

CWIP

**Report on the Strategic Planning
Session of the Negril Wastewater
Advisory and Monitoring
Committee**

Coastal Water Quality Improvement Project

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Report on the Strategic Planning Session of the Negril Wastewater Advisory and Monitoring Committee

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Government of Jamaica's
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And the

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PREFACE

Many thanks to the members and resource organizations of the Negril AMC for providing the information and the crucial feedback for the preparation of this report. We also wish to express our appreciation to all those who facilitated the completion of the questionnaires and for the frank and insightful discussions at the planning workshop. Special thanks to CWIP for making the review process and the session a reality.

The report outlines the findings of the desk research and the mini survey, which were implemented prior to the planning workshop. The results of the Workshop are outlined in the report. The decisions taken and the plans for future actions have also been identified.

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ACRONYMS

AMC	Advisory Monitoring Committee
CWIP	Coastal Water Quality Improvement Project
Ecc	Ecclesiastics
JHTA	Jamaica Hotel and Tourist Association
MOH	Ministry of Health
MOU	Memorandum of Understanding
NCC	Negril Chamber of Commerce
NCRPS	Negril Coral Reef Preservation Society
NEPT	Negril Environmental Protection Trust
NGALPA	Negril Green Island Area Local Planning Authority
NGO	Non Government Organisation
NRCA	National Resource Conservative Authority
NWC	National Water Commission
SRC	Scientific Research Council
TOR	Terms of Reference

EXECUTIVE SUMMARY

The Memorandum of Understanding (MOU) of the Negril AMC makes provision for regular reviews and appraisal in order for that body to continue to maintain its relevance and to continue to make a positive impact on the community.

This report outlines the result of the first extensive review process to be undertaken of the Negril Advisory Monitoring Committee (AMC), which was conducted in the format of a strategic planning session. The main elements of the process that were evaluated are:

Pre-workshop

The pre-workshop activities were geared to enhance the planning and execution of a strategic planning workshop and provide an analysis of the current status of the AMC.

Workshop

The objectives of the *workshop* were:

- To review the objectives of the Negril AMC and the Terms of Reference (TOR)
- To present the findings of the preliminary review
- To develop a framework for future action which will support the effectiveness and sustainability of the Committee

Decisions for Future Action

This is a summary which outlines the decisions taken by the members of the Negril AMC which are considered critical issues to be included in the agenda of the AMC for the next two years:

- As a matter of priority the AMC will undertake to examine and identify the most appropriate way of ensuring its continuity and autonomy in the NWC wastewater management structure.
- Have dialogue with CWIP and develop a project proposal to access funding to document and publish the case of the AMC. To plan and facilitate exchange, training and demonstrations, particularly with other Caribbean countries to promote the model.
- Personnel responsible for potable water will be invited to the AMC meetings to provide information and clarification on various issues pertaining to potable water.
- In order to maintain the excellent working relationship that currently exists among the members of the Committee, the MOU should be amended to recognize collaborative conflict resolution methods/ processes and provide preliminary guidelines for managing conflicts.
- The MOU be amended to include the following clause - If a person is absent for three consecutive meetings without any explanation given then the AMC should request of that person's organization that he/she be replaced.
- The MOU be amended to include the following - The AMC should hold quarterly community meetings to which all the citizens of Negril are invited to participate. These meetings would provide a forum for reporting on the activities of the AMC and for the citizens to provide feedback on issues they consider critical.

- The decisions for Action must be implemented within two years and the AMC should maintain the requirement as outlined in the MOU to review its progress at the end of the next six months.

BACKGROUND

The new Negril Wastewater facility was constructed to serve the needs of the Negril Area. The system was commissioned in November 1998 and is being operated by the National Water Commission's (NWC's) Northcoast Wastewater District.

A special feature of the management strategy for this facility is a role for community stakeholders in the overall management of the system. This partnership arrangement between the NWC and community stakeholders was facilitated by CWIP and further developed and agreed on at a workshop held in January 1999. The concept underscores the importance of private sector, community groups and other relevant stakeholders working together as members of the overall management team in the capacity of an oversight committee, to ensure effective and efficient operation and maintenance of the Negril wastewater system.

In March 1999, the first Memorandum of Understanding was drafted and signed by the members of the Negril AMC, signifying the first of the committees to be established. The Terms of Reference (TOR) and the structure of the committee were outputs of the multi-stakeholder workshop held in Negril in January 1999. The TOR outlines the duties and functions of the Committee and describes the basis for the development of an effective working relationship between the NWC and the Negril community represented by specially identified community based organizations, namely NCRPS, NEPT, NCC, JHTA (Negril Chapter) and a citizens' representative (appointed by the member of parliament). It also defines roles and responsibilities of each Committee participant. This partnership is directly supported by CWIP/NRCA, SRC, MOH and NGALPA.

REVIEW PROCESS OF THE AMC

The MOU makes provision for regular reviews and appraisal of the TOR in order for the Committee to maintain its relevance and continue to make a positive impact on the community.

This report outlines the result of the first extensive and strategic review and planning process to be undertaken by the Negril AMC. The main elements of the process that were undertaken are:

1. **Pre-workshop** – The pre-workshop activities were geared to enhance the planning and execution of a strategic planning workshop and provide an analysis of the current status of the AMC. These included:
 - A review of the following documents:
 - Minutes of meetings held over the period January 2000 to April 2001
 - MOU and the Operations Manager report (April and June 2001).
 - Attendance at the June 2001 AMC monthly meeting
 - Design and administration of an assessment tool in the form of a questionnaire, covering areas of the governance process of the committee, administrative issues, and program activities, focusing on community outreach and training. This questionnaire was administered to the AMC membership and the sponsoring agencies (See Annex 1).

2. **Workshop** - The objectives of the workshop were:

- To review the objectives of the AMC and the TOR
- To present the findings of the preliminary review process
- To develop a framework for future actions which will support the Committee's effectiveness and sustainable tenure

PRESENTATION OF THE FINDINGS OF THE PRE-WORKSHOP ACTIVITIES

Current Reality - How Are We Doing?

This represents a summary of an assessment of the Committee's performance and the common issues and concerns of the AMC as perceived by representatives of all participating members and resource organizations. The responses were recorded and every effort was made to present the information as obtained.

▪ **Level of Participation**

Records of the past 16 monthly meetings and one special meeting held between the period January 2000 to April 2001 were reviewed (Annex 2).

This was a very useful exercise as it provided a picture of the level and intensity of participation of all parties. It also illustrated the vibrancy of the partnership that has developed. Throughout the existence of the AMC a total of 17 groups/organizations and government ministries participated in at least one of the AMC meetings. In addition to the local stakeholders identified as members and support organizations, it should be noted that local organizations such as the Fishermen Coop and the Police were invited to participate in discussions as well as specific training activities. Representative from the Ocho Rios AMC were also asked to share in the Negril AMC meeting.

There was very limited involvement of the citizens' representative on the AMC, despite efforts as outlined in the minutes of the meeting to correct this situation. This was identified as an area of concern to the AMC.

The members of the resource group have functioned as an effective support group and participated in the meeting on a regular basis. In the case of the planning authority, although they did not attend many of the meetings, their input was readily available and provided the necessary guidance and information as needed. The Ministry of Health did not play an active role on the committee.

▪ **Main Priorities for the AMC**

- Assist in implementation of the Connection policy and to educate the community on the benefits of connecting.
- Ensure that the citizens within the Negril community are connected to the wastewater system.
- Build and maintain an effective communication system between the NWC and the local stakeholders.
- Ensure efficient and effective management of the Negril operations and respond in a decisive manner to issues as they arise particularly the matter of odor control.

▪ **Contributions of the AMC**

- Improving the level of communication between NWC and the citizens as consumers. NWC has become a more customer friendly service oriented agency.
- Facilitating the community in engaging in more frequent and productive dialogue with NWC.
- Demonstrated the power of the consumer resulting in improved service to the community by the NWC.
- Putting the connection policy on the table and facilitating the connection of properties.
- Facilitation of the Negril morass study.
- Improving the NWC image in the community.
- Bringing into sharp focus of the authorities issues regarding the management of the waste water system.

▪ **Lesson Learnt from the AMC Experience**

- The importance of joint community action and oversight as the authorities are usually more responsive to group pressure rather than to individual initiatives.
- Active community involvement usually results in needs being addressed.
- More decisive results can be achieved with agencies such as the NWC when engagement and dialogue are held in a non-confrontational but firm manner.
- When trust is established between parties, much can be achieved.
- Stakeholder participation is crucial in situations that involve the design and implementation of projects.
- Collaboration not confrontation will yield results.
- The Public sector should always involve stakeholders in the deliberation of issues that involve the public.
- Good governance cannot be achieved without communication.
- Understanding the objectives of a particular situation will facilitate an understanding of the outcomes to be achieved.

▪ **Challenges Faced by the AMC**

- Maintaining what has been achieved in the initial stages of the project and holding the interest of those participating in the AMC.
- Getting persons hooked-up to the system.
- Coming out of the “cocoon” and the responsive to change.
- Forging a relationship with the NWC.

- Getting local stakeholder to participate fully in the AMC agenda.
 - Be more transparent and minimize the risk for potential NWC manipulation of the process.
 - Maintaining the credibility of the AMC in light of the serious odor problem.
 - Slow response of NWC to addressing critical problems - "too much talk, too little action." Recommendations not adequately addressed in a timely fashion.
- **Strengths**
 - Commitment of the membership of the AMC and the contribution made by the various groups, in particular, the secretariat.
 - Addressing issues that are critical to the well being of the community.
 - Excellent working relationship between the members of the committee and easy access to the management of the NWC - being the chairman of the AMC
 - Ability to honor the skills of the diverse membership group
 - Group representation and membership with influence in the community
- **Opportunities**
 - The Negril AMC Model can be adopted by other utilities and other government agencies.
 - AMC can be utilize to address issues/services related to provision of potable water
 - Increased levels of community participation in the advancement of the community
 - Improved service delivery by NWC.
 - AMC can be fully utilized by the NWC to sensitize the community of their services and programs.
- **Threats**
 - Financial sustainability of the AMC
 - Preferential treatment of large properties can undermine the achievements of the AMC.
- **Areas for improvement within the AMC**
 - AMC needs more authority and power and must garner the support from the wider community.
 - Must work with more local stakeholders.
 - Must address the odor problem and grease traps.
 - There is need within the membership to understand and appreciate that the AMC is based on partnership and cooperation, not control.

- Need for greater awareness in the community to connect to the system.
- Greater appreciation from special interests for work done on behalf of the community.

WORKSHOP REPORT

The theme of the workshop was “A cord with three strands is not easily broken” (Biblical quote from Ecc. 4:12). This signifies the importance of partnership and collaboration as emphasized by the AMC membership in the results of the survey.

The workshop provided the AMC with the opportunity to shape the future of the Committee and ensure that their issues and concerns are articulated and shared.

The Committee focused on addressing ways of improving the work and impact of the AMC and also how to build on the existing strengths of the Committee.

▪ **Review of the objectives of the AMC and the TOR**

It was the view of the members that the objectives of the AMC are still relevant as the work of the Committee is still unfolding. The contributions and achievement of the AMC are recognized within the community and process has been mutually beneficial to the community and the NWC. The AMC has demonstrated above all else the importance of working together and the need for community members to be committed to the process of community development. The members reported that there have been observable changes in the behavior of many community residents with regards to environmental issues, which is a result of the combined efforts of all members of the Committee.

Over 250 residential customers and businesses have connected to the sewer system and others are in the process of connecting. With regards to participation at meetings of the AMC, the Citizens representative as well as two of the resource agencies have not functioned as active participants in the process. Despite this, the AMC has been meeting its objectives as it seeks to work with the NWC to ensure the proper management, operation and maintenance of the wastewater system. However there is recognition that the activities will be improved with full participation.

The Desired Future of the AMC - Critical Issues to be included on future agenda.

Focus Question:

What are the practical ways in which the Negril AMC can be enabled to effectively participate in the decision-making process at the community level, also to access and utilize services and opportunities within the North Coast Wastewater District?

▪ **Legitimacy of the AMC in the NWC structure**

Concerns were expressed by members that there was a need for a formal arrangement to ensure that the AMC can and will continue to exist and function in the event that there is a change in the political administration or a new Minister who may not be as committed to the process of partnership. One recommendation was that the AMC should be considered as a subcommittee of the national Board of the NWC. This was explored and the view was that the Board of Directors of the NWC can also be dissolved on the request of the Minister and that in fact it would take away from the ability of the AMC to maintain its independence and autonomy and in fact may not serve the interest of the community as it is intended to do. Other ideas were that the AMC could be registered as an NGO. The merit of this alternative was also explored and it did not appear to

provide any real benefits and advantage to the Committee and the community.

The concern of continuity and recognition is however real concerns to the Committee. The Chairman of the Committee, Mr. Desmond Malcolm assured the other members that the NWC is committed to the concept of the AMC, the Minister of water supports the work of the Committee and it is to his credit that the AMC has been so successful. The NWC has now included the AMC in its budget to provide for sustainability as the existence of the Committee is considered an important aspect of its wastewater management structure. There is recognition that the MOU provides legitimacy for the AMC, however it was expressed that if there is broad acceptance and awareness of the purpose of the AMC then the authority of the AMC will ensure its continued presence in the community and in the structure of the NWC.

Decision for further action – As a matter of priority the AMC will undertake to examine and identify the most appropriate way of ensuring its continuity and autonomy in the NWC wastewater management structure.

- **Promoting the Negril AMC as a model of tripartite partnership in wastewater management**

The committee explored the possibility of sharing the experiences of the partnership and to promote the importance and benefits of collaboration in community development. Possible strategies that were considered were documentation of the Negril AMC experience as a case study on public/private partnership using the AMC experience. There are several opportunities and options that could result from this activity. This may also support any proposal to ensure the continued existence and support of the work of the AMC. There is awareness that CWIP has already taken an initiative to promoting the model, however, further exploration as to ways of promoting the Negril AMC model locally and internationally is required. This could be one strategy of generating funding to support the work of the Committee on a medium and long- term basis.

Decision for further action – Have dialogue with CWIP and develop a project proposal to access funding to document and publish the case of the AMC including an exchange program with other Caribbean countries to facilitate training and demonstrations in an effort to promote the model.

- **Financial Sustainability of the AMC**

This issue is viewed by the Committee as one of the most critical factors that can affect the functioning of the Committee. However, the Administrative Manager of the Northcoast Wastewater District, Mr. Gladstone Wright, supported by Mr. Malcolm in his capacity as Vice President and Chief Operations Officer of the NWC, assured the meeting that budgetary allocation has been made to support the work of the AMC during this current fiscal year. The NWC has already seen the benefits of the AMC and therefore is committed to supporting this structure.

- **Expanding the mandate of the AMC within the Negril Community**

The members, in reviewing the contributions of the Committee, indicated an interest in broadening the Committee's mandate in order to respond to other issues in the community. Some of the areas that were proposed are to provide support to the other utilities, to look at the issue of potable water and to address other physical planning matters. It was however pointed out that the Resort Board already existed to provide similar services and that all the member agencies of the AMC were also represented on the Resort Board. There is also already in existence an integrated body that is currently responsible for addressing the broad community issues identified.

Decision for further action – In many instances, there are overlaps on matters relating to

potable water and wastewater management. Personnel responsible for potable water will be invited to the meeting when appropriate to provide information and clarification on various issues pertaining to potable water

- **Participation of stakeholders in AMC deliberations**

Broadening the membership base was an area recommended for consideration. The Committee, however, is of the view that the current membership is representative of the community. Their concern is how to ensure that the citizen representative participates in the meetings. It was proposed that there could be two representatives. And there should be consideration to replace the current representative who has displayed no real interest in serving in that capacity. This also led to the discussions regarding what action can be taken when there are representatives who are not attending meetings. Representatives should also be required by their organizations to report to their membership on the decisions taken at the meetings also with respect to the activities and plans of the AMC. The membership of each organization represented is expected to have input in the operations of the AMC through their permanent representative.

Decision for future action – The MOU be amended to include the following proposal - If a person is absent for three consecutive meetings without any explanation given then the AMC should request of that person's organization that he/she be replaced.

- **Involvement of the wider community**

In an effort to ensure that there were no barriers to community inclusion, the Committee proposed that in addition to the Committee meetings, there should be scheduled community meetings to report on the activities of the AMC and issues of importance to the community with regards to the wastewater system. This would also address the issue of stakeholders' involvement, and would provide the citizens of Negril with the opportunity to state their concerns. This was being considered as an important component of the public education strategy of the AMC. This strategy would be one measure that would contribute to transparency and accountability of the AMC.

Decision for future action – The MOU should be amended to include the following: The AMC should hold quarterly community meetings at which all the citizens of Negril would be invited to participate. These meetings would provide a forum for reporting on the activities of the AMC and for the citizens to provide feedback on issues they considered critical.

- **Maintaining a unified organizational vision**

Each member agency brought different assets and concerns to the AMC, and through a multiplicity of views and expertise, offer significant benefits to the work of the Committee. However, this factor can also increase the potential for disputes, debates and conflicts. Conflicts constructively handled can lead to innovation and creativity.

Decision for future action – The MOU should be amended to recognize collaborative conflict resolution methods/ processes and provide preliminary guidelines for managing conflicts.

The decisions for Action must be implemented within two years and the AMC should maintain the requirement as outlined in the MOU to review its progress at the end of the next six months.

NEGRIL ADVISORY COMMITTEE QUESTIONNAIRE

Governance Process	Response	Comment
3. How long have you (individually) been participating on the AMC		
4. Identify one issue that has been the priority of the AMC		
5. Name the most significant contribution of the AMC since its inception		
6. What are the two most important lessons learnt from the AMC experience		
7. What is the greatest challenge faced by the AMC since its existence		
8. Identify one thing that can/will improve the work of the AMC		
9. What program were implemented to inform the community of its existence		
10. What do you see as the strengths of this AMC		
11. What are the limitations		
12. Are there opportunities		
13. Are there external threats to the AMC		

Administrative Issues	Degree of Implementation	Comment
14. Written reports from meetings are: a. Available and distributed in a timely fashion b. All written materials for or about the meetings are written in language accessible to all committee members		
15. The decision making process is clear and understood by members. Information is readily available on: a. Allocation of resources/budgeting b. Use of revenue from services provided c. Other d. Other		
16. Programming decisions are made with input and feedback from: a. Participating organizations b. Community members c. Others d. Others		
17. The organization you represent is regularly updated on the decisions of the AMC		
18. Are you involved in any specific roles on the AMC by: a. Conducting publicity and outreach b. Receiving grant proposal c. Allocating resources d. Representing the program in the community e. Fundraising f. Other g. Other		

Administrative Issues	Degree of Implementation	Comment
19. Program activities of the AMC a. Provide information on services b. Provide information about connection fees c. List eligibility requirements or service restrictions d. Information about options and assistance available e. Referral process and who to contact		
20. AMC offer variety of ways to learn and build skills such as: a. Workshops/seminars b. Training material/presentation c. Exchange programs d. Other		

Degree of implementation:

0 not relevant **1** not at all **2** sometimes **3** most of the time **4** always

APPENDIX 2

**NEGRIL WASTEWATER ADVISORY AND MONITORING COMMITTEE
SUMMARY OF ATTENDANCE REGISTER**

	25/01/00	24/02/00	30/03/00	27/04/00	25/05/00	15/06/00	29/06/00	27/07/00	28/09/00	25/10/00	30/11/00	16/12/00	25/01/01	22/02/01	29/03/01	26/04/01	Absent
NWVC	5	6	6	5	6	1	7	5	7	8	5	2	3	2	8	8	0
NCC	3	3	4	3	1	1	2	2	2	3	2	3	2	2	2	3	0
JHTA	1	2	2	2	1	0	0	1	1	2	0	0	1	1	2	0	5
NCRPS	1	0	1	1	0	0	0	1	1	0	0	0	0	1	1	0	9
NEPT	2	1	2	1	2	0	0	1	1	1	1	0	1	1	2	0	4
CWIP	2	1	2	1	1	1	0	2	2	1	1	1	2	0	0	2	2
Planning Authority	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15
SRC	0	1	0	1	2	0	2	0	2	1	1	1	2	2	0	2	5
WB/NWC	0	0	1	0	0	0	1	1	1	0	0	0	0	0	0	0	12
MOH	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	15
MOWH	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	
EU	0	0	0	0	0					0	0	0	0	0	0	0	
Police	0	0	0	0	0					2	0	0	0	0	0	0	
Fishermen Coop	0	0	0	0	0			1		0	0	0	0	0	0	0	
USAID	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	
Citizen Rep.	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	14
Friends of the Sea	0	0	0	0	0					1			0	0	0	0	
TOTAL	14	15	19	14	13	3	12	14	17	23	11	8	11	9	16	15	

INVITATION LETTER

NWC/Advisory and Monitoring Committee
P.O. Box 3055
Negril
Westmoreland

July 18, 2001

Dear

Re: Strategic Planning Workshop

IT is with pleasure what we invite you to participate in a strategic planning exercise to be undertaken in July 26, 2001, at Beaches Inn, Negril. We ill have a short meeting between 1:30 and 2:00 pm. This will be followed immediately by the workshop.

As you are aware it was our wish that there be scheduled reviews of the AMC's process in order to ensure that it continues to be relevant and make a positive impact within our community. This workshop will provide us the opportunity to shape the future of the Committee and ensure that your issues and concerns are articulated.

Mrs. Florette Blackwood will be the facilitator and I am sure that many of you have already had some preliminary discussions with her regarding the current work of the AMC and your perspective on how the AMC should proceed with its programs.

The theme of the workshop will be:

A cord with three strands is not easily broken (Ecclesiastic 4:12)

The topic is ***How are we doing?***

The objectives of the workshop are:

- To present the findings of the preliminary review process.
- To review the objectives of the AMC and the TOR.
- TO develop a framework for future actions which will support the effectiveness and sustainability of the committee.

We look forward to your full participation, as it is important to have the input of all the stakeholders.

Yours truly,

Jean Jackson
Coordinator

SCOPE OF WORK

Activity	To plan and deliver a strategic planning workshop for the Negril Wastewater Advisory and Monitoring Committee, and develop a strategic plan with AMC input for achieving the provisions of the agreed on Terms of Reference guiding the deliberations of the Committee.
Consultant	Florette Blackwood
Duration	Nine Days over the period June 28 – August 23, 2001
Supervisor	Louis Daley – Pollution Prevention Policy Specialist

Background

The new Negril central wastewater facility was constructed to serve the needs of the Negril area. The system was commissioned in November 1998, and is being operated by the NWC's Northcoast Wastewater District.

The Minister of Water had requested that the NWC institute a special management arrangement for this facility and similar facilities located in Montego Bay and Ocho Rios, on completion of construction activities, on the grounds that:

- a. Historically inadequate management practices by the NWC of existing treatment plants and collection systems needed to be reversed;
- b. Sensitivity of residents located in vacation destinations to wastewater treatment byproducts needed to be addressed;
- c. System failure could have severe impacts on the tourism industry;
- d. Private sector participation, community and stakeholder input in the wastewater management process was necessary;
- e. This would provide an opportunity for the NWC to develop a more business oriented approach to wastewater management; and
- f. This would allow current NWC personnel the opportunity to bring existing plants up to standard without burdening its existing manpower and management resources.

NWC established a special management team to effectively, efficiently, economically, and safely operate plant and equipment within the Negril, Ocho Rios, and Montego Bay sewerage system and treatment plants. Another critical element of the work of this team was to ensure collection, transport and treatment of sewage from properties connected to the system to the required discharge quality without nuisance or hazard to the public or the environment.

NWC also decided to include private sector groups and other relevant stakeholders as members of the overall management team in each locale in the capacity of an oversight committee functioning in an advisory and monitoring role. Effectively, control of and input by stakeholders

into the successful management of the Northcoast Wastewater District would be ensured through the establishment of monitoring and advisory groups comprised of NWC, business, environmental, and citizen groups served by the facilities.

NWC presented their management plan for the Northcoast Wastewater District, with particular emphasis on the Negril system, at a workshop held in Negril During January 1999, where the Plan was streamlined to more effectively apply to the situation intended. The workshop, which was facilitated by CWIP, was attended by community groups, other stakeholders from the Ministry of Water, regulatory agencies, representatives from international bilateral and multilateral agencies, in addition to policy makers and staff from the NWC.

Terms of Reference for the Wastewater Advisory and Monitoring Committee

The formation of a Wastewater Advisory and Monitoring Committee (AMC) was one of the outputs of the 1999 workshop. Terms of Reference describing the duties and function of the Committee were later drafted and included in a Memorandum of Understanding signed by AMC members and describing the basis for the development of an effective working relationship between the members, namely NWC and the Negril community represented by specially identified community based organizations. The roles and responsibilities of the members of the Committee are outlined in the MOU. This partnership is directly supported by organizations such as the Negril Green Island Area Local Planning Authority, the European Union, CWIP, and the Scientific Research Council, functioning on the Committee as observers and facilitators of the process.

Composition/Membership of the Negril Wastewater AMC

The composition of the subject Committee is as follows:

- National Water Commission (Chair)
- Negril Chamber of Commerce (Secretariat)
- Negril Area Environmental Protection Trust
- Negril Coral Reef Preservation Society
- Jamaica Hotel and Tourist Association (Negril Chapter)
- Citizen's representative

Purpose of Consultancy

The purpose of this consultancy is to develop and conduct a strategic planning workshop, which will allow AMC members to review and refine AMC objectives, terms of reference and MOU as necessary to achieve effectiveness and efficiency in the deliberation of issues, the resolution of problems, and the conduct of AMC business. Specifically, the consultant will plan and address a strategic planning workshop, which will:

- Allow AMC members to review and refine the Committee's objectives, TOR/MOU as necessary to more effectively and efficiently address their responsibilities and duties;
- Identify issues that have been problematic to the administration of the AMC and devise strategy, with AMC input, with which to resolve these issues;
- Document and present to AMC members agreed upon provisions, which will guide the way forward.

Tasks

The tasks outlined for this consultancy respond to the purpose described above. These are as follows:

- Review NWC/Negril Workshop Proceedings of January 1999;
- Review AMC TOR/MOU
- Review record of meeting minutes from the first meeting of the AMC to date;
- Attend one AMC meeting to observe proceedings;
- Interview AMC membership to obtain perspective of individual members on AMC deliberations, accomplishments, issues, and problems, also views on strategies to move forward within the context of the reasons why the Committee was created - " To interact in a partnership relationship with the NWC and each other to provide oversight management for the Negril Wastewater System".
- Analyze responses, also issues noted in meeting minutes, and assist the Committee to develop a strategy to effectively and efficiently address and meet Committee objectives, and allow for the smooth administration of the Committee;
- Review the TOR/MOU of the Committee and guide the Committee to effect modifications as appropriate to maintain relevance;
- Document and present to AMC members agreed upon provisions, which will guide the way forward.

Outputs

The following outputs are required from the consultant:

- Delivery of a strategic planning workshop;
- A written record in electronic and hard copy format describing the decisions and agreements made and a plan to implement agreed on programs;
- Consultant's report.

Personnel and Level of Effort

The service of an organizational management and development specialist with broad experience working with Non-governmental Organizations (NGOs) and the private sector is required. Mrs. Florette Blackwood is proposed for this assignment. Mrs. Blackwood has broad experience in organizational development, and was the person who facilitated the Workshop from which the AMC was created. She will work in collaboration with the Pollution Prevention Policy Specialist.

This Scope of Work will take 9 days between June 28, 2001 and August 23, 2001 to complete, and compensation will be tied to successful fulfillment and completion of the assignment.

Proposed Illustrative Schedule

Attend AMC Meeting	June 28, 2001(1 day)
Review Meeting Minutes	July 2-6, 2001(1 day)
Interview Committee Members	July 9-13, 2001(2 days)
Prepare for workshop	July 16-20, 2001(1 day)
Conduct Workshop	July 26, 2001 (1 day)
Document agreements and plans And present draft report to CWIP	July 27-31, 2001 (2 days)
Present report describing agreed upon plans to AMC and CWIP	August 23, 2001(1 day)

CWIP

Coastal Water Quality Improvement Project