i. _____

ii. _____

iii. _____

3. Name the three (3) key Organizations and their likely role you believe is necessary to partner the FD in the successful implementation of this new plan

i. _____

ii. _____

iii. _____

4. List any other comments you have regarding this area in the Forest Plan

Worksheet 3 – Action Planning

Action Planning for a New Forest Plan

Strategic Direction No.			
<u>Objective</u>			
<u>Key Activities/Targets</u>		<u>Roles and Responsibilities:</u> NGOs/CBOs; Private Sector; Central Government Agency:	
<u>Geographical Areas of Emphasis</u>		<u>Team Members</u>	

List of Participants

Retreat Participants: FD - List of Senior Managers

- | | | |
|-----|----------------------|---|
| 1. | Marilyn Headley | Conservator |
| 2. | Rainee Oliphant | Legal Officer |
| 3. | Maxine Hinds | Public Awareness |
| 4. | Beverly Watt-Stewart | Senior Personnel Officer |
| 5. | Margaret Stephenson | Director, Human Resources Management and Administration |
| 6. | Dorothy Hansel | Director of Finance |
| 7. | Donna Lowe | Nursery Co-ordinator |
| 8. | Stephanie Donaldson | Public Awareness/Public Relations |
| 9. | Keith Porter | Director, Technical Services |
| 10. | Michael Barrett | Regional Officer – Western |
| 11. | York Reid | Regional Officer – Central |
| 12. | Patrick Virgo | Regional Officer – Eastern |
| 13. | Owen Evelyn | National Project Manager, Trees for Tomorrow Project |
| 14. | Alli Morgan | Resource Management & Planning Officer |
| 15. | Lawrence Nelson | Senior Research Officer |
| 16. | Noel Bennett | Rural Sociologist |
| 17. | Susie Latham | Project Manager, Trees for Tomorrow Project |
| 18. | John Latham | Agro-economist, Trees for Tomorrow Project |
| 19. | Trevor Spence | Facilitator |