

# CWIP

**CR 1 Advisory Group  
Sustainability Workshop**

**RD**

# **Coastal Water Quality Improvement Project**

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

## **CR1 ADVISORY GROUP SUSTAINABILITY WORKSHOP**

January 22, 2002

Prepared for the:

Government of Jamaica's  
National Environment and Planning Agency

And the

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Implemented by:

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## Introduction

The CWIP Community Intervention Strategy devised for CR1 outlined a process centered around three core areas of work. These are:

1. Investigation of Current Situation;
2. Community-Based Needs Assessment; and
3. Project Design.

All three areas were designed to flow seamlessly from and into each other, thereby allowing effective intervention in the target sites.

Important to the intervention strategy is the issue of replicability. The processes and activities under the three categories were projected when evaluated to lead to best practices, which could be replicated. This would necessitate that such best practices, once identified, would inform national policy and practice and be sustained long after project activities had come to an end.

The ***CR1 Advisory Group Sustainability Workshop*** was intended to be the first step in a process of participatory evaluation and institutionalization of the major activities of CWIP's Community Intervention Strategy. It sought to bring together stakeholders from all three sites, some more involved and familiar with the processes than others, in what is essentially an internal review process. The workshop aimed to examine CRI activities, processes and outputs with a view to determining what constituted best practices, and to develop appropriate strategies for ensuring their sustainability. The findings of this workshop are detailed in the following pages.

Maureen Rowe  
Community Liaison Officer

## Report of the CR1 Sustainability Workshop

The CR1 Advisory Committee held a workshop to examine what issues in particular should be institutionalized.

The workshop was held on Wednesday September 3, 2001 at the Four Seasons Hotel, Kingston.

The welcome and opening remarks were given by Scott McCormick, Chief Of Party; who reminded the group of the core areas of work for CR1 and the critical need to address issues of sustainability before the project ends in December 2002.

The first session assisted participants to clarify their expectations of the day. Participants indicated that they expected to:

- Determine what projects/activities are to be sustained and how
- Share ideas on how to keep projects especially community ones going
- Maintain a joint vision
- Recommend broader activities for CR1 focus next year (with a larger stakeholder group in mind)
- Strategies for assisting CWIP in moving to Port Antonio/Strategies for assisting the process in Port Antonio

- Sharing what we've learnt from the CWIP experience
- Maintaining stakeholder participation in the process of moving forward
- Brief history of what's been completed to date.

It was clarified for the group that the sessions would look at a brief history of what's been achieved, share what has been learnt from the CWIP experience and recommend activities for next year's work plan.

The group then brainstormed what could possibly serve as criteria for selecting activities for institutionalization. The meeting proposed the following:

1. The process should match mandates of institutions
2. Should be capable of being self sustaining
3. Financial sustainability
4. Can change negative culture
5. Can motivate people to act to address issues
6. Should have community support and involvement
7. Should be a process that community people can use to help advance themselves e.g. training.
8. Determine whether CWIP process worked and apply the process as criteria
9. Needs an institutional home
10. Incentive must be appropriate
11. Need champions, motivators, volunteers

At the end of the brainstorm session the group was given the following definition of Criteria and Institutionalization:

### **Criteria - Standards by which Judgments or Decisions are Made**

**Institutionalization - To find a champion for, to give a home to, an activity/ process or output.**

The group was asked to apply the definition to the ideas generated during the brainstorm session and to clarify whether each idea was in fact a criterion by which a selection could be made.

Individuals were asked to jot down their ideas on cards.

Next the group was assigned the task of working in groups of threes to come up with one or two critical ideas to contribute to the criteria.

The following list was generated:

- Human and financial resources for core activities
- Need champion and home for activity

- Should have incentives that motivate people to action
- Perceived environmental benefit to community
- Economic return to participants
- Processes/Activities should have some value to the community/organization
- Should match needs of the community
- Organizations must be willing to institutionalize the process
- Should be capable of being sustained and replicated
- Process/activity should be flexible enough so that organizations can adapt to fit capability/mandate
- Should include evaluation
- Effective in achieving objectives
- Opportunities for dissemination
- Reflective of community vision
- Should have community support
- Processes/activities should match the mandate goals of the organization
- Organizations are capable of institutionalization of the processes activities.

The participants were then asked to group the list according what was similar and to give each group a title. The following titles emerged:

1. Should have some value/incentive/benefits that motivates organizations communities to action
2. Should be a capable organization/community
3. Must influence policy
4. Should be guided by the mandate/interest of organizations/communities involved
5. Must be replicable
6. Organizations must be willing to institutionalize processes/activities
7. Must strengthen problem solving capacity
8. Must engage the political structure

It was clarified that the titles comprised a set of criteria, which would be applied during the next session.

The participants were next given a matrix that summarized the activities/ processes/ and outputs of the Community-based initiatives component. This was discussed and accepted. A second matrix combining Organizational Development/Grant Management was presented, discussed and accepted. Participants were allowed to discuss and clarify their own understanding of the documents. CWIP's CLO and OSO answered questions and clarified issues raised in relation to both documents.

Participants were then divided into two groups as follows:

1. Community based initiatives: and
2. Grant management and organizational strengthening.

They were then asked to apply the criteria developed during the earlier session to the matrices and to select among themselves the activities/processes/outputs that they feel should be institutionalized.

Once each group had made its selection, they were then asked to link each selection to an organization and to recommend strategies for getting the institutionalization process underway. The two groups were allowed time to prepare their reports before making presentations to the larger group.

### Applicable Criteria

1	Should have some value/ incentive/ benefits that motivates organization community to action
2	Should be a capable organization community
3	Must influence Policy
4	Should be guided by the mandate interest of organizations communities involved
5	Must be replicable
6	Organizations must be willing to institutionalize processes or activities
7	Must strengthen problem solving capacity
8	Must strengthen problem solving capacity

### Community-based Initiatives

Selection	Applicable Criteria	Institution Recommended	Strategies/Steps
Site Assessment (Process)	1, 2, 4, 5, 7	SDC, ENGOs UWI NEPA-Technical Department	Standardize assessment methodology Ensure match with organization's mandate Provide 'hands on' training Monitor/evaluate performance Corrective action

Selection	Applicable Criteria	Institution Recommended	Strategies/Steps
Environmental Education (Output)	1,3,5,7,8	NEPA – Public Education ENGOS JTB/TPDCo	Train core of presenters Disseminate manual widely (Use website) Webmaster training Integrate staff
Project development and Implementation (Process)	1,3, 5, 7	NGOs NEPA CBOs PSOs SDC	Stakeholder workshops to share process ID/Sponsor workshops
Develop and support broad based stakeholder bodies (Activity, Process)	1,3, 5,7	Min. of local Government	National Seminar
**Train facilitators in Participatory techniques (Activity, Process)	1, 5	SDC NEPA NEST	Training of Trainers in partnership with NEPA & SDC Training to be done in partnership with NEPA& SDC
Train Animators Activity, Process	1,5	SDC, NEPA, NEST	

#### Addendum

\*\*The Participatory Training Session held earlier in the year, outlined the next steps recommended by the participants to effectively institutionalize Advanced Participatory Methods. They are noted below.

RADA training division – train them in APM

Contact SDC Capacity Development Division (see if there's a need)

JAF – Assist Launch “ Learning Group”

Train the Trainer

National training team in all public agencies

- uniformity/curriculum
- integration of approaches

Cadre within NEPA

Facilitate community environmental processes

- LIFE
- PACT
- JSIF
- ADA

## Organizational Development/Grant Management

Selection	Applicable Criteria	Institution Recommended	Strategies/Steps
Establish Strategic Partnership Process	1,2,4,5,6,8	Umbrella Organizations and Donors	<p>CWIP hold forum to present and recommend this process</p> <p>Present to established body of donors</p> <p>Compile information packet on the capacity of all organizations that CWIP worked with.</p> <p>Document lessons learned</p>
Identify and establish a network system	1,2,3,4,5,6,7,8	Identify and establish networking system	<p>CWIP documentation added to NEPA's central system Assist NEPA to establish central database</p> <p>Meet with nest to address lessons learned and local organizations</p> <p>Assist with dissemination of how to access information</p>
Flexible relevant ORS methodology	1,2,4,5,6,8	CWIP	<p>Document Train and disseminate ORS methodology</p> <p>Identify organizations to implement</p>
Development of Strategic Plans	1,2,3,4,4,6,7, 8		<p>Document Processes</p> <p>Lessons learned</p> <p>Benefits</p> <p>Dissemination</p>
Administrative and financial management systems developed and implemented	1,2,4,5,6,8		<ul style="list-style-type: none"> <li>- Document Processes</li> <li>- Document lessons learned</li> <li>- Document benefits</li> <li>- Dissemination</li> </ul>
Effective Project Management	1,2,4,5,6,8		<ul style="list-style-type: none"> <li>- Document Processes</li> <li>- Document lessons learned</li> <li>- Document benefits</li> <li>- Dissemination</li> </ul>

Selection	Applicable Criteria	Institution Recommended	Strategies/Steps
Effective Project Management (cont'd)			<ul style="list-style-type: none"> <li>- Document Processes</li> <li>- Document lessons learned</li> <li>- Document benefits</li> <li>- Dissemination</li> </ul>

The workshop ended with a commitment to develop draft work plans and to discuss them with the group before finalization.

The Chief Of Party thanked all for their input and indicated that useful information and guidance had been gained from the workshop.

## Evaluation

At the end of the workshop the group was asked to review the expectations and determine which ones had been met. The following consensus was obtained

- Determine what projects/activities are to be sustained and how (*yes*)
- Share ideas on how to keep projects especially community ones going (*no*)
- Maintain a joint vision (*no*)
- Recommend broader activities for CR1 focus next year (with a larger stakeholder group in mind) (*yes*)
- Strategies for assisting CWIP in moving to Port Antonio/Strategies for assisting the process in Port Antonio (*50%*)
- Sharing what we've learnt from the CWIP experience (*yes*)
- Maintaining stakeholder participation in the process of moving forward (*yes*)
- Brief history of what's been completed to date (*yes*)

## CR1 Summary Documents

### A. Community-based Initiatives

Issues/Problems	Activities to Address Issues	Processes Applied	Outputs
Inadequate data to guide CWIP activities in target sites	Site Assessment	Individual perspectives on current reality garnered	Participatory assessment report with stakeholder perspectives incorporated
Low levels of awareness of coastal water quality issues	Environmental Education	Materials prepared by NGO, tested by trained presenters in community EE sessions (and with businesses)	Environmental Education Manual emphasizing water quality issues
Low levels of focused community action in relation to CWQ issues	Project development and implementation	Stakeholder identification of issues and solutions through participatory facilitation methods	Increased community capacity to address issues
No broad-based stakeholder group to guide CWQ activities	Development and support of site specific broad-based stakeholder bodies	Identification and mobilization of representatives of Government Agencies and NGO/CBO groups to sit on stakeholder decision-making bodies	Strengthened government and community linkages and collective decision-making re environmental matters
Insufficient experienced facilitators skilled in participatory facilitation methods	Provide training to experienced facilitators in participatory facilitation techniques	Basic and advanced 'hands on' sessions provided to a core group of trainers.	Jamaican association of participatory facilitators formed
Insufficient trained community environmental workers	Provide training in community animation	Community based hands on training including environmental issues	Core group of animators in each work site

**B. Grant Management/Organizational Strengthening Organizational Development/Grant Management**

Issues/Problems	Activities to Address Issues	Processes Applied	Outputs
Overall organizational development a long-term process	Prioritize CWIP assistance within the time frame and resources allocated	Preliminary assessments and ORS results used to apply specific strengthening activities	<ul style="list-style-type: none"> <li>▪ Targeted organizational strengthening activities implemented, which assisted in moving towards overall organizational development</li> <li>▪ Assisted in making long-term strategic plans</li> </ul>
Challenging to implement grant projects and capacity building measures at the same time	Include as part of the grant projects capacity building activities	Financial and technical assistance provided to assist in capacity building while implementing grant projects	<ul style="list-style-type: none"> <li>▪ Administrative and financial management systems put in place for immediate and long-term use</li> <li>▪ Board development and strategic plans developed to guide the organizations</li> </ul>
Provide strengthening activities to strategic partners and they in turn implement projects directly and on behalf of organizations with limited capacity - a good model?	Provide direct assistance through strategic partners, and they in turn apply capacity building measures	<ul style="list-style-type: none"> <li>▪ Prioritize activities for technical and financial assistance to strategic partners using ORS</li> <li>▪ Assist strategic partners to apply capacity building activities to those organizations they worked with</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sound management of grant projects.</li> <li>▪ Strategic partners' capacity to provide organizational development capabilities built thus allowing them to assist the organizations they worked with</li> </ul>
NGOs not at strategic partnership level to manage grant projects	Identified NGOs as potential strategic partners and provided capacity building assistance.	NGOs implemented projects under strategic partners while building their capacity to qualify as strategic partners.	<ul style="list-style-type: none"> <li>▪ NGOs strengthened</li> <li>▪ Moved towards USAID's financial certification</li> </ul>
Continuation of projects funded under CWIP's grant projects may need further assistance	External linkages to ensure future funding from other sources	Assisted in identifying and collaborating with other donor sources	<ul style="list-style-type: none"> <li>▪ Track record built in project management by handling USAID funds, which gives them better chances at receiving other donor funds</li> </ul>

Issues/Problems	Activities to Address Issues	Processes Applied	Outputs
Although tedious, meeting donor requirements in handling funds assisted in gaining experience	Provided direct assistance to manage USAID funds	Training in financial management, developing and implementing administrative systems, and monitoring and reporting procedures.	<ul style="list-style-type: none"> <li>▪ Financial accountability of project funds, report writing and monitoring project process experience gained and overall project management capacity increased</li> </ul>

## Attendance

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Mathias Brown	Association of Clubs
Effie McDonald	CIDA/GreenFund
Arlene Lawrence	DBML
Winsome Townsend	NEPA
Jim Talbot	ARD Burlington
Jean Jackson	NCC
Scott McCormick	CWIP/ COP
Doreen Clarke	NEPT
Kathy Byles	FOTS/OREAG
Harvey Webb	PEPA
IBI Stephenson	OREAG
Susan Otuokon	Independent
Indeok Oak	CWIP/OSO
Maureen Rowe	CWIP/CLO

## Agenda

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**CR1 Sustainability Workshop  
Four Seasons Hotel  
October 3, 2001**

8:45 -9am	Coffee
9am- 9:05	Welcome and Opening Remarks
9:05 – 9:15	Expectations
9:15 – 9: 30	Developing Criteria for Selecting Processes for Institutionalization
9:30 -10:00	Review of CR1 Activities and Processes (Presentations)
10: - 10 30	Matching Processes/Activities and Criteria (Selection)
10:30	Coffee Break
10:45 – 11:30	Small Group Work: How to institutionalize selected processes
11:30- 12:15	Report to Plenary
12:15 – 12:45	Next Steps
12:45-1:00	Closure

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