Second Networking Conference – Local Natural Resources Management Groups

Ridge to Reef Watershed Project

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

Second Networking Conference – Local Natural Resources Management Groups

March 11, 2005

Prepared for the

Government of Jamaica's
National Environment and Planning Agency

And the

United States Agency for International Development

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Preface

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

The first Local Watershed Management Committee Networking Conference in May 2005 impacted greatly on the participant and it was envision as being timely and necessary which resulted in the recommendation for a second Conference.

The second Networking Conference – Local Natural Resources Management Groups was held March 8-9, 2005 at the Runaway Bay HEART Hotel and was coordinated by R2RW in collaboration with NEPA and the NIWMC. The attendees comprised the NIWMC, NEPA, FD, Social Development Commission (SDC), the Great River Watershed Management Committee (GRWMC), the Rio Grande Watershed Management Committee (RGWMC), the Cambridge Benevolent Society, representatives of Water Users Associations (WUAs), Friends of the Sea (FOT) and other groups active in, or with an interest in local watershed management. The purposes for this year's Conference were to:-

- Review any progress in local resource management since the first Conference;
- Review the findings and recommendations put forward by the R2RW study on LWMCs and Local Government Reform
- Continue to build consensus on a process for the sustainable establishment, financing and operating of LWMCs, including functions, procedures, composition, roles, responsibilities and institutionalization
- Continue to build some consensus on an Action Agenda for realizing the above bullet
- Share experiences, relationships and agree on some mechanisms for continuity

Acronyms

FD	Forestry Department
FOT	Friends of the Sea
GRWMC	Great River Watershed Management Committee
LWMC	Local Watershed Management Committee
NEPA	National Environment and Planning Agency
NIWMC	National Integrated Watershed Management Council
NIC	National Irrigation Commission
RADA	Rural Agricultural Development Authority
RGWMC	Rio Grande Watershed Management Committee
TF	Task Force
WUA	Water Users Association

Executive Summary

The second Networking Conference for Local Natural Resources Management Groups " Towards Greater Citizen Participation in Sustainable Watershed Management " took place March 8-9, 2005 at the Runaway Bay HEART Hotel. Over sixty persons participated at this Conference. The Conference was coordinated by R2RW in collaboration with NEPA (National Environment and Planning Agency) and the NIWMC. The attendees were stakeholders from the NIWMC (National Integrated Watershed Management Council), NEPA, FD (Forestry Department), Social Development Commission (SDC), the Great River Watershed Management Committee (GRWMC), the Rio Grande Watershed Management Committee (RGWMC), the Cambridge Benevolent Society, representatives of Water Users Associations (WUAs), Friends of the Sea (FOT) and other groups active in, or with an interest in local watershed management. The purposes for this year's Conference were to:-

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- ✍ Share experiences, relationships and agree on some mechanisms for continuity

The main highlights of the Conference were :-

Presentations

i. Done by Mrs. J dCosta – Context to Local Participation
ii. Done by Mr. Mark Nolan – Background to Project and Study
iii. Done by Consultant Richard Lumsden – On the Study
iv. Essential Stages in a LWMC (short presentations in the format of a panel)which were :-

   (a) Action Planning
   (b) Learning by Doing
   (c) Policy Review and Adaptation

v. Operating an LWMC

   (a) Role and Function of LWMCs, Task Forces (TF), Sub-Committee, Working Groups
   (b) Registration, Election of Officers and Recognition
   (c) Meetings and Record Keeping
   (d) Capacity –Building Skills (Proposal Writing, Fundraising and Conflict Management)

Discussions

i. Small Group Discussion directed by guidelines on " Building Consensus on the Roles and Functions of Local Groups Active in Natural Resources Management(NRM) and based on four thematic Groups
ii. Plenary - Group Reports and Discussion
iii. Open Discussion " Towards Greater Citizens Participation"

Sharing

i. Sharing of experiences, best practices and lessons learned was done by each Group

Conclusions

The two days Conference concluded with summary and next steps. It was unanimously decided that the Networking Conference was a success.

The major conclusions of the Conference were that there was renewed commitment to learn from each other and to develop a stronger linkage with the NIWMC. Attendees recognized the importance of working with communities and learn how much this can accomplished from examples provided by the R2RW experience. A seven member committee was also elected to ensure the continuity of the networking of Local Natural Resources Management Groups.

1.0 Day 1 – Workshop Session, March 8, 2005

1. 1 Preliminaries

The proceedings started with prayers.

Mr. Trevor Spence followed with an "Ice Breaker", where each participant (See Appendix 6 for list of participant) were asked their expectations for the workshop (done in alphabetical order) this was to be followed by an adjective which best described the participant's character, beginning with the first letter of the participant's name. Mr. Spence then handed over to the chairperson, Mrs. Laleta Davis-Mattis.

1.2 Greetings

Greeting was brought by Mrs. Karen McDonald-Gayle on behalf of USAID.

1.3 Context to Local Participation in Watershed Management

Mrs. Jacqueline da Costa, Chairperson of the NIWMC then expounded on the context in which local participation was deemed necessary for watershed management. Included in her presentation was the lack of sustainability within projects, which this workshop seeks to address. Suggestions were then given on means of sustaining local groups, these included:-

- Forestry fund to help with technical assistance for nursery and tree planting.
- Government agencies and private sectors which can be use to obtain technical assistance.
- Parish Development Committee can be used and called upon to get involved as well as schools.
- Getting funding for environmental levy for plastics.
- Departure tax for environmental projects.

Mrs. da Costa ended her presentation by thanking the participant of the workshop for the work being done in their respective watersheds.

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

Mark Nolan provided a background on LWMCs, their contribution to resource management and their relation to local government reform (introduction to study, "Review of Local Watershed Management Committee and Local Government Reform in Jamaica- A Study by: Trevor Spence, Richard Lumsden and Alicia Hayman). See presentation below.

1.4.1 Functions of Local Watershed Management Committees

The sustainability of WMCs can be enhanced by developing constructive collaboration among its members: The report listed the following recommended functions for WMCs:

- Mobilizing and facilitating participation

- Strengthening communication and collaboration (especially interagency collaboration)
- Raising awareness of environmental issues
- Identifying issues and problems and suggesting interventions
- Identify and nurture critical professionals and citizens toward future leadership positions
- Advising government agencies (including informal lobbying and advocacy) around watershed issues
- Supporting law enforcement and compliance
- Identifying, obtaining and managing funding for implementation
- Assisting with conflict resolution
- Collecting and analyzing data.

1.4.2 Local Government Reform

The local government reform process aimed to:

- Restore many functions and responsibilities for municipal services to local authorities
- Increase their financial autonomy and institutional capacity
- Revise and update the legislative framework, and
- Increase the participation of civil society stakeholders in the processes of local governance

1.4.3 Achievements of Local Government Reform

The local reform process has achieved a number of successes in the decade since its inception. These include:

- An improvement in revenue sources controlled by the local authorities such as commercial services and user fees
- Upgrading of some parish council buildings and computer infrastructure under the Parish Infrastructure Development Project (PIDP) funded by the Inter-American Development Bank (IDB)
- Establishment of PDCs in 13 parishes;
- Establishment of City Councils for Portmore and Montego Bay; and
- Improvements in the land development application processing system.

1.4.4 Study Objectives

The purpose of this Study is to:

- ✍ Review the different processes of local planning and local governance being undertaken within Jamaica
- ✍ Assess how these processes interface with the establishment of Local Watershed Management and/or Local Forestry Management Committees
- ✍ Highlight the different approaches undertaken at the local level
- ✍ Recommend how LWMCs should interface with other ongoing local governance mechanisms and processes
- ✍ The parish of Portland will be used as a case-study

1.4.5 Study Activities

Activities conducted by the study included:-

- ✍ Review the different local planning, local government reform, local management of natural resources, and local governance applications now being undertaken in Jamaica
- ✍ Review the contents of Watershed level plans done to date including work in the Buff Bay/Pencar watershed by the Forest Department, and the Great River Watershed under the R2RW Project. Assess the need, usefulness and relevance of these watershed plans
- ✍ Analyze and incorporate the findings of the "Review of Local Watershed Management Committees in Jamaica"
- ✍ Review documentation on the assessment of the capacity of local authorities to implement resource management programs including such aspects as water provision, garbage collection and drainage/flood control
- ✍ Prepare a questionnaire to conduct interviews with relevant agencies including: Cabinet Office, MLE, SD Unit in PIOJ, NIC, MLGCDS, NEPA (Planning and SWB), SDC, FD, MOA – RADA, EJASP, NWC (AMCs), and NIWMC to determine the level of awareness and acceptance of the role of LWMCs, LFMCs, and other similar groups
- ✍ Conduct working sessions with no less than 5 Focus Groups, representing groups that have existing and no present link with watershed/natural resources management. The SDC, FD, WUAs/NIC, and IWCZMB/NEPA will assist the consultants in selecting the Focus Groups
- ✍ Based upon the research in items 1-6 above, develop recommendations regarding how WMCs should best interface with other local governance mechanisms – including Local Authorities, Parish Development Committees, Development Area Committees, and Community Development Committees
- ✍ Prepare a Draft Report to synthesize the findings
- ✍ Plan and make presentation at a Workshop to the NIWMC and other stakeholders. Representatives for the other stakeholders will be drawn from all agencies participating in the questionnaire, as well as

from community groups involve in the focus groups, or that the partners belief should be included; and

- ✍ Provide a Final Report that incorporates input from the Workshop in (9) above

1.5 Discussion from the Presentation

Mark Nolan presentation was followed by Chairperson – Mrs. Laleta Davis-Mattis remarks and a general discussion on the role of the NIWMC, and of local groups. See discussion /comments below:-

It was pointed out that the gestation period for the NIWMC was long – and had some hiccups. The role of the Council should include a means of connections that is, networking. The NIWMC was approved by Cabinet and some support have been received from the donor community. There is a possibility of additional funding through the Tropical Forestry Fund which should result in US$16.5 in new monies mostly for forestry and protected areas. There were also deliberations on the NIWMC being a legal entity.

Mrs. Davis –Mattis then asked the questions and commented – how to get financing for sustainable activities at the local level? How do we assist the farmers? What are the incentives? These need to be elaborated. Whatever we come up with must be realistic. Any sustainability initiative must be accompanied by appropriate incentive.

It was further pointed out that:-

- ✍ There was a lot of wisdom behind the WPA – but it depended upon government agencies having the funding to implement it. Without the funding, the law cannot be successful. The recommendations we come up with must be realistic in 2005. If you criminalize an activity – what alternatives are being offered?

- ✍ People in communities have power that persons in offices don't have – to change people's attitudes and behaviors.

- ✍ WUAs can be registered as Benevolent Societies – but the question of registration under law is more limited. But groups have managed to get funding.

- ✍ The new NEPA Act needs to recognize local groups – with things like the posting of signs. Community groups can write into NEPA and request investigations. This will be facilitated by the Access to Information Act.

- ✍ Punishment must fit the crimes. Many laws still have fines that are inadequate to deter people from doing bad things.

The above discussion/comments were summarized under the following headings:-

1. Mechanisms for LWC Development

2. Seek practical alternatives for the Communities

3. Review Laws

4. Introduce new Initiatives

The ensuing session consisted of a series of question, answer and solution. See below

Question: What about working the NIWMC into the local entity budgets

Answer: Reference was made to the state agencies that have included the NIWMC into their budget, but it was felt that we might need to include other agencies like the WRA etc.

Question: What are the experiences in utilizing the current mechanisms implemented by the NWIMC.

Answer: Difficulty in dealing with the Parish Councils.

Solution: NEPA Act has new regulations to guide the Parish Council in dealing with building and enforcement issues in each community. Furthermore, community members can now use the Access to Information Act to voice their complaints.

Question Enforcement of the law in terms of the police in monitoring and the court system are limited

Answer NEPA and R2RW have been hosting workshops in educating the judicial system in dealing with fines and punishment beyond the scope of fines and imprisonment but will also include community service at the judge's discretion.

The session ended with these closing comments:

- ✍ There was a proposal for fines to be amended in terms of amount and for individuals in breach to make restitution.
- ✍ Some fines have already been amended but many still exist that are too low.

1.6 PowerPoint Presentation on the Study – Mr. Richard Lumsden, Consultants

Mr. Richard Lumsden provided an overview of the Study highlighting the background to the Study, the methodology used the results obtained the conclusions and recommendations. See PowerPoint presentation below:-

Review of Local Watershed Management Committees and Local Government Reform in Jamaica – Richard Lumsden and Alicia Hayman

Presentation Summary

- ✍ Background
- ✍ Methodology
- ✍ Results
- ✍ Conclusions and Recommendations

Purpose of Study

- To review the different processes of local planning and local governance in Jamaica
- To show how these processes interface with the establishment of Local Watershed, Management (LWMCs) and/or Local Forestry Management Committees (LFoMCs)
- To make highlights of examples
- To make recommendations for sustainability

A Paradigm Shift

- Top down
- Authoritative
- Prescriptive
- Command-and-control
- Rigid

- Bottom-up/mixed
- Flexible
- Co-management
- Participatory
- Partnerships

Methodology

- Literature review and analysis
- Interviews and focus group discussions
- Questionnaire
- Results
- Data Analysis
- Recommended action to be taken

Results

- Legislation and Regulations
- Policies and Guidelines
- Administrative Structures
- Local Watershed Management Entities
- Economic and Financial Arrangements
- Incentives/Disincentives
- Political Structures and Processes
- Key Stakeholders and Participants
- Other key factors

Legislation and Regulations

Watershed management is supported in general by a fragmented legal and regulatory framework.

- Country Fires Act (1942)
- Wildlife Protection Act (1945)
- Mining Act (1947)
- Irrigation Act (1949 amended 1999)
- Town and Country Planning Act (1958)
- Floodwater Control Act (1958)
- Land Development and Utilization Act (1966)
- River Rafting Act (1973)
- Fishing Industry Act (1976)
- Quarries Control Act (1984)
- Public Health Act (1985)

- Rural Agricultural Development Act (1990)
- Natural Resources Conservation Authority Act (1991)
- Disaster Preparedness and Emergency Management Act (1993)
- Water Resources Act (1995)
- Forest Act (1996); Forest Regulations, (2001)
- National Solid Waste Management Act (2001)

Policies and Guidelines

Numerous policies and guidelines for natural resource management exist, many still generally in an uncoordinated fashion. Major policies and guidelines for natural resources management:

- The Draft Watershed Policy (2003)
- The National Land Policy (1996)
- The Forest Policy (2001)
- The National Forest Management and Conservation Plan (2001)
- Towards a National Strategy on Biological Diversity in Jamaica (2001)
- Water Sector Policy (1999) and Water Supply and
- Sewerage Strategies and Action Plan (2004)
- Policy for Jamaica's System of Protected Areas (1997)
- The Solid Waste Management Act (2001)
- National Irrigation Development Plan (1997)

Administrative Structures

The administrative framework for watershed management generally lacks synergy, with an absence of a clear leader to coordinate all policies, plans and programs towards effective watershed/natural resources management

Local Watershed Management Entities

Various types of LWM entities in Jamaica, and are based on a range of geographical contexts.

LWM Entities	Description	Example
Local watershed management committees	Watershed based, integrated	Great River Watershed Management Committee
Local forest management Councils	Forest, watershed based	Buff Bay/Pencar Forest Management Council
Local Fisheries Management Council	Fisheries based, protected area	Portland Bight Fisheries Management Council
Water User Association	Agricultural areas, community based	Hounslow WUA
Community-based watershed management committees	Sub-watershed, community-based	Retrieve

Economic and Financial Arrangements

- A very common trend for the majority of watershed interventions at the local level is via the inputs of external donor agencies, with some smaller inputs by government.

- ✍ There is generally a trend of absence of a strategy for funding watershed management programs both at the national and local levels.

- ✍ While there has been some effort towards devolution of authority to local government agencies, these local bodies have not been allotted the requisite financial structures to carry out the activities.

- ✍ Duplication of efforts by various agencies in some cases has resulted in a waste of the already scarce financial resources

Incentives and Disincentives

Incentive Type	Examples
Legal Tools	Donation programs, conservation easement, conservation agreements, land exchanges, legal penalties, voluntary and legal declaration
Tax Incentives	Income tax deductions for contributions and certain types of land use, property tax exemptions/rebate, estate duty rebate, tax exemptions for activities devoted to watershed management
Other Instruments	User/conservation fees, grants and awards, eco-labeling, tax allocations, controlled access to common pool resources, tradable permits, bio-prospecting, subsidies, elimination of negative incentives

Political Structures and Processes

Civil society and local governance organizations such as PDCs and CDCs seem to offer a range of emerging opportunities for local natural resource management, which may provide opportunities and an appropriate context for management of natural resources in Jamaica.

These groups present useful opportunities for collaboration which have not yet been fully explored.

Key Participants and Stakeholders

A participatory approach to natural resources management is an effective means of management that creates local buy-in for the activities being undertaken and also empowers stakeholders to take an active role in ensuring sustainability of natural resources.

Other Key Factors

- ✍ Historical & traditional customs & values
- ✍ Principles for watershed management

    - Sustainable Development
    - Environmental awareness
    - Local ecological knowledge
    - Adaptive management
    - Scale of management

- ✍ Monitoring & Evaluation as part of an integrated strategy

Recommendations

- ✍ Strengthening the legal & regulatory framework
- ✍ Developing the relationship between national and local organizations
- ✍ Capacity building and leadership roles
- ✍ Increased coordination
- ✍ Provision of incentives
- ✍ Increased participation
- ✍ Addressing the geographic and thematic issues

Strengthening the Legal and Regulatory Framework

- ✍ The legal and regulatory framework for watershed/ natural resources management needs to be developed and coordinated towards an integrated and strategic approach.

- ✍ The new NEPA Act, which is expected to replace the Watershed Protection Act (1963), should address the following needs:

    - The roles and functions of local governance and local government reform structures in natural resource management.

    - Should represent the principles of a bottom-up approach to NRM.

    - The relationship between national and local watershed management entities should be defined.

Developing the Relationship between National and Local Organization

- ✍ The new Watershed Policy should identify and elaborate on plans and strategies to relate watershed management plans/programs, at the national and local levels, to local authority and local governance structures.

- ✍ When possible and workable, projects need to recognize not only the state agencies input but also the role of local government and civil societies in NRM activities.

- ✍ In addition to a recent thrust towards utilization of Benevolent Societies in group formation of LWMCs, there needs to be an investigation into how the committees might be institutionalized within other bodies.

Strengthening the Capacity and Leadership Roles of the NIWMC

- ✍ Policies that reflect natural resources management should be reviewed to actively institutionalize the NIWMC.

- ✍ Greater attention and support need to given by member agencies to the role of the NIWMC.

Increasing Coordination between Stakeholders

- ✍ The use of Inter-Governmental Agreements (IGAs), Memoranda of Understanding (MOUs), delegation instruments and other such structures should be expanded as simple instruments of agreement and coordination between stakeholders.

- ✍ The process of local watershed management must identify a lead group or agency to coordinate the management and administrative functions of the various stakeholders.

- ✍ Coordination between PDCs should be supported as much as possible as cross-sector coordination and planning mechanisms at the local level for agencies operating in a Parish.

Provision of Incentives and Financial Resources

- ✍ Local groups need to begin to develop some level of self-reliance, with less dependence on donor funding, including:

    - Formalization of the registration process for LWMCs to give legitimacy to these groups.

    - Partnerships with private sector entities, such as hotels in the tourism industry and bauxite companies in the mining industry.

    - Provision of appropriate incentives (for example a user fee or cess) towards watershed management

- ✍ Central government's recognition of the need for devolution of authority to local agencies needs to be coupled with the appropriate mechanisms to accommodate mainstreaming of local level watershed management into corporate plans and budgets of the central and local government agencies.

- ✍ Environmental accounting models should be applied to determine the levels of inputs into watershed management, such as the human, technical and other components not easily amenable to quantification.

Increased Participation

- ✍ Stakeholders, especially local level interests, must be meaningfully engaged in the processes of planning and decision-making, and should be involved throughout the entire process.

- ✍ Government agencies should deepen their approach of involving local stakeholders, towards one that is more flexible and move away from a top-down regime.

- ✍ Central and local government agencies should adhere to and adopt the principles or transparency and accountability and open communication with other partners.

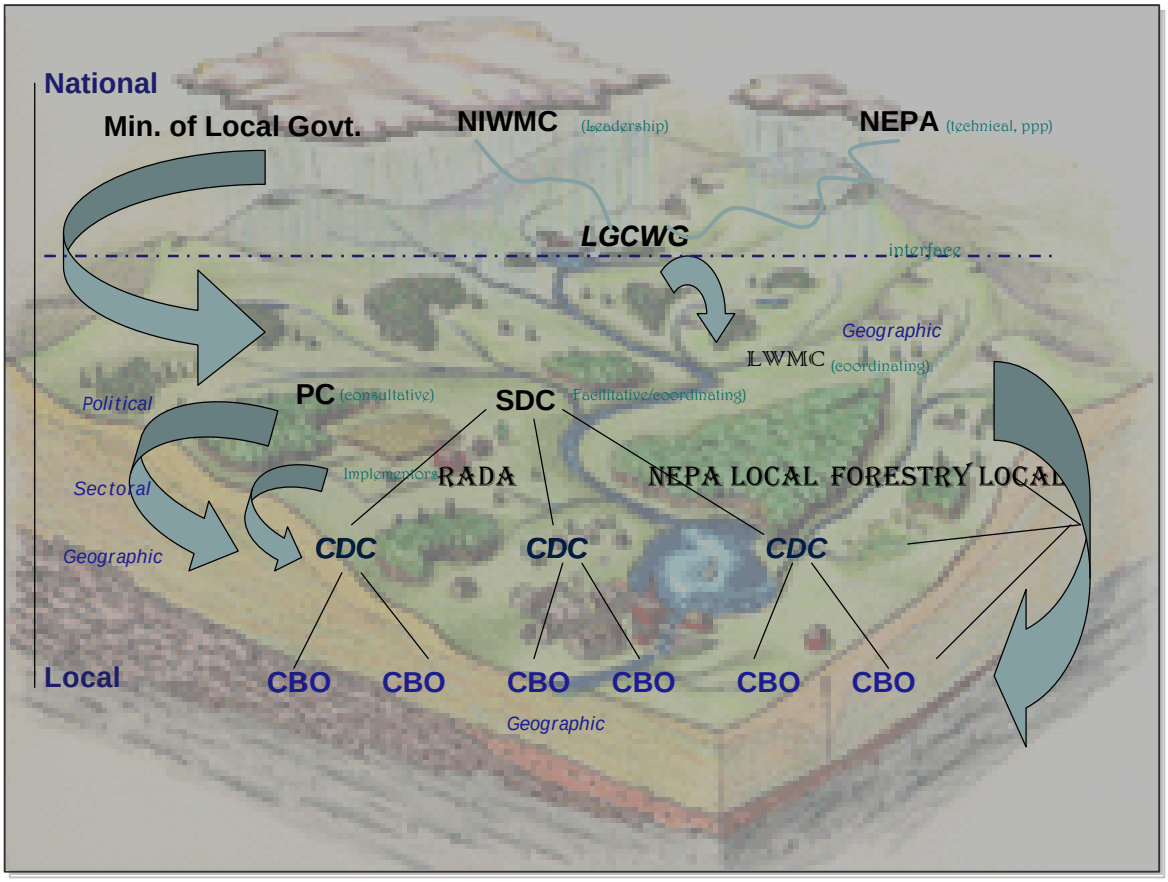
Addressing the Geographic and Thematic Issues

- ✍ The framework for natural resource management at the local level has to resolve the trade-off between three (3) bases for determining the scale of management

    - Political – parishes, municipalities
    - Geographic – watersheds, communities
    - Thematic – sanitation, other sectors

Key Functions of Agencies in the Proposed Framework

Organization	Function	Level of management
NIWMC	Leadership	National
NEPA	Technical, advisory, management	National, local
Parish Councils	Consultative, technical	Local
Social Development Commission	Facilitative, coordinating	Local
Sector-based agencies (e.g. RADA, NIC, NWC)	Implementation	Local
LGCWG	Liaison, advisory	Interface of national and local
CDC	Local leadership, implementation	Local
WUA, LWMC, LFiMC, LFMC	Local leadership, coordination, implementation	Local



1.7 Thematic Group Work: Building Consensus on the Roles and Functions of Local Groups active in NRM

The participants were organized into four thematic working groups (See groups listed below).

GROUP 1 : Watershed – Based - **GRWMC, RGWMC**

GROUP 2 : Conservation and Protected Areas – **MBMP, JCDT, FOTS**

GROUP 3 : Water Users Association and Domestic Water Groups - **WUA,**

GROUP 4 : Community –Based/ Sub Watershed - **CBS, NWC, SDC**

Each Group was expected at the end of the discussions to:-

1. Confirm the policies and legislation that will support the sustainable management of the watersheds and the integration with local governance mechanisms

2. Confirm the main functions of local groups to support the implementation of Natural Resources Management

3. Identify the key agency or agencies and define their roles and responsibilities

4. Put forward recommendations to Central Government, Local Authorities, or Civil Society that would support local natural resources management

In order to achieve the expected output guidelines along which discussion should take place were provided. (See Appendix z).

1.7.1 Report of Working Groups

Question 1 *What are the three most important policies and legislation influencing your thematic area?*

Group 1 – Watershed Based

1. Town and Country Planning Act
2. NRCA Act
3. Draft Watershed Policy
4. National Environment Education Action Plan
5. National Solid Waste Management Act

Group 2 – Conservation and Protected Areas

1. Forest Act 1996 and Forest Regulation 2001
2. Policy for Jamaica's System of Protected Areas/Towards a National Strategy on Biological Diversity in Jamaica
3. National Solid Waste Management Act

Group 3 – Water Users Association and Domestic Water Groups

1. Water Sector Policy 1999
2. NIDP 1997
3. Irrigation Act 1949 amended 1999
4. Rural Agricultural Development Act 1999

5. Water Resources Act 1995
6. Water Sector Policy 1999 (important because it brought participation of farmers into provision, maintenance and management of irrigation of domestic water schemes).
7. Irrigation Act (because it makes provision for formation of WUAs
8. Rural Agricultural Act 1990 (because it makes provision for technical assistance for farmers
9. Water Resources Act 1995 (because it determines quality and quantity of water for extraction and sets limits for usage – protection).

Group 4 – Community Based/Sub Watershed

1. Draft Watershed Policy
2. NRCA/NEPA Act
3. Solid Waste Management Act
4. Water Resources Act

Analysis

- ✍ NSWMA mentioned by 3 – these were high priorities of both the Great River and Rio Grande Watersheds - it is a highly visible, high profile issue
- ✍ NRCA Act – 2
- ✍ Watershed Policy – 2
- ✍ Water Resources Act – 2
- ✍ Group 3 is a different set than the others – more concerned with livelihoods
- ✍ The WUA Group deviated the most from the others; it was a specialized group, where economic issues outweighed the broader environmental issues
- ✍ Responses from Groups 1 and 4 were similar, as Group 4 was a sub- set of Group 1

Question 2 *Which three issues have the greatest impact on the local management of natural resources in your thematic area?*

Group 1

1. Land use and Planning
2. Enforcement
3. Governance
4. Public Education and Awareness

Group 2

1. Sustainable Development and Sustainability - over arching
2. Incentives and Disincentives - Motivation
3. Participatory Approach

Group 3

1. Sustainable Development and Sustainability
2. Political Governance Structures and Processes
3. Participatory Approach

Group 4

1. Coordination and Collaboration
2. Sustainable Development and Sustainability
3. Political and Governance Structure and Processes

Analysis

- ✍ The governance question that recurs is really about local governance
- ✍ Group 3 and 4 are very similar
- ✍ Group 1 – is consistent in R2RW work at the regional (watershed) level
- ✍ Sustainability and participatory approaches recurs.
- ✍ Many of the examples were donor driven – but this doesn't have to be – affordable loans have to be considered
- ✍ All 4 Groups have Governance and Sustainability
- ✍ Participation was envisioned to also be important for most of the Groups
- ✍ The response of Group 2 validates the necessity of the Task Forces even in this stage of the developmental process
- ✍ Donor funding has implication for the sustainable of local groups

Question 3 *Which three of the listed functions best describes the roles of your thematic area in watershed management and why? State which agency has the key role for each function identified*

Group 1

1. Consultation, Mobilization and Participation – NEPA, SDC, UDC
2. Coordination, Liaison
3. Leadership

Group 2

1. Management – FD, JCDT, Marine Parks
2. Facilitative – NGOs
3. Coordinating – NGOs

Group 3

1. Technical – NIC, WRA, RADA, PC, NWC
2. Management – NIC, JSIF, WRA, Department of Cooperatives
3. Implementation – FD, NEPA, NIC, JSIF, SDC

Group 4

1. Leadership – NEPA, LWMC
2. Coordination – Participatory approach, collaborate, coordinate - SDC

3. Implementing – dependent upon the type of activity, NWC, MWH, NSWMA, FD, RADA, PC

Analysis

- ✍ Coordination was critical
- ✍ Both the role of the local authority and government arose; however, aspects of the PDC (local government reform) were missing
- ✍ Information from the top down doesn't work – it often doesn't reach the roots – if it doesn't come from the bottom it doesn't reach.
- ✍ A formalized written communications system needs to be utilized to increase the information between local and national levels.
- ✍ Persons dealing with different groups – should be members of the NIWMC – people must be aware of what is available, where they can get help.
- ✍ Reaching out to the masses is a major cost, this can be lessen by using mechanism in place for the flowing of information includes schools, farmers groups, DJs to reach the grass root people,use musicians and popular culture – Information packages need to be used.
- ✍ Young adults tend to get information from the streets.
- ✍ There is the need to look at marketing of information – sustainability of the environment is still new to the majority of society
- ✍ There is a misconception on the delegation of authority - the monitoring is still a government function. In the Blue Mountains – the mgmt of the land was delegated improperly. There is misconception in the minds of NGOs that NEPA could have delegated land to NGOs.
- ✍ The strong role of the SDC was expressed in keeping with its mandate
- ✍ Interestingly Group 2 mentioned FD and not NEPA as agency with Key role although NEPA has overall jurisdiction

Question 4 *Name three clusters of recommendations (from the Study), if implemented, will have the greatest impact on your thematic area, and state why?*

Group 1

1. Strengthening the Legal and Regulatory Framework
2. Developing the Relationship between National and Local Organizations
3. Increasing coordination between stakeholders/deepening participatory process

Group 2

1. Providing Financial Resources and Incentives
2. Deepening the Participatory Process
3. Developing the Relationship between National and Local Organizations

Group 3

1. Providing Financial Resources and Incentives (because farmers have a lot of expenses and need incentives for certain functions)
2. Strengthening the Legal and Regulatory Framework (so roles and responsibilities can be more clearly defined)
3. Deepening the Participatory Process (so people can have a sense of ownership).
4. Incentives (affordable financial resources (loans) should be made available to CBOs for business development to aid income generated – incentives).

Group 4

1. Develop a Relationship between National and Local Organization
2. Increasing the coordination between Stakeholders
3. Providing Financial Resources and Incentives, why – national provides the framework for local, local informs national processes – best practices generated/important lessons learnt – learning don in a coordinated and unified way

    - ✍ Maximizes recourses and effort
    - ✍ Minimizes over lapping
    - ✍ Takes cash to care!!!

Analysis

- ✍ It takes cash to care
- ✍ This question has the highest amount of overlap
- ✍ Participation comes through very strongly (not informing people) but a deeper process. There needs to be the strengthening of both the legal and regulatory framework
- ✍ Funding should be devoted to the groups that are doing the field work
- ✍ Coordination and Participation are easy to talk about – but more difficult to do in practice.
- ✍ Developed countries did not need outside assistance to develop. Before there were roads, there were tracks. We need to maximize what we have. Funding is more readily available when you have some of your own money to start with
- ✍ Many do not know about the good things that are happening in other areas. We are not sharing these experiences enough
- ✍ Finance – Funds will have to be provided in the first instance by local groups in order to attract other funding. We need to raise funds from local resources. Start thinking differently and more creatively as to how to sustain what we are doing.
- ✍ It is unfortunate that NEPA does not see it necessary to be present at this workshop. What will NEPA do after R2RW leaves – they need to institutionalize the process started. Therefore recommendations/report from the conference should be sent to the Office of the Prime Minister as well as to the National Committee Chaired by Prof. Rex Nettleford.
- ✍ Education plays a strong role in the implementation process.

1.8 Sharing of Experiences, Best Practices and Lessons Learned – Patti Bedasse

The day's activity culminated with the sharing of experiences, best practices and lessons learned, this was facilitated by Ms. Patti Bedasse. See comments below:-

- **Lessons Learned**: A lottery could be used to help fund the construction of the Rio Grande Road. This could be done through the Betting and Gaming Commission. There is a fund that one can access from this commission by the writing of proposals.

- **Lessons Learned**: The SDC in Portland has worked closely with the R2RW – through individuals pulled from groups that the SDC was already working with. Groups already had priority which may not have been identified as environment eg. sanitation

- **Best Practices**: Resources exist in communities – the SDC may not have the manpower and resources to continue. Changing behaviors is not a one-shot deal – it requires persistence. We are looking at big things to do – not the small immediate details. A "best practice" is to improve the disposal of waste. E.g. improve solid waste in the RG – schools are now feeding children from Styrofoam containers. This is costly – but there are alternatives e.g. require children to bring their own bowl and spoon – or use cardboard boxes and further compost

- **Best Practices**: GRWMC – farming causes issues for the GR itself. Farming practices have been developed to grow pineapples in a more environmentally sensitive manner – using mulching. Utilize small land spaces to produce more.

- **Experience**: MBMP – the experience of yam production in Trelawny to stem the cutting of trees in the Cockpit for yam sticks

- **Lessons Learned**: Solid waste collection – when collaboration is done between communities and the NSWMA – both sides have much to gain – communities improve their areas – while the NSWMA improves its efficiency.

- **Experience**: JCDT – Caribbean PATH program. Tour guide-training program, water quality testers. Young people are being trained in best practices and lessons learned.

- **Experience**: Farmers have to be concerned with day-to-day production matters, and have a hard time participating in group formation. Farmers get limited support from the outside – but need more technical support from RADA. Deforestation is an issue, and this is partially attributed to charcoal burners.

- **Best Practices**: Use of Mulching as a way of improving land cultivation. Farmers are trying to expand acreage of specific crops in a given area so that they can sustain the market.

- **Experience**: Areas had deteriorated in recent years – several meetings were held – and R2RW worked with the community to organize themselves, and to form a benevolent society. Funds were accessed from JSIF to expand primary school. Garbage collection was organized, drums and skips were obtained. The town is now a different place. Community competitions are now taking place and this is motivating people to participate. Focus is on "WE" and working together. They are proud of the experience.

2.0 Day 2 – Workshop Session, March 9, 2005

2.1 Devotion/Sharing Experiences, Best Practices and Lesson Learned – by Lisa Kirkland

Day 2 commenced with the sharing/devotion by Mrs. Valzie Lennon this was followed by the continuation by the sharing of experiences, best practices and lessons learned which was facilitated by Mrs. Lisa Kirkland. See comments below.

- **Experience**: JCDT – Caribbean PATH program. Tour guide-training program, water quality testers. Young people are being trained in best practices and lessons learned.

- **Experience**: MBMP – the experience of yam production in Trelawny to stem the cutting of trees in the Cockpit for yam sticks

- **Best Practices:** Resources exist in communities – the SDC may not have the manpower and resources to continue. Changing behaviors is not a one-shot deal – it requires persistence. We are looking at big things to do – not the small immediate details. A "best practice" is to improve the disposal of waste. E.g. improve solid waste in the RG – schools are now feeding children from Styrofoam containers. This is costly – but there are alternatives e.g. require children to bring their own bowl and spoon – or use cardboard boxes and further compost

2.2 Review of First Day Workshop – Mark Nolan, Chief of Party, R2RW

Mr. Mark Nolan then followed with an overview of the pervious day proceedings to the present moment, which highlighted points raised in the four working groups. He summarized the discussion points in the presentation below.

Opening Session

- Opening - Ice Breaker

- Remarks by NEPA

- Remarks by USAID

- Presentation by Jacqueline daCosta

    - Tribute to the work of R2RW
    - Sometimes you need external assistance
    - Know which are the government agencies that can extend help and assistance
    - PDCs are supposed to get involved in development planning..
    - Use of environmental levies

- Introduction to the Study

Presentation Summary

- Background to the Study
- Methodology
- Results
- Conclusions & Recommendations

Purpose of Study

- To review the different processes of local planning and local governance in Jamaica,
- To show how these processes interface with the establishment of Local Watershed, Management (LWMCs) and/or Local Forestry Management Committees (LFoMCs),
- To make highlights of examples,
- To make recommendations for sustainability

Results

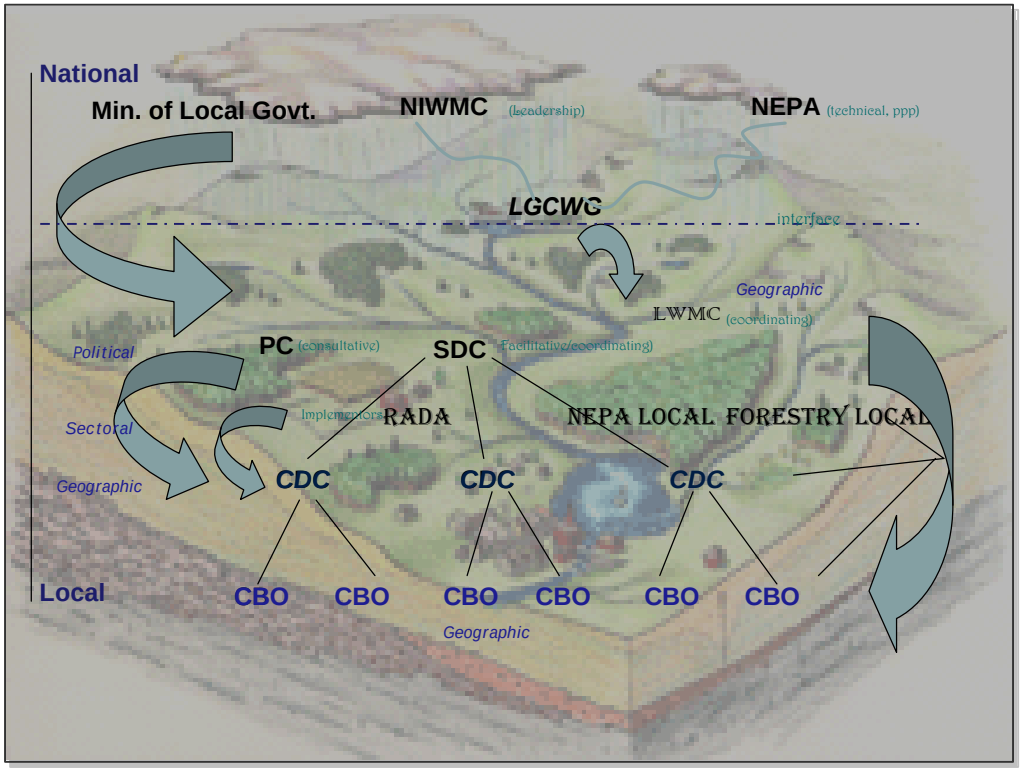
- Legislation and Regulations
- Policies and Guidelines
- Administrative Structures
- Local Watershed Management Entities
- Economic and Financial Arrangements
- Incentives/Disincentives
- Political Structures and Processes
- Key Stakeholders and Participants
- Other key factors

Recommendations

- Strengthening the legal & regulatory framework
- Developing the relationship between national and local organizations
- Capacity building and leadership roles
- Increased coordination
- Provision of incentives
- Increased participation
- Addressing the geographic and thematic issues

Key Functions of Agencies in the Proposed Framework

Organization	Function	Level of management
NIWMC	Leadership	National
NEPA	Technical, advisory, management	National, local
Parish Councils	Consultative, technical	Local
Social Development Commission	Facilitative, coordinating	Local
Sector-based agencies (e.g. RADA, NIC, NWC)	Implementation	Local
LGCWG	Liaison, advisory	Interface of national and local
CDC	Local leadership, implementation	Local
WUA, LWMC, LFiMC, LFMC	Local leadership, coordination, implementation	Local



Discussion Session

- What is the role of the NIWMC, and of the Council and local groups. The gestation period was long – and had some hiccups. Any committee that was available should be used for connections.
- Tropical Forestry Fund should result in US$16.5 in new monies mostly for forestry and protected areas
- Whether the NIWMC should become a legal entity.
- Question – how to get financing for sustainable activities at the local level? How do we assist the farmers? What are the incentives?
- There was a lot of wisdom behind the WPA – but it depended upon gov't agencies having the funding to implement it.
- People in communities have a power that persons in offices don't have – to change peoples attitudes and behaviors.
- WUAs can be registered as Benevolent Societies
- The new NEPA Act needs to recognize local groups – with things like the posting of signs. Community groups can write into NEPA and request investigations. This will be facilitated by the Access to Information Act.
- Punishment must fit the crimes. Many laws still have fines that are inadequate to deter people from doing bad things.

2.2.1 Small Group Discussions

- Group 1 – Watersheds Based
- Group 2 – Conservation and Protected Areas
- Group 3 – Water User Groups
- Group 4 – Community Groups

Question 1 What are the three most important policies and legislation influencing your thematic area?

Group 1

- Town and Country Planning Act –
- NRCA Act – overall governance
- Draft Watershed Policy – will be critical – sanctions water
- National Environmental Education Action Plan
- National Solid Waste Management Act

Group 2

- Forest Act of 1995 – underlines the importance of trees
- Policy for JA System of Protected Areas – and Bio Diversity Strategy
- National Solid Waste Management Act

Group 3

- Water Sector Policy 1999 – brings participation of farmers
- Irrigation Act - provision for formation of water users Assoc
- RADA Act – Technical assistance for farmers
- Water Resources Act – water quality and quantity

Group 4

- Draft Watershed Policy
- NRCA ACT and new NEPA Act
- Solid Waste Management Act
- Water Resources Act

Question 2 *What 3 issues have the greatest impact on the local management of natural resources in your thematic areas?*

Group 1

- Land Use Planning - critical to small island
- Enforcement
- Governance – in the communities
- Public Education and Awareness

Group 2

- Sustainable Development and sustainability – overarching issue
- Incentives and disincentives – little things are important

Group 3

- Sustainable development and sustainability
- Political Governance
- Participatory Approach

Group 4

- Coordination and collaboration
- Participatory Approach
- Governance Structures

Question 3 What 3 listed functions best describes of your thematic area in watershed management and why? State which agency has the key role for each function identified

Group 1

- Consultation, participation, Mobilization – too often things are said at top – but don't reach the bottom – communities need to know why

- Participation – leave soldiers where we went

- Coordination – by the WMCs

- Leadership by appropriate levels – too much talk, not enough action

Group 2

- Management – responsibility to ensure that things are sustainably used
- Facilitation – NGOs need to bring things together
- Coordination – local groups – empowering local groups to work together at the local level

Group 3

- Technical – we don't have all the answers - NSAMA
- Management
- Implementation – not matter how well you plan – you have to act – FD, NEPA, NIC, SDC

Group 4

- Leadership- NEPA and local water users associations
- Coordination
- Implementation- depending on the type of activities to take place

Question 4 Name the 3 clusters of recommendations from the study that if implemented will have the greatest impact on your thematic area

Group 1

- Strengthening the legal and regulatory framework – e.g.. amendments and updating of fines., and personnel and people involved in compliance

- ✍ Developing relationship between national and local organizations – e.g. development planning permission between local authorities and NEPA – on environmental requirements – need a one-stop situation

- ✍ Increasing coordination among stakeholders

- ✍ Providing financial resources and incentives (but the real issue is lack of will)

Group 2

- ✍ Providing financial resources

- ✍ Deepening the participatory process

- ✍ Developing relationship between the national and local organizations

- ✍ Strengthening the legal and regulatory framework – misconceptions that have arising from the co-management process

Group 3

- ✍ Providing financial resources and incentives – for farmers to produce and market products

- ✍ Deepening the participatory process – people need a sense of ownership – this fosters a sense of pride

- ✍ Strengthening the legal and regulatory framework

Group 4

- ✍ Develop relationship between national and local organizations – and strengthening existing relationships
- ✍ Increase the coordination among stakeholders – often using resources that we don't have – eliminate overlap

- ✍ Provide incentives to get people to accept and participate at the local level

2.2.2 Networking: Sharing Experiences

- ✍ Rio Grande – Lotto for the Road
- ✍ SDC in Portland
- ✍ GRWMC
- ✍ Yam Sticks in Trelawny
- ✍ Solid Waste Management
- ✍ JCDT – PATH Program
- ✍ Water User Associations
- ✍ Cambridge – Cleaning and Greening

2.2.3 **Essential Stages in Establishing a LWMC** – Facilitator – Lisa Kirkland

The essential stages in a LWMC were presented by a panel. Short presentations were made in which Presenters (See below) drew on the study, along with sharing their own experiences. Attempts were made to make the sessions as interactive as possible.

Action Planning – Patti Bedasse

Learning by Doing - Mark Nolan

Policy Review and Adaptation - Trevor Spence/Peter Wilson-Kelly

Action Planning

- ✍ Action planning is building a house and starting with the foundation. Identify your problems and cost it and discuss the possible solutions.
- ✍ Identify your goals, visioning, set goals
- ✍ Reality check – where are we now
- ✍ What are the strengths and weaknesses of the group.
- ✍ What are the positives when goals are achieved.
- ✍ Identify main tasks
- ✍ Rationalize your situation
- ✍ Identify one achievable task per month (volunteers will be needed)
- ✍ Make a calendar of activities to identify who, what, when and how
- ✍ Ensure coordination

Learning by Doing – Mark Nolan

- ✍ The establishment of local resource users groups takes time and patience
- ✍ There is no one right way to do it
- ✍ Invite the stakeholders, and listen to concerns
- ✍ Try and address the concerns in Projects
- ✍ Obtain the funding required
- ✍ Enlightened implementation

<u>Functions of Local Watershed Management Committees</u>

The following are recommended functions for WMCs:

- ✍ Mobilizing and facilitating participation
- ✍ Strengthening communication and collaboration (especially interagency collaboration)
- ✍ Raising awareness of environmental issues

- Identifying issues and problems and suggesting interventions
- Identify and nurture critical professionals and citizens toward future leadership positions
- Advising government agencies (including informal lobbying and advocacy) around watershed issues
- Supporting law enforcement and compliance
- Identifying, obtaining and managing funding for implementation
- Assisting with conflict resolution
- Collecting and analyzing data

Policy Review and Adaptation – Peter Wilson-Kelly

- 22 legislation that govern the LWMC in the national framework
- Mix is important but individuals from each group can meet and discuss four times a year
- SDC already have meetings what's needed is that each group should send a representative. A main problem is that sometimes representatives don't know which group they are representing because some members are in various groups
- Would it be more effective if there was a Benevolent Society with different branches
- When farmers become comfortable they can branch out and address issues
- People who needs teaching are not participating
- Community members need help in reading, they need to feel comfortable to open up and ask for help
- Need incentives for farmers to participate
- Coordination comes from bottom up
- It is hard getting adults to participate in literacy training because some of them are bread winners and they don't have the time
- Action planning needed to educate community members. Can also encourage people to participate over long term, which builds trust

2.2.4 Operating a LWMC – Trevor Spence

The fundamentals of operating a LWMC were presented as follows; see presentations below:

- Role and Functions of Local Management Committees, Task Forces, Sub-Committees, Working Groups - *Peter Wilson-Kelly*

- Registration, Election of Officers and Recognition **–** *Patti Bedasse*
- Meetings and Record Keeping **-** *Lisa Kirkland*
- Capacity – Building Skills (Proposal Writing, Fundraising and Conflict Management - *Mark Nolan*

Roles and Functions of Local Management Entities – Peter Wilson-Kelly

Introduction

Globally, there has been an increasing recognition of the importance of citizen participation in planning and management of natural resources. This trend has led to the formation of various forms of collaborative and participatory management.

Local Management Entities represent the embodiment of the citizenry into an entity, which will lobby for and effect collaborative management the resources within their community. This makes the entity distinct from that of citizens who are simply consulted with, but have no real say in decision making and management processes.

Examples of Local Management Entities

- Environmental NGOs, such as JCDT, NEPT, NCRPS, MBMP, Friends of the Sea, PEPA, CCAM
- LWMCs, such as the Rio Grande Watershed Management Committee (RGWMC) and the Great River Local Watershed Management Committee (GRWMC).
- LFMCs, such as of the Buff Bay and Pencar LFMCs in St. Mary
- WUAs such as the Seven Rivers and Pedro Plains WUAs
- Farmer groups in eastern Jamaica supported by RADA and EJASP

Roles and Functions of Local Management Entities (9 possible roles)

- Mobilization and facilitation of broad community participation in the planning and management of designated watershed management units or sub units
- Collecting and maintaining local information on the social cultural and economic attributes of the watershed management unit (WMU)s and sub-units where these exist
- Development and implementation of project activities to conserve and protect watersheds in collaboration with local and national public and private sector agencies
- Encouragement of general stewardship of watershed management areas
- Development and implementation of income generating activities which make sustainable use of watershed resources
- Undertaking public awareness within the designated areas and link the community with other agencies concerned with watershed management

- ✍ Supporting enforcement and compliance of relevant laws and regulations

- ✍ Supporting advocacy on behalf of local watershed area interests and resolution of conflicts relating to uses

- ✍ Provision of advice to relevant authorities and field staff, and monitoring of activities of watershed users.

Concluding Statement (Why These Roles and Functions Are Important)

Government does not have the ability to maintain the presence at the ground level, as can be provided by the local populace. In addition, the local populace is much more in tune with the location, status and risks faced by natural resources at the ground level by virtue of living there.

Reference - R2RW Documents:

"Review of Local Watershed Management Committees in Jamaica"
"Procedures Manual Establishing and Operating a LWMC"

Registration, Elections of Officers, and Recognition – Pattie Bedasse

In recent times, more and more community groups are seeking to register with the Department of Cooperatives and Friendly Societies as Benevolent Societies. This registration makes them Legal Entities. The Legal status is important for the following reasons:

1. Recognition as a group of organized persons with a common aim that has been identified and articulated in a constitution;

2. Signing of Agreements for development activities with Government Agencies e.g. JSIF;

3. Signing of Financial Agreements with Government Agencies – e.g. JSIF;

4. Attracting donor funding from those agencies which require community groups to be legal entities.

To start the registration process groups need to present a proposal to the Department of Cooperatives outlining their objectives. They should then submit an Application for Registration, Registration Agreement and a Balance sheet. The forms for all these are provided by the Department of Cooperatives and Friendly Societies. Three sets of rules (Constitution of the organization) are also required. The Department of Cooperatives provides model rules but it is advisable that groups go through their own constitution development exercise before trying to adopt the provisions of the model. Of course the model also carries requirements stipulated by law through the Friendly Societies Act that cannot be changed. Before a registration certificate is issued, the members of the organization are required to succeed in an oral examination. In preparing for this, organizations need to study the Friendly Societies Act, the Manual for formation of a Benevolent Society and the Model rules. Although the Department of Cooperatives is content with examining just the executive body, it is recommended that all members of the organization be trained. This ensures the start of succession training. Hence when elections are held, it is likely that those newly elected persons already understand how a Benevolent Society should operate.

Election of Officers to serve in the organization must be taken seriously. Before elections, members should meet for a 1 day workshop to:

1. Discuss the duties of Officers;

2. Discuss the required characteristics of Officers to serve in the various available positions. A group that is consistent in achieving its goals and implements projects in a timely and financially responsible manner is always noticeable and groups should strive for this type of recognition.

Meetings and Record Keeping – Lisa Kirkland

Program Outline

- ✍ Determining the purpose of the meetings
- ✍ Identifying common types of meetings
- ✍ Writing minutes
- ✍ Time management
- ✍ Understanding terminologies used at meetings

Types of Business Meetings

Various types of business meeting exist today with the type be chosen depending on the goal of the meeting itself (i.e. what do you want to get done. Four types of meetings that are most widely used and successful in businesses today are:

- ✍ The report
- ✍ The decision making
- ✍ The development or creative
- ✍ Learning or training

Report Meeting

- ✍ An authoritarian conference guided by strong leader direction
- ✍ Designed for rapid and direct presentation of reports by individual members
- ✍ Unproductive for the creative development of ideas
- ✍ Not suitable for cooperative decision making

Decision Making Meeting

- ✍ Most used and probably the most productive meeting
- ✍ Draws together the thinking of the various working parts of an organization and forms this thinking into a decision
- ✍ Used in policy making and problem solving groups

Development or Creative Meeting

Well suited for groups creating new ideas or to develop and expand as yet undefined concepts, strategies, theories, etc.

- ✍ Minimum control from the leader
- ✍ Extremely productive if free flowing form is applied to creative problems
- ✍ Sometimes called a Business "brainstorming" meeting

Learning or Training Meeting

- ✍ Used to pass on information in the simplest most easily understood form
- ✍ Less rigid than the usual formal presentation of information
- ✍ Allows members to relax and to get to know each other
- ✍ Allow those who are learning to dig more deeply into those areas they feel they are important and which will help them most
- ✍ Allows ample time for the free discussion of pertinent questions & answer

Basic Guide to Conducting Effective Meetings

Selecting Participants

- ✍ Used to pass on information in the simplest most easily understood form
- ✍ Less rigid than the usual formal presentation of information
- ✍ Allows members to relax and to get to know each other
- ✍ Allow those who are learning to dig more deeply into those areas they feel they are important and which will help them most
- ✍ Allows ample time for the free discussion of pertinent questions & answer
- ✍ Send out a copy of the proposed agenda along with the meeting notice
- ✍ Have someone designated to record important actions, assignments and due dates during the meeting. This person would also be responsible for the distribution of information shortly after the meeting.

Developing Agendas

- ✍ This should be done with key participants of the meeting
- ✍ Arrange the agenda so that the activities are conducted during the meetings
- ✍ Design the agenda so that participants get involve early
- ✍ Next to each major topic include the type of action needed, the type of output expected (decision, vote, action assigned to someone), and time estimates for addressing each topic

- ✍ Ask Participant if they'll commit to the agenda
- ✍ Keep Agenda posted at all times
- ✍ Don't overly design meetings; be willing to adapt the meeting agenda if members are making progress in the planning process
- ✍ Think about how you label an event so people come with that mindset

Opening Meetings

- ✍ Always start on time; this respects those who showed up on time and reminds latecomers that the scheduling is serious
- ✍ Welcome attendees and thank them for their time
- ✍ Review Agenda at the beginning of each meeting, giving participant a chance to understand all proposed major topics, to change them and accept them
- ✍ Note that a meeting recorder if used will take minutes and provide them back to each participants shortly after the meeting
- ✍ Model the kind of energy and participation needed
- ✍ Clarify your role (s) in the meeting

Time Management

- ✍ One of the most difficult facilitation Task; Time seems to run out before tasks are completed. The biggest challenge is keeping the momentum to keep the process moving
- ✍ You might ask attendees to help you keep track of time
- ✍ If the planned time on the Agenda is getting out of hand, present it to the group and ask for their input as to a resolution

Evaluation

- ✍ 5-10 minutes checks can be conducted every hour to obtain participants from participants how they think the meeting is going
- ✍ Leave 5-10 at the end of the meeting to evaluate the meeting

Closing Meetings

- ✍ Always end the meeting on time and try to end on a positive note
- ✍ At the end of the meeting review actions and assignments and set the time for the next meeting and get commitment for the participation of the following meeting
- ✍ Clarify that minutes and or actions will be reported back to members in at lease a week

Tips for Taking Minutes

- ✍ The kind of meeting should be noted whether general or special
- ✍ The name of the Organization, date, time and place of the meeting must be noted
- ✍ The names of presiding officers and secretary or their substitute must be noted
- ✍ The fact that a quorum was present
- ✍ The fact that previous minutes were read and approved or approved with correction
- ✍ The fact that certain reports were presented, this should include presenter's name, any action taken & reference where the file can be found
- ✍ The name of movers of each main motion & exact text of each main motion
- ✍ Names of seconders
- ✍ The disposition of each main motion including any amendments, whether the motion was adopted, failed postpone, referred to a committee or disposed of in some other manner
- ✍ Any notices of motions to be introduced at future meetings
- ✍ The time of Adjournment

Capacity-Building Skills (Proposal Writing, Fundraising and Conflict Management) – Mark Nolan

Capacity Building

- ✍ Fund Raising
- ✍ Proposal Writing
- ✍ Conflict Management

Fund Raising

- ✍ Assess your skills
- ✍ Begin at home – what activities can we do
- ✍ Organize – paying attention to detail
- ✍ Follow-through at event
- ✍ Thank your supporters

Proposal Writing

- ✍ Preliminary Considerations
- ✍ Introduction
- ✍ Goal and Objectives
- ✍ SMART Objectives
- ✍ Statement of Need
- ✍ Organization Background
- ✍ Approach and Operations
- ✍ Implementation Plan
- ✍ Monitoring, Evaluation and Reporting

- Budget
- Sustainability
- Strong and Weak Proposals
- Summary

Conflict Management

- Conflict and disagreements are natural
- Listen carefully to others
- Address the issues involved
- Be professional and constructive
- Seek Win-Win situations and compromise

Essential Stages in a LWMC – Discussion

The two days of conference culminated in open discussions (Essential Stages in a LWMC," Towards greater citizen's participation in Sustainable Watershed Management) summary and next steps. See discussions below

1. An umbrella Organization is needed to follow up on R2RW initiative with meetings 2-3 times per year, this could either be facilitated by the CDC or Benevolent Society (can be a branch). Specific needs of selected group will be addressed first and we can move from there e.g. Water Users Group and Farming Issues and literacy for farmers which is important but sensitive, this may also be a social issue.

2. Issues in groups require trust/open discussion and innovation

3. There is the need to identify and acknowledge champion in groups that have experience and expertise; these should be advocate and leaders

4. There is the need to identify one government body that can and will facilitate community mobilization

5. There is the need to be innovative and use peers, cultural items (nuances) to encourage and meet needs. These should be short term interventions/ goals which can be build on over a period of time

6. For literacy training the location of event need to be considered e.g. a neutral point.

2.2.5 "Towards Greater Citizen's Participation in Sustainable Watershed Management (Open Discussion) – Trevor Spence

1. Package to be made available to participant

2. Fund raising – Donors also reside in Communities therefore local groups should utilize their goods and services.

3. Be creative and innovative and learn the systems that work

4. Small Grants are available to community Groups e.g. USAID with a maximum of $10,000.00 US. Try and access same.

5. The input of the Groups must be identified before approaching donors

6. Income generation should also be included in proposal for funding

7. The Bottom Up approach must be practiced by those who are affected by it (practice what you preach).

8. Benevolent Societies benefit from income tax relief, not from other taxes except in specific circumstances.

9. Serious considerations need to be given whether training materials should be included in the Manual of the Benevolent Society

10. In the writing of proposal the Groups should include costing for time etc. and should not sell themselves short.

11. The stage that a LWMC is recognized is being explored and developed

12. The lack of legal structure of some groups has to be guided by the formulation of the new NEPA Act. In which instance there is the need for each group to get recognition as the body responsible for dealing with a specific issue

13. It is proposed that all group be represented on the LWMC through the National Committee

14. There needs to be the clarification of arrangement re the management of Water User Groups and their relationship to NEPA

15. NEPA needs to clarify the turn around time for application for the Water User Groups

16. A chairperson of Local Groups needs to be identified before R2RW exit. NGOs should meet with NEPA to look at the way forward for communities groups on the exit of R2RW

17. Report on Workshop and Study should be sent to the Prime Minister, NEPA, and other related agencies. R2RW is to facilitate the preparation of the cover letter incorporating recommendations and list of participants to be attached

18. Mrs. daCosta should sign off on the letter and to follow up on response

19. The Press should be invited to the meeting to highlight the process etc.

20. Contact should be maintained by means of a biannual meeting of the present groups represented.

21. Press release (Conference) should be sent out to highlight the program, changed process in the management of local resources and the impact of the R2RW in the communities as well as the activities of the local working Group.

Representatives from the Group present to form interim Committee

- ✍ Cleveland Wright – GRWMC
- ✍ Alex Dehaney (RGWMC)
- ✍ Lucy Gentles (JCDT)
- ✍ Valzie Lennon (NIC/WUA)
- ✍ Anthony Baronette (CBS)

- ✍ Neville Williams (R2RW/PRWUA)
- ✍ Lucy to coordinate the Committee

23. Proposal Writing, Fund Raising, Conflict Resolution, Minutes Taking Workshop should be held.

24. The final report of this seminar should be sent to the NEPA, NIWMC, Cabinet etc.

25. Before R2RW ends, a meeting should be structured with NEPA to look at the continuity and networking activities for local groups involved with watershed management.

26. PWK needs empowerment from the group to do his job effectively.

27. There should be a cover letter written by R2RW and signed by a designated representative. The letter should come from all of the participants – (send a copy to a wide circulation).

28. Issue a press release on LWMCs. Significant progress has been made – here are examples of successes that have been achieved. Government is critical in sustaining initiatives.

29. R2RW should provide a spread sheet with the names and contact information of all the leaders of local organizations.

30. There should be representation of leaders within the group – each of the major sub-groups should select one representative/conveyor. There is a seven member group who will follow through:

    - ✍ Cleveland
    - ✍ Alex
    - ✍ Neville
    - ✍ Anthony Baronnette
    - ✍ Valzie Lennon
    - ✍ Lucille

31. Lucille of JCDT will coordinate the group.

32. Further training in proposal writing etc. needed

33. Politicians don't respect community based organizations.

2.2.6 **Summary, Next Steps** – Trevor Spence

Concerns

- ✍ How will discussions and get into the political process in particular in the LGRP ANS: Include in the recommendations to be circulated

- ✍ Lack of commitment NEPA

- ✍ Short time allotted for group discussions

- ✍ The gaps between NEPA and the Local Groups

Summary

- The format of the conference was good and the issues discussed were on target
- The coordination and balance between group facilitation was good
- High level of participation motivated by practical experience
- Presenters did what was expected
- Participants will keep the groups focused
- Participants humbled and proud of the efforts of R2RW and the recognition they gave to the grass root people.
- Participants excited about what is done at the community level
- Time could be longer so as to go in depth with some issues
- Presenter were outstanding
- Sharing helped to motivate leaders to remotivate their groups
- The training skills and knowledge of the group should be utilized in developing and implementing programs.
- The Workshop helped to share experiences and will lead into sustainability for a long time into the future.
- The Conference should be an annual event
- Format and agenda were good – balance between presentations and discussions. There was a definite lack of commitment from NEPA – and things could have been fleshed out more.
- The gaps between state agencies and local groups were striking.
- Participation was good – most got involved in the discussions. Got to meet people from other agencies and groups
- With unity and hard work – much can be accomplished
- Groups were anticipating NEPA commitment – this will come in over time – groups therefore need to keep focus
- Humbled by the experience and motivation of R2RW –proud of the initiative. It is only the grass roots people that took it out over the full time.
- After listening to the experience of other groups – it was good to hear of other work – it shows that we are not alone.
- The sharing of experiences by the trainers was good – because it helps to bring together things
- The organizers did a great job

- ✍ Positive thinking with hard work brings success

- ✍ Workshop was good, many things discussed, some issues were covered that were mentioned in other fora – but are still important.

2.2.7 Conclusions

The two days Conference concluded with summary and next steps. It was unanimously decided that the Networking Conference was a success.

The major conclusions of the Conference were that there was renewed commitment to learn from each other and to develop a stronger linkage with the NIWMC. Attendees recognized the importance of working with communities and learn how much this can accomplished from examples provided by the R2RW experience. A seven member committee was also elected to ensure the continuity of the networking of Local Natural Resources Management Groups.

APPENDIX 1

Agenda

Second Networking Conference – Local Natural Resources Management Groups

March 8-9, 2005, starting 9:00 am, Runaway Bay HEART Hotel, Runaway Bay, Jamaica

"Towards Greater Citizen's Participation in Sustainable Watershed Management"

Purpose

1. Review any progress in local resource management since the first Conference;
2. Review the findings and recommendations put forward by the R2RW Study on LWMCs and Local Government Reform;
3. Continue to build consensus on a process for the sustainable establishment, financing and operating of Local Watershed Management Committees (LWMCs), including functions, procedures, composition, roles, responsibilities, and institutionalization;
4. Continue to build some consensus on an Action Agenda for realizing (3) above; and
5. Share experiences, relationships, and agree on some mechanisms for continuity.

AGENDA

Day 1 – March 8, 2005

9:00 – 9:20 am — Preliminaries **(Prayer, Welcome, Purpose of Workshop, Introductions, and Confirmation of Agenda) – Chairperson –** Mrs. Laletta Davis-Mattis

9:20 – 10:10 am — Presentations

a. Greetings – Mr. Peter Wilson-Kelly, Chair Local Group Coordination Working Group (5 minutes)

b. Greetings – Mrs. Karen McDonald-Gayle, Project Management Specialist, USAID (5 minutes)

c. Context to Local Participation in WM – Mrs. Jacqueline daCosta, Chairperson, NIWMC (10 minutes)

d. Background to Project and Study – Mr. Mark Nolan, COP, R2RW (10 minutes)

e. PowerPoint Presentation on the Study – Mr. Richard Lumsden and Ms. Alicia Hayman, Consultants (20 minutes)

10:15 – 10:40 am Discussions

10:40 – 11:00 am **BREAK**

11:00 am –1:00 pm Thematic Groups Work**: Building Consensus on the Roles and Functions of Local Groups active in NRM –** Trevor Spence

Expected Outputs

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

1. Confirm the main policies and legislations that will support the sustainable management of the watersheds, and the integration with local governance mechanisms;

2. Confirm the main functions of local groups to support the implementation of Natural Resources Management;

3. Identify the key agency or agencies, and define their roles and responsibilities for each thematic area; and

4. Put forward recommendations to Central Government, Local Authorities, or Civil Society that would support local natural resources management.

Small Group Discussion Questions

In order to achieve the expected output, groups should use the questions listed on their Guidelines.

Thematic Groups

Listed below are the thematic groups, with Resource Person/s:

1. **Watershed-Based (e.g. GRWMC, RGWMC, Buff Bay/Pencar Forestry Management Committee)** – Richard Lumsden & Peter Wilson-Kelly

2. **Conservation and Protected Areas (e.g. MBMP, JCDT, NEPT)** – Alicia Hayman

3. **Water Users Association (WUA), and Domestic Water Groups –** Patti Bedasse

4. **Community-Based/Sub Watershed (e.g. Cambridge, Boundbrook, Retrieve, Redwood)** - Lisa Kirkland

1:00 – 2:00 pm **LUNCH**

2:00 – 3:30 pm Plenary – **Groups Reports and Discussions**

3:30 –- 5:00 pm **Sharing of Experiences, Best Practices, and Lessons (Groups present will make informal presentations) –** Patti Bedasse and Lisa Kirkland

5:00 – 5:20 pm **Summary of Day's Event**

Day 2 - March 9, 2005

8:30 – 9:30 am Review of First Day Workshop – **Mark Nolan**

9:30 – 10:30 am **Essential Stages in a LWMC - Facilitator – Lisa Kirkland**

- ✍ Action Planning – **Patti Bedasse**
- ✍ Learning by Doing – **Mark Nolan**
- ✍ Policy Review and Adaptation – **Peter Wilson-Kelly**

Short presentations in the format of a panel would be made. Presenters will draw on the study, along with sharing their own experiences. Attempts should be made to make the sessions as interactive as possible.

10:30 – 10:45 am **BREAK**

10:45 am – 12:30 pm **Operating a LWMC – Facilitator – Trevor Spence**

- ✍ Role and Functions of Local Management Committees, Task Forces, Sub-Committees, Working Groups – **Peter Wilson-Kelly**
- ✍ Registration, Elections of Officers, and Recognition – **Patti Bedasse**
- ✍ Meetings and Recording Keeping – **Lisa Kirkland**
- ✍ Capacity-Building Skills (Proposal Writing, Fundraising, and Conflict Management – **Mark Nolan**

12:30 – 1:30 pm **LUNCH**

1:30 – 2:30 pm **"Towards greater citizen's participation in Sustainable Watershed Management" –** Open Discussion – **Trevor Spence**

2:30 – 3:30 pm **Summary, Next Steps and Departure**

APPENDIX 2

Guidelines for Thematic Working Groups

Expected Outputs

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

1. Confirm the main policies and legislations that will support the sustainable management of the watersheds, and the integration with local governance mechanisms;

2. Confirm the main functions of local groups to support the implementation of Natural Resources Management;

3. Identify the key agency or agencies, and define their roles and responsibilities for each thematic area; and

4. Put forward recommendations to Central Government, Local Authorities, or Civil Society that would support local natural resources management.

Small Group Discussion Questions

In order to achieve the expected output, groups should use the questions listed on their Guidelines.

Thematic Groups

Listed below are the groups:

1. Watershed-Based (e.g. GRWMC, RGWMC, Buff Bay/Pencar Forestry Management Committee)

2. Conservation and Protected Areas (e.g. MBMP, JCDT, CCAM)

3. Water Users Association (WUA), and Domestic Water Groups (Agricultural,

4. Community-Based/Sub Watershed (e.g. Cambridge, Boundbrook, Retrieve, Redwood)

The Groups should answer the questions on the attached worksheet.

APPENDIX 3

Work Sheet 1

Feedback on Issues

1. What are the three (3) most important policies and legislation influencing your thematic area, and why?

   i. _____

   _____

   ii. _____

   _____

   iii. _____

   _____

2. Which three (3) issues have the greatest impact on the local management of natural resources in your thematic area?

   i. _____

   _____

   ii. _____

   _____

   iii. _____

   _____

3. Which three (3) of the listed functions best describes the roles of your thematic area in watershed management and why? State which agency has the key role for each function identified.

   i. _____

   _____

   ii. _____

   _____

   iii. _____

_____

4. Name the three (3) clusters of recommendations (from the Study), if implemented, will have the greatest impact on your thematic area, and state why?

   i. _____

   _____

   ii. _____

   _____

   iii. _____

   _____

5. List any other comments you have

Areas for Discussions

1. Policies and Legislative Framework

   a. Country Fires Act (1942)
   b. Disaster Preparedness and Emergency Management Act (1993)
   c. Fishing Industry Act (1976)
   d. Floodwater Control Act (1958)
   e. Forest Act (1996); Forest Regulations, (2001)
   f. Land Development and Utilization Act (1966)
   g. Mining Act (1947)
   h. National Irrigation Development Plan (1997)/Irrigation Act (1949 amended 1999)
   i. National Solid Waste Management Act (2001)
   j. Natural Resources Conservation Authority Act (1991)
   k. Policy for Jamaica's System of Protected Areas (1997)
   l. Public Health Act (1985)
   m. Quarries Control Act (1984)
   n. River Rafting Act (1973)
   o. Rural Agricultural Development Act (1990)
   p. The Draft Watershed Policy (2003)
   q. The National Land Policy (1996)
   r. Town and Country Planning Act (1958)
   s. Towards a National Strategy on Biological Diversity in Jamaica (2001)
   t. Water Resources Act (1995)
   u. Water Sector Policy (1999) and Water Supply and Sewerage Strategies and Action Plan (2004)
   v. Wildlife Protection Act (1945)

2. Issues impacting on the local management of natural resources

   a. Participatory Approach
   b. Sustainable Development and Sustainability
   c. Coordination and Collaboration
   d. Incentives and Disincentives
   e. Political/Governance Structures and Processes

3. Functions of Local Groups in WM

    a. Leadership (National and/or Local)
    b. Technical
    c. Advisory
    d. Management
    e. Consultative
    f. Facilitative
    g. Coordinating
    h. Implementation
    i. Liaison

4. Review of Recommendations

    a. Strengthening the Legal and Regulatory Framework
    b. Developing the Relationship between National and Local Organizations
    c. Strengthening the Capacity and Leadership Role of the NIWMC
    d. Increasing Coordination between Stakeholders
    e. Providing Financial Resources and Incentives
    f. Deepening the Participatory Process
    g. Addressing Geographic and Thematic Issues

APPENDIX 4

Examples of a Minutes Form

Name of Organization: _____

Purpose of the Meeting: _____

Date/Time: _____

Chair: _____

Issue	Discussion	Action	Person Responsible
1.			
2.			
3.			
4.			
5.			

Steering Committee Meeting Agenda

Facilitator: John Brown

Note Taker: Jane Doe

Agenda Items:

1. Environmental Committee Report
2. Field Trip Update
3. Annual Staff Retreat
4. Any Other Business

Notes	

Secretary

Here are a few tips on what should be included in each meeting's minutes:

- ✍ The kind of meeting, whether it is a general chapter meeting or a special meeting.
- ✍ The name of the organization.
- ✍ The date, time and place of the meeting.
- ✍ The names of the presiding officer and the secretary, or the names of any substitutes.
- ✍ The fact that a quorum was present.
- ✍ The fact that previous minutes were read and approved, or approved with corrections.
- ✍ The fact that certain reports were presented, including the name of the member presenting the report, any action taken on the report and a reference to a file where the report may be found.
- ✍ The name of seconders are also included in the minutes.
- ✍ The disposition of each main motion, including any amendments, and whether the motion was adopted, failed, postponed, referred to a committee or disposed of in some other manner.
- ✍ Any notices of motions to be introduced at future meetings.
- ✍ Points of order, and any rulings that set precedents for suture meetings.
- ✍ The time of adjournment.

Source: www.mortarboard.org

Checklist for Effective Meetings

Meeting: _____

Date: _____ Time: _____

	Yes	No
Planning and Preparation		
Was the meeting necessary (a phone call or memo wouldn't do)?		
Did the leader identify the subject and objective of the meeting?		
Did the leader ensure that all the proper people and data were present?		
Were the topics scheduled, with participants informed of the agenda?		
Did the leader provide an adequate environment?		
Was the leader fully prepared?		
Execution		
Did the meeting start and stop on time?		
Did the presenter use good techniques?		
When individuals were finished with their portion, where they excused?		
Did the leader and participants stick to the agenda?		
Did the leader maintain control of the discussion?		
Did the group focus on solutions, not just problem?		
Follow-Up		
Were clear conclusions reached or checkpoints established?		
Were there action plans/target/accountability?		
Did the participants commit to action so that the same problems don't recur?		

APPENDIX 5

Executive Summary

CONSULTANTS REPORT - Review of Local Watershed Management Committees and Local Government Reform in Jamaica

Over the past decade, we have witnessed a rapid shift in watershed management, at least in theory, from what has been characterized as top-down, command and control towards a more flexible, participatory approach to the management of the natural resources. This process has revolved in the establishment of Watershed Management Committees (WMC) to assist in managing the island's watershed areas.

This exercise was conducted by the R2RW Project at the request of the NIWMC and NEPA to determine the level of awareness and acceptance by government agencies, NGOs and other relevant groups (such as private sector representatives) of the role of local natural resources management groups in Jamaica. The analysis focused on participation of citizens in local governance, the planning processes and in the management of natural resources.

The purpose of the Scope of Work (SOW) was to review the different processes of local planning and local governance being undertaken within Jamaica, and to show how these processes interface with the establishment of Local Watershed Management and/or Local Forestry Management Committees. The scope of work was undertaken by a three-person team led by the Governance and Natural Resources Specialist (GNRS) of the R2RW Project, Trevor Spence. The Team included two very experienced environmental and organizational specialists in Richard Lumsden, and Alicia Hayman.

The review highlights the different tools used to undertake this assignment, the approaches undertaken at the local level, and recommend how LWMCs should interface with other ongoing local governance mechanisms and processes.

Section 1 of the Review examined a number of recent policy and planning initiatives in Jamaica, in order to identify the implications for the local management of natural resources and provide a comprehensive policy and planning context for the review of Local Watershed Management Committees. A Literature Review was also undertake in this Section, and provides a summary reference to the findings on local planning and local watershed management initiatives included in previous reviews and studies as well as relevant policy documents.

Section 2 undertakes an "Assessment of the Mandate of Key Organizations for Local Resource Management Programs". It provides a comprehensive review of the mandate of a number of key organizations with respect to local natural resource and watershed management.

Section 3 – "Application of Watershed Management at the local level" takes a look at the development of local groups in watershed and natural resource management programs, with the increasingly emphasize on citizens involvement in program planning and decision making. It draws attention to the contradictions that while the concept is understood and clearly stated in theory, there are some fundamental issues that need to be recognized and addressed at the onset. Adding to this, it shows that the new roles of the government agencies, tend to conflict with years of experience, which emphasizes resource managers as expert decision-makers. Under the new inclusive watershed paradigm, local knowledge and socio-economic concerns of local people, resource users and other stakeholders can influence decisions as much as traditional

science-based decisions of agency managers. The structure, organization and processes of local watershed decision-making groups can vary considerably. This can be particularly true given the unique complexities of most environmental education and action programs.
It points to the critical need to turn some attention to tasks associated with various stages of resource coalition development. The researches found out that local empirical data is scarce, with very few on-the-ground examples for analysis, especially for comparisons over time and different settings.

Section 4 reviews the perception and awareness for local governance and natural resources management. In conjunction with other techniques employed for this research project, questionnaires were utilized to acquire an understanding of the levels of awareness and acceptance of local natural resource management groups in Jamaica. Questionnaires, including a list of prospective respondents, were developed and comments solicited from numerous persons prior to the composition of a final draft.

A number of Focus Groups representing local initiatives through NEPA, Forestry Department, Fisheries Department, SDC, NGOs, and national Irrigation Commission were held to get a wide range of understanding between local governance and local involvement in natural resources management.

The major findings and conclusions drawn from the study, as well as the consultants' recommendations are presented in sections 5 and 6. The conclusions are presented in an institutional framework that draws on the tenets of integrated watershed management. These include: legislation and regulations, policies and guidelines, administrative structures, economic and financial arrangements, political structures and processes, historical and traditional customs and values, key participants and stakeholders. Chapter 5 also elaborates on various supporting core principles both at the international and national levels. Chapter 6 presents the key recommendations coming out of the study.

In general, the study points to several agencies with specific responsibilities establishing local groups. It was felt that groups established a the community level should over-ride all others, and that Task forces, or committees should represent sector interest, when prioritized by the communities.

APPENDIX 6

List of Participants – Day 1

Name	Organization	Email Address	Contact Number(s)
SUPERSAD, Simon	New Forest WUA		362-1780 879-4140
GRAPINE, Durval	Forestry Department		952-0848 /463-3285
WRIGHT, Cleveland	GRWMC		956-7050 397-3712
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WILLIAMS, Neville	R2RW		371-1193
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DUHANEY, Sheldon	Mt. Pass		899-1990
BERLIN, Everton	Pedro Plain WUA		871-0411
GRAHAM, Glenrick	WUA		367-4251
MORRIS, Charmaine	NEPA		431-5709
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HILL, Yolanda	USAID	YHill@usaid.gov	926-5066 926-3645
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EARLE, Byron	WUA		373- 4404
BARONETTE, Anthony	CBS		449- 4371

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WILSON – KELLY, Peter	NEPA	pwilson-kelly @nepa.gov.jm	754- 7540

Ridge to Reef Watershed Project