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SCOPE OF WORK AND PROPOSED
METHODOLOGY FOR COUNTRY
ENVIRONMENTAL PROFILES
Eastern Caribbean Region

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COUNTRY ENVIRONMENTAL PROFILES
Eastern Caribbean Region

SCOPE OF WORK AND PROPOSED METHODOLOGY

Background

Country environmental profiles (CEP) are a recognized and effective means to insure that environmental issues are addressed in the development process. Beginning in 1979, USAID has supported the environmental profiling process by funding the production of profiles in 12 out of 14 USAID-assisted countries in Central and South America region. The CEPs completed to date provide (a) a description of the country's natural resource base, including a review of the extent and economic importance of natural resources and changes in the quality or productivity of those resources; (b) a review of institutions, legislation, policies and programs for environmental planning, economic development and natural resource management, and (c) identification of the major issues, conflicts or problems in natural resource management and opportunities for effective responses. Profiles have highlighted gaps in the existing information base, influenced the design and funding of development programs, pinpointed weaknesses in regulatory or planning mechanisms, and illustrated the need for changes in policies. Most importantly, perhaps, the process of producing profiles has in many cases served to strengthen local institutions and improve their capacity for incorporating environmental information into development planning.¹

Objectives of the Eastern Caribbean CEPs

The usefulness of CEPs in the Eastern Caribbean region was reaffirmed during a seminar on Industry, Environment and Development, sponsored by the University of West Indies in August 1986. The seminar participants confirmed the need to produce profiles for each country in the Eastern Caribbean region, with particular attention given to a profiling process which would strengthen existing institutions and make maximum use of qualified local personnel and indigenous organizations. The profiles should also lead to greater advocacy of environmental considerations in development planning, and stimulate favorable changes in policy.

The profiling process in the Eastern Caribbean has the following primary objectives:

1. Research, analyze and document the major issues in natural resource management and environmental planning which can be effectively addressed by new policies and development programs, at both the country and regional levels.

¹For additional information on the scope and impact of CEPs, see R. Winterbottom and D. McCaffrey, "Report of the Reconnaissance Mission for Environmental Profiles in the Eastern Caribbean Region," IIED, Washington, D.C., August 1986. pp. 2-6.

2. Increase the capability of local organizations and governments to identify and respond to environmental problems, and to incorporate environmental considerations in development planning and policies.

Additional secondary objectives include:

3. Assist in the review of, and increase accessibility to reports, studies, assessments related to environmental planning and national resource management.
4. Provide complete documentation of baseline conditions and use of renewable natural resources and assist in the development of local capability to monitor trends in resource condition and use.
5. Contribute to an assessment of institutional base related to environment conservation and planning and a strengthening of selected NGOs and government departments which are taking the lead in these areas.
6. Increase understanding of successes and failures in environmental planning and management with recommendations for more effective action.
7. Increase awareness of common environmentally-linked development problems among the OECS countries and other islands in the Eastern Caribbean.
8. Contribute to the mobilization of public support for environmentally-sound development policies.
9. Assist in articulating policy initiatives and changes needed to provide for increased consideration of environmental issues in development.
10. Identify development programs and project priorities in environmental planning and resource management.
11. Help to strengthen the ability of the Caribbean Conservation Association (CCA) to:
 - provide and disseminate publications related to environmental conservation, resource management and planning;
 - act as a clearing house for data on environmental issues and resource management activities;
 - play an effective, advocacy role in environmental matters, linking people and information, and promoting constructive, positive responses to problems;
 - network with other NGOs, within the region and internationally; and
 - service the private and public sectors with information and documents on environment and development.

Scope of the Eastern Caribbean CEP

The basic thrust of the profiling process in the Caribbean will be to make use of available information on natural resources management and environmental conditions to identify and analyse critical resource management issues and environmental problems which need to be addressed in each of the countries in the region. The data collection and analysis will lead to the development of recommendations of the most effective means to deal with these issues and to resolve the problems identified. It is anticipated that the actions prompted by the profiling process will focus on (a) increased public awareness, (b) incorporation of environmental considerations in development planning, (c) policy dialogue between development agencies, the private sector and government, and (d) strengthening and expansion of NGO activities. The actual actions recommended by each CEP will vary from one country to another, and reflect both local and regionally important issues.

At this point in time, it is difficult to cite in detail all of the issues which are to be addressed in the profiling process. Many issues cut across traditional sectors or disciplines and could be listed under several headings of major issues. The following list is suggestive, however, of the breadth of the issues to be considered in the early stages of each country profiling process. After a broad, initial review of these issues, priorities can be established to focus research and analysis for the CEP on the most relevant issues in each country.

Issues to be Addressed in CEP's

Economic Development

- historical context and values
- socio-cultural parameters
- employment, unemployment, underemployment
- debt burden
- foreign exchange earnings

Policies and Institutions

- current environmental policies
- land tenure
- fiscal and other incentives to conservation practices
- environmental legislation
- strengths and limitation of existing government agencies and NGO's dealing with environmental issues
- training, research and extension capabilities
- public education/community participation
- project coordination mechanisms (in natural resource management-related sectors)
- integration of sectoral programs

Land Use Planning

- access to coastline, beaches, national areas
- control of urban sprawl, residential development
- protection of prime agricultural land

- reduction of erosion and sedimentation
- protection against natural hazards
- energy use - transportation planning (infrastructure development)

Environmental Health

- solid waste disposal
- water pollution control (see also water resources, tourism, etc.)
- air quality: pollution control
- mitigating adverse environmental impacts of industrialization
- safety and health issues in the workplace

Water Resources

- water recycling/conservation
- protection of water supplies
- quantity, quality issues
- watershed management issues related to land-use planning
- hydropower development

Agriculture

- promotion of gardens, orchards, windbreaks
- soil erosion control and renewal of soil fertility
- control of toxic substances, integrated pest management
- livestock development, pasture management

Forestry and Wildlife

- management of natural vegetation
- development of small-scale forest industries
- conservation of flora and fauna
 - . areas of ornithological interest
 - . areas of botanical interest
 - . linkages to biological diversity issues

Coastal and Marine Resources

- pollution and destruction of reefs, seagrass, mangroves
- sand removal and beach erosion
- overfishing and fisheries management
- park development and management

Biological Diversity

- historical changes in biological diversity
- current threat to significant biological resources
- adequacy of protection and management of existing biological reserves
- strategy and actions to conserve biological diversity

Tourism

- maintenance of environmental quality
- enhancement of tourism/development of unique resources (historical, cultural, natural, biological)
- linkages to other sectors (marine/coastal, wildlife, land use planning, energy, etc.)

Target Countries and Audiences

The profiling process will be launched in the Eastern Caribbean in a total of six countries. They are: Barbados, Dominica, Grenada, Montserrat, St. Lucia, St. Kitts/Nevis. These countries are those that have responded favorably, in writing, to CCA's initial proposal to produce environmental profiles in the region. As additional funds become available, the profiling process can be extended to the remaining countries in the region.

In order to attain the objectives of the profiling process and to research and analyze such a broad range of issues, it will be necessary to directly or indirectly involve a wide range of different audiences and potential users of the information collected during the profiling process. The participation of these individuals, groups and organizations will also be necessary to ensure a well-balanced presentation of critical priority issues, to develop responses which reflect a broad consensus and to build support for the recommended actions. The targetted participants in the profiling process include, but are not necessarily limited to:

- environmental/development policy decision-makers in government, business,
- government technicians in environmental planning and natural resource management, and the researchers, visiting consultants, specialists and others they work with,
- leadership in NGO's, private sector,
- university faculty, students, and primary/secondary school teachers,
- regional organizations,
- donors/development assistance agencies,
- international NGO's,
- primary and secondary schools,
- general public,
- tourists

It will also be critically important for the CCA and the profiling staff to liase closely with other projects and programs in the region which are involved with development planning, natural resource management, environmental education and institution-strengthening.

Phasing of Activities

The profiles will be completed in each country through a series of four phases or stages:

- reconnaissance
- research and analysis
- review and synthesis
- outreach

The time needed for each stage will vary from one country to another, and be influenced by the quality and availability of existing information on natural resources and the environment, and the human resource capabilities and other strengths of the institutions involved in environmental management and developing planning, as well as geography and other factors. For this reason, the time required to carry out each step can only be approximated at this stage.

The reconnaissance work should begin in all six countries as soon as possible. Once the official launching of the profiling process has been achieved in each of the 6 target countries, the profiling team should look for opportunities to move ahead more rapidly in one or two pilot countries. These "pilot" countries will emerge where the in-country institutions, skills and information base, together with prior or ongoing work by other projects, combine to permit a faster pace for the profiling process. The first three stages should be completed in one or two pilot countries within 6 months.

In the remaining target countries, the conclusion of the reconnaissance phase, and work on research, analysis, review and synthesis will be carried out over an additional period of 9-12 months. The objective will be to complete all the field work and prepare final drafts of the CEP reports in each of the 6 countries within 20 months.

Prior to embarking on the reconnaissance steps, CCA will need 1-2 months to organize the start-up of the profiling process. This time will be used to establish administrative and financial management procedures which are satisfactory to USAID, to develop a staffing plan, and to recruit and train staff needed for the exercise. At the conclusion of this period, both CCA and IRF core staff for the profiling team will be in place, and preliminary information in projects, institutions and sources of information will have been centralized at CCA.

Reconnaissance (1-3 months)

This phase will begin with visits by the team leader and assistant manager for the profile team. The first few visits and in-country consultations will serve to:

- a) identify and brief a host organization for the profiling process, as well as other government agencies, NGO's, projects and key individuals;

- b) assess existing sources of information;
- c) evaluate major environmental problems or issues of concern at the local and national levels;
- d) develop a workplan to carefully document and analyze the major problems and issues;

At the conclusion of the second or third visit, a memorandum of understanding (MOU) will have been drafted and approved, by CCA and the lead in-country organization (government or NGO), outlining the work to be completed and the allocation of responsibility for production of the country environmental profile (CEP) report. The MOU should clarify the scope of the final CEP report (relevant major issues) and specify the form and content of the CEP, including the type of maps, graphics and other material to be included. Provision will also be made for the appropriate level of collaboration and interaction with ongoing projects in related areas.

Research and Analysis (3-5 months)

At this stage, a larger number of people in-country will become involved in the data-collection and analyzing and review of issues. Their participation will be in the form of contributions to the field research, and in preparation of background papers for the CEP report, and through attendance at informal working group meetings. The periodic working group meetings will serve to review the implementation of the workplan, and to critique a preliminary research report, issues, papers, and other material drafted for the CEP. During this stage, a number of interim CEP reports will be produced including an annotated listing of sources of information, and a directory of agencies, organizations and individuals involved in environmental planning and natural resource management.

Review and Synthesis (2-4 months)

Once the draft CEP report has been researched and prepared at the country level, it will be reviewed and discussed within the region, as various opportunities present themselves (e.g. the annual general meeting of CCA). This will stimulate greater exposure of the information assembled in the report, and increase awareness of both the need to act and possible actions which could be taken to resolve important problems and issues. It will also contribute toward a greater recognition of shared problems which would benefit from regional collaboration on their solution. During this period, the CEP reports would be finalized.

Education and Outreach (continuing)

In this stage, the CEP reports will be published, distributed and promoted by CCA. Briefings on the key environmental problems, policy issues and recommended actions will be organized under CCA auspices, to inform as many audiences as possible, in the public and private sectors.

Education and outreach activities will also be incorporated into the profiling process in advance of publishing the final CEP reports, as interim reports and other information is utilized by the environmental education program staff of CCA.

After the first profile has been prepared, the profiling process will be evaluated with particular attention given to ways to improve the process in other countries, and to further strengthen the ability of in-country institutions to update the profile information and to implement recommended policy changes and program activities.

Additionally, an expanded outreach program and other logical follow-on activities should be defined, after the profiling process has advanced further and when additional funds are available. This would include, but not be limited to producing a regional environmental profile which synthesizes much of the information in the CEP's and identifies actions needed at the regional level to deal effectively with shared problems and environmental issues common throughout the region.

It should be noted that, even before the CEP reports for the six targetted countries are completed, CCA, in consultation with USAID, should take the lead in securing additional funding for extending the profiling process to other countries in the Eastern Caribbean region, notably St. Vincent, Antigua, Anguilla, the British Virgin Islands, and others, as well as the regional profile.

Anticipated Products of the Profiling Process

As indicated above, the information gathered during the profiling process needs to be targetted to a variety of audiences. Different types of products or means of communicating the information researched in the CEP's will be appropriate for each audience.

They include:

- o country environmental reports for Barbados, Dominica, Grenada, Montserrat, St. Lucia, and St. Kitts/Nevis published by CCA. These reports should review the state of knowledge about the condition and trends of the natural resource base using the best available data, maps, and other sources of information on natural resources and the environment as they relate to economic development planning. It will also provide an analysis of major environmental issues, and recommendations for new policies and program initiatives.
- o a series of interim reports derived from the profiling process produced at the country level by CCA and the local lead institution (government agency or NGO). These would include preliminary studies from the research and background documentation for the CEPs; the results of the working group meetings and review sessions, the annotated bibliography of sources of information, and the directory of agencies and organizations involved in environmental planning and natural resource management.
- o a range of public information, and educational materials including maps, posters, teaching aids, video documentaries and radio/TV spots, field guides and handbooks, which will be developed as "spin-offs" from the profiling process by the environmental education staff of CCA.

Administration of the Profiling Project

CCA will have the primary leadership role in the profiling process, including overall responsibility for project execution, for submission of progress reports, financial reports and other documentation required by USAID to monitor the production of the profiles.

The CCA Executive Director will serve as the Project Director and will be assisted by a project manager/team leader and an assistant project manager. The project manager and his/her assistant will take the lead in carrying out the reconnaissance work in each of the six countries, and in providing guidance and oversight for the production of the CEP reports, according to the general scope of work and specific MOU's prepared for each country.

USAID will designate a project officer (at RDO/C) to monitor project implementation and to assist CCA in complying with USAID regulations and procedures. RDO/C will periodically request short-term consultancies by the USAID regional environmental management specialist (REMS) to assist with monitoring and technical oversight of the project.

Financial Plan and Budget

Due to funding constraints on the part of USAID, the present scope of work and budget have been scaled back from that originally developed to include only the first two of three phases. They are:

Phase One: approximately 8 months, to cover the start-up activities on the part of CCA, the launching of the profiling process in 6 countries, and the preparation of CEP reports in 1 or 2 pilot countries. To be funded by initial allocation of \$136,000 (FY 86).

Phase Two: continuation of profiling process over an additional 12 months, to complete CEP reports for each of six target countries, and to initiate education and outreach activities. To be funded by additional allocations totalling \$250,000 (FY 87 and FY 88).

Phase Three: extension of the profiling process to include at least two additional countries, a synthesis document for the eastern Caribbean region, and to carry out an evaluation, seminars, development of biennial updates and other follow-on activities outlined in original SOW and in IIED reconnaissance report. Funding: approximately \$165,000, plus funds for countries other than St. Vincent and Antigua.

(See budget summary and financial plan.)

Other Direct Costs

| | |
|---|---------------|
| Documentation, office and computer supplies, equipment leasing | 9,000 |
| Communications (telephone, telex, postage, photocopies) | 12,200 |
| Printing and report productions | 18,000 |
| In-country working group meetings and research and analysis support \$5,000/country | <u>30,000</u> |
| Subtotal | <u>69,200</u> |
| TOTAL - DIRECT COSTS | 278,600 |

Contingencies and Other Indirect Costs

| | |
|--------------|----------------|
| CCA | 35,100 |
| IRF | <u>72,300</u> |
| Subtotal | <u>107,400</u> |
| BUDGET TOTAL | 386,000 |

FINANCIAL PLAN - PHASE I AND PHASE II (20 MONTHS)

| | <u>Budget Total</u> | <u>Phase I</u> (8 months) | <u>Phase II</u> (12 months) |
|---|---------------------|------------------------------|--------------------------------|
| Project Staff | 134,000 | 53,600 | 80,400 |
| Technical Consultants | 30,000 | 10,000 | 20,000 |
| Travel & Per Diems | 45,400 | 18,400 | 27,000 |
| Other Direct Costs | 69,200 | 24,500 | 44,700 |
| Contingencies and other Indirect Costs | <u>107,400</u> | <u>29,500</u> | <u>77,900</u> |
| TOTAL | \$386,000 | \$136,000 | \$250,000 |

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ESTIMATED COSTS - PHASE III

Project Staff

Full and part-time staff at CCA and
profiling project core staff
8 months \$ 55,000

Technical Consultants

For evaluations, regional synthesis and
follow-up \$ 25,000

Travel and Per Diem

Project Staff and consultants \$ 22,000

Other Direct Costs

Documentation, office supplies \$ 5,000

Communication \$ 6,000

Printing-report production \$ 9,000

In-country working group meetings (2) \$ 10,000

Subtotal \$ 30,000

TOTAL DIRECT COSTS \$132,000

Contingencies and indirect costs (25%) 33,000

TOTAL PHASE III \$165,000

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