

CWIP

**Port Antonio Stakeholder
Workshop Report**



Coastal Water Quality Improvement Project

USAID Contract No. 532-C-00-98-00777-00

PORT ANTONIO STAKEHOLDER WORKSHOP REPORT

May 1, 2001

Prepared for the:

Government of Jamaica's
National Environment and Planning Agency

And the

United States Agency for International Development

Implemented by:

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PREFACE

The Coastal Water Quality Improvement Project (CWIP) is a five-year bilateral initiative between the Government of Jamaica's Natural Resources Conservation Authority (NRCA) and the United States Agency for International Development (USAID). Five distinct, but interrelated, activities associated with coastal water quality improvement are being carried out to form a synergy of interventions contributing to the achievement of the USAID Strategic Objective 2 (SO2) – Improved quality of key natural resources in selected areas that are both environmentally and economically significant. CWIP is being implemented by Associates in Rural Development, Inc. (ARD) with assistance from Camp, Dresser & McKee, Inc. (CDM) and the Construction Resource and Development Centre (CRDC).

The ***Port Antonio Stakeholder Workshop Report*** provides a detailed overview of the environmental planning process conducted in Port Antonio on April 10 – 11, 2001 with over fifty community leaders. The leaders represented urban and watershed communities, private sector interests, and public sector agencies covering the Portland target area. The planning process utilized Advanced Participation Methods developed by Associates in Rural Development, Inc. Mr. Gary Forbes, an international expert in Advanced Participation Methods, facilitated the two-day process. Ms. Maureen Rowe, Community Liaison Officer for CWIP, led the community and organizational assessment and mobilization process which led up to the Workshop. The Report provides a chronology of exercises that resulted in the identification of eight environmental strategic directions with illustrative examples of corresponding action plans to improve environmental management, and especially coastal water quality, in the Port Antonio area.

ACRONYMS

ARD	Associates in Rural Development, Inc.
CBO	Community-Based Organization
CDM	Camp, Dresser & McKee, Inc.
CR	Contract Result
CRDC	Construction Resource and Development Centre
CWIP	Coastal Water Quality Improvement Project
EAST	Environmental Audits for Sustainable Tourism
GOJ	Government of Jamaica
JAS	Jamaica Agriculture Society
JCDT	Jamaica Conservation and Development Trust
JCF	Jamaica Constabulary Force
JIS	Jamaica Information Service
JHTA	Jamaica Hotel and Tourism Association
JSIF	Jamaica Social Investment Fund
JTB	Jamaica Tourist Board
MOA	Ministry of Agriculture
MOE	Ministry of Education
MOEH	Ministry of Environment and Housing
MOH	Ministry of Health
MOU	Memorandum of Understanding
MOW	Ministry of Water
NEPM	North Eastern Parks and Markets
NGO	Non-governmental Organization
NHT	National Housing Trust
NRCA	Natural Resources Conservation Authority
NWC	National Water Commission
PDC	Parish Development Committee
PEPA	Portland Environmental Protection Association
PC	Parish Council
PTA	Parent Teachers Association
RADA	Rural Agriculture Development Authority
R2RW	Ridge to Reef Watershed Project
SDC	Social Development Commission
SO2	Strategic Objective 2
STAEPA	St. Ann Environment Protection Association
TPDCo	Tourism Product Development Company
UDC	Urban Development Cooperation
USAID	United States Agency for International Development

INTRODUCTION

CWIP focuses technical intervention in selected target sites to achieve measurable results in coastal water quality improvement. An integrated coastal resource management approach is the foundation of the Project. Acknowledging that coastal water quality is impacted by a wide range of factors, CWIP provides technical and financial support in the five following areas:

- Community-based environmental initiatives;
- Operation and maintenance of wastewater management systems;
- Environmental practices of industry and commerce;
- Water quality monitoring; and
- Coastal zone management.

Negril was selected as the initial target site for CWIP intervention commencing in January 1998. CWIP achieved considerable success in facilitating innovative environmental programming in Negril within the Project's five technical activity areas. The second site selected was Ocho Rios and considerable success has been achieved through stakeholder involvement; built from a stakeholder planning workshop in October 1999. The third site selected for strategic interventions by the Government of Jamaica and USAID is Port Antonio. An initial rapid socioeconomic assessment was conducted within the target area and a Strategic Action Planning Workshop was planned with critical stakeholders that represent community, private, and public sector interests for sustainable environmental management of the Port Antonio target area.

Over fifty people, representing both government and civil society participated in a two-day highly participatory SAWP held in Port Antonio on April 10 – 11, 2001. The objective of the SAWP was to identify the environmental challenges and corresponding opportunities for programming interventions. The SAWP was designed not just to identify problems, but to formulate realistic priority environmental action plans. This *Port Antonio Stakeholder Workshop Report* summarizes the participatory methodologies utilized in conducting the planning exercises and the subsequent findings emerging from the two-day activity. Of special importance is the eight environmental strategic directions identified:

- Establish proper management of solid waste
- Expand and intensify outreach of environmental education
- Establish a Port Antonio Marine Park
- Implement improvement of designated areas
- Establish strategic partnership for upgrading and maintaining waste water services and water quality monitoring
- Strengthen institutional links and capacity through partnership
- Research, store and disseminate coastal zone environmental data
- Implement small projects

In addition to identifying the eight environmental strategic directions, the workshop established illustrative priority actions, key activities, and stakeholder roles and responsibilities for each. The eight environmental strategic directions were then analyzed and compared to the CWIP technical mandate to identify shared programming opportunities.

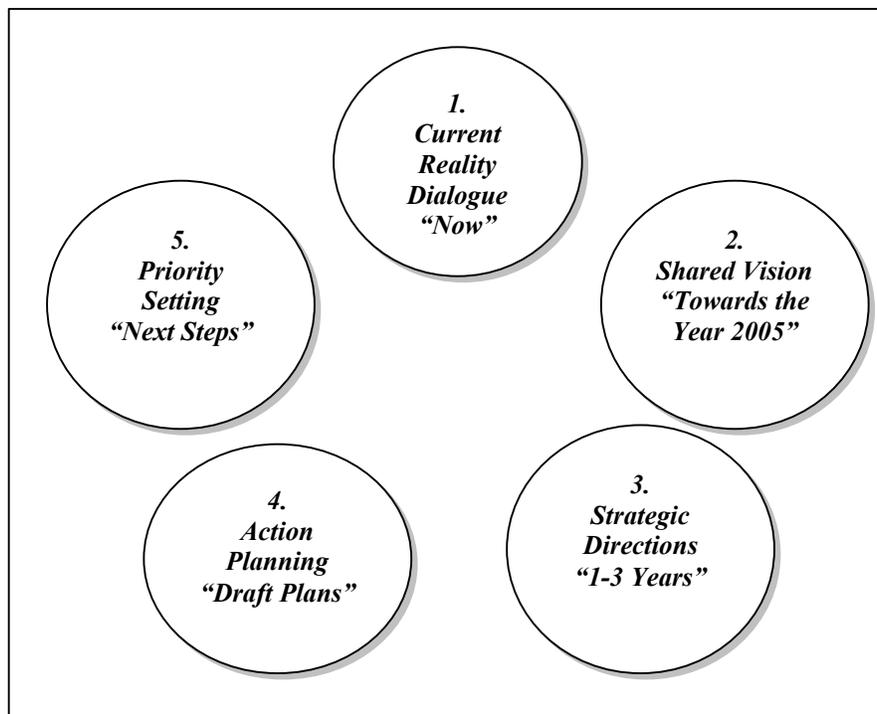
The *Port Antonio Stakeholder Workshop Report* will serve as an important road map for the design and implementation of collaborative environmental programming initiatives between the Port Antonio community and CWIP. The Report reflects the hard work, commitment, and vision of the Workshop participants to a healthy, green and sustainable environment for Port Antonio.

PORT ANTONIO STAKEHOLDER WORKSHOP PROCESS

The formal opening of the Port Antonio Stakeholder Workshop began with a welcome by Chairperson Ms. Maureen Row of the Coastal Water Quality Improvement Project (CWIP). Next came presentations by Mr. Basil Forsythe from the National Environment and Planning Agency (NEPA), Mrs. Karen McDonald-Gayle of the United States Agency for International Development (USAID). Dr. Scott McCormick, Chief of Party, and Team presented CWIP to participants providing details on each of the five CRs. Mr. Gary Forbes, Principal Facilitator from Associates in Rural Development's (ARD) CWIP Team, proceeded to orient the participants and guests to the environmental planning process.

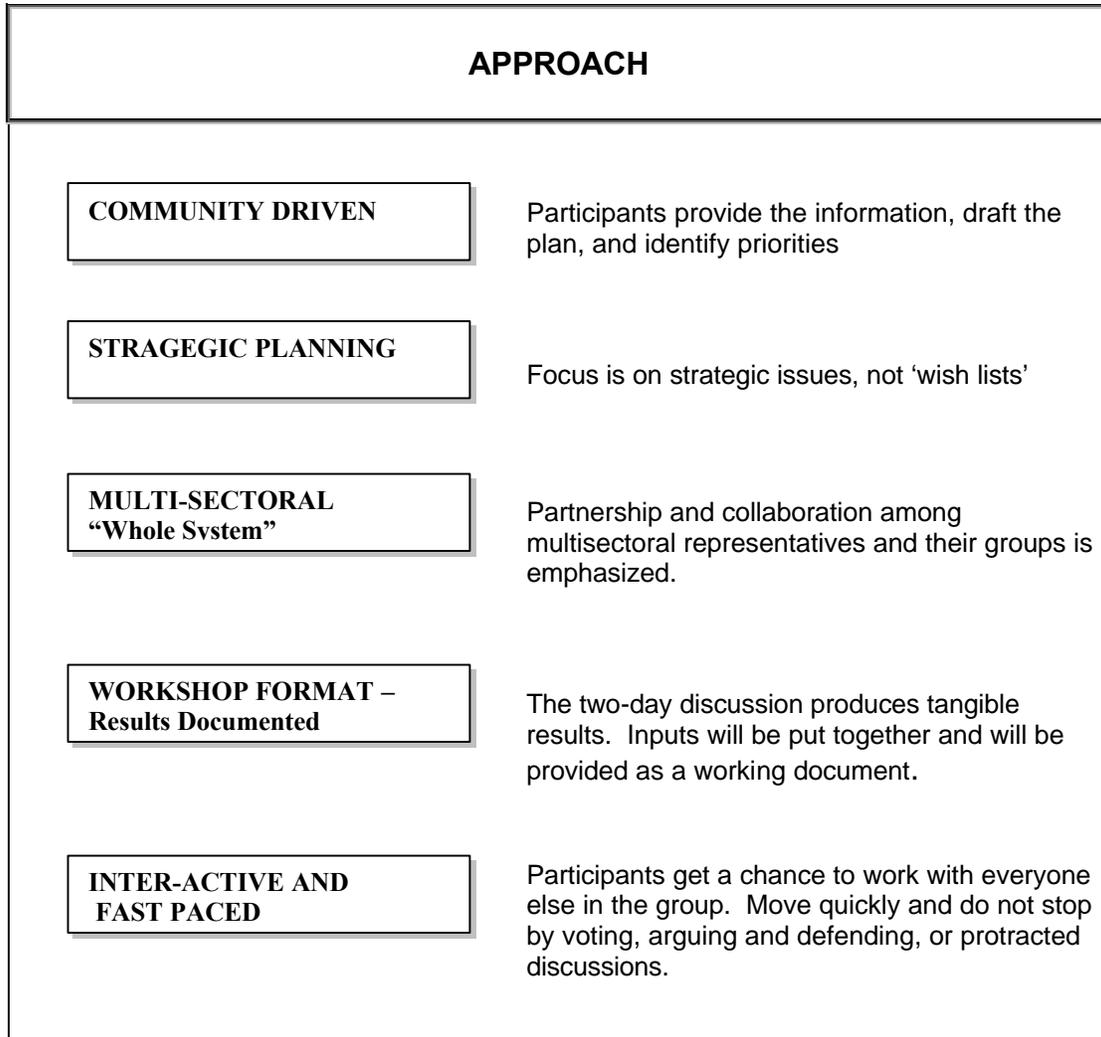
Mr. Forbes outlined the program of activities that were scheduled for the two days. Combining various participatory exercises, participants would engage each other in a dialogue on the current realities in Portland, craft a practical vision for Port Antonio for the year 2010, and together paint a picture of the qualitative aspects of community life in Port Antonio and define ways by which this can be enhanced. Proceeding from the outputs generated in the first day, the participants on the second day would continue with identifying strategies that would lead to the realization of the vision, and the various priority actions that would operationalize these strategies. The flow of these activities was illustrated in the following diagram.

CWIP PROJECT PLANNING PROCESS



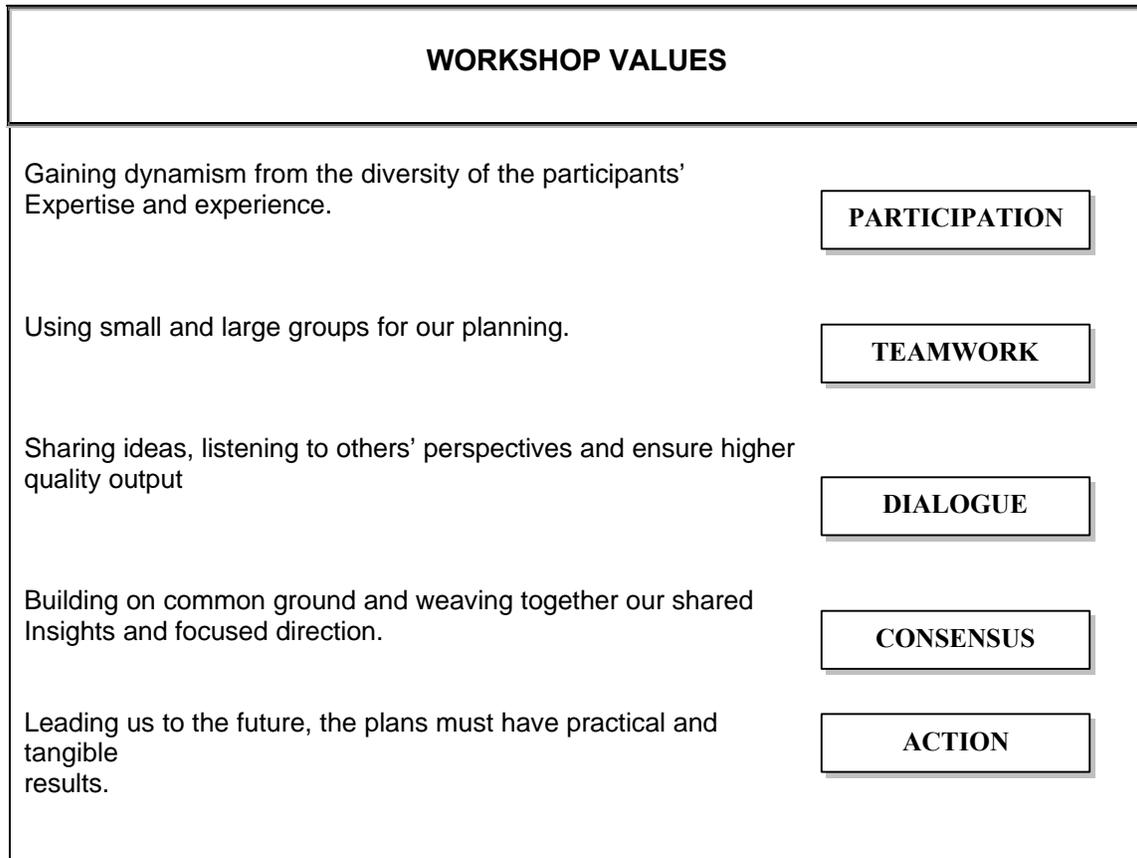
The five-step process of the Port Antonio Stakeholder Workshop

Mr. Forbes then proceeded to explain the approach that was to be adopted for the workshop. These have been captured in the diagram below.



The five elements of the approach used in the Port Antonio Stakeholder Workshop

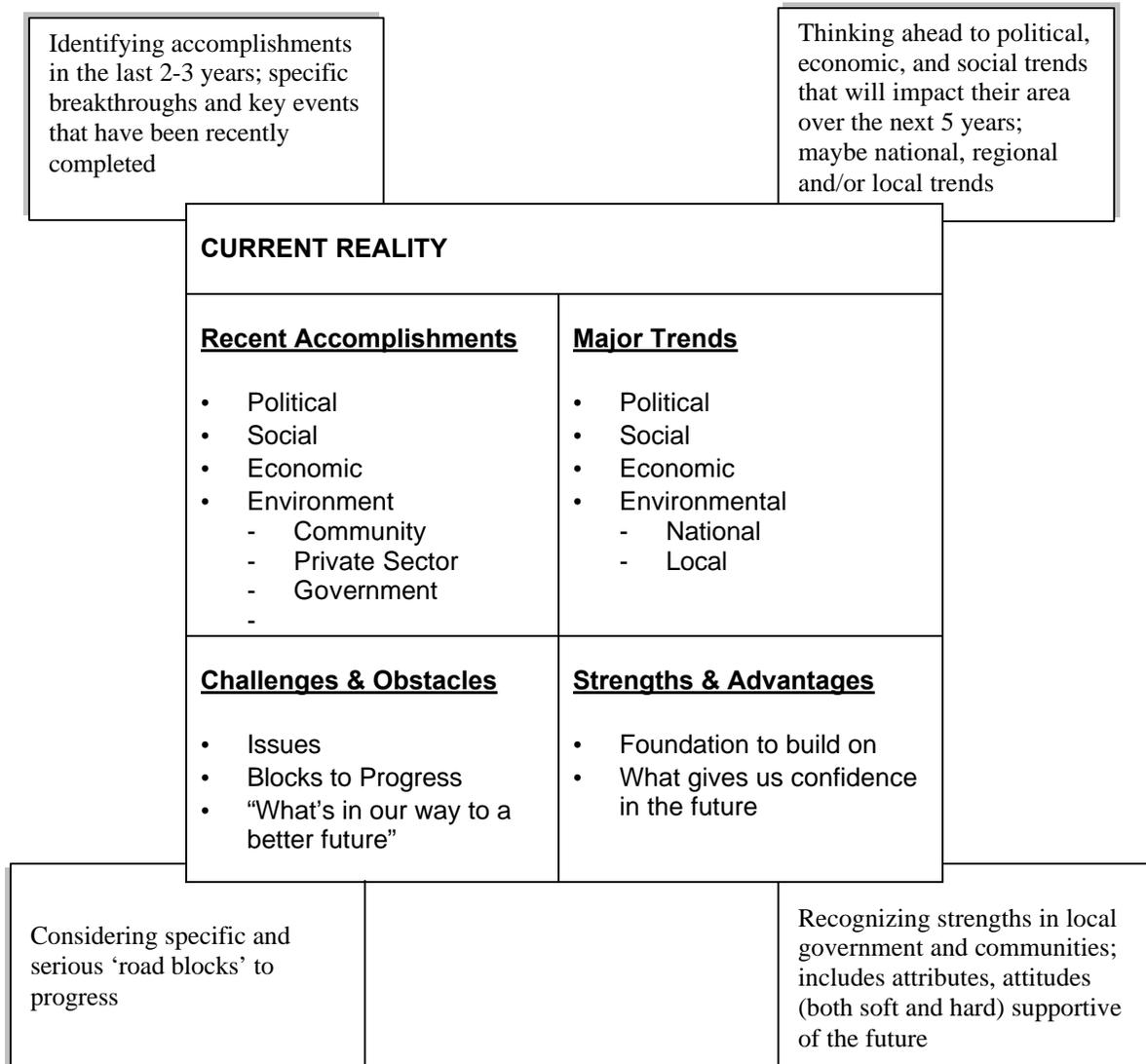
Mr. Forbes explained the foundational values that would inform the manner by which the workshop would be facilitated. He expressed the need to share these values with the participants in order that they could feel confident about the process that they would be going through in the next two days, thus, enabling the full and meaningful participation of everyone present. These functional values have been presented in the diagram below.



The values that inform the process of facilitating the workshop

SESSION ONE: CURRENT REALITY DIALOGUE

The Current Reality Dialogue provided the opportunity for participants to share insights on the overall development situation in their community. Five working teams put together a profile of the current reality of Port Antonio. This included the following: the major trends that will greatly influence the conditions in their locality, the recent accomplishments in the Port Antonio area, the challenges and blocks to development, and the strengths or comparative advantages on which they could build their plans.



Each of the five teams were asked to share with the other teams the insights that they had generated. The outputs generated from the dialogue have been reproduced in the following charts.

RECENT ACCOMPLISHMENTS

Major positive accomplishments in Port Antonio recently are...

- Community flood planning system
- Community projects (JSIF) roads etc.
- Commitment to clean roads by NEPM
- Improvement of Boundbrook Pier for agriculture exports.
- Increased environmental awareness among NGOs and CBOs.
- Construction of Bus Terminus to ease congestion.
- Announcement of West Harbour development.
- Resurgence of heritage and opening of heritage house
- Upgrading of sporting facilities.
- Establishment of educational institution – CASE.
- Community participation – planning approach.
- Information technology - Availability of computer services at libraries (Port Antonio; Buff Bay)
- Parish profile
- EAST and CPEC (tourism).
- Return of cruise ships.
- Special events – bussu and jerk
- Early childhood resource center
- Participatory approach culminating in the PDC
- Mocking Bird Hotel awarded Green Globe Award

MAJOR TRENDS AND CHANGES

Major trends impacting Port Antonio are...

- Increasing interagency collaboration
- More community participation in decision making
- More community awareness regarding environmental issues
- Increased urbanization in small towns
- Tendency of Portland citizens to further education
- Development of Information Technology in the community
- Greening of Hotels
- Unsustainable development practices eg. Sand mining in the river
- Global warming
- Decline in traditional income generating activities resulting in economic decline
- Emergence and growth of drug culture affecting image of parish and promoting anti-social behavior
- Recycling becoming more common
- Increase in agro-processing locally
- Slump in tourism
- People desirous of seeing positive changes in the community
- Increase in implementation of environmental laws.
- Increase in organic farming

CURRENT CHALLENGES AND OBSTACLES

The major challenges/obstacles which Port Antonio must be aware of are....

- The need for structured public environmental education and awareness programs
- Poor wastewater disposal
- Local government reform – financial; staffing etc.
- Ingrained sceptism
- Inadequate access to low income housing
- Poor access to public beaches
- Poor infrastructure development and maintenance eg. drains
- Inadequate professional development
- Challenge to change attitudes toward sustainability given the presence of harsh economic realities
- Poor/inadequate use of environmental resources eg. Rafting and sand mining in rivers
- Inadequate employment opportunities for young people
- Inadequate marketing of local products
- Inadequate re-investment by local entrepreneurs
- Organized housing
- Watershed degradation
- Cancellation of the North Coast Highway to Manchioneal
- Poor coastal water quality and coastal aesthetics
- Drug abuse
- Underutilization of buildings
- Using physical resources to the best of our ability

STRENGTHS AND ADVANTAGES

The greatest strengths of Port Antonio are....

- Twinning of Port Antonio with Santiago de Cuba
- Increased participation of citizens
- Natural environment (unique)
- Active environmental groups
- The best harbor in the world – Port Antonio harbor
- Desire of citizens to improve themselves
- Availability of local expertise from colleges
- Eco-tourism potential
- Rich heritage
- Resourcefulness of people
- Port Antonio hosts the site of the only agricultural college in Jamaica - CASE
- The ability to pull on past experience for more orderly development
- Strong community organizations
- Low rate of crime and violence
- Commitment of Recycle for life to collect materials
- Government, Businesses and local community involved in decision making
- Opportunity to plan development in a systematic and sustainable way

SESSION TWO: SHARED VISION WORKSHOP

The shared vision workshop offered the opportunity for participants to weave together a practical vision for Port Antonio. It was stressed that such a vision should be both forward looking and practical. This would ensure a realistic yet hope-filled vision for Port Antonio.

To guide the participants throughout the practical vision workshop, the facilitator provided the focus question below. In addition, they were given a few helpful hints to inspire them further in their tasks.

Focus Question

“What do we want to see in place in the Port Antonio community in the area of environmental and coastal resources management, planning, and development by the year 2005?”

Suggested areas for consideration are:

- New mechanisms or arrangements
- Community activities/programs
- Role of institutions/organizations
- Commercial/tourism
- Policies and practices
- Local/national govt. projects
- Inter-Government relations

‘Visioning’ Helpful Hints

- What do we want to create?
- Think visually – What do you see?
- Hopes/dreams/aspirations of the community
- Practical – What we can achieve not idealistic wish list
- Describe future outcomes/reality
- New features/changes/innovations to be shown in TV documentary on Port Antonio – 5 years from now

Each participant was asked to write down elements and ideas of their vision for Port Antonio. These ideas were then taken to six planning teams for brainstorming. Each team was asked to generate consensus on seven clear, concise vision ideas that were to be shared in the following plenary session. These ideas were then grouped into clusters of related issues, each cluster representing a pillar of the vision crafted for Port Antonio. The participants also worked towards consensus on how each pillar related to all the others and which of these pillars would serve as the keystone of their vision. Motivating phrases for each cluster of vision pillars were formulated, weaving together the newly crafted vision for Port Antonio.

PORT ANTONIO STAKEHOLDER WORKSHOP SHARED VISION FORWARD TO 2005

Effective solid waste and waste water management system	Participatory governance for sustainable development	Integrated coastal zone management	Inter – agency collaboration towards sustainable watershed management	Diversified environmentally friendly recreation facilities	Thriving Tourism Product with strong community involvement	Ideal infrastructure and facilities with sustainable maintenance	Parish wide organic farming certification	School curriculum to reflect environmental issues	Local resources being used for sustainable development	Establishment of efficient recovery and reuse program
A solid waste facility and program is established	Collaborative program to protect sustainable environment implemented	Port Antonio marine park declared and functioning	Sustainable watershed practices	Established public recreational green areas eg. 'Folly Rafters Rest'	Thriving cruise ship business	Better school: physical plant	Highly developed organic products and markets	Compulsory environmental education in the schools	Establishment of a processing plant for natural products	Waste from one process utilized in another product
	Viable and committed local governmental programs	Accessibility to all beaches			Flourishing tourism industry involving the community	Vibrant town center refurbished	Port Antonio remains small town engaged in organic farming and tourism	School curriculum reflecting environmental issues	Natural resources utilized to form economic base	Replacement of polyethylene with indigenous biodegradables
	Integration of environmental management practices into local ethos					Planned mixed transit system (foot, bike, car, boat, plane, rail)	Portland certified for organic crops	Environmental education entrenched in school curriculum	Youth employment programs	Integration of environmental, cultural and economic activities with focus on youth

Effective solid waste and waste water management system	Participatory governance for sustainable development	Integrated coastal zone management	Inter – agency collaboration towards sustainable watershed management	Diversified environmentally friendly recreation facilities	Thriving Tourism Product with strong community involvement	Ideal infrastructure and facilities with sustainable maintenance	Parish wide organic farming certification	School curriculum to reflect environmental issues	Local resources being used for sustainable development	Establishment of efficient recovery and reuse program
Effective and efficient solid waste management system	Entrenched and functional PDC	Blue flag certification of all beaches	Agencies working together	Cable car system: Stony Hill – Berredale Rafting – Eco tourism	Enhanced community based tourism services and facilities	Mixed income housing built to blend with environment	Portland certified for organic crops	Environmental education entrenched in school curriculum	Integration of environmental, cultural and economic activities with focus on youth	Pick-up disposal of recycling of solid waste
	High quality public medical care	Establishment of a marine park				Pedestrianization of town square				
Central sewerage system	Capacitated local government and new parish council building	Strict enforcement of environmental laws	Sound and effective watershed management practices	Multipurpose recreational facility operating	Multipurpose recreational facility operating	Efficient public transport system	Portland certified for organic crops	Environmental education entrenched in school curriculum	Integration of environmental, cultural and economic activities with focus on youth	Pick-up disposal of recycling of solid waste
Proper solid waste disposal facilities	Capacitated local government and new parish council building	Political 'good will'		Multipurpose recreational facility operating	Multipurpose recreational facility operating	Efficient public transport system	Portland certified for organic crops	Environmental education entrenched in school curriculum	Integration of environmental, cultural and economic activities with focus on youth	Pick-up disposal of recycling of solid waste
Improved modern sewage disposal system	Community managed coastal and environmental resources	Political 'good will'		Multipurpose recreational facility operating	Multipurpose recreational facility operating	Efficient public transport system				

Effective solid waste and waste water management system	Participatory governance for sustainable development	Integrated coastal zone management	Inter – agency collaboration towards sustainable watershed management	Diversified environmentally friendly recreation facilities	Thriving Tourism Product with strong community involvement	Ideal infrastructure and facilities with sustainable maintenance	Parish wide organic farming certification	School curriculum to reflect environmental issues	Local resources being used for sustainable development	Establishment of efficient recovery and reuse program
A clean town	Empowered environmental and health wardens through the communities	Political 'good will'		Multipurpose recreational facility operating	Port Antonio to become a globally competitive pleasure port and the marina facility	Well maintained storm water drainage				
An established solid waste and central sewage system within the framework of an established marine park	Strict government protection of mangroves and watersheds	Political 'good will'		Multipurpose recreational facility operating	Port Antonio to become a globally competitive pleasure port and the marina facility	Well maintained storm water drainage				
	A strong building and development plan enforced and maintained by parish council									

SESSION THREE: STRATEGIC DIRECTIONS WORKSHOP

After a brief welcome by Ms. Vimin Gayle, a review of the proceedings of the previous day was provided by the Facilitator. Participants were then led through the Strategic Directions Workshop. This session engaged the participants in identifying the key action strategies that would allow them to proactively respond to the challenges that Port Antonio faced and bring the parish closer to the realization of its newly crafted practical vision. They were reminded that change comes from daring thinking.

To focus the participants throughout the Strategic Directions Workshop, they were asked to keep in mind the question below. In addition, they were given a few helpful hints to inspire them further in their tasks.

Focus Question

“What are the specific, targeted, and priority actions that we need to take in the Port Antonio community in the next 2 years to strengthen coastal resources management practices, that will lead to improved coastal water quality, environmental management and sustainable economic development?”

Helpful Hints for Thinking ‘Strategically’

Strategic Thinking

- Responding pro-actively to the changing situation.
- Identifying windows of opportunity, being in the right place at the right time.
- Thinking small wins – focus on achievable results, build on success, momentum and incremental changes.
- Continuous improvement.
- Rule of 107/805 – the number of days the Wright Brothers tried to fly the first airplane, and the number of days Thomas Edison returned to his laboratory to improve on the light bulb.
- Strategic thinking means persistence and learning from mistakes.

Helpful Hints

- Brainstorming – generating lots of ideas
- Recommendations, suggesting, proposals
- New initiatives, campaigns, ventures, linkages, partnerships
- Programs, projects, events, mechanisms
- Activities to support and strengthen local capacities
- Use action verbs

Each participant was asked to write down 10 action ideas to be implemented in the next 2 years that would lead to the realization of the practical vision of Port Antonio. Then, in even planning teams, the participants were asked to consider all their ideas and identify their most daring, innovative and unique one. A minimum of 8-10 ideas per team were solicited in the plenary session. These ideas were then clustered into groups of action ideas that responded to the same strategic objective. Each cluster of

strategies was named with an action phrase that described the kind of action as well as the arena of the direction of the strategy. The participants agreed on eight strategic directions.

It was then emphasized that the eight strategic directions agreed on would inform the group's work commitment for the next two years. Mr. Forbes advised that the subsequent work activities of the workshop would deal with generating action plans for the priority actions under each strategic direction, thus giving all the participants the chance to participate in the processes of working through these strategies in greater detail.

Participants volunteered to be part of a planning team that interested them in order to work on action plans. Each planning team was asked to review all the strategy ideas under their assigned cluster and identify the top three priority actions within that cluster. This short-listing of priorities was to become the basis for developing action plans in the final work session for the planning process.

The following six pages illustrate the output from the strategic directions workshop.

STRATEGIC DIRECTIONS

Port Antonio Stakeholder Workshop

March 10th –11th , 2001

1

***ESTABLISH PROPER
MANAGEMENT OF
SOLID WASTE***

2

***EXPAND AND
INTENSIFY
OUTREACH OF
ENVIRONMENTAL
EDUCATION***

3

***ESTABLISH PORT
ANTONIO MARINE
PARK***

4

***IMPLEMENT
IMPROVEMENT OF
DESIGNATED AREAS***

5

***ESTABLISH
STRATEGIC
PARTNERSHIP FOR
UPGRADING AND
MAINTAINING
WASTE WATER
SERVICES AND
WATER QUALITY
MONITORING***

6

***STRENGTHEN
INSTITUTIONAL
LINKS AND
CAPACITY THRU
OUGH
PARTNERSHIP***

7

***RESEARCH, STORE
AND DISSEMINATE
COASTAL ZONE
ENVIRONMENTAL
DATA***

8

***IMPLEMENT SMALL
PROJECTS***

STRATEGY 1	
<i>Establish proper management of solid waste</i>	
	<i>Priority Actions</i>
	<ol style="list-style-type: none"> 1. Organize solid waste management programs appropriate to rural communities 2. Implement schedule for regular garbage collection with households encouraged to separate garbage 3. Implement definite program to target business places with regards to solid waste management

<i>Other Action Points</i>
<ul style="list-style-type: none"> • Develop a land-fill site in Port Antonio • Establish a recycling depot • Identify appropriate dump site • Create a recycling center with a system for community development

STRATEGY 2	
<i>Expand and intensify outreach of environmental education</i>	
	<i>Priority Actions</i>
	<ol style="list-style-type: none"> 1. Prepare comprehensive environmental training programs 2. Training relevant personnel to entrench and implement the program 3. Support local environmental initiative

<i>Other Action Points</i>
<ul style="list-style-type: none"> • Support PEPA’s environmental education programs in school • Education for separating and recycling of solid waste • Implement public awareness and clean-up campaigns on solid waste • Expand public education programs on environmental awareness • Education campaign to teach sanitation and environmental management • Training of teachers to impart environmental courses • Support CBOs involved in environmental education to expand their programs • Develop and implement a public relations and education program • Encourage PEPA to include sea utilization as part of their environmental education program • Environmental awareness and education program involving officers, equipment with transport, slides, tapes etc. in the community • Introduce coastal resources use in high schools

STRATEGY 3	
<i>Establish Port Antonio Marine Park</i>	
	<i>Action Points</i>
	<ol style="list-style-type: none"> 1. Revise and expand the Port Antonio coastal and marine protected area management plan 2. Develop and implement financial sustainability plan 3. Lobby for declaration and delegation of PAMP and conservation corridor

<i>Other Action Points</i>
<ul style="list-style-type: none"> • Institute a coastal zone management system • Proper management of public beaches (community groups eg. Orange Bay) • Develop a Port Antonio marine park management plan • Initiate support structure for marine park • Initiate actions towards financing of the Port Antonio marine park

STRATEGY 4	
<i>Implement program for improvement of designated areas</i>	
	<i>Priority Actions</i>
	<ol style="list-style-type: none"> 1. Beautification of beach areas along the east harbor 2. Establish program for recognizing and rewarding ‘most environmentally community’ 3. Beautification of Port Antonio heritage sites

<i>Other Action Points</i>
<ul style="list-style-type: none"> • Implement system for cleaning and maintenance of drains, including communities • Develop a stewardship agreement for private sector

STRATEGY 5

Establish strategic partnerships for upgrading and maintaining waste water services and water quality monitoring

Priority Actions

1. Set up water quality monitoring at CASE in collaboration with local and national partners
2. Lobby for central sewerage treatment facility in Port Antonio
3. Provide information and make recommendations from previous waste water studies for use by lobby groups and to provide input to planning process

- Other Action Points**
- Upgrade and utilize water quality monitoring system at CASE
 - Establish water quality monitoring program for rivers and coastal areas
 - Upgrade Anchovy sewerage treatment plant
 - Design a plan for waste water management in Portland
 - Review of waste water study to Implement specific recommendations with urgent attention to public sanitary facilities

STRATEGY 6

Strengthen institutional links and capacity through partnership

Priority Actions

1. Work with the PDC to establish a mechanism to assist CWIP and other environmental projects to coordinate, advise and monitor activities
2. Work with the PDC to strengthen it's environmental committee as a mechanism to coordinate inputs of partners
3. Undertake exchange visits with other CWIP project sites to share best practices and lessons learned

- Other Priority Actions**
- PDC functioning as mechanism to coordinate efforts of government, NGOs, CBOs etc.
 - Institutionalize the link between NGOs and central authorities eg. NEPA and PDC

STRATEGY 7	
<i>Research, store and disseminate coastal zone environmental data</i>	
	<p>Priority Actions</p> <ol style="list-style-type: none"> 1. Identify and collect existing data and information on coastal zone pollution and land use in Port Antonio 2. Establish priority areas for data collection through consultation with 3. Identify, logisticise and equip Port Antonio to accommodate database
<p>Other Actions Points</p> <ul style="list-style-type: none"> • Develop a database on heritage tourism for Port Antonio area • Identify coastal pollution sources and types • Develop baseline inventory on property ownership and land use with PDC and councilors • Procure and house environmental information • Audit of land ownership • Community based environmental needs assessment • Establish indicators and trend data on coastal eco-systems 	

STRATEGY 8	
<i>Implement small projects</i>	
	<p>Priority Actions</p> <ol style="list-style-type: none"> 1. Development fruit processing and expand cottage industry 2. Establish a public recreational facility park at Rafter's Rest 3. Expand on existing eco-tourism projects
<p>Other Action Points</p> <ul style="list-style-type: none"> • Establish program for collecting and transporting fruits to processing plant at CASE • Establish agro-forestry demonstration plots • Improve income generating activities 	

SESSION FOUR: ACTION PLANNING

Each planning team was asked to develop more detailed action plans for selected priority actions within their strategy cluster. These action plans included medium and short-term objectives, key activities, and the role and responsibilities of the various actors involved in the project. The teams were given the option to develop more than one action plan for their strategy cluster, where this was deemed both appropriate and necessary. The action plans generated planning team were presented to the participants in plenary. These have been reproduced in the following pages.

Strategic Direction No. 1	Establish Proper Management of Solid Waste
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Priority Action

Organize solid waste management programs appropriate to rural communities

Objectives:

To have a clean and safe environment
To reduce the volume of garbage collection hence reducing costs
To enhance the aesthetic of the town

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Assessment of the situation 2. Education through posters, television, competition among schools and communities 3. Properly managed garbage collection 4. Business people to take control of their garbage i.e. making holding areas and paying to remove the garbage 5. Identify a receptacle site (collection point) <p><u>Resource Requirements and Options:</u></p> <ul style="list-style-type: none"> • Funding from CWIP • Truck – NEPM • Materials for building receptacles • Labour from community <p><u>Team members:</u></p> <p><i>Fay Neufville, Marcia Harris, Ivor Pennicooke, Winsome Webley, Tileta Gayle</i></p>	<p><u>Roles and Responsibilities:</u></p> <p>PS:</p> <ul style="list-style-type: none"> • Business people to control garbage, educate staff on solid waste management, sponsorship for educational program <p>GAs:</p> <ul style="list-style-type: none"> • Portland Parish Council to lobby with NEPM for an effective maintained system of garbage collection <p>NGO/CBO:</p> <ul style="list-style-type: none"> • Adopt a community and work in building receptacles to support the program <p>CWIP:</p> <ul style="list-style-type: none"> • Funding for educational project, building of receptacles; technical expertise
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Note: **PS** refers to Private Sector, **GAs** refers to Government Agencies

Strategic Direction No. 2	Expand and Intensify Outreach of Environmental Education
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Priority Action
Prepare comprehensive environmental training programs

Objectives:

Establish a clean and sustainable environment

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Research training materials 2. Train the trainers 3. Implement workshops 4. Evaluate the training program <p><u>Resource Requirements and Options:</u></p> <ul style="list-style-type: none"> • Mass media • Satcum – News and role play • JIS • Addressing CBOs, PTA, agricultural organisations • PDC newsletter <p><u>Team members:</u></p> <p><i>Teisha Allen, Khadene Harry, Benjamin Whitmore, Boyd Lewis, Evan Gray, Woodrow Hartley</i></p>	<p><u>Roles and Responsibilities:</u></p> <p>PS:</p> <ul style="list-style-type: none"> • JHTA, Chamber of Commerce <p>GAs:</p> <ul style="list-style-type: none"> • Parish Council, Parish Library, NEPM, ODPEM, NEPA, NEPA, schools, RADA, WRA <p>NGOs /CBOs:</p> <ul style="list-style-type: none"> • PEPA, PDC, STAEPa <p>CWIP:</p> <ul style="list-style-type: none"> • Technical assistance and funding
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Strategic Direction No. 3	Establish Port Antonio Marine Park
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Priority Action

Revise and expand the Port Antonio coastal and marine protected area management plan

Objectives:

The protection, preservation and enhancement of Port Antonio’s coastal and marine resources

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Review of existing plan 2. Develop TORs and hire consultants 3. Consult with strategic partners 4. Review revised plan 5. Finalize and publish plan <p><u>Resource Requirements and Options:</u></p> <ul style="list-style-type: none"> • Financial sustainability plan • Physical planning consultants • Marine park specialist • Facilitator for consultation <p><u>Team members:</u></p> <p><i>Charlene Easton, Mark Thomas, Krishna Desi, Harvey Webb, Glen Biggs</i></p>	<p><u>Roles and Responsibilities:</u></p> <p>PS:</p> <ul style="list-style-type: none"> • Supporting of process <p>GAs:</p> <ul style="list-style-type: none"> • Lending technical expertise: PDC to monitor process <p>NGOs /CBOs:</p> <ul style="list-style-type: none"> • Lead process and sensitize the community <p>CWIP:</p> <ul style="list-style-type: none"> • Funding and technical expertise
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Strategic Direction No. 4	Implement Program for Improvement of Designated Areas
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Priority Action
Beautification of East Harbor beach area

Objectives:

Enhance the beauty of Port Antonio for the enjoyment of locals and visitors

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. To get update of lease agreements between Parish Council and tenants 2. To negotiate for specific plots to remain as open spaces 3. To employ someone to design facade for existing structures to greatly improve appearance 4. To construct facades and landscape vacant lots with plants and sculptures 5. Encourage occupants to beautify their own area <p><u>Resource Requirements and Options:</u></p> <ul style="list-style-type: none"> • Building materials, plants, top soil, etc. • Landscape architect • Supervisory personnel • Educational materials • Person with community organizational skills <p><u>Team members:</u></p> <p><i>Sybil Rendle, Michael Morrison, Rhona Gray, Dexter Rowland, Cradwick Falloon</i></p>	<p><u>Roles and Responsibilities:</u></p> <p>PS:</p> <ul style="list-style-type: none"> • To monitor and maintain area <p>GAs:</p> <ul style="list-style-type: none"> • Give approval and enforce regulations <p>NGO/CBO:</p> <ul style="list-style-type: none"> • To get involved with motivation, monitoring and education <p>CWIP: CWIP:</p> <ul style="list-style-type: none"> • Provide funding and technical expertise where necessary
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Strategic Direction No. 5	Establish Strategic Partnerships for Upgrading and Maintaining Waste Water Services and Water Quality Monitoring
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Priority Action
Lobby for central sewage treatment facility for Port Antonio

Objective:

To lobby for effective management of existing waste water facilities and provision of central sewage system

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Convene issues workshop 2. Identify key stakeholder groups 3. Develop memorandum of understanding and terms of reference 4. Identify plan of action and how to proceed 5. Convene action committee 	<p><u>Roles and Responsibilities:</u></p> <p>PS:</p> <ul style="list-style-type: none"> • Identify community concerns and needs • Implement education campaign on waste water issues • Assist in identifying solutions <p>GAs:</p> <ul style="list-style-type: none"> • Consider community recommendations and formulate and implement plans and programs to address waste water concerns as appropriate <p>NGOs /CBOs:</p> <ul style="list-style-type: none"> • Disseminate information program on waste water management issues • Identify community needs and concerns <p>CWIP:</p> <ul style="list-style-type: none"> • Provide technical assistance and linkages and resource entities
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Strategic Direction No. 5	Establish Strategic Partnerships for Upgrading and Maintaining Waste Water Services and Water Quality Monitoring
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Priority Action

Set up water quality monitoring at CASE in collaboration with local and national partners

Objective:

To monitor water quality in order to identify hotspots, evaluate intervention strategies and provide an overall status of the water quality in the region

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Upgrade CASE facilities related to water quality monitoring 2. Design water quality monitoring program 3. Identify water quality coordinator and monitoring committee 4. Implement program according to rationalized guidelines 5. Organize local consultation and training <p><u>Resource Requirements and Options:</u></p> <ul style="list-style-type: none"> • Lab equipment – CWIP • Training material and personnel – CASE, CWIP • Boats – fishermen, JHTA • Sampling materials and equipment – CWIP • Lab Material – CWIP • Technical support – CWIP, NWC <p><u>Team members:</u></p> <p><i>Cheyenne Caine, Vivienne Brown, Richard Williams, Maisilyn Campbell, Robert Logan, Sheila Grant</i></p>	<p><u>Roles and Responsibilities:</u></p> <p>PS:</p> <ul style="list-style-type: none"> • JHTA and fishermen to provide boats <p>GAs:</p> <ul style="list-style-type: none"> • Case to provide lab facilities and samplers • NWC to provide help in design of program and inter-lab collaboration <p>NGOs /CBOs:</p> <ul style="list-style-type: none"> • PDC to provide oversight; • Community to provide samplers <p>CWIP:</p> <ul style="list-style-type: none"> • Technical advice and funding
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Strategic Direction No. 6	Strengthen Institutional Links and Capacity Through Partnership
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**Priority Action
Exchange visits**

Objective:

Sharing of environmental information, best practices and lessons learnt

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Meeting with stakeholders in other CWIP sites 2. Development of a schedule 3. Undertake visits 4. Implement/adopt best practices 5. Evaluate program <p><u>Resource Requirements and Options:</u></p> <p>Funding for transportation, accommodation, resource personnel, documentation and refreshment</p> <p><u>Team members:</u></p> <p><i>Trevor Spence, Lloyd Smith, Selvyn Thompson, Vimin Gayle</i></p>	<p><u>Roles and Responsibilities:</u></p> <p>PS:</p> <ul style="list-style-type: none"> • Transportation • Resource persons <p>GAs:</p> <ul style="list-style-type: none"> • Resource persons to mobilize stakeholder documentation <p>NGOs /CBOs:</p> <ul style="list-style-type: none"> • Resource persons to mobilize stakeholders <p>CWIP:</p> <ul style="list-style-type: none"> • Assist with organizing meetings • Resource personnel • Provide funding: eg. documentation
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Strategic Direction No. 7	Research, Store and Disseminate Coastal Zone Environmental Data
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Priority Action

Identify and collect existing data and information on coastal zone pollution and land use in Port Antonio

Objective:

To identify existing data and avoid duplication of effort

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Determine sources of data 2. Collection procedures 3. Obtain data 4. Process data <p><u>Resource Requirement and Options:</u></p> <ul style="list-style-type: none"> • (technical and secretarial support) • Equipment/IT system for data base • Stationery • Financing <p><u>Team members:</u></p> <p><i>Avis Lungren, Basil Forsythe, Karen McDonald-Gayle, Kris, Clarence Brown</i></p>	<p><u>Roles and Responsibilities:</u></p> <p>PS:</p> <ul style="list-style-type: none"> • PCC: potential sources of data and equipment; lawyers; land surveyors <p>GAs:</p> <ul style="list-style-type: none"> • PC: provide secretariat, human resources and equipment • Port Authority • NEPA: to provide available data • RADA: to provide available data • Forestry: • Revenue office • Survey lands department • Ministry of agriculture • Ministry of water and housing • STATIN • PIOJ <p>NGOs/CBOs:</p> <ul style="list-style-type: none"> • BUBADAC • UWI: to provide available data • PEPA: to provide available data • Assist with human resources <p>CWIP:</p> <ul style="list-style-type: none"> • Technical assistance and experience • Leverage funding
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Strategic Direction No. 8	Implement Small Projects
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Priority Action
Develop fruit processing and expand cottage industry

Objectives:

To utilize natural resources
Create employment
Alleviate urban drift

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Feasibility study 2. Stimulate stakeholder interest 3. Lobby for machinery and building and refurbishing as needed 4. Organize production 5. Organize material <p><u>Resource Requirements and Options:</u></p> <ul style="list-style-type: none"> • Financial Resource • Raw material • Expertise <p><u>Team members:</u></p> <p><i>George Wilson, Vorine Bailey, Everold Horne, Wallace Sterling, Coreen Peart, Trevor Stone, Danrie Francis, Maxie Powell, Paul McQuick</i></p>	<p><u>Roles and Responsibilities:</u></p> <p>PS:</p> <ul style="list-style-type: none"> • Financial support and raw material production <p>GAs:</p> <ul style="list-style-type: none"> • <i>Stimulate stakeholder interest (SDC, RADA, JAS)</i> <p>NGOs /CBOs:</p> <ul style="list-style-type: none"> • Management and expertise <p>CWIP:</p> <ul style="list-style-type: none"> • Feasibility study
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Strategic Direction No. 8	Implement Small Projects
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Priority Action
Expand on existing eco-tourism project

Objectives:

To create employment and economic development

<p><u>Key Activities:</u></p> <ol style="list-style-type: none"> 1. Marketing 2. Retaining existing trails 3. Improve water fall 4. Establish camp sites 5. Develop more accommodation <p><u>Resource requirements and Options:</u></p> <ul style="list-style-type: none"> • Financial Resource • Raw material • Expertise <p><u>Team members:</u></p> <p><i>George Wilson, Vorine Bailey, Everold Horne, Wallace Sterling, Coreen Peart, Trevor Stone, Danrie Francis, Maxie Powell, Paul McQuick</i></p>	<p><u>Roles and Responsibilities:</u></p> <p>PS:</p> <ul style="list-style-type: none"> • Provide accommodation <p>GAs:</p> <ul style="list-style-type: none"> • Provide infrastructure and training <p>NGOs/CBOs:</p> <ul style="list-style-type: none"> • Training and management <p>CWIP:</p> <ul style="list-style-type: none"> • Technical assistance
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PRIORITIZATION AND PROJECT FOLLOW THROUGH

As a final consultative exercise for the Port Antonio Stakeholder Workshop, Mr. Gary Forbes informed the participants that the top four priority actions from among those for which action plans had been developed would be chosen. The top four priorities identified would guide the initial support that CWIP would be extending to Port Antonio. Scott McCormick outlined the following CWIP priorities to the group:

<u>CWIP Priority Setting</u>	
Criteria	
1. CWIP Technical Mandate	
	<ul style="list-style-type: none">- Support Community-based Initiatives- Wastewater Systems Management- Coastal Water Quality Monitoring- Coastal Zone Management Coordination
2. Broad-based Community Involvement and Leadership	
3. Builds Organizational Capacity	
4. Achievable Results Possible within 15 Months	
5. Support Current Plans and Activities	

The various action plans generated by the planning teams were posted. Each action priority and strategy sought to operationalize were reviewed. Each participant was given two green stickers, which were to be used to indicate a vote for the action priorities for immediate CWIP support.

The table below reflects the top four priorities identified and their ranking.

<u>Action Priorities Polling for CWIP Technical Assistance</u>	
<u>ITEMS</u>	<u>NO. OF VOTES</u>
1. Solid Waste Management	15
2. Marine Park	14
3. Water Quality Monitoring	12
4. Develop fruit Processing Project	11

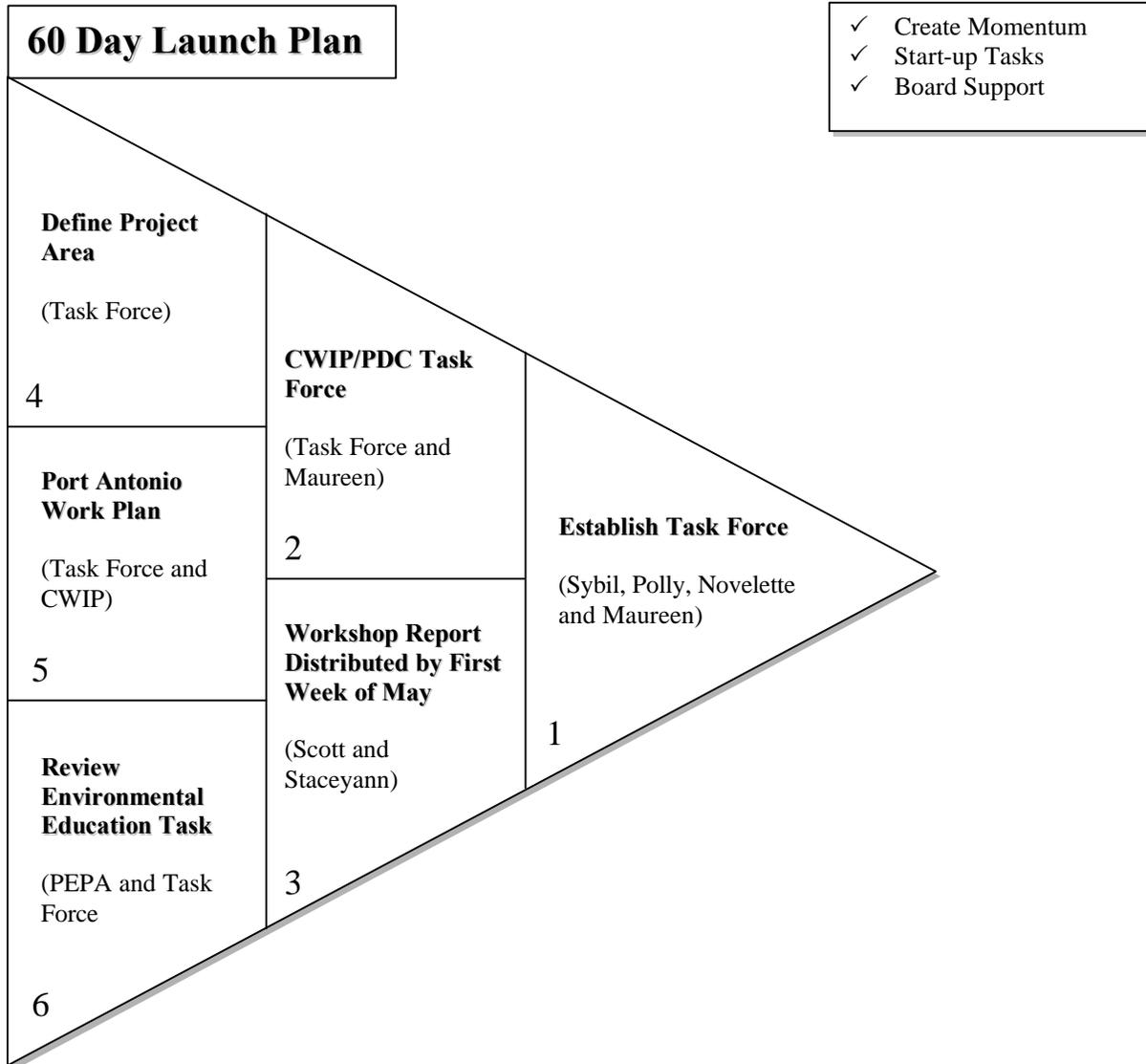
Following the selection of these priorities, it was agreed that a task force would be established by the executive committee of the PDC comprising of the following:

- Representatives of various sub-committees of the PDC
- Expanded by drafting additional persons from:-
 - Other community groups from CWIP assessment
 - CWIP technical team
 - Government agencies

The Task Force will define its Terms of Reference but it is envisioned that it will be responsible for monitoring the implementation of CWIP activities within the Port Antonio site.

Next Steps

Mr. Forbes led the group through a planning activity to identify the next immediate steps. The activities are illustrated in the diagram below:



APPENDICES

SCHEDULE OF ACTIVITIES

Day 1: Tuesday April 10th

- 9:30am Opening Welcome and Workshop Overview
NEPA
Ms. Karen McDonald -Gayle – USAID
Mr. Scott McCormick – Chief of Party, CWIP
Mr. Gary Forbes – Workshop facilitator, CWIP
- 10:30am Session One: Current Reality Dialogue
- 12:30pm Lunch
- 1:30pm Session Two: Shared Practical Vision
- 3:30pm Closing

Day 2: Wednesday April 11th

- 9:00am Session Three: Strategic Directions Workshop
- 12:00noon Lunch
- 1:00pm Session Four: Action Planning
- 2:00pm Prioritization exercise and Institutional Agreement
- 4:00pm Closing

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