

NATIONAL CONSULTATIONS AND PUBLIC
AWARENESS STRATEGY FOR JAMAICA'S PROTECTED
AREAS SYSTEM PLAN PROJECT

Presented to:

The Protected Areas System Plan Project
C/o National Environmental Societies Trust, NEST
173 Constant Spring Road
Kingston 8, Jamaica

Prepared by:

Lincoln Robinson
Consultant, Awareness and Consultations

December 2004

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i) PREFACE

Preparation of a comprehensive National System Plan for the Protected Areas of Jamaica is being undertaken to serve as a roadmap for the proper use, effective management and financial sustainability of the country's vast expanse and variety of protected areas. In carrying out this project, particular attention is being given to defining and determining:-

- ❖ the categories of protected areas and the agreed criteria for their selection
- ❖ the most appropriate enforcement procedures and relevant legal measures to govern protected areas
- ❖ institutional and management arrangements
- ❖ guidelines for research and effective monitoring
- ❖ methods of financial sustainability, and
- ❖ public awareness and national consultations strategies best suited for ensuring protection and beneficial use of these resources

The National System Plan will provide a structured framework for the overall management of these resources, recognizing that each protected area will have its own unique features and requirements. The process of preparing the plan calls for meaningful consultations with the various stakeholders – government agencies, community-based organizations, the private sector, environmental NGOs as well as public awareness initiatives aimed at building support for the plan from these critical groupings. The lead government agency in the process is the National Environment and Planning Agency, NEPA, with the actual task of preparing the plan being spearheaded by the National Environmental Societies Trust, NEST.

A national steering committee comprising representatives of various stakeholder organizations was put in place to oversee overall implementation of the project. Various consultants -- Public Awareness and Consultations, Financial, Management and Legal, have been engaged to develop strategic plans pertinent to their area of expertise and which are considered critical components to the success of the overall plan. This report details the public awareness and consultations component of the plan.

The process of developing a national system plan for protected areas in Jamaica has evolved over the last decade and is largely the result of increasing concern and advocacy on the part of government, individual and environmental NGOs. The specific recommendation for developing a comprehensive system plan came out of a 2001 review

conducted by the Caribbean Natural Resource Institute, CANARI. Indeed, while many studies and special reports have been done on Jamaica's environment and its outstanding and enviable repertoire of protected areas, two key documents which contributed in a major way to the current process are Plan for a System of Protected Areas in Jamaica (1992) and the Policy for Jamaica's System of Protected Areas (1997). These can be regarded as the foundation documents.

The national system plan for the protected areas of Jamaica is a comprehensive attempt by the government, after significant stakeholder and public consultations, to come up with an overall policy document with clear and specific guidelines for the management and financial sustainability of the country's already designated and not yet declared protected areas. It will include detailed guidelines on the categories of protected areas and criteria for their selection, approaches to the effective monitoring of these areas, the preferred institutional and management arrangements, including reference to private landowners, public and stakeholder awareness and participation models as well as the kinds of legal and enforcement measures deemed most appropriate.

This comprehensive and integrated approach, however, also recognizes that each protected area has a responsibility for developing its own management, consultations and awareness plan unique to its own location and stakeholder interests. A system plan thus provides the framework for overall management of protected areas, and from that standpoint, this public awareness and consultations assignment and the accompanying strategic plan cannot be expected to satisfy the needs of any specific protected area, even as it draws on the collective experiences, data and strategies pursued by individual agencies responsible for protected areas.

The report details the work and inputs of the national consultations and public awareness component of the plan and outlines a clear path which should be followed in the successful implementation of an integrated national awareness and consultations process to support such a plan.

ii) ACKNOWLEDGEMENTS

This assignment with its consensus-building mandate could not have been implemented without the kind assistance, cooperation and support of the key stakeholders, those individuals and organizations which gave generously of their knowledge and time, the technical and financial resources contributed by the Protected Areas Branch of the National Environment and Planning Agency, NEPA and donor agencies, the Canada/Jamaica Green Fund and the Environmental Foundation of Jamaica.

Our thanks go to all who assisted in the conduct of the assignment. At great risk, we must single out the residents of the various communities in which consultations were held. Scores of ordinary Jamaicans freely have of knowledge, causes and concerns which have contributed in no small way in shaping this final document and the proposed strategic approach.

A special thank you also to the Project Coordinator Mr. Christopher Whyne of NEST, Misses Carla Gordon and Marsha Mason of NEPA, members of the Public Awareness and Consultations Working Group, the Project Steering Committee, the staff of the various stakeholder agencies, and above all, the scores of citizens who attended the various consultations across the country. Your time, ideas, concerns and suggestions, have all contributed to a rigorous process leading to the preparation of this final strategy document. Indeed, we have tried, as best as we could, to incorporate these shared inputs, opinions and the experiences and for which we remain eternally grateful.

It is our one hope that from this initial effort will come some tangible, meaningful and practical steps to sustainability and enjoyable use of this vast resource which we refer to as Jamaica's protected areas and heritage sites.

1. EXECUTIVE SUMMARY

This report provides a framework for the implementation of an integrated stakeholder consultations process and public awareness strategy to support the broad-based implementation of a national system plan for protected areas in Jamaica. It is based on the findings of a feasibility assignment undertaken in the period January to June 2004. The report provides a comprehensive review of the approaches undertaken and lessons learned, as well as presents a strategic plan complete with recommendations, budget and timetable to guide the implementation of the national campaign.

1.1 Structure of report

Information for the report was gleaned from stakeholders, the conduct of primary and secondary research, direct suggestions and inputs from several sources including non-environmental specialists. The first half of the report details the experience, what was done and to what effect, while the overall strategic plan with recommendations and budget is contained in the second half.

1.2 Low levels of awareness

A lack of awareness of the National System Plan for Protected Areas is manifest among both stakeholders and the public as revealed by the findings of a pretest questionnaire administered to persons attending the consultations. It is a finding of significance, and especially given the generally high level of environmental awareness among Jamaicans and the plethora of environmental activists and NGOs involved in this area. Interestingly however, people do know about 'protected areas' even if they have little knowledge of the National System Plan *per se*. This could be attributed in part to the virtual absence of any specific and serious awareness campaign to promote the Plan.

From a public awareness and information viewpoint, it is clear that in going forward, the consultations, public information and awareness component will be an absolute necessity, professionally undertaken as a specialised focus activity. It is important also that no attempt be made to carry out this important activity as part of the functions of a communications department within any stakeholder organization. It must be professionally executed by a media communications and social marketing agency, and with the requisite level of funding and other vital support resources.

1.3 Potential for conflicts

Consistent with the integrated system plan approach, it is advisable that each agency responsible for protected areas continue to pursue its own awareness approaches and information management

activities. A system plan is not a recipe for conflict. More importantly, while perhaps done with good intention, the tendency of each stakeholder agency to set up its own information and materials production unit is not a cost effective approach. Under a system plan, the possibility exist for operating a centralized unit, properly equipped and professionally staffed, and from which individual agencies could purchase the services needed. This could prove far more efficient as technical design and creative services are a specialized art, best done by those qualified to do so.

1.4 Optimise resources

Fragmentation of resources at a time of enormous economic challenge within the public sector cannot be the way to go. Already several agencies have their own personnel responsible for public awareness campaigns and materials development. Others even have a unit or division along with computers, the latest graphics software, laser colour printers, plotters and other devices. This comes at an enormous capital costs plus the associated operating cost burden of repairs, servicing, consumables, salaries, etc. There is also the matter of the quality of the materials produced which tend to be of a low creative design when compared to commercial productions. With so much resources scattered all over in the various agencies, integration or outsourcing would seem a more logical and effective choice in executing a national campaign.

The move towards integration of service delivery does not mean individual stakeholder agencies will now relinquish their roles and responsibilities. Each must still continue to promote and build awareness of the protected areas under its mandate. Rather, integration will build greater efficiency in resource allocation and use, as well as enhance product quality.

1.5 An integrated approach

An effective national public awareness and consultations programme must embrace the technical content and knowledge of a protected areas specialist with that of a communications practitioner, social researcher, graphic designer, and production skills which are resident within a professional agency setting. By doing so, a team-based culture will be developed, recognizing that the acquired competencies do not lie in a single individual or entity. Along with the integrated approach, cost savings can also come through the bulk purchasing of services whereby different stakeholder agencies, including the national project can come together to utilize the services of the same production house. Even if this were a private commercial facility, given they will be bringing a secured and steady block of increased

business to the facility, the national project will be in a stronger position to bargain for better rates on behalf of all the stakeholders.

1.6 Community participation and government action

Significant interest is present among stakeholders for government to act with dispatch in declaring protected areas, even as there is keen interest on the part of communities to learn more about these areas. Given the rate of loss of protected areas, people do feel that even if government is unable to do anything to these areas at present, they should still embark on a programme to acquire them and keep them from further degradation. On the matter of participation, communities are also anxious to get involved at the local level in the overall management of protected areas, especially where tangible benefits can flow to them. At our consultation in the Mason River community, for example, the residents went as far as to establish a local group of volunteers to work with the responsible stakeholder agency to maximize whatever benefits can flow to the community as a result of having a 'protected area' within their locale.

1.7 Competing for mindshare

Whether it is in the area of the environment, introduction of new farm practices or managing our protected areas, the building of public awareness and knowledge does not take place in a vacuum. Such initiatives are part of what could be regarded as the competitive 'battle of ideas' market. As such information about protected areas must compete for media space, airtime, audience and mindshare. The challenge is not only to get these issues on the individual agenda and that of community and national concerns but it is also about influencing behaviour change. In much the same way therefore, that a commercial product campaign engages in professionally executed strategies utilizing a multi-media and multi-methodological approach, so too must a development change initiative. Effective campaigns must also have adequate funding and utilize creative message design techniques, promotional concepts and of course technical inputs.

1.8 Long term strategy

Based on these conditions and the fact that any change campaign cannot be expected to achieve the desired results in the short-run, at the very least, consideration will have to be given to instituting an initial three to five year campaign. This does not mean either that the same level of intensity or the same kind of messages will be used for the period of the campaign. What is being recommended is the need to stay the course. Message flow and reinforcement through a multiplicity of channels must be maintained overtime if meaningful change is to take place.

One of the weaknesses of most development change information campaigns is their failure to remain in the marketplace. It is as though they come and go; enter and leave in quick succession. That does not work. A three-month initiative on an issue such as this is clearly a waste of time and money. Behaviour modification is a long-term habit.

1.9 Affordability for sustainability

The million dollar question is how much will a national consultations and awareness campaign cost? Given the multi-methodological and long-term nature of effective public awareness campaigns our preliminary estimate for such as a campaign to drive public awareness of the protected areas system plan project over a three to five year period is in the region of \$25 million Jamaican dollars or approximately US\$420,000. The figure may at first glance appear to be a huge sum but viewed against the scope and magnitude of the planned campaign, undertaken systematically, it must be considered reasonable. Indeed, it is not unusual for a single commercial product campaign to spend half that amount in single year!

1.10 Mobilising participation

One of the more frequent concerns encountered throughout the course of this assignment surrounded the failure to truly mobilize effective attendance at the various consultations. While those who turned up for the meetings were engaging participants who left feeling positive about the experience, it is unfortunate, that overall, the number of persons in attendance at the various consultations was generally quite small! One reason for this low turn-out can be attributed to the 'jaundiced view' of the communication process and by extension the approach used to get persons to attend the meetings. Clearly, it is a mistaken notion to assume people will turn up at the meetings simply because a notice or flyer was distributed throughout the community or an advertisement or two appeared in the local newspaper.

Advocacy demands more intense leg work. Important though these are as channels for information dissemination, they are only a part of the range of measures which must be put in place. Being on the ground and engaging the citizenry in a one-on-one also proves far more effective, especially when it comes to development and change issues. People will more readily respond to the personal contact. Indeed, our experience clearly shows that those protected areas in which the project team had the opportunity of 'people contact' the turn-out was much better.

1.11 Towards a strategic plan

For the national plan, project personnel will have to get out there and meet and greet the people for whom the change is intended. While understandably a more demanding and time-consuming process, and also given the fact that not everyone is good at it, this approach can serve as a most powerful means of generating the desired results. The approach was put to the test in the case of both the Mason River and Morant Bay consultations, and with better results.

Other broad and relevant perspectives which can be drawn from this assignment and which are considered pertinent to the national campaign include the following:-

- considerable lack of awareness exists among stakeholders and the general population about protected areas and more specifically, the national system plan project
- communities and people at the local level want an opportunity to become involved and are eager to be engaged in the process of shaping development initiatives
- much more education work will be necessary among the various stakeholder groups to get them to 'buy into the project'. The system plan project is not in conflict with their own roles and responsibilities. And, it certainly is not about displacing them and taking control of their 'protected areas' either
- there is wide consensus about the need for an integrated system plan for the sustainable management of Jamaica's protected areas
- the consultations and public awareness component must be regarded as central to the overall success of the initiative and must be accorded the resources necessary for its effective implementation
- the Project Steering Committee must be national and broadly-based. There is much criticism of the representativeness of the current body. Project committees should be set up at the local and regional levels to assist with execution activities.

A clearly defined path has been set for effective implementation of the national consultations and public awareness strategy to support a national system plan for protected areas. But there is also a strong sense of anticipation. The project cannot afford piecemeal or delayed implementation. Indeed, if the recommendations and strategies are to bring the desired results, the follow-up programme must get going at the very least, within the next 18 to 24 months. Adhered to, it is our considered view that the basis would have been firmly set to bring about a change in the management of and public support for Jamaica's protected areas.

2. ASSIGNMENT CONTEXT, OBJECTIVES AND WORKPLAN

The two broad objectives of the assignment were to:-

- ❖ provide stakeholders and the general public with information about the System Plan Project for Protected Areas, and
- ❖ obtain feedback from them pertinent to the further design of a strategic plan for the long term implementation of the Project

Within these broad objectives, the detailed scope of work called for:-

- ❖ designing the framework for conducting the consultations and public awareness initiatives and
- ❖ defining the strategies and approach for ongoing stakeholder participation in the implementation of the Plan as well as recommend the mechanisms best suited for use in building public awareness of and support for the initiative

The assignment was carried out by way of:-

1. a review of relevant documents and earlier studies done on the subject
2. familiarization visits to a number of protected areas around the country
3. consultation sessions with primary and secondary stakeholders as well as members of the general public, and
4. feedback and analysis of completed questionnaires from stakeholders

A critique was also carried out of some existing awareness and information materials being used by stakeholder agencies in their own programmes of awareness building.

2.1 Assignment Background

In November 2003, the National Environmental Societies Trust, NEST, advertised for the services of a short term Communications Consultant to lead a public awareness and consultations process related to the final preparation of a National System Plan for the Protected Areas of Jamaica. The process moved swiftly through shortlisting, interviewing and candidate selection.

With the consultant identified a detailed workplan was presented and finalized, allowing for an assignment contract to be issued before the end of 2003 and formal signing done before the end of January 2004.

The original contract covered a three month period ending in March 2004. However, delays in implementation lead to s shifts in timing to the end of September 2004.

2.2 Consultant's Terms of Reference

The Public Awareness and Consultations Coordinator was charged with developing and implementing the strategy for guiding a process of providing stakeholders and the general public with information on the Protected Areas System Plan Project so they would be made more aware and knowledgeable of its purpose and scope. In a sense, the assignment was more informational than promotional in nature. By organizing public and stakeholder consultation sessions, their inputs have been incorporated into the preparation of this document and by extension is an integral part of a longer term national effort.

An initial stakeholder consultation session held at the start of the assignment with members of the Project Steering Committee proved most useful in setting the stage for the planning process. That session also identified some of the key stakeholder issues and concerns as well as helped to clarify the strategies that should best be pursued as part of the assignment.

On completion of the Consultant's assignment the stakeholders and those with whom contact was established should know more about Jamaica's system of protected areas, as well as identify the Plan's major components, issues and challenges. The Consultant's final report from the assignment would also detail specific social marketing and awareness building strategies which could be used to garner national support of the Plan.

2.3 Scope of Work

Among the specific responsibilities, the Consultant would lead the process of:-

- ✓ designing the framework for conducting the stakeholder analysis, facilitating the conduct of such sessions and reporting on the findings of same
- ✓ designing and implementing the comprehensive public awareness and consultations strategy
- ✓ determining the baseline levels of current awareness among stakeholders and obtain their input in the kinds of public awareness measures which could be used
- ✓ working closely with the Project Co-coordinator and the Public Awareness and Consultations Working Group, providing them with regular updates

- ✓ defining the arrangements and mechanisms for sharing the results of the system planning process and plans for its implementation
- ✓ defining the strategy for ongoing stakeholder participation in the implementation of the system plan, including stakeholder involvement in the management and decision making processes and the building of public support for the system
- ✓ documenting all strategies, approaches, processes, inputs and final outputs for submission to the Project Steering Committee

2.4 Workplan and Timetable

The approved workplan and implementation schedule set a very ambitious timetable. In the end, it proved an implementation challenge. The original plan had a completion date set for the end of March 2004. As it turned out, the first draft of the Final Report was only submitted at the end of July with the revised Final Report incorporating feedback from the members of the Working Group only being completed at the end of November 2004.

Implementation did not go according to the plan as the assignment suffered a number of setbacks, which can be attributed, for the most part, to a combination of factors ranging from funding, logistical, administrative, planning and coordination. The major tasks and deadlines originally set were as follows:-

	MAJOR ACTIVITIES	MAN/DAYS	DATE
	Finalise Contract & Mobilisation		January 16, 2003
	Literature Review/NEST Briefing, Stakeholder Analysis & Preparation of PAC strategy	9	January 19-27
	Site Visits	5	February 2-6
	Series of Primary and Secondary Stakeholder Consultations	15	February 11 – March 3
	Analysis & Draft Report	5	March 8 - 12
	Final Report & Submission	3	March 16 – 18

But why, you might ask did an assignment intended for three months end up taking nine?

Among the reasons, one got a sense there might not have been absolute clarity on how the assignment would proceed. The period of the consultancy was pre-determined and outside of the control of the project secretariat. Our initial submission was for about twice the number of days, for example, only to be told that the budget did not allow for that number of days. A revised workplan to fit the budget

has therefore to be constructed. Another of the difficulties experienced was with the consultations for which it seemed inadequate budgetary provisions were made. It was as though the budget for one consultation session absorbed the entire allocation for this purpose, placing the project team in a most precarious position. This was obvious from the very outset.

The nature of the assignment and the requirements also posed a challenge to the project team. Inputs were often required from stakeholders, who because of their own challenges, invariably did not respond on time. This further delayed the process. The site visits for example required availability of representatives from the relevant agencies.

Then there was the matter of the community and stakeholder consultation sessions. These required broad-based intervention, consensus and a coordinated approach, with the relevant agencies. This again was not always easy and it proved to be a major task coordinating availability of personnel, etc. given their own organizational challenges and enormous work pressure on the individual members. The extent to which the other consultants – legal, financial, and management, were not yet onboard, could also have affected the momentum. Dates were set and had to be shifted. Indeed, this assignment was completed with none of the other consultants being hired. Then too there were the challenges facing the project secretariat office itself – from staffing, to support resources and budgetary constraints. The departure of the Project Coordinator in July did not help either.

All these factors in one way or other were to play a role in missing the targets and the project having to seek an extension to the original completion date of the assignment.

3. REVIEW OF ASSIGNMENT IMPLEMENTATION

Implementation of the assignment was mixed with both positive and negative attributes. While the planned activities were carried out, none was done to the intended scope, magnitude or within the agreed time frame. While financial and logistical difficulties did affect implementation, both NEST and NEPA must be commended for doing their best under what were clearly challenging circumstances in order to ensure a level of execution and efficiency was achieved. In assessing overall project implementation process the following areas must be highlighted.

3.1 The Awareness & Consultations Working Group

Establishment of the Working Group was a good idea which worked well up to a point. The Group comprised representatives of various stakeholder agencies (See Appendix 1: Working Group Members) who because of their substantive jobs could not be available to the project as and when needed. The Consultant was also required to work under the “*guidance and supervision*” of the Group which was neither practical nor necessary. As the assignment progressed, participation of the Working Group members became less and less. A ‘Working Group’ is a kind of ‘sounding board’ with an oversight role and providing general guidance, review and counsel to project activities.

From time to time, Working Group members were called upon to provide direct inputs, follow-up and follow-through on decisions, and this was not always forthcoming in a timely manner. At best only a few persons would respond. The provision of material from their agencies, response to proposed sites/areas to be included in familiarization tours, participation in site tours, were some of the areas in which inputs from Working Group members were not always forthcoming.

For the national programme, the role of the Working Group must be an advisory one. Late feedback from members should not hold-up decision making. Participation of the members of the Working Group in visits to protected areas and community consultations is necessary, especially where such meetings are taking place in communities where the member’s agency has responsibility for a protected area.

It is further recommended that a smaller inner core from the Working Group, say three or four persons be named to work more closely with the Consultant and the Project Coordinator. This smaller team will be charged with fast-tracking decisions and action steps. The main Working Group will meet on a quarterly basis, while the inner team is pulled together as and when needed.

3.2 Steering Committee

This main Project Committee comprised senior management personnel from the various stakeholder agencies, including the Permanent Secretaries in the Ministries, CEOs and Heads of organizations. It is the top project body. The consultant had one very useful meeting with the Committee at the start of the assignment. It served both as a briefing session and a means of learning from the Committee some of the issues which should be explored during the consultations.

A final meeting with the committee was expected at the end of the assignment to present the Final Report. Given that the assignment went considerably beyond its original deadline, it would have been useful for at least another meeting with the Committee. None was requested by the consultant. For the national campaign, the consultations and public awareness component through the consultant must report to the steering committee at least on a quarterly basis. The committee needs to be kept up to date on progress and challenges.

3.3 Site Visits and Familiarization Tours

The planning logistics, co-ordination, selection criteria for the protected areas to be visited, as well as who should participate, availability of transportation, timing, accommodation, etc., all added to the implementation challenges. It appears adequate provisions, including funding, were not made for this activity. While the workplan did call for a speedy touring process with the group moving from one area to the next over a matter of days, this was not to be.

Getting the participation of members of the Working Group was also not always possible. The necessary arrangements which had to be made did not make it possible for the visits to take place one after the other. Adjustments meant delays. Six sites of varying sizes, types and national significance were visited. They were Palisadoes/Port Royal Protected Area, the Blue and John Crow Mountain National Park, Portland Bight/Hill Run and Portland Cottage, Montego Bay Marine Park, Mason River Game Sanctuary and Botanical Gardens.

As a familiarization tour, the team on such visits should at the very least comprise the Consultant, Project Coordinator and NEST personnel, NEPA representatives, an officer from the agency responsible for the protected area which was being visited and any other available members of the Working Group. The media production agency undertaking the national awareness campaign should also be included.

3.4 Project Secretariat

The Project Secretariat is the administrative hub. It functioned well, despite obvious budgetary logistical and personnel constraints. The Project Coordinator did a fine job balancing the various demands for his time and attention, proving a most capable and responsive individual. The small office set up on the grounds of the Forestry Department, Constant Spring Road, operated without all the facilities in place and was affected by limited administrative support, staff resignation and slow replacement, among other challenges. While not privy to its financial status, the Secretariat appeared to have been operating on a tight budget, evidenced by a failure to provide for even the most basic requirements, such as placing advertisements to promote stakeholder/public consultations.

A properly staffed, well appointed and equipped Project Secretariat with the necessary budget to get the job done is an absolute necessity for a national project.

3.5 The Consultations Process

This necessary component of the assignment was unfortunately reduced to a fraction of what was originally planned. Only two stakeholder consultations sessions were held; one in Negril, Westmoreland in April and the other at White River just outside Ocho Rios, St. Mary in May. Two public consultations were held – one in Mason River, Clarendon in May, and the other in Black River, St Elizabeth in June.

With the benefit of experience from these earlier efforts and the 'lessons learned' from the draft Final Report as well as the Project Coordinator indicating some additional time remained before the closure of the assignment, the decision was taken to organize one other consultation. This took place in Morant Bay, St. Thomas in October and was for stakeholders.

Apart from the disappointing turn-out at the consultations, the sessions proved highly informative with keen interest and participation being shown by those who attended. Meetings followed a structured agenda with keynote presentations and workshop sessions. The sessions all provided notable and positive inputs as can be seen in the highlights below.

3.5.1 Negril Consultation: This first consultation took place on April 6, 2004 at the Negril Community Centre, after much delay and rescheduling effort. Both the stakeholder and public sessions were planned for the same day – the stakeholder in the morning and the

public session in the afternoon. This was not the original plan which called for the consultations to be held over two days. Budgetary constraints forced the change of arrangements.

While the stakeholder consultation and workshop session in the morning went fairly well with a reasonable turnout and lively, keen participation, the public session in the afternoon had to be aborted as not one person turned up for the session. The team used the opportunity to assess what could possibly have gone wrong, agreeing in the end that poor marketing and promotion of the session were the main cause. Only one advertisement appeared in the local **Western Mirror** newspaper on the Saturday before the consultation. It was clearly inadequate. From the review meeting, it was agreed that future public sessions would adopt the following strategies:-

- ✓ design, production and advanced distribution of a promotional flyer (See: Appendix 10 – Sample Promotional Flyer)
- ✓ use of members of local community (church, school, NGO, etc) to help mobilize participation
- ✓ press and radio advertisements should be done and if possible, public service announcements aired on television
- ✓ local cable channels where available should be used to promote the event
- ✓ the time for a community meeting must be convenient for the residents. It cannot be a case of the team having to get back to Kingston. Sessions should preferably be held in the evenings and certainly not at 4 o'clock in the afternoons, when most community residents are still at work
- ✓ consultations could involve over-night stay in a community depending on the time at which the consultation is held and for which the proper arrangements should be made
- ✓ do not rely solely on open notices to get people to attend meetings. Specific personalities in the community and targeted groups (fishermen, farmers, school principals, etc) should be directly invited
- ✓ a feature article, news release, radio interview, etc. on the protected area where the meeting is scheduled should be prepared, sent to the media and published prior to the consultation

3.5.2 Black River Consultation: Unlike the Negril consultation for which the two meetings approach was planned, the Black River session on June 22, 2004 was planned as a public consultation only. The venue was the historic Parish Church in this heritage town. A local contact group was used to help mobilize turn out and prior distribution of an

information flyer. The meeting took place in the afternoon, getting underway at about 5 o'clock. As a public forum, the turn out of less than 25 persons must be considered disappointing. The meeting itself however, was quite vibrant. While there was evidence of more effort put into promoting this consultation again was insufficient to pull out the numbers.

3.5.3 Ocho Rios Consultation: The St Mary/St Ann consultation held in Ocho Rios on May 31, 2004 was planned as a stakeholder only session. The Secretariat pulled out all the stops in sending out invitations to persons drawn from the adjoining parishes and even including Kingston and St. Andrew. Again, and sadly so, the turn out did not match the expectations and only a handful of participants showed up at the Madge Saunders Centre, for this morning session.

In this case, the venue itself posed a real challenge, located as it is, some distance away from the main road and certainly not easily accessible. Persons who did not have a direct transportation and who were unfamiliar with the place would have had a difficult time finding and getting to the location. Although small in numbers the gathering was again a very vocal one and much information was gleaned from the stakeholders on the relevant issues.

3.5.4 Mason River Consultation: The small McNie Basic School in Mason River, Clarendon was the packed and overflowing venue for the public consultation in this community, held on May 25, 2004. Some flyers were distributed in the community two days before. Mason River was also the only site to have been visited during the familiarization tour, which saw project personnel taking the time to walk the main street and engaging residents in conversation at the local grocery store or at the playground. This earlier sensitization and the work of the stakeholder agency, the Institute of Jamaica, must be singled out as key contributing factors to the far more encouraging response at this meeting.

Not only was the turn-out a good one but there was keen interest and participation in the session. To have the residents volunteer to establish a local community committee to examine ways in which they can assist in the public education and awareness about the protected area in their community was truly remarkable. They were also keen to know how their community could benefit from the site and put forward several interesting ideas towards operationalising the plan to achieving further community support.

3.5.5 Morant Bay Consultation: Benefiting from the experience of the earlier consultations, this stakeholder session held on October 28, 2004, was definitely one of the better planned consultations. A local agency, the St. Thomas Environmental Protection Agency was brought on board from the outset and assisted with logistics and in mobilizing support and participation. The quality presentations, level of discussion and inputs of participants as well as the attendance were all positives. Significant also was the fact that this was the only consultation to be attended by another consultant other than the Public Awareness Consultant. The discussion workshop was thus able to benefit from technical inputs in the area of management and finance.

While the original workplan did call for more stakeholder and community consultations, the five which were held, apart from the poor turn-out did provide us with the inputs necessary for developing the broad range of recommendations toward an effective public awareness and consultations process as part of a national system plan for protected areas in Jamaica.

6. Stakeholder Awareness

At each of the stakeholder sessions, the opportunity was used to administer a structured questionnaire (see Appendix 9: Stakeholder Questionnaire) which was completed by participants and later analysed. One of the particularly significant findings from this pre-test was the level of knowledge and awareness of the stakeholders about the Protected Areas Systems Plan Project. Among the key findings from the analysis, were:-

- ❖ 80% of stakeholders had not previously heard about the National System Plan for Protected Areas Project
- ❖ 60% were able to correctly defined a protected area as “some kind of special area set aside or preserved because of its natural habitat, or other importance”
- ❖ the three most recognisable protected areas are Blue/John Crow Mountain – 24%; Black River Wetland – 16% and Negril Marine Park – 12%
- ❖ protection of the environment is the main benefit stakeholders see to having declared “protected areas”
- ❖ the main drawback or disadvantage to declaring protected areas is that it will slow down development especially at a time when people need land on which to build and survive
- ❖ information about protected areas is gathered from general reading, NEPA and other such agencies

- ❖ not a single mention was made of the media as a source of information about protected areas

While by no means a truly scientific poll, and clearly there is need for on-going research in this areas, this initial sampling of stakeholder awareness levels reveals a need for greater and continued education and information building initiatives. While the original intention was to do post-evaluation of stakeholders following the consultation sessions, this was not done and so we do not have a basis for determining what, if any shifts in knowledge and awareness levels did occur as a result of this intervention. Clearly, such a post-test must be part of the long term national consultation strategy.

7. Stakeholder Issues and Concerns

In much the same way the public consultations provided a perspective on the issues and concerns facing the wider community about protected areas, stakeholders also shared their views. This was gathered from National Steering Committee members, at the stakeholder consultation sessions and from representatives of the various agencies involved in the management of protected areas. A diverse range of issues emerged which have been grouped under certain broad categories for ease of identification. No ranking was done of these issues. The broad areas for stakeholder concern relate to information and education, legislation, enforcement and prosecution, rivalry and disputes settlement between private landowners and the public, government declaration of protected areas, financial sustainability and management and public awareness. Table1 below summarises the concerns.

Table 1: Analysis of stakeholder issues and concerns

ISSUE	GENERAL COMMENT	ACTION STEPS & RECOMMENDATION
1. Information/Education	All citizens including those in schools need to be made aware of protected areas. Citizens in protected areas expect better services What is the system plan; criteria for site selection, etc	Implement campaigns on citizens' roles, responsibilities and benefits to people in protected areas Awareness explanation on the plan and what is seeks to do/define and spell out criteria and long-term vision

<p>2. Legislation, Enforcement and Prosecution</p>	<p>Severity of the punishment and the need for punitive as well as voluntary compliance</p> <p>Environmental crimes still not considered important enough to prosecute</p> <p>Legal stakeholders need to be brought fully on board (JPs/Lawyers/Police, etc)</p>	<p>Encourage citizens to speak informally to offenders first</p> <p>Impose fines that will cause habitual offenders to desist from their bad practices</p> <p>Explain and adopt a zero tolerance approach to environmental crimes/ increase fines /penalties</p> <p>More rigorous monitoring of environmental waste required</p> <p>Explain types of environmental crimes</p>
<p>3. Public/Private Land Disputes</p>	<p>How will a protected area help in land management and the relationship between private landowners and protected area</p>	<p>Recognize rights of landowners</p> <p>Offer incentives to private landowners to get them to participate/encouragement</p>
<p>4. Financial Sustainability</p>	<p>How will protected areas be financed, now and in the future</p> <p>Too much reliance on donor funding/most areas struggling/ what contribution is possible & from whom Available co- sharing & opportunities systems</p>	<p>Explain financial sustainability and methods of financing – what benefits came from each</p> <p>Develop innovative ways in which community/ private sector and international donors can contribute</p>
<p>5. Management</p>	<p>Whose responsibilities? Viewed as something the people have no say 'in'</p> <p>Criteria for assessing effective management</p>	<p>Clearly outline what private sector, government, community and project can do</p>
<p>6. Integration</p>	<p>Overlapping – both from</p>	<p>Set clear areas of</p>

	<p>the standpoint of individual agencies/all areas of protected areas (including associated costs/agencies</p> <p>Conflicts among stakeholder/interest groups</p>	<p>responsibilities, investigate contributions from agencies</p>
<p>7. Public Awareness Campaign</p>	<p>The design, production and relevance of the message communicated to each target audience – students, parent, media</p> <p>Appropriateness of content, signage, citizens' participation</p>	<p>Implement targeted campaign approach</p> <p>Design 'Welcome' and 'Goodbye' signs to each protected area</p> <p>Develop games, music, videos, entertainment treatment of messages and especially for the youth</p> <p>Declare a national Protected Areas Day</p> <p>Develop a comic character to deliver message</p> <p>Environmental education programmes</p>
<p>8. The System Plan</p>	<p>Stakeholder's role in protected areas still not fully understood. Roles and responsibilities need greater clarification</p> <p>Data collection, monitoring, and education</p> <p>Positioning the system on the national agenda</p> <p>Participation in the plan – is this move more than a talk shop</p>	<p>Continue to consultation process</p> <p>Prepare special package of material for distribution to stakeholders</p> <p>Need audio/visual presentation on project, perhaps on CD. Each stake-holder to get copy</p> <p>Incorporate system plan in overall national development plan</p>

4. TOWARDS A STRATEGIC PLAN FOR NATIONAL CONSULTATIONS AND PUBLIC AWARENESS

In developing a strategic plan to guide the implementation of a future national consultations and public awareness initiative to support the national system plan project for protected areas in Jamaica, it is important to firstly reflect on the lessons learned from this feasibility assignment. Clearly, whatever mistakes might have been made this time around would have to be avoided in the roll out of the national campaign. The planning and management roles therefore become even more critical.

4.1 Lessons Learned

Several important lessons have been learned. First of all, by its very nature, a system plan must transcend the ambitions and interests of individual stakeholder agencies, groups or communities. But this might be easier said than done. In a situation where there are so many different protected areas and stakeholder agencies the possibility does exist for individual jealousies to emerge. That cannot be ignored. Even communities can be 'guarded' of their status as a protected area. Each agency therefore will have to understand that when it sits at the table of the national project, it is there not in an individual capacity and while it is involved with managing and overseeing the wellbeing of its particular site, the demands of the national project transcend its individual concerns. There are clear and specific roles and responsibilities within the context of a national system plan which individual stakeholders will therefore have to understand and appreciate.

The generally poor public response to invitations to participate in the dialogue was surprising, if not understandable. It was clear the information about the meetings did not reach them or else they have no interest in the subject matter. We are not convinced either is necessarily the complete truth. Far too many instances of weak levels of intervention to pull out participants were experienced. Indeed, while Jamaicans do have an interest in environmental issues this cannot automatically be translated to mean action in defending the environment. A 1999 study 'Attitudes to the Environment in Jamaica' prepared by Peter Espeut found environmental concerns high on the agenda – 45.5 % among rural peoples and 40% among persons in the Kingston Metropolitan Area. In the case of this assignment, it appears the strategies used to get stakeholders and the public to the consultations were less than adequate.

Public education and awareness building campaigns are costly. Without the necessary budgetary provision to undertake research,

materials development and production, message dissemination, and so on, a campaign, no matter how well intentioned will never be able to effectively mobilize the necessary interest, support and participation. Without funding, one is left to merely engage in an exercise in frustration! This was a major setback during this initial exercise and one which must be corrected when the time comes to consider implementing a national campaign.

Timeliness in assignment execution was another important lesson. At the outset, it was assumed that things would have rolled smoothly and the various tasks could have been completed within three months. That was both ambitious and unrealistic. In planning a multi-faceted and multi-dimensional programme with inputs expected from a broad cross section of interest groups, agencies and other partners, it is only reasonable to expect that it will not be smooth sailing. Each task has several intervening variables. Agencies have to make sure they were able to accommodate a planned site visit; media budgets have to be in place to meet the cost of advertising the various consultations, transportation arrangements have to be made, even ensuring the vehicle has petrol and there is a driver available. Any of these could derail the best laid plans. It was again clear from this assignment that the level of high expectation must be tempered with reality.

We experienced much criticism of the composition and representativeness or the lack of representativeness of the National Steering Committee. Persons felt it was just another bunch of Corporate Area (namely: Kingston and St Andrew) high-profile people. This point is noted. Indeed, as a national project, it is important that such a view is not widely held, as it could undermine effort and success. Of course not everyone will be liked on a national committee, but clearly in moving forward it is advisable that such negatives be kept to a minimum.

4.2 The Planning Framework & Approach

What then is the framework, the context if you will, in which planning a public awareness and consultations campaign to support Jamaica's protected areas should take place? Several key components emerge.

Where protected sites exist and are under the specific control of individual stakeholder agencies the national system plan must develop clearly defined operating procedures and guidelines for their proper management. It is not a case of wresting control from the relevant stakeholder agency. Individual agencies will also naturally

have their particular concerns, needs and support systems and there could be instances where the system plan and the individual agency are not at one in how to proceed. Why, for example, should a well established and obviously successful protected area and its responsible agency yield to the dictates of a national system plan? The challenge is to integrate roles and responsibilities, in that the national system plan could learn from such an individual stakeholder, *or vice versa*.

Given the broad mandate of the system plan in developing the strategic framework to guide future action in the area of public awareness and consultations, it is important that such clear and specific roles be identified and appreciated by both the system plan project itself and the individual stakeholder agencies.

The strategic approach to the plan must see individual stakeholder agencies retaining full responsible and control of their local level advocacy and information awareness initiatives. Each will continue to oversee programmes and material production for its own protected areas or sites, within the context of the system plan which lends a measure of support to the work of the local stakeholder agencies while leading the national awareness campaign effort. If, from a position of strength, the system plan is able to negotiate production rates and services from which the individual stakeholder can benefit, then do so by all means. At the sametime, the system plan project is not there to force its way on individual stakeholders.

The national system plan project must be the main national response initiative spearheading and coordinating the materials production effort as well as all publicity and other national consultation strategies associated with our protected areas; but it does not mean individual agencies must sit by and do nothing.

The strategy also envisages the engagement of the professional and creative production services of a communications and social marketing agency to execute material design, research and development. The national system plan project should in no way seek to directly engage itself in the design and creative materials production process. Rather, the strategy is one of structuring a team based approach to materials production under the aegis of the national system plan. Included in the team will be a communications/ message design consultant, a producer/ graphic designer and a content specialist/researcher, someone knowledgeable in protected areas information. This team under the umbrella of the national system plan will be fully responsible for the design, production, dissemination and feedback analysis of the various initiatives

developed for the campaign. So that there is absolutely no confusion whatsoever, the work and focus of the national campaign will not be geared to promoting any specific protected areas or sites. The campaign messages will be broad and aimed more at building national awareness of the issues, opportunities and challenges of protected areas management for sustainability. It is possible that examples could be drawn from individual protected areas or sites in illustrating a point. However, it cannot be the job of the project and any of its Committees to promote one protected area at the exclusion of the other. In much the same way that criteria – size, scope and type of the protected area, national importance, impact or contribution to the community, etc. were developed and used as the criteria for selecting the sites to be visited, if necessary, similar guidelines could be developed in choosing a site or area for inclusion in the public awareness and consultations process.

4.3 Components Of The Plan

The inputs, feedback and recommendations emanating from this assignment suggest that a strategic plan for national consultations and public awareness to support the protected areas system plan project must at the very least comprise the following components:-

4.3.1 A national task force

Notwithstanding the criticisms made against the current Steering Committee as being high profile, centralized and lacking in representativeness, it is recognized that some formal structure must exist to drive the process. Anything that is put in place will have its critics. And given that not everyone can be on the Committee, it is recommended that an alternate approach be to establish a national task force, with regional or parish level committees.

The national task force for the Project will function as the main implementation overseer, providing guidance, monitoring and articulating the vision of the project and its various activities and progress. This oversight task force should consist of not more than 19 members -- four regional representatives, six representatives of the various categories of protected areas (selected by type, size and scope of the protected area), two government ministry and two statutory body representatives, two NGOs and two private sector representatives.

In an attempt to deepen and broaden representation and participation regional or parish level committees will be set up, with similar responsibilities exercised at the local level. The national task force will meet quarterly while the local level committees would meet every two

months. Representatives of the national task force would be assigned to sit on and attend the regional/parish level committee meetings, effectively serving as feedback and feed-forward channels. Within this overall structure also, several task force sub-committees will be established in such areas as public awareness and consultations, finance, management and legal, etc. These sub-committees will then draw on specific expertise, whether internal or external, in pursuing their responsibilities. Sub-committees could meet monthly

4.3.2 Public awareness and consultations committee

Similar to the Working Group in the feasibility phase, this committee will oversee implementation of activities in this area. The Committee will be responsible to monitoring and budget control, review and award contracts, negotiations with suppliers of services, approve work done and payment for consultants and suppliers, while also providing overall guidance in progress and effective implementation of the agreed strategies. Apart from the members of the main task force who will be ex-officio members, the Awareness and Consultations Consultant and a representative of the media services agency, all other members (not more than five) would be drawn from stakeholder agencies. A nine member committee is recommended which will meet quarterly. A smaller grouping from this Committee will have on-going dialogue with the project to fast-track decisions.

Other recommendations for the effective functioning the public awareness and consultations committee are:-

- ✓ Committee members must be fully involved in the programme. It is not just a matter of attending committee meetings. They must be prepared to and attend the various community and stakeholder consultations and especially those being held in locations where their organizations have responsibility for a protected area/site
- ✓ Members must be able to make presentations to the media and/or at consultation sessions about the project and their organization's own protected area responsibility
- ✓ Adequate budgetary support must be provided for the consultations and the work of the committee. Members for example should be in receipt of a travel or mileage allowance,, accommodation and other incidentals

The committee will have oversight responsibility for the awareness and consultations budget, including advertising, media publicity, accommodation, meals, refreshments for the meetings, rental of venue, chairs, tables, etc. The budget should also include a modest

payment to assist stakeholders with their travel/transportation cost to the consultations. It is not that the committee is there to approve and sign cheques, but its oversight responsibility must include proper accountability and transparency in managing expenditures with this area of project budget.

4.3.3 Public consultations

This will remain an integral part of the national project strategy as significant areas of the population still have to be reached with the message. During the campaign, the public consultations are not intended to serve as some forum to ascertain what people think about protected areas. That stage has been passed. Rather, the sessions are for public education, namely the dissemination of information as part of the overall education and awareness building process. As such, these consultations will be avenues for imparting knowledge even though some feedback from participants will be channeled.

The public consultations strategy will see:-

- ✓ at least one public consultation session being organized each quarter. As far as is possible stakeholder and public sessions will be planned simultaneously and conducted over a two-day period with the team over-nighting in the area where the consultation is being held
- ✓ Consultations must be attended by the Chairman of the Awareness and Consultations committee, Project Consultants, the professional agency implementing the campaign, representatives of the principal agency responsible for managing the protected site in the location or adjacent to the consultation
- ✓ a proper pre-event programme being carried out comprising production and distribution of invitation letters/flyers, use of local radio, television, cable service provider and newspaper to promote the consultation
- ✓ a prior visit to the area where the consultation is to take place. This visit will be done by a select team of no more than five persons - representatives of the project team, the local contact NGO assisting with planning the event, and the stakeholder organization which has a protected area/site in the locale. The purpose of this is to walk the community, learn about some of the issues, 'meet and greet' the residents and encourage them to attend the upcoming consultation. Such a visit should not take place in a excess of two weeks prior to the consultation date

- ✓ preparation and publication in the media of a feature article, news release, etc, on the area and the upcoming consultation
- ✓ conducting of pretest and post-test questionnaires among participants at the forum
- ✓ involvement of a NGO or other entity to assist in the logistics and preparation process for the consultation; almost mobilizing the community and spearheading local level support
- ✓ consultation times must be set in conjunction with the communities. Do not impose meeting time or day on the community; find out when is best – morning, evening, and the best day, etc.
- ✓ a broadening of the participants attending the consultations. Other officials from agencies which do not directly manage protected areas/sites could be included, for example, the security forces and the judiciary should not be left out of the process
- ✓ the professional services, advice and inputs of a media communications/public relations agency being used to execute the relevant tasks for effective management of the consultation. The agency will work with the advisory body. Advertisements, press releases, feature articles, flyers, recording of the sessions, facilitating the meetings, etc are activities which must be performed by a competent body. Too often, there is the temptation to do otherwise in the name of saving money. Such an approach is not recommended. With an outside agency carrying out coordination, production and placement of advertising, promotional material etc. in the media, the Committee will have a clear and independent eye to review and approve draft material etc.
- ✓ a reasonable lead time of about two weeks for the full activation of its pre-consultation promotions; during this time there will be follow up with media contacts, and invitees, placement of advertisements, appearance of feature articles, visit to the area (the meet and greet session) etc. A media contact list will be developed, drawing on the contacts which everyone has with the media

The point is no public consultation should be held without the project team having first visited to the community or area where the consultation is to take place. At the same time, proper traveling, accommodation, refreshment and other arrangements must be put in place. For each public or stakeholder consultation session, there should also be a presentation on a specific protected area or areas within the locale. This along with other key presentations on the project, general information on protected areas, workshop and feedback sessions, should be part of the proceedings. Consultations

should be recorded and documented with a written report being done and kept by the project. A post-consultation news releases along with photographs should also be issued to the media.

Two final comments. Firstly, adequate budgetary provisions must be made for financing consultation sessions. Based on the experience of the pilot intervention and the requirements for an effective session, we recommend Ja\$200,000 (the maximum amount) should be set aside for each consultation. This is to cover such expenses as accommodation, venue rental, travel reimbursements, food/refreshments and incidentals. Lastly, the media must be included in consultations and not just from the standpoint of placing an advertisement in the newspaper or on radio. Rather, coverage of the event is important. Of course, it is not every consultation that will be covered by the media. But if at least through contact, the project can get the use of its releases and feature stories then that would be a major accomplishment and a most powerful means of helping to build public awareness.

4.3.4 Getting stakeholders on board

The views of the members of the wider community are as critical to the process as the expressed opinions and concerns of those closest to the management of the protected areas system plan project. The challenge is how to get individuals associated with specific protected areas to step outside of their own spheres of influence and thinking, and reflect on the broader system plan. In the stakeholder consultations conducted as part of this assignment, much of the inputs from primary stakeholders reflected some amount of parochial interests and concerns. That is only natural. But, it does not necessarily fit into a national system plan. Distilling these concerns and extracting the points which are pertinent to the national campaign is a task best undertaken by an independent practitioner.

In case of the national system plan project on protected areas, part of the challenge going forward will be to identify the key primary and secondary stakeholders – those persons, groups or institutions, which are directly involved or impacted by the protected area. A list of important contacts was prepared from this assignment. It could comprise those who attended the consultations as well as others representing various stakeholder agencies, including the private sector, community leaders, environmental NGOs, etc. (Appendix 10: Stakeholder Listings) This is an important starting point.

For the purposes of this assignment, stakeholder agencies like the Negril Area Environmental Protection Trust, the Negril Coral Reef

Preservation Society, Friends of the Sea are important resource groupings, along with primary stakeholders such as the National Environment and Planning Agency, the Forestry Department and so on. Interestingly, the community residents who cut down trees in a protected forest reserve are also key stakeholders even though their actions are directly inimical to the interests of the protected area. They too must be made to understand the consequences of their actions. For the purposes of this project, the stakeholder grouping is a broad one of persons, groups and institutions directly or tangentially linked to the protected area. We cannot ignore members of the wider community, Councilors, Members of Parliament, schools and church groups, etc.

This national system plan project on protected areas will have to embrace all these groups

4.3.5 Stakeholder Consultations

Stakeholder consultations will continue as part of the long term strategy. In organizing such consultation sessions, great care must be exercised to minimize the possibility of undue emphasis by individual stakeholders responsible for protected areas or sites. Preferably, stakeholders of different areas and organizations should be brought together in a common forum as having people from different parishes and different groups join in a consultation and workshop session has proven to be far more purposeful than having everyone from the same type of protected areas. This approach will require a bit more planning and preparation on the part of the project team conducting the consultation but the result is an improved quality workshop; after all, the idea is to take stakeholders out of their individual sphere so they can reflect on the bigger picture. The last thing you want is to have a dozen stakeholders at a meeting, all from the same protected area or organization. A stakeholder consultation should be organized at least quarterly.

Some additional points to pay attention to in organizing stakeholder consultations are the following:-

- ✓ consultations should target a minimum of between 35 and 40 participants thus allowing for meaningful interaction and breakout into functional workshop groups
- ✓ each workshop group should focus on a specific aspect of the protected areas project
- ✓ preparation for consultations must include sending out media advisory, invitations letters to the stakeholders (NOT some kind

- of form letter, but personally addressed) and telephone follow-up calls
- ✓ although primarily a stakeholder event, place advertisements in the press. Ads will help to promote the consultation and even give importance and a greater sense of urgency to the work being done. It could even spur invitees to attend, once they see it in the press
- ✓ an agenda must be prepared for the meeting along with an information kit for participants

A stakeholder consultation is a far more structured activity compared to the public sessions and hence the need to send out invitations addressed to each named stakeholder. The biggest turn-off you could do to 'a fellow colleague' -- these persons are after all within a fraternity of which the project is an integral part, and to send them a 'Dear Sir/Madam' invitation letter is just not acceptable. Other things to pay close attention to are:-

- ✓ adequate notice of the event. This should at least be a three week period, after receipt of the invitation letter. The letter should clearly set out the purpose of the consultation and what, if any input, is required from the person being invited. People will want to know what preparations they are required to make
- ✓ plan a stakeholders' consultation with at least a half day in mind. It could be either in the mornings between 8.30 am and 12.30pm followed by a lunch break, or an afternoon session.
- ✓ devote the opening plenary to presentations on the project, declared/protected sites, NEPA, followed by general discussion; information on specific protected sites within the locale of the participants. Stakeholder perspectives and feedback on public awareness, management, finance, legal, enforcement, sustainability, beneficiaries, support/expectations and other issues will also be discussed. Get decisions from the grouping
- ✓ invite presentations from stakeholder s who may wish to share the experience of their organizations in the areas of project emphasis
- ✓ workshop sessions should be interactive, conducted by an experienced facilitator. Put groups of 8 to 10 participants into each workshop; each group taking on one or two of the key issues or challenges and developing a consensus solutions-oriented strategy. Workshop reports are then presented to the full gathering with time set aside for general discussion
- ✓ it is important to prioritise the recommendations and even identify where solutions lie and with which agency, etc

- ✓ stick to the programme ---it is very easy for some stakeholder with a particular 'axe to grind' – persons with their own agenda as it were, to derail the session
- ✓ meetings should be recorded and reports filed – a copy sent to each participant within two weeks of conducting the consultation

Like the public consultation sessions, stakeholder gatherings can benefit from some media advertising and community promotion. It does not hurt to send out a properly designed information flyer with your invitation letter along with a brochure on the project. That flyer should put the consultation in context using information of protected areas in the parish or parishes from which the participants are expected.

Important too is the putting in place of arrangements for the transportation and mileage reimbursement of those attending the consultation. Meals and refreshments must be provided. The majority of the participants are likely to be from outside the parish in which the function is being held.

And lastly, in both the public and stakeholder consultations, the project team must ensure a full exhibition display is mounted highlighting key details of the project and protected areas. This display should be professionally prepared with large format posters, creatively designed and professionally mounted onto lightweight material for ease of transporting and hanging. This will represent an aspect of a traveling exhibition which the project will be able to use wherever it so chooses. An experienced and skilled workshop facilitator, preferably someone not connected with this issue and who participants are able to respect, needs to be in charge of the sessions.

| 4.3.6 Towards an effective consultation process

For some strange reason, involvement by government agencies and those in the private commercial sector was not at the level anticipated during the assignment. This is not a situation that should be allowed to continue and so deliberate moves must be made to more closely involve the private sector in the national campaign. In looking at the combined stakeholder and public consultations sessions therefore, the following recommendations are advanced as part of the effort towards an effective consultative process:-

- ✓ establish local level committees to help plan consultation sessions. That way, the community is involved, Include the

private sector and other non-protected areas interest groups on the committee

- ✓ communities are tired of the talk. If action is not forthcoming from the activity, then it will perhaps be better not to organize the consultation at all as this could end up raising more expectations than it satisfies
- ✓ innovative community approaches, for example, having a local group perform a dramatic piece or song depicting an aspect of protected areas could be introduced, so the young people of the community get involved. Schools in the area could be invited in advance to have their art students design posters depicting the protected areas challenge in their areas
- ✓ to the extent that the consultation can deliver something tangible to the community then clearly the strategy should explore such opportunities. For example, would greater meaning not come from a Black River consultation in which there is assistance to the community in helping it to press its case for the town's Development Order to be declared? If the national project can seek to deliver something tangible to the people of the area, even as it seeks to promote protected areas, then a greater synergy for success would have been created. Before each consultation, therefore, it may be useful to learn of these "hot button" community concerns and attempt to seek out a solution which could be shared at the gathering
- ✓ as far as is possible, use the services of local cable service companies to promote the consultation. A relationship at the local level is much easier to foster. These stations can record and show the consultation as part of their local programming. At the same time, audio/visual materials on protected areas could be customized by including material on local protected areas, thus making the content more relevant to the community.

Other enhancement recommendations to the consultation strategy could include sponsorship of persons from one community on observation visits to another where they can get a first hand look at management, public awareness and community benefits programmes. This one day outing will give community residents a good sense of what is happening in other protected areas and ideas on how they could strengthen their own community benefits and awareness programmes.

The national consultation strategy must also involve the use of modern technology. In this regard, the establishment of a protected areas project website with the necessary feedback and interactive tools must be established. This should be separate to the webpages of

associated NGOs or other stakeholders, even though there could be a hyperlink to these partners' websites. The project website will allow for stakeholders to post comments and even conduct consultation sessions on-line. E-based consultations via the internet could serve to reduce travel and related costs including overnight accommodation while offering a range of public awareness possibilities, thereby adding new meaning to the consultation process. All the consultations will be kept on the site for reference.

In adopting the multi-methodological approach to the public awareness and consultations strategy, use of the electronic media cannot be confined to that of being a promotions medium only. More importantly as a means of education and awareness building, there must be the production and airing of special programmes, perhaps a weekly radio programme with a 'talk back live' component allowing for the public to discuss and learn about the issues of protected areas. The programme would follow the popular format of a 14 programme series, over an initial three month period, followed by a break and resumption. The format will be interactive and informative, with dramatization of segments, if necessary. Audience participation with giveaways and prizes for the caller of the day or the featured protected area, etc. will form part of the programme.

To the extent that government can move with dispatch to acquire and 'hold-on' to important protected areas or sites of clear heritage value, this could also serve to engender support for the project and the consultations process. The relevance and sustainability of a national system plan for protected areas will depend to a great extent on the level of public support and excitement it is able to generate. It is important therefore that the strategy not only builds and maintains such support but takes account of the feedback of both stakeholders and the wider community. And it is in this context that although essentially a public awareness strategy, significance must also be given to generating some direct and tangible benefits to the people who participate and the communities in which these protected sites/areas are found.

5. FRAMEWORK OF THE PUBLIC AWARENESS CAMPAIGN

An effective public awareness campaign strategy demands both an aggressive promotional and informational approach. Behaviour change which is the ultimate goal of the public awareness campaign calls for a good dose of information and persuasion-type messages along with certain tangibles, all delivered on a consistent basis over an extended period. Public awareness and consultation on protected areas is no different. It is about much more than creating a level of awareness which is why the recommended strategy adopts a multi-methodological and multi-media approach.

5.1 Conceptual Framework

In developing an effective public awareness strategy the goal is to advance public understanding and support for the eventual success of the national system plan for protected areas. But it also involves changing attitudes and practices in the use and management of these resources. People will need information ranging from the most basic definition of what are protected areas and the different types of protected areas which exist to an understanding of how protected areas benefit the community and the country. It is important also for them to understand how their individual actions impact on these resources and what is at stake if our protected areas are not 'protected'. These are but some of the broad message areas on which the public awareness campaign must focus. The strategy will also see 'call to action' type advertisements being included, primarily as a means of encouraging behaviour modification and change on the part of the public and target groups.

The framework is a broad one, with messages ranging from the specific and direct – harm and destruction type, to the relaxation and recreational use of protected areas, to the 'did you know' type and the call to action, whereby the public is invited to act, to do something to save our protected resources. All will find a place in the campaign.

5.2 Elements of the Campaign

In much the same way that a variety of issues will have to be addressed and different groups targeted by the campaign, so too must there be application of different initiatives and use of different channels recognizing that with multiplicity there has to be diversity in order to get the message across. The national campaign will therefore comprise:-

Press Advertising (Print)

These will range from a series of 'DID YOU KNOW' type advertisements on Protected Areas to more direct information and awareness building 'call to action' type. Advertisements will speak directly to the dangers, threats, consequences and benefits and what people can and should be doing. Advertisement will appear in national and community newspapers, environmental trade and other industry-specific journals, magazines, etc. A series of powerful, direct message type press/print advertisements will be part of the campaign. A series of print advertisements on the project itself and what it seeks to do will also be developed.

The campaign advertisements will be of varying sizes with a variety of messages. The worst thing that a campaign of this kind can do is to have a single message or advertisement. At least six (6) different print advertisements should be produced.

Television Advertising

As a companion and reinforcement measure, television commercials will be part of a national campaign. Using a warm and inviting creative approach of peaceful tranquility and enjoyment, the television commercial will give viewers a comfortable and reassuring feeling that protected areas are resources which can be effectively and sustainably enjoy. It will also speak to the dangers, threats and consequences of misuse and abuse. Unlike print or radio, however, given the cost of television commercial production and airtime charge, at most only two commercials will be shot for television. Further use will be made of the footage however in that after the main 30 or 45 second television commercial is produced, shorter 10 second clips will be produced for further use.

Commercials will be aired on national television and the local cable service providers. Use will also be made of the video material at the various consultation sessions and public forums.

Radio Advertising

Radio is by far the most cost effective of the medium for public education. Radio listenership is already high and with the multiplicity of channels, more than a dozen radio stations operating all day, every day of the week, there is ample choice. Radio advertisements on protected areas should be short, fast paced and direct, with messages along the same lines as the print and television commercials. A 30 second commercial is the recommended length with shorter 10 and 15 second spots, time signals, programme sponsorships, sponsored segments, etc.

While it may be desirable to place advertisements on all radio and television stations, it will simply not be affordable. One of the realities of the Jamaican media market is the presence of combined companies, either with radio and television stations or linkages to print as well. Obviously, the best advantage will be explored for the benefit of the project and a deal which offers integrated services on multiple channels explored.

There is another important point. The media must be invited into partnership with this campaign. They must be made to regard this as in the national interest and as such make a contribution to the success of the programme. No media house is going to give away its airtime. Rather than begging free ads therefore, which are likely not going to be received, the project should approach the stations with a deal, which could be for example a one for one situation, whereby for every advertisement paid for by the project the stations provides one free.

Jingle & Logo Competition

Driving the entire campaign must be some kind of an upbeat, catchy musical jingle and an easily recognizable logo. Developed through a national competition among non-professional and youth, the jingle and logo must reflect the essence of the project in a popular style expression. The lyrics and tune of the jingle, for example, will be such that every young person will find it attractive to sing along to. Final production and vocals will be professionally produced. The music track from the jingle will be used in the various radio and television commercials supporting the campaign, with the logo becoming the signature, so to speak, for the project, appearing on all its promotional and advertising material.

Public Service Announcements/Community Notice Board

These short messages are intended for use on JIS Radio and TV programmes and the mainstream media, by stakeholder agencies. Special negotiations will have to be entered into with the media houses for these unpaid spots as part of their contribution to the project. As an additional incentive, the project will pay for the other print, radio and television advertising material, at a discounted rate. The project should not attempt to get its message out solely on the basis of public service announcements. That does not work. Rather, by negotiating packages of paid, discounted and unpaid commercials, the chances of success will be that much greater.

Local Cable TV

Once the main promotional/informational materials are produced, as far as is possible, the messages should be customized with specific references to protected areas in different locations or sections of the island. That way, local cable operators can be approached to customize the message to the communities in which they operate. For example, the cable television stations in Black River will have their messages focused on protected areas in that parish or that section of the island. This will help to bring the issues closer to home, so to speak, as the audience will be in a better position to more directly identify with and relate to information. Local cable stations will also be in a position to make greater use of material from the consultations, which could be edited into a half hour mini feature.

Community Meetings

Meetings with groupings at the community level will be a key strategy. Organised in collaboration with stakeholder groups, private NGOs, etc. a cross section of interest groups and individuals will be invited to share in these sessions. Project personnel will also attend these meetings to present information and speak to the issue.

News Releases/Feature Articles/Photo Captions

The national effort must be supported by the regular appearance in the media of well written news releases and feature articles complete with photographs. It was interesting that during the assignment, articles appeared on Hollywell /Blue Mountain National Park, Mason River and Black River. They were not written by the Project team but their appearance was a timely reminder of informed content. With all the protected areas around the country, feature articles with photographs must be prepared on each and submitted to the press or journals. The same article should not be sent to more than one newspaper.

The strategy will breakdown completely once it is realized that the same article appears in two competitor publication. There are enough protected areas on which articles can be researched and written.

The point needs to be made too, that in much the same way that a specialist film production crew would be given the job of executing the television commercial production, so too, this assignment of preparing well written feature articles should be contracted to specialist feature writers. Members of the Working Group could also draft some of these articles.

Media Appearances – Radio/TV Interviews

A panel representing key stakeholders and personnel from the agencies associated with the management of protected areas should be identified as media spokespersons and made available for interviews and programme appearances on an on-going basis. It is frustrating when the media make contact for information only to be told that “permission to speak must come from so and so” or “sorry, only the permanent secretary is allowed to speak to the press.” The fact is with a project like this, media contact opportunities will arise from time to time and a team must be identified and in place to respond. Persons should be knowledgeable and feel comfortable giving interviews or appearing on radio or television programmes

Flyers/Brochures

Special information flyers on the project and protected areas will be professionally designed, produced and printed in sufficient quantities for mass distribution throughout the island and at the various community and local level association group meetings which will take place from time to time. These will also serve as useful information material for the various stakeholder groupings.

Billboards/ Street & Welcome Signs

Large outdoor billboards and street level signs with their own unique designs are to be erected islandwide to remind people (visitors and nationals) of when they are entering or leaving a protected area. At the international airports, special welcome signs will announce the protected areas in Jamaica in an attractive and graphically appealing manner. For example, a sign could read:-

“Welcome to Jamaica, home of 2,400 protected areas and heritage sites. One such site, Black River established in the 17th century, is Jamaica’s only internationally recognized heritage town. Visit it, while here”

Private sector companies will be invited to work with the project and adopt signs in a joint initiative which would see sponsoring companies being allowed to include the name and logo on the billboard or sign.

National Competition/Clubs

Through competition at the national level and targeted to the youth, the school and church network will be invited to establish local protected areas awareness groups (youth club advocates) with a mandate to engage in:-

- ✓ some protected areas initiative at the local level

- ✓ establish and sign up membership to the club at their agency
- ✓ undergo training advocacy and communication on protected areas
- ✓ raise funds for local level initiative

The idea here is to establish a national competition whereby each club can undertake a specific activity for which is will be eligible for national judging and recognition as being the best youth protected areas club in the island. This will be an annual competition with prizes to winners.

Website

This is an absolute necessity. The website should contain all pertinent information on the project, the profiles, the protected sites within the Jamaica, how protected areas are declare, consultations, results of consultations, and an opportunity for dialogue through an on-line consultation portal. Progress report on the project, other background on membership, etc would be also part of the site. The proposed website could be registered as *www.jamaicaprotectedarears.org*

Audio Visual Presentations

Developing a package of audio/visual materials – slides, brochures, slide shows, power point presentations etc is integral to the programme. The research material used for this purpose will be uniquely packaged to allow for ease of use and comprehension by the audience. Having these prepared materials, project personnel will be in a better position to respond whenever requested to do presentations on the project. The material produced will be consistent in information content and quality.

Advocacy Initiative

Every effort must be made to connect the Members of Parliament, Councilors, and other officials to the programme through what can be described as a “Citizens Charter on Protected Areas”. The project should prepare such a Charter in conjunction with the various stakeholders and get the various communities to sign-off on the Charter, which is then passed on to the Member of Parliament.

The media and parliamentarians would be invited to the Community Charter signing ceremonies. With the Charter, the public will be in a stronger position to bring public attention to the problem and

pressure for change. Indeed, parliamentarians themselves could also become advocates for change.

High Profile Private Sector Functions

High-level private sector participation is needed in a programme such as this and should be organized in each parish or region, the issues presented to help raise awareness among this group. One of the drawbacks to most development support campaigns is the limited involvement of the private sector; they simply will not come to these sessions when invited. In adopting a different approach, it is recommended that functions and events which are more favourable to the private sector, such as cocktail receptions and dinners, be used instead as a means of attracting private sector interest.

In conjunction with the local Chamber of Commerce a special protected areas dinner could be organized and to which the invitees will be private sector leaders and the development project personnel attend as special guests. A display could feature the protected areas in the region, highlighting even the business opportunities and development prospects. The proceeds from the function could even go towards funding an aspect of protected areas management within the area. It is important that approaches be embarked upon which can serve to bring the private sector closer to the development issues.

Newsletter & Publications

A project newsletter will need to be published at least quarterly to provide ongoing information and serve as a feedback channel. The newsletter should be professionally produced in an attractive, colourful format, with pictures, news reports, and reflecting news and happenings, features and community action.

Campaign Endorsements

As a national project, the use of key spokesperson, namely, a select few outstanding icons, drawn from sports, music, business and national life, could serve the cause of the campaign. These individual endorsements -- scripted and produced for both radio, television and the press, would be designed to attract broader audience with whom these personalities are associated.

Another aspect of the endorsement strategy will take the form of private sector companies, for example LASCO, including messages on their product packages, with such a broad list of products targeted to a cross section of the audience, this medium could be a major

component to the public awareness strategy. This endorsement on product initiative would be accompanied with a major launch, advertising and promotional support.

Of course, the project will have its own letterhead, stationery, complimentary slips and other printed material to complete the package of promotional presence material. Essentially, what has been outlined is a multi-media and multi-methodological programme consistent with the public awareness and consultations framework adopted for this assignment.

Traveling Exhibition

To get the message of protected areas to the youth in schools, and the communities, a full scale traveling exhibition of photographs, models, large format posters, etc detailing the protected areas will be designed and used as part of the strategy. The exhibition will move around the island and have permanence at the parish libraries or other central locations.

6. FINANCING THE NATIONAL CAMPAIGN

Next to the creative and materials production strategy, the budget to finance the campaign is a most critical variable. Indeed, one could have the most riveting and compelling campaign material, if the funding is not in place to get that message to the target audience, then it would all amount to a virtual waste of time.

In considering the budget for this campaign therefore, a number of assumptions have been taken into account. They include:-

1. a multi-media campaign is being undertaken, ie it will embrace radio, television and press, billboards, external signage, printed publications, brochures/flyers, jingle, logo, etc.
2. the campaign will target a variety of audiences ranging from the general public to agencies responsible for the management of protected areas, the media, youth/in-school population, environmental NGOs and community groups; the security forces/lawyers and the judiciary, the private business sector, among others. This multi-faceted audience will invariably demand different messages through different channels
3. an initial three year life span is set for the campaign. It does not mean it will be conducted with the same level of intensity throughout all three years. Rather, there will be periods of high concentration of initiatives especially within the first six to eight months followed by a reduced level of activity, with another phase of high volume exposure and so on
4. media rates for advertising and production services are based on prevailing averages and could be about 20% higher at the time of actual execution in another two years, which would mean less exposure at the time of implementation. While we can expect some discounts from suppliers, the budget is predicated on what has not yet been secured. It is important too that the project budget does not operate on the basis that it will get a lot of freeness from the media
5. while there is much talk of agency collaboration on this project, the fact of the matter is that most, if not all, stakeholder agencies are under severe financial stress, and it is unlikely they will be in a position to financially contribute to the budget of this project. In-kind contributions may be possible, but essentially, external donor funding will have to be sought to finance this campaign
6. about 45% of the budget will be required in Year 1; 25% in Year 2 and 30% in Year 3

It is against this background that the budget numbers should be viewed.

BUDGET HEADING	EXPENDITURE (J\$)
1. Ongoing Consultations – Stakeholder & Public logistic arrangements, venue, travel & transportation, refreshments, accommodation, material preparation and production, advertising and promotion, etc. (at least one consultation each quarter)	\$1,500,000
2. Research & Evaluation (pre-testing of programme content, posters/advertisements, feedback from consultations, and post test of information campaign, etc)	\$800,000
3. Materials Development Radio, TV, Print, newsletter, billboards, etc (scripting, production, editing, design/typesetting artwork production, jingle, logo, etc)	\$5,000,000
4. Media & Suppliers’ Costs (printing, media advertising, production, rental of billboards, website, studio/ musicians)	\$10,500,000
5. Consultancy/Communications events management, news releases/features/functions/meetings/media liaison, photography, etc	\$2,000,000
6. Contingencies	\$1,500,000
TOTAL	J\$21,300,000 Approximately US\$355,000

While the point is made relative to what individual agencies can bring to the table, this is a national project and with the various agencies still struggling with their own advocacy and public awareness programmes, realistically, direct financial contributions cannot be expected.

Funding this national campaign therefore will not be possible from the limited national and government resources through the various

existing agencies. Accordingly, national government and international sources will have to be targeted to fund this campaign. There is some scope for negotiations with local suppliers, the media, professional and others can lead to some discount in the costs, then such approaches will be pursued. Private sponsorship of particular initiatives is also possible but this again is a strategy which would have to be explored at the time of implementation. There is considerable experience of private companies taking up the cost of say printing of brochures, or donating the space for an advertisement, or even giving up a billboard or two for three months especially when a case can be advanced for synergies. These are all measures which will have to be explored.

7. CONCLUDING RECOMMENDATIONS

This document contains a detailed listing of recommendations in addition to a range of approaches, initiatives and channels which must form part of an integrated and effective public and stakeholder consultation process. The broad list of recommendations from this study include:-

- ✓ establish set (local), regional and national Committees with oversight responsibilities for the project. Such committees must be broadly based, accountable and transparent
- ✓ ensure the national committee is representative. Members from the regional committees, broader stakeholder associations, etc. should be appointed to the National Steering Committee
- ✓ the National Committee cannot be “Kingston based” one. Indeed, serious consideration should be given to even having meetings of the national committee outside of Kingston.
- ✓ soften the criticism against the Committee as some kind of top down, heavily bureaucratic grouping by moving local level interventions to the regional and ultimately, the national level
- ✓ customize awareness messages to reflect local-based protected area issues and concerns. Indeed, while the awareness building and support initiatives will have an over-arching national flavour, to the extent possible, this should be contextualized with local level protected areas referrals and materials
- ✓ organize national competitions to come up with the theme, slogan, jingle, and other crucial components of effective advocacy and public awareness creation.
- ✓ stakeholder conflicts and tensions, wherever its exists, could threaten to undermine the best laid plans for an integrated, people-based initiative such as this. It certainly would help in moving the process if at the very outside, a bold and decisive attempt was made to bring all the major stakeholders together to go through key roles and responsibilities as it relates to the project
- ✓ with no strong feelings gleaned from the media towards supporting this initiative, a special effort will be necessary in the national campaign to forge a strong media alliance. Even before the roll out of the national campaign, we recommend that one-on-one meetings with each media house and a joint luncheon or breakfast meeting at which the national project and the full campaign material is shared with the media be organized.
- ✓ this is not a campaign best left to the government information service. It is not a case of ‘leave it to JIS’ or the internal communications department of an individual stakeholder

- ✓ professional execution is the way to go for a campaign such as this, with the services of a media communications company being secured to execute the job
- ✓ it will require much more and hence our recommendation for a structured alliance, what the project wants from the media, and how much it can contribute. For example, the request could be for one free advertisement to each paid for by the project. Without a deliberate strategy of this kind, the project can be guaranteed a 'luke warm' response from the media.
- ✓ given the on-going media requirement for a national campaign like this, it is incumbent that the project has clearly identifiable budgetary resources for media expenditure and other components to satisfy the costs of insertion, production, and other expenses. The strategy requires several messages to keep it alive and interesting.

In closing, the point must be made again that implementation of the public awareness and support programme is best undertaken by a professional communications agency, the services of which must be secured based on competitive and cost-effective bidding. It should not be the purview of any individual stakeholder or group of stakeholders. An effective awareness and support-building campaign requires transparency and accountability.

Anything less than a multi-media, multi-methodological campaign professionally executed and conducted over at least a three year period will be adequate to achieve the results desired by this national campaign to support the country's protected areas and heritage sites.

APPENDIX 1:
MEMBERS OF AWARENESS & CONSULTATIONS WORKING GROUP

Mrs. Junie Cannigan-Chambers	- <i>Jamaica National Heritage Trust</i>
Ms. Karlene McKenzie	- <i>Ministry of Local Government, Community Development & Sport</i>
Ms. Stephanie Donaldson	- <i>Forestry Department</i>
Mrs. Shermaine Barrett	- <i>National Environmental Societies Trust</i>
Ms. Gina Sanguinetti	- <i>National Environment and Planning Agency</i>
Ms. Carla Peterson	- <i>Jamaica Conservation and Development Trust</i>
Mr. Christopher Whyne	- <i>National Environmental Societies Trust</i>
Ms. Suzanne Davis	- <i>Institute of Jamaica</i>
Ms. Vimin Gayle	- <i>National Environment and Planning Agency</i>
Mr. Andre Kong	- <i>Fisheries Division</i>
Ms. Marilyn Headley	- <i>Forestry Department</i>
Ms. Susanne Lyon	- <i>Jamaica National Heritage Trust</i>
Mrs. Patricia Roberts	- <i>Jamaica Library Service</i>
Mrs. Susan Otuokon	- <i>Jamaica Protected Areas Network</i>
Mrs. Shermaine Barrett	- <i>National Environmental Societies Trust</i>
Mr. Desmond Richards	- <i>Press Association of Jamaica</i>
Mr. Robert Bryan	- <i>Social Development Commission</i>
Mrs. Tracy Commock	- <i>Institute of Jamaica</i>
Mr. Lincoln Robinson	- <i>Consultant</i>

APPENDIX 2:
MEMBERS OF PROJECT STEERING COMMITTEE

Mr. Andre Kong	- Fisheries Division
Ms. Marilyn Headley	- Forestry Department
Mrs. Elizabeth Stair	- National Lands Agency
Ms. Susanne Lyon	- Jamaica National Heritage Trust
Mr. Carl Hanson	- Negril Coral Reef Preservation Society
Mrs. Susan Otuokon	- Jamaica Protected Areas Network
Mrs. Shermaine Barrett	- National Environmental Societies Trust
Mrs. Effie McDonald	- Canada/Jamaica Green Fund
Mr. Richard Murray	- Ministry of Finance
Prof. Al Binger	- University of the West Indies
Mr. Franklin McDonald	- Jamaica National Parks Trust Fund
Dr. Ann Sutton	- Caribbean Coastal Area
Mrs. Donna Blake	- Ministry of Land and Environment
Mrs. Lorna Perkins	- Ministry of Local Government, Community Development & Sports
Mrs. Elecia Myers	- Environmental Foundation of Jamaica
Mr. Robert Kerr	- Environmental Foundation of Jamaica
Ms. Rachel Allen	- Urban Development Corporation
Ms. Althea Johnson	- Ministry of Industry & Tourism
Mr. Hopeton Peterson	- Planning Institute of Jamaica
Mr. Howard Francis	-

APPENDIX 3: REPORT ON SITE VISITS TO PROTECTED AREAS

As part of the assignment and to provide for a first hand knowledge base to the Consultant and Project personnel, familiarization visits were made to a selection of protected area site. Those visited were:-

- Portland Bight/Portland Cottage in South Clarendon
- Hellshire/Hill Run in St. Catherine
- Palisados/Port Royal Protected Area in Kingston
- Blue/John Crow Mountains –Hollywell National Park in St. Andrew
- Montego Bay Marine Park in St. James and
- Mason River Game Sanctuary/Botanical Station in North Clarendon

Below is a brief description highlighting aspects of each of the areas visited.

1. Blue/John Crow Mountain – Hollywell Park

The visit was arranged with the kind cooperation of the Jamaica Conservation and Development Trust (JCDT) which is responsible for the Hollywell National Park. We were taken on a guided tour of the area, including an hour long trek through the Oatley Trail, at the end of which we were treated to a detailed audio-visual presentation by a Ranger. This 'misty bliss' with its various watersheds is home to the world famous Blue Mountain coffee. The area is dotted with numerous small and large-scale agricultural operations, most of which have adverse environmental impact.

The area suffers the effects of chemical and other wastes flowing into its rivers and streams, destruction of native plants and flora, forest fires, landslides and slash and burn agricultural practices. The Park itself has a nice picnic area with magnificent city view. There are overnight camping and hostel facilities. More Jamaicans and visitors could make use of these facilities. Several protected species are to be found in the area. A tour was also made of a coffee/forest replanting initiative being undertaken at the Wallenford Forest Reserve. With people forming an integral part of the area, (both those living and visiting) the public education challenge clearly exists, even if some attempts have started to address peoples; much needs to be done.

2. Port Royal/Palisados Protected Area

The entrance to this site is an important swamp land under considerable threat from human invasion, debris and squatting. Our host agency on this tour was NEPA which is responsible for the area. We saw freshly dumped construction debris in several areas along the roadway leading to Port Royal and evidence of people squatting in make shift shacks scattered throughout the mangroves. The surrounding cactus plantation is in fair condition, though obviously under threat; again highlighting the need for heightened and continued protection and public education

In Port Royal itself, we saw areas of beach where swimming is not allowed, yet with no signs, and people, including youths, openly using the facility, to their own detriment. Signage to indicate one is in a protected area is sparse and ineffectual. With this being such a highly trafficked as well as populated area, the challenge for awareness and education is a real one.

3. Mason River Game Sanctuary

This area presents a completely different picture. True, there is a surrounding community, but one gets the distinct impression that the people here feel separated from the site. They simply do not venture beyond the perimeter fencing around the boundary wall of the property.

Our host, the Institute of Jamaica, (IOJ) which manages this protected area was most accommodating, providing us with its best accomplished technical guide for the tour, Dr. Parker. The value of the plants within the reserve is not grasped by the residents who mostly feel it is a kind of “magic/miracle working” which goes on behind the fence. The community yearns to see some benefit from this protected site. They regard the site as something “not for us... but for outsiders”. They are concerned about the burning which takes place at an adjoining cane field and the shooting of birds by “big people from outside the community.” There is good opportunity for welding interests through increased public awareness and the flow of direct, tangible benefits, which the residents yearn for.

4. Hellshire/Hill Run

This is a forest area redeveloping after years of neglect. The area surprisingly has been severely ravaged by coal burning and human invasion, which is surprising given its remoteness and inaccessibility. The tall hard wood trees are out and the secondary forest is only just re-emerging. Flooding is also a problem in the area.

Although not highly populated or visited by outsiders, the area is clearly under threat from illegal activities. One sees possibilities of it being a beautiful hiking trail of Jamaican flora and fauna. Its emerging forest boasts some plants unique to the area, enhancing possibilities as a good nature trail site. The absence of extensive human settlements is a plus. The challenge is to ensure the area is not overrun by unplanned human settlements. Efforts to repopulate the area with the iguana are underway which also serve as added attraction.

5. Portland Bight/Portland Cottage

This area can best be described as a case of people challenging the environment. How much of this area can really be truly protected, is anybody's guess. A member of a locally based environmental NGO group accompanied us on the drive through the swamp areas of South Clarendon. At this stage, the advance of human settlement or perhaps more appropriately invasion seems to have the upper hand and it is easier to draw a line and fence off what has already been damaged.

The area visited needs radical and urgent overhaul to contain the problem, if indeed, it is not to be totally destroyed. The pressure of people on his idyllic South Coast swamp is tremendous and frightening. Unbelievable but true, houses are built into the swamp areas and with no facilities, thus posing even greater health, safety and environmental challenges. A vast area, the people are scattered throughout, making it that much more difficult to manage. Again, in need of a public awareness response given that people could feel themselves threatened by such a project, this South Clarendon Portland Bight area represent a special case. It will be a stretch coming trying to combine enjoyment, protection and livelihood in the sustainable management of this protected site.

6. Montego Bay Marine Park

In the world tourist mecca on Jamaica's south coast, the Park's Resource Centre appears a highly organized and efficient outfit. The management facility for the Park is well located at Pier One.

Even if one were to get the impression that more emphasis seems to be on getting tourists to see the corals and life beneath the ocean for a fee. We were not able to ascertain whether a portion of the fees collected to enter the Park goes back to its sustainable management and the Resource Centre.

From its 9km shoreline and some of the best coral reefs citing, we visited the depressed and populated areas of North and South gully and Railway Lane, which are major sources of harbour pollution and therefore have an enormous impact on what takes place on the ocean floor. Improper waste disposal practices represent a major problem. Clearly, the extent to which a measure of relief comes downstream will be influenced by the activities of the residents in these surrounding communities. And with a price tag of Ja\$800 for the boat ride to see the undersea plant and marine life, this is something the local community and people can ill afford not to have! The health hazards - babies with mosquito bites and fungus, blocked drains and seeping sewage are already manifest reminders of real life experiences above the harbour cruises. Here again was another challenging protected area site calling out for urgent attention.

CONCLUSION: The one conclusion above others is the need in all areas visited for people to show greater respect for their surroundings and the environment. The public education and awareness challenge was clearly evident. The thing is, merely resorting to mass media public education is not the only or preferred strategy. A way must be found to involve the residents, into corrective action. Public education and awareness, one could say is a very common denominator in the areas visited. Public and stakeholder consultations, use of local cable, brochures, posters with key messages – and other accompanying measures delivery means are some of the ways in which the public education role can be carried out.

APPENDIX 4: REPORT ON STAKEHOLDER & PUBLIC CONSULTATION SESSIONS

The number of consultations intended was reduced by half due largely to logistics, funding and other challenges. In the end, only two stakeholder sessions were held - in Westmoreland and St. Mary, and two public sessions in Clarendon and St Elizabeth. In October, another stakeholder consultation was held in St. Thomas. Below is a synopsis of highlights from these sessions.

1. The Negril Consultation

On April 6, 2004, after much delay and considerable effort, a modified one-day integrated stakeholder analysis and public dialogue session was organized at the Negril Community Centre. A lead team comprising the Consultant, Project Coordinator and representatives of NEPA, traveled to the area on the night of the 5th and early the following morning set about putting arrangements in place for the session. The first segment from 8:30 a.m. – 2 p.m. as devoted to the stakeholders, with the second segment from 4 p.m. – 8 p.m. devoted to the public dialogue.

The Stakeholder analysis session went quite well. There was a lively interesting discussion, active participation and well thought-out recommendations from the workshop sessions. Among the concerns, participants were most critical of the on-going ‘talk talk’ of environmental issues, with little by way of action. The absence of any local or regional committees associated with the project and a failure on the part of the main Steering Committee to hold meetings outside of Kingston were criticized by the participants. Concerns about enforcement or the lack thereof dominated the discussion. Participants also felt the National Environment and Planning Agency, NEPA should to be separated from government, if it is to become truly effective in discharging its mandate.

Participants completed a pre-test questionnaire at the start of the session. Other activities included presentations by the Project Coordinator, NEPA Representative and the Consultant followed by structured workshop sessions where participants were divided into groups, each assigned a specific topic. Team leaders later reported the group’s recommendations in the final session.

Among the proposals coming out of the workshop groups were:-

- ✓ the project adopt a bottom up strategy working from local, regional to national level
- ✓ there was a need for local level steering committee, involvement of the Parish Development Committees
- ✓ action was needed to include identification of protected areas and agencies which could be responsible to help manage them.
- ✓ the group also saw the need to engage schools and churches in the process
- ✓ protected area issues be included in the curriculum of schools
- ✓ establish a ‘Protected Areas Day’ to focus national attention on the issue
- ✓ incentives should be offered to people taking care of or offering employment opportunities within protected areas.
- ✓ an assessment of fines and penalties needed to be done
- ✓ specialized educational programmes for the judiciary and police
- ✓ the group’s proposed a theme for an awareness campaign ‘Protect, Preserve and Maintain Our Resources’.

The afternoon session was planned for as the public forum. To our complete amazement, not a single person turned up and the session was aborted. The Consultant, Project Coordinator and NEPA Representative held an emergency review strategy meeting.

It was clear the one press advertisement placed in the Western Mirror newspaper on the Saturday before the consultation was insufficient. There were no radio support; no town criers, no flyers, no contact with community/citizens groupings. Mobilization effort for this first consultation was wholly inadequate. It was immediately clear too that funding was a constraint. The meeting resolved that future public sessions should be tackled with the following:-

- ✓ a promotional flyer must be design, produced, printed and distributed using members of local NGO community, the church, school, etc.
- ✓ in addition to press advertisements, there must also be radio commercials and public service announcements on television
- ✓ use must be made of local cable channels where available to promote the public sessions
- ✓ the time for a community meeting must be convenient for the residents, not the members of the team. Sessions should preferably be held in the evenings and certainly not 4 o'clock in the afternoons. This could mean that the team may well have to overnight in the area, as the public sessions could go on until as late as 9 p.m.

It was further agreed that although designated as a public session, there should not be a total reliance on open invitations and media advertisements, but leading community personalities and groups such as fishermen, farmers, etc. should be directly invited.

2. The Black River Consultation

Unlike Negril, this was conceived and planned as a public consultation only. The venue was the historic Parish Church in this heritage town and based on feedback from the local contact group, the session was planned for late afternoon (4.00 pm) on June 22, 2004. The meeting did not get going until closer to 5.00 o'clock due to poor attendance. A small, but very vocal interested party of mainly senior residents from the area turned up for the meeting.

In the case of the Black River meeting, flyers were produced and distributed. there was also use made of a local town crier. There was support from a locally-based stakeholder, grown and an announcement appeared in the press. Needless to say, the disappointed turnout was not only a concern of the team but the residents themselves who chided the team for not sufficiently promoting what they regarded as clearly a very important meeting, despite the fact that more effort went into promoting this consultation.

The effective promotion of a community meeting is not just a matter of using these channels. It is not a dance party. No half measures will work. Importantly too, in the case of Black River, the project team did not 'soften' the ground by actually visiting the town a day or two before to walk the street and talk to the people.

The meeting followed the customary format with opening comments by the Consultant and presentations on the Project by the Coordinator and a brief overview on NEPA's role in the business of protected areas. A special input was made from the Jamaica National Heritage Trust representative on Black River –the Heritage Town. This gave an appropriate local feel to the proceedings and again underscored the concern about having representatives of the relevant stakeholder agencies participate in such consultations.

In the very spirited general discussion which followed the participants:

- ✓ underscored the need for public awareness and management to preserve Black River

- ✓ the need for erecting specially designed billboards and welcome signs to announce entry to and exit from protected areas
- ✓ the business people need to be part of the process, as the meeting felt potential developers in Black River were not sufficiently aware of how to proceed with their development, given that the town is a Heritage Town. Again, demonstrating the usefulness of the presence of the JNHT representative, they were told that before an area is declared a notice is distributed from house to house
- ✓ the residents want to know outline of the boundaries and responsibilities, even touching on such matters of demolishing or erecting buildings in the heritage town
- ✓ there was much interest in the approvals process and how long it took for the JNHT to respond to applications
- ✓ it was felt the economic benefits and potential of Black River as a heritage town were not fully appreciated either
- ✓ it was suggested that further efforts involve the schools and churches and that use be made of such method as competitions, concerts, song contests, etc as part of the public awareness strategy
- ✓ issuing of a Development Order
- ✓ public awareness programmes involving schools, churches and association meetings including the JAS. The youth should be engaged in developing music/lyrics with strong environmental message
- ✓ greater use should be made of the JIS
- ✓ St. Elizabeth Environmental Protection Association and the Parish Development Committee must be focal contact points

Interestingly, the residents picked up that the very JNHT brochure about heritage sites did not make mention of Black River to which the representative responded that there was a plan to create a separate brochure on Black River. People were generally upbeat about their town despite it having lost some important economic opportunities over the years. They reflected on the need to redevelop the port facilities and harbour noting that in the past it was busy with boats handling and transporting citrus, honey, pineapple, pimento, synthetic dyes and other crops. They felt Ocho Rios had displaced the Black River Port. Only flat bottom boats can be used there and the Port requires significant dredging. Port development could also see vessels bringing visitors to the heritage town.

On the negative side, the community is concerned about poor drainage, a failure to refurbish old buildings and markets, river pollution from both human and the sugar estates, improper disposal of garbage by fishermen, poor public sanitation. The town was also described as boring with little for the “new generation”. Infrastructural improvements such as upgrading of the Black River hospital and improvements to fire services were also mentioned. On the positive side they saw a waterfront seawall and a possible promenade/boardwalk with boat tours, historical attractions -- Black River is the first town to get electricity, (reportedly even before New York), have the first motor vehicle, and Lacovia as the longest village in Jamaica and one of the best mineral spas. The town also enjoys a relatively low crime rate.

The meeting ended on a very positive note with a request for a similar consultation in the Cockpit Country area. The team accepted the invitation to participate in such a community meeting.

3. The St. Ann/St. Mary Consultation

This is another stakeholder consultation session. Held at the Madge Saunders Centre just outside Ocho Rios on May 31, 2004, and intended for participants from at least seven parishes, it was only able to attract about a dozen participants from adjoining parishes.

The meeting got off to a very late start, almost an hour after the schedule 9.30 a.m. start, due largely to the late arrival of the persons invited. Welcome and opening remarks were done by the Consultant with presentations by NEPA on Protected Areas and by the Coordinator on the System Project, followed by an open forum discussion of the issues with the stakeholders. As the group was a small one there was no need to break out into workshop groups as was the case with the Negril consultation.

The group was constructive in its contribution of ideas in the public education and awareness building strategy highlighting the importance of:

- ✓ community visits and meetings with local organizations
- ✓ the incorporation of drama and role play to help spread the message
- ✓ it was also suggested that audio-visual presentations be customized to reflect local issues
- ✓ the development of a special citizens charter on protected areas was proposed which would see communities being engaged with their political representative in bringing about action
- ✓ the group was concerned at the level of representation of the Project Steering Committee suggesting that regional Committees be established
- ✓ participants urged that government should move with dispatch to acquire and hold sites deemed important and necessary to be protected, even if they were not in a position to develop such sites at the moment
- ✓ the group was also mindful of the vast body of work which already exists and of which full use should be made rather than re-inventing the wheel as it were.

Disturbing revelation was made that oil was now getting into the Rio Cobre and that Canoe Valley was subject to squatting and dynamite fishing. Criticisms were also leveled at the Urban Development Corporation (UDC) and the National Housing Development Corporation (NHDC) which it was felt appeared to operate above the law. The consultation ended with closing comments and thanks to the participants for their inputs.

4. Mason River Consultation

The small one room basic school in the community was packed and overflowing and with a good representation of men. The scene was the McNie Basic School in Mason River, Clarendon where the Project Team gathered on May 25, 2004 for a community consultation on the Protected Areas System Plan Project

Flyers were distributed in the community two days before. But there was also a sense that the good turnout was due to groundwork done earlier. This was one of the areas visited during the observation tour. It was the one public consultation venue which was also an observation tour site, and the follow-up consultation benefited from the “walk and talk, meet the people” approach carried out.

And indications are that the turn out could have been much more had the session been held later. The meeting started at 4 o'clock in the afternoon as the team had to travel back to Kingston. When it was finished just before 6:00 p.m. residents were still arriving.

Interest and participation was keen as was the discussion. Highpoint was the decision of the residents to establishment of a local community committee to address issues such as public education and awareness about the protected area. With a keen desire to see their community benefit from the Mason River protected site, they volunteered to serve on the committee and asked that the project team offer whatever assistance in can in helping them to get going. The community members also expressed an interest in visiting other protected areas so they could learn from the experience of others.

It was truly remarkable to witness such a positive attitude from a group of interested community representatives eager to see good come to their community.

Asked to list five (positive and negative) things about their community, the residents cited on the positive side the development of a basketball court, mobile phones, transportation/taxi service, improvements at their basic school and having a positive Principal at the school. On the negative side they complained about bad roads, no water supply, no Member of Parliament (Mason River is a borderline town straddling the parishes of St. Ann and Clarendon) and unemployment, especially among youths

One left this community consultation feeling that a definite spark had been lit and with time and nurturing, it could burn into a flame.

6. Morant Bay Consultation

Benefitting from the experience of the earlier consultations, the stakeholder consultation held at the Morant Bay Church Hall in that town on October 28, 2004 was an excellent example of how these should be organized in the future, also contributing to its success were the deep contacts within the area and the availability of some amount of funding to do what needed to be done.

Invitations were sent out, along with a project brochure to stakeholders. A local agency – the St. Thomas Environmental Protection Association (STEPA) mobilized support as did NEST. In fact, the presence of a NEST member of staff in the area was a major plus. Well over 40 persons attended this consultation.

Following the established format, presentations were made by the project team and consultant, as well as a direct input from STEPA which went over well, speaking to some of the issues and challenges facing the environmental protection cause in the parish. Four workshops were organized dealing with the Legal, Management, Public Awareness and Financial aspects of the project. The public awareness importance was again highlighted and significantly, a number of key recommendations were put forward. They include:

- ✓ erecting billboards with environmental messages
- ✓ use of the local Social Development offices and other community based organizations to get the message out
- ✓ incorporate environmental concerns as a category in the national Festival Competitions
- ✓ develop brochure and other materials specifically for visitors to the island
- ✓ get local manufacturers of children's products to include appropriate messages on their packaging.

At the general level, the participants suggested that CDs and special colour interactive displays could be developed for the children's market.

With good overall ratings for organization, and given the level of turn-out and interaction/participation, the Morant Bay consultation did reflect some degree of success.

APPENDIX 5:
CONSULTATION PARTICIPANTS

The following are the persons who participated in the various consultations

Negril

Grace Samuels-Whitley - *Westmoreland Parish Council*
Glen R. Ivey - *Forestry Department*
Anna Reader - *Tourism Product Development Company, TPDCo*
Lavern Morris - *TPDCo/ Trelawny*
Cliff Reynolds - *Negril Chamber of Commerce*
Nerris Hawthorne - *Hanover Parish Development Committee*
Nadine Shawbert - *Sheffield All Age School*
Xavier Munroe - *Hanover Parish Council*
Kenric Davis - *Negril Environmental Protection Trust, NEPT*
Carl Hanson - *Negril Coral Reef Protection Society, NCRPS*
Simone Williams - *NEPT*
Jenny Pearce - *NEPT*
Donavon Evans - *National Housing Trust, NHT*
Stephanie Lewis-Brown - *Social Development Commission, SDC Reg. 4*
Jeremiah L. Brown - *Negril Police*
Marlet Wellington - *Trelawny Parish Council*
Jean Jackson - *Negril Chamber of Commerce*
Cliff Reynolds Jr. - *Munroe College*
Carolyn Wright - *Jamaica Hotel and Tourist Association, JHTA - Rondel Village*
Carlene Martin - *National Environment & Planning Agency, NEPA*

Black River

St. Mary

Beverley Booth - *Social Development Commission*
Ann Sutton - *The Nature Conservancy*
Vincent Wright - *Northern Caribbean University*
Paul J. Johnson - *Wright & Associates Consulting Services*
Velma Walker - *Woodside Community Development Action Group, CDAG*
Corrine Binning - *Woodside CDAG*
Aaron Kerr - *Social Development Commission*
Barbara Zampelli - *Northern Jamaica Conservation Association, NJCA*
Wendy Lee - *NJCA*
Jessica Austin-Coley - *Iona Preparatory School*

Mason River

Jordon Forbes - Celia Forbes
Nalyas Dailey - Leonard Morgan
Nola Allen Lewis - Ionie Gentles
Renord Jackson - Ina Clarke
Lucy Harriot - Dalton Forest

Louise Harriot
Carlyle Douglas
Jamil Alexander
Francis Baker
Renford Hamilton
Morlon Mason

Thelma Douglas
Fitzroy Powell
Jeffrey Shand
Carmen Brown
Hamrick Cowan

St. Thomas

Simone McKenzie	- <i>Yallahs Primary School</i>
Lemuel Williams	- <i>Forestry Department</i>
Danny Simpson	- <i>Forestry Department</i>
Joseph Pennant	- <i>Water Resources Authority</i>
Yvette Strong	- <i>Biodiversity Branch, NEPA</i>
Tami Jones	- <i>Portland Environmental Protection Association</i>
Ricardo Bryan	- <i>Portland Environmental Protection Association</i>
Dayne Buddo	- <i>Institute of Jamaica</i>
Llewelyn Meggs	- <i>Institute of Jamaica</i>
Lisoyna Salmon	- <i>Rural Agricultural Development Authority</i>
Collan Parke	- <i>RADA</i>
Carey Kelly	- <i>St. Thomas Technical High</i>
B. Cushnie George	- <i>Eastern Attractions</i>
Trevor Webley	- <i>St. Thomas Village Upliftment Association</i>
Ivan Solomon	- <i>Dalvey Community Development Association</i>
Mavis Hines	- <i>East Prospect Community Development Association</i>
Petrona McLean-Gord	- <i>Bamboo River CDC</i>
Emanie Thompson	- <i>Kingston & St. Andrew Corporation</i>
Clement Battiest	- <i>Social Development Commission</i>
Melanie Lawes	- <i>SDC</i>
Leason Burnett	- <i>CDC</i>
Luther Cummings	- <i>SDC</i>
Oneil Blake	- <i>St. Thomas Environmental Protection Agency</i>
Terrence Cover	- <i>STEPA</i>
Andre Johnson	- <i>Bank of Nova Scotia</i>
Marsha Martin	- <i>St. Thomas Parish Council</i>
Colin Kildare	- <i>National Water Commission</i>
Delroy Wiliams	- <i>NWC</i>
Dorrette Abrahams	- <i>African Heritage Development Trust</i>
V. Ferron	- <i>ADA</i>
L. Simmonds	- <i>SSDO</i>

APPENDIX 6:
AGENDA FOR PUBLIC AWARENESS & CONSULTATIONS
WORKING GROUP MEETING

Meeting of the Public Awareness Working Group
National System Plan for Protected Areas

Tuesday, February 24, 2004 at 10:00 a.m.

AGENDA

- Meeting Called to Order
- Apologies
- Minutes of Last Meeting
 - Corrections*
 - Confirmation*
 - Matters Arising*
- Report from Consultant
- Stakeholder & Public Consultation Process
 - Strategic Approach*
 - Dates*
 - Venue/Locations*
 - Invitees*
 - Content*
- Public Education Thrust
- Any Other Business
 - Materials from Agencies*
- Date of Next Meeting/Adjournment

APPENDIX 7:
STAKEHOLDER CONSULTATION AGENDA

- 9:00a.m. Registration of Participants
- 9:30a.m. Welcome and Introduction of Stakeholders
Mr. Lincoln Robinson
Public Awareness & Consultations Consultant
- 9:45a.m. Issues & Priorities for a National System Plan for Protected Areas
Ms. Carla Gordon
National Environmental & Planning Agency
- 10:00a.m. Project Overview – Protected Area System Plan Workshop
Outline – Purpose, Goal & Outcome
Mr. Devon Blake
National Environmental Societies Trust
- 10:15a.m. The Work of the St. Thomas Environmental Protection Association
Mr. O’Neil Blake, *President*
- 10:30a.m. B R E A K**
- 10:45a.m. Component Presentations from Consultants
✓ Public Awareness – Mr. Lincoln Robinson
✓ Legal – Dr. Winston McCalla
✓ Financial Sustainability – Mr. Roy Cruise
- 11:15a.m. Workshop Sessions
✓ Workshop 1: Legal
✓ Workshop 2: Management and Financial Sustainability
✓ Workshop 3: Protected Area and Public Awareness
- 12:00p.m. Presentations of Reports from Workshop Sessions
- 12:45p.m. Wrap-up session – Mr. Lincoln Robinson
- 1:15p.m. Closing Remarks & Vote of thanks
Mr. Devon Blake
- 1:30p.m. L U N C H**

APPENDIX 8:
REFERENCES/BACKGROUND MATERIAL

Management Plan For The Portland Bight Protected Area 1999-2004. Prepared by Caribbean Coastal Area Management Foundation, May 1999
The Jamaica Gazette – List of National Monuments and Protected National Heritage Sites, June 12, 2003
Management Plan For Palisadoes Port Royal Protected Area, 1999-2001
Blue and John Crow Mountains National Park, Jamaica – Muchoney, Iremonger & Wright, 1994
Management Plan For The Blue & John Crow Mountains National Park, 1993-1996 (Part B Operational Plan)
Survey and Inventory Of The Avifauna At The Mason River Game Sanctuary, Clarendon – Suzanne Davis. 2003
Enhancing Awareness For Sustainable Watershed Management, Associates In Rural Development & PSEARCH Associates Ltd. 2002
Guidelines For Obtaining Approval To Restore And Develop Historic Sites

APPENDIX 9:
STAKEHOLDER QUESTIONNAIRE

1. What do you understand by the term “Protected Areas”?
2. (a) Have you ever heard about the National System Plan Project for Protected Areas?
Yes [] No []

(b) If yes, give three of its essential components.
3. Give the names of three “Protected Areas”
4. Why should Jamaica have areas designated “Protected Areas”?
5. Give five (5) ways in which “Protected Areas” can benefit the country or your community?
6. State five (5) ways in which “Protected Areas” do not benefit the country or your community?
7. What is your source of information about “Protected Areas”?
8. Is your agency/organization directly involved or responsible for any “Protected Areas”?
a) Yes [] No []

b) If yes, please specify type of area and the scope of involvement.

Heritage site/house	[]	Forest reserve	[]
Marine Park	[]	National Park	[]
Wetlands	[]	Bird Sanctuary	[]
Fish Sanctuary	[]	Other	[]

Please specify: _____
9. Is there any public education/awareness component/campaign associated with your “Protected Area”?
a) Yes [] No []

b) Briefly describe the campaign _____
10. Respondent Information:
Name of Agency Represented:
Parish:
Contact Person:
Tel: Fax: Email:

APPENDIX 10:
LISTING OF STAKEHOLDERS

NAME	TELEPHONE	AGENCY	CONTACT
Kenrick Davis	957-3736	Negril Environment Protection Trust	P.O. Box 2599 Negril, Westmoreland
Simone Williams	957-3736	Negril Environment Protection Trust	P.O. Box 2599 Negril, Westmoreland
Toral Silverman	957-4944	Negril Coral Reef Preservation Society	Norman Manley Boulevard, Negril
Dennis Evans	957-9989	Negril Fishermen's Coop	Negril
Junior Francis	957-9607	National Water Commission/North Coast Waste Division	P.O. Box 3310, Negril
Glen Ivey	377-3470	Forestry Department	Dias P.O., Hanover
Irvin Green	953-6928-30	Ministry of Education (Region 4)	Alice Elder mire Drive, Montego Bay
Natalie Grey	957-5260	Urban Development Corporation	Norman Manley Boulevard, Negril
Paula Hurlock	382-4678/956-3549	Dolphin Head National Park Trust	P.O. Box 35, Lucea
Jill Williams	979-5221/971-8082	Montego Bay Marine Park	Pier 1, Howard Cooke Boulevard, Mobay
Allan Williams	979-7987/8	Tourism Product Development Company	Mobay
Anna Reader	957-9314	Tourism Product Development Company TPDCO, Negril	Negril
Clive Taffe	952-4425	Jamaica Tourist Board	Cornwall Beach, Gloucester Avenue, Mobay
Anthony Freakleton	961-0118	St. Elizabeth Environmental Protection Association	2 High Street, Black River
Kathy Byles	973-4305	Friends of the Sea	P.O. Box 327, Ocho Rios
Winston Reid	979-7988	Tourism Product Development Company (TPDCO) Montego Bay	Montego Bay
Harvey Webb	993-9632	Portland Environmental Protection Association	6 Allen Avenue, Port Antonio
Mr. Lakey Notice		Mason River Protected Area	Clarendon
Majorie Chevannes-Campbell	922-8310	Urban Development Corporation	12 Ocean Boulevard, Kingston
Sheila Grant	908-1714	Local Initiative For The Environment	122 Tower Street, Kingston
Terry Williams	978-0766	The Native Conservancy	32 Lady Musgrave Road, Kingston 6
Trevor Spence	754-3910	Ridge To Reef	10 Caledonia Road, Kingston 5
Keith Porter	924-2667	Forestry Department	173 Constant Spring

			Road, Kingston
Peter Espeut	986-3327	CCAM	Lionel Town, Clarendon
Suzan Otuokon	920-8279	Jamaica Conservation & Development Trust	Kingston
Diane McCaulay	960-3693	Jamaica Environment Trust	11 Waterloo Road, Kingston 10
Andre Kong	923-8811	Ministry of Agriculture Fisheries Division	Marcus Garvey Drive
Comm. John McFarlane	960-6744	Environmental Foundation of Jamaica	1B Norwood Road, Kingston 5
Paul Saunders	928-5111	Office of Disaster Preparedness and Emergency Management	12 Camp Road, Kingston
Jeffrey Shields		Shields & Shields	Mason River, Clarendon
Suzan Davis	922-0620-6	Institute of Jamaica – National History Division	10-16 East Street, Kingston
		Port Authority of Jamaica	
		Airport Authority of Jamaica	
Jennifer Griffith	920-4926	Ministry of Industry & Tourism	64 Knutsford Boulevard, Kingston 5
Greta Robinson	968-3626	Tourism Product Development Company	64 Knutsford Boulevard, Kingston 5
Mark McDermott	974-2582	JTB Ocho Rios	Ocho Rios
Horace Peterkin	952-5510-5	JHTA Mobay	Sandals
Basil Fernandez	927-0077	Water Resources Authority	Hope Gardens, Kingston 6
Oniel Blake	982-2234	St. Thomas Environmental Protection Agency	St. Thomas
Peter Vogel	927-1202/927- 1864	Bird Life Jamaica – c/o Department of Life Sciences, UWI	
Dr. Norman Quinn	973-2241	Discovery Bay Marine Lab	P.O. Box 35. Discovery Bay, St. Ann
Kathy Byles	974-4428	Friends of the Sea	Pineapple Place, P.O. Box 327, Ocho Rios
Opal Beharie	965-2256	St. Elizabeth Parish Council	58 High Street, Black River
Carl Hanson	957-3735	Negril Coral Reef Preservation Society	Norman Manley Boulevard, Negril
Dr. George Warner	977-0262	Centre for Marine Sciences	University of the West Indies
Paul Pennicook	929-9200	Jamaica Tourist Board	64 Knutsford Boulevard, Kingston 5
Lorraine Robinson	920-4924	Ministry of Industry and Tourism	64 Knutsford Boulevard, Kingston 5
Rollin Alvaranga		Ministry of Land and Environment	16A Half Way Tree Road, Kingston 10
Richard Harrison	927-1731	Ministry of Agriculture	

Dr. Lorna Simmonds	929-8880	Ministry of Development	
Marguerite Bowie	922-1400	Ministry of Education	2 National Heroes Circle, Kingston 4
Lorna Perkins	754-1000/754-1022	Ministry of Local Government, Community Development & Sports	
Dr. Audia Barnett	927-1771	Scientific Research Council	Hope Garden, Kingston 7
Jeane Robinson	960-6744	Environmental Foundation of Jamaica	1B Norwood Avenue, Kingston 6
Jill Williams	979-5221	Montego Bay Marine Park	Pier 1 – Howard Cooke Boulevard, Mobay
Joan Sharp	953-8349/979-8540	St. James Heritage Foundation	58 Toredro Drive, Mobay
Dennis Higgins		St. Ann Heritage Foundation	St. Ann Bay P.O. St. Ann
Bernice Sinclair		Negril Craft Vendors Association	P.O. Box 2599, Negril
Lascelles Taylor	957-3717	Negril Police Station	Negril
Benito	955-2835	Mannings High School	P.O. Box 20, Savanna-la-Mar
Ada Mitchell	956-9514	Green Island High School	P.O. Box 24, Green Island, Negril
Cliff Reynolds	957-4067	Negril Chamber of Commerce	P.O. Box 55, Negril
Winston Deer	952-6045	Montego Bay Chamber of Commerce	Shop 4-7 Overton Plaza, Montego Bay
Dale Webber	927-2753	Dept. Life Sciences, UWI Mona	Kingston
Hugh Dixon	610-1676	Southern Trelawny Environmental Association	Albert Town P.O. Trelawny
Venton Bucknor	952-1876	Rural Agricultural Development Agency (RADA)	St. James
Andrew Grant	994-1373	St. Ann Chamber of Commerce	C/o Prospect Plantation
Burchell James	845-0194	Resort Board, Ocho Rios	Ocho Rios
Elizabeth Stair		National Land Agency	8 Ardenne Road, Kingston 10
Richard Sharp	928-1240	Clifton Mt. Estate	
Joan Grant-Cummings	929-8873	Community Coalition for Participation in Governance	47 Beechwood Avenue, Kingston 5
Florence Manning	927-8568	Association of Development Agencies	12 Easton Avenue, Kingston 5
Greta Bogues	927-6238	Business Council for the Environment	39 Hope Road, Kingston 10
Wesley Levy	987-0339	Clarendon Chamber of Commerce	May Pen PO

Norris Hawthorne	922-0150	Hanover Chamber of Commerce	P.O. Box 102, Lucea
Donovan Cover	962-5705	Manchester Chamber of Commerce	Suite #9, Ward Plaza, Mandeville
Makeda Solomon	952-6045	Montego Bay Chamber of Commerce	P.O. Box 312, Montego Bay
Sybil Rendle	993-2142	Portland Chamber of Commerce	P.O. Box 93, Port Antonio
Daphne Bennett	749-1402	St. Catherine Chamber of Commerce	42 Wellington Street, Spanish Town
Andrew Grant		St. Ann Chamber of Commerce	
Joan Sampson	972-2615	St. Ann Parish Council	St. Ann
Michael Derby	974-5691	JHTA Ocho Rios Chapter	St. Ann
Ann Sutton		Jamaica Junior Naturalist	P.O. Box 169, Mandeville
Klinton Palmer	625-2358	Manchester Parish Council	32 Hargreaves Road, Mandeville
Anthony Freckleton	961-0118	Mandeville Weekly (newspaper)	31 Ward Avenue, Mandeville
Sen. Norman Grant	922-0610	Jamaica Agricultural Society	67 Church Street, Kingston
Parris Lyew-Ayee	927-2073	Jamaica Bauxite Institute	Hope Gardens, Kingston 6
Pat Francis	929-9450	JAMPRO, Jamaica Promotions Limited	18 Trafalgar Road, Kingston 5
Audette Bailey	927-1202	National History Society	Life Sciences Department, UWI Mona
Audette Bailey	993-5436	College of Agriculture	Passley Gardens, Port Antonio
Carmen Tiplin		Jamaica Information Service/Jampress	Half Way Tree Road, Kingston 10
John Fletcher		Birdlife Jamaica	
Desmond Richards		Press Association of Jamaica	C/o The Sunday Herald, 1a Norwood Avenue, Kingston 5
Dr. Frank Ross		ALPART	Spur Tree District, St. Elizabeth
Major Gen. H. Lewin		Jamaica Defence Force	Up Park Camp
Lawrence Clarke		The Gleaner Newspaper	7 North Street
Pamela Jackson		Western Mirror	82 Barnett Street, Montego Bay
Jeffrey Shields		Shields & Shields	Mason River, Clarendon
Suzan Davis	922-0620-6	Institute of Jamaica – National History Division	10-16 East Street, Kingston
		Port Authority of Jamaica	
		Airport Authority of Jamaica	
Jennifer Griffith	920-4926	Ministry of Industry & Tourism	64 Knutsford Blvd. Kingston 5

Greta Robinson	968-3626	Tourism Product Development Company	64 Knutsford Blvd. Kingston 5
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Horace Peterkin	952-5510-5	JHTA MoBay	c/o Sandals
Basil Fernandez	927-0077	Water Resources Authority	Hope Gardens, Kingston 6
Oniel Blake	982-2234	St. Thomas Environmental Protection Agency	St. Thomas
Peter Vogel	927-1202/ 927-1864	Bird Life Jamaica	c/o Dept. of Life Sciences, UWI Mona
Dr. Norman Quinn	973-2241	Discovery Bay Marine Lab	P.O. Box 35. Discovery Bay St. Ann
Kathy Byles	974-4428	Friends of the Sea	Pineapple Place, P.O. Box 327, Ocho Rios
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Richard Harrison	927-1731	Ministry of Agriculture	Hope Gardens, Kingston
Dr. Lorna Simmonds	929-8880	Ministry of Development	Office of the Prime Minister, Devon Road, Kingston 10
Marguerite Bowie	922-1400	Ministry of Education	2 National Heroes Circle, Kingston 4
Lorna Perkins	754-1000/754-1022	Ministry of Local Government, Community Development & Sports	
Dr. Audia Barnett	927-1771	Scientific Research Council	Hope Garden, Kingston 7
Jeane Robinson	960-6744	Environmental Foundation of Jamaica	1B Norwood Avenue, Kingston 6
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Joan Sharp	953-8349/979-8540	St. James Heritage Foundation	58 Toreda Drive, Mobay
Dennis Higgins		St. Ann Heritage Foundation	St. Ann Bay P.O. St. Ann
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Andrew Grant	994-1373	St. Ann Chamber of Commerce	C/o Prospect Plantation
Burchell James	845-0194	Resort Board	Ocho Rios
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Richard Sharp	928-1240	Clifton Mt. Estate	
Joan Grant-Cummings	929-8873	Community Coalition for Participation in Governance	47 Beechwood Avenue, Kingston 5
Florence Manning	927-8568	Association of Development Agencies	12 Easton Avenue, Kingston 5
Greta Bogues	927-6238	Business Council for the Environment	39 Hope Road, Kingston 10