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# DESTINATION MANAGEMENT FOR SUSTAINABLE DEVELOPMENT – EAST IV FINAL REPORT

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The following document was prepared by PA Government Services Inc.  
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# DESTINATION MANAGEMENT FOR SUSTAINABLE DEVELOPMENT – EAST IV

**Disclaimer**

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government

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# List of Acronyms

<b>AEE</b>	<b>Association for Energy Engineers</b>
<b>CAST</b>	<b>Caribbean Alliance for Sustainable Tourism</b>
<b>CEM</b>	<b>Certified Energy Managers</b>
<b>CHEM</b>	<b>Certified Hotel Environmental Manager</b>
<b>CWIP</b>	<b>Coastal Water Quality Improvement Project</b>
<b>DCA</b>	<b>Development Credit Authority</b>
<b>EAST</b>	<b>Environmental Audits for Sustainable Tourism</b>
<b>EFJ</b>	<b>Environmental Foundation of Jamaica</b>
<b>EMS</b>	<b>Environmental Management Systems</b>
<b>EWT</b>	<b>Environmental Walk-Through</b>
<b>GOJ</b>	<b>Government of Jamaica</b>
<b>ITB</b>	<b>Institut Teknologi Bandung</b>
<b>JAMAL</b>	<b>Jamaica Movement for the Advancement of Literacy</b>
<b>JAMPRO</b>	<b>Jamaica Promotions Corporation</b>
<b>JMA</b>	<b>Jamaica Manufacturing Association</b>
<b>JMD</b>	<b>Jamaican Dollar</b>
<b>JTB</b>	<b>Jamaica Tourist Board</b>
<b>JHTA</b>	<b>Jamaica Hotel and Tourist Association</b>
<b>PCJ</b>	<b>Petroleum Cooperation of Jamaica</b>
<b>PDMG</b>	<b>Portland's Destination Management Group</b>
<b>PEPA</b>	<b>Portland Environmental Protection Association</b>
<b>PPDC</b>	<b>Portland Parish Development Committee</b>
<b>RBTT</b>	<b>Royal Bank of Trinidad and Tobago</b>
<b>SDC</b>	<b>Social Development Commission</b>
<b>STEP</b>	<b>Small Tourism Enterprises Project</b>
<b>TPDCo</b>	<b>Tourism Product Development Company</b>
<b>UHWI</b>	<b>University Hospital of the West Indies</b>
<b>UNEP</b>	<b>United Nations Environment Programme</b>
<b>USAID</b>	<b>United States Agency International Development</b>
<b>WWF</b>	<b>World Wildlife Federation</b>

# I. Introduction

This document describes the activities and deliverables of the Environmental Audits for Sustainable Tourism – Destination Management for Sustainable Development Support Services activity funded by USAID/Jamaica under contract LAG-I-00-99-00019-00, Task Order 816. For implementation purposes, the project was referred to as Environmental Audits for Sustainable Tourism – EAST IV The EAST Period of Performance was May 2003 to June 2005. PA Government Services Inc. served as the contractor for EAST.

## **Project Objectives**

The purpose of this task order was to further explore some of the strategic directions pursued under the EAST project, to consolidate some activities and broaden the sphere of influence of some of the best management practices. The specific objectives included:

1. Implementation of a multi-stakeholder Destination Management Program with the overall objective of having a specified tourism community certified as a “green” destination;
2. To promote compliance with the Government of Jamaica’s National Environmental Management Systems (EMS) Policy by businesses in both the tourism and manufacturing sectors through continuing education and introduction of best practices and environmental audits;
3. To establish HEART/NTA and specifically the Runaway Bay HEART Hotel and Training Institute as a recognized Educational Center for Sustainable Tourism Development and Training;
4. To provide technical support to businesses seeking commercial financing for environmental improvements or retrofitting, including a new initiative to provide credit guarantees, through the Development Credit Authority, to a local financial institution to service small and medium enterprises;
5. To strengthen the institutional capabilities of partner implementing institutions which include the Jamaica Hotel and Tourism Association (JHTA) the Tourism Product Development Company (TPDCo), the Jamaica Manufacturers Association (JMA) and the HEART Trust NTA to prepare them to take over many of the activities initiated under the EAST project.

PA Government Services Inc. was the technical assistance contractor for EAST I-IV, which were implemented over in phases over the period 1997 – 2005.

In September 2004, EAST was modified to include emergency relief to victims of Hurricane Ivan. The modification included grant awards to non-governmental organizations involved in the reconstruction of critical facilities.

## **Building on Prior Successes**

This project represents the fourth phase of the EAST activity, which initially began in 1997. Beginning with a pilot program with small hotels in Negril, EAST has been credited with the greening of the tourism sector with similar achievements in the manufacturing sector. While private sector organizations were the principal beneficiaries of EAST, a number of government agencies actively participated in EAST contributing to its success and leveraging the USAID/Jamaica resources through complementary initiatives that reinforced voluntary environmental management in industry with supporting policies and programs.

The impact of EAST has extended outside Jamaica resulting in regional initiatives throughout the Caribbean. In addition, the EAST program has served as a model outside the region, as case studies and presentations have been made in numerous international conferences and publications.

Some of the earlier accomplishments of EAST I-III included:

- Introduction of Green Globe 21 certification for hotels and nature attractions
- Introduction of Certified Hotel Environmental Manager (CHEM) training course
- Establishment of a Development Credit Authority (DCA) mechanism for financing environment and productivity improvements
- Integration of environmental management into the HEART NTA tourism training curriculum
- Organization of the first Green Hotel Conference and Education Symposium
- Establishment of Environmental Awards programs in the tourism and manufacturing industries
- Establishment of an international exchange program between the Jamaica Hotel and Tourist Association and the Fairmont/Canadian Pacific Hotel company

## II. Destination Management

### **Introduction of Green Globe 21 Destination Program to Establish The Portland Destination Management Group**

The Destination Management Program is an innovative approach to sustainable tourism development within a specific area (tourism destination), linking tourism and non-tourism enterprises, national and local government, non-governmental organizations, and neighboring communities in coordinated effort to introduce sustainable development in the parish of Portland. The process is tourism driven and invites all stakeholders to participate.

As a result, Portland repositioned itself in the tourism marketplace as a “green” destination committed to sustainable development. This is consistent with how the Jamaica Tourist Board markets Portland/Port Antonio in the international marketplace.

This process will be used as a model for future development in other resort areas and was managed and monitored by an appointed Destination Management Group selected from both the private and public sector. The Destination Management Group included the following members:

#### **Public Sector**

- The Ministry of Industry and Tourism.
- Tourism Product Development Company (TPDCo)
- Portland Parish Council – Local Government
- Social Development Commission (SDC) – Government, Community liaison
- Urban Development Corporation – Government
- Office of the Prime Minister – Cabinet Office, Minister of Development
- Jamaica Tourist Board (JTB)

#### **Private Sector**

- The Jamaica Hotel and Tourist Association (JHTA)
- Portland Parish Development Committee (PPDC)
- Portland Environmental Protection Association (PEPA) – Local NGO
- Portland Chamber of Commerce – Private sector

### **Green Globe 21 Destination Environmental Benchmarks for Portland**

GREEN GLOBE 21 is the worldwide benchmarking and certification program, which facilitates sustainable travel and tourism for consumers, companies and communities. It is based on Agenda 21 and principles for Sustainable Development endorsed by 182 governments at the United Nations Rio de Janeiro Earth Summit in 1992. There are 4 GREEN GLOBE 21 Standards. The complete details of this certification program are available at: [www.greenglobe21.com](http://www.greenglobe21.com).

The GREEN GLOBE 21 certification program for destinations (Community Standard) is a program that provides destinations and communities with a framework to benchmark their environmental and social performance, to subsequently certify their performance, and to continuously improve it. The current Community Standard has been developed by GREEN GLOBE 21 Asia-Pacific, a regional branch of the Green Globe 21 program in collaboration

with the Center for Cooperative Research for Sustainable Tourism, a program funded by the Government of Australia to strengthen collaborative links between industry, research organizations, educational institutions and government agencies.

The standard is designed to empower local communities and to build on existing initiatives. It underpins a clear sustainable vision for a destination, as does it focus on sound planning systems to help achieve the vision. The outcome is an overall enhancement of a community's environmental and social performance.

The benchmarking assessment establishes a community's current standing, the nature and significance of their impacts, and determines an appropriate level of action to deal with these issues. It involves an operation to collect and supply annual measures of standard indicators for each key performance area. Green Globe 21 uses 12 "Earth Check™" indicators that have been carefully researched and chosen. These indicators are:

1. Sustainability Policy
2. Energy Consumption
3. Greenhouse Gas (CO<sub>2</sub>) Production
4. Air Quality
5. Water Consumption
6. Solid Waste Production
7. Resource Conservation
8. Biodiversity
9. Waterways Quality
10. Travel & Tourism
11. Community Selected Indicators
12. Community Specified Indicators

As part of the requirements for Green Globe 21 benchmarking and certification, a detailed Gap Analysis was conducted during August 2003. Meetings were set up with and information gathered from the following sources:

Indicator	Agencies
Sustainability Policy & Action Plan	<ul style="list-style-type: none"> <li>▪ Portland Parish Council and Parish Development Committee</li> </ul>
Energy Consumption	<ul style="list-style-type: none"> <li>▪ Oil Marketing companies (PETCO, SHELL, etc.)</li> <li>▪ Statistical Institute of Jamaica</li> <li>▪ Planning Institute of Jamaica</li> <li>▪ Petroleum Corporation of Jamaica (PCJ)</li> </ul>
Greenhouse Gas Production	<ul style="list-style-type: none"> <li>▪ Green Globe 21</li> </ul>
Waterways Quality	<ul style="list-style-type: none"> <li>▪ National Water Commission</li> <li>▪ Portland Health Department</li> <li>▪ Blue Flag Program (CWIP Project)</li> </ul>
Water Consumption	<ul style="list-style-type: none"> <li>▪ National Water Commission</li> <li>▪ Portland Parish Council</li> </ul>
Biodiversity	<ul style="list-style-type: none"> <li>▪ Forestry Department, Ministry of Agriculture</li> </ul>
Resource Conservation	<ul style="list-style-type: none"> <li>▪ Portland's Parish Council</li> </ul>
Air Quality	<ul style="list-style-type: none"> <li>▪ Ministry of Health</li> </ul>

Indicator	Agencies
	<ul style="list-style-type: none"> <li>▪ Ministry of Transport</li> <li>▪ National Environmental Protection Agency (NEPA)</li> </ul>
Travel & Tourism	<ul style="list-style-type: none"> <li>▪ Tourism Product Development Company (TPDCo.)</li> <li>▪ EAST Project – Jamaica Hotel &amp; Tourism Association</li> </ul>
Solid Waste Production	<ul style="list-style-type: none"> <li>▪ Planning Institute of Jamaica</li> <li>▪ National Solid Waste Management Authority</li> </ul>
Community Specified Indicator	<ul style="list-style-type: none"> <li>▪ Jamaica Tourist Board (JTB)</li> </ul>

PA met with the Portland stakeholders and relevant agencies to prepare the Destination Gap Analysis and to begin collecting the benchmarking data. The Gap Analysis is an assessment of the destination's current performance against the Green Globe 21 program for destinations' indicators and benchmark values. Comparison with the Green Globe 21 Community Standard then reveals the gaps that have to be bridged so that the Portland's Destination Management Group (PDMG) can get a good sense of what is involved if they were to make a firm decision to proceed with Benchmarking and eventually, Certification. This report used information for the year 2002, unless otherwise stated, as the data baseline for the gap analysis. At the PDMG meeting it was decided that the lead agency should be the Parish Council, working in conjunction with TPDCo. A meeting was also held with NEPA who endorsed the decision and has set up meetings with the Ministry of Local Government to discuss the Destination Programme and to have them give all the administrative and financial support to the Portland Parish Council so that they may effectively carry out their mandate. In addition, PA met with the Portland Destination Management Group and finalized the optional indicators, which approved the sustainability policy and action plan and began data collection for a 2003 benchmarking report.

### **Green Globe 21 Destination Benchmarking Criteria**

The data and application for Green Globe 21 benchmarking for Portland was submitted in October 2004 for processing. Benchmarking information was gathered from different government agencies already producing statistics on water quality, energy consumption, solid waste management, natural protected areas management, travel and tourism management and water consumption. Due to the lack of information on air quality and greenhouse gas emissions for Jamaica in general, PA worked with Green Globe 21 to develop proxy indicators and alternative ways to gather information to meet those indicators. Additionally, work was conducted with the Parish of Portland to gather information related to resource consumption by the lead agency.

As a result of our intervention, Portland achieved "successful benchmarked community" status on January 27, 2005 and it now serves as an inspiration to all those people committed to environmentally sustainable tourism. This accomplishment was highlighted at the Portland Showcase

### **Port Antonio Hotels to Implement Environmental Program and/or EMS in Their Operations**

The PA team worked with three hotels (the Goblin Hill, the Fern Hill, and the Drapers San hotel), to assist them in adopting and implementing an environmental management system into their operations. The hotels adopted an EMS to improve their environmental

performance, assist their respective management teams improve their general operations and reduce their operational costs. (See section on Implementing EMS Programs in Hotels and Attractions).

### **Environmental Walk-Throughs**

Environmental Walkthroughs are an on-site assessment tool designed to alert small hoteliers to areas where they can achieve cost savings and improve environmental management systems. Environmental walk-throughs are an assessment tool through which the property is given a preliminary but insightful evaluation on their operation as it relates to costs and environmental performance. Generally, recommendations suggested are no cost or low cost measures. For example, replacing incandescent light bulbs with fluorescent bulbs to reduce energy consumption and electricity costs; installing photocells to turn on and off outside lighting instead of depending on an employee and checking for running toilets and leaking taps in guestrooms daily.

In November 2003 ten properties were selected for environmental walk-throughs. (Refer to section on EWTs of hotels.)

<b>Property Name</b>	<b>Occupancy</b>	<b>Location</b>
Sweet Harmony	3 rooms	Portland
Zion Country	4 rooms	Portland
Paradise Inn	9 rooms	Negril
Jamaica Heights	6 rooms	Port Antonio
Holiday House	7 rooms	Montego Bay
Ivanhoe Guest House	2 rooms	Port Antonio
San Tropez	6 rooms	Portland
Drapers San Guest House	6 rooms	Port Antonio
Inn on the Lake	6 rooms	Port Antonio
Ocean Crest Bed and Breakfast	6 rooms	Montego Bay

These 10 bed and breakfasts were specifically selected because they fall within the designated area for the Portland Destination Programme and helped in the efforts to reposition Portland as a sustainable tourism zone site or Green Destination. Please see the Annex for completed electronic reports.

### **Community Tourism Awareness Program**

The Community Tourism Awareness Workshop was conducted in July 2004. There were over 25 communities represented. Projects were identified to generate employment within the communities and the Social Development Commission worked with the community leaders and with Jamaica Business Development Corporation to assist with project implementation. The handbook sought to put forward guiding principles for community-based tourism on the South Coast of Jamaica.

A handbook was developed from various resource materials including: DM Russell Consulting, UNEP, WWF International and International Ecotourism Standards.

In addition, a community tourism-based guideline was prepared for the development of Community-based tourism in the Southcoast. Furthermore, a Sustainable Development Project funded by the Government of Jamaica and the Inter-American Development Bank (IDB) was also incorporated into this Handbook.

A copy of the Community Tourism Awareness Handbook is included in the Annex.

### **Showcase Portland Exhibition and Workshop**

Based on the concerns of the various communities in Portland, it was felt that the Parish should be showcased highlighting the various development plans, investment opportunities, the progress of the ‘greening’ programme and the work being done to reposition Portland as a major tourist resort and a destination committed to sustainable tourism development.

As a result, The Portland Showcase celebrated the recent achievement of Green Globe 21 benchmark status recognizing Portland’s commitment to operate at the world’s highest environmental standard. The Hon. Paul Robertson, Minister of Development and Hon. Aloun Ndombet Assamba, Minister of Industry & Tourism, Dr. Kevin A. Rushing Deputy Mission Director, were among speakers at the official opening of the showcase on March 30, 2005.

Green Globe 21 benchmarking events like “Portland Showcase” helped develop Portland as an area of outstanding environmental quality while also helping to develop a global brand image as a “Green” destination.

The following entities mounted exhibitions at Portland Showcase: Portland Craft Village, Portland Environment Protection Association, Charles Town Maroons, Port Authority, Tourism Product Development Company, Jamaica Business Development Centre, HEART Trust/NTA, National Environment and Planning Agency, Scientific Research Council, JAMAL, Urban Development Corp., The Coastal Water Quality Improvement Project, The National Works Agency, The Portland Parish Council, The College of Agriculture, Jamaica National Building Society, National Water Commission, National Commercial Bank, Cable & Wireless Ja., and the Jamaica Public Service Co.

Below are various images capturing the activities conducted at the Portland Showcase.



Mr. Cresser said that Green Globe benchmark meant that by late this year or early next year Portland would be celebrating Green Globe certification.



Dr. Kevin Rushing, Deputy Mission Director, USAID. Dr. Rushing said that no one could dispute that Portland reflected a rich and diverse landscape that was vastly different from most other tourist resorts in Jamaica.



The Charlestown Maroons at the Opening Ceremony.

## **Portland Promotional CD**

As part of the promotional activities to showcase Portland in the international marketplace, a promotional CD and video cassette was created by the firm Solimar Marketing and Travel in Washington DC. This CD was used as part of the various presentations at ITB in Berlin and presented to over 25 travel writers. The CD's were also presented to the Jamaica Tourist Board to be used as part of their promotional activities. Please find separate CD and DVD within Volume II.

# III. FINANCING OF PRODUCTIVITY IMPROVEMENT PROJECTS

## Prepare Funding Proposals for Ten (10) Businesses

Resulting from the devastation of Hurricane Ivan, USAID's EAST IV project refocused some of its efforts on reconstruction/rehabilitation work of enterprises in the tourism and manufacturing sectors. These enterprises needed to refurbish, retrofit and improve their product resulting from technical advice from architects, engineers and environmental and management consultants on the rebuilding process.

As a result, PA sought to develop project proposals for the funding of recovery efforts of ten (10) Hurricane Ivan affected businesses. The loan facility was finalized and the project launched by the Royal Bank of Trinidad and Tobago (RBTT) and the Environmental Foundation of Jamaica (EFJ) in November 2004. The facility was promoted through the JHTA and JMA and request for assistance were received in the EAST office.

The funding proposals selected supported the reconstruction work the hotel sector pursued after the passage of Hurricane Ivan. The proposals are listed below:

Name	Classification	Location
1) Milk River Bath, Clarendon	Attraction	Clarendon
2) Villa La Cage, Negril West End	Hotel	Negril, Westmoreland
3) Rock Cliff Hotel, Negril	Hotel	Negril, Westmoreland
4) Negril Tree House Club, Negril	Hotel	Negril, Westmoreland
5) Mariners Inn, Negril	Hotel	Negril, Westmoreland
6) Jakes, St. Elizabeth	Hotel	Treasure Beach, St. Elizabeth
7) Fern Hill Hotel, Portland	Hotel	Portland, Port Antonio
8) Roaring River Park, Westmoreland	Attraction	Westmoreland
9) Beachcomber Club, Negril	Hotel	Negril, Westmoreland
10) Sunflower Beach Resort Villas, Runaway Bay	Hotel	Runaway-Bay, St. Anns

The following steps were followed in order to develop the funding reports:

- Various tourism interests were contacted starting with those on the South Coast, then on to Negril, then to Portland and then to St. Ann. These areas were contacted in that order as it was felt that they were most affected by the hurricane;

- An appropriate framework to obtain information required for the proposals and analyses was designed;
- Persons were interviewed on the telephone to determine whether or not they were willing to participate on the project. Meetings were next scheduled and the participants visited and interviewed;
- The data and information collected from each tourism entity was collated, the financial information analyzed, marketing and management strategies recommended and the proposal written;
- Ten proposals were written with the appropriate and corresponding financial tables.

The completed 10 reports are contained within the Annex of this document.

### **Case Studies of Hotels and Attractions Implementing EMS**

As a follow-up to previous case studies done by the project, five new hotels were selected for additional case studies to be completed. The EAST office developed a “schedule of activities” for the properties to prepare data for the consultants. PA also worked with the previous hotels that had case studies done, to further monitor their performance. The following three case studies were developed:

<b>Name</b>	<b>Location</b>
Green Grotto Caves	Discovery Bay, St. Anns
Jake's Hotel	Treasure Beach, St. Elizabeth
Sandals Inn	Montego-Bay, St. James

The completed Jamaican attractions case studies are contained within the Annex of this document.

## IV. Promote EMS in Hotel and Businesses

### Green Globe Certified Attractions

In September 2004, the Dolphin Cove (Ocho Rios), Chukka Caribbean Adventures (Chukka Cove, St. Anns and Chukka Blue, Sandy Bay, Hanover) and Holywell Recreational Park, Hardwar Gap, St. Andrew, were selected for assistance with Green Globe 21 benchmarking and certification. Both Dolphin Cove and Holywell Recreational Park were previously audited under EAST III. Holywell Recreational Park was specifically selected because it is within the Blue Mountains National Park, a Jamaican protected site. Dolphin Cove and Chukka Caribbean Adventures were both selected because they are two very popular attractions on the North Coast. The Benchmarking involved evaluating the attractions' environmental performance in accordance with the following carefully developed indicators

Key Performance Indicators	Benchmark Indicator
Green House Gas Emissions	Green House Gas Reduction
Energy Efficiency, Conservation and Management	Energy Consumption
Management of Fresh Water Resources	Potable Water Consumption
Wastewater Management	Cleaning Chemicals Used
Resource Conservation	Paper Use

Both Holywell Recreational Park and Chukka Caribbean Adventures environmental management systems were assessed against the GG21 standard and recommended for certification in June 2005. Dolphin Cove was unable to be assessed for GG21 certification as of the closing of this project.

### Environmental Walkthrough of Hotels

The Environmental Walkthrough's (EWT) for the Destination area have been completed and the reports were prepared. A workshop was held in early 2004 for the participants to assist them in implementing an action plan and implementing an environmental program in their facilities. The exercise led to the majority of the establishments implementing an EMS program.

Seven (7) EWT were completed in March – April 2004. These included:

Property Name	Occupancy	Location
Christstar Villas	38 rooms	Kingston
Kitty Harrison B&B	4 rooms	Kingston
Medallion Hall Hotel	22 rooms	Kingston
South Coast Great House	24 rooms	Mandeville
Sunset Resort Hotel	12 rooms	Treasure Beach
Treasure Beach Hotel	32 rooms	Treasure Beach
Mar Blue Domicil	4 rooms	Treasure Beach
Tensing Pen	14 rooms	Negril
Travelers	60 rooms	Negril
Forest Hill	12 rooms	Negril

## **Full Environmental Audit in Manufacturing Enterprises**

The PA team prepared detailed environmental management assessment reports of three manufacturing enterprises: LASCO, EdgeChem and Ebony Park. The assessment reports established the companies' environmental performance baseline and reduced operating costs.

The assessment reports contain specific recommendations to improve energy efficiency, water conservation, waste minimization and occupational health and safety.

The LASCO report contained the findings and recommendations of the environmental management assessment that was conducted by PA at LASCO in May 2004. It established LASCO's environmental performance baseline; described its utility services, including water and energy supply and use, and solid waste management; and provided recommendations that were designed to help the facility improve its environmental performance and reduce its operating costs.

The 15 specific recommendations presented in this report cover a broad range of issues, including energy efficiency, waste minimization and occupational health and safety. It is estimated that these recommendations could have a significant impact on LASCO's environmental performance and operating costs. For instance, by implementing only the 9 quantified recommendations presented in this report, the facility could:

- Reduce its peak demand by 200 kVA/month (a 65% reduction in peak demand);
- Reduce its electricity consumption by 138,000 kWh/year (a 30% reduction in kWh consumption);
- Reduce its purchase of cardboard boxes by 468,000 units/year; and
- Save a total of 19,100,000 J\$/year in energy and materials.

In addition to the savings listed above, the recommendations proposed in this report should allow LASCO to achieve the following important results:

- Significantly reduce the amount of garbage generated its operations;
- Increase the service life of the factory's air conditioning units;
- Improve the facility's emergency preparedness;
- Reduce health and safety risks to workers; and
- Reduce the noise level in some of the production areas.

The EdgeChem report established EdgeChem's environmental performance baseline; describes its utility services, including water and energy supply and use, wastewater generation and disposal, and solid and hazardous waste management; and provided recommendations that are designed to help the facility improve its environmental performance and reduce its operating costs.

The 17 recommendations presented in the report cover a broad range of issues, including energy conservation, waste minimization, proper waste management, and the reduction in the use of solvents. It is estimated that these recommendations could have a significant impact on EdgeChem's environmental performance and operating costs. For instance, by

implementing only the 7 quantified recommendations presented in this report, the facility could:

- Reduce its peak demand by 31.5 kVA (a 10% reduction in peak demand);
- Reduce its electricity consumption by 45,000 kWh/year (a 10% reduction in kWh consumption);
- Reduce its solvent consumption by 8,065 US gallons/year (USG/year); and
- Save approximately 1,880,000 J\$/year in energy, solvents and materials.

In addition to these savings, the recommendations proposed in the report should allow EdgeChem to achieve the following important results:

- Reduce the volume of solid and hazardous waste generated by its operations;
- Improve the air quality in the facility; and
- Reduce health and safety risks to workers.

The Ebony Park report contained the findings and recommendations of the environmental management assessment that was conducted by the EAST project at Ebony Park in May 2004. It established Ebony Park's environmental performance baseline; described its utility services, including water and energy supply and use, wastewater generation and disposal, and solid and hazardous waste management; and provides recommendations that are designed to help the facility improve its environmental performance and reduce its operating costs,

The 23 recommendations presented in this report cover a broad range of issues, including water and energy conservation, waste minimization and proper waste management. It is estimated that these recommendations could have a significant impact on Ebony Park's environmental performance and operating costs. For instance, by implementing only seven of the quantified recommendations presented in this report, the facility could

- Reduce its domestic water consumption by 17,188,000 imperial gallons/year (a 40% reduction in the facility's actual domestic water consumption)
- Reduce its electricity consumption by 49,900 kWh/year (a 6% reduction in electricity consumption); and
- Save approximately \$3,370,000JMD year in water and energy.

The full reports are presented in the Annex.

### **Implement EMS Programs in Hotels and Attractions Enterprises**

The PA team worked with seven hotels (Jake's Hotel, Milk River, Villa La Cage, Roche Cliff Hotel, Fern Hill Hotel, Negril Tree House and the Mariners Inn as well as three attractions (Chukka Caribbean Adventures, Holywell Recreational Park and Dolphin Cove) to assist them in adopting and implementing an environmental management system into their operations. Both hotels and attractions adopted an EMS to improve their environmental performance, assist their respective management teams improve their general operations and reduce their operational costs.

Each hotel and attraction had a green team leader who was responsible for the day-to-day operations of the environmental management programme and green team, which assisted the green team leader, draft their environmental and social policy, implement best practices in their respective departments, set and achieve targets and objectives and monitor the effectiveness of their respective programmes.

All seven hotels and three attractions assisted by EAST have documented or in place:

- An environmental and social policy signed off by their General Manager or Director;
- A green team leader and green team
- A documented action plan, which gives an overview of targets and objectives already met and future activities to continually improve their environmental performance.
- A completed EMS Manual

See section 2.4 for additional information.

### **Production of EAST MONITOR Newsletters**

PA has produced four newsletters in order to highlight the various accomplishments of the EAST IV project. The newsletters highlighted the following activities; the Green Globe 21 Benchmarking and Certification process for Portland, the Cleaner Production Centre, Portland Showcase and Hurricane Ivan Relief.

The first Newsletter was distributed in June of 2004 and focused on certifying sustainable destinations. It examined Portland's current status and what was still needed in order to achieve Green Globe 21 Certification. It also presented the potential benefits of Green Globe 21 certifications as well as the current initiatives that were underway to improve the environmental practices in Jamaica's tourism business.

The Cleaner Production Centre Newsletter offered a detailed account of the official opening on July 20, 2004 of the first ever centre for cleaner production in the Caribbean at the Jamaican Manufacturers' Association in Kingston, Jamaica. This trendsetting event was designed to serve as a resource base on energy conservation, waste management, pollution control, water conservation, eco-friendly manufacturing processes, ISO 14001, provide tools on environmental management systems and best practices; and provide information on Jamaican and environmental regulations.

The Portland Showcase Newsletter covered the event that took place March 30-31, 2005 at the Port Antonio Marina. The showcase provided Portlanders with the opportunity to see proposed plans for the development of the parish; provided information on the availability of training and business opportunities in the Parish; revealed tourism strategies planned for the area; showcased the parish after the aftermath of Hurricane Ivan and celebrated the recent achievement of Green Globe 21 benchmark status recognizing Portland's commitment to operate at the world's highest environmental standard.

The Hurricane Ivan Relief newsletter was a photographic presentation of the Hurricane Ivan relief work that was carried out under the EAST IV project highlighting the work done for the fishing communities on the island's South Coast, community work in Negril, Cascade and the Blue Mountain range at Hollywell Park.

The newsletters are presented within the Annex of this document.

### **Environmental Audit of the University Hospital of the West Indies (UHWI) and EMS**

PA conducted a detailed environmental management assessment of the UHWI in August 2003. The audit report contained the findings and recommendations of the environmental

management assessment that was conducted by the EAST project at the University Hospital of the West Indies in August 2003. It established the UHWI's environmental performance baseline; described its utility services, including water and energy supply and use, wastewater treatment and solid waste management; and provided recommendations that are designed to help the facility establish an Environmental Management System, improve its environmental performance, and reduce its operating costs.

The 80 specific recommendations presented in this report covered a broad range of issues, including water conservation, energy efficiency, waste minimization and proper waste management. It is estimated that these recommendations could have a significant impact on the UHWI's environmental performance and operating costs.

The following conclusions and recommendations were presented as result of the air quality assessment that was performed:

- The emission rates as calculated from the emission factors for particulate matter, sulphur dioxide, carbon monoxide and volatile organic carbons can safely be applied to the proposed incinerator, since these emission rates are less than the emission standards for a new incinerator;
- The height of the stack can safely be designed as 10.5 m. In any case, the design stack height should not exceed the GEP stack height of 14.25 m;
- A combination of APC devices should be utilized as part of the mitigation measures to safeguard against non-compliant chlorinated dioxin concentrations;
- The stack exit gas velocity can safely be set as 5.287 m/s with the air pollution control devices being applied;
- As much as possible, every attempt must be made to design the incinerator with emission rates that will avoid the inclusion of the APC device, in order to save costs;
- Since emission factors were used to estimate the emission rates, and this technique is fourth in order of priority, it should be observed that the NEPA may be approached with the notion of purchasing and installing the state-of-the-art incinerator, and then to conduct a stack emission testing exercise during its commissioning.

The complete report is contained within the Annex of this document.

# V. Institutional Strengthening

## **Recommend Environmental “Best Practices” Criteria for Incorporation in TPDCo Standards for Hotels and Attractions**

In order to protect the environment and to ensure that sustainable practices become an integral part of Jamaica’s tourism operations and standards, PA proposed that an environmental unit be set up within the Product Quality Department at TPDCo.

This proposal was as a result of the lessons learned from the EAST Project where it outlined the urgent need for environmental management, environmental best practices, and sustainable development to be integrated into all hospitality and tourism programmes.

The report suggests that the unit should:

- Ensure that all tourism development be implemented with the environment in mind;
- Ensure that no facility operates without a sustainability plan (inclusive of EMS);
- Ensure that training, awareness workshops and seminars focusing on the environment are implemented into the department’s work-plan;
- Conduct carrying capacity studies where required in order to ensure sustainability;
- Develop a corps of trained professionals to conduct EMS audits for operations in the tourism sector. (Follow on to the EAST Audit assessment Training);
- Promote environmentally sound leisure and tourism activities;
- Adopt a code of conduct promoting best environmental practices (benchmarks);
- Ensure responsible and ethical management of product and processes.
- 

TPDCo has a cadre of trained professionals that can facilitate the development of the unit and work with agencies to ensure sustainability of the environment and tourism.

## **Establish an Educational Committee to Promote the Integration of Environmental Management and Sustainable Development in Hospitality and Tourism Institutions**

One of the most important lessons learned during the lifetime of the EAST project was the urgent need for environmental management, environmental best practices, and sustainable development to be integrated into all hospitality and tourism training programmes at all levels throughout the Caribbean region. This was further endorsed by the results achieved from the EAST/HEART (Runaway Bay HEART Hotel and Training Institution) initiative where that institution benefited from the “greening” of their curriculum.

It was therefore agreed that under the EAST IV Project, an Educational Committee be set up with the direct responsibility to promote the integration of sustainable development/environmental management in training institutions. In addition the committee would be responsible for developing linkages among Caribbean hospitality institutions. The goal was to provide a vehicle to promote the integration of environmental management and sustainable development in Hospitality and Tourism curricula and to ensure that the initiatives started under the EAST Project would be continued.

The pilot institutions included the University of the West Indies, University of Technology, Jamaica, HEART Runaway Bay Training Institute, EXED Community College, the Tourism Product Development Company.

**The Specific Objectives:**

1. To encourage tertiary, technical and vocational institutions in Jamaica to establish environmental management as a core component within their tourism and hospitality programmes;
2. To encourage educational institutions to themselves establish and implement environmental management policy and plans;
3. To encourage schools to highlight careers in environmental and social sciences and other elements relevant to sustainable tourism such as land use planning;
4. To develop and maintain linkages with regional hospitality and tourism institutions.

**Strategies:****Initiatives Year 1**

1. Establish working Committee and interim Chairperson (this should be a local committee for the first six months);
2. Develop detailed work plan for year 1;
3. Coordinate with JHTA Environmental Committee and TPDCo;
4. Host Workshop to launch programme;
5. Conduct survey to establish how many institutions do have environmental policies and plans;
6. Survey technical and vocational institutions to determine the extent to which environmental management and sustainable tourism are included in their curriculum for hospitality and tourism;
7. Invite regional institutions to the committee;
8. Develop exchange programmes for Instructors/students.

**Initiatives Year 2**

1. Produce a generic module for the development of a curriculum in environmental management to be used in Jamaican tertiary, technical and vocational institutions;
2. Identify sources of grant funds so that where necessary school can access resources to implement the environmental management systems/programmes;
3. Members of the Committee can serve as resource persons and speakers for institutions;
4. Establish a list of available expertise from each of the participating institutions on the Committee who can offer technical assistance for a fee.

## VI. EMS Resource Centers

In close collaboration with counterpart organizations, PA established three Resource Centres: Runaway Bay HEART Hotel and Training Institute, the JMA and jointly with the Portland JHTA/Chamber of Commerce and the Portland Parish Development Committee. The Portland Resource Centre will also be linked to the College of Agriculture, Science and Education (CASE).

The Resource Center for Cleaner Production was opened in July 2004 at the Kingston offices of the Jamaica Manufacturing Association. It was designed to serve as a reference for JMA members base on energy conservation, waste management, pollution prevention and control, water conservation, eco-friendly manufacturing processes, environmental management systems, ISO 14001 and best practices. It also had information on the national and international environmental regulations.

The resource centers were somewhat similar to the “Walk-in” Centers set up in the Small Tourism Enterprises Project (STEP) under the Caribbean Regional Program. The environmental resource centers were intended to provide a source of information, facilities and training tools on improved environmental management systems and best environmental management practices applicable to the tourism and manufacturing sectors. The resource centers included equipment such as printers, scanners and digital cameras and internet access. Information resources included classification standards for small hotels, standards for international environmental certification programs, coaching toolkits, information on cleaner technologies and equipment and environmental management systems.

The complete list of materials provided to the resource centers can be found in the Annex of this document.

## VII. Green Business Marketing

One of the major concerns of companies both in the Manufacturing and Tourism sectors of Jamaica was the fact that there was little, if any, assistance provided by Government Agencies or their respective Associations, to promote those establishment that have “gone the extra mile” to become a certified “green” establishment, either from Green Globe 21 or ISO 14001.

Therefore, PA provided marketing assistance by working with the relevant tourism associations and government agencies, in the case of the JHTA, JTB and with respect to the manufacturers the JMA.

The marketing assistance worked both in terms of promoting Jamaican “green” businesses in the international marketplace and helping local businesses to understand the emerging requirements of the international market. Where possible, the EAST Project worked closely with the Caribbean Hotel Environmental Management Initiative (CHEMI) Project and the Caribbean Alliance for Sustainable Tourism (CAST) to collaborate jointly on certain promotional activities.

PA coordinated the campaign with the Jamaican Tourist Board and JAMPRO. Assistance involved special marketing brochures, development of website(s) and feature stories in prominent business and travel journals. The objectives of the program included highlighting the progress of Jamaican businesses in adopting EMS and helping to position their products in the international market in order to penetrate new markets, increase sales, and increase profits.

### **Provide Market Information for Green Hotels and Attractions**

PA worked with both the London JTB and Kingston JTB Offices to prepare a document on guidelines for promoting “green” business. This document was developed as a “how to” guide for small and medium size tourism business. The guide included information on the concept of marketing, how to develop a marketing strategy, easy ways to collect market information, preparation of a marketing mix and implementation of a promotion strategy. Additionally, the guide included a list of organizations, travel agencies and tour operators that work specifically with responsible operations.

### **Promotional Brochure for Jamaican and Caribbean Green Hotels and Attractions**

A brochure was designed that listed all the hotels and attractions in Jamaica that were certified or pursuing an environmental management system. This was completed in June 2004 and the 10,000 copies of the brochure were distributed to overseas Jamaica Tourist Board offices, Tour Operators and to the participating hotels.

The Naturally Jamaica brochure is contained within Volume II of this document.

### **Forum on International Market Requirements for Manufacturing Sector**

PA consultants in collaboration with the Jamaican Manufacturers’ Association presented the “Trade and Environmental Requirements for the Global Marketplace” forum on April 20, 2004

in New Kingston, Jamaica. Sixty persons from government and private sector were in attendance. The forum featured speakers from NEPA, JMA, Ministry of Foreign Affairs and Trade, the Bureau of Standards, Ministry of Agriculture, JAMPRO and PCJ. The forum covered the following topics:

- Overview of international trade requirements;
- Environmental regulations and the manufacturing industry;
- Technical barriers to trade regulations and the sanitary and phyto-sanitary regulations on the manufacturing sector;
- Sustainable development, trade and the bottom-line.

#### **Promote Green Hotels at JAPEX 2004**

A representative of the EAST project attended the JAPEX 2004, which was held at Half Moon in May 2004. JAPEX is a Jamaica Hotel and Tourist Association tourism exchange program held annually, which promotes the Jamaican tourism sector to international buyers and travel writers. The consultants conducted meetings with potential tour operators and promoted the “green” hotels and attractions of Jamaica. The “Naturally Jamaica” brochure was also launched at JAPEX and distributed through the Jamaica Tourist Board at all their promotional events. The EAST Project had a booth and also provided booth and meeting space for the small hotels attending the event.

#### **Participation in International Hotel Trade Show**

The lack of effective promoting and highlighting of Jamaica’s “green” hotels in the European marketplace has always been an area of concern for the Jamaica Hotel and Tourist Association and as a result two major tourism trade fairs in the United Kingdom and Europe were targeted for promotional activities.

An EAST representative travelled to London, England to attend the World Travel Market in November 2004 and while there, he met with specialized tour operators interested in green hotels, distributed brochures, represented small hotels and generally promoted Jamaica’s sustainable tourism policies. In March 2005 a project representative also attended the ITB in Berlin, Germany where he conducted similar promotional activities.

## VIII. Training

Training is an important component of the drive to increase the adoption of EMS in the operating unit. It is necessary to increase the awareness of the benefits of EMS across all categories of workers from senior management to line staff. They need to be cognizant of their individual roles in implementing the EMS program in a particular enterprise. Some emphasis was placed on increasing the awareness among senior management as the implementation of EMS programs within an enterprise, to a large extent, depends on the acceptance and commitment of senior management.

Training provides the underlying support to all components of the EAST program. It therefore feeds directly into such components as the EMS promotion, destination management, institutional strengthening, and marketing of local green hotels and industries.

The training task involved two activities: 1) the preparation of training materials including workbooks, and 2) the delivery of training materials to the target groups through workshops, the use of print and electronic media, and other creative means.

### **EMS Training Workshops for Hotel Managers and Supervisors**

To ensure sustainability in the hotel environmental programmes the EAST IV project hosted a series of training sessions for both hotel managers and supervisors focusing on EMS and Environmental Best Practices. The course covered areas such as standard operating procedures, departmental best practices, Green Globe 21 benchmarking and certification and health and safety. The main objective was to provide managers with information in order for them to conduct similar programmes in their own properties. Training was held in Montego Bay, Negril and the South Coast and targeted all the resort areas.

### **Training Workshops to Introduce EMS and Best Practices to Communities in the Portland Area**

The EAST Office worked in conjunction with the Portland Destination Management Group for this workshop, which was held in April 2005. The workshop outlined the urgent need for environmental management, environmental best practices, and sustainable development to be integrated into all hospitality and tourism programmes.

### **Certification for Energy Managers.**

A five-day comprehensive program for energy managers was held in Kingston, Jamaica on March 14-18, 2005. Twenty-one individuals attended the session of which the following individuals achieved a passing score on the final exam and are now certified:

Marcus J. Hay, Samuel D. Marshall, Vinnie A Rose, Douglas G. Wilson

The certification for Certified Energy Managers (CEM) was awarded through the Association for Energy Engineers (AEE) an accredited professional organization out of the United States.

# IX. International Collaboration

## Green Hotel Conference and Educational Symposium

The Green Hotel Conference and Educational Symposium took place from July 21-24, 2004 in Kingston, Jamaica. With over 200 participants, speakers focused in on harnessing the market revenue from sustainable tourism. The Conference began with the usual opening ceremonies, moving on to a session on Sustainable Tourism Education in the Caribbean. Here the remarkably wide range of regional activities was showcased. Karen Ford-Warner of the Caribbean Tourism Organization provided an overview, Carolyn Hayle from the University of the West Indies described the new Institute of Hospitality and Tourism at the Kingston, Jamaica campus, and Shauna Myrie reported on the work of Runaway Bay HEART Hotel and Training Institute. The session concluded with a review by Deborah Trotman of a type of provision especially important on the small islands of the Caribbean - the role of Community Colleges - concentrating on the example Barbados. Proceedings then moved on to a series of case studies of good practice in sustainable tourism practice. Bernard Lane, University of Bristol, UK, looked at European examples of hotels that encouraged the wider application of sustainable development in food, agriculture and community development policies. Dave Stipanuk from Cornell University, USA, used a survey of hotels in the Yucatan peninsula, Mexico to explore the real-politik barriers to good environmental performance, backed up by Eric Ricaurte's work in the same area. Jerry Bauer, of the United States' Forest Service broadened the session with his work on environmental interpretation development in both Jamaica and Puerto Rico. The day concluded with a series of very down to earth sessions on wastewater management, paying special attention to small-scale solutions.

Day 2 focused on marketing, destination management and detailed environmental management issues. Amongst many speakers, there were numerous highlights. Hugh Hough, from Greenteam Advertizing, New York revealed the secrets of a series of campaigns using "green" products, outlining useful techniques in this field. There was a classic Academic / Practitioner double act from David Edgell (East Carolina University and a former Governor of the US Virgin Islands) and Kurtis Ruf of Ruf Strategic Solutions. They covered a win/win topic - Promoting a Sustainable Tourism Destination with a Minimal Budget through Database Marketing. On the destination side, Sharon Pascale showed how a small destination with a minimal budget, the Commonwealth of Dominica, could both market and manage sustainable rural tourism.

Day 3 opened with a breakfast session for managers on Energising Leadership given by Royston Hopkin, chairman of CAST - the Caribbean Alliance for Sustainable Tourism. The remainder of the morning was given to tour operators' initiatives, presented by UNEP with sessions from Italy's Ventaglio, Germany's LTU Touristik, and from the Rainforest Alliance, long actively involved in sustainable tourism work. The Alliance spoke again in the afternoon session, which covered the increasingly important question of Certification.

Day 4 opened with the opportunity for small tourism businesses available in the forthcoming 2007 World Cup Cricket tournament. The conference passed to its concluding sessions on rural tourism. Amongst notable contributions here were University of Hawaii's Pauline Sheldon, covering BEST's Education Network, and Jamaica's own and inimitable Diana McIntyre-Pyke, discussing the work of Countrystyles

In order to share the experience and lessons learned from the EAST IV project, PA consultants travelled to three international conferences.

## ***Washington, DC USA***

Hugh Cresser (EAST Project Coordinator), Althea Johnson (Ministry of Industry and Tourism) and Karen McDonald Gayle (USAID/Jamaica) attended the World Tourism Organization (WTO) Sustainable Tourism Policy Forum in Washington, DC in October 2004. PA presented a case study on the EAST project featuring the Portland Destination Program.

## ***New Zealand***

An EAST Representative (Racquel Brown-Thomas) attended the first Green Globe Tourism Conference in Kaikora, New Zealand from March 3-5th, 2004. A total of 130 delegates from 12 countries participated in the conference. The objective of the conference was to demonstrate examples of sustainable development employed by tourism entities globally, define sustainable tourism, and to improve tourism entities awareness on sustainable tourism practices as they continue to develop and expand globally. The EAST representative presented the Jamaica hotel and attraction experience adopting and implementing environmental management systems and the benefits of Green Globe 21 Certification.

The presentation also provided delegates with information on how the USAID EAST project evolved from a 10 hotel demonstration project in Negril, Jamaica, to a programme implementing EMS and Green Globe 21 benchmarking and certification for hotels and attractions in other destinations and Green Globe 21 benchmarking and destination management for Port Antonio, Portland, Jamaica.

The presentation also provided initiatives undertaken by the EAST project at the national level to incorporate environmental best practices into the curriculum of the hospitality and tourism institutions and the influence the project has had in the development of the National EMS policy for Jamaica and improvement in National Tourism Standards and product quality.

## ***Uganda***

From September 22–October 6, 2003, through an invitation from the Uganda Tourism Authority, an EAST representative visited the country to meet with hotel officials, visit established eco-lodges and meet with private/public sector personnel to inform them of the EAST Project and the initiatives being undertaken in Jamaica to promote EMS and Green Globe 21 Certification. There were over 26 persons attending from both private sector and public sector agencies. In addition the EAST representative had meetings with the following organizations:

- Ministry of Tourism Trade and Industry
- USAID, Uganda
- Association of Uganda Tour Operators
- Environmental Conservation Trust of Uganda
- Marasa Holding Ltd.
- Pearl of Africa Tours and Travel
- The Crested Crane (Hotel and Tourism Training Institute)
- Uganda Wildlife Authority
- Uganda Tourist Board
- World Bank/GOU-MTTI (ICB-PAMSU Project)

# X. Post Ivan Rehabilitation

## **Technical Assistance and Recovery Assessments**

PA accompanied USAID mission staff to the South Coast and Negril in September 2004 to survey Hurricane Ivan affected areas. We also entered into discussions with industry and community representatives regarding potential rehabilitation projects.

Complete reports are included in the Annex of this document.

## **Disaster Preparedness Workshops**

The Caribbean Alliance for Sustainable Tourism (CAST) delivered two Disaster Preparedness-Hurricane Training course workshops in March 2005. The workshops aimed to demonstrate the economic benefits of hurricane steps in preparedness planning, property assessment, development of preparedness and response plan, activities to be undertaken during the hurricane, recovery, clean-up and reorganization as well as simulated planning scenarios.

The first was held at the Negril Gardens Hotel in Negril Jamaica on March 22<sup>nd</sup>. The second workshop was delivered on March 23<sup>rd</sup> at the Wexford Court Hotel in Montego Bay Jamaica. Over 50 persons attended the workshop.

Please find the list of workshop participants in the Annex.

## **Siting and Design Workshop**

PA held a Siting and Design Workshop May 25-26th 2005 in Kingston, Jamaica. The objective of the course was to raise awareness about the early stages of tourism and manufacturing facilities siting and design to ensure natural disaster preparedness. Topics included:

- Regulations: zoning and EIA requirements, land and water use plans;
- Evaluating long term social and environmental impacts;
- Infrastructure assessment: evaluating loads on energy, water, waste and transportation;
- Environmental and energy efficient benefits that can be achieved through proper planning.

Post Ivan assessments have indicated the need for entities to take into consideration mitigation measures to not only preserve their property but also reduce potential harm to natural resources such as beaches, rivers, etc.

The participant list for the workshop is included in the Annex.

## **Negril Beautification/Clean-up Work Programme for Displaced Tourism Workers**

The activity aimed to provide short-term (casual) employment opportunities for workers in the hospitality sector who had been temporarily displaced when hotels and other entities were closed or operations scaled down after the hurricane. It was envisaged that this would allow these employees to earn salaries during this period when they would otherwise be deprived of

their regular source of income, and also help them to recover from any damage which they personally suffered.

The work involved the identification of interested workers, the purchase of tools such as machetes and supplies such as garbage bags, and the hiring of specialist workers such as bush cutter, chain saw and back hoe operators. In addition, the removal of the debris to the landfill in Montego Bay was done on a regular basis.

In October–November 2004, working through the Negril Chamber of Commerce, PA implemented a program to put displaced tourism workers back to work. Over a 4 week period, a series of projects were undertaken to clean and improve the aesthetics of the Negril Community which included the following specific tasks:

- Clean-up of the verges of the Norman Manley Boulevard (from the North Negril River to the Town Square);
- Clean-up of The Sheffield Main Road, from the Negril Hills Golf Course to the Town Square;
- Clean-up of the West End Road from the Town Square to the Lighthouse;
- Clean the Beach including all areas but with emphasis on Public Beaches, and Public Beach Access Points and undeveloped properties abutting the beach;
- Replanting of trees.

### **Agri-Sector Fisheries Recovery Programme – South Coast Jamaica**

In order to coordinate all the efforts and not to duplicate other initiatives that may arise, the EAST Project in collaboration with NGOs worked with the Office of National Reconstruction to order the required amounts of wire needed for the fishing sector especially the fishermen on the South Coast. This was as a result of the losses and damage to the existing fishing pots during the hurricane. The vouchers were issued to all the fishermen working with both Breds and C-CAM, one voucher for one 150ft roll of 1.5-inch wire. The voucher system was introduced to monitor the distribution and to eliminate fraud. The fishermen were required to make a contribution to their NGOs in the amount of \$500JMD for each voucher and that money was put into a fund managed by each NGO for providing training and safety equipment.

### **Community Tourism Rebuilding Projects/Grants**

As a consequence of Hurricane Ivan, the EAST project offered grants to several local community oriented projects in order to assist them in the recovery process. Work under these grants began in October 2004 and ended in January 2005. The projects had a direct impact on the lives and livelihoods of the local communities and addressed the most critical problems they faced and tried to use innovative mechanisms to reduce costs.

In the community of Cascade/ Green Hill, the people of Portland sustained catastrophic crop losses. The fall out from Hurricane Ivan significantly reduced their income, putting their livelihoods at risk and led to the considerable hardship within the community. While activities had been underway since February 2005, the lack of sufficient funding hampered the rehabilitation and development of the five farms involved in this project. In early May 2005, the farmers received a grant of \$519,360 JMD from USAID. The grant was most welcome, especially as this was the first assistance that farmers in the area had received since the hurricane.

The restoration of the Holywell recreation site got under way in mid September 2004. The grounds were cleared of toppled trees, which were used to make trails, benches, terracing, etc. The visitor center, which received major damage, was completely restored with a new roof on the front half of the building, toilets repaired, and roadways rehabilitated.

At the Treasure Beach Women's Group Benevolent Society, major construction and site rehabilitation work was undertaken to complete a 40 x 40 concrete structure with eight rooms; kitchen, bathroom, two medical exam rooms, literacy room, office, large meeting room, and a craft shop. Thanks to the work of the EASTIV project, this new building is now a viable, active center of the community.

Below are before and after shots of the site which reflect the significant impact of the EAST IV project.



TBWG Craft Shop and meeting center from August 2002



TBWG Craft Shop and meeting center from August 2004 after receiving funding from the EAST IV project

# XI. Conclusion

The EAST Project originally began as a demonstration project with fourteen hotels in Negril over a period of fifteen months. Based on the early results, EAST progressed through four phases over a period of eight years moving from a demonstration project to a project that focused on sustainable tourism development through a Destination Management Programme in the parish of Portland, Jamaica.

The project focused on small hotels, but embraced all sizes and types of hotel operations, from bed 7 breakfasts and budget hotels to boutique hotels, from villa resorts to luxury all-inclusive and in addition, to a variety of attractions and manufacturing enterprises.

EAST was able to bring to the forefront the importance of environmental management systems to all types of operations, which included both economic and social benefits. It demonstrated the urgent need for operators both in the manufacturing and tourism sectors to focus seriously on sustainable development practices as entering into and being competitive in the global marketplace, business enterprises could no longer conduct business as usual.

The project made many breakthroughs and achieved many international acclaims. Through the EAST project the first four hotels; the first attraction and the first hotel training institution in the world were Green Globe 21 certified. Jamaica was the first country to publicly endorse the Green Globe 21 Certification as the official certification programme for that country. In addition, the EAST project has been used as a model for sustainable tourism development across the wider Caribbean; it is being looked at in the Bahamas, Belize, the Cayman Islands, Egypt, and Uganda.

Furthermore the Destination Management Programme that was launched in Portland, Jamaica is now being proposed for two more resort areas in Jamaica, Negril and Treasure Beach on Jamaica's South Coast. It was also adopted for the island of Dominica.

## XII. Annex

### EMS Resource Center

Resource Center	Material Available
<p><b>Resource Centre at Runaway Bay HEART Hotel and Training Institute</b></p>	<p>Environmental Management Toolkit for Caribbean Hotels, Green Wealth Video, Best Practice Case studies, Environmental Technologies in Caribbean Hotels, EMS for Hotels and Resorts, Waste Audit Manual for Caribbean Hotels and resorts, Environmental Best Practices in Action Video Series on DVD, The Green Partnership Guide: A Practical Guide to Greening Your Hotel, 28 back issues of Green Hotelier Magazine 4-33, Practical Guide to Environmental Management, 9th Edition - ELI, Friedman, 2003, Building a Sustainable Business: A Guide to Developing a Business Plan for Farms and Rural Businesses (Sustainable Agriculture Network Handbook Series, Bk. 6), Successful Small-Scale Farming: An Organic Approach (Down-To-Earth Book), Environmental Policies for Agricultural Pollution Control by J. S. Shortle, David Gerrard Abler, ISO 14001 Environmental Certification Step by Step : Revised Edition by A. J. Edwards, Environmental Management for Hotels: A Student's Handbook by David Kirk, Sustainable Development of Ecotourism - A Compilation of Good Practices, Sustainable Development of Tourism - A Compilation of Good Practices, Indicators of Sustainable Development for Tourism Destinations, Food Safety the HACCP Way Video, 10-Minute Guest Service Video.</p>
<p><b>Resource Centre for Cleaner Production at JMA</b></p>	<p>Introduction to Pollution Prevention, Hagler Bailly, Inc., July 1995, A Primer for Financial Analysis of Pollution Prevention Projects, American Institute for Pollution Prevention, American Institute for Pollution Prevention, April 2003, An Introduction to Environmental Accounting as a Business Management Tool: Key Concepts and Terms, June 1995, Why should you care about preventing waste?, July 2001, Fact Sheet: Hospitals for a Healthy Environment (H2E), Oct 2000, EPA Standards Networks Fact Sheet, April 1998, A Practical Guide for Materials Manager and Supply Chain Managers to reduce costs and improve Environmental Performance, Jan 2000, National Publications Catalog 2003, Sept 2003, Pollution Prevention for the Kraft Pulp and Paper Industry, US Department of Commerce, Sept 1992, Guidelines to Pollution Prevention-The Metal Finishing Industry, National Technical Information Service, Oct 1992, Guidelines to Pollution Prevention-The Commercial Printing Industry, US Department of Commerce, August 1990, Cartagena Protocol on Biosafety to the Conservation on Biological Diversity. Montreal 2000, The Third African Roundtable on Sustainable Consumption and Production, May 2004, The Basel Convention: A Global Solution for Controlling Hazardous Wastes, 1997, The Effectiveness Evaluation of the Stockholm Convention on POPs and the POPs Global Monitoring Programme, Dec 2003, Patterns of Achievement-Africa and Montreal Protocol, The Vienna</p>

Resource Center	Material Available
	<p>Convention for the Protection of the Ozone Layer, Nov 2001, Funding alternative to Persistent Organic Pollutants (POPs) for Termite Management, Convention of International Trade in Endangered Species of Wild Fauna and Flora, March 1973-Cites, Stockholm Convention on Persistent Organic Pollutants, Convention on Biological Diversity, 1992, The Montreal Protocol on Substances that Deplete the ozone Layer, 2000, Biodiversity Issues for Consideration in the Planning, Establishment and Management of Protected Area Sites and Networks, Feb 2004, Global Environment Outlook 3 (Synthesis) 2002, Global Environment Outlook 3, Earthscan 2003, Fact Sheet: Global Environmental Outlook 3-Europe (2), Fact Sheet: Global Environmental Outlook 3-North America (2), Fact Sheet: Global Environmental Outlook 3-West Asia, Fact Sheet: Global Environmental Outlook 3-The Polar Region, Fact Sheet: Global Environment Outlook 3-Africa, Fact sheet: Global Environmental Outlook 3-Latin America and the Caribbean (2), Cleaner Production Worldwide (2) 1993, Cleaner Production Worldwide, Volume II, 1995, Training Package-Capacity Building in Cleaner Production Centres-CD Rom, Cleaner Production: A Guide to Sources of Information, Four Edition-CD-Rom, Climate Change and Energy Efficiency in Industry, 1991 (2), Cleaner Production in the Mediterranean Region, Second Regional Report, Cleaner Production in China: A Story of Successful Cooperation, 1996, Changing production Patterns: Learning from the Experience of National Cleaner Production Centres, 2002 (2), Financing Cleaner Production: Study on Past investment Practices, 2000, Cleaner Production in the Asia Pacific Economic Cooperation Region, 1994, International Declaration on Cleaner Production: Implementation Guidelines foe Facilitating Organizations, International Declaration on Cleaner Production: Implementation Guidelines for Companies, Cleaning up: Experience and Knowledge to Finance Investments in Cleaner Production, Cleaner Production: Institutions promoting investment and financing, First Edition, April 2000 (2), Promoting Cleaner Production Investments in Developing Countries. Issues and Possible Strategies, April 2000 (2), Investment and Environmental Outlook: Vietnam, Investment and Environmental Outlook: Zimbabwe, Investment and Environmental Outlook: Nicaragua, Investment and Environmental Outlook: Tanzania , Investment and Environmental Outlook: Guatemala, Government Strategies and Policies for Cleaner Production, Cleaner Production Assessment in Dairy Processing, 2000, Cleaner Production Assessment in Meat Processing, 2000 , Cleaner Production Assessment in Fish Processing, 2000, Rotterdam convention on the Prior Informed Consent Procedure fro Certain Hazardous Chemicals and Pesticides in International Trade, 1999, Promoting Cleaner Production Investments in Developing Countries, CD-Rom, International Cleaner Production Information Clearinghouse, CD-Rom, Greater Productivity and Profitability with Cleaner Production. Case Study: Sugar Refinery "Roberto Barberly Paz", June 2001 (2), Greater Productivity and</p>

Resource Center	Material Available
	Profitability with Cleaner Production. Case Study: Avicola Vascal, S.A., May 2001 (2), Greater Productivity and Profitability with Cleaner Production. Case Study: Cervecería Taquina, Aug 2001 (2), Greater Productivity and Profitability with Cleaner Production. Case Study: Food Industry Cervecería Taquina, Nov 2000 (2), CD-Rom Cleaner Production in Latin America and the Caribbean: An Information Resource –Spring 2002.
<b>Centre for the Parish of Portland</b>	Environmental Management Toolkit for Caribbean Hotels, Green Wealth Video, Best Practice Case studies, Environmental Technologies in Caribbean Hotels, EMS for Hotels and Resorts, Waste Audit Manual for Caribbean Hotels and resorts, Environmental Best Practices in Action Video Series on DVD, The Green Partnership Guide: A Practical Guide to Greening Your Hotel, 28 back issues of Green Hotelier Magazine 4-33, Practical Guide to Environmental Management, 9th Edition - ELI, Friedman, 2003, Building a Sustainable Business: A Guide to Developing a Business Plan for Farms and Rural Businesses (Sustainable Agriculture Network Handbook Series, Bk. 6), Successful Small-Scale Farming: An Organic Approach (Down-To-Earth Book), Environmental Policies for Agricultural Pollution Control by J. S. Shortle, David Gerrard Abler, ISO 14001 Environmental Certification Step by Step : Revised Edition by A. J. Edwards, Environmental Management for Hotels: A Student's Handbook by David Kirk, Sustainable Development of Ecotourism - A Compilation of Good Practices, Sustainable Development of Tourism - A Compilation of Good Practices, Indicators of Sustainable Development for Tourism Destinations, Food Safety the HACCP Way Video, 10-Minute Guest Service Video.

### Disaster Preparedness Workshops

The first was held at the Negril Gardens Hotel in Negril Jamaica on March 22<sup>nd</sup>. Please find below the list of participants from the first workshop.

Name	Organizations
Annika Campbell	Beaches Boscobel Resort
Norman Nicholson	Beaches Sandy Bay Negril
Konrad Malcolm	Couples Negril
Neville Smart	Couples Negril
Tanesiah Tulloch	Couples Negril
Suzette Wilson	Foote Prints on the Sands Hotel
Ingrid Williams	Negril Environmental Protection Agency
Belinda Henlon	Negril Gardens
Wendy Gavin	Rondel Village
Earlyn Hutchinson	Rondel Village
Paula Rowe	Runaway Bay Heart Academy
Shorna Newsome-Myrie	Runaway Bay Heart Academy
Lesa Banton	Sandals Negril Beaches Resort and Spa

<b>Name</b>	<b>Organizations</b>
Oliver Reid	Sandals Negril Beaches Resort and Spa
Anna Reader	Tourism Product Development Company

The second workshop was delivered on March 23<sup>rd</sup> at the Wexford Court Hotel in Montego Bay Jamaica. Please find below a list of workshop participants.

<b>Name</b>	<b>Organizations</b>
Neville Robinson	Caribbean Producers Ja. Ltd.
David Fowler	Carib VacationsEverton Phillips
Richard Edward	Coral Cliff Hotel & Entertainment
Kenneth Johnson	Coral Cliff Hotel Entertainment
John McDonald	Doctor's Cave Bathing Club
Artia Scarlett	Doctors Cave Beach Hotel
Clayton Powell	Montego Bay Marine Park Trust
Fitz Williams	Montego Bay Marine Park Trust
Doris Morgan	Palm View Guest House
Calvin Reid	Palm View Guest House
Cleveland Wright	Round Hill Hotel
Patrick Christie	Round Hill Hotel
Favalli Fabio	San San Tropez
Wolton Smith	San San Tropez
Stanley Hall	Sandals Grande Ocho Rios
Kay-Ann Williams	Sandals Grande Ocho Rios
Doreen Allen	Sandals Inn
Patrick Rose	Sandals Inn
Keisha Grodon	Sandals Inn
Antonn Brown	Sandals Inn
Claude Reid	Sandals Inn
Lisa Simpson	Sandals Montego Bay
Martin Brown	Sandals Montego Bay
Richard May	Sandals Resorts International
Anne Bailly	Sandals Royal Caribbean
Ferron Beckford	Sandals Whitehouse
Arlene Lawrence	Sandals Whitehouse
Trevor Wyster	Silent Waters Villa/Celeste Mgmt
Rose-Ann Buchanan	Silent Waters Villa/Celeste Mgmt
Junior Thompson	Sunset Beach Resort & Spa
Larmel Brisset	Sunset Beach Resort & Spa
John Thompson	Sunset Beach Resort & Spa
Joslyn Harding	Sunset Beach Resort & Spa
Karen Neita	The Atrium Hotel
Aretha Carter	The Atrium Hotel
Sandra Bellinfantie	Tourism Product Development Company
Jean Corbett	Wexford Court Hotel
Kerry-Ann Seaton	Crane Ridge Resort
Brian Gordon	Fisherman's Point
Everton Phillips	Chukka Caribbean

## Sitting and Design Workshop

The participant list for the workshop is listed below.

<b>Name</b>	<b>Company</b>
Elizabeth Newman	Portico Limited
Doris C. Gross	Portico Limited
Ruth Morrison	Kingston 10 Architects
Damion Edmond	UTECH
Jacquiann Lawton	Caribbean School of Architecture
Margaret Jarrett	Caribbean School of Architecture
Karin Hay	H. Morrison & R Woodstock Asso. Ltd.
Peter Mair	Implementation Limited
Anna Brown	Implementation Limited
Paul Burke	Implementation Limited
Martin Green	Sandals
Shyрил McIntosh Wilson	Urban Development Corporation
John Saunders	Urban Development Corporation
Simone Wills	Urban Development Corporation
Maxine Fisher Casserly	Urban Development Corporation
David Chung	Foremand Chung & Sykes Consultants Ltd.
Ivan Andrew Foreman	Foreman Chung & Sykes Consultants Ltd.
Louise McLeod	Louise McLeod & Associates
Halton McLeary	OMS Associates Limited
Andrew Sterling	OMS Associates Limited



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