

UNCLASSIFIED

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
Washington, D. C. 20523

REGIONAL DEVELOPMENT OFFICE/CARIBBEAN

PROJECT PAPER

EASTERN CARIBBEAN ENVIRONMENTAL PROFILES

AID/LAC/P-498

Project Number: 538-0169

UNCLASSIFIED

PROJECT DATA SHEET

1. TRANSACTION CODE

A = Add
C = Change
D = Delete

Amendment Number

DOCUMENT CODE
3

2. COUNTRY/ENTITY
Regional Development Office/Caribbean

3. PROJECT NUMBER

538-0169

4. BUREAU/OFFICE

5. PROJECT TITLE (maximum 40 characters)

Latin America/Caribbean

05

Eastern Caribbean Environmental Profiles

6. PROJECT ASSISTANCE COMPLETION DATE (FACD)

MM DD YY
09 30 90

7. ESTIMATED DATE OF OBLIGATION
(Under "B." below, enter 1, 2, 3, or 4)

A. Initial FY 89 B. Quarter 4 C. Final FY 90

8. COSTS (\$000 OR EQUIVALENT \$1 =)

A. FUNDING SOURCE	FIRST FY 89			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total						
(Grant)	()	()	(400)	()	()	(400)
(Loan)	()	()	()	()	()	()
Other U.S.						
1.						
2.						
Host Country						
Other Donor(s)						
TOTALS			400			400

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) ARDN	660	710				400		400	
(2)									
(3)									
(4)									
TOTALS						400		400	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

051

090

11. SECONDARY PURPOSE CODE

760

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code

ENV

INTR

B. Amount

350

50

13. PROJECT PURPOSE (maximum 480 characters)

The Project purpose is to document the major issues in natural resource/management and environmental planning in order to incorporate environmental considerations into development planning and policies in the OECS region.

14. SCHEDULED EVALUATIONS

Interim MM YY MM YY Final MM YY

15. SOURCE/ORIGIN OF GOODS AND SERVICES

000 941 Local Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a _____ page PP Amendment.)

Approval of Methods of Implementation/Finance

Thomas F. Fallon, Controller

17. APPROVED BY

Signature

Aaron S. Williams

Title

Director

Date Signed

MM DD YY
08 29 89

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

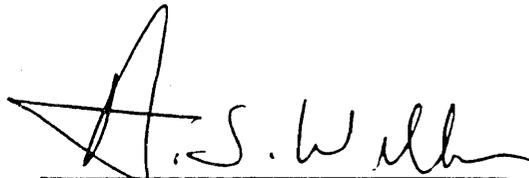
MM DD YY

AUTHORIZATION

Name of Country: Caribbean Regional
Name of Project: Eastern Caribbean Environmental Profiles
Number of Project: 538-0169

1. Pursuant to Section 103 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Eastern Caribbean Environmental Profiles Project for the Caribbean Conservation Association (CCA) ("the Grantee") involving obligation of not to exceed four hundred thousand United States dollars (US\$400,000) in Grant funds ("Grant"), subject to the availability of funds in accordance with the AID OYB allotment process, to help in financing foreign exchange and local costs of the Project. It is understood that this authorization of funding is in addition to the previous provision of Project Development and Support funding and regional LAC Bureau funding. The planned life of the Project is seventeen months from the date of this obligation.

2. The Project ("Project") consists of preparing environmental profiles involving local institutions, documenting the major issues in natural resources management and environmental planning in order to incorporate environmental considerations into development planning and policies in the OECS region. The profiles will describe the region's environmental situation, highlight issues, problems and identify priorities and solutions. The Caribbean Conservation Association (CCA) is a regional, indigenous, non-profit entity, unique in that it is the only indigenous environmental organization in the region. CCA is assisted by a subgrantee, the Island Resources Foundation (IRF) to technically guide the profiling process.



Aaron S. Williams
RDO/C Director

8/29/89

Date

Clearances:

ARDO:LKLaird (draft) date: 7/28/89
- PDO:JPerry (draft) date: 7/25/89
Atg/PRM:RGrohs (draft) date: 7/24/89
RLA:DDarby (draft) date: 7/28/89
CONT:TFallon date: 7/1/89
DD:LArmstrong date: 6/22/89

JSD

Draft ARDO: RNiec: rjn: 9/19/88: Doc 2303b: p5: Revised: 9/26/88: 9/27/88:
9/28/88: 12/22/88: 12/29/88: 1/4/89: 1/13/89: 7/13/89: 7/28/89: 7/31/89

b

EASTERN CARIBBEAN ENVIRONMENTAL PROFILES
PROJECT PAPER - LIKE DOCUMENT
(538-0169)

TABLE OF CONTENTS

	<u>Page</u>
Project Data Sheet	
Authorization	
Table of Contents	
List of Acronyms and Abbreviations	
Summary and Recommendation	
I. Project Background and Rationale.....	1
II. Program Factors.....	3
A. Relationship to the RDSS.....	3
B. Conformity with OECS and other Donor Environmental Activities.....	4
III. Project Description.....	5
A. Perceived Problem.....	5
B. Project Goal and Purpose.....	5
C. Specific Objectives.....	5
D. Scope of the Environmental Profiles.....	6
E. Issues to be Addressed by the Profiles.....	7
F. Target Countries and Audiences.....	9
G. Expected Achievements of the Project.....	10
H. Project Outline and How it will Work.....	10
1. Project Elements	
2. Project Strategy and Tasks	
3. Project Administration	
I. Financial Plan and Analysis.....	13
1. Project Budget Summary	
2. Detailed Budget	
3. Financial Analysis	
IV. Project Analyses.....	17
A. Administrative/Technical Analysis.....	17
B. Economic Analysis.....	19
C. Social Soundness Analysis.....	25
D. Environmental Analysis.....	25
V. <u>Annexes</u>	
ANNEX A Project Staff and Task Descriptions	
ANNEX B Data Management and Communications Plan	
ANNEX C Scheduling	
ANNEX D Institutional Liaison and Coordination	
ANNEX E Initial Environmental Examination	
ANNEX F Original Non-Competitive Procurement Justification	
ANNEX G Grantee Request for Funding	

SUMMARY AND RECOMMENDATION

Summary

The Eastern Caribbean Environmental Profiles Project (538-0169) is a seventeen month, \$400,000 project continuation of an on-going activity to promote environmentally sustainable development through completion of environmental profiles in the OECS region.

Profiles have long been an Agency priority, recognized as a critical stepping stone to the implementation of appropriate legislation and policies through which environmentally sound development could be undertaken.

Prior to this funding, a profile for St. Lucia was accomplished and one for Grenada is underway. With this funding, profiles are planned for St. Kitts and Nevis, Dominica, Antigua and Barbuda and St. Vincent and the Grenadines.

Recommendation

It is recommended that RDO/C approve the Eastern Caribbean Environmental Profiles Project (538-0169), with a life of project funding of \$400,000 for the seventeen month period from 8/89 through 9/90. The Project has been determined to be technically, financially, administratively, economically and environmentally sound by the appropriate RDO/C offices.

I. Project Background and Rationale

Country environmental profiles (CEP) are a recognized and effective means to insure that environmental issues are addressed in the development process. Beginning in 1979, USAID has supported the environmental profiling process by funding the production of profiles in the USAID-assisted countries in the Central and South America region. The CEP's completed to date provide:

- (a) a description of each country's natural resource base, including a review of the extent and economic importance of natural resources and changes in the quality of productivity of those resources;
- (b) a review of institutions, legislation, policies and programs for environmental planning, economic development and natural resource management; and
- (c) identification of the major issues, conflicts or problems in natural resource management and opportunities for effective responses.

Profiles have highlighted gaps in the existing information base, influenced the design and funding of development programs, pinpointed weaknesses in regulatory or planning mechanisms, and illustrated the need for changes in policies. The process of providing profiles has in many cases also served to strengthen local institutions and improved their capacity for incorporating environmental information into development planning.

In late 1985, RDO/C decided to set aside funds to prepare environmental profiles. The actual launching of the profile process took place during the July-August 1986 Environmental Seminar organized by the University of the West Indies (UWI), partially sponsored by RDO/C (\$14,000 of the \$100,000 of Regional LAC Bureau regional funds made available to RDO/C). At the seminar, RDO/C personnel explained the profile concept and elicited support from the participating regional planners and environmental officers.

In choosing the most appropriate regional implementing organization, RDO/C considered the following factors:

- (a) experience doing environmental analysis,
- (b) probable cost,
- (c) likelihood of meaningful follow-up, and
- (d) spin-off benefits to the organization and the region from experience gained during the process.

Given RDO/C's past experience in environmentally-related activities in this small and closely-knit region, it soon became apparent that only the two regional Private Voluntary Organizations (PVO) were viable candidates to conduct the profiles: the Caribbean Conservation Association (CCA) and Island Resources Foundation (IRF). Although IRF was more technically qualified, CCA was in a better position to provide more meaningful

follow-up with the OECS countries and can more greatly benefit from the experience, leading to an enhanced capability and future usefulness in promoting environmentally sound regional development. RDO/C consequently decided to offer the Cooperative Agreement to CCA with substantial IRF involvement through a sub-agreement. A Cooperative Agreement was preferred to a Grant, because RDO/C continuous involvement in the profile exercise was necessary.

Thus, on August 29, 1986 RDO/C executed a Cooperative Agreement (No. 538-0000-A-00-6062) with the Caribbean Conservation Association (CCA) obligating \$136,199.55, with a planned LOP budget of \$376,000. The Agreement was funded with LAC Bureau regional funds (\$86,000) and PD and S funds (\$50,199.55) for a period of 2 1/4 years (8/29/86 to 12/01/88) to develop a scope of work and do environmental profiles for eight countries (Antigua and Barbuda, Barbados, Dominica, Grenada, Montserrat, St. Christopher and Nevis, St. Lucia and St. Vincent and the Grenadines).

The Agreement was amended on April 15, 1987 to add the approved scope of work, to reduce the number of profiles to four (St. Lucia, Grenada, St. Christopher and Nevis and Dominica) and to add \$150,000 of PD and S funds, bringing the obligated total to \$286,199.55. This amendment also changed the PACD from 12/1/88 to 12/31/88.

The Cooperative Agreement was originally designed to have two phases for implementation. Part of the Phase I activity was the preparation of the scope of work, planned for completion in the first three months. It actually took about nine months to accomplish, putting a considerable strain on the originally optimistic timeframe. The pilot St. Lucia profile was also part of Phase I and was to have been accomplished within the first eight months. It actually started in May 1987, after the scope of work was approved, and was completed in draft a year later, in June 1988.

RDO/C held a meeting July 28, 1988 to discuss the draft St. Lucia profile and decide whether to approve the start of Phase II activities, which involved the simultaneous preparation of the remaining three profiles. The draft St. Lucia profile was found to be well done. A modification of the scope of work to create a regional team to accomplish the three Phase II profiles (Grenada, St. Kitts and Nevis and Dominica) was accepted, based on the experience gained in St. Lucia, but with the understanding that each regional team member be closely linked to one or more host country experts to maximize local participation and institution strengthening.

In an August 1988 letter to CCA, RDO/C approved the start up of Phase II activities. In that letter it was stipulated that work could start on the Grenada profile, but that no work should start on the last two profiles until RDO/C knew whether adequate funds would be made available.

Work on the Grenada profile started shortly after the middle of 1988. Not long after, CCA and IRF were beset by personnel changes and problems that caused some slow down in the profiling exercises. The Cooperative Agreement was amended to extend the completion date from 12/31/88 through 6/30/89 to allow work on the Grenada profile to proceed while the issue of identifying additional funding could be resolved.

At the FY87/88 Action Plan Review, the LAC Bureau recommended funding the environmental profiles from PD and S to avoid creating an additional management unit (see 86 State 115593, para 8). In 88 Bridgetown 07054 dated 8/18/88, RDO/C proposed to amend the Grant to add new PD and S funds to complete all four profiles, and requested that AA/LAC approve an Action Memorandum, requesting an exception to current PD and S policy as outlined in 87 State 250606. This request was not supported by the Bureau, as per State 049811 based on the fact that the activity will take more than 12 months.

Subsequently, Bridgetown 00432 was sent 1/13/89 requesting LAC concurrence with the expenditure of remaining PD&S funds already committed under the Cooperative Agreement. In State 05326, dated 2/16/89, concurrence was denied. It was recommended that the remaining PD&S funds be deobligated, converted to PSEE funds and reobligated to Project 538-0169.

At that point, RDO/C sent an Annual Action Plan (AAP) amendment cable (Bridgetown 01952 of 3/9/89) with a new project description for the profiles project, requesting LAC provide DQA for the RDO/C Director to approve the 'PP like' document and to authorize the \$400,000 Project, bypassing the 'PID equivalent' document. In State 126924, dated 4/22/89, LAC approved an ad hoc DQA to the Mission Director to approve the 'PID-equivalent' document and to use his DQA to authorize the Project, thus requiring that both a PID-equivalent and PP-like documents be accomplished.

II. Program Factors

A. Relationship to the RDSS

Because of the cross cutting character of environmental issues, the FY90-94 RDSS commits RDO/C to increase attention to environmental issues and integration of natural resource management and environmental considerations in all appropriate RDO/C activities and projects. This includes not only agricultural projects, but also education, health, private sector, legal and engineering projects where strict attention to environmental considerations can enhance the cause of environmentally sustainable development. RDO/C is also planning the design of an environmental management project for which the environmental profiles will provide baseline information.

II. Program Factors

B. Conformity with OECS and other Donor Environmental Activities

1. OECS

OECS government strategies conform with the RDO/C strategy in viewing environmental issues as cross-cutting and incorporating environmental objectives into development activities across all sectors. The host governments are becoming increasingly aware of unique environmental fragility of small island ecosystems. Those countries that depend heavily on tourism are especially aware of the importance of preserving the natural beauty upon which the industry is built. But, all the countries are becoming more sensitive to the need to develop appropriate legislative and policy bases to educate the people to plan, design and implement environmentally sustainable development.

The OECS governments are equally aware of the need for a regional approach to most effectively address some of the environmental management issues. This has been most recently demonstrated by the first CARICOM conference on the environment which resulted in the Port of Spain Accord. One of the major points of the Accord was that the ministers responsible for environment should meet periodically to conduct policy and program reviews and establish goals and guidelines for action.

2. Other Donors

The advent of new, publicly stated donor concern about environmental impacts and related assessment procedures among the multilateral development banks suggests the target countries need to move rapidly to develop and have available practical, up-to-date, national summaries on the state-of-the-environment highlighting key impacts, issues, sector problems, and featuring current practices, guidelines, institutional strengths and weaknesses and projected initiatives in the form of an action agenda. The environmental profiles can do exactly this, and their availability in the near term is probably more important than previously anticipated.

UNDP is about to launch a regional initiative addressing the promotion of formal environmental impact procedures, and the early completion of environmental profile documents will greatly improve the baseline information available on each of the target countries initiating an internal, domestic EIA program.

In addition, the profiling activities of this Project conform to the CIDA Caribbean Environmental Programming Strategy documents recently produced and the ongoing UNEP Caribbean Action Plan activities.

III. Project Description

A. Perceived Problem

The problem this Project addresses is that accelerating environmental degradation can be directly linked to poorly planned development activities and inappropriate, unenforced and/or non-existent policies and legislation to ensure environmentally sustainable development. By undertaking the environmental profiles, the framework will be established for planners and decision makers to take the appropriate steps for environmentally sound development.

B. Project Goal and Purpose

The goal of the Project is to promote environmentally sustainable development. The purpose of the Project is to document the major issues in natural resource management and environmental planning in order to incorporate environmental considerations into developmental planning and policies in the OECS region.

C. Specific Objectives

Specific objectives are to:

1. assist in the review of reports, studies, assessments related to environmental planning and national resource management;
2. provide complete documentation of baseline conditions and use of renewable natural resources to facilitate the planning and monitoring of trends in resource condition and use.
3. contribute to an assessment of the institutional base related to environment, conservation and planning;
4. increase understanding of successes and failures in environmental planning and management with recommendations for more effective action;
5. increase awareness of common environmentally linked development problems among the OECS countries and other islands in the Eastern Caribbean;
6. contribute to the mobilization of public support for environmentally sound development policies;
7. assist in articulating policy initiatives and changes needed to provide for increased consideration of environmental issues in development;
8. identify development programs and project priorities in environmental planning and resource management; and

9. help to strengthen the ability of CCA to:
- provide and disseminate publications related to environmental conservation, resource management and planning;
 - act as a clearing house for data on environmental issues and resource management activities;
 - play an effective, advocacy role in environmental matters, linking people and information, and promoting constructive, positive responses to problems;
 - network with other NGO's, within the region and internationally; and
 - service the private and public sectors with information and documents on environment and development.

The ultimate objective will be to complete all the field work and prepare the four final environmental profile reports before 9/30/90.

D. Scope of the Environmental Profiles

The basic thrust of the profiling process in the Caribbean will be to make use of available information on natural resource management and environmental conditions to identify and analyze critical resource management issues and environmental problems which need to be addressed in the region. The data collection and analysis will lead to the development of recommendations of the most effective means to deal with the issues and to resolve the problems identified.

It is anticipated that the actions prompted by the profiling exercises will focus on:

- (1) increased public awareness,
- (2) incorporation of environmental considerations in development planning,
- (3) enhanced policy dialogue between agencies, the private sector and government, and
- (4) strengthened and expanded NGO activities.

The actual actions recommended by each CEP will vary from one country to another and will reflect both locally and regionally important issues.

E. Issues to be Addressed by the Profiles

The major issues which are to be addressed in the profiling process are listed below. Many issues cut across traditional sectors or disciplines and could be listed under several headings. The following list is suggestive of the breadth of the issues to be considered in the preparation of each country profile. After a broad, initial review of these issues, priorities can be established to focus research and analysis for the CEP on the most relevant issues in each country. The issues of particular interest to USAID, as a major donor in the region, will be those which highlight potential negative impacts from industrial, agricultural, infrastructural and tourism development.

1. Economic Development

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

2. Policies and Institutions

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

3. Land Use Planning

- access to coastline, beaches, natural areas
- control of urban sprawl, residential development
- protection of prime agricultural land
- reduction of erosion and sedimentation
- protection against natural hazards
- energy use
- transportation planning
- infrastructure development

4. Environmental Health

- solid waste disposal
- water pollution control
- air quality and pollution control
- mitigating adverse environmental impacts of industrialization
- safety and health issues in the workplace

5. Water Resources

- water recycling and conservation
- protection of water supplies
- quantity and quality issues
- watershed management issues related to land-use planning
- hydro-power development

6. Agriculture

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

7. Forestry and Wildlife

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

8. Coastal and Marine Resources

- pollution and destruction of reefs, seagrass, mangroves
- sand mining and coastal erosion
- over fishing and fisheries management
- park development and management
- zoning, use permits, development and management

9. Biological Diversity

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

10. Tourism

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

11. Systemic Issues

- growth rates
- carrying capacity
- resource values, accounting, and input to GNP
- intersectoral linkages and trade-offs

F. Target Countries and Audiences

Environmental profiles will be done in the Eastern Caribbean countries of Dominica, St. Kitts and Nevis, St. Vincent and the Grenadines and Antigua and Barbuda. These full member OECS countries have responded favorably, in writing, to CCA's initial proposal in 1985 to produce environmental profiles in the region, or are expected to shortly.

To achieve the objectives of the profiling process and to research and analyze such a broad range of issues, it will be necessary to involve a range of host country institutions and people in the profile review process. The participation of these individuals and organizations will ensure a well-balanced presentation of critical priority issues, to develop responses which reflect a broad consensus and to build support for the recommended actions. The targeted participants in the profiling process include, but are not necessarily limited to:

- environmental and development policy decision-makers in government and business;
- government technicians in environmental planning and natural resource management;
- leadership in NGO's and the private sector;
- university faculty, students, primary and secondary school teachers;
- regional organizations;
- development assistance agencies; and
- national and international NGO's.

It will be necessary for the implementers to liaise closely with other project and programs in the region which are involved with development planning, natural resource management, environmental education and institution strengthening.

The time needed to develop each profile will be very limited and will be affected by the quality and availability of existing information on natural resources and the environment, and the human resource capabilities and other strengths of the institutions involved in environmental management and developing planning, as well as geography and other factors.

G. Expected Achievements of the Project

Country environmental profile reports will be produced for Dominica, St. Vincent and the Grenadines, Antigua and Barbuda and St. Kitts and Nevis. These reports will review the state of knowledge about the condition and trends of the natural resource base using the best available data, maps, and other sources of information on natural resources and the environment as they relate to economic development planning. CEP reports will also provide an analysis of major environmental issues and recommendations for new legislation and policies, program initiatives and activities.

H. Project Outline and How it will Work

1. Project Elements

The Project consists of preparing environmental profiles for four countries: Dominica, St. Vincent and the Grenadines, Antigua and Barbuda and St. Kitts and Nevis.

2. Project Strategy and Tasks

a. Strategy

The strategy for accomplishing the profiles under this Project is to do them simultaneously with a greatly increased staff of technical experts actually drafting the documents, increased involvement of CCA and with host country involvement revolving around the review process.

b. Tasks

1. Mobilization of Information Resources and Equipment

One by-product of the long delays encountered in the implementation of the St. Lucia and Grenada profiles is that IRF's literature search efforts have gotten ahead of everything else. Therefore, the master bibliographies on environments, resources and management for Dominica, Antigua and Barbuda, St. Kitts and Nevis and St. Vincent and the Grenadines are virtually complete. The bibliographies will be computerized and key-word indexed. The document collection will be expanded and made accessible, as appropriate, to all project technical writers through photocopying, fax transmission and through the mechanism of scanner-fed, modem-linked computer network (Barbados, St. Thomas, St. Croix and Washington, D.C.) to which each writer will have direct access via a terminal. Modem equipped lap tops will be used by all writers for in-country visits. The project bibliographer (research assistant) will be based at IRF headquarters in St. Thomas which will serve as the project data center. For more information, see Annex B, Data Management and Communication Plan.

2. Mobilization of Human Resources

Arrangements will be made to mobilize:

- (a) a Senior Country Coordinator for each CEP target;
- (b) an in-country technical support person for each CEP target;
- (c) a three-person team of senior writers/assembly editors; and
- (d) at least five technical writers (specialists in various clusters of topics or sectors, all but one of whom have worked directly for CCA or IRF project writing teams in the recent past).

Some of these individuals overlap the function categories. For more detail on personnel, see Annex A, Project Staff and Task Descriptions.

The direct participation of two key CCA staff professionals who will focus on the in-country public input, discussion, and draft document review aspects of the profiling process will be expanded.

3. Scheduling and Deployment

(a) Planning Phase (August 1989)

This brief exercise will involve about a week of time by senior project persons (team leader, country coordinators, and senior writing team) to settle on a common outline or framework for all four countries, establishing topical breakouts, task assignments, testing the communications network, preparing the documentation packages to be dispatched to each of the technical writers, and confirming a final work plan and monitoring and management strategy designed to meet the objective of four completed draft country environmental profile documents by the end of January 1990. See also Annex C, Scheduling.

(b) Sector Draft Writing Phase (August and September 1989)

The group of specialists (i.e., the technical writers), working principally as individuals, will prepare a status report/summary on an assigned set of related topics covering each of the four target islands. For example, one writer will be asked to prepare four separate statements, one for each CEP country, on agriculture, forestry, soils, irrigation and the fuelwood/social forestry/deforestation issue plus erosion, pesticides and rural development as seen from the farmers' perspective. This writer will be provided by the project core staff with the essential background literature and statistical documentation and an outline of previously documented environmental problems, issues and, policies.

By the end of September 1989 these drafts will have been assembled by the senior country coordinators into a rough working draft (linking sections will have been inserted, along with some standard statistical information). An expanded, annotated outline will be prepared which highlights gaps, unresolved contradictions, issues needing local clarification and data requiring confirmation. This then becomes the agenda for the next phase.

(c) In-Country Site Visit/Ground Truth Phase
(October - November, 15, 1989)

The team of writers, both senior, re-write and technical, will sequentially visit each of the target countries, allowing approximately one working week in each. Work weeks will be five days long, Saturday will be a write-up and travel day with one day off each week. Interviews covering all sectors, topics, issues, or themes will be prescheduled by an advance person (in-country technical support person) who will make all necessary local arrangements for an efficient deployment of the various team members while in-country.

While the team is on-island, the local NGO liaison (under the CCA subvention arrangement) will, in cooperation with CCA staff, arrange to host one or more private or public meetings with interested local parties or other concerned NGO's. The draft document segments will also be circulated at this point to allow time for direct comment and feedback from the CEP National Committee and other local resource persons. Computer links will be established with each island so some interactive post-visit exchanges of commentary may also be possible to expand the time frame for local input.

All interview notes by team members will be written up seriatim in the field and provided by the end of the trip to the core re-write team members. Technical writers will have two weeks (first half of November) after their return to home base to complete and submit revised text/narrative based on the findings of the field work. The objective here is not only to keep the process moving, but to write up the in-country impressions and findings while they are still fresh in the memory and to allow time for cross checks if necessary.

(d) Assembly/Synthesis/Rewrite
(Mid-November, December 1989 and January 1990)

A full page budget, a tentative list of figures and tables and a prospective list of pieces will be prepared by the senior writing team. Rough sketch figures and a dummy layout will also emerge early in this phase.

The senior writers/editors will each be assigned one or more major themes or sections to handle on a rewrite basis, seeking consistency of coverage for all four country profiles. Once the core (common) sections are completed, the senior writers, in consultation with the country coordinators (if a different person), will undertake the final full rewrite and assembly. The profiles will have draft final graphics (except illustrations) appended or inserted, and the full draft will be transmitted to the manuscript editor for final review prior to duplication. Approximately thirty copies of a preprint edition of each profile will be produced for targeted circulation as review copies. Each profile will be approximately 200 pages, including the bibliography.

3. Project Administration

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

The CCA Executive Director will serve as the Project Director and will be assisted by a IRF Team Leader/Project Manager and several other technical assistants through a subgrant, with Island Resources Foundation (IRF). The Project Manager will take the lead in carrying out the reconnaissance, research and analysis, review and synthesis work in each of the countries, and in providing guidance and oversight for the production of the CEP reports, according to the scope of work prepared for each country. See also Annex A, Project Staff and Task Descriptions and Annex D, Institutional Liaison and Coordination Plan.

A designated Project Manager at RDO/C will monitor project implementation and assist CCA in complying with USAID regulations and procedures. It is anticipated that RDO/C will periodically request short-term consultancies by the Regional Environmental Management Specialist (REMS) to assist with monitoring and technical oversight of the Project.

I. Financial Plan and Analysis

1. Project Budget Summary

The total LOP funding cost of this Project is estimated at \$400,000 in grant ARDN funds over approximately a one year period (8/89 to 9/90). The estimated Project budget is summarized below. The obligation schedule is for the total LOP funding to be in FY89. This is subject to \$300,000 of deobligation-reobligation funds being made available prior to the end of this FY.

a. Personnel	\$178,300
b. Travel	54,000
c. Other Direct Costs	45,740
d. In-Country Subventions	30,000
e. Grantee Administration	16,182
f. Subgrantee Indirect Costs	<u>75,778</u>

Total \$400,000

2. Detailed Budget

The detailed budget for the LOP period, from about August 1988 through September 1990 is below.

DETAILED BUDGET

a. PERSONNEL	CCA	IRF	TOTALS
CCA Executive Director [1 person mo. at \$3000/mo.]	3,000		3,000
CCA Development & Membership Officer	7,500		7,500
CCA Environmental Education Officer [2 person mos. @ \$2500/mo.]	5,000		5,000
CCA Administrative Officer [14 person mos. @ \$1200/mo.]	18,800		18,800
CEP Team Leader [3 person mos. @ \$3500/mo.]		10,500	10,500
Senior Country Coordinators [10 person mos. @ ave. \$3000/mo.]		30,000	30,000
In-Country Technical Support [4 person mos. @ ave. \$2500/mo.]		8,000	8,000
Technical Writers [20 person mos. @ ave. \$2500/mo.]		50,000	50,000
Senior Re-Write Team [4.5 person mos. @ ave. \$3000/mo.]		13,500	13,500
Editing [2 person mos. @ ave. \$2500/mo.]		5,000	5,000
Lay-out, graphics, cartography [1.75 person mos. @ ave. \$2000/mo.]		3,500	3,500
Secretarial [5 person mos. @ ave. \$2000/mo.]		10,000	10,000
Research Assistant [9 person mos. @ ave. \$1500/mo.]		13,500	13,500
TOTAL PERSONNEL COSTS	34,300	144,000	178,300

2. Detailed Budget (cont'd)

b. TRAVEL	CCA	IRF	TOTALS
Airfare	2,500	10,000	12,500
Per Diem [@ average \$100/day]	5,500	30,000	35,500
Miscellaneous Travel Costs	1,000	5,000	6,000
	<u>9,000</u>	<u>45,000</u>	<u>54,000</u>
c. OTHER DIRECT COSTS*			
Materials/Supplies, Telephone, Fax, Postage Photocopying [including establishment of of in-country CEP documentation centers]	10,518	30,222	40,740
Word Processing, Data/Information Management Communications and Related Equipment Lease Costs		5,000	5,000
	<u>10,518</u>	<u>35,222</u>	<u>45,740</u>
d. SUBVENTIONS TO IN-COUNTRY NGO [4 countries @\$7500/country]	30,000		30,000
e. CCA GRANT ADMINISTRATIVE FEE [10%]	16,182		16,182
f. IRF INDIRECT COSTS AT FEDERALLY NEGOTIATED RATE [35%]		75,778	75,778
	<u>100,000</u>	<u>300,000</u>	<u>400,000</u>

*Note: This budget does not include final publication costs

3. Financial Analysis

The primary financial issues addressed herein are a) whether the funding will be adequate to accomplish all four profiles, b) whether the vast increase in rate of expenditure is possible for CCA/IRF and c) what financial mechanism will be used for the final printing and dissemination of the documents given that the \$400,000 budget does not allow for final publication and dissemination of the profiles.

a. Adequacy of Funding Level

The St. Lucia and Grenada profiles are estimated at costing \$100,000 each. This was under drawn out conditions and with intense local participation, which translates to higher overhead but yet lower technical assistance cost due to more local than expatriate participation. With the new strategy of doing the remaining four profiles simultaneously in about a year, the expatriate technical assistance costs will be higher but the overhead and in-country subvention costs will be reduced, thereby somewhat balancing the trade off. Give this situation, and all other things being equal it is feasible to judge the funding level to be adequate to produce draft profiles, but by no means providing much contingency flexibility. When the PD&S deobligation of \$35,609 is included in the analysis (see PD Action Memo), then the funding adequacy issue becomes more critical.

b. Rate of Expenditure

Experience to date under the current CCA Cooperative Agreement (for St. Lucia and Grenada profiles) demonstrates a very slow expenditure rate. Since the Agreement was signed in 08/86 about \$206,943 of the obligated total of \$286,199.55 had been spent as of May 1989. There is a long history of explanations that temper this slow rate of expenditure such as delays in developing the scope of work and RDO/C's request that the Phase II activities not proceed as planned for simultaneous development of several remaining profiles until adequate funding was identified. Despite these explanations, the rate of expenditure from 08/86 through 05/89 averages about \$6,000 per month. Given \$400,000 of new funding plus the approximate \$25,000 of old funds still to be expended, CCA/IRF would have to increase their expenditure rate from \$6,000 per month to \$33,000 per month in order to expend all of the funds by 09/90.

c. Funding for Final Publication and Dissemination

At the termination of this Project and Cooperative Agreement, six (6) environmental profiles will have been completed in final form (St. Lucia and Grenada prior to this Project funding and Dominica, St. Vincent and the Grenadines, Antigua and Barbuda, and St. Kitts and Nevis under this project funding).

None of these 6 final profiles documents will be published, printed in quantity or disseminated under the existing estimated budget.

In the event that one of the two governments that have not officially requested a profile does not request one (as discussed in Section IV.A.6), then the approximate \$100,000 for that profile could be used for final

printing and dissemination. If all governments officially request profiles, an alternative source of funding will have to be identified if the documents are to be printed and disseminated in final.

IV. Project Analyses

A. Administrative/Technical Analysis

There are six primary issues concerning administrative and technical feasibility of the Project: 1) shortening the timeframe within which the profiles are to be accomplished; 2) dropping the institutional strengthening aspect from the project purpose; 3) the continuing validity of the original justification for non-competitive procurement; 4) the need for in-country subventions; 5) the ARDO workload; and 6) the need for some official government requests for profiles.

1. Shortening the Timeframe

While there are always ample arguments in favor of taking adequate time to do any task as thoroughly and as precisely as possible, there are strong reasons for pursuing the profiles in an accelerated manner. With the recent advent of increased attention to global and national environmental matters, there is increased pressure to get the facts, problems and needed actions clearly delineated and collaboratively agreed to so that activities can get underway. One activity in particular is RDO/C's new \$5 million, 5-year environmental project scheduled for design and funding in FY90, which will benefit from the accelerated implementation of the profile completion. In addition, the UNDP is about to launch a regional initiative addressing the promotion of formal environmental impact procedures which would benefit from the profile reports. And, finally, the speedy production of the profiles by a team of highly skilled and experienced specialists will induce a degree of structural standardization which in turn may affect the prospect of some modest harmonization of current or emerging national environmental policies (i.e. pesticide registration procedures or environmental monitoring parameters).

2. Dropping the Institutional Strengthening Aspect

Experience to date in doing the St. Lucia profile indicates there are significant secondary and tertiary benefits to spending up to 12 months per country and using a collaborative, participatory strategy. It was thought that the participatory strategy would ~~to~~ ensure greater national ownership of the profile and greater potential follow-up activities and long-term commitment and attention to environmental sustainability in development planning and implementation. While this was the case in St. Lucia, it is significant to note that St. Lucia is among the most environmentally sophisticated of the OECS countries. And, the developmental process that stimulated these benefits of strengthened institutions and increased consistent attention to environmental objectives in development planning in St. Lucia may very well not translate to Grenada or St. Vincent and the Grenadines, where environmental agendas are of less importance as the people are as yet unprepared to focus on environmental objectives.

3. Continuing Validity of the Original Non-Competitive Procurement Justification

The original non-competitive procurement justification (Annex F) made the case that CCA was the only indigenous, environmental NGO in the region in a position to provide meaningful follow-up with the OECS government and private sectors while at the same time capable of benefiting from the experience of the profiling process. This is a reflection of their varied membership which includes individuals, regional and international environmental organizations as well as governments. This argument remains valid. And while IRF (a regional environmental NGO) or numerous international environmental NGO's are eminently technically qualified, they would lack the special position of CCA to follow through on environmental activities, over the long run. In addition, the project is a continuation of on-going activities which also supports the continuation of the same implementation mechanism. Thus, this procurement falls under the Handbook 13, Chapter 2 exceptions category as per section 2.B.3.b.: " Assistance awards for which one recipient is considered to have exclusive or predominant capability, based on experience, specialized facilities or technical competence, or based on an existing relationship with the cooperating country or beneficiaries".

4. Need for In-Country Subventions

The in-country subventions originally played a vital role when the local participation and institution strengthening aspects of the project were considered of central importance. Under a detailed MOU, these funds were used through a local NGO to duplicate, provide secretarial and administrative support to the numerous local writers, assist with transportation and the numerous meetings that were held to maximize local participation.

Under the revised implementation, there will still be a MOU with a local NGO, but the scope of responsibilities and amount of the subvention will be reduced, because of the reduced emphasis on host country involvement and institution strengthening. However, the subvention will still be necessary for limited administrative support to the local NGO's in document duplication and for the critical profile review process which will include the maximum of local participation possible in the timeframe given.

5. ARDO Workload

The Project will impose responsibility for indirect management and supervision of CCA and IRF technicians and administrators. The ARDO is comprised of 5 procurement officers. Project implementation will be somewhat heavier than in previous years when the profile activities were financed predominantly under PD&S funding and did not require quarterly reporting or as much financial reporting as will be necessary with Project status. The grantees will continue to require close financial monitoring, as well.

But the reduced timeframe will be an asset in terms of management unit workload. Despite the heavy design load that is underway to obligate three new projects during the remainder of this FY and FY90, and the on-going implementation of over a dozen projects and activities, ARDO will be able to continue to provide close monitoring and support to this Project through the on-going Cooperative Agreement amendment.

6. Official Government Requests to Conduct Profiles

Official government requests have not yet been received from either St. Vincent and the Grenadines or Antigua and Barbuda, although both countries have expressed interest in having a profile done, and have indicated that official requests would be forthcoming.

Under the scenario where at least one of the two countries does not make a timely official request, funding should be used to print and disseminate the other final profile documents (See Section III J.3. c for further discussion on this point). If both countries make a request within the next month, the publication and dissemination financing issue will remain to be resolved.

B. Economic Analysis

The analysis reviews the economic considerations of natural resource and environmental planning, management and conservation from both the microeconomic and macroeconomic perspectives. The first section focuses on the microeconomic aspects of resource use from the vantage point of the individual or single business. The second section looks at the macroeconomic justifications for investment in natural resource management, with consideration of the costs and benefits from the national and world societies viewpoint.

1. Microeconomic Review

Natural resource planning and management successes are closely intertwined with the microeconomics of poverty and greed. For the poor masses, 'discounted future benefits' are a reality rather than an abstraction. But, future income benefits are worth much less to a hungry family than income of today. Thus, the planning, management and distribution of benefits and resources for future generations are often considered when the present needs of society's poor majorities are under consideration. Conversely, the behavior of businesses (based on natural resources) demonstrates the significant gap between public and private benefits, in that they can provide fast and efficient response to market incentives and opportunities created through information, infrastructure, markets and policies.

Integral to the objective of this Project, which will research and analyse natural resource planning and management constraints in the OECS, is to gain a broader understanding of policy and incentive structures plus the socio-economic incentives at the business and individual levels. To find more effective ways to achieve sustainable natural resource management, this broader understanding is critical.

An individual value of a resource differs significantly from an entire society's valuation of the same resource. Close analyses of these differences provides better insights into the kind of planning and activities needed and can also open the door to new options not popularly considered in previous recent generations. The market value of a small farmer's hillside eddoe or banana crop does not nearly reflect the value it has to the farm family, whose ability to maintain their standard of living depends on the crops. Small farmers and larger farmers or farm groups also present very different valuation scenarios with small farmers who have less access to credit and inputs and lower income levels, using a higher rate of discount than large farmers or farmer groups when assessing the present value of future investment returns.

Therefore, the great variance between individual's concept of a resource's value and society's concept is of key importance, as the individual's behavior will be motivated by his or her valuation of that resource. The critical factor to success in resource management lies in determining alternatives and compromises that are harmonious to meet the individual's values and needs. Along this line the Project, in studying the environmental situation in each OECS country, will carefully consider the individual values and needs in settling for the alternative recommendations for environmental policies and activities, including agricultural, fisheries, forestry, industry and energy developments.

2. Macroeconomic Review

Primary topics for consideration are the obstacles to effective planning and project implementation for sustainable natural resource management and the cost-benefit valuation of natural resource planning, management and conservation.

a. Obstacles

The most fundamental obstacle is that some people earn immediate benefits from exploiting biological resources without paying the full socio-economic costs of the resource depletion. These costs are transferred to the society as a whole to be paid in one form or another, either now or by future generations. In addition, countries with the greatest biological diversity and to a lesser extent, the greatest natural resource wealth, are frequently those with the fewest economic means to implement sustainable natural resource management. Their resources are needed to generate income for their rapidly growing populations, but major long-term problems arise when these finite renewable and non-renewable resources are mismanaged rather than nurtured through effective management.

The distribution of ownership and benefits of resources, in many cases, has been distorted by concentration of political and economic power with a small percentage of the population. This leave the largest percentage of the population with little access to productive land, and

with few options but to intensify the exploitation of marginal lands, most susceptible to degradation. A sufficient resource base to serve the needs of an entire population is not relevant if access by the poor is restricted. Despite the fact that environmental degradation is typically put in ecological and biological terms, the potential solutions are clearly within the realm of economic and political change. Real economic alternatives for the poor are required to improve this balance, including much improved access to productive land, inputs and markets.

Other major economic obstacles to sustainable natural resource management include:

1. biological resources are often not given appropriate prices in the marketplace;
2. because the social benefits of conserving natural resources are often intangible, widely spread, and not fully reflected in market prices, the benefits of protecting species and natural areas are in practice seldom fully represented in cost-benefit analysis;
3. the species, ecosystems, and ecosystem services which are most over-exploited tend to be the ones with the weakest ownership;
4. the discount rates applied by current economic planning tend to encourage depletion of natural resources rather than conservation; and
5. conventional measures of national income do not recognize the drawing down of the stock of natural capital, and instead consider the depletion of resources(i.e., the loss of wealth) as net income.

National policies and commercial practices also influence the way people use the environment. Agricultural price and market policies, public land usage, forest policies, monetary and fiscal policies, and import/export policies all create an incentive structure which determines the direction and rate of resource utilization. Often policies created to deal with one specific economic and/or developmental constraint will produce unintended effects, or externalities. Policy impacts can range from the relatively direct consequences of specific policies, such as short-term timber leases which encourage rapid clear-cutting without reforestation, to more indirect impacts on cropping or technology alternatives brought about by a combination of policies, including specialized import duties and overvalued exchange rates for imported raw materials and capital goods.

Structural constraints and policy impacts on natural resource management and conservation programs differ significantly among OECS countries. Having a clear understanding of these factors and dynamics within each country is essential for resolving problems of effective natural resource management. Thus, the profiles will pay particular attention to policy frameworks and socio-economic factors of natural resource management in the OECS in addition to biological aspects of environmental problems.

b. Cost and Benefit Valuation

In order to compete for the attention of decision-makers, conservation policies need to demonstrate in economic terms the value of natural resources and biological diversity to a country's social and economic development. According to Jeffrey A. McNeely (Economics and Biodiversity, 1988, IUCN), approaches for determining the value of these resources include:

1. assessing the value of nature's products - such as firewood, fodder, and game meat - that are consumed directly, without passing through a market;
2. assessing the value of products which are commercially harvested, such as timber, fish, turtle shells and medicinal plants; and
3. assessing indirect values of ecosystem functions, such as watershed protection, photosynthesis, regulation of climate, and production of soil.

Some natural resources are easily transformed into revenue by harvesting. Others provide flows of services that do not carry an obvious pricetag. However, an ecosystem which has been depleted of its economically-important species or a habitat which has been altered to another use cannot be re-built out of income. The costs of re-establishing forests or reversing the processes of desertification often far exceed any economic benefits from over-harvesting or otherwise abusing biological resources. Thus, estimates of the environmental costs of depletion need to include costs of the time and effort required to restore resources to their former productivity.

Assessing values and costs of protecting natural resources provides a basis for determining the total value of any protected area or other system of biological resources. Since the value of conserving resources can be considerable, conservation should be seen as a form of economic development. And since these resources have economic values, investments in conservation should be judged in economic terms, requiring reliable and credible means of measuring the benefits of conservation.

Some limitations exist to using the standard cost-benefit method to assess natural resources and program for their management and conservation. They include:

1. difficulty in placing appropriate valuation on long-term productive use of the resource base;
2. assessing the degree of absolute need for natural resources,
3. the project oriented focus on 2 to 5 year discrete activities, in finite geographic areas versus the relatively long "life span" time periods of numerous natural resources, and their global nature and,
4. the appropriate distribution of costs and benefits.

Despite these limitations, the cost/benefit or cost minimization analysis remains the best tool for comparing the estimated economic efficiency of the Project as compared to alternative approaches.

With any measure, the absolute value of an environment and resource base to sustain human life is extremely high. A comparably high level of investment in the maintenance and preservation of the environment and resource base is therefore warranted. In the project oriented cost-benefit analysis approach, this basic assumption is not part of the calculation, because the analysis focuses on discrete activities rather than the long-term value of the environment.

By focusing on ecological impact at the margin (e.g. the next grove of trees, the next sea turtle, the maintenance of biological diversity within a specifically defined tropical area) the analysis will be inconsistent with the non-marginal nature of ecology, where changes and effects are normally cumulative rather than discrete. Moreover, the identification of benefits and costs in this context (including foregone benefits) is highly conjectural. If, for example, a cure for AIDS is lost in the destruction of tropical forests in the Eastern Caribbean or elsewhere, the value of the benefits foregone is incalculable. Changes in climate or weather patterns are similarly unknowable, although potentially catastrophic.

By discounting the value of future benefits and costs, however, the methodology implicitly tends to discourage or discount the value of longer term resource management and conservation, since the basic premise of present value calculations is that future benefits are worth less than current ones. Although accurate in financial terms, this assumption is clearly less useful when the benefit to future generations is survival. The flow of benefits from alternative investments must also be balanced with a "yes or no" criteria. That criteria is whether or not the human race can do without a given resource in the future. If the response is no, then mining of the resource base is unacceptable, and sustained production of the resource is the only feasible option.

Because the cost benefit analysis is also complicated by the difficulty of identifying beneficiaries and identifying the benefits produced, an alternative criteria is the safe minimum standard (SMS), which is defined as the level of preservation that ensures human survival. The SMS approach is well suited for natural resource conservation decisions because it begins with the assumption that the natural resource base is beneficial. Moreover, the approach assumes that costs of conservation must fall to present generations, while the majority of benefits will accrue only to future generations. Although the SMS approach still lacks the information and hard data needed to accurately identify the minimum level of effort for maintenance of the ecological system, it has the advantage of putting the burden of proof on development rather than conservation programs. Because it has primarily a project orientation, however, the SMS approach is unable to measure the broader, regional and global environmental impacts, and is therefore limited as a methodology for fully assessing environmental management projects.

Thus, the economic analysis of the Project cannot directly benefit from either of these decision criteria. On the programmatic level, the key question is at what level of effort and amount of resource expenditure is necessary to achieve the project objectives for the OECS. As discussed above, the development of a sustainable system for managing natural resources is of the utmost value to human survival and economic development. Given the mutual interdependence of resource management and other development programs, the funding issue does not establish an appropriate level of support vis-a-vis other development priorities, but rather establishes the amount needed to successfully address the problem. Whatever the true value of effective resource policies and management may be, it is very safe to estimate that current expenditures on every level are minimal in comparison to the funding required to fully accomplish all the key objectives of natural resource management.

Given the nature of the Project, the most appropriate approach is to attempt to maximize the cost-effectiveness of the Project, or to find the least-cost alternatives for project implementation and achievement of project objectives. The Project will develop environmental profiles throughout the OECS region, thus enhancing the information base for decision-makers to use to improve natural resource management planning and implementation. The proposed implementation methodology of using a regional environmental NGO with another more technical environmental NGO as a subgrantee, and with host government involvement in document review is suited to accomplish the objectives with the given budget in the given timeframe. Having a team of experts involved throughout the Project will provide continuity among profiles, maximize the comparative analyses and highlight the need for a regional approach for many of the environmental solutions.

C. Social Soundness Analysis

Improvements in conservation and natural resource management may have both positive and negative implications for individual societies on both the national and local levels in the OECS. Given the wide range of socioeconomic conditions which may or may not be affected either directly or indirectly by the project products, it is not possible to provide a meaningful social soundness analysis at this point.

Nonetheless, it must be recognized that it is the social, cultural, and economic factors which most directly influence the patterns and nature of resource use and abuse. Both national and individual perceptions of the value of resource and species preservation are the most important constraints to adequate conservation. Indeed, the single most important goal of the Project is to influence these perceptions, thereby altering the types of behavior which adversely affect the environment.

Efforts will be made to identify key social factors which promote or hinder natural resource management in each profile. Social scientists will be systematically included in technical teams to assure that the social and economic causes of environmental degradation are addressed as well as the biological aspects of the problem.

D. Environmental Analysis

A categorical exclusion was recommended, as per Section 216.2 (c) 2 (xiv) of the Environmental Procedures, considering that the Project involves analyses, studies and meetings intended to strengthen OECS institutions, enhance awareness and attention to environmental planning and implementation for more sustainable development. And, as per Section 216.2 (c) 1 (i) of the Environmental Procedures, the Project will have no effect on the natural or physical environment. See Annex E for the approved IEE.

V. Annexes

ANNEX A Project Staff and Task Descriptions

ANNEX B Data Management and Communications Plan

ANNEX C Scheduling

ANNEX D Institutional Liaison and Coordination Plan

ANNEX E Initial Environmental Examination

ANNEX F Original Non-Competitive Procurement Justification

ANNEX G Grantee Request for Funding

PROJECT STAFF AND TASK DESCRIPTIONS

I. GUIDELINES

Completing four individual CEP's in the short span of 12 to 14 months, will required the careful development of a well designed, yet flexible personnel management plan. This plan will be put together during the first month of the CEP project, and the staffing strategy to be used will be based on the following principles.

- (1) All managerial, administrative, professional and technical support staff will be recruited from within the region as far as possible.
- (2) At such times as specialists are needed and are recruited from outside the region, for brief consultancies or technical services, such specialist will be selected from among those who have extensive and proven prior Caribbean (preferably Eastern Caribbean) residency and/or profession experience and are already familiar with primary literature, data sources, institutions and issues. A full spectrum of prospective consultants who meet there requirements and who, in fact, have had experience in one or more of the specific target island and has already been identified.
- (3) Sub-contracts to selected individuals are to be encouraged (especially if they are from the target countries and from within the region) for the various tasks associated with the development of the individual country profiles. This derives, in part, from the excessive cost or fees, travel and per diem for any extensive use of extra-regional personnel as consultants. It also makes it easier to schedule more frequent visits by consultants and project staff who reside and work in the Eastern Caribbean.
- (4) Key environmental and sectorial specialist in all the target islands must be provided with support services if they are to contribute their expertise to the profile development process.

II. STAFF

(1) CCA EXECUTIVE DIRECTOR (7% time/1 person-month)

Responsible for:

- official liaison with target island governments and selected NGO's
- official liaison with USAID for CEP project
- overall management of project with particular reference to CCA staff deployment and contributions

(2) CCA DEVELOPMENT OFFICER (21% time/3 person-months)

Responsible for:

- CCA liaison with CEP technical team and CCA in-country representative for project implementation phases
- monitoring of project operations through periodic site visits
- review of all project documents produced by CEP technical team
- CCA input to CEP reports
- coordination, with local CEP National Committees, of public meetings for vetting of CEP draft documents

(3) CCA EDUCATION/PUBLIC RELATIONS OFFICER
(14% time/2 person-months)

Responsible for:

- CCA liaison with participating governments, CEP national committees, and NGO secretariats for educational activities related to the CEP
- coordination, with the CCA Projects Officer, of in-country public meetings for vetting of CEP draft documents
- dissemination of information in the region and internationally about the CEP project
- coordination with local governments, CEP national committees, and liaison NGO's for dissemination of CEP information within target countries

28

(4) **CCA PROJECT ADMINISTRATIVE ASSISTANT**
(100% time/14 person-months)

Responsible for:

- maintaining master project files at CCA headquarters
- assistance to CEP technical team for word processing and preparation of CEP report documents
- maintaining fiscal files on CEP project
- processing of financial and operational reports to USAID
- assistance to CEP technical team for updating project bibliographical files (i.e., REF-MENU) and for disseminating reference materials and data to CEP writers and to in-country CEP documentation centers
- providing required assistance to CEP staff at CCA headquarters and to visiting CEP project personnel

(5) **CEP TEAM LEADER/PROJECT MANAGER**
(21% time/3 person-months)

Responsible for:

- official liaison with CCA
- overall project planning, scheduling, staffing, and management; operational control of the project
- supervision of Senior Country Coordinators

(6) **SENIOR COUNTRY COORDINATORS** (10 person-months or 2.5 person-months per country)

- on-site establishment of working relationships with the designated CEP lead government agency, with the selected NGO project secretariat, and with the CEP national committee; project liaison with each
- the design of a CEP work plan in designated country, for implementation of the plan and for overall project quality control within the target country
- with CEP Team Leader, selection of technical writers for designated country
- technical supervision of data collection, research and writing activities for designated country; overall supervision of technical writers

- writing of selected sections of the CEP report within designated country
- with CCA project personnel and in-country CEP National Committee, implementation of report dissemination and review activities within designated country

(7) **IN-COUNTRY TECHNICAL SUPPORT**
(4 person-months or 1 person-month/country)

Responsible for:

- on-site assistance to the Senior Country Coordinator
- in-country facilitator of requests for documents, data, and other information
- assistance to visiting members of the CEP technical research/writing team
- assistance to CCA personnel and CEP national Committee in making arrangements for CEP public meetings
- assistance to the CEP National Committee in implementing the local review process

(8) **TECHNICAL WRITERS** (20 person-months or 5 person months per country)

Responsible for:

- identification of key data sources and materials
- data acquisition and literature searches
- with CEP National Committees, identification of key environmental issues
- preparation of desk studies
- writing of draft sector reports within areas of expertise for multiple islands

(9) **SENIOR RE-WRITE TEAM** (4.5 person-months)

10) **MANUSCRIPT EDITOR** (2 person-months)

Responsible for:

- providing overall quality control guidelines to technical writers
- synthesizing input from technical writers to final draft reports for each country
- revisions/rewrites required following dissemination of draft report.

20

DATA MANAGEMENT AND COMMUNICATIONS PLAN

Introduction

This Annex can best be understood when used in conjunction with the Annexes dealing with "Institutional Liaison" and "Scheduling." However, numerous linkages and various related data collection and exchange functions must remain undefined until the country site visits have been completed by the profile project planning team during the first months of activity. Others can only be dealt with sequentially after each country working group is in place and the local strategy developed.

Key Problems to be Addressed

(1) Geographically decentralised data sources. Libraries and documentation centers in at least six locations outside the four target countries will have to be checked. A partial listing includes Barbados (CDB, CCA, BIMAP, CTRC, USAID, UWI, CADEC, IADB, PAHO, OAS); Trinidad (UWI, ECLAC, CARDI, CARIRI, IMA); Antigua (ECCA, PMPP); US Virgin Islands (IRF, CVI, VINP); Puerto Rico (ITF, UPR, CEER), and Washington, D.C. (USAID, OAS, PAHO, World Bank, IADB, IRF). Accessibility on a timely basis is an important consideration. Specialized and regional libraries and reference collections are more likely places to find many kinds of country-specific documents than in-country repositories, ministries, and NGO offices.

(2) Comparability of data - the one-country situation. Using diverse sources of data, even in a single country situation, has an implicit risk of improperly combining historic or current data that was developed by non-comparable methods. Base lines, dates, adjustments for inflation, and data aggregation methods affect the comparability and combinability of numerical data like import/export figures, land values, taxes, income, investment, and production cost figures. Similarly, data on employment, unemployment, national income multipliers, rates of return, etc., all rely on "formulae" which may vary widely in structure and the rigor of application and thus pose special problems.

(3) Comparability of data - the four-country situation. The effectiveness of any future attempt to develop a regional environmental profile will depend in part on the "regional comparability" of data sets derived in each target country -- especially in terms of the way the data is ordered and displayed in tabular and graphic formats. Therefore, CCA/IRF must address the comparability/consistency issue in a similar fashion in each of the four target countries to avoid future incompatibility problems. This will require the design of a set of operating rules for virtually every sector wherein statistical data is important since the comparability problems vary widely by discipline.

(4) Need to develop a uniform system for units and standards of measurement, mapping scales, and levels of precision and formats suitable for use in all four target island profile documents.

(5) Data classification, storage and retrieval systems compatibility. With data generation from multiple sources, sites, institutions, staff members, and consultants, a framework is needed for everything from bibliographic formats to a keyword thesaurus to document location and classification codes.

(6) Computer system compatibility for both data management and word processing. CCA, IRF and the four target islands, as well as several key consultants, will have access to fully compatible computer hardware and software systems (essentially IBM PCs or XTs with dBase III+ and Microsoft Word software). This will permit the rapid production and wide exchange of documents, drafts, and other information for use, review, and edit functions, either via modems, floppy disk exchange or as hard copy sent via the various mail express systems operational in the region. Customized procedural guidelines for all profile project participants will be prepared, and back-up systems will be maintained and provided as necessary. Word processing instruction will be arranged if required.

Initial Data Collection Tasks

Like most previous CEP's funded by USAID, this initiative is being undertaken with the customary prior "desk study" phase.

32

During the planning stage, CCA/IRF will complete an annotated working bibliography of known source materials and documents (perhaps 50 to 100 items for each country) before the reconnaissance visits. This working file (on computer with keyword indexing) will become a checklist against which to confirm local availability of known, high priority, recently published, or assembled data, reports, and other documentation, including historical environmental data for later benchmark use in locally assessing trends and change.

A search will be made for all regional studies, overviews, grey literature (i.e., environmental impact assessment documents), and sector surveys not readily available or likely to be turned up by local in-country task group personnel. CCA/IRF will also carry out on-line computer searches. Furthermore, each special consultant and team member will be requested to check his/her own personal and institutional libraries and submit holding/search lists as appropriate. A computer-based master reference file (with keyboard indexing) will be developed and maintained by IRF with duplicate data files at CCA on disk.

The following have been developed by staff for the CEP project:

- (1) Data management and exchange format and procedures;
- (2) Report management format and procedures;
- (3) Archiving procedures;
- (4) Long-term environmental monitoring strategy and network (see "institutional liaison annex" regarding IIED, UNEP/GEMS, WRI, PAHO, CSC/CZM, and the OECS/GTZ/OAS project).

SCHEDULING

1. Constraints, Guideline and Principles

For this project to achieve its objective of producing four Country Environmental Profiles in 14 months, complete with a ranking of environmental policy issues, an action plan and prioritized implementation initiatives, it will require two closely controlled management styles and scheduling strategies.

The opening and closing months will be tightly planned and schedules with an emphasis on rapid completion of deliverables (such as bibliographies, document collection, MOUs, preliminary issue definition, institutional liaison arrangements, functional computer systems, staff appointments, consultant contracts). During months 1 to 4 and all document production tasks, graphics, layout, final edits, proofreading, and printing during the last few months.

However, because of the shortened timeframe and emphasis on local participation on profile review and not in the profile drafting, the scheduling strategy will be much more structured. Experience elsewhere has shown that excessive acceleration of the dialogue process regarding the perception, definition and ordering of issues, priorities and options may not necessarily work against the institution strengthening and skills transfer objectives of the profiling exercise, if the country is not prepared or equipped to focus on the environmental agendas at the time the profile is done. This seems to be the situation in several of the countries involved, give experience to date.

2. External Events and Unscheduled Inputs. As Annex D, the Institutional Liaison and Coordination Plan, makes clear, a diverse set of parallel, natural resource management, environmentally focussed projects are underway in the region, most with some degree of emphasis on the four CEP target countries. Some activities and products of these initiatives offer the prospect of assisting with and contributing to the profile process -- providing opportunities for exchange of reports and documents.

We note that while organizational planning in each of the four target countries will start about the same time, the actual start of intensive, in-country profile efforts will be staggered or offset by at least a one month interval.

(3) Double Island Systems St. Vincent and the Grenadines, Antigua and Barbuda and St. Kitts and Nevis present special problems because of the need to address two separate but linked ecosystems. Statistical data disaggregation will be difficult in some sectors, and mapping tasks and costs will nearly double. Deployment of researchers and consultants the discussion environmental policy issues will involve inter-island travel for staff and pose some logistic and support services problems. A customized scheduling and support services plan will be required.

4. Scheduling and Deployment

Planning Phase (August 1989). This brief exercise will involve about a week's worth of time by senior project persons (team leader, country coordinators, and senior writing team) to settle on a common outline or framework for all four countries, establishing topical breakouts, task assignments, testing the communications network, preparing the documentation packages to be dispatched to each of the technical writers, and confirming a final work plan and monitoring and management strategy designed to meet the objective of four completed draft country environmental profile documents by the end of January 1990.

Sector Draft Writing Phase (August and September 1989). Essentially, a group of specialist (i.e., the technical writers), working principally as individuals, will prepare a status report/summary on an assigned set of related topics covering each of the four target islands. For example, one writer will be asked to prepare four separate statements, one for each CEP country, on agriculture, forestry, soils, irrigation and the fuelwood/social forestry/deforestation issue plus erosion, pesticides and rural development as seen from the farmers' perspective. This writer will be provided by the project core staff with the essential background literature and statistical documentation and an outline of previously documented environmental problems, issues and, policies.

27

By the end of September these drafts will have been assembled by the senior country coordinators into a rough working draft (linking sections will have been inserted, along with some standard statistical information). An expanded, annotated outline will be prepared which highlights gaps, unresolved contradictions, issues needing local clarification, and data requiring confirmation. This then becomes the agenda for the next phase.

In-Country Site Visit/Ground Truth Phase (October - mid-November 1989). The team of writers -- both senior, re-write and technical (or most of them) -- will sequentially visit each of the target countries, allowing approximately one working week in each. Work weeks will be five days long, Saturday will be a write-up and travel day with one day off each week. Interviews covering all sectors, topics, issues, or themes will be prescheduled by an advance person (in-country technical support person) who will make all necessary local arrangements for an efficient deployment of the various team members while in-country.

While the team is on-island, the local NGO liaison (under the CCA subvention arrangement) will, in cooperation with CCA staff, arrange to host one or more private or public meetings with interested local parties or other concerned NGOs. The draft document segments (i.e., only in pieces) will also be circulated at this point, by the advance person if possible, if not then by team members early in the visit to allow time for direct comment and feedback from the CEP National Committee and other local resource persons. Computer links will be established with each island so some interactive post-visit exchanges of commentary may also be possible to expand the time frame for local input.

All interview notes by team members will be written up seriatim in the field and provided by the end of the trip to the core re-write team members. Technical writers will have two weeks (first half of November) after their return to home base to complete and submit revised text/narrative based on the findings of the field work. The objective here is not only to keep the process moving, but to write up the in-country impressions and findings while they are still fresh in the memory and to allow time for cross checks if necessary.

Assembly/Synthesis/Rewrite (Mid-November, December 1989 and January 1990). A full page budget, a tentative list of figures and tables and a prospective list of side bar pieces will be prepared by the senior writing team. Rough sketch figures and a dummy layout will also emerge early in this phase.

The senior writers/editors will each be assigned one or more major themes or sections to handle on a rewrite basis, seeking consistency of coverage for all four country profiles. Once the core (common) sections are considered passable, the senior writers, in consultation with the country coordinators (if a different person), will undertake the final full rewrite and assembly. One by one, the profiles will have draft final graphics (except illustrations) appended or inserted, and the full draft will be transmitted to the manuscript editor for final review prior to duplication.

Approximately thirty copies of a preprint edition of each profile will be produced for targeted circulation as review copies. We estimate a total pagination of each profile not to exceed 200 pages, including the bibliography.

5. Other Modifications in the Existing Strategy

(a) The local NGO role and the terms of the CCA/NGO MOU and the CCA subvention paid to the NGO for services will all undergo some change, reflecting primarily the switch in emphasis from the NGO as a locust for the contracting of local writers to the NGO as an institutional sponsor of the review or vetting process regarding the draft documents.

Two aspects of the local NGO function remain unchanged, however. The provision of a data and document collecting service and the development of a private sector environmental reference collection for public use remains important to the overall undertaking, as does the NGO's role in providing counsel on source materials, on persons who should be interviewed, and on the identification and ranking of environmental issues, problems, and practices which warrant serious attention by profile team members. Supplementally, it is expected that the NGO would use its good offices to help ease the way and perhaps even make the arrangements for key interviews or meetings with senior government or private sector leaders.

Regarding the subvention (still tentatively set at \$7,500 per country), there is some value in continuing to treat this local grant as an effort aimed at the institutional strengthening of both the NGO and the CCA-NGO relationship. Some of the subvention, beyond expenditures for locally-incurred project support costs (which might absorb about half the stipulated amount), will be focused, where possible with local matching requirements, on some aspect of the action agenda which results from the profile project.

(b) CCA's role in the revised strategy will be expanded, despite the new program's accelerated schedule and shortened calendar. This is partly so because of the increased emphasis on an expanded public review process and on our intention to identify an action agenda. Although IRF's role in the draft document production phases appears to be enlarged, this appearance is misleading because it is much more concentrated in time. CCA will, under the revised arrangements, have a greater opportunity to be more directly involved on a more regular basis and to undertake a more pronounced project leadership role, especially in the matter of working with each of the country-based NGOs and in the implementation of joint or cooperative program initiatives that will certainly extend beyond the life of the AID-funded profiling project.

In this connection, CCA is in the process of recruiting an additional staff person to serve in the capacity of Development and Membership officer. This staff member will be assigned to the project on a part-time basis, and will have responsibility for assisting local NGOs in identifying activities associated with or arising out of the Profiling exercise which they may use for their own development and strengthening.

The revised strategy will permit closer linkages between the CEP exercise and other CCA activities in the target countries. The national Environmental Education Committees, for example, which work closely with CCA, will be co-opted to assist with the dissemination of information on issues of local interest and importance. Follow-up activities beyond the life of the project could logically be undertaken by these committees in collaboration with CCA. In the case of Dominica, CEP activities will be arranged to coincide with the objectives of the committee for the Year of Environment and Shelter (YES). This committee will be co-opted to promote issues and activities emanating from the CEP exercise. It is anticipated that this approach will have a multiplier effect on environmental awareness and activities in Dominica, and will help chart the course for local input into project identification and project development at the national level.

138

INSTITUTIONAL LIAISON AND COORDINATION

1. The Institutional Setting

There are perhaps a dozen institutions currently managing or developing natural resource and environmentally focussed projects in the Eastern Caribbean. The CEP project will not take place in a vacuum but must be made to fit into the existing local and regional networks of people, projects, agencies, and institutions concerned with environmental issues. A full review of these parallel environmental project activities is scheduled as an early deliverable in the CEP Scope of Work.

Of particular note are the IUCN National Conservation Strategy, the UNEP environmental Education/Communications Project being run through CCA, the WWF-US/RBF institutional development project for Eastern Caribbean NGOs run by IRF, the OECS/OAS/GTZ Natural Resource Management Project based in St. Lucia, the CERMES project at UWI-Cave Hill, the FAO/ECNAMP Parks and Protected Areas Project, and the various programmes of PAHO, ECLAC, CEHI, ECNAMP, ERP/MARPEC, the Nature Conservancy, and others in the target islands.

There is, therefore, a very real need to work out a coordination strategy with other donor agencies currently sponsoring or managing related resource management or resource assessment activities in the Eastern Caribbean. There is serious concern among a number of the islands regarding the risk of redundancy, work overload and scheduling conflicts that might result from four or five uncoordinated, yet simultaneous and related initiatives. This matter requires considerable attention by the CEP project planning team while offering an opportunity for working out cooperative approaches, both in-country and at the regional level.

The mechanism or procedure for establishing a collaborative working relationship with other bilateral and multilateral donor agencies, both governmental and non-governmental, will be spelled out in some detail during Phase 1 planning for the profile project. But regardless of the procedure, the profile process needs to be structured in such a way that it is sufficiently flexible to both contribute to, draw upon and work with any existing or newly emergent resource management programme in the Eastern Caribbean. It is recognised that this particular topic also needs to be addressed in each in-country workplan.

2. Benefits of Liaison and Coordination

Many ongoing projects can provide up-to-date information useful to the profile activity. OAS, for example, has recently completed a survey of Eastern Caribbean environmental legislation, and the OECS/OAS/GTZ Natural Resource Management Project expects to finish two detailed institutional profiles of environmentally focussed private sector and governmental organizations, departments, and units in the region by late March 1987. CCA/IRF assume that this information, of vital importance to the CEPs, will be available, representing as it does a significant saving of time and effort for the profile staff and team in each target country.

Furthermore, the CEP initiative will be more effective if the public participation and review process is both broadly based and timely. CEP working groups will undoubtedly be able to enlist support from the "network" of related projects to assist with outreach efforts, with community-based research and with assessing local perceptions about environmental issues.

For specific tasks which happen to occur on two different project agendas, a combined effort could reduce costs, personnel could be exchanged, talent pools more efficiently utilised, redundancies eliminated, and some data gathering and analysis tasks accelerated. Mapping strategies, which are often costly, could find multiple sponsors and a broader base of users for the information assembled and displayed.

Since one component of the CEP project is to make recommendations for high priority actions which emerge from the profile process, it will be important to identify other local and regional institutions interested in taking the lead or in assisting with cooperative strategies to implement action agenda tasks highlighted by the CEP process.

Conversely, perhaps the profile activity will highlight selected natural resource issues, problems and proposed solutions already on a collaborating institution's agenda and thereby enhance the likelihood of political endorsement and support for required remedial actions.

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

LAC-IEE-89-57

ENVIRONMENTAL THRESHOLD DECISION

Project Location : Caribbean Regional
Project Title : Eastern Caribbean Environmental Profiles
Project Number : 538-0169
Funding : \$400,000 (G)
Life of Project : 14 months
IEE Prepared by : Rebecca J. Niec
RDO/C
Recommended Threshold Decision : Categorical Exclusion
Bureau Threshold Decision : Concur with Recommendation
Comments : None
Copy to : Aaron Williams, Director
RDO/C
Copy to : Rebecca J. Niec, RDO/C
Copy to : Andre DeGeorges, REMS/CAR
Copy to : Diane Blaine, LAC/DR/CAR
Copy to : IEE File

James S. Hester Date JUL 24 1989

James S. Hester
Chief Environmental Officer
Bureau for Latin America
and the Caribbean

41

INITIAL ENVIRONMENTAL EXAMINATION

Project Location: Caribbean Regional
Project Title: Eastern Caribbean Environmental Profiles
(538-0169)
Funding: \$400,000 (Grant)
Life of Project: 14 months
IEE Prepared by: Rebecca J. Niec
Rebecca J. Niec
Environmental Officer
Date: July 18, 1989

Environmental Action
Recommended:

Categorical Exclusion

Concurrence:

Larry T. Armstrong
Larry T. Armstrong
Deputy Director
Regional Development Officer/Caribbean

Date:

7-21-89

Clearances: ARDO:LKLaird (draft) 7/21/89
PDO:JDPerry (draft) 7/21/89

Project Description

The purpose of the Eastern Caribbean Environmental Profiles Project is to document the major issues in natural resources management and environmental planning in order to incorporate environmental considerations into development planning and policies in the OECS region. This is a continuation of the profiling activities, started in 1986 with PD&S funding, that produced a profile for St. Lucia and has the Grenada profile now underway. Under this new Project, up to four additional profiles will be completed (St. Kitts and Nevis, Dominica, Antigua and Barbuda and St. Vincent and the Grenadines). The profiles will help foster greater awareness among host countries of the most critical natural resource management problems and of the actions that are recommended to ameliorate them.

Statement of Categorical Exclusion

The Project is designed to document environmental management problems and recommend priority areas and activities to rectify critical degradation. The Project is one of technical assistance intended to develop the capacity of recipient countries to engage in environmentally sustainable development planning and will have no effect on the natural or physical environment, as described in Section 216.2(c) 1 (i) and Section 216.2(c) 2 (xiv) of 22 CFR 216.

Section 216.2(c) 1 (i) states that the action does not have an effect on the natural or physical environment. Section 216.2(c) 2 (xiv) states that studies, projects or programs intended to develop the capability of recipient countries to engage in development planning, except to the extent designed to result in activities directly affecting the environment (such as construction of facilities, etc.), are types of activities generally excluded from further environmental review. It therefore falls into the parameters of those categorically excluded from following the environmental procedures.

Recommendation

Based on the above, it is recommended that you approve a categorical exclusion for the Project.

ORIGINAL JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT*

The Eastern Caribbean region is relatively small by comparison to other regions of the world. The combined population is under one million and the combined land area is less than 2,000 square miles. RDO/C has been active in promoting environmental activities in this region for almost a decade. Consequently, the AID Mission is fully aware of institutional capabilities in the environmental field within the region. Only two organizations are well suited to conduct a regional environmental profile: The Caribbean Conservation Association (CCA) and Island Resources Foundation (IRF). Of the two, IRF is more highly technically qualified, while CCA is in a better position to provide more meaningful follow-up with the OECS countries and can more greatly benefit from the experience of the profile process. It is therefore of maximum benefit to AID to engage CCA (a registered PVO) under a Cooperative Agreement, with substantial involvement of IRF through a sub-agreement.

The alternative of choosing a U.S. organization to conduct the profile is unacceptable for the following reasons: a) the cost would certainly exceed the funds available, b) a U.S. organization would not have the instantaneous acceptance by the cooperating countries presently enjoyed by CCA, and c) the experience gained by a U.S. organization would not be retained in the region. A clear sub-objective of the Regional Environmental Profile Project is to build CCA as an institution for the future benefit of AID, other donors and the sound development of the region. Although IRF is technically a U.S.-based PVO, it is based in the U.S. Virgin Islands. It therefore is Caribbean in character, has extensive contacts in the region through which to recruit technical assistance and the knowledge it gains will be retained in the region.

* Attachment III, PIO/T No. 538-0605-60327

44

COUNTRY ENVIRONMENTAL PROFILES
for the Eastern Caribbean

Reply To:

Caribbean Conservation Association
SAVANNAH LODGE, THE GARRISON
ST. MICHAEL, BARBADOS
(809) 426-5373, 426-9635

Reply To:

Island Resources Foundation
RED HOOK BOX 33, ST. THOMAS
U.S. VIRGIN ISLANDS 00802
(809) 775-6225

PRO/A/20 GEN
PRO/A/20 FIN

July 3, 1989

Regional Development
Office (Caribbean)
USAID
P O Box 302
Bridgetown

Attention: Mrs Rebecca Niac
Environment Officer

Dear Rebecca

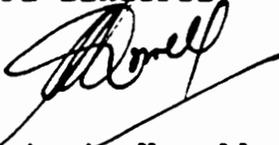
Enclosed is the revised project proposal for Phase II of the Country Environmental Profiles project which we discussed recently.

We have revised our strategy in the hope that this will accelerate the implementation of the project without sacrificing the quality of the reports.

We hope we can have your early (and positive) feedback on this revised proposal, so that we can make arrangements to move simultaneously into all four countries by the beginning of August, 1989.

With best regards.

Yours sincerely



Calvin A. Howell
Executive Director (Ag.)

CAH/tv

Encs