

CWIP

**Ocho Rios Environment
Advisory Group Workshop Report**

Coastal Water Quality Improvement Project

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

OCHO RIOS ENVIRONMENT ADVISORY GROUP WORKSHOP REPORT

June 27, 2001

Prepared for the:

Government of Jamaica's
National Environment and Planning Agency

And the

United States Agency for International Development

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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 ***Ocho Rios Environmental Advisory Group Workshop Report*** provides a overview of the planning process conducted on May 22, 2001 with the members of the EAG. The process utilized Advanced Participation Methods a process used by Associates in Rural Development, Inc. Mr. Gary Forbes, an international expert in Advanced Participation Methods, facilitated a one-day stakeholder workshop that resulted in a transition action plan intended to take the EAG closer to its desired objective.

ACRONYMS

CBO	Community-Based Organization
CIDA	Canadian
COP	Chief of Party
EAG	Environmental Advisory Group
EFJ	Environmental Foundation of Jamaica
FOTS	Friends of the Sea
NGO	Non-Governmental Organizations
NWC	National Water Commission
PDC	Parish Development Committee
SDC	Social Development Commission
STAEPA	St. Ann Environmental Protection Association
USAID	United States Agency for International Development

INTRODUCTION

The establishment of the Ocho Rios Environmental Advisory Group (EAG), an outcome of the participatory action planning workshop held in Ocho Rios in October 1999, has allowed a wide range of stakeholder to guide implementation of activities under the project as well as in the management of environmental issues. EAG member represent local community groups, NGOs, private sector organizations, and relevant government agencies. The EAG has served as a mechanism for linking these stakeholders in a process, which has allowed them to coordinate and monitor implementation of CWIP actions in the area.

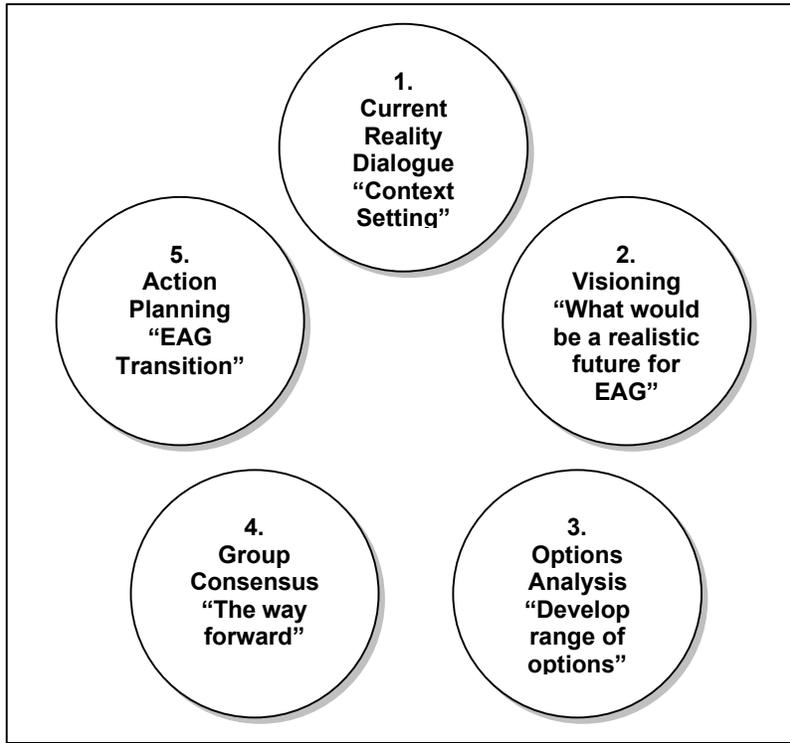
The EAG has grown into a strong organization with a supportive membership that attends meetings regularly and participates actively in the decisions taken at the meetings. It has been in existence for over 18 months and has recommended for approval eleven CWIP projects totaling more than J\$25 million. Although CWIP will continue in Ocho Rios through early 2002, the EAG has begun to ponder its future after CWIP withdraws. The results of this workshop, as highlighted in this report, hopefully will generate discussion about how best to sustain the EAG.

This report is divided into four sections consistent with the working sessions facilitated during the May 22nd workshop:

- Setting the Context
- Determining Directions
- Analyzing Options, and
- Planning and Prioritizing Actions

The five steps used to conduct this workshop are illustrated on the following page.

EAG WORKSHOP PLANNING PROCESS



The five step process of the Ocho Rios EAG Workshop

The workshop began with an overview of the EAG by Mr. Livingston Green, followed by presentation by Mr. Courtney Tulloch. The facilitator then proceeded to explain to the participants the purpose of the workshop and the approach the workshop will be taking six elements, shown below to guide the workshop.

Workshop Approach	
PARTICIPATORY	Aims to capture everyone's ideas and insights
CONSENSUS	Build common commitment
REALISTIC	Keep focused on the do-able
ORGANIZATONAL DESIGN	Creating something new
REPRESENTATIONAL	On behalf of the community
ACTION ORIENTED	Clear plan on the way forward

The six elements of the approach used in the Ocho Rios Environmental Advisory Group Workshop

SESSION ONE: CONTEXT SETTING

Context Setting allowed participants to share insights on the overall development of the EAG. The participants put together profiles of (1) the accomplishments of the EAG, (2) organizational learning, (3) issues and obstacles the group faces in achieving their objectives and (4) implications for the group after CWIP. The outputs generated from the dialogue have been reproduced in the following charts.

EAG ACCOMPLISHMENTS

- Networked groups and individuals
- Highlighted environmental problems
- Identified problems
- Trained animators
- Sensitized and educated the community – waste water
- Developed and monitored CWIP project

ORGANIZATIONAL LEARNING

- Importance of technical data – advocating
- Secretariat – partly voluntary
- Representational – importance of active participants and reporting back to their organization
- The awareness of individuals groups of the role they have to play in the environment
- How “hesitant” perceived stakeholders are to environmental issues
- Many agents that are supposed to respond to environmental issues do not

ISSUES AND OBSTACLES

- The information flow from the EAG back to organizations is not very effective
- Lots of complaints regarding environmental issues but collaboration is needed – each group wants to tackle problems individually
- Financing – new grants needed
- Environmental work is top-down – the need to get localities more involved
- Few small grants – little projects
- Lack of awareness- dangers of environment
- Environmental issues – at times government are the biggest offenders; policy eg. squatters

IMPLICATIONS POST-CWIP

- Funding – 100%
- Participation – Stakeholders if there are no projects
- Legitimacy/legal framework
- Geographical – EAG centered in the Ocho Rios area
- Recruiting members to EAG

SESSION TWO: STRATEGIC DIRECTIONS WORKSHOP

This session engaged the participants in identifying possible directions for the future of the EAG. The process resulted in seven possible options as shown below.

EAG OPTIONS

A
NGO Advocacy Group

B
**Sub- Committee of St. Ann
Parish Development
Committee**

C
**Local Body of the
Environmental Foundation
of Jamaica**

D
**Ocho Rios Chapter of the
St. Ann Environmental
Protection Association**

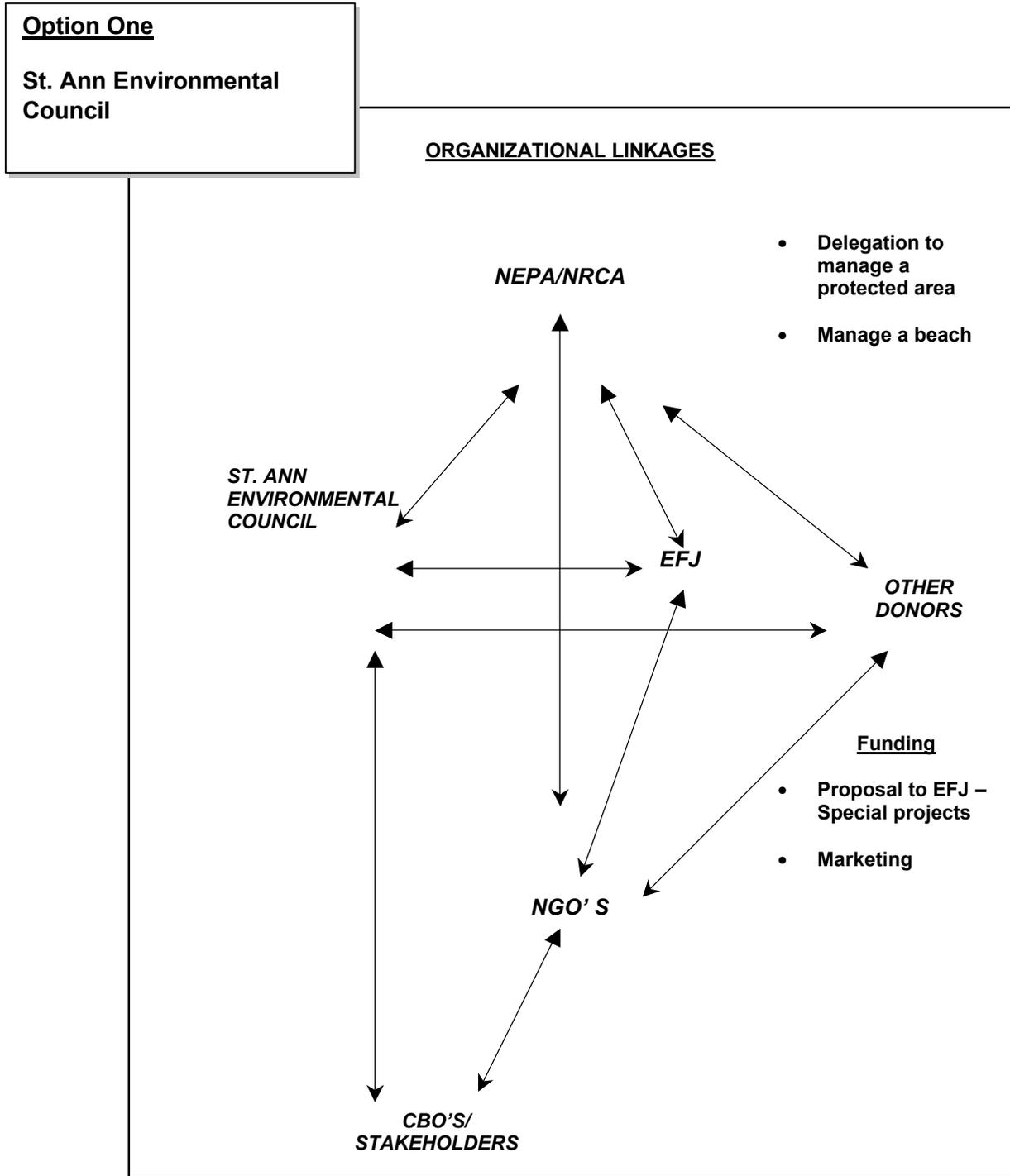
E
**Friends of the Sea Focused
on Ocho Rios**

F
**Unite Friends of the Sea
and St. Ann Environmental
Protection Association**

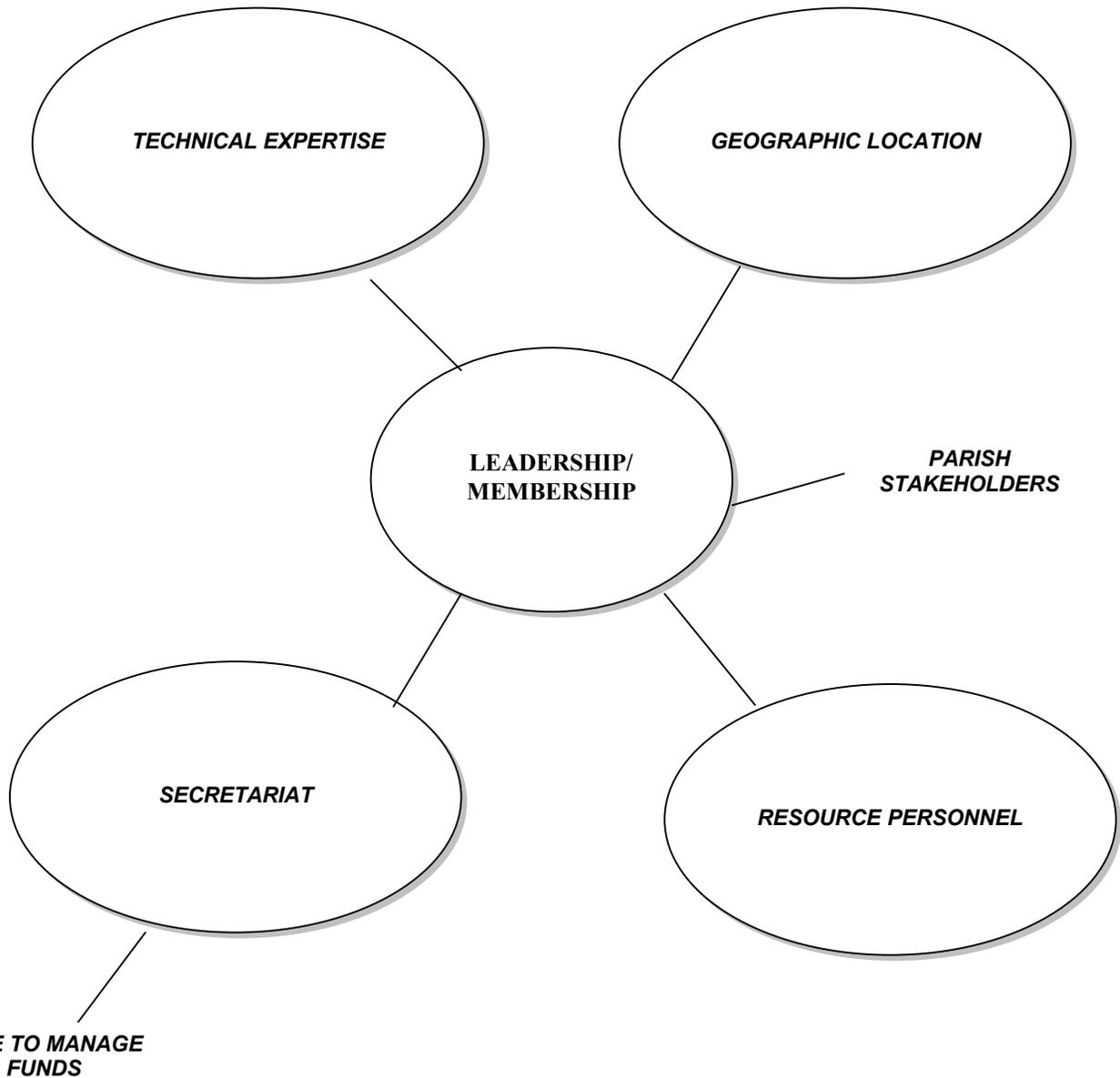
G
**Fold
(Discontinue as a Group)**

SESSION THREE: OPTIONS ANALYSIS

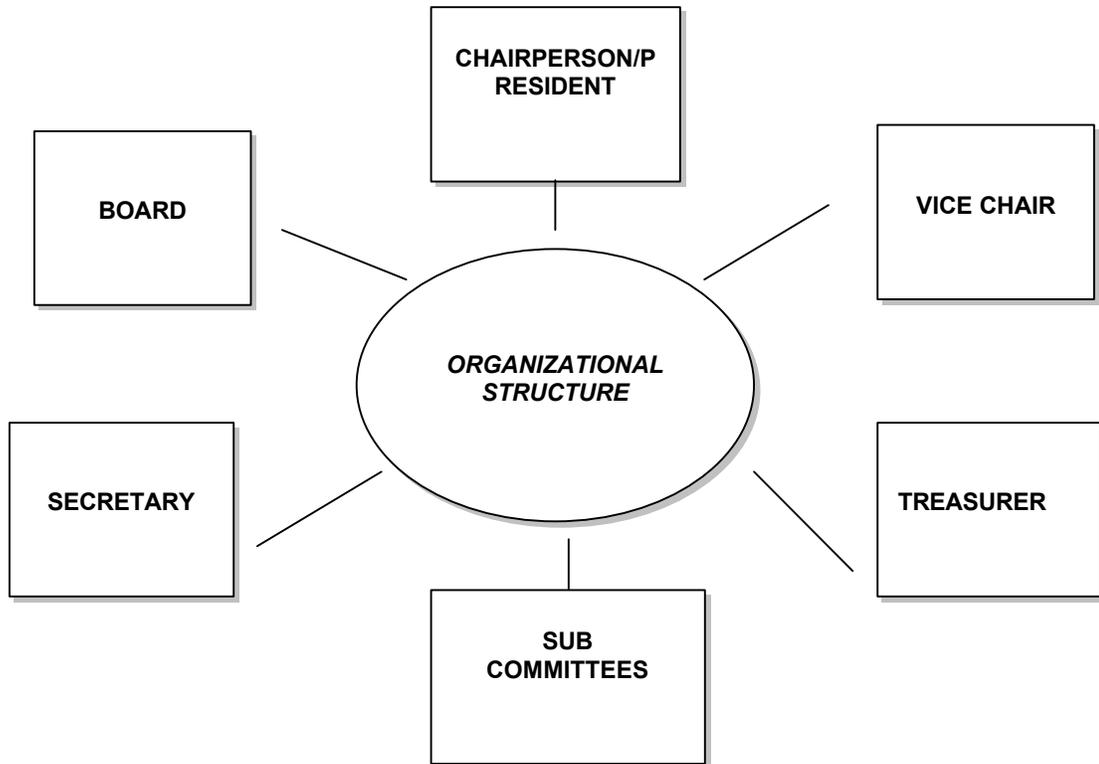
At this point, the participants were invited to identify the two most practical and viable strategic direction for the EAG. This resulted in the formation of two action groups who further analyzed the two options across areas including: **Organizational Structure, Membership, Functions, Legitimacy and Authority**. Each of the two groups were asked to share with everyone the insights that they had generated. All the participants were then invited to identify any advantage and disadvantage of the individual options. The outputs are shown in the diagrams which follow.



MEMBERSHIP



ORGANIZATIONAL STRUCTURE



LIGITIMACY AND AUTHORITY



FUNCTIONS

- Environmental advocates
- Recruiting/volunteerism
- Recognition of environmental achievements
- Writing proposals
- Monitoring
- Networking
- On-going data collection
- Pro-active
- Implementing projects
- Environmental education
- Resource centre
- Research
- Demonstrate successful model
- Fundraising
- Interest/awareness – membership as opposed to paying
- Information dissemination
- Market eco-tourism

ADVANTAGES OF THE ST. ANN ENVIRONMENTAL COUNCIL

- Preserving the EAG process i.e. capacity which has been built, linkages established, collaborative and participatory approach
- Seeks to support CBOs
- Membership through participation defines the council
- Wider community participation
- Walk –in centre: resource and research
- Opportunity to involve other organizations eg. SDC, NWC
- Link with Environmental Foundation of Jamaica

DISADVANTAGES OF THE ST. ANN ENVIRONMENTAL COUNCIL

- Scope is widened and will compete with STAEPA and FOTS
- With widened scope there will be more difficulty with funding
- Forming a new entity similar to 're-inventing the wheel'
- Sounds costly to operate
- Not building on existing entities – could lead to a splinting of environmental effort
- Increase competition for resources
- Overlapping functions with NGOs
- Too broad – lack of focus
- 100% dependent on EFJ
- Not clear whether council is an NGO

Option Two

**Ocho Rios Chapter of
STA EPA**

MEMBERSHIP

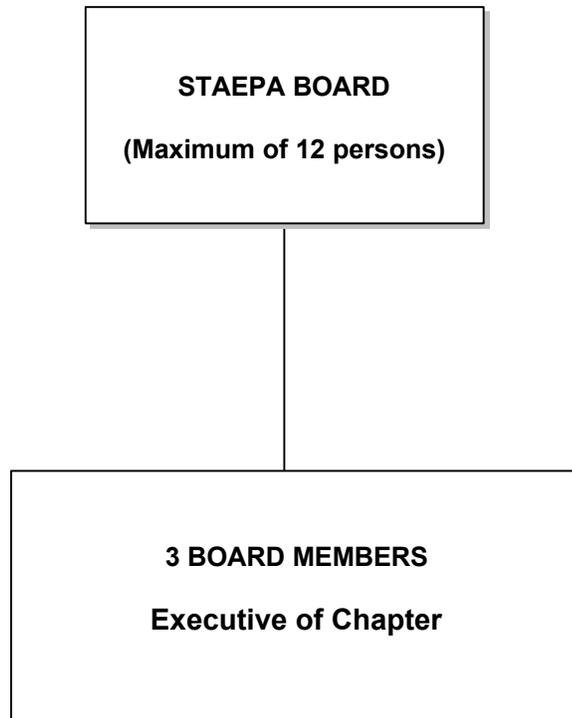
- Open to organizations and individuals
- Target strategic organizations, including current member groups of EAG

LEADERSHIP OF OCHO RIOS CHAPTER

- Chairman
- Vice chairman
- Secretary

“ All will become board members STEAPA”

ORGANIZATION STRUCTURE



Meetings will be held monthly or as necessary. This is open to the STAEPa board.

Legitimacy and Authority

- Relationship with NEPA
- Constitutional and operational issues to be worked out
- Members of PDC
- STAEPa is a registered and compliant non-profit organization
- STAEPa is experienced in environmental issues/education
- STAEPa is recognized by the Ocho Rios community

Funding Sources

- EFJ
- Green Fund/CIDA
- Fundraising activities

- Tourism entities
- USAID

FUNCTIONS
<ul style="list-style-type: none"> ▪ Support the mandate and mission of STAEPAs, focusing on the Ocho Rios area ▪ Monitor and respond to environmental issues ▪ Provide information and education ▪ Advocacy ▪ Networking/collaboration between members of the Ocho Rios chapter of STAEPAs, ▪ STAEPAs, donors, government, CBOs etc.

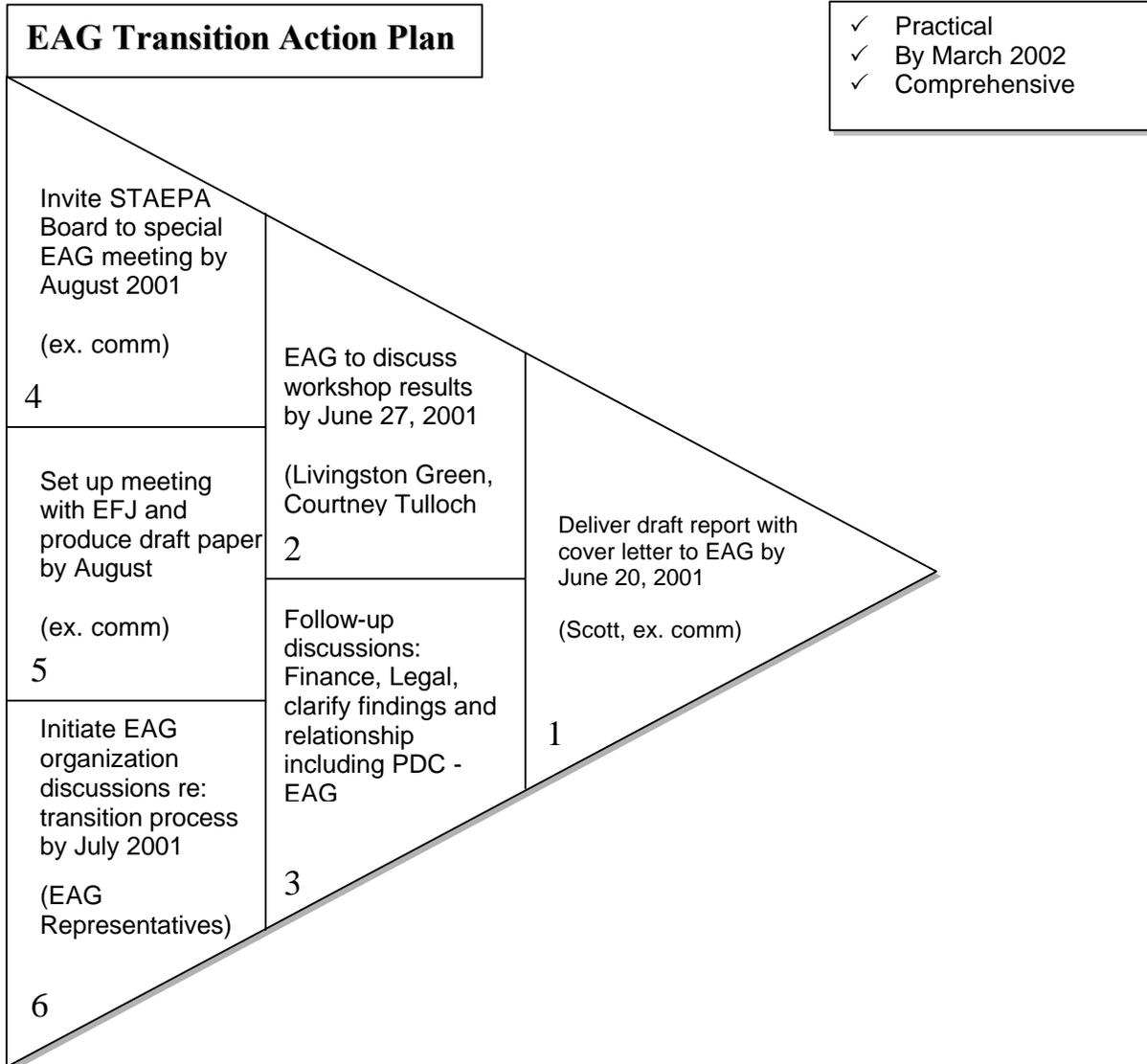
ADVANTAGES OF THE OCHO RIOS CHAPTER OF STAEPAs
<ul style="list-style-type: none"> ▪ Preserving the EAG process i.e. capacity which has been built, linkages established, collaborative and participatory approach ▪ Support for STAEPAs, the parish environmental umbrella organization ▪ Registered NGO ▪ STAEPAs has recognition and experience ▪ Latching on to an existing organization: legal ▪ Has national track record ▪ STAEPAs as a legal entity has more options for attracting local and overseas funding ▪ Resource materials already in place ▪ Operating systems and financial management capability ▪ Linkages to local and national organizations ▪ Democratic structure/opportunities for definition of chapter operations ▪ An opportunity for STAEPAs to become more effective in reaching CBOs etc. and carrying out its mandate; it has been limited by human resources /time constraints

DISADVANTAGES OF THE OCHO RIOS CHAPTER OF STAEPA

- Obligated to STAEPA mission and goals
- Requires more time and commitment to attend meetings
- Ocho Rios chapter may not have separate identity
- Putting all “eggs in one basket” would cut off from other opportunities
- Stakeholders may prefer a new entity
- STAEPA though respected may be perceived as “private class”
- Strong CBO base not apparent
- Non-integration of government agencies

SESSION FOUR: ACTION PLANNING

In this session the participants were required to identify next steps in the EAG transition process. The pyramid below illustrates these next steps in order of priority. The actions had to be practical and achievable by March 2002.



SCHEDULE OF ACTIVITIES

Tuesday May 22

9:00	Opening Session
	Welcome - Dr. Scott McCormick, Chief of Party-CWIP
	Overview of EAG – Mr. Livingston Green, Chairman
	Retreat Objectives: <i>Why are we here?</i> – Mr. Courtney Tulloch – Vice Chairman
	Retreat Methodology – Mr. Gary Forbes, Facilitator
9:35	Context Setting
10:30	Visioning
11:45	The Way Forward
12:30	Lunch
1:30	Forming Group Consensus on the Way Forward
2:30	Development of an Action Plan and Next Steps
4:30	Closing

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