



Negril Area Environmental Protection Trust (NEPT)  
Development of Environmental Management Organizations (DEMO) Project

**NEGRIL AREA ENVIRONMENTAL  
PROTECTION TRUST (NEPT)**

**CAPITAL CAMPAIGN STRATEGY  
"THE NEPTUNE CAMPAIGN"**

Prepared by  
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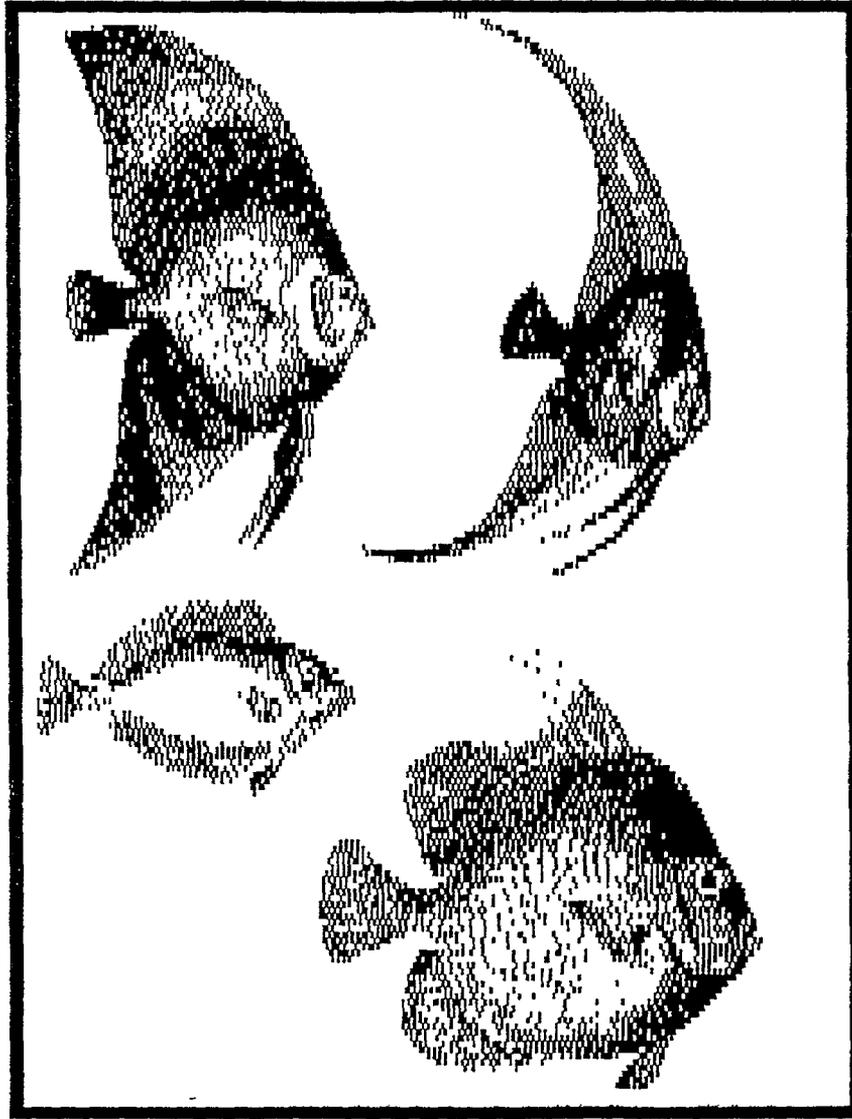
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# THE NEPTUNE CAMPAIGN



**NEGRIL ENVIRONMENTAL PROTECTION TRUST (NEPT)**

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## EXECUTIVE SUMMARY

- This proposal is for the development of a capital campaign for the Negril Environmental Protection Trust (NEPT)
- Essentially, the proposal involves the sourcing of funds for the operations of the Campaign
- Income will be generated by submitting proposals to foundations, multilaterals, bilaterals, Jamaican companies, Negril community and other sources
- The major programmes to be implemented are
  - Management of the Royal Palm Reserve
  - Establishment of a NEPT office with hired staff,
  - Establishment of an Environmental Education Centre,
  - Support for the following projects
    - South Negril River Improvement Project -  
in co-operation with the Negril Fisherman's Co-operative and the Negril Watersports Association,
    - Mariculture Project - Negril Fisherman's Co-operative -  
to include fishermen in Orange Bay, Homer's Cove and Little Bay,
    - Conservation Training Programme for Park Rangers -  
in association with the Negril Green Island Area Local Planning Authority,
    - Mooring Buoy Maintenance Programme - in  
association with the Negril Coral Reef Preservation Society
    - Signage Programme - for public beaches and reef rules, for revising existing signs and creating new ones,
    - Public Toilet Facilities & Garbage Disposal Programme -

- for Booby Cay Island, Long Bay, and Bloody Bay,
  - Water Quality Monitoring Programme - includes rivers, streams, ground and coastal waters in the entire watershed
  - Solid Waste Management Programme - will incorporate educational programmes focussing on recycling, composting and other low energy consumption methods,
  - Fuelwood Plantation Programme - implementation of a fuelwood plantation for sustainable charcoal use
- 
- The objectives of the campaign plan are
    - to attempt to raise \$1,138,898.00 (JA\$40 million) by 1998,
    - to provide a sustainable source of funding for the maintenance, research and operational expenses of NEPT,
    - to provide a sustainable source of funding for the implementation of the EPA Programmes
    - to increase the membership of NEPT by 100% by June 1996

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1 0            PURPOSE OF THE CAMPAIGN

The purpose of this campaign addresses one of the biggest questions in conservation circles these days, "How do we make conservation an attractive investment?" "THE NEPTUNE CAMPAIGN" is an attractive investment for the private sector and non-governmental institutions, but the principle applies, with minor modifications, in the public sector as well as the private

The campaign will relate directly to NEPT's *Environmental Protection Area Programme (EPAP)*, and will assist NEPT to engage in the protection of parks and other protected areas in the Negril Area Watershed and Coastal Zone. NEPT's Steering Committee has identified some of the most important environmental problems facing the community. They fall into the six broad categories listed below

- Land Development
- Water Supply and Water Quality
- Reef Protection and Fisheries
- Solid Waste
- Environmental Awareness
- Enforcement

1.1            HOW THE ENVIRONMENTAL PROTECTION AREA PROGRAMME CAME ABOUT

A major focus of the 1993 Community Workshop, *Planning Negril's Protection*, was to focus attention on the need to establish a protected area that would regulate land use, establish public parks on land and sea, and manage the conservation of natural resources

In early 1994, the NEPT Steering Committee, working with international consultants and local volunteers, prepared a Recommendation to the Minister of Public Services and the Environment, through the NRCA, to declare the Negril Area Watershed and Coastal Zone as an *Environmental Protection Area*

under Section 33 of the NRCA Act This activity is a major step in formally addressing critical environmental issues in Negril It will contribute to the protection of the area's natural resources from uncontrolled development that threatens the sustainability of a multi-million dollar tourism industry

The adoption of the recommendation will lead to providing NEPT (working with regional governments and non-governmental organisations) with resources to develop the capacity for operations, management and enforcement responsibilities for parks and protected areas within the watershed Whole-watershed planning embraced here recognizes the ecological links between uplands, morass, beaches, offshore lagoons and reefs The focus of much of the work programme and management/business plan of NEPT will relate directly to the *Environmental Protection Area Programme* <sup>1</sup>

#### 1 2 WHAT THE STRATEGY SETS OUT

The NEPT strategy sets out

- the amounts of money required to plan, develop, and operate protection,
- a reliable plan for selecting the funding sources which will provide the necessary money to manage protected areas in the EPAP and
- a schedule of when those requirements will arise, and a programme of how to meet those requirements

#### 1 3 THE NEPTUNE TRUST FUND

The Campaign launch will incorporate the establishment of the **THE NEPTUNE TRUST FUND** Both cash and in-kind donations to NEPT will be set aside in the Trust Fund and held by a Board of Trustees The Fund will operate as an endowment, which is a type of trust

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<sup>1</sup>Negril Area Environmental Protection Trust (NEPT), Business Plan, June 1994, NEPT Steering Committee & USAID DEMO Project, Technical Support Services

fund, usually a gift or grant of money that is invested. The interest earned from the investment is spent while the original capital remains untouched.

The NEPTUNE fund will be the established financial mechanism for parks and protected areas administered by NEPT. The Trust Fund will provide funds for the maintenance and operational expenses of the EPAP, providing a source of sustainable funding for the Programme in perpetuity.

The Trustees of the fund will be appointed by NEPT and their responsibilities will include

- Raising funds to capitalise the Fund

The Trustees will be responsible for investigating and recommending to NEPT sources of funds that could be made available for the NEPTUNE FUND, these include private grant making institutions and bi- and multilateral government-based institutions.

- Investments

Investments may be in the following: investments guaranteed by the Government of Jamaica or the European Community, real securities in Jamaica, real estate and loans (not to exceed 15% of the Fund's assets). It is recommended that the Fund contract a professional folio manager from time to time to invest portions of the fund.

- Disbursing Funds

The Trustees will be responsible for deciding the allocation of funds to specific areas and projects within the system. They will also decide on which institution should receive funding and at the policy level will decide the criteria that would guide the selection of successful applications for funds. The Trustees will also approve the mechanism for disbursement.

National parks and similar protected areas throughout the developing world are chronically underfunded, and NEPT is no exception. There is increased recognition that the areas in the EPAP conserve significant natural assets which contribute to national development. But allocation from the Government of Jamaica Budget have not kept pace with the increase in numbers of protected areas nor with the increased costs of managing each area. NEPT's Campaign will see the deployment of several innovative approaches to building political constituencies and to obtaining financial resources needed to conserve Negril's protected areas.

Protected areas compete against other interests for financing. Other worthy candidates for public and private funds abound. This financing strategy for NEPT's parks and protected areas seeks a niche among other national and international funding priorities.

#### 1.5 THE ECONOMIC BENEFITS TO INVESTORS

The economic benefits are difficult to specify to investors, as they are indirect and long-term, however, serious attempts at economic analysis have been made. Examination of probable outcomes were done in terms of production of economically valuable goods or services or increase in property values, or the creation of opportunities for those things. Estimation of the economic value of avoiding damages such as soil erosion, loss of genetic diversity, or human-induced drought or floods are included. Some of the most overriding benefits are found in the areas of health, education, science, recreation and sports, as well as the economic benefits already mentioned.

#### 1.6 NEPT WILL NOT LOOSE SIGHT OF THESE PURPOSES

The Capital Campaign will

- attempt to raise \$1,138,898.00 (JA\$40 million) by 1998,
- provide a sustainable source of funding for the maintenance, research and operational expenses of NEPT,

- provide a sustainable source of funding for the implementation of the EPA Programmes
- increase the membership of NEPT by 100% by June 1996

2 0            CASE STATEMENT

There is an urgent need to preserve the best remaining examples of Negril's natural heritage and the ecosystems which supports its rich biodiversity. Negril is said to have been the "Punta Negrilla" of the Spaniards, Negrilla referring to the black conger eel which used to frequent the rivers of Negril. Local residents recall a proliferation of eels as they bathed in the rivers and had great fun trapping and eating this delicacy. Today, there is no evidence of this eel, as the rapid development of the once small fishing village has discouraged the survival of wildlife.

History abounds in and around Negril. Bloody Bay, Negril's most northerly bay on the coastline is the site of the community's most recent all-inclusive hotel developments, but in the 18th Century it was a haven for pirates. (The bay is said to be named, not for the pirates' exploits but for the whalers who butchered their catches in the waters, causing them to be red with blood). Bloody Bay is also associated with the famous Battle of New Orleans when 6,600 men, including 1,000 from the West India Regiment, were routed by Andrew Jackson. It was believed that an American trader in Kingston out-sailed the British force to Pensacola, Florida, and alerted the American leader. Bloody Bay was also a convenient location for the British ships to launch attacks on Spanish vessels on their way to Havana, Cuba.

Booby Cay, a small island off the coast of Negril is a popular destination for watersports. It was used for the filming of Jules Verne's *20,000 Leagues Under the Sea*. The island was probably named after the booby bird, a tern that breeds in the

cays off the island after spending most of the year at sea. The booby eggs, once regarded as a delicacy, are now rare. They were collected by Arawaks (the original inhabitants of Jamaica), and the custom was continued by local fishermen. It is said that the birds were called *booby* or *crazy* because they were so easily captured.

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Up until the late 1950s, the name Negril was synonymous with "swamp", a reference to the 6,000-acre Great Morass, the island's second largest fresh water wetlands, which comprise a scenic segment of the Negril area. It was perceived as having little value, as unsuccessful attempts had been made to drain the Morass for agricultural use. The two-mile wide area is the habitat of an interesting variety of rare birds and plants.

The Petroleum Corporation of Jamaica (PCJ) conducted experiments in extracting peat from beneath the water of the Morass. More than 6,000 acres of peat here form a potentially valuable asset for Jamaica's future. The Negril Community, under the leadership of the Negril Chamber of Commerce, spearheaded a successful lobbying campaign against the *PCJ Peat Mining for Energy Project* between 1984-1987. The project was shelved as a result of island-wide support through public meetings and media coverage. The Chamber sought help from international agencies and the World Conservation Union (IUCN) which sent a world-renowned authority on wetlands, whose evaluation of the project contributed to the shelving of the peat project. In addition, several national and international scientists were concerned, that unless the peat could be reaped without harming the swamp's valuable vegetation, the ecology might be so severely damaged that the entire region could become a wasteland of stagnant water. At the moment the Morass is like a giant sponge, holding water from the mountains to the east, releasing it a little at a time into the sea. Recent confirmed reports by NEPT representatives indicated that drainage canals are visible in the *Royal Palm Reserve*, thus

decreasing the water level in the Morass and threatening the entire ecosystem'

There is plenty of interest in the developed world in investing in conservation worldwide, but NEPT recognizes that investors are picky. Investors want to make sure that money invested will generate high returns in conservation. And they want to make sure that outside investments will be matched by strong local commitments. NEPT has been mobilizing and educating Negril area communities on protection of the environment, and have positioned the community to support the NEPTUNE Campaign.

## 2 1 NATIONAL AND INTERNATIONAL ASSISTANCE

The Negril community, through NEPT is taking action to care for their environment. They have been encouraged by the Government of Jamaica to debate their environmental priorities and to develop local strategies (for example, through workshops involving invited experts). Government, through the NRCA, is also helping the Negril community to convert their strategies into action (see NEPT Management/Business Plan). The United States Agency for International Development (USAID) is providing technical assistance under USAID's Development of Environmental Organisations (DEMO) Project, and has assisted NEPT with the development of their Management/Business Plan.

## 2 2 THE ETHIC OF THE CAMPAIGN

The ethic of the campaign is founded on the belief in people as a creative force, and in the value of every human individual and each human society. It recognizes the interdependence of human communities, and the duty each person has to care for other people and for future generations. It asserts our responsibility towards the other forms of life with which we share this planet. It also recognizes that nature has to be cared for in its own right, and not just as a means of satisfying human needs.

People in many societies need to change their attitudes towards nature<sup>1</sup>, because it can no longer meet their demands or withstand their impacts. We have a right to the benefits of nature but these will not be available unless we care for the systems that provide them. More over, all the species and systems of nature deserve respect regardless of their usefulness to humanity <sup>2</sup>

### 3 0        THE NEPTUNE CAMPAIGN

The NEPTUNE CAMPAIGN is being initiated to provide for Negril's Environmental Protection Area Programme, i.e., the Negril Area Watershed and Coastal Zone. The Programme will ensure that rare and endangered species and areas are protected and will give Negril the opportunity to secure its environmental riches. Some of the immediate programme objectives will include

- Management of the Royal Palm Reserve
- Establishment of a NEPT office with hired staff,
- Establishment of an Environmental Education Centre,
- Support for the following projects
  - South Negril River Improvement Project -  
in co-operation with the Negril Fisherman's Co-operative and the Negril Watersports Association,
  - Mariculture Project - Negril Fisherman's Co-operative  
to include fishermen in Orange Bay, Homer's Cove and Little Bay,
  - Conservation Training Programme for Park Rangers -  
in association with the Negril Green Island Area Local Planning Authority,
  - Moorings Buoy Maintenance Programme - in association with the Negril Coral Reef Preservation Society
  - Signage Programme - for public beaches and reef rules, for revising existing signs and creating new ones,

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<sup>2</sup>This is the central message of the World Charter for Nature and the Declaration of Fontainebleau

- Public Toilet Facilities & Garbage Disposal Programme- for Booby Cay Island, Long Bay, and Bloody Bay,
- Water Quality Monitoring Programme - includes rivers, streams, ground and coastal waters in the entire watershed
- Solid Waste Management Programme - will incorporate educational programmes focussing on recycling, composting and other low energy consumption methods,
- Fuelwood Plantation Programme - implementation of a fuelwood plantation for sustainable charcoal use

#### 4 0 SOURCES OF POTENTIAL SUPPORT

The initial list of potential sources of support for NEPT will be drawn from people who have an interest in NEPT's Programmes. New people will be added to the prospect list as the Campaign develops, and NEPT will devise many creative ways to do this, including placement of guest books at visitor centres or hotels within natural areas, asking visitors to sign their names and addresses, putting on a display on national parks at the Negril and Montego Bay airports, with a card that people can send to request more information from NEPT. NEPT will also encourage travel companies to share their client lists. Many people are interested in national parks and natural areas--the trick is to find out who they are! - -

One of the most efficient ways to raise funds for both core and operating costs is to target the large multilateral donors. While private philanthropy in the United States is responsible for billions of dollars in donations annually, it is not easy to raise money from individuals unless one operates within the United States. There are several Foundations operating within the USA that make donations to organisations such as NEPT and the main method of approach would be through proposals. However, for both Foundations and individuals the chance of receiving money increases tremendously when the donor "sees" the project or is

given an audio-visual presentation on it. Strategies to approach donors therefore, will consist of education, visitation and proposal writing. Each component is important and has its advantages.

#### 4 0 1 Education

There are many potential donors who are unaware of NEPT's existence and its mission, who will respond to the NEPTUNE Campaign. NEPT will position itself as the best organisation to effectively deploy corporate resources for the purpose of conservation. NEPT has a unique case to make before the Negril community as a conservation organisation which can negotiate the balance between the protection of rare ecosystems and the economically viable use of ecologically sensitive lands. NEPT will utilise the highly-acclaimed and effective Negril Coral Reef Preservation Society (NCRPS) Environmental Education Programme to further educate the general populace on the EPAP.

#### 4 0 2 Visitation

Corporate Jamaica is not accustomed to systematic gift-giving and are apathetic towards the whole idea of philanthropy. To date, no serious efforts have been made to lobby corporate Jamaica for financial support to the environment. NEPT will institute several innovative programmes to woo and lobby corporate Jamaica, with the priority being one-on-one visits. Similar visits will be paid to Jamaicans living in North America. Targets will be communities in New York State and Florida.

#### 4 0 3 Proposal Writing

Proposal writing or project gifts are likely to have much more appeal to corporations and foundations. NEPT will craft proposals on a case-by-case basis to address the specific profile and needs of corporate and foundation donors. Relevant foundations whose fields include conservation, the environment, scientific research and capital improvements will be called upon to make gifts to the NEPTUNE Campaign.

4 1            THE SOURCES

4 1 1          High Net Worth Individuals -

There are many potential members who are unaware of NEPT's existence and its mission, who will respond to this important campaign

4 1 2          Corporations and Corporate Foundations -

NEPT has positioned themselves as the best organisation to effectively deploy corporate resources for the purpose of conservation. NEPT has a unique case to make before Corporate Jamaica as a conservation organisation which can negotiate the balance between the protection of rare ecosystems and the economically viable use of ecologically sensitive lands

4 1 3          Private Foundations -

Relevant foundations whose fields include conservation, the environment, scientific research and capital improvements will be called upon to make gifts to this campaign

4 1 4          Multilateral Donors -

Multilateral donors such as the World Bank, International Bank for Reconstruction and Development, International Finance Corporation, Interamerican Development Bank, Caribbean Development Bank, USAID, Japan Small Scale Grant Assistance, LOME National Indicative Programme etc , will be approached for grants for special projects

4.1.5          General Membership -

NEPT's current membership of (000) will be offered the opportunity to make a NEPTUNE CAMPAIGN capital gift in addition to their support through NEPT's planned annual appeal

4 1 6          General Public -

There will be several messages geared toward the general public through membership forms in the "NEPTUNE NEWS", broadcast media spots and general publicity

## 5 0 THE FUNDRAISING STRATEGY

NEPT has identified what it wants to accomplish, and what resources they will need to do so, and is ready to proceed with getting those resources on board - people's time, goods, services and money. The first three can be donated directly -- NEPT will endeavour never to use hard-won cash to pay for something that could just as easily have been donated'

At this point NEPT faces the prospect of asking a lot of people for what seems a lot of money, hence the need for this strategy. The strategy will help NEPT make the most efficient use of its time. The strategy will also help make requests to donors clear, compelling, and targeted to their particular interests. Most important the strategy will help make sure that NEPT covers its fixed costs and its most urgent priorities, and take on additional projects only when it has the basic resources to support them.

## 5 1 NEPT'S SEVEN STEPS TO SUCCESSFUL FUNDRAISING

### 5 1 1 NEPT WILL DETERMINE ITS FUNDRAISING NEEDS

- NEPT's strategic plan and budget determines its needs. Most potential donors will want to know, before they give, how their contribution will be used to achieve mutual goals. NEPT needs to be ready to answer their questions. Even more important NEPT needs to know what to ask for.

### 5 1 2 NEPT WILL MAKE A PROSPECT LIST

- Now that NEPT knows what to ask for, whom are they going to ask? Research was conducted and lists made of people who have an interest in NEPT's programmes - whether they have realized this interest or not'. These are NEPT's prospects - their potential donors.

5 1 3 NEPT WILL WRITE A PROPOSAL

- NEPT will use the NEPTUNE CAMPAIGN as well as other written materials which describes the need for its programmes, its objectives, the activities that the donation will support, and how they will measure the success of those activities in addressing the stated need. NEPT will prepare a written plan and budget suitable for public distribution, which can be used as the basic proposal. Its function is to serve as a "menu" from which potential donors can choose how to direct their support. It shows how each individual project of the organization fits together in a larger, coherent body of work.

5 1 4 NEPT WILL RESEARCH PROSPECTIVE DONORS

- NEPT's programme needs have been identified, and a first draft of the people who they want to ask to support the campaign is completed. The NEPT staff will now need to think more carefully about each of its prospective donors. Some important questions to consider: Do you know them well enough to ask for money? If not, how are you going to get to know them? Who do you know who already knows the potential donor well enough to ask them for money? Can you ask the potential donor for general support, or will they be especially interested in some particular program area? How can you find out what their specific interests are? How much would they be able to give you, and how much should you ask for?

The more that is known about a potential donor, the better NEPT's chances are. NEPT will always research potential donor's ability to give. It would be terrible to ask for and receive \$1000, only to find out later that it would have been all the same to the donor if you had asked for \$10,000. Donor research is relatively easy when your prospective donors are foundations and corporations with well

established programmes of charitable giving NEPT's prospect list does not consist entirely or even mostly of these types of potential donors The richest source of contributions is private individuals

5 1 5 NEPT WILL CULTIVATE PROSPECTIVE DONORS

- It is not recommended to just walk up to someone you do not know and ask them for money Well, it can be done, but the results are not likely to be good NEPT needs to get to know them, to help them become interested and excited about its projects (to "sell" its projects to them) There is a saying in fundraising circles, "People only give to people " And it is true The person who asks for money should be someone the potential donor knows, likes, trusts, and feels good about supporting The Executive Director of NEPT will cultivate donors, and can get to know the potential donor well enough to know who should ask (a member of NEPT board, perhaps, who belongs to the same club or works in the same business) The process of cultivation is about the donor and his/her interests, and giving him/her time to learn about NEPT and its work

5 1 6 NEPT WILL ALWAYS ASK!!

- The Executive Director will always ask in person if possible It is very easy to say no in a letter, somewhat easy to say no on the telephone, and very hard to say no to someone who is sitting next to you, looking you in the eye The solicitor's job is to make it very hard for the donor to say no

NEPT will ask for a specific amount after researching the donor's giving potential Once the donor has been asked, NEPT will wait quietly as the prospective donor thinks it over and begins to answer NEPT will always maintain a positive attitude If, however, the answer is no, the

prospect will be asked if it would be possible to give some smaller amount. If the answer is still no, they will be asked if they can give any advice about the campaign and about other people who NEPT might approach.

5 1 7 NEPT WILL ALWAYS THANK ITS DONORS

- A donor who gave once and felt happy with his/her investment is NEPT's very best prospect to solicit for future donations. This donor will also become an excellent source of information about other potential donors.

6 0 SMALL CONTRIBUTIONS/MASS SOURCES

A substantial percentage of NEPT's income can be generated from many small gifts given by "mass" sources. The principle to keep in mind with these types of gifts is to focus on setting up a mechanism for securing them in a way that is easy to collect and generate repeated or renewal gifts. User fees and memberships are the two most common types of small gifts, but there are many possible variations. Fees, of course, are not technically speaking gifts, but they can be set up to be either voluntary or compulsory.

6 1 MEMBERSHIPS

NEPT will institute a membership programme that will provide a vehicle for voluntary support by the Negril constituency. A "Friends of NEPT" programme will provide an excellent opportunity to channel individual contributions directly to NEPT. The very fact that people are willing to become members of a conservation NGO group is a source of prestige and clout, both in the political process and in convincing potential donors to invest. Membership dues can be a significant source of income. Members can make other contributions as well: volunteer work, word-of-mouth publicity, providing information, buying products and tickets to benefit events, identifying potential donors.

Members are individuals or entities (businesses, for example) who join an organization (usually by paying a membership fee) and in return receive benefits of membership. The primary benefit is to be part of an organization supporting a cause they believe in. Additional benefits may include free admissions, discounts on merchandise, a subscription to a bulletin or newsletter, invitations to special events, etc.

Membership development is the process of building, renewing, upgrading, and maintaining a membership to provide ongoing income, as well as a source of volunteers and community support. In general, the proceeds NEPT can expect will range from \$20-\$200 from approximately one to 10 percent of the people NEPT identifies as prospective members (that is, friends, visitors, people who are already members of similar groups, etc.). The more direct contact NEPT has had with the people on their lists, the more likely the lists are to perform in the upper range of the estimate. Likewise, corporate memberships can range from \$1200-\$10,000 and are most successful when solicited in person by corporate peers who are connected with the organization (usually members of its board of directors). Renewal of existing members is absolutely essential to the long-term success of a membership programme.

NEPT will have several categories of membership. It is the intent of the organization to be inclusive and therefore is seeking both organizational and individual members, corporate and non-profit. There will be four categories of membership with annual dues:

- Individual	\$ 200 00
- Students	\$ 20 00
- Non-profit Organizations	\$ 600 00
- Businesses	\$1200 00

All members will receive a membership card, badge, subscription to the quarterly newsletter, complimentary admissions to exhibitions and educational programmes, literature and periodic mailings, use of the library and resource materials

#### 6 2 SPECIAL EVENTS

Many organizations use special events to great advantage. One organization made \$10,000 from a music and dance party in Montego Bay. NEPT can derive income from special events if three conditions are met. First, NEPT must be able to recruit volunteers to do most of the work rather than relying on paid staff. Second, NEPT must be able to get goods and services donated rather than paying for them (the film, the hall, the food, the drinks, the performers, the waiters, etc). Finally, the event needs to have social appeal, to be "the thing to do."

#### 6 3 SALES

NEPT can establish a "mini" gift shop in its offices, selling shirts, jewelry, postcards, caps, souvenir items such as photo books, key chains, maps, guidebooks, membership in NEPT and a variety of handicrafts. Merchandising will work for NEPT because it can market unique products, and can collaborate rather than compete with the existing Negril sales industry.

#### 6.4 THE NEGRIL AIRPORT

NEPT can seek permission from the Airports Authority to place a kiosk at the Negril Air Strip. NEPT will be responsible for the manning and maintenance of the kiosk, and would ideally operate it in conjunction with scheduled flights. Volunteers could be persuaded to operate the kiosk on behalf of NEPT. The volunteer will solicit gifts, provide information on NEPT, and retail NEPT's merchandise.

6 5 THE JAMAICA HOTEL & TOURIST ASSOCIATION (JHTA)

Tourism generates approximately US\$1 billion dollars per annum for Jamaica, almost one-third of Jamaica's foreign exchange earnings. Several members of the JHTA and others in the hospitality industry are already serious supporters of the environment. NEPT will propose the coming together of all the players in the JHTA to form the "JHTA Environmental Foundation," and with the launching of this Foundation that NEPT be the first beneficiary.

6 6 COLLECTING SPARE CHANGE

NEPT will try to persuade retail stores to promote its programmes. A can next to the cash register with a flyer can encourage people to deposit their spare change.

6 7 FOUNDATIONS

A foundation is a non-profit, non-governmental organization with a principal fund or endowment of its own which maintains or aids charitable, educational, religious, or other activities serving the public good, primarily by making grants to other non-profit organizations.

Two useful resources that NEPT will draw on for information on foundations are the "National Guide to Funding for the Environment and Animal Welfare," and the "Corporate Foundation Profiles," both published by the Foundation Centre, located at 79 Fifth Avenue, in New York City, USA. The Foundation Centre is an independent national service organization established by foundations to provide an authoritative source of information on private philanthropic giving.<sup>3</sup>

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<sup>3</sup>"Corporate Foundation Profiles", Francine Jones, Georgetta Toth, Seventh Edition

Although foundation and corporate donations represent but a small fraction of total philanthropic giving, they will be a key source of support for NEPT's programmes. The "National Guide to Funding for the Environment and Animal Welfare," is an excellent starting point for NEPT as it seeks foundation and corporate support for its environmental programmes. The "Guide" contains entries for over 1,000 grantmaking foundations and approximately 100 direct corporate giving programmes that have shown a substantial interest in programmes for the environment, either as part of their stated purpose or through the actual grants of US\$10,000 or more reported to the Foundation Centre.

"Corporate Foundation Profiles," developed in the late 1970s, is an attempt to meet demands for information on corporate giving by providing ready access to the latest available data on company-sponsored foundations. "Profiles" contains detailed analytical profiles of over 250 company-sponsored foundations.

#### 6.8 MULTI-LATERALS, BI-LATERALS, DEVELOPMENT BANKS

Funds from these organizations are usually granted on a government to government basis. NEPT will focus on the Small Grants Programmes operated by these organizations. Bilateral donors will be approached through Missions represented in Jamaica, and NEPT will design proposals for submission to development banks like the World Bank, and the IDB.

NEPT is a beneficiary of grants provided by the United States Government under the United States Agency for International Development (USAID), "Development of Environmental Organizations" (DEMO) Project. NEPT will continue to work with DEMO to achieve financial sustainability with the assistance it currently receives.

NEPT will also investigate the possibility of receiving non-reimbursable financing for its projects from the Inter-American

Development Bank (IADB) under its Multilateral Investment Fund (MIF) The MIF, an autonomous fund of the IADB, provides grants, loans and investments to promote private sector growth, labour force training and small enterprise modernisation in Latin America and the Caribbean

7 0 METHODS OF SUPPORT

7 0 1 Cash Contributions

- NEPT's most critical need is for cash support of its campaign

7 0 2 Unrestricted Gifts

- These gifts will offer NEPT the greatest flexibility and will be most sought after among individual donors

7 0 3 Restricted or Project Gifts

- These gifts are likely to have much more appeal to corporations and foundations NEPT will craft proposals on a case-by-case basis to address the specific profile and needs of corporate and foundation donors

7 0 4 Pledge Period

- The need for capital resources in the next 6-12 months is such that NEPT will make every effort to secure all gifts as quickly as possible

NEPT recognises, however, that many organisations and individuals will have completed their contribution budget in advance of its solicitation call (Estimated to begin October 1995) NEPT will offer any donor who pledges JA\$200,000 or more the opportunity to pay on that pledge over two years (through 1996) A signed pledge will be required from the donor NEPT will develop a pledge collection system and budget for collection losses

7 0 5 Gifts of Service

- The current capacity of NEPT will be limited, especially in light of a campaign of this scope NEPT will gladly accept "in kind" support and services NEPT will take care,

however, not to accept such gifts in lieu of a capital gift where such support is clearly visible (Examples include advertising consultations (graphics, PSAs, brochures), lending or donation of equipment and vehicles, donation of meeting facilities, cultivation events, etc , photography, word processing, telephone follow-up, printing, duplication of video tapes and visuals, design and copy writing)

8 0 CAMPAIGN TIME SCHEDULE

8 1 Phase I October 1995 - January 1996

Phase I will consist of the identification and cultivation of major donor prospects

8 2 Phase II: January 1996 - April 1996

General Solicitation - This phase will begin following NEPT's public announcement of the campaign and will focus on the solicitation of major donors

8 3 Phase III May 1996 - December 1996

This phase will focus on any newly identified major donor prospects and solicitation of NEPT's general membership

NEPT will also execute a recognition and thank-you programme, final reports, campaign evaluation and pledge collection

9 0 OVERVIEW OF FUNDING SOURCES

This is a brief overview of the various sources to which NEPT can turn for funding for its programmes The intent is to give NEPT a quick overview of the source, identify the types of activity it can support, the level of funding it might generate, and ways that NEPT can get more information The information presented here should also help NEPT rule out some sources that are definitely not for NEPT

MULTILATERAL DONORS

The term "multilateral donors" is perhaps a misnomer. It is used to refer to the worldwide and regional banks ( The World Bank, International Bank for Reconstruction and Development, International Finance Corporation, International Development Bank, Caribbean Development Bank, ect ) that support economic development in the developing countries by channeling resources from the developed world. Most often these resources come in the form of loans to central governments. However, the multilaterals do from time to time and through special projects, give grants as well as loans, and support private sector activities.

In recent years, support for conservation programmes from multilateral development banks has increased significantly. In general, multilateral bank funding is only available to governments or to private-sector projects expressly approved by governments. Typically, a development bank grant or loan for establishment and maintenance of national parks and protected areas would come in the context of support for implementation of a national conservation plan. Sometimes conservation funding might also be attached to an infrastructure development project - - for example, as mitigation to the environmental effects of developing roads, railways, dams, etc.

Most development agencies are not authorized to use their resources to finance land acquisition or payment of indemnification in case of expropriations. If a proposal for the establishment of a national park includes these items, it is generally necessary to inquire first about the donor/lender's regulations. Some that do not finance acquisitions directly may be able to participate in indirect financing, such as through debt swaps, or in related activities such as feasibility studies, land titling, boundary demarcation, and the like.

Development agencies simple cannot cope with numerous small request for isolated needs such as participating in conferences, translations, publications, and so forth These should be planned for and made part of larger, more comprehensive projects Projects submitted to development agencies, especially multilateral banks, should have the backing of the appropriate government agencies (e g the Natural Resources Conservation Authority (NRCA)), and generally be submitted by or with those agencies There are exceptions, as in the case of IDB's small projects that finance NGO's directly But generally, obtaining an official priority for the project is considered necessary for success

Many people believe that using polotical influence, or seeking sponsors within the agency to promote the advancement of a proposed project, is the key to achieving funding, but this is a double-edged sword A good project will almost always be well recieved, with or without patrons Attempts to use political influence have as much chance of causing resentment among those who will actually administer the project as of advancing it

## 9 2 THE WORLD BANK

All but three of the countries with population in excess of three (3) milion are members of The World Bank, which sees its primary mission as raising living standards in developing countries by channelling financial resources to them from developed countries Towards this end, it makes more than \$100 billion in loans each year

Almost 40 percent of World Bank-financed projects count at least 10 percent of their costs or benefit as falling within the environmental sector Responsibility for environmental work is also diffused throughout the Bank in country operations and technical department divisions

For the past five years, the World Bank has undergone a systematic effort to increase NGO involvement in the operations it supports. Most of the projects with formal NGO involvement has been in the agriculture and rural development sector, most NGOs involved in these projects have been indigenous intermediary NGOs or grassroots groups. A list of projects "in the pipeline" in which Bank staff see the potential for NGO involvement is now regularly updated to facilitate collaboration between NGOs and implementing agencies. NGOs, with the authorization of their governments, can be granted visitors' status to attend the World Bank and International Monetary Fund annual meetings, which regularly feature parallel seminars for NGOs on Bank policies.

### 9 3 THE INTERAMERICAN DEVELOPMENT BANK

IDB provides loans to its member developing nations of the Americas for such activities as development of agriculture, fisheries, energy, industry, transportation, communications, health, education, economic stabilization, and development of markets.

In-country representatives of IDB are the best source of information about upcoming projects with an environmental component, the availability of environmental loans, and how to qualify for technical cooperation grants. In Costa Rica and Honduras, these contacts have paid off handsomely for local NGOs who were able to get national trust funds and watershed protection components added to loans that are under consideration.

IDB has organized annual environmental meetings to provide a forum for government officials, representatives of IDB, and NGO representatives to review the role of NGOs, community organizations, and indigenous groups in IDB projects. Established in 1978, the Small Project Financing supports the activities of NGOs acting as executing agencies and channels for

financial resources intended for low income urban and rural groups NGOs are funded to provide advisory, training, and institutional strengthening services in the execution stages of community development projects NGOs can act as paid consultants or contractors to IDB financed projects, IDB maintains a Register of Consulting Firms in which NGOs can be included Contact local IDB office for information

#### 9 4 JAPAN'S SMALL SCALE GRANT ASSISTANCE (SSGA)

The Government of Japan provides bilateral assistance through the Overseas Economic Cooperation Fund, Japan International Cooperation Agency, Export-Import Bank of Japan, the Minister of Foreign Affairs, the Environment Agency, and other Ministries Information about these agencies and their financing can be obtained at Japanese Embassies NEPT will focus on SSGA because of its accessibility and flexibility

In 1989, the Government of Japan introduced a new grant aid scheme which aims to meet a variety of "grassroots" development needs of developing countries Called SSGA for Small Scale Grant Assistance, the program funds governments, research institutes, hospitals, and NGOs for community work The program intends to make Japanese assistance more flexible, rapid and well targeted to the needs of developing countries by supplementing Japan's existing economy cooperation with small scale development projects A country is eligible for this type of assistance based on its GNP per capita and the result that may be expected from the SSGA (Japan has identified 50 target countries, including Jamaica)

Entities wishing to obtain SSGA make application to the Japanese Embassy in their country If the Embassy finds the project suitable, it will negotiate with the applicant and sign a contract setting out the purpose and content of the project and terms of disbursement and reporting

Although many of the projects approved to date have focused on health and hospital, park and buffer zone projects involving rural development, water supplies, environmental education, and addressing social issues may be eligible. The average grant is about \$30,000.

The two page application form, addressed to "Embassy of Japan," begins, "We hereby request the extension of your assistance of the Embassy of Japan under the small scale grant assistance to the project mentioned below." The applicant is asked to give the name, address, and telephone number of the organisation requesting assistance, the name and title of the individual responsible, the name, location, and description of the proposed project, a budget, the name and title of the individual responsible for the execution of the project, start and completion dates, and a statement of how the project will contribute to economic and social development and improvement of public welfare. The request should be dated and signed by the individual.

10 0        CAMPAIGN ORGANISATION & STAFFING

10 1        Staffing Plan

Negril has been very fortunate to have an active volunteer network to help administer the environmental awareness programmes to date. In order to undertake the extensive plans adopted by NEPT it is critical to hire staff to support the policy activities of the Board and to administer programmes directly and in support of other non-governmental groups in the Negril area. The staff will be given responsibility over daily, routine activities and will be charged with implementing programmes and services to the members within the guidelines of contracts and financing plans.

The staff will serve as the Secretariat of NEPT. They will be responsible for the day-to-day operations of the organization, maintaining the office, directing and implementing the

programmes, providing services to members and interested parties, organizing the logistics of the Executive Committee, any Standing Committees, Board and Annual General Meetings, and providing information to the general public. The Staff will work with and report directly to the Executive Committee that is responsible for the policy/management direction of the organization. During the remainder of the year the staff will work closely with project and technical assistance consultants who will report directly to the Executive Committee.

#### 10.2 The NEPT Board

The Board of Directors is the policy body of the Trust. The Board is composed of twenty-two (22) members, with 15 representing specific organizations from throughout the Negril area and 7 elected from the general membership of the Trust. All Directors serve for two year terms on a partial rotation basis and all Directors are eligible for re-election or appointment to the Board. The Chairman and Deputy Chairman are selected at the annual meeting of the Board. The current Directors are

**Chairman.** Katy Thacker  
representing the Negril Coral Reef Preservation Society (NCRPS)

**Deputy Chairman**  
= Raphael Evans  
representing the Negril Green Island Area Local Planning Authority (NGIALPA)

#### **Members**

- 1 Ray Arthurs  
representing the Negril Chamber of Commerce
- 2 Edward Gordon  
representing the Negril Fisherman's Cooperative
- 3 Cecil Brown  
representing the Negril Watersports Association
- 4 David Preble  
representing the Rotary Club of Savanna-la-Mar

- 5 Doreen McKellop  
representing
- 6 Carl Bartley  
representing the Ruland Point Craft Market  
Association
- 7 Errol Nelson  
representing the Itinerant Vendors Association
- 8 Twidlen Allen  
representing the Resort Board
- 9 Joy Gordon  
representing the Negril Craft Market Association
- 10 Vincent Guthrie  
representing the Negril Area Schools
- 11 Garnet Miller  
representing the Jamaica Constabulary Force
- 12 Neville Ruddock  
representing the Ministry of Public Health
- 13 Carol Sims  
representing the Little Bay Citizens' Association

Seven additional Directors will be elected to the Board, from the general membership, at the First Annual General Meeting (one year after the establishment of the Corporation)

10 3 The Executive Committee

The Executive Committee will serve as the day-to-day policy/management group of the Board. The Executive Director and staff will report to the Executive Committee and it, in turn, reports to the entire Board. The Executive Committee will assist the staff in the decision-making responsibilities that require consultation with the Board on a more frequent basis than quarterly Board meetings. The Executive Committee will comprise of the Chairman, the Deputy Chairman of the Board, as well as the Treasurer (or Chairman of the Finance Committee), the Chairman of the Government Liaison Committee and Chairman of the Fundraising

Committee From time to time, the Board may create new Standing Committees The Chairman of each Standing Committee will be invited to serve on the Executive Committee

10 4 Staff

NEPT will form a Fund Raising Committee, headed by the Chairman, to manage the campaign The Committee members will be directly involved in helping to manage the day-to-day operations of the campaign They will support the volunteers in prospect identification, review and classification, cultivation, solicitation and follow-up As the campaign progresses and the Trust Fund begins to grow, it is recommended to hire an Executive Director

10 5 Executive Director

The Director will be out in the field actively raising funds on behalf of NEPT, and will be involved in conducting research for projects, particularly those proposals to be submitted to multilaterals and other funding agencies The director will also oversee the marketing operations of the Campaign The Director will function as any normal sales person, earning income from sales volume (sales in this instance means donations to the Fund)

The Executive Director will be responsible for co-ordination and direction of all NEPT programmes The Executive Director will work closely with the Executive Committee, Standing Committee Chairpersons and consultants The Executive Director will be responsible for the administration of the Annual General Meeting and all other meetings of the organization This position will supervise all other staff and volunteers This staff person will also organize and administer a wide variety of programme activities

The Executive Director will coordinate programmatic activities with the rest of the staff. This position may in the initial months need to actively administer certain programmes until additional staff are hired or until project grants are in place that will allow other local organizations to administer certain programmes. The Executive Director will organize all fundraising activities, develop proposals for direct administration of programmes as well as assisting other local organizations in the administration of separate programmes. Organize a public relations programme, create and implement a volunteer programme, train or provides training for staff, vlunteers and other local organizations, organize a sales and income programme, implement and manage a user fee programme, implement a Trust programme

10 6 Campaign Spokesperson

He or she should be the most influential spokesperson available to the campaign and a paragon of determination and resourcefulness. As the spokesperson of the campaign, this person's stature should be such that all will follow. The importance of this key role in NEPT's multi-million dollar campaign cannot be overemphasized.

The spokesperson will be assisted by the full-time Executive Director in carrying out the following responsibilities:

- \* Calling on the top 10 prospects
- \* Attending key campaign meetings
- \* Serving as spokesperson at cultivation events, selected report meetings and media conferences

10 7 Programmes Director

The Programmes Director will report to the Executive Director. This person will organize environmental programmes, including workshops, community outreach, schools, tour operators, etc. This position will supervise training activities of local youth and fishermen as prospective park employees. This person will

identify and organize the creation of an Environmental Education Centre and its various programmes and will develop environmental project proposals for both NEPT and various environmental NGO's throughout Negril. This position is responsible for the writing and editing of educational publications. The Director will organize and design printed materials for distribution and will organize and maintain a resource library. The position will be responsible for coordination and direction of communications and networking. The Programmes Director will assist the Executive Director in providing services to the membership including field opportunities and training programmes for local member groups.

10 8            Administrative Assistant

This position is a full-time one and requires exceptional secretarial skills and competency with various computer software programmes including "WordPerfect" or its equivalent, "Desk Top Publishing" and others. This person must have a working knowledge of operations of a variety of office equipment, including phone systems, facsimile machines and photocopiers. The person must be skilled in working with the public and have the ability to answer general programmatic questions.

10 9            Bookkeeper

During the initial period bookkeeping functions will be provided on a contractual basis with a local accountant or accounting firm. At a future date a part-time bookkeeper may be employed by NEPT.

10 10           Office Attendant

The Office Attendant will clean all facilities, assist with filing, photocopying, distribution of educational materials, retail sales and inventory.

10 11 Office Messenger

This person will work for all the staff and generally maintain the offices, its buildings and grounds (if applicable) in good working condition. The person will be responsible for the security of the office property and will also serve as a messenger and provide whatever other services are required to support the staff and its offices.

10 12 Project Directors/Consultants

The Executive Director may need the assistance of short-term consultants in order to develop fundable documentation for the implementation of projects of immediate priority. As programmes and projects are developed, a variety of short and long-term direct hired employees and consultants will work under the direction of the Executive Director. It is envisioned that NEPT will develop programs that will be staffed with professional administrators and programmatic consultants under distinct contracts and grants.

11 0 TREATMENT OF PROSPECTS

11 0 1 Prospect Identification -

Board members, staff and their families and friends from NEPT, members of associated organizations, e.g., the Negril Fisherman's Co-operative and the Negril Watersports Association, Negril Coral Reef Preservation Society and the Negril Green Island Area Local Planning Authority, USAID project officers, etc., will all be involved in identifying potential donors. Prospects will fall into one of four categories:

- High Net Worth Individuals
- Corporations
- Foundations
- General Membership

### 11 0 2 Interests of Prospects -

"Donor research" is an ongoing process NEPT will access outside sources - mutual friends, newspaper clippings, directories, etc , and will start "cold" inviting potential donors to special events or set up meetings simply for the purpose of getting to know them, before the meeting at which the request will be made. Written records of all NEPT donor contacts and research in an individual file on each potential donor will be maintained. Notes will be reviewed periodically to be sure that NEPT's acquaintance with each potential donor is progressing steadily toward the point where NEPT will be able to make requests for support.

### 11 0.3 Prospect Cultivation -

It is recommended that a programme for cultivating prospective donors as well as campaign leadership be developed. This programme will serve to not only stimulate interest of foundations, corporate executives and relevant individuals, but will provide an opportunity for preliminary evaluation of NEPT's funding expectations. A series of special cultivation sessions for those who represent NEPT's best potential donors should be planned. These may be professional or personal associates.

#### Example events

- Small, private luncheons with high-net-worth individuals,
- Breakfast meetings with PSOJ CEO's, hosted by a selected sponsor,
- Cocktail party for CPA's hosted by Chartered Accounting Firm,
- Presentation to service clubs,
- Gatherings in private homes to view slides, photos, videos, etc , on the NEPTUNE Campaign

#### 11 0 4 Processing and Acknowledging Gifts -

The manner in which donations are handled can have a strong influence--positive or negative--on NEPT's ability to get additional donations in the future. Acknowledgements and processing will be efficient and professional. NEPT will adopt a system developed by one U S organisation.

#### 11 1 Donor Gift Acknowledgement

- Gifts under JA\$500 00/US\$25 00 will send preprinted acknowledgement card,
- Gifts of JA\$500 00/US\$25 00-JA\$1,000 00/US\$100, personal letter from campaign manager,
- Gifts JA\$1,000 00/US\$100 +, personal letter from Executive Director,
- Gifts JA\$5,000 00/US\$1,000 00 +, personal letter from chairman of the board

If the gift is directed toward a particular project or programme, acknowledgement letters might be written by the director of that project or programme.

#### 11 2 Processing

- All cheques deposited on same day received
- Copy of cheque and accompanying form (or name, address, telephone number and date cheque was received) given to capital campaign/marketing manager
- Capital campaign/marketing manager prepares receipt and sends it to person responsible for sending acknowledgement
- Capital campaign/marketing manager enters donor information into computer and/or manual files
- Acknowledgement and receipt sent within three days of receiving contribution

### 11 3 File Maintenance

#### 11 3 1 Computer files

Computer files will be able to sort by name, date, and amount of gift, at a minimum. That is, they will allow NEPT to look for an individual donor by name, to find all donors who have given, say, \$1,000 00 or more (so that NEPT can offer them special invitations and cultivation for increased future giving). Of course, there are many more variables NEPT will include in their data base for sophisticated donor information management - and there are commercially available software systems for donor information management. NEPT will have a system that will meet its information needs without requiring that they hire an expert just to maintain the system. NEPT will back up computer programmes regularly, and keep copies stored in other locations in the event of unforeseeable circumstances.

#### 11 3 2 Individual donor files

Individual donor files will be kept on actual and potential donors of some minimum amount (say JA\$5,000 00/US\$1,000 00 or more). File notes on research and meetings and copies of correspondence will be filed under this heading as NEPT proceeds with cultivation.

#### 11.3 3 Chronological or "tickler" files

Chronological or "tickler" files (usually a three-ring binder with a section for each month of the year) will keep NEPT up to date on what to do next. When a contribution is received that will require NEPT to submit a report, the date will be noted of when to begin preparing the report in the appropriate month of the "tickler" file. If NEPT promised a potential donor that they will be getting back to them in a month or so, it will be placed in the "to do" list for that month so it will not be forgotten. All meeting follow up activities will be noted on their appropriate date. The "tickler" files will keep NEPT organized and aware of all deadlines which they have set and those that

donors have set for them

11 4 Prospect Review and Classification -

Staff will be responsible for the careful evaluation and classification of current and potential donors. Research of the prospect's interests and capacity for giving will be considered and a "potential gift" assigned. The recommended request will be subject to volunteer input.

11 5 PROSPECT CLASSIFICATION

11 5 1	TIER I	\$30,000 00
		15,000 00
		8,000.00
11 5 2	TIER II	5,000 00
		3,000.00
		1,500 00
		1,000.00
11 5 3	TIER III	500 00
		300 00
		200 00
		100 00
		50.00

11 6 Prospect Solicitation -

Any successful campaign is conducted with the use of personalised subscription cards. One pledge card will be generated for each potential donor to avoid duplication of solicitation. Duplication of approaches may embarrass all concerned and often will jeopardize any effort.

11 7 The Volunteer Solicitors -

They will seek financial support on a face-to-face solicitation call from those individuals, corporations and organisations for whom they hold a "card". The solicitor may be joined by others where a "team approach" is appropriate. Finally, the solicitor

should seek a gift worthy of the prospective donor and significantly related to the recommended request

Regardless of the enthusiasm and zeal of the solicitor, it will always be necessary to clear with the campaign office before making unassigned calls. Weeks of careful cultivation can be thwarted if such clearance is not secured.

It is the responsibility of the solicitor to assure that a signed pledge is returned to the NEPT office.

#### 11.8 Prospect Follow Up -

If a decision is not reached during the call on a prospective donor, the solicitor should determine the time frame in which the decision will be made, and notify the campaign office. The solicitor should make a note on his or her calendar and follow up in a timely fashion.

While a pledge card will be left with the potential donor, a letter indicating an intended gift will serve the same purpose for the campaign audit.

#### 11.9 Prospect Recognition -

##### 11.9.1 TIER I

A personalized package of donor benefits will be prepared for each of NEPT's lead donors. While an individual may wish to remain anonymous, a corporation may look for a host of benefits in recognition of their contribution. NEPT has these considerations in mind:

- Recognition in "NEPTUNE NEWS",
- A special event hosted for employees at the beneficiary area,
- Advertisements, twice annually for the next three years, in each major newspaper for Tier I and Tier II donors,

- Media conference to announce the procurement of our lead gifts,
- Public recognition, award presentation, etc ,
- Thank you letter from the Spokesperson

11 9 2 TIER II

- Advertisements, twice annually for the next three years, in each major newspaper for Tier I and II donors,
- "Ghost write" articles for a company's employee publication about their gift,
- Host an employee group at one of NEPT's park areas,
- Release gift information to local media,
- Public recognition, award presentation, etc ,
- Series of framed photographs for display,
- Thank you letter from the Spokesperson

11 9 3 TIER III

- Thank you letter from Spokesperson,
- Small token (selected merchandise, e g , NEPT button)

11 10 Sponsorship -

NEPT will seek sponsors of all recognition efforts (both in-kind donations and underwriters)

12 0 VOLUNTEER ORIENTATION

All volunteer solicitors will be required to participate in an orientation session The purpose of this session will be two-fold

- To pass on critical product knowledge so they can effectively make the case and field questions and,
- To review the most effective methods of asking people for money

The distribution of pledge and case materials will be handled at this time so the solicitor can go straight from the orientation

to scheduling his or her calls

NEPT will network with other ENGO's to assist with orientation and supporting materials

13 0 PUBLIC RELATIONS

13 1 Special Events

There will be several types of special events conducted in support of the NEPTUNE Campaign

- Cultivation events
- Public outreach events
- Campaign parish "kick-off" event
- Recognition events

13 2 Media Relations

- NEPT hopes to produce a half-hour documentary on the NEPTUNE Campaign. The video tape will meet several purposes

- 15-minute tape for presentations,
- Television spots (15, 30, and 60 second commercials),
- Specific programme pieces (e.g., Royal Palm Reserve)
- Direct distribution to prospective donors and volunteers

Relationships with major media (print and electronic) generally will be strengthened, or in some cases established, as NEPT works to secure editorial support of the campaign

NEPT may produce radio spots and print ads if the market research findings support such expenditure

13 3 Speakers' Network

A group of spokespersons, made up of Board and staff members and NEPT general membership, will be recruited and oriented to make presentations to professional and civic groups across the country

#### 13 4 Campaign Sales Tools

Printed materials, video programmes, "NEPTUNE NEWSLETTER", training materials, pledge cards, etc , will be produced in support of the campaign

#### 13 5 Recognition Programmes

NEPT will develop recognition programmes in support of its corporate and foundation donors (refer to Recognition Programmes)

#### 14 0 RECORDING AND TRACKING THE CAMPAIGN

All pledges and contributions will be recorded and tracked on a monthly basis and a monthly report will be distributed to the Executive Director and the Board

#### 15 0 CAMPAIGN BUDGET AND ACCOUNTING

NEPT will prepare and submit a proposed budget to the Board of Directors for approval Accounting procedures will be contracted on a part-time basis

#### 16 0 PROPOSED CAMPAIGN TIMELINE

16 0 1 May 1995 - December 1995

Produce Campaign Plan

Hire Executive Director

Select spokesperson

Identify and classify top donor prospects

Begin research phase for donor prospects

Cultivate top donor prospects

Develop public relations plan and supporting materials

Schedule and host cultivation events

Continue prospect research

Continue solicitation of lead gifts

Launch membership and corporate campaign

16 0 2

January 1996 - April 1996

Hold solicitation orientation session for volunteers

Develop solicitation teams for each prospect

Solicit prospects

Campaign reporting and problem solving meetings held in each community/protected area

Continued cultivation of newly identified prospects

Follow up with each donor/pledge collection system put in place

Written follow up with each donor

Solicitation of newly cultivated donors

Recognition event for major donors

Pledge collection

## APPENDIX A

### THE BOARD OF DIRECTORS

"MAKING YOUR BOARD THE BEST IT CAN BE -  
FUND RAISING IS YOUR RESPONSIBILITY"

### WHERE DID NON-PROFIT BOARDS COME FROM

Your not-for-profit organisation is a unique entity because it exists solely to provide a service--not to make money for individuals or shareholders. Its history began when a group of concerned citizens organised an effort to solve a problem or to provide a service in your community. Through their hard work, the need was fulfilled and your non-profit was born. As it grew, the day-to-day management activities became too cumbersome for the citizen board--so a paid administrator was hired to take on those responsibilities. That meant the board could turn its attention towards governance--including areas such as policy-making, planning and monitoring.

That's a brief version of how your board position evolved. At its most basic level, the board represents the views of the community to the non-profit and the views of the non-profit to the community. As a board member, your skills, connections, influence, leadership and willingness to give of your time are keys to making this relationship work.

### FUND RAISING IS YOUR RESPONSIBILITY TOO

Although your organisation's mission is to provide services without generating profit, monitoring its finances is an important part of your board role.

Please note, however, that the reference to monitoring, not managing. The board member's role is not to scrutinize where every cent is spent--that's your administrator's job. Rather,

the board's responsibility is to keep an eye on the overall picture

Fitting hand in glove with your monitoring role is your responsibility to ensure that funds are available when they're needed--and this means raising money when it's necessary

#### THE FIRST STEP IS YOURS

The best way to begin fund raising is to make your own personal donation That's right--in addition to the time and effort you pour into raising money and making decisions for the non-profit, you're also expected to make a financial contribution Your donation doesn't necessarily have to be large but it does reinforce your commitment to the organisation's cause

You'll also be expected to take the initiative in developing new ways to bring money into your organisation Included is a form (Appendix X) that you can use to record ideas as they occur to you

#### CONTACTS GENERATE REVENUE AND SUPPORT

You know the adage--it's not what you know, but who you know It rings more true than ever when applied to fund raising

One of the reasons you were accepted on your board is your contacts within the community They are especially important to the fund raising process Here is an example why

As your annual campaign gets under way, you call five friends--they may be people you know at work or who belong to civic clubs or the Chamber of Commerce--and talk about how they can lend a helping hand

Your friend in the civic club may agree to make a contribution--then put the word out among fellow members Or better yet, he or

she may encourage the club to organise a mini-campaign on your organisation's behalf

The benefit of using contacts is clear. In this case, you have put your non-profit's name and mission in front of quite a few people--and with only one phone call'

#### FINDING CONTACTS AND PROSPECTS

Stable, long-term contacts are hard to come by--people change jobs, move to new places and pass away. As a board member, you are expected to maintain and contribute to the organisation's donor prospect list.

Try adding names to NEPT's donor prospect list a monthly ritual--you can even put it on the board meeting agenda'. Before members can leave the board meeting, they must place at least two names on the worksheet (Appendix X), according to how much the board member believes a particular prospect can contribute.

#### NEVER UNDERSTIMATE THE VALUE OF PUBLIC RELATIONS

Successful public relations is invaluable to your fund raising efforts. After all, people won't be willing to give to a cause they dislike.

When asked about your non-profit services, be enthusiastic and positive. If a civic club would like you to speak on your board service, by all means do so. Do whatever you can to raise your organisation's profile in the community--it is part of your job.

You need to get your name out there in front of the public so it has a good understanding of what your non-profit does, what it needs and how it can help. Once the public knows this--and a positive image has been built--fund raising becomes much easier.

(APPENDIX B)

FUNDRAISING IDEAS CHECK LIST

- DIRECTIONS As a board member you are responsible for offering new ideas for raising money Record your thoughts in the space below

Fund raising projects to do with others

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Ways for me to solicit pledges

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Amount of my personal dollar commitment \$ \_\_\_\_\_

How I plan to make this contribution

- Weekly       Monthly       Semi-annually       Annually

(APPENDIX C)

DONOR PROSPECT FORM

**DIRECTIONS** Before leaving each board meeting please fill in three names on this sheet according to each persons ability to give

Board member name \_\_\_\_\_

Date \_\_\_\_\_

I will make a personal

contact (circle one)

I believe the following people can give \$100-\$999/year

1 _____	Yes	No
2 _____	Yes	No
3 _____	Yes	No
4 _____	Yes	No

I believe the following people can give \$1000-\$4999/year

1 _____	Yes	No
2 _____	Yes	No
3 _____	Yes	No
4 _____	Yes	No

I believe the following people can give \$5000 or more/year

1 _____	Yes	No
2 _____	Yes	No
3 _____	Yes	No
4 _____	Yes	No

(APPENDIX D)

SAMPLE INDIVIDUAL DONOR PROSPECT LIST

- 1 NAME  
ADDRESS  
TELEPHONE  
\* PREVIOUS DONATIONS TO NEPT (AMOUNT/DATE)  
\* NEPT STAFF OR BOARD MEMBER(S) WHO KNOWS THE DONOR BEST  
\* COMMENTS ON DONOR'S INTERESTS  
\* WHO HAS CONTACTED THIS DONOR? WHEN? CONTENT OF MEETING/CONTACT?  
\* NEPT PLANNED REQUEST TO THIS DONOR  
\* NEXT STEP IN CULTIVATION PROCESS (WHO/WHEN)  
\* WHO WILL MAKE THE REQUEST FOR THE DONATION? WHEN?
- 2 NAME  
ADDRESS  
TELEPHONE  
\* PREVIOUS DONATIONS TO NEPT (AMOUNT/DATE)  
\* NEPT STAFF OR BOARD MEMBER(S) WHO KNOWS THE DONOR BEST  
\* COMMENTS ON DONOR'S INTERESTS  
\* WHO HAS CONTACTED THIS DONOR? WHEN? CONTENT OF MEETING/CONTACT?  
\* NEPT PLANNED REQUEST TO THIS DONOR  
\* NEXT STEP IN CULTIVATION PROCESS (WHO/WHEN)  
\* WHO WILL MAKE THE REQUEST FOR THE DONATION? WHEN?
- 3 NAME  
ADDRESS  
TELEPHONE  
\* PREVIOUS DONATIONS TO NEPT (AMOUNT/DATE)  
\* NEPT STAFF OR BOARD MEMBER(S) WHO KNOWS THE DONOR BEST  
\* COMMENTS ON DONOR'S INTERESTS  
\* WHO HAS CONTACTED THIS DONOR? WHEN? CONTENT OF MEETING/CONTACT?  
\* NEPT PLANNED REQUEST TO THIS DONOR  
\* NEXT STEP IN CULTIVATION PROCESS (WHO/WHEN)  
\* WHO WILL MAKE THE REQUEST FOR THE DONATION? WHEN?

(APPENDIX E)

PROSPECT LIST - PEOPLE WHO HAVE SHOWN INTEREST IN THE ENVIRONMENT

MR LLOYD MOORE  
ACME CONE COMPANY LTD  
45 DUNROBIN AVENUE  
KINGSTON 10  
931-1224-5/924-0997  
925-8342

MR PETER STEWART  
ACTION ROOFERS & CONTRACTORS  
21 CENTRAL AVENUE  
KINGSTON 10  
929-0775/924-1584

MR. PAUL ASHLEY  
ALLERDYCE INN  
49B SHORTWOOD ROAD  
KINGSTON 8  
969-5790/969-5789 (FAX)

MRS ARLENE GARDNER  
ALLIED STATIONARY &  
OFFICE SUPPLIES  
153-157 HARBOUR STREET  
SHOP 9  
KINGSTON  
967-0533

MRS PAMELA JOSEPHS  
ALUMINIUM BUILDING PRODUCTS  
64A MOLYNES ROAD  
KINGSTON 10  
923-5913/0322/0332  
923-0335 (FAX)

MR ANDRE HYLTON  
ANDRE'S AUTO SUPPLIES & SERVICE  
16 OSBOURNE ROAD  
KINGSTON 10  
929-3898/968-1560  
968-1559 (FAX)

MR CHRISTOPHER ZACCA  
MANAGING DIRECTOR  
APPLIANCE TRADERS LTD  
35 HALF WAY TREE ROAD  
KINGSTON 5  
926-3370

MS CECILE ESCOFFERY

THE ARTISIAN  
SHOP A  
106 HOPE ROAD  
KINGSTON 6  
978-3514

OR  
14 LEONARD ROAD  
KINGSTON 10  
929-3595

MRS DIANA McKINTYRE-PIKE  
ASTRA COUNTRY INN & RESTAURANT  
62 WARD AVENUE  
MANDEVILLE, MANCHESTER  
962-3265/962-3377

MR GARY GRANT  
ATLANTIC BUSINESS PRODUCTS  
6 COLLINS GREEN AVENUE  
KINGSTON 5  
968-1851

MR. RICKY AZAN  
AZAN'S IN THE SOVEREIGN CENTRE  
SHOP 24  
106 HOPE ROAD  
KINGSTON 6  
98-3521

MR MICHAEL DACOSTA  
BARGAIN RENT A CAR  
1 MERRICK AVENUE  
KINGSTON 10  
926-8237/1909/0378

MRS MARJORIE McCALLA  
BATH & LINEN  
SOVEREIGN CENTRE  
106 HOPE ROAD  
KINGSTON 6

MS CAROL ORANE  
BEST REGARDS  
SOVEREIGN CENTRE  
106 HOPE ROAD  
KINGSTON 6  
978-3502  
978-3504 (FAX)

MR DARYL YAP  
BALOONS BALOONS  
1 EMMANUEL RD  
KINGSTON 5  
929-4434/968-5571  
929-4773 (FAX)

MS JOAN JOHNSON  
BRONX FASHION  
47 PORT ROYAL STREET  
KINGSTON

MRS CRESCENT HESSEN  
BUBBLE GUM KIDS  
NEW KINGSTON SHOPPING CENTRE  
30 DOMINICA DRIVE  
KINGSTON 5  
929-8253

MR DELANO BARNETT  
BUSINESS MANAGEMENT LTD  
35 HALF WAY TREE ROAD  
KINGSTON 5  
926-3370/3756/2088

MR. LLOYD TAYLOR  
BUSINESS TECHNOLOGY SYSTEMS  
24 TRAFALGA ROAD  
KINGSTON 10  
929-9440-4/4551/0101  
929-0111 (FAX)

MS KAREN RHONE  
CAKTUS COLLECTIONS  
SOVEREIGN CENTRE  
106 HOPE ROAD  
KINGSTON 6  
978-3487

MR DAVID McRAE  
CHICKEN SUPREME  
SOVEREIGN CENTRE  
106 HOPE ROAD  
KINGSTON 6  
978-3535-7

MR GARTH KING  
COMPUTER BUSINESS SYSTEM  
7 WATERWORKS ROAD  
KINGSTON 8  
925-8600/8382

MR HUGH LAWSON  
COMPUTER OFFICE PRODUCTS (COPS)  
10 RUTHVEN ROAD  
KINGSTON 10  
929-3805/1490-1

MR FRANK SMITH  
COMPUTERSMITH LTD  
5 BALMORAL AVE  
KINGSTON 10  
968-0444/929-7209/2476

MR AINSLEY HENRIQUES  
CONFURMA LTD  
7 NORMAN RD  
KINGSTON 4  
9928-1288-9/1140/2394

MRS KAREN ZADIE  
COUNTRY BUCKET LTD  
SOVEREIGN CENTRE  
KINGSTON 6  
978-3842

MR ED GALLIMORE  
COUNTRYSIDE CLUB  
EASTWOOD PARK AVE  
KINGSTON 10  
929-9403-4

MS. JEAN STEWART  
CRAZY JIM  
3 McARTHUR AVE  
KINGSTON 11  
923-6237

MR. DAVE LYN  
CREAMY CORNER  
48 CONSTANT SPRING-RD  
KINGSTON 10  
929-5310/5923

MR TONY MCKENZIE  
DANIEL FINZI & CO  
234 SPANISH TOWN ROAD  
KINGSTON 11  
923-6936/6767

MRS MARIA YAP  
DELI WORKS  
SOVEREIGN CENTRE  
KINGSTON 6  
927-4706/978-3968

MR WINSTON BROWN  
EHC INDUSTRIES LTD  
ISLAND LIFE CENTRE  
6 ST LUCIA AVE  
KINGSTON 5  
968-8000/7133

MRS ELEANOR JONES  
ENVIRONMENTAL SOLUTION  
2 DERRYMORE ROAD  
KINGSTON 10  
929-9481  
929-5731 (FAX)

MR KENNY BENJAMIN  
GUARDSMAN LTD  
4 EMMAVILLE CRES  
KINGSTON  
928-2246/1257/2641/5285/5721/5936

MR GENTLES  
GENTLE PRINTERS  
47C OLD HOPE ROAD  
KINGSTON 5  
927-6765/4021/0603

MR. TONY HART  
HART INDUSTRIES  
MONTEGO BAY, ST JAMES  
979-8099/8109

MR EARL BERKLEY  
HOMELECTRICK  
7 HILLVIEW AVE  
KINGSTON 10  
960-0700

MR ANTHONY HOLNESS  
HOLE IN THE WALL  
697 SPANISH TOWN ROAD  
KINGSTON 11  
923-8646-7

MR MICHAEL WHITE  
HYDROLOGY CONSULTANTS  
1B EASTON AVENUE  
KINGSTON 5  
927-8000

MR IAN LEVY  
IAN K AGENCIES LTD  
69 HAGLEY PARK ROAD  
KINGSTON 10  
926-1640

MR STEPHEN CHANG  
INNOVATIVE SYSTEMS  
SOVEREIGN CENTRE  
106 HOPE ROAD  
KINGSTON 6  
978-3512-3

MR G COUSINS  
INTERNATIONAL PRINTERS  
6 ELGIN ROAD  
KINGSTON 5  
926-2851

MR. MIKE CAMPBELL  
ISLAND CAR RENTALS  
17 ANTIGUA AVE  
KINGSTON 5  
926-5991/8861/8012

MRS. EUNICE THOMAS  
ISLAND DARIES LTD  
AMC COMPLEX  
188 SPANISH TOWN ROAD  
KINGSTON 11  
923-5513/5520

MR. ANTHONY CASSERLY  
JAMAICA MARBLE PRODUCTS  
7 NORMAN ROAD  
KINGSTON 4

MR HENRY RAINFORD  
JAMAICA LIVESTOCK ASSOCIATION  
NEWPORT EAST  
KINGSTON  
922-0310/7130/7132

JAMAICA PEGASUS HOTEL  
81 KNUTSFORD BLVD  
KINGSTON 5  
926-3690

MR WINSTON HUNTER  
KINGSTON ICE  
4 HARBOUR STREET  
KINGSTON  
922-1590/4157

MR COLLIN WITTINGHAM  
KINGSTON INDUSTRIAL GARAGE  
381 SPANISH TOWN ROAD  
KINGSTON 11  
923-6479/6572

MRS BEVERLY LOPEZ  
KINGSTON HUB  
76 MOLYNES ROAD  
KINGSTON 10  
923-4224

MR DERRICK MILLINGS  
KHALEEL'S PAPER PRODUCTS  
8 EAST ASHENHEIM ROAD  
KINGSTON 11  
923-8651/6490

MRS RONA BARNETT  
LANGUAGE TRAINING CENTRE  
24-26 TRINIDAD TERR  
KINGSTON 5  
926-0375

MS. ELAINE WINT-LESLIE  
9 COURTNEY DRIVE  
TRAFALGA PARK  
KINGSTON 10  
926-2924  
968-6605 (FAX)

LIGUANEA CLUB  
KNUTSFORD BOULEVARD  
NEW KINGSTON  
KINGSTON 5  
929-1380/4153/926-8144-6/6984

LINDA'S FLOWER FAIR  
34 TRAFALGAR ROAD  
KINGSTON 5  
926-2715/2759/4618

MR ROBIN DUQUENEY  
LITHOGRAPHIC PRINTERS  
14 EAST AVE  
KINGSTON 4  
922-8500/8503

MR LEE ISSA  
LITTLE LEE'S  
12 CONSTANT SPRING ROAD  
KINGSTON 10  
926-4029

MRS SOPHIA MAX BROWN  
MAX BROWN LTD  
NEW KINGSTON SHOPPING CENTRE  
30 DOMINICA DRIVE  
KINGSTON 5  
929-5027

MR. WILLIE CHIN  
MIEL SWEETS  
1 MOLYNES ROAD  
KINGSTON 10  
929-8425

MRS BRENDA ALEXANDER  
MONARCH PHARMACY  
SOVEREIGN CENTRE  
KINGSTON 6  
978-3495

MR. CARLYLE HUDSON  
MOTHER'S  
14 RETIREMENT ROAD  
KINGSTON 5  
928-3799

MR RYAN WHITE  
MOTOR SALES & SERVICE  
51 SOUTH CAMP ROAD  
KINGSTON 4  
928-5041-7/5741-4

MR ERROL ANDERSON  
MOORE BUSINESS FORMS  
29 SLIPE PEN ROAD  
KINGSTON 5  
922-5857/5916

MR GERALD LACY  
MUFFLER SPECIALISTS  
2 LISMORE AVE  
KINGSTON 5  
926-8489-5806

MR WAYNE CHAI  
NATIONAL OUTDOORS ADVT  
19 EAST WOOD PARK ROAD  
KINGSTON 10  
929-9403/926-3010

MRS BARABA GRANT  
NATIVE FOOD PACKERS  
6 EAST AVE  
KINGSTON 5  
926-2147/929-0044

MRS JANICE WHITE  
NATURAL VITAMINS  
SOVEREIGN CENTRE  
106 HOPE ROAD  
KINGSTON 6  
978-3529

MR LURNEL McKETTY  
OFFICE SYSTEMS & SERVICES  
TOWER STREET  
KINGSTON  
922-0017

MRS MELAINE GRAHAM  
PALACE AMUSEMENT CO  
1A SOUTH CAMP ROAD  
KINGSTON 4  
928-1240/5190

PAMACO LIMITED  
48 HAGLEY PARK ROAD  
KINGSTON 10  
929-5741/968-3368-9/2683

MRS PEARL WRIGHT  
PEARL WRIGHT FLOWERS & IKEBANA CENTRE  
4 LATHAN AVE  
KINGSTON 6  
978-5701

MR RAY CHEN  
PERIWINKLE PUBLISHERS  
19 BALLATER AVE  
KINGSTON 10  
929-2625/9496/4096  
929-9496 (FAX)

MRS PAULA WONG  
PAULA'S SKIN & MORE  
SOVEREIGN CENTRE  
KINGSTON 6  
978-3534

MR BRUCE CHEN  
PIZZA DELITE  
17B NORTHSIDE PLAZA  
KINGSTON 6  
927-0606/9417

MRS MICHELLE BOVELL  
PIZZA HUT  
122 3/4 BARBICAN ROAD  
KINGSTON 8  
925-4290-4966

MR ANTHONY LEVY  
POPYES CHICKEN & SEAFOOD  
SOVEREIGN CENTRE  
106 HOPE ROAD  
KINGSTON 6  
926-3519/3533

MR ROBERT STEPHENS  
PRAGMA CONSULTANTS  
REGGAE MARKETING LTD  
12 WORTHINGTON TERR  
KINGSTON 5  
960-3598

MR RAYMOND SIBBLES  
PYRAMID ROODING SYSTEMS  
4 MOLYNES ROAD  
KINGSTON 10  
968-8841

MR. ANTHONY WALKER  
QUALITY DEALERS LTD  
8 RED HILLS ROAD  
KINGSTON 10  
968-3095/926-6869

MRS GINA SHOUCAIR  
RECORD PLAZA  
TROPICAL PLAZA  
KINGSTON 10  
926-7645/968-7641-2

MR K O LODGE  
RELIABLE ROOFERS  
6 SURBITON ROAD  
KINGSTON 10  
926-6461

MR RICHARD BOOR  
RICHARD BOOR LTD  
4 STRATHAIRN AVE  
KINGSTON 10  
926-7383/7344/2053

MR KEITH RYAN  
KEITH RYAN & CO  
18 SOUTH CAMP ROAD  
KINGSTON CSO  
928-8793-8

MR IVAHOE RICKETTS  
IVAHOE RICKETTS LTD  
42 LYNDHURST RD  
KINGSTON 5  
929-2693/3090

MR H H WAEHLING  
SCHIEBELER & CO  
42 DUKE STREET  
KINGSTON  
922-8030-2

MR KHALEEL AZAN  
SPRINGDALES  
SOVEREIGN CENTRE  
106 HOPE ROAD  
KINGSTON 6  
978-3543

MRS DIANA STEWART  
STEWART'S AUTO SALES  
6-8 ORCHARD ROAD  
KINGSTON 5  
926-2567/5400

MR RAY MILES  
SUN ISLAND  
45 MOLYNES ROAD  
KINGSTON 10  
926-1330/990-2354

MR RONNIE BURKE  
SYNERGY  
23 STONY HILL ROAD  
KINGSTON 8  
942-9115-6

MRS PATRICIA McFARLANE  
SHAKEY'S PIZZA PARLOUR  
184 CONSTANT SPRING ROAD  
KINGSTON 10  
925-7267/924-5594

MR ROBERT PARKINS  
SALADA FOODS JAMAICA LTD  
20 BELL ROAD  
KINGSTON 11  
923-7114-6/6476/5821-2

SANGSTERS BOOK STORE LTD  
101 WATER LANE  
KINGSTON  
922-3640  
922-3812/3819

MR EARL LOSHUSAN  
SOVEREIGN SUPERMARKET  
106 HOPE ROAD  
KINGSTON 6  
927-5955/8228

MR CANUTE SADDLER  
STEPHONICS LTD  
SOVEREIGN CENTRE  
KINGSTON 6  
978-4222

MRS ANNETTE CHONG  
TASTEE LTD  
25A HALF WAY TREE ROAD  
KINGSTON 5  
926-2834/7883

TERRA NOVA HOTEL & RESTAURANTS  
17 WATERLOO ROAD  
KINGSTON 10  
926-2211/9334

THERMO-PLASTICS (JAMAICA) LTD  
TWICKENAM PARK  
SPANISH TOWN  
984-3061-1

MR LARRY GARVEY  
TIME STORE  
8-12 KING STREET  
KINGSTON  
922-4620

MRS STEPHANIE BELCHER  
TOURISM ACTION PLAN  
36 TRAFALGA ROAD  
KINGSTON 5  
929-7967-8269

MR ROB MULLALLY  
TROPICAIR  
227 1/2 MARCUS GARVEY ROAD  
KINGSTON 923-8621

MR EASTON MCKINLEY  
TROPICAL METAL PRODUCTS  
18 WEST PORT AVE  
RIVERTON CITY, KINGSTON  
923-8229/6769

DERRICK & SANDY CHIN  
VISION PLUS OPTICAL  
106 HOPE ROAD  
KINGSTON 6  
978-3501/3737

MR MICHAEL PICKERSGILL  
WEST INDIES PULP & PAPER GROUP  
6 ASHENHEIM ROAD, EAST  
KINGSTON 11  
923-7336-9  
923-6954 (FAX)

MRS JULIET MOSS-SOLOMON  
WIZ KIDZ LTD  
SOVEREIGN CENTRE  
KINGSTON 6  
978-3498

MR SHAWN MANLEY  
WILLIAMS SALES CO  
2 KING 'STREET  
KINGSTON  
922-7188/7716

(APPENDIX F)

MAJOR JAMAICAN CORPORATIONS TO BE TARGETED

MR TOMLIN R SCARLET  
DIRECTOR SALES/SERVICES  
AIR JAMAICA  
72 HARBOR STREET  
KINGSTON  
922-3460/967-0466-9

MR V CLARKE  
BANK OF NOVA SCOIA  
DUKE & PORT ROYAL STREET  
KINGSTON  
922-1000/1020/1029

MR. DUDLEY HORNER  
BRANDRAM HENDERSON (WI) LTD  
10 EAST BELL ROAD  
KINGSTON 11  
923-7131-3  
923-9598 (FAX)

MR WAYNE SUTHERLAND  
BUTTERKIST LTD  
2 VALENTINE DRIVE  
KINGSTON 19  
925-9418/9417/931-0811-3

MR JOHN RAMSON  
CARIBBEAN FOODS LTD  
449 SPANISH TOWN ROAD  
KINGSTON 11  
923-2051

MR. ANTHONY McPHEARSON  
CCS  
1C PAWSLEY ROAD  
KINGSTON 5  
926-0120/3408-9  
929-2965 (FAX)

MR DONOVAN CRAWFORD  
CENTURY NATIONAL BANK  
14-20 PORT ROYAL STREET  
KINGSTON  
922-3313-6/2600-2

MR SIMON ROBERTS  
CMP METAL PRODUCTS  
237 MARCUS GARVEY DRIVE  
KINGSTON 11  
923-6634-9

MR LEON MITCHELL  
CVM TV  
69 CONSTANT SPRING ROAD  
KINGSTON 10  
931-9419  
931-9417 (FAX)

MR CHRIS DEHRING  
DEHRING BUNTING & GOLDING  
6 DUMFRIES ROAD  
KINGSTON 10  
968-7596-9

DR PAUL CHEN-YOUNG  
EAGLE FINANCIAL NETWORK  
24-26 GRENADA CRES  
KINGSTON 5  
968-8718-20

MRS ALTHEA SOLOMON  
EDWIN CHARLEY (JA) LTD  
234 SPANISH TOWN ROAD  
KINGSTON 11  
923-7331/6141

MR SYLVESTER CHANG  
FACEY COMMODITY CO LTD  
61 NEWPORT BLVD  
NEW PORT WEST  
KINGSTON  
923-9221-5

MR EARL PATRICK  
GRACE KENNEDY & CO  
64 HARBOUR STREET  
KINGSTON  
922-3440

MR CORDEL SAMUELS  
HARDWARE & LUMBER MARINE  
697 SPANISH TOWN ROAD  
KINGSTON 11  
923-8911-8/8627-8

MR LASCELLES FRASER  
HENKEL CHEMICALS  
36-38 RED HILLS ROAD  
KINGSTON 10  
926-4455/4493

MR CLAUDE CLARKE  
HIGHGATE FOOD PRODUCTS  
63 HALF WAY TREE ROAD  
KINGSTON 10  
929-1161-2/1165/968-1125-6

MRS JANET CARVALHO  
ICD GROUP OF COMPANIES  
7 HARBOUR STREET  
KINGSTON  
922-6670/924-9461

MR DENNIS LALOR  
ICWI CO  
2 ST LUCIA AVE  
KINGSTON 5  
926-9040/9182/9196

MR OLIVER JONES  
ISLAND LIFE INS CO  
6 ST LUCIA AVE  
KINGSTON 5  
968-6874/9266952

MR RONALD SASSO  
ISLAND VICTORIA BANK  
6 ST LUCIA AVE  
KINGSTON 5  
968-5800-5

MR IAN FORBES  
JAMAICA BISCUIT CO  
206 SPANISH TOWN ROAD  
KINGSTON 11  
923-6477/6559/6571

MR EMILE SPENCE  
JAMAICA NATIONAL BUILDING SOCIETY  
2 CONSTANT SPRING ROAD  
KINGSTON 10  
926-1344-9/1364

MR PAJET DE FRETAS  
JAMAICA OBSERVER  
2 FAGAN AVE  
KINGSTON 8  
931-5188/5189/5191

MR DERRICK DYER  
JAMAICA PUBLIC SERVICE CO  
6 KNUTSFORD BLVD  
KINGSTON 5  
926-3190/3630

MRS JUDITH DOUGLAS  
J WRAY & NEPHEW  
234 SPANISH TOWN ROAD  
KINGSTON 11  
923-6141/6655

MRS GRANT MARTIN-HALL  
MANUFACTURERS MERCHANT BANK  
19 DOMINICA DRIVE  
KINGSTON 5

MRS GILLIAN STEPHENS  
MUTUAL SECURITY BANK  
18 TRAFALGAR ROAD  
KINGSTON 5  
927-3820/3929

MR DON CUNNINGHAM  
NATIONAL COMMERCIAL BANK  
32 TRAFALGA ROAD  
KINGSTON 5  
929-9050-9/9060-9

MR HOWARD MOLLISON  
P A BENJAMIN MFG CO  
97 EAST STREET  
KINGSTON  
922-8350-3

MR LESTER SPAULDING  
RADIO JAMAICA LTD  
32 LYNDHURST ROAD  
KINGSTON 5  
926-1100

MRS SARAH GABBIDON  
SANDALS RESORT INT'L  
KENT AVE  
MONTEGO BAY, ST JAMES  
979-9130-3/0721

MR RUSSEL HADEED  
SERV-WELL OF JAMAICA  
8 ASHENHEIM ROAD  
KINGSTON 11  
923-6036-8/6135

MR DAVID CLAYTON  
SERGE ISLAND DARIES  
SEAFORTH, ST THOMAS  
982-4225-7

MR GLEN HARRIS  
CARIBBEAN STEEL CO LTD  
BRUNSWICK AVE  
SPANISH TOWN  
984-3021-2/4389-90

MR KEVIN TUCKER-BROWN  
GEORGE & BRANDY LTD  
1 ST LUCIA CRES  
KINGSTON 5  
926-1275-8/1297

MS WYVOLYN GAGER  
GLEANER COMPANY LTD (THE)  
7 NORTH STREET  
KINGSTON  
922-3400  
922-2958 (FAX)

MR HAL PALMER  
GOODYEAR JAMAICA LTD  
8 OLIVER ROAD  
KINGSTON 8  
924-6130-1

INVESTMENT & FINACE MERCHANT BANK  
63-67 KNUTSFORD BLVD  
4TH FLOOR  
926-055/0587

MR WILTON WILLIAMS  
ISLAND LIFE MERCHANT BANK  
4 ST LUCIA AVE  
KINGSTON 5  
968-6649/8378/6650-1/8655-9

JAMACIA BROADCASTING COPR.  
5 SOUTH ODEAN AVE  
KINGSTON 10  
926-5620

MR LLOYD WIGGAN  
JAMAICA CITIZENS BANK  
17 DOMINICA DRIVE  
KINGSTON 5  
960-2340-9/2350-5/3200-2/3192-9/936-8000-1

MR NEVILLE BLYTHE  
THE JAMAICA HERALD  
29 MOLYNES ROAD  
KINGSTON 10  
968-7724-9

MR PAUL HALL  
JOHNSON & JOHNSON  
52 GRENADA CRES  
KINGSTON 5  
929-7340-1/8964

MR MICHAEL McMORRIS  
KNUTSFORD CAPITAL MERCHANT BANK  
63 KNUTSFORD BLVD  
KINGSTON 5  
926-0444  
926-0555 (FAX)

LOVE 101 71 FM  
THE NATIONAL RELIGIOUS MEDIA CO LTD  
12 CARLTON CRES  
KINGSTON 19  
968-9596-7  
968-7545 (FAX)

MR ROBERT PARKINS  
SALADA FOODS JAMAICA LTD  
20 BELL ROAD  
KINGSTON 11  
923-7114-6/6476/5821-2

DR. RALPH THOMPSON  
SEPROD LTD  
3 FELIX FOX BLVD  
KINGSTON  
922-1220/0317/1323

MR RONALD GLASFORD  
SUGAR COMPANY OF JAMAICA (THE)  
22 G OLD HOPE ROAD  
KINGSTON 5 926-9770/3650  
926-7870 (FAX)

MR. CLIFFORD CAMERON  
SWIFT CHEMICAL MANUFACTURING CO  
19 DOMINICA DR  
KINGSTON 5  
968-5715

MR DAVID BICKNELL  
TANK-WELD LTD  
27 SEAWARD DR  
KINGSTON 11  
923-4717/0296/0318/8800

MR NEVILLE BLYTHE  
UGI GROUP OF COMPANIES  
4 TRAFALGAR ROAD  
KINGSTON 5  
978-3690-9/978-3700-1

MR. K P. WRIGHT  
VICTORIA MUTURAL BUILDING SOCEITY  
73-75 HALF WAY TREE ROAD  
KINGSTON 10  
968-5674-8

MRS STEWART  
VALLEY COMPUTERS  
29 OLD HOPE ROAD  
KINGSTON 5

(APPENDIX G)

OVERSEAS PROSPECTS WITH JAMAICAN CONNECTIONS

MR FERNANDO AMANDI  
VICE PRESIDENT & GENERAL MANAGER  
LATIN AMERICA & CARIBBEAN DIVISION  
AMERICAN EXPRESS  
c/o Stewart's Travel Service  
New Kingston

MR. CHRISTOPHER A DAWKINS  
DIRECTOR  
AMERICAN EXPRESS BANK LTD  
AMERICAN EXPRESS TOWER  
WORLD FINANCIAL CENTRE  
NEW YORK, NY 10285-2200  
212-298-4566  
212-619-9872 (FAX)  
620034-233521 (TELEX)  
REUTERS AMXN

MARIAM TEHRANI  
AKZO CHEMICAL INC  
CORPORATE COMMUNICATION DEPT  
ROOM 6  
300 SETH RIVERSIDE PLAZA  
CHICAGO IL 60606  
312-906-7500

ADVENTURE TRAVEL SOCIETY (THE)  
6551 S REVERE PARKWAY  
ENGLEWOOD, CA 80111  
303-649-9016  
303-649-9017 (FAX)

AQUATIC ECOSYSTEM HEALTH & MANAGEMENT SOCIETY  
C/O OF CANADA CENTRE FOR INLAND WATERS  
P O BOX 5050  
BURLINGTON ONTARIO L7R 4A6  
CANADA  
1-416-336-4867  
416-336-4819 (FAX)

MR STEPHEN SCHNIDHEING  
CHAIRMAN  
HON HUGH FAULKNER, P C  
EXECUTIVE DIRECTOR  
BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT  
WORLD TRADE CENTRE BUILDING, 3RD FLOOR  
ROUTE DE L'AEROPORT 10  
GENEVA, SWITZERLAND  
= CASE POSTALE 365 CH - 1215 GENEVA 15  
41-22-788-32-02  
41-22-788-32-11 (FAX)

CLEAN WORLD INTERNATIONAL  
C/O THE TIDY BRITISH GROUP  
GRESHAM HOUSE  
44 NORTH ROAD  
BRIGHTON BN1 17R  
ENGLAND  
44-273-677-321  
44-273-623-607 (FAX)

CAMENCO INTERNATIONAL  
BROOKLYN NAVY YARD  
BUILDING #3  
BROOKLYN NY 11205  
718-643-9655  
718-855-2003 (FAX)

CARIB GLASSWORKS LTD  
CARIB GLASS  
P O BOX 1287  
PORT OF SPAIN, TRINIDAD & TOBAGO  
809-662-2231-7  
809-663-1779 (FAX)

MR PETER WEBLEY  
CARIBBEAN TODAY  
P O BOX 6010  
MIAMI FLORIDA 33116-6010  
305-238-2868

MR NORMAN NOBLE  
MANAGER  
CINNAMON BAY  
P O BOX 720  
ST JOHN, U S VIRGIN ISLANDS  
809-776-6330/809-776/6458 (FAX)

E C WORLDWIDE TRAVEL, INC  
NORTH MIAMI  
516 NW 183RD ST  
305-653-7264  
305-652-5284  
OR  
11612 N KENDALL DRIVE  
MIAMI FLORIDA 33176  
305-273-7810

EARTH COMMUNICATIONS OFFICE  
C/O IMAGE ENTERTAINMENT  
1925 CENTURY PARK EAST  
SUITE 2300  
LOS ANGELES CA 90067  
310-277-1665  
310-556-0939 (FAX)

A SNYDER  
ENVIRONMENT DEPARTMENT  
ENVIRONMENT BULLETIN NEWSLETTER  
ROOM S-5055  
1818 H STREET NW  
WASHINGTON DC 30433

EXCELSIOR TRADING CO. INC.  
7980 NW 67TH STREET  
MIAMI FLORIDA 33166  
305-594-1142

MR JIM CAVNAR  
FOOD FOR THE POOR  
550 SOUTHWEST 12TH AVE  
DEERFIELD BEACH, FL 33442  
305-427-2222  
305-570-7654 (FAX)

INDEPENDENT BREWING INDUSTRIES SUPPLIERS LTD  
67 NORTH GATE  
NEWARK  
NOTTINGHAMSHIRE  
ENGLAND NG24 1HD  
NEWARK 0636-716-76  
0636-605-427 (FAX)

INTERNATIONAL MARKETING CORP EXPORT  
1363 NORTH PROSPECT AVE #300  
MILWAKEE, WISCOUSIN 53202  
414-271-3423/22-9248

MRS. KAY BAXTER-COLLINS  
JAMAICA CONSULATE GENERAL  
767 3RD AVE  
2ND & 3RD FLOOR  
NEW YORK N Y 10017  
212-935-9000/  
212-935-7508/832-0411 (FAX)

JAMAICA GROCERIES & SPICES IMPORT INC  
9587 SW 160 ST  
MIAMI FLORIDA 33157  
305-252-1197

JAMAICA THREE STAR BAKERY  
18667 SW 107 AVE  
MARLIN ROAD TRADE CENTRE  
305-253-8943/378-5666

MR MANUEL SAM MARTIN S.A  
HOME OFFICE  
EX-RUTA NATIONAL NO 5 KM  
101 P O BOX 18  
6600 MERCEDES - BS AS ARGENTINA  
54-0324-26405/23181/23458/22019  
54-111-2495 (FAX)

MR. C BRAXTON MONCURE  
ROSS & MONCURE, INC  
726 N WASHINGTON ST  
ALEXANDRIA VA 22314  
703-549-5276

MR RAYMOND A. LAMONTAGNE  
707 WESTCHESTER AVE  
WHITE PLAINS, NY 10604  
(914) 681-4459

MR. CARTER F. BALES  
DIRECTOR  
McKENSEY & CO INC  
55E 52 STREET  
NEW YORK N Y 100022  
212-446-8816

PATTY PLACE (THE)  
10201 BAMMOCKS BLVD  
MIAMI FLA 33196  
305-388-5188

MR DELWIN A ROY  
1509 22ND STREET NW  
WASHINGTON, DC 20037-1073

"LOVE THE OCEAN CAMPAIGN"  
THEO VON HOFFMAN  
310-576-6162

SCHOELLER INTERNATIONAL  
HEILMANSTRUSSE  
D-8000 MUNICH 71  
GERMANY

~~UNION GROUP~~  
SOLID FIBER SALES  
801 FAINTAIN AVE  
LANCASTER, PA 17601 - 4532  
717-397-3741

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(APPENDIX H)

U S & FOREIGN COMPANIES OPERATING IN JAMACIA

MR V CLARKE  
BANK OF NOVA SCOTIA  
DUKE & PORT ROYAL STREET  
KINGSTON  
922-1000/1020/1029

MRS SUE ROSEN  
BRITISH AIRWAYS  
25 DOMINICA DRIVE  
KINGSTON 5  
929-9029/9028

MRS. CHANTAL TONNES-HYLTON  
BURGER KING  
20 HOPE ROAD  
KINGSTON 10  
929-8215-6

MRS. CAROL GUNTLEY-BRADY  
BWIA INTERNATIONAL AIRWAYS  
19 DOMINICA DRIVE  
KINGSTON 5  
929-9029/9028

MR PETER MOSES  
CITIBANK LTD  
63-67 KNUTSFORD BLVD  
KINGSTON 5  
926-3670-9

MR TREVOR OTTEY  
General Manaer  
COLGATE PALMOLIVE COMPANY  
216MARCUS GARVEY DR  
KINGSTON 11  
923-7011/7076-7

MR. ANDREW REID  
Sales & Marketing Manager  
CREMO LTD  
284 SPANISH TOWN RD  
KINGSTON 11  
923-6136/6139  
923-4472 (FAX)

MR TONY RAY  
DESNOES & GEDDES - GUINNESS LTD  
214 SPANISH TOWN RD  
KINGSTON 11  
923-9291  
923-5218 (FAX)

MR DON MARSHALL  
ESSO STANDARD OIL S A  
75 MARCUS GARVEY DRIVE  
KINGSTON 13  
923-6011-4/923-0533 (FAX)

MR MERVIN EYRE  
GENERAL MANAGER  
FUJITSU-ICL CARIBBEAN  
MUTURAL LIFE BUILDING  
2 OXFORD ROAD  
KINGSTON 5  
926-7575/7573/7567

MR DERICK ELDER  
IBM WORLD TRADE CORP  
52 KNUTSFORD BLVD  
KINGSTON 5  
926-3170

MR ERROL ANDERSON  
SALES MANAGER  
MOORE BUSINESS FORMS CARIBBEAN LTD  
29 SLIPE PEN ROAD  
KINGSTON 5  
922-5857/5916

MR STEPHEN RAFFE  
NESTLE - JMP JAMAICA  
60 KNUTSFORD BLVD  
KINGSTON 5  
926-1300

MR. LUIS MEDINA  
PAN AMERICAN STANDARD BRANDS (NABISCO)  
38 JOB LANE  
SPANISH TOWN  
984-2677

MRS MICHELLE BOVELL  
PIZZA HUT  
122 3/4 BARBICAN ROAD  
KINGSTON 8  
925-4290-4966

MR. ANTHONY LEVY  
POPYES CHICKEN & SEAFOOD  
SOVEREIGN CENTRE  
106 HOPE ROAD  
KINGSTON 6  
926-3519/3533

MR. MARK MYERS  
RESTAURANTS OF JAMAICA (KENTUCKY)  
152 OLD HOPE ROAD  
KINGSTON 6  
927-6172/3428

MR H. H WAEHLING  
SCHIEBELER & CO  
42 DUKE STREET  
KINGSTON  
922-8030-2

MR. DUNCAN DAVIDSON  
SEA-LAND SERVICES INC  
KINGPORT BLDG  
THIRD ST NEWPORT WEST  
KINGSTON  
923-5451-8

MRS. PATRICIA McFARLANE  
SHAKEY'S PIZZA PARLOUR  
184 CONSTANT SPRING ROAD  
KINGSTON 10  
925-7267/924-5594

MR OSWALD MASSO  
ISLAND BOTTLERS LTD (COCA COLA)  
693 SPANISH TOWN ROAD  
KINGSTON 11  
923-6177  
923-5431 (FAX)

JAMAICA PEGASUS HOTEL  
A TRUST FORTE HOTEL  
81 KNUTSFORD BLVD  
KINGSTON 5  
926-3690

MR PAUL HALL  
JOHNSON & JOHNSON  
52 GRENADA CRES  
KINGSTON 5  
929-7340-1/8964

TEXACO CARIBBEAN INC  
MUTRAL LIFE CENTRE  
2 OXFORD ROAD  
P O BOX 247  
929-7850  
929-7858 (FAX)

MR MARK KONCE  
WYNDHAM HOTELS & RESORT  
77 KNUITSFORD BLVD  
KINGSTON 5  
926-5430/5511  
929-7439 (FAX)

MR WAYNE STRAW  
XEROX COPICENTRE  
LOJ SHOPPING COMPLEX  
KINGSTON 5  
968-4393

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(APPENDIX I)

FOUNDATIONS WITH GIFT-GIVING PROGRAMS IN THE CARIBBEAN

MRS BEVERLY C MORRISON  
ALCOA FOUNDATION  
1501 ALCOA BUILDING  
PITTSBURGH, PA 15219  
USA  
(412) 553-2348  
(412) 553-4498 (FAX)

MS CORNELIA W. HIGGINSON  
VP PHILANTHROPIC PROGRAMS  
AMERICAN EXPRESS FOUNDATION  
C/O AMERICAN EXPRESS CO  
AMERICAN EXPRESS TOWER  
WORLD FINANCIAL CENTER  
NEW YORK, NY 10285-4710  
(212) 640-5661

MR EUGENE R WILSON  
ARCO FOUNDATION  
515 SOUTH FLOWER ST  
LOS ANGELES, CA 90071  
(213) 486-3342

MR. SAM A GRONNER  
AT&T FOUNDATION  
550 MADISON AVENUE  
NEW YORK, NY 10022-3297  
(212) 605-6734

MR STEPHEN SCHNIDHEING  
CHAIRMAN  
HON HUGH FAULKNER, P C  
EXECUTIVE DIRECTOR  
BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT  
WORLD TRADE CENTRE BUILDING, 3RD FLOOR  
ROUTE DE L'AEROPORT 10  
GENEVA, SWITZERLAND  
CASE POSTALE 365 CH - 1215 GENEVA 15  
41-22-788-32-02  
41-22-788-32-11 (FAX)

MR. EDWARD W SIEBERT  
CATERPILLAR FOUNDATION  
100 N E ADAMS STREET  
PEORIA, IL 61629-1480

DR GINA GREEN  
DIRECTOR  
JAMAICA & BELIZE COUNTRY PROGRAMMES &  
CARIBBEAN PROTECTED AREA SPECIALIST  
THE NATURE CONSERVANCY - LATIN AMERICA DIVISION  
INTERNATIONAL PROGRAM  
1815 N LYNN ST  
ARLINGTON, VA 22209  
703-841-4865  
703-841-4886 (FAX)

MR DAVID S FORD  
MS BARBARA M FITTS  
CHASE MANHATTAN CORP  
TWO CHASE MANHATTAN PLAZA  
29-TH FLOOR, PHILANTHROPY  
NEW YORK, NY 10081  
(212) 552-1927  
(212) 552-8515 (FAX)

MR J W (SKIP) RHODDES, JR  
CHEVRON CORPORATE GIVING PROGRAM  
575 MARKET ST  
P O BOX 7753  
SAN FRANCISCO, CA 94120-7753  
(415) 894-4193

MS. ANN FOWLER WALLACE  
CONSERVATION, FOOD & HEALTH FOUNDATION  
C/O GRANTS MANAGEMENT ASSOC  
230 CONGRESS STREET  
BOSTON, MA 02110  
USA  
(617) 426-7172

MR PAUL M. OSTERGARD  
VICE PRESIDENT  
CITIBANK  
850 THIRD AVENUE  
NEW YORK, N Y 10043  
USA  
(212) 559-0173  
(212) 793-5944 (FAX)

MR BARRY D GABERMAN  
FORD FOUNDATION  
320 EAST 43-RD STREET  
NEW YORK, N Y 10017  
USA  
(212) 573-5000  
(212) 599-4584 (FAX)

MS KAREN MULLER  
FULLER (H B ) COMPANY  
2400 ENERGY PARK DRIVE  
ST PAUL, MN 55108  
USA  
(612) 647-3617  
(612) 645-6936 (FAX)

- MS VIRGINIA WRIGHT  
THE GLOBAL FUND FOR WOMEN  
2410 SAND HILL ROAD  
SUITE 201  
MENLO PARK, CA 94025  
USA  
(415) 854-0420  
(415) 854-8040 (FAX)

MS. LORETTA M. OKEN  
H J HEINZ COMPANY FOUNDATION  
P O BOX 57  
PITTSBURGH PA 15230  
(412) 456-5772

- MR. D J. KELLY  
DIRECTOR  
CORPORATE SUPPORT PLANS AND CONTROLS  
IBM CORPORATE SUPPORT PROGRAM  
OLD ORCHARD ROAD  
ARMONK, NY 10504  
(914) 765-4127

INTEL CORPORATION/INTEL FOUNDATION  
5200 NE ELAM YOUNG PARKWAY  
HF3-50 MAILSTOP  
~~HILLSBORO, OR 97124-6497~~  
USA  
(503) 696-5307  
(503) 696-5399 (FAX)

JACKSON HOLE PRESERVE, INC  
30 ROCKEFELLER PLAZA, ROOM 5402  
NEW YORK, NY 100112  
(212) 649-5600

MR. CURTIS G. WEEDEN  
JOHNSON & JOHNSON FAMILY OF COMPANIES CONTRIBUTION FUND  
ONE JOHNSON & JOHNSON PLAZA  
NEW BRUNSWICK, NY 08933  
(908) 524-3255

MR JOHN PETERSON MYERS  
DIRECTOR  
W ALTON JONES FOUNDATION  
232 EAST HIGH STREET  
CHARLOTTESVILLE VA 22901  
(804) 295-2134

MS NANCY A SIMS  
EXEC ASST - PROGRAMMING  
KELLOG (W K) FOUNDATION  
5200 NORTH AVE  
BATTLE CREEK, MI 49017-3398  
USA  
(616) 968-1611  
(616) 968-0413 (FAX)

MR R L DICK BURNS  
THE LATHAM FOUNDATION  
LATHAM PLAZA  
CLEMENT & SCHILER  
ALAMEDA, CA 94501  
USA  
(415) 521-0920  
(415) 521-9861 (FAX)

MR RICHARD KAPLAN  
DIRECTOR, GRANTS  
JOHN D AND CATHERINE T MacARTHUR FOUNDATION  
140 SOUTH DEARBORN STREET  
CHICAGO , IL 60603  
(312) 726-8000

MR RICHARD EKMAN  
SECRETARY  
THE ANDREW W MELLON FOUNDATION  
140 EAST 62ND STREET  
NEW YORK, NY 10021  
(212) 838-8400

MR MARTIN KELLET  
NEW ENGLAND BIOLABS FOUNDATION  
BEVERLY, MA 01915  
USA  
(508) 927-2404  
(508) 921-1350 (FAX)

MR STEPHEN VIEDERMAN  
PRESIDENT  
JESSIE SMITH NOYES FOUNDATION  
16 EAST 34TH STREET  
NEW YORK, NY 10016

MS JACQUELINE R MILLAN  
PEPISCO FOUNDATION  
700 ANDERSON HILL ROAD  
PURCHASE, NY 10577  
(914) 253-3155

MS JAYNIE M GRANT  
RJR NABISCO FOUNDATION  
1455 PENNSYLVANIA AVENUE, NW  
SUITE 525  
WASHINGTON, DC 20004  
(202) 626-7200

DR AL BINGER  
DIRECTOR  
GLOBAL ENVIRONMENTAL DIVISION  
ROCKYFELLER FOUNDATION  
NEW YORK, N Y  
212-869-8500

MS DORIS J O'CONNOR  
SHELL OIL COMPANY FOUNDATION  
TWO SHELL PLAZA  
P O BOX 2099  
HOUSTON, TX 77252  
(713) 241-3616

MS MARIA MIKE-MAYER  
TEXACO FOUNDATION  
2000 WESTCHESTER AVE  
WHITE PLAINS, NY 10650  
(914) 253-4150

MS. RONA KILEY  
THE NATURE CONSERVANCY  
NEW YORK CITY  
1500 BROADWAY  
SUITE 808  
NEW YORK N Y 10036  
212-997-1880

MS MARTHA T MUSE  
THE TINKER FOUNDATION  
55 EAST 59TH STREET  
NEW YORK, NY 10022  
(212) 421-6858

MR. ROBERT H GUDGER  
THE XEROX FOUNDATION  
P O BOX 1600  
STAMFORD, CT 06904  
(203) 968-3306

(APPENDIX J)

NEGRIL PROSPECTS TO BE TARGETED

ADVANCE TRAVEL SERVICE & TOURS  
NEGRIL SQ  
NEGRIL  
957-4057

AIRWAYS INTERNATIONAL  
NEGRIL NORMAN MANLEY BLVD  
957-4051

ALFRED OCEAN PLACE  
NORMAN MANLEY BLVD  
NEGRIL  
957-4735

ANANCY FAMILY PARK  
NORMAN MANLEY BLVD  
NEGRIL  
957-4100

AQUA NOVA LTD.  
NEGRIL BEACH CLUB  
NEGRIL  
957-4323

ARCHWAY CAFE  
WEST END  
NEGRIL  
957-4399

BAMBOOTIQUE  
WEST END ROAD  
NEGRIL  
957-4535

BANANA SHOUT RESORT  
WEST END ROAD  
NEGRIL  
957-4007

BAR-B-BARN RESORT  
NORMAN MANLEY BLVD  
NEGRIL  
957-4267

BEACHCOMBER CLUB  
NORMAN MANLEY BLVD  
NEGRIL  
957-4170-1

BELVEDERE ESTATE  
NEGRIL  
957-4170

BLUE CASTLE CAVE  
WEST END ROAD  
NEGRIL  
957-4845

BLUE WHALE DIVERS LTD  
NORMAN MANLEY BLVD  
NEGRIL  
957-4438/4721

BOUGANVILLA LTD  
WEST END  
NEGRIL  
957-4862

BRITISH AIRWAYS  
SANGSTERS INTERNATIONAL AIRPORT  
MONTEGO BAY  
952-3771

BUNGALO HOTEL (THE)  
NORMAN MANLEY BLVD  
957-4400/4767

C & E HOTEL & RESTAURANT SUPPLIES CO LTD  
SHOP 5 ADRIJA PLAZA  
NEGRIL  
957-0011 (TEL-FAX)

CARIBIC VACATIONS LTD.  
LOT 310  
IRONSHORE IND EST  
MONTEGO BAY  
952-4469/5013/979-1084

CATCH A FALLING STAR  
NORMAN MANLEY BLVD  
NEGRIL  
957-4446

CHARELA INN  
NORMAN MANLEY BLVD  
NEGRIL  
957-4277/4414/4648-9/4650/4722

CHICKEN LAVISH  
WEST END  
NEGRIL  
957-4410

COLOR NEGRIL PHOTOGRAPHY VIDEO & LAB SERVS  
SHOP 8  
ADRIJA PLAZA  
NEGRIL  
957-4594

CORAL SEAS BEACH HOTEL  
NORMAN MANLEY BLVD  
NEGRIL  
957-9226/4388  
947-4269 (FAX)

CORAL COVE  
WEST END  
NEGRIL  
957-3147

COTTON TREE PLACE  
WEST END ROAD  
NEGRIL  
957-4450

COUNTRY CLUB  
39 STENNETH STREET  
PORT MARIA  
994-2065

COUNTRY LIVING STORE  
1 RIVER BAY ROAD  
MOBY  
979-6752

COUNTRY MANOR LTD.  
COUNTRY MANOR  
OCHO RIOS  
974-9702/4650-1/6294-8

COUNTRY RESORT COTTAGES & RESTAURANTS  
NORMAN MANLEY BLVD  
NEGRIL  
957-4273

COUNTRYSIDE  
SUNSHINE VILLAGE  
NEGRIL  
957-4538

CRYSTAL WATERS VILLAS  
NORMAN MANLEY BLVD  
NEGRIL  
957-4284

DEPENDABLE TOUR TAXI SERVICE & BIKE RENTAL  
NORMAN MANLEY BLVD  
NEGRIL  
957-4764

DIVINE DESTINY HOTEL  
WEST END ROAD  
NEGRIL  
957-9189

DIVOR REALTY  
WEST END ROAD  
NEGRIL  
957-4346/0010

DOC'S DELIGHT RESTAURANT  
WEST END  
NEGRIL  
957-4850

DOLPHIN DIVERS LTD  
BEACH ROAD  
NEGRIL  
957-4944

DRAGON BAY VILLA  
DRAGON BAY  
PORT ANTONIO  
993-3281-3

DREAM SCAPE VILLA  
WEST END ROAD  
NEGRIL  
957-4495

FALCON COTTAGES  
WEST END ROAD  
NEGRIL  
957-4263

FEATHERS RESTAURANT  
NORMAN MANLEY BLVD  
NEGRIL  
957-4061

FIREFLY BEACH COTTAGES  
LONGBAY  
NEGRIL  
957-4358

FOOTE PRINTS ON THE SAND HOTEL  
NORMAN MANLEY BLVD  
NEGRIL  
957-3152/4300

GALLERY HOFFSTEAD II  
NEGRIL  
957-3015

GAMBINO'S ITALIAN RESTAURANT  
NORMAN MANLEY BLVD  
NEGRIL  
957-4170-1  
957-4097 (FAX)

GOLD NUGGET  
NORMAN MANLEY BLVD  
NEGRIL  
957-4388

GOLDEN SUNSET CLUB (THE)  
NORMAN MANLEY BLVD  
NEGRIL  
957-4241  
957-4761 (FAX)

GRAND LIDO NEGRIL  
RUTLAND POINT  
NEGRIL  
957-4010-4/4143-5

HEART BEAT COTTAGES  
WEST END ROAD  
NEGRIL  
957-4329

HEDONISM II  
RUTLAND POINT  
NEGRIL  
957-4200/4053-4

HILLTOP VILLAS & APARTMENT  
HERMITAGE ROAD  
NEGRIL  
957-4253/4959-60

JUTA  
NEGRIL CHAPTER  
NEGRIL  
957-3117

JACKIE'S ON THE REEF  
WEST END ROAD  
NEGRIL  
957-4997

JAMIANA HOTEL  
WEST END ROAD  
NEGRIL  
957-4005

JETS RENT-A-CAR LTD  
6 ROSE STREET  
SVLM  
955-3377

JUS JEEP RENTALS  
WEST END  
957-0012/0094-5

KAISER'S CAFE  
LIGHTHOUSE ROAD  
NEGRIL  
957-4070

KAYAK JAMAICA  
WEST END ROAD  
NEGRIL  
957-4474

KING BURGER  
NEGRIL  
SHOP 17  
N C B PLAZA  
SUNSHINE VILLA  
957-4540

KIRLEW'S HARDWARE & BLOCK MFG CO LTD  
65 GEORGE STREET  
SVLM  
955-2860/3113

LTU PUB, VILLA, RESTAURANT, BAR  
WEST END ROAD  
NEGRIL  
957-4778 (TEL-FAX)

LA-MAR RESORT & CAFE  
WEST END ROAD  
NEGRIL  
957-4383

LIGHTHOUSE INN  
WEST END  
NEGRIL  
957-4052

MAHOGANY INN BEACH HOTEL LTD  
LONG BAY NEGRIL  
957-4401-2

MARINERS INN HOTEL  
LIGHTHOUSE ROAD  
NEGRIL  
957-4308

MERRIL'S BEACH RESORT  
NORMAN MANLEY BLVD  
NEGRIL  
957-4751/3121

MOONRISE VILLAS  
NORMAN MANLEY BLVD  
NEGRIL  
957-4838

NATIONAL TRAVEL SERVICE & TOURS LTD.  
SHOP 1B  
SUNSHINE VILLAGE PLAZA  
NEGRIL  
957-4343/9182

NATIVE SON VILLAS  
NORMAN MANLEY BLVD  
NEGRIL  
957-4376

NEGRIL BEACH CLUB  
NORMAN MANLEY BLVD  
NEGRIL  
957-4220-1/4465/4658

NEGRIL BED & BREAKFAST  
WEST END NEGRIL  
957-4850

NEGRIL CABINS  
NORMAN MANLEY BLVD  
NEGRIL  
957-4357/4360

NEGRIL CASH 'N' CARRY SUPERMARKET  
NEGRIL  
957-4020

NEGRIL CHAMBER OF COMMERCE  
SHOP 10  
ADRIJA PLAZA  
NEGRIL  
957-4067

NEGRIL CRAFT VENDORS ASSOCIATION  
NORMAN MANLEY BLVD  
NEGRIL  
—957-3110

NEGRIL GARDENS HOTEL  
NORMAN MANLEY BLVD  
NEGRIL  
957-4408/4484

NEGRIL GREEN ISLAND AREA LOCAL  
NEGRIL  
957-4473/4387

NEGRIL LIQUOR STORE LTD  
SHOP 48  
ADRIJA PLAZA  
NEGRIL  
957-4593/4514

NEGRIL PALM BEACH HOTEL  
NORMAN MANLEY BLVD  
NEGRIL  
957-4657

NEGRIL PHARMACY LTD  
SHOP 14  
ADRIJA PLAZA  
NEGRIL  
957-4076

NEGRIL SCUBA CENTRE  
NORMAN MANLEY BLVD  
NEGRIL  
957-4425

NEGRIL TREE HOUSE RESORT  
NORMAN MANLEY BLVD  
NEGRIL  
957-4287-8/4653-4

NEGRIL YATCH CLUB  
WEST END  
NEGRIL  
957-9224

OCEAN EDGE RESORT  
WEST END  
NEGRIL  
957-4362

OCEAN TOURS WATER SPORTS LTD  
SHOP 22  
PLAZA DE NEGRIL  
NEGRIL  
957-4522

OUR PAST TIME VILLAS LTD  
NORMAN MANLEY BLVD  
NEGRIL  
957-4224/4931/9203  
957-4224 (FAX)

PARADISE YARD CAFE  
WHITEHALL  
NEGRIL  
957-4006

PARADISE VIEW HOTEL LTD  
NORMAN MANLEY BLVD  
NEGRIL  
957-4375/4660-1

PERFUME PLACE DUTY FREE SHOP  
SHOP 15  
PLAZA DE NEGRIL  
NEGRIL  
957-4326

PICKLED PARROT RESTAURANT & BAR  
WEST END ROAD  
NEGRIL  
957-4864 (TEL-FAX)

POINCIANA BEACH RESORT  
NORMAN MANLEY BLVD  
NEGRIL  
957-4100-3/4256/4497/4946/4885-6/3313-4/4947/9200-2

POINT VILLA RESORT  
RUTLAND POINT  
NEGRIL  
957-9170-9/3172/9220-2/3139

PRINGLE'S WATER SPORTS  
NORMAN MANLEY BLVD  
NEGRIL  
957-4893

RANT 'N' RAVE VILLA  
WEST END ROAD  
WNING  
957-0015

RAY'S RARASAILING  
NORMAN MANLEY BLVD  
NEGRIL  
957-4349

RITE RATE CAR RENTAL LTD  
NORMAN MANLEY BLVD  
NEGRIL  
957-4667

ROCK CLIFF HOTEL  
WEST END ROAD  
NEGRIL  
957-4331

RONDELL VILLAGE  
NORMAN MANLEY BLVD  
NEGRIL  
957-4413/4651-2

ROOTS BAMBOO BEACH  
NORMAN MANLEY BLVD  
NEGRIL  
957-4479

RUNAWAY'S BEACH BAR & GRILL  
NORMAN MANLEY BLVD  
NEGRIL  
957-9180

SALMON'S BIKE RENTAL  
NORMAN MANLEY BLVD  
NEGRIL  
957-4671

SAMSARA HOTEL  
WEST END ROAD  
NEGRIL  
957-4395/9155

SANDALS NEGRIL  
NORMAN MANLEY BLVD  
NEGRIL  
957-4216/4226/4290/4230-1/4254-5

SANDI SAN BEACH HOTEL  
NORMAN MANLEY BLVD  
NEGRIL  
957-4487/4718-9

SAVE A DOLLAR SUPERMARKET  
SHOP 1  
PLAZA DE NEGRIL  
NEGRIL  
957-4328/4168

SEA GEM RESORT COTTAGES  
NORMAN MANLEY BLVD  
NEGRIL  
957-4318

SEA SPLASH RESORTS  
NORMAN MANLEY BLVD  
NEGRIL  
957-4041-3

SECRET PARADISE  
WEST END  
NEGRIL  
957-4882

SHAKEY'S PIZZA PARLOUR  
NEGRIL  
N C B PLAZA  
SUNSHINE VILLAGE  
957-4539

SILVER SAND  
NORMAN MANLEY BLVD  
NEGRIL  
957-4207/4720

SILVER STAR CAFE  
WEST END  
NEGRIL  
957-4345

SINGLES NEGRIL  
WEST END ROAD  
NEGRIL  
957-4125-8

SUGAR 'N' CHARM  
SHOP 19  
WEST END ROAD  
NEGRIL  
957-4163

SUMMERSET VILLAGE LTD  
WEST END  
NEGRIL  
957-4409/4079  
957-4078 (FAX)

SUNDIVERS JA LTD  
NEGRIL  
957-4069

SUNSHINE VILLAGE COMPLEX  
WEST END ROAD  
NEGRIL  
957-4125-8

SWEPT AWAY RESORT LTD.  
NORMAN MANLEY BLVD  
NEGRIL  
957-4061-6/4644-6

TAJMAHAL'S  
BEACHCOMBER CLUB  
NORMAN MANLEY BLVD.  
NEGRIL  
957-4190

TAN-SO-BACK GUEST HOUSE  
NORMAN MANLEY BLVD  
NEGRIL  
997-5941

TENSING PEN  
LIGHTHOUSE ROAD  
NEGRIL  
957-4417

THREE-B DUTY FREE SHOP  
WEST END ROAD  
NEGRIL  
957-4770

THREE C'S PASTRY & FOOD  
WEST END ROAD  
NEGRIL  
957-4837

T-WATER COTTAGES LTD  
NORMAN MANLEY BLVD  
NEGRIL  
957-4270-1/4662-3

THRILLS HOTEL  
WEST END  
NEGRIL  
957-4390/4152

TIGRESS COTTAGES  
WEST END  
NEGRIL  
957-~~0003~~/0088-9/0090/4372

TOP SPOT LTD  
SUNSHINE VILLAGE WEST END  
NEGRIL  
957-4542

TOURWISE LTD.  
NORMAN MANLEY BLVD  
NEGRIL  
957-4223

TYKES\_BIKE RENTAL LTD  
WEST END ROAD  
NEGRIL  
957-4863

VERNON'S CAR & BIKE RENTAL  
SHOP 22 PLAZA DE NEGRIL  
NEGRIL  
957-4354/4522/4698

VILLA LA CAGE  
WEST END ROAD  
NEGRIL  
957-4114

WHISTLING BIRD  
NEGRIL  
957-4403

XTABI RESORT CLUB & COTTAGE  
WEST END  
NEGRIL  
957-4336

YELLOW BIRD SEATEL  
NORMAN MANLEY BLVD  
NEGRIL  
957-4252

YOGA CENTRE NEGRIL  
NORMAN MANLEY BLVD  
NEGRIL  
957-4397

(APPENDIX K)

RELIGIOUS ORGANIZATIONS TO BE TARGETED

SEVENTH DAY ADVENTIST CHURCH  
EAST JAMAICA CONFERENCE & BIBLE HOUSE  
74 CONSTANT SPRING ROAD  
KINGSTON 10  
924-1061-3

ANGLICAN  
ANGLICAN DIOCESE CHURCH OFFICE  
2 CALEDONIA AVE  
KINGSTON 5  
926-8925

APOSTOLIC  
THE APOSTOLIC CHURCH OF JAMAICA  
6 CENTRAL AVE  
KINGSTON 4  
922-5784

ASSEMBLIES OF GOD  
ASSEMBLIES OF GOD IN JAMAICA  
210 MOUNTAIN VIEW AVE  
KINGSTON 6  
927-0725

BAPTIST  
THE JAMAICA BAPTIST UNION  
6 HOPE ROAD  
KINGSTON 10  
926-7820/1395/968-7832

CATHOLIC  
AQUINAS CENTRE  
3 GOLDING AVE  
KINGSTON 6  
927-1024

CHURCH OF CHRIST  
CHURCH OF CHRIST  
S W CONSTANT SPRING  
3 MOONLIGHT DR  
KINGSTON 19  
931-0977

CHURCH OF GOD  
CHURCH OF GOD IN JAMAICA  
35 HOPE ROAD  
KINGSTON 10  
968-5990/7644

EVANGELICAL  
JAMAICA EVANGELISTIC ASSOCIATION  
86E WALTHAM PARK ROAD  
KINGSTON 11  
923-4442

JEHOVAH'S WITNESS  
WATCH TOWER BIBLE & TRACT SOCIETY  
41 TRAFALGA ROAD  
KINGSTON 10  
926-7828/929-1946

MISSIONARY CHURCH ASSOCIATION  
MISSIONARY CHURCH ASS IN JA  
9 WEST AVE  
KINGSTON 8  
924-1379

MORAVIAN  
MORAVIAN CHURCH IN JA  
3 HECTOR STREET  
KINGSTON 5  
928-1861

PRESBYTERIAN CONGREGATIONAL - UNITED  
UNITED CHURCH IN JA & THE CAYMAN ISLANDS  
12 CARLTON CRES  
KINGSTON 10  
926-8734/6059/6841/929-0826

SALVATION ARMY  
THE SALVATION ARMY  
TERRITORIAL HQ  
3 WATERLOO ROAD  
KINGSTON 10  
929-6190

(APPENDIX L)

MULTILATERALS, BILATERALS, DEVELOPMENT BANKS  
INTERNATIONAL ORGANIZATIONS/DONORS

MR MURRAY KAM  
CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA)  
HIGH COMMISSION OF CANADA  
MUTUAL SECURITY BANK BUILDING  
30-36 KNUTSFORD BOULEVARD  
KINGSTON 5  
926-1500-7

MR JAMES MORAN  
DELEGATION OF THE EUROPEAN COMMISSION  
8 OLIVIER ROAD  
KINGSTON 8  
924-6333-7

DR EDWARD FARNSWORTH  
INTERAMERICAN DEVELOPMENT BANK  
DYOLL BUILDING, 6TH FLOOR  
40 KNUTSFORD BOULEVARD  
KINGSTON 5  
926-2343-4

MR. KYOKO TAKAHASHI  
JAPAN INTERNATIONAL COOPERATION AGENCY  
ISLAND LIFE CENTRE, 8TH FLOOR  
6 ST LUCIA AVENUE  
KINGSTON 5

MRS. MARCIA NASH  
ORGANIZATION OF AMERICAN STATES  
3 BARBADOS AVENUE  
KINGSTON 5  
929-6676

MR. JOACHIM VON BRAUNMUEHL  
UNITED NATIONS DEVELOPMENT PROGRAMME  
1-3 LADY MUSGRAVE ROAD  
KINGSTON 5  
978-2390-9

MRS ALESSANDRA VANZELLA-KHOURI  
UNITED NATIONS ENVIRONMENT PROGRAMME  
14-20 PORT ROYAL STREET  
KINGSTON  
922-9267-8

MR VAN PULLEY  
THE WORLD BANK  
ISLAND LIFE CENTRE  
4-6 ST LUCIA AVENUE  
KINGSTON 5  
960-0459-61

DR CAROL TYSON  
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT  
6B OXFORD ROAD  
KINGSTON 5  
926-3645-9

(APPENDIX M)

EMBASSIES TO BE TARGETED

HIS EXCELLENCY ARTURO BOTHAMLEY  
EMBASSY OF THE ARGENTINE REPUBLIC  
DYOLL BUILDING  
40 KNUTSFORD BOULEVARD  
KINGSTON 5  
926-5588

HIS EXCELLENCY ANTONIO C DINIZ DE ANDRADA  
EMBASSY OF THE FEDERATIVE REPUBLIC OF BRAZIL  
FIRST LIFE BUILDING  
64 KNUTSFORD BOULEVARD  
KINGSTON 5  
929-8607

HIS EXCELLENCY DEREK MILTON  
BRITISH HIGH COMMISSION  
TRAFALGAR ROAD  
KINGSTON 10  
-926-9050

HER EXCELLENCY MRS. KATHERYN HEWLETT-JOBES  
HIGH COMMISSION OF CANADA  
MUTUAL SECURITY BANK BUILDING  
30-36 KNUTSFORD BOULEVARD  
KINGSTON 5  
926-1500-7

HIS EXCELLENCY JAIME JANA  
EMBASSY OF CHILE  
1 HOLBORN ROAD  
KINGSTON 10  
968-0260-1

HIS EXCELLENCY WANG JIANLI  
EMBASSY OF THE PEOPLE'S REPUBLIC OF CHINA  
8 SEAVIEW AVENUE  
KINGSTON 6  
927-0850

HIS EXCELLENCY RICARDO VARGAS TAYLOR  
EMBASSY OF THE REPUBLIC OF COLOMBIA  
VICTORIA MUTUAL BUILDING  
53 KNUTSFORD BOULEVARD  
KINGSTON 5  
929-1701-2

HER EXCELLENCY MRS MARIA ELENA CHASSOUL  
EMBASSY OF THE REPUBLIC OF COSTA RICA  
BELVEDERE HOUSE, APT A  
BEVERLY DRIVE  
KINGSTON 6  
927-5988

HIS EXCELLENCY DARIO URRA TORRIENTE  
EMBASSY OF THE REPUBLIC OF CUBA  
9 TRAFALGAR ROAD  
KINGSTON 10  
978-0931-3

HIS EXCELLENCY GEORGES VINSON  
EMBASSY OF FRANCE  
13 HILLCREST AVENUE  
KINGSTON 6  
927-9811-2

HIS EXCELLENCY DR WILFRED BOWLESKI  
EMBASSY OF THE FEDERAL REPUBLIC OF GERMANY  
C/O ISLAND LIFE CENTRE  
6 ST LUCIA AVENUE  
KINGSTON 5  
926-6728/926-5665

MR ANDRE L DORTONNE  
EMBASSY OF HAITI  
2 MUNROE ROAD  
KINGSTON 6  
927-7595

HIS EXCELLENCY DR. GLEN R. SOLOMON  
EMBASSY OF THE REPUBLIC OF HONDURAS  
7 LADY KAY DRIVE  
KINGSTON 8  
969-5082

HIS EXCELLENCY MR V SONI  
HIGH COMMISSION OF INDIA  
4 RETREAT AVENUE  
KINGSTON 6  
927-0486

HIS EXCELLENCY DR ANTONIO PROVENZANO  
EMBASSY OF ITALY  
10 ROVAN DRIVE  
JACKS HILL  
KINGSTON 6  
978-1273-4

MR HIROSHI FUNAKOSHI  
EMBASSY OF JAPAN  
THE ATRIUM  
32 TRAFALGAR ROAD  
KINGSTON 10  
929-7534

HIS EXCELLENCY YONG KYOO KIM  
EMBASSY OF THE REPUBLIC OF KOREA  
PAN JAMAICAN BUILDING  
60 KNUTSFORD BOULEVARD  
KINGSTON 5  
929-3035-7

HIS EXCELLENCY LUIS OTIZ MONASTERIO  
EMBASSY OF THE UNITED STATES OF MEXICO  
PCJ BUILDING  
36 TRAFALGAR ROAD  
KINGSTON 10  
926-6891

HIS EXCELLENCY NICO JAN JONKER  
ROYAL NETHERLANDS EMBASSY  
VICTORIA MUTUAL BUILDING  
53 KNUTSFORD BOULEVARD  
KINGSTON 5  
926-2026

HIS EXCELLENCY EMMANUEL UGOCHUKWU  
HIGH COMMISSION OF THE FEDERAL REPUBLIC OF NIGERIA  
5 WATERLOO ROAD  
KINGSTON 10  
926-6400

MR. ERNESTO LOZANO  
EMBASSY OF THE REPUBLIC OF PANAMA  
MUTUAL SECURITY BANK BUILDING  
30-36 KNUTSFORD BOULEVARD  
KINGSTON 5  
929-5769

MR. KONSTANTIN KAMENEV  
EMBASSY OF THE RUSSIAN FEDERATION  
22 NORBROOK DRIVE  
KINGSTON 8  
924-1048

HIS GRACE, THE DUKE OF MAURA  
RAMIRO PEREZ-MAURA DE HERRERA  
EMBASSY OF SPAIN  
THE TOWERS, 10TH FLOOR  
25 DOMINICA DRIVE  
KINGSTON 5  
929-6710

MISS MARINA A VALERE  
HIGH COMMISSION OF THE REPUBLIC OF TRINIDAD AND TOBAGO  
PAN JAMAICAN BUILDING, 3RD FLOOR  
60 KNUTSFORD BOULEVARD  
KINGSTON 5  
926-5730

HIS EXCELLENCY GARY COOPER  
EMBASSY OF THE UNITED STATES OF AMERICA  
2 OXFORD ROAD  
KINGSTON 5  
929-4850

HIS EXCELLENCY BOANERGES SALAZER MUNOZ  
EMBASSY OF THE REPUBLIC OF VENEZUELA  
PCJ BUILDING  
36 TRAFALGAR ROAD  
KINGSTON 10  
926-5510

(APPENDIX N)

SAMPLE MERCHANDISE FOR RETAIL - SOURCE OF INCOME FOR NEPT

NEPTUNE T-SHIRTS

T-shirt designs will be solicited from donors and friends as gifts to NEPT. These designs will be used on 1000 t-shirts, to be distributed over a three year period. T-shirt costs are approximately \$6 00 and NEPT can retail them for \$11

<u>NEPTUNE T-SHIRTS</u>	<u>YEAR1</u>	<u>YEAR2</u>	<u>YEAR3</u>	<u>TOTAL</u>
QUANTITY	200	400	400	1200
SELLING PRICE	\$2,200 00	\$4 400 00	\$4,400 00	\$11,000 00
COST PRICE	\$1,200 00	\$2,400 00	\$2,400 00	\$ 6,000 00
<u>EXPECTED INCOME</u>	<u>\$1,000 00</u>	<u>\$2,000 00</u>	<u>\$2,000 00</u>	<u>\$ 5,000 00</u>

NEPTUNE BUTTONS

It is suggested that NEPT purchase 2000 NEPTUNE buttons for sale over the three year period. The buttons cost approximately \$1 30 and NEPT can sell them for \$5 00

<u>NEPTUNE BUTTONS</u>	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>TOTAL</u>
QUANTITY	400	700	900	2000
SELLING PRICE	\$2,000 00	\$3,500 00	\$4,500 00	\$10,000 00
COST PRICE	\$ 520 00	\$ 910 00	\$1,170 00	\$ 2,600 00
<u>EXPECTED INCOME</u>	<u>\$1,000.00</u>	<u>\$2,000 00</u>	<u>\$2,000 00</u>	<u>\$ 7,400.00</u>

In addition to the above it is recommended that posters, caps, key chains, and post cards be sold. The sale of these items are just a fraction of what's needed to fund the campaign. NEPT can, over a three year period, earn approximately \$15,000 00

(APPENDIX O)

NEPT OPERATIONS BUDGET<sup>4</sup>

OPERATIONS BUDGET

	YEAR1	YEAR2	YEAR3	TOTAL
<b>A SALARIES</b>				
Exec Director	\$15 000 00	\$18,750 00	\$23 000 00	\$ 56,750 00
Prog Director	12,000 00	15,000 00	18,750 00	45,750 00
Admun Secy	5,000 00	6 250 00	7,800 00	19 050 00
Bookkeeper	2,800 00	3,500 00	4 375 00	10,675 00
Office Helper	1,800 00	2,250 00	2 800 00	6,850 00
Office Messg	2,250 00	2 800 00	3 500 00	8 550 00
<b>TOTAL</b>	<b>\$38,850 00</b>	<b>\$48,550 00</b>	<b>\$60,225 00</b>	<b>\$147,625 00</b>
 <b>B STAFF WELFARE</b>				
Benefits @ 25%				
including Group				
Health & Life				
Statutory Deductions				
(NIS, NHT, PAYE,				
Education Tax)	\$ 9 712 00	\$12,140 00	\$15,175 00	\$ 37,027 00
Automobile Man				
Allowance	1,200 00	1,500 00	1,875 00	4,575 00
<b>TOTAL</b>	<b>\$10,912 00</b>	<b>\$13,640 00</b>	<b>\$17,050 00</b>	<b>\$ 41,602 00</b>
 <b>C RENT &amp; UTILITIES</b>				
Rent	\$ 7,200 00	\$ 9,000 00	\$11,250 00	\$ 27,450 00
Utilities	5,000 00	6 250 00	7 813 00	19,063 00
Tele/Fax	3,500 00	4,375 00	5 500 00	13,375 00
Postage/Fedex	2 200 00	2 750 00	3,440 00	8,390 00
<b>TOTAL</b>	<b>\$17,900 00</b>	<b>\$22,375 00</b>	<b>\$28,003 00</b>	<b>\$ 68,278 00</b>

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<sup>4</sup>NEPT BUSINESS PLAN, June 1994

**D TRAVEL EXPENSES**

Jamaica	\$ 1,500 00	1 875 00	2,343 00	5 809 00
Overseas	2,500 00	3,125 00	3,906 00	9,531 00
Expense (Reimb)				
Allowance	800 00	1,000 00	1,250 00	3,050 00
<b>TOTAL</b>	<b>\$ 4,800 00</b>	<b>6,000 00</b>	<b>7,499 00</b>	<b>18,390 00</b>

**E PRINTING & OFFICE SUPPLIES**

Printing	\$10 000 00	\$12,500 00	\$15,625 00	\$ 38,125 00
Supplies	5,500 00	6,875 00	8,600 00	20,975 00
<b>TOTAL</b>	<b>\$15,500 00</b>	<b>\$19,375 00</b>	<b>\$24,225 00</b>	<b>\$ 59,100 00</b>

**F ANNUAL AUDIT**

Audit	\$ 2 200 00	\$ 2 750 00	\$ 3,438 00	\$ 8,388 00
<b>TOTAL</b>	<b>\$ 2,200 00</b>	<b>\$ 2,750 00</b>	<b>\$ 3,438 00</b>	<b>\$ 8,388 00</b>

**G INSURANCE**

Office property

Officers &amp; Staff Liab

Thrd Party	\$ 1,800 00	\$ 2 250 00	\$ 2,813 00	\$ 8,579 00
Auto Ins	5,000 00	6,250 00	7,813 00	19,063 00
<b>TOTAL</b>	<b>\$ 6,800 00</b>	<b>\$ 8,500 00</b>	<b>\$ 10,626 00</b>	<b>\$ 27,642 00</b>

**H MISCELLANEOUS**

25% of the above

except salaries &amp;

benefits	\$11 800 00	\$13 400 00	\$ 18,448 00	\$ 45,450 00
<b>TOTAL</b>	<b>\$59,000 00</b>	<b>\$67,000 00</b>	<b>\$ 92,239 00</b>	<b>\$227,248 00</b>
10% CONTIN	5,900 00	6,700 00	9,224 00	27,725 00
<b>GRAND TOTAL</b>	<b>\$64,900 00</b>	<b>73,700 00</b>	<b>\$101,463 00</b>	<b>\$254,973 00</b>

(APPENDIX P)

NEPT CAPITAL BUDGET<sup>5</sup>

CAPITAL BUDGET

	YEAR 1	YEAR 2	YEAR 3	TOTAL
<b>A FURNITURE &amp; FIXTURES</b>				
Two offices (1500 sq ft )				
Year 1, only	\$10,000 00	0	0	\$ 10,000 00
2500 sq ft		7,500 00		7,500 00
Relocation	5 000 00	6,250 00	7 800 00	19,050 00
<b>TOTAL</b>	<b>\$15,000 00</b>	<b>\$13,750 00</b>	<b>\$ 7,800 00</b>	<b>\$ 36,550 00</b>
 <b>B MOTOR VEHICLE PURCHASE</b>				
Motor Vehicle	\$20,000 00	0	0	\$ 20,000 00
<b>TOTAL</b>	<b>\$20,000 00</b>	<b>0</b>	<b>0</b>	<b>\$ 20,000 00</b>
 <b>C EQUIPMENT</b>				
Telephones	\$ 200 00	0	0	\$ 200 00
Answ Machine	75 00	0	0	75 00
Fax Machine	700 00	0	0	700 00
Photocopier	7,000 00	0	0	7,000 00
Computer Unit	5,500 00	0	0	5,500 00
TV/VCR	1,300 00	0	0	1,300 00
Camera/slide projector	4,200 00	0	0	4,200 00
File cabinets	1,200 00	0	0	1,200 00
Display equip	1 500 00	0	0	1,500 00
Binding mach	500 00	0	0	500 00
Miscellaneous	3,500 00	4 200 00	5,000 00	12,700 00
<b>TOTAL</b>	<b>\$25,675 00</b>	<b>\$ 4,200 00</b>	<b>\$ 5,000 00</b>	<b>\$ 34,875 00</b>

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<sup>5</sup>NEPT BUSINESS PLAN, June 1994

D PUBLICATIONS/SUBSCRIPTIONS

Books magazines

videos, etc	4 500 00	5,000 00	5,000 00	5,809 00
TOTAL	4,500 00	5,000 00	5,000 00	14,500 00
GRAND TOTAL	\$65,175 00	\$22,950 00	\$17,800 00	\$105,925 00

(APPENDIX O)

NEPT'S PLANNED PROGRAMMES

<u>PROJECT</u>	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>TOTAL</u>
South Negril Improvement Project	\$ 8 000 00	\$ 4 000 00	\$ 12,000 00
Manculture Project	\$ 20 000 00	\$ 20,000 00	\$ 40 000 00
Conservation Training for Park Managers	\$ 12 500 00	\$ 12,500 00	\$ 25,000 00
Mooring Buoy Maintenance Programme	\$ 40,000 00	\$ 40 000 00	\$ 80,000 00
Signage Programme	\$ 7 500 00	\$ 7 500 00	\$ 15 000 00
Public Dry Toilet Demo	\$ 8 000 00	\$ 8,000 00	\$ 16,000 00
Water Quality Monitoring	\$ 20,000 00	\$ 20,000 00	\$ 40,000 00
Solid Waste Management Programme	\$ 60,000 00	\$ 60,000 00	\$120,000 00
Management Plan Consultancy Service	\$ 25,000 00	0	\$ 25,000 00
Education Programme	\$ 50,000 00	\$ 55,000 00	\$105,000 00
Coral Reef Programme	\$ 50,000 00	\$ 50,000 00	\$100,000 00
Community Projects	\$100,000 00	\$100,000 00	\$200,000 00
<b>TOTAL FUNDS NEEDED</b>	<b>\$401,000 00</b>	<b>\$377,000 00</b>	<b>\$778,000 00</b>

(APPENDIX R)

INCOME PROJECTION - TARGETS

<u>SOURCE</u>	<u>YEAR1</u>	<u>YEAR2</u>	<u>YEAR3</u>	<u>TOTAL</u>
People who have shown an interest in the environment (106)	\$ 15 000 00	\$ 20,000 00	\$ 25,000 00	\$ 60,000 00
Major Jamaican Corporations (54)	\$ 20,000 00	\$ 25,000 00	\$ 30,000 00	\$ 75,000 00
Overseas prospecsts with Jamaican connections (30)	\$ 10,000 00	\$ 15,000 00	\$ 20,000 00	\$ 45,000 00
U S & Foreign companies operating in Jamaica (26)	\$ 10,000 00	\$ 15,000 00	\$ 20,000 00	\$ 45 000 00
Foundations (34)	\$ 15,000 00	\$ 10,000 00	\$ 5,000 00	\$ 30,000 00
Negril prospects (134)	\$ 30 000 00	\$ 35,000 00	\$ 40,000 00	\$105 000 00
Religious organizations (14)	\$ 3,000 00	\$ 3,500 00	\$ 4,000 00	\$ 10,500 00
Multilaterals bilaterals, development banks, international donors/ organizations (7)	\$ 30,000 00	\$ 20,000 00	\$ 10,000 00	\$ 60,000 00
DEMO	\$ 80,000 00	\$ 80,000 00	\$ 80,000 00	\$240,000 00
Membership dues	\$ 1,000 00	\$ 1,500 00	\$ 2 000 00	\$ 4,500 00
User Fees	0	0	\$ 3,000 00	\$ 3,000 00
Retail Sales	\$ 5,000 00	\$ 5,000 00	\$ 5,000 00	\$ 15,000 00
<b>TOTAL EXPECTED INCOME</b>	<b>\$219,000 00</b>	<b>\$230,000 00</b>	<b>\$244,000 00</b>	<b>\$693,000 00</b>

(APPENDIX S)

INCOME & EXPENDITURE

<u>ITEM</u>	<u>YEAR1</u>	<u>YEAR2</u>	<u>YEAR3</u>	<u>TOTAL</u>
OPERATING BUDGET	\$ 64,900 00	\$ 73,700 00	\$101,463 00	\$ 254,973 00
CAPITAL BUDGET	\$ 65,175 00	\$ 22,950 00	\$ 17,800 00	\$ 105,925 00
PLANNED PROGRAMMES	\$401,000 00	\$377,000 00	0	\$ 778,000 00
TOTAL EXPENDITURE	\$531,075 00	\$473,650 00	\$119,263 00	\$1,138,898 00
TOTAL EXPECTED INCOME	\$219,000 00	\$230,000 00	\$244,000 00	\$ 693,000 00
	(-\$312,075 00)	(-\$243,650 00)	\$124,737 00	(-\$445,898 00)