

USAID Caribbean Regional Environmental Strategy/Action Program

Purpose: Provide support for the development of a proposed Caribbean regional environmental strategy/action program, and the preparation of a Strategic Objective/Results Package for those environmental program areas agreed to by USAID.

I. BACKGROUND

The Caribbean is blessed with rich, diverse ecosystems, relatively abundant water supply, and important natural resources. Although this natural endowment is in many cases the source of the region's economic growth, the Caribbean faces a set of rapidly changing social and environmental conditions, and pressure on these resources is intense and growing. The natural resources of the region have become increasingly degraded over the past two decades and this has not only undermined the pace of economic growth but also has the potential to threaten human health in the region. There are serious problems in the areas of deforestation, loss of biodiversity, degradation of land, coastal and water resources, and urban environmental degradation. Squatting and farming in forested areas and sloping hillsides encourages soil erosion and siltation, and harvesting of forested areas for firewood and construction materials are causing soil erosion, siltation, depletion of aquifers, and related conditions that threaten the region's water, coastal and soil resources. Pesticides and fertilizers particularly have caused pollution problems. Coastal and riparian areas are experiencing a rapid increase in pollutants that put at risk coral reefs, and contribute to declining fish populations and water quality.

Poverty reduction, economic prosperity and social well being in the Caribbean--including their relationship to the major issues of illegal immigration, drugs, crime, other illicit activities, and social/political stability in the region--are inextricably linked to the sustainable use of the region's natural resources and the reduction in environmental contamination which is affecting human and ecosystem health and undermining the viability of key economic sectors--tourism and fisheries.

Economic and social changes over the past two decades have also brought policy changes that have had implications for environmental management. Faced with structural adjustment programs governments have proceeded to cut back on the already limited interventions in social and environmental spending and related planning efforts. The pressure to raise foreign exchange has also meant that sectoral legislation (in forestry, fisheries, industry and tourism) often has not incorporated environmental criteria. As income earning opportunities have shrunken in the rural areas the rural-urban drift has exacerbated pressures on inadequate urban infrastructure such as lack of adequate waste treatment or disposal.

Since the United Nations Conference on Environment and Development (UNCED) in 1992, significant work on the definition of environment policies, the implementation of related programs, and the passage of legislation have taken place in the Caribbean.

Newly established environmental institutions, ministries, and commissions set up to oversee environmental policy and action, have greatly assisted policy implementation, however much still remains to be done. At the national level there is evidence of new and improved environmental institutions to coordinate environmental management and enforce laws; the inclusion of environmental matters in relevant legislation; the setting of environmental standards and norms through legislation; the application of environmental impact assessments as a tool to incorporate environmental considerations into development activities; the use of economic instruments; and in particular increased public participation and education. These improvements have resulted partly from a commitment to environmental issues and an interest in the principles of sustainable development on the part of both governmental agencies and NGOs, as well as from the impetus provided by the international donor funding agencies.

The last years have witnessed the growth and strengthening of subregional agreements, initiatives and alliances in Latin America and the Caribbean. Some of these have mainly aimed at developing and promoting regional economic and social issues while incorporating environmental and sustainability issues such as the Initiative for the Americas; the 1994 Summit of the America Declaration and Plan of Action, the 1996 Bolivia Declaration and Plan of Action on Sustainable Development, and the 1997 Bridgetown Summit Declaration and Plan of Action. Specific environmental treaties and agreements have also been signed such as the UNEP 1981 Action Plan for the Caribbean Environment Program, the 1992 United Nations Conference on the Environment and Development (UNCED); the 1994 Caribbean Action Plan for the Sustainable Development of Island States, the Program of Action for Tropical Forestry, the 1995 International Coral Reef Initiative and Agenda for Action for the Tropical Americas Region and the UNEP Convention for the Protection and Development of the Marine Environment of the Wider Caribbean in 1996.

Through their joint environmental programs the Caribbean countries played an extremely important role in the preparation of the Program of Action for Small Island States at UNCED and in the organization of the Global SIDS Conference in Barbados in 1994. These two events have played a major role in raising awareness and promoting discussion on the critical problems of environmental sustainability for small island states.

Major US government foreign policy objectives for the region include:- biodiversity/natural ecosystem conservation including the International Coral reef Initiative, the reduction in land-based sources of marine pollution, the advancement of environmentally sound and sustainable hemispheric economic integration and trade (FTAA), poverty reduction, and social and political stability. The United States government recognizes the development constraints facing the Caribbean with its small economies and the fragile natural environment. The challenges facing the Caribbean region were acknowledged most recently in the 1997 Bridgetown Summit Declaration and Action Plan:

"We recognize that the Caribbean, comprising mainly small islands and low-lying coastal states, is extremely dependent on the marine and coastal environment. We note that the

Continental Caribbean is also richly endowed with tropical rainforests and other ecosystems and contains, in the Guiana Shield, one of the last major sources of fresh water on the planet. The Caribbean possesses many of the world's oldest known genetic species of marine and terrestrial biodiversity of significant scientific and commercial value."

"We also recognize that the major economic activities of the Caribbean--tourism (land-based and cruise), agriculture, mining (petroleum, bauxite, gold and other minerals), fishing and forestry-- are extremely dependent on a sound environment. The sustainability of these economic activities and their continued contribution to the development of the Caribbean, is inextricably linked to the preservation of the environment."

II. USAID Interventions:

Caribbean regional environmental programs-- the Environment and Coastal Resources (ENCORE) program focuses on using a co-management approach to demonstrate that biodiversity conservation, coastal zone management and economic development be mutually supporting in OECS countries. ENCORE has strengthened regional environmental institutions resulting in the creation of natural resource policies, regulations and guidelines to improve environmental management, along with improved access to environmental information, monitoring and training. The focus of field level interventions has been St. Lucia and Dominica. The Caribbean Environmental Network (CEN) program provides training in water and solid waste management, tourist facilities design and siting, integrated coastal area management, and supports pilot demonstration projects, including ICRM in the Dominican Republic in tourism areas, rehabilitation of sand dunes in Anguilla, improvement of near-shore water quality in St. Lucia--sewage treatment plant operations in tourism facilities, and technical assistance/training for improved environmental management of tourist hotel sector.

Caribbean bilateral and Central American regional environmental programs-- USAID Jamaica supports biodiversity conservation, coastal resources management, sustainable tourism, and water quality activities through three programs (DEMO, EAST, CWIP). These help to strengthen the capability of public and private environmental organizations to manage Jamaica's most economically important natural resources, support the establishment of a sustainable system of protected areas; conduct field level interventions to protect key natural resources; promote environmental management systems in the tourism/hospitality industry; support coastal water quality improvement.

USAID/G-CAP's Regional Environmental Program for Central America (PROARCA) supports biodiversity conservation including support for the establishment of a Meso-American Biological Corridor, cross-border coastal resource management, environmental legal/regulatory frameworks development, and pollution prevention initiatives (including urban solid waste and wastewater, and pesticides). USAID/G-CAP

also supports regional sustainable energy activities (energy efficiency, renewable energy). Belize is included in many of these activities as a signatory to the CONCAUSA accords and as a member of the Central American Commission on Environment and Development (CCAD)"

USAID/Haiti's environmental program includes support for developing a NEAP, institutional strengthening of the Ministry of Environment, sustainable agriculture/watershed protection, and modest urban sanitation activities. The Haiti Mission is exploring activities in sustainable tourism, alternatives to wood-based fuels/renewable energy, and establishing an environmental fund as part of its new strategy. USAID/Haiti and USAID/Dominican Republic are collaborating in supporting a stakeholder workshop to help define an action program for a potential multi-donor environmental program in the Artibonite Watershed which is shared by the two countries. USAID/Dominican Republic supports renewable energy activities and energy sector related watershed protection.

LAC/RSD regional environmental programs--The Hemispheric Free Trade Expansion (HFTE) program supports hemispheric and sub-regional policy/technical/investor conferences, technical workshops, multi-country and hemispheric analysis, and development of training materials which could be of potential interest and benefit to Caribbean countries in the areas of trade/environment policy and market based instruments, industrial exports, mining, forestry, shrimp aquaculture, and tourism. HFTE has supported an ISO 14000 workshop in Jamaica for the hotel tourism industry, and developed a model ISO 14000 workshop for potential replication in other countries. HFTE plans on expanding its sustainable tourism interventions in the Caribbean. The Parks in Peril program (PIP) supports biodiversity conservation/ecosystem protection activities in Belize, the Dominican Republic and Jamaica.

G/ENV and G/PHN -- G/ENV is carrying out habitat conservation activities in Jamaica, Haiti and Dominican Republic under its Neotropical Migratory Bird Conservation Program. This program provides small grants to NGOs for the conservation of migratory and resident birds and the habitat they depend upon. The Urban Programs Office in G/ENV is carrying out pollution prevention work in Jamaica under the Environmental Pollution Prevention Project (EP3) in cooperation with the hotel industry in coastal tourism areas. G/PHN is active in Dominican Republic carrying out work relating to decentralization of responsibilities for rural water supply and sanitation; in Jamaica assisting a Jamaican NGO to carry out an innovative sanitation training and promotion activity that is associated with a Joint Action Incentive Fund (JAIF) in the G Bureau, and in Haiti assisting in the creation of an independent environmental sanitation utility for a large peri-urban community in Port-Au-Prince.

III. STRATEGY/ACTION PROGRAM and RESULTS PACKAGE OBJECTIVES

USAID/Jamaica, with support from USAID/LAC/RSD and USAID/Global/ENV, will collaborate on the preparation of a medium-term (5-8 year) strategy/action program, and subsequent Strategic Objective/Results package in support of regional environmental initiatives in the Caribbean.

This exercise will be undertaken in two phases. **Phase I** will focus on the preliminary background analysis, consultations and consensus for the preparation of a 5-8 year proposed environmental strategy/action program for the region; and **Phase II** will focus on the development of a Strategic Objective/Results Package of environmental actions for USAID implementation over the next five years reflecting USAID decisions on the strategy/action program recommendations.

Interventions will be identified where USAID can exert a catalytic, leveraging and leadership role in improving environmental protection and natural resources management in the region consistent with both US foreign policy objectives and regional priorities. The strategy/action program will build upon and complement existing bilateral, sub-regional, and regional USAID programs and other USG (i.e., NOAA, DOE, DOI, State, USDA) activities. In addition it will identify specific areas which have strong potential for collaboration with and/or co-financing by other donors, international agencies, the private sector, and other groups (i.e., U.S. scientific and academic institutions).

The final strategy/action program report will assess key environmental issues of regional or sub-regional importance for the target countries; make specific recommendations on the direction which USAID/Jamaica's Regional Caribbean Environmental Program should take; suggest prioritized interventions which will lead to achievement of US foreign policy and USAID environment and sustainable development objectives; and describe the expected impact of the proposed interventions. The report should identify the premise used to arrive at the recommendations proposed, documents reviewed, sites/organizations visited and persons consulted.

IV. GEOGRAPHIC COVERAGE

Emphasis will be on select CARIFORUM countries--CARICOM countries, plus Haiti and the Dominican Republic. Although the geographic region for consideration under this strategy includes CARIFORUM countries, this does not imply that the nature or extent of proposed interventions under the regional strategy would be the same for all of these countries given their relative state of development, the presence of other USAID bilateral or regional (G-CAP) programs, other USG and donor efforts, expected levels of USAID resources, and other strategic considerations. Potential linkages to USAID environmental programs in Mexico and CACM countries will also be explored.

The Strategy/Action Program will cover the following countries: Anguilla, Antigua and Barbuda, Barbados, Bahamas, Belize, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Surinam, Trinidad and Tobago.

V. STRATEGY/ACTION PROGRAM FRAMEWORK - PHASE I

Previous regional consultations have identified several priority environmental issues, poverty reduction, and economic and social development concerns which are closely interrelated. The proposed thematic areas below should be used to identify initiatives which would respond to sub-regional and regional development priorities, advance key USG foreign policy objectives for the region, reflect USAID's comparative advantage vis-a-vis other international donors and organizations, with consideration given to the likely levels of USAID resource availability. These thematic areas will also form the framework for the background analysis, consultations, site visits, strategy development and should inform the proposed strategy/action program as follows:

1. Biodiversity Conservation/Natural Ecosystem Management
(coastal/marine and terrestrial)
2. Sustainable Tourism
 - environmental impact of tourism related capital infrastructure investments (roads, airports, seaports, hotels/resorts, marinas, and support facilities such as water, energy, and sanitation)
 - "greening" of tourism sector (hotels, transport, other enterprises)
 - addressing land-based pollution (urban, agriculture, industrial) to the extent it significantly impacts on the health of coastal marine ecosystems which are the foundation for most tourism
 - environmental issues related to diversifying tourism to expand opportunities for eco, adventure and cultural tourism
3. Economic Diversification/Environmentally Sound Trade
 - key environmental issues related to significant non-tourism economic sectors which are important for regional and/or international trade (i.e., agriculture, fisheries, forestry, industrial exports, mining)
4. Integrated Water Resources Management
 - Urban Environmental Services (potable water, solid waste management, wastewater management)
 - Watershed Protection
 - Stormwater Management Systems
 - Water Use Efficiency
 - Water Quality

VI. STRATEGY/ACTION PROGRAM DEVELOPMENT PROCESS-PHASE I

The strategy/action program development process will consist of (a) preliminary background analysis, (b) consultations in the U.S. and the Caribbean with key stakeholders, (c) site visits to select environmental programs and key regional/sub-regional institutions, and (d) strategy/action program document preparation and review.

A. Preliminary Background Analysis

Background analysis will be carried out for use by USAID staff and the consultant team in developing the Caribbean Environmental Strategy/Action Program as follows:

- A1. Compilation and "Summary of Caribbean Regional Environmental Priorities and Action Plans".
- A2. Examination and "Summary of Ongoing Caribbean Regional Environmental Activities".
- A3. Conduct of an "Institutional Analysis" of organizations involved in current environmental programs and environmental programs planned for the next 2-5 years in the region.
- A4. Examination of "Lessons Learned" and identification of best practices, and the most successful environmental projects and activities that have worked well and show the most promise for replication in other parts of the region.

The background analysis should focus on the most likely priority environmental concerns to be given attention in the strategy, these are likely to include:

- 1. Biodiversity Conservation/Natural Ecosystem Management
- 2. Sustainable Tourism
- 3. Economic Diversification/Environmentally Sound Trade
- 4. Integrated Water Resources Management

The background analysis will be prepared by one or more consultants funded by USAID Jamaica. The result of this analysis will be an assessment of the critical environmental and natural resource threats which the CARIFORUM countries face. Further analysis will be carried out by the team through a series of meetings, individual contacts, US and Caribbean consultations, and selective site visits, working in collaboration with USAID/Jamaica, USAID/LAC/RSD, and USAID/Global/Env.

TASK A-1: Compilation and summary of Caribbean environmental priorities from technical consultations and action plans

The Caribbean Region has been host to numerous technical consultations on priority environmental and sustainable development topics, and to strategy development and special studies over the past three to four years that have been directed at reaching regional consensus on priorities for action among country, sub-regional, regional, international, and both bi-lateral and multilateral donor institutions.

The purpose of the Summary of Activities is to inform all Strategy/Action Program Team members about the range of environmental issues that are currently being addressed and the priorities that have been established to deal with the Regions problems and opportunities relating to the environment.

The Contractor will gather and organize material relating to priority environmental sustainability topics that have been given recent attention at various policy and technical inter-governmental fora in the region and to summarize the resulting consensus reached on institutional roles and agreed upon priorities for action. This report should include information on the following activities and agreements:

Technical Consultations

One recent example of such a consultation was the World Bank Workshop on "Environment in the Caribbean: Toward a Strategy for Managed Tourism in the Caribbean", co-sponsored with the Caribbean Development Bank in Bridgetown, Barbados January 29-30, 1998.

The Caribbean Council for Science and Technology (CCST) organized a Workshop with World Bank and Caribbean Development Bank sponsorship on "Integrated Water Resource Management in the Caribbean" in June of 1997, and several other such technical consultations on important environmental matters have been held in the Region before and since.

Institutional Strategies

Many other efforts have also contributed to establishment of priorities, the development of a consensus on needs and agreement on actions required. The Inter-American Development Bank produced a draft "Strategy for Integrated Water Resources Management in Latin America and the Caribbean" in October 1997, complete with "Actions to Initially Support the Implementation of the IDB Strategy during 1997-1998".

Special Studies

The Organization of American States (OAS) commissioned the Caribbean Environmental Health Institute (CEHI) to develop a "Strategy and Workplan to Assist Caribbean Countries with the Establishment or Revision of National Standards for Sewage and Industrial Effluents" for completion early in 1998.

USG Interests and International Initiatives

US government interests have been growing in the Region following on the Miami

Summit, the Bolivia Summit and the Barbados Declaration that have proposed plans for action and priorities for environmental sustainability in the wider Latin American and Caribbean region. Discussions pertinent to the US/Japan Common Agenda have also resulted in the identification of several possibilities for future action and joint support by the US and Japan in the region.

Conferences on the International Coral Reef Initiative (ICRI), Land Based Sources of Marine Pollution, and Sustainable Development of Small Island States have been held in the region over the past several years, which have all contributed to a broad consensus on priorities and planning for actions to deal with specific high priority aspects of sustainable development and environment in the region.

Action Plans

Several multilateral and bilateral donors operating in the region have developed strategies, action plans, and/or launched active and planned lending programs. In addition to USAID, these include the World Bank, the Global Environment Facility (GEF), the Inter-American Development Bank and the Caribbean Development Bank, the Canadian CIDA, European Union and several other European bilateral donors. In some cases, they have also assisted countries to develop National Environmental Action Plans (NEAPs) and Country Environmental Profiles that provide an indication of country priorities.

Other reports and programs reflecting Caribbean priorities

In addition, several other international and regional institutions have either developed their own programs of action and portfolios/initiatives, or are assisting to carry out the programs of others. These institutions include such groups as the Caribbean Regional Centre of the Inter-American Institute for Cooperation on Agriculture (IICA), the United Nations Environment Program (UNEP), the United Nations Development Program (UNDP), and the Organization of American States(OAS). OAS established the Inter-American Water Resources Network and OAS-sponsored consultations, such as the "Integrated Water Resources Management in Meso-America: Workshop on Assessment and Implementation of Water Resources and Coastal Areas Initiatives in the Central American Region" in the fall of 1997. Regional Caribbean institutions and concerned donor organizations earlier held a workshop in Trinidad in April of 1997 on "Integrated Water Resources Management in the Caribbean" which was widely attended by at least 24 countries and island groups of the wider Caribbean region.

Initial Strategic Technical Thrusts

Priority technical thrusts and areas needing most attention and the most important actions and institutional roles emerging from the large number of international conferences, technical consultations, strategies and action plans involving the Caribbean will be presented and summarized.

Areas of greatest need relating to environmentally sustainable development in the

Caribbean which are most appropriate to take full advantage of US and USAID comparative advantage will be identified and specific areas recommended for consideration by the Strategy/Action Program Development Team as areas of focus under the USAID Strategy/Action Program.

Method:

USAID/Jamaica will contract an individual contractor to complete this review in four weeks. The report should include an analysis of pertinent priorities and actions over the past ten years. A six day work week is authorized.

Deliverables:

1. Original diskette in WordPerfect and reproducible master copy of a report "Summary of Caribbean Environmental Sustainability Priorities and Consensus for actions".
2. Copies of technical consultations, proceedings, action plans, strategies, and special reports from national, sub-regional, regional, and international organizations and institutions concerned with environmental sustainability in the Caribbean.

TASK A-2: Summary of Caribbean Regional Environmental Activities in the Caribbean

The purpose of this report is to provide an overview of ongoing and planned environmental activities projects and programs of the most important country, sub-regional, regional, international and donor institutions operating in the Caribbean.

The summary would include, but not be limited to, the activities of the following institutions and organizations involved in the Caribbean:

International Bilateral and Multi-lateral Funding Agencies

United States Agency for International Development (USAID)

World Bank (IBRD)

Inter-American Development Bank

Caribbean Development Bank

European Union

Canadian CIDA

Japanese JICA

French Development Agency

Federal Republic of Germany Agency for Technical Cooperation (GTZ)

British Development Aid (ODA)

Technical Cooperation Agencies

Organization of American States(OAS)

Pan American Health Organization (PAHO)
United Nations Environment Program (UNEP)
United Nations Development Program (UNDP)
UN Economic Commission for Latin America and the Caribbean
(ECLAC)
Inter-American Institute for Cooperation on Agriculture (IICA)

Caribbean Regional Organizations

Association of Caribbean States (ACS)
CARIFORUM
Caribbean Community (CARICOM)
Organization of Eastern Caribbean States (OECS)
University of the West Indies
Caribbean Natural Resources Development Institute (CNRDI)
Caribbean Environmental Health Institute (CEHI)
Caribbean Tourism Research and Development Association (CTRC)
Caribbean Conservation Association (CCA)
Caribbean Tourism Organization (CTO)
Caribbean Hotel Association (CHA)
Caribbean Action for Sustainable Tourism (CAST)

U.S. and International NGOs

Island Resources Foundation (IRF)
The Nature Conservancy (TNC)
World Wildlife Fund (WWF)
The World Conservation Union (IUCN)
Center for Marine Conservation

Method:

USAID/Jamaica will contract an individual contractor to complete this review in four weeks. The report should include an analysis of pertinent priorities and actions over the past ten years. A six day work week is authorized.

Deliverables:

1. Original diskette and reproducible copy of a report entitled: "Summary of Caribbean Regional Environmental Activities in the Caribbean".
2. Copies of background documents describing ongoing and planned activities, programs, initiatives and projects of organizations and institutions active in the Caribbean Region.

TASK A-3: Institutional Analysis of Organizations Engaged in Sustainable Environment

Activities in the Caribbean Region

This purpose of this report is to examine, categorize and summarize the roles and brief statements of capacities of the most important institutions involved in sustainable environment work throughout the Caribbean region. The analysis should include a description of the scope and scale of activities, as well as the capacity and effectiveness of the work of each institution. Institutions described would include those that fall into the following categories: International or hemispheric technical cooperation agencies; Caribbean regional government organizations; US or international NGOs; Caribbean NGOs; private sector organizations and technical training institutions. This report should provide the Strategy/Action Program Team with information on the roles, mandates and capacities of the relevant institutions. Donors working in the region, both bilateral and multilateral, should not be included in this section as their programs would already have been described in the previous summary of activities.

Method:

USAID/Jamaica will contract an individual contractor to complete this review in four weeks. The report should include an analysis of pertinent priorities and actions over the past ten years. A six day work week is authorized.

Deliverables:

1. Original diskette and at least one reproducible copy of a report entitled: "Institutional Analysis of Organizations Engaged in Sustainable Environment Activities in the Caribbean Region".
2. Copies of background documents describing the organization, functions and programs of organizations and institutions involved in sustainable environment work in the Caribbean Region.

A.4: Lessons Learned/Case Studies

There are a vast number of valuable environmental management experiences of the past twenty years, which can provide key information on the success and failure, methods and processes. The objective of this review is to facilitate the adaptation of lessons gained in environmental management activities across the region which can be replicated in future environmental interventions.

The contractor should collect existing case studies done in the past two years, which have focused on particularly effective interventions in the priority technical environmental areas of the Strategy Framework. Additional new case studies should provide a synopsis of the state of progress, and detail the "hows" and "whys" of environmental initiatives that have taken place, assess how well, or how poorly specific actions and strategies worked,

and examine why they worked or failed.

In keeping with the thematic areas of concern identified in Section V. Strategy/Action Program Framework, the case studies should examine initiatives in the areas of:

1. Parks and protected areas management, both marine and terrestrial
2. Tourism sector environmental management
3. Ecotourism initiatives, particularly those integrating community co-management
4. Integrated water resource management including watershed management initiatives
5. Urban pollution prevention/mitigation including low cost wastewater management and urban sanitation issues
6. Coastal zone management and planning
7. Sustainable financing mechanisms for biodiversity conservation and environmental protection
8. Use of market based economic instruments in support of environmental management
9. Public-Private-NGO Partnership structures for co-management of natural resources
10. Mechanisms for effective participation and stakeholder involvement in environmental management

Method:

USAID/Jamaica will contract an individual contractor to complete this review in four weeks. The report should include case studies of lessons learned in environmental management over the past ten years. The review may necessitate travel within the region to meet with relevant organizations. A six day work week is authorized.

Deliverable:

1. Original diskette and reproducible copy of a report entitled: "Lessons Learned - Case Studies in Environmental Management in the Caribbean".

B. Consultations

The proposed consultation process will engage institutions both in Washington and in the Caribbean. The purpose of these consultations is to review the analysis of environmental priorities, the strategies to address those priority actions, the status and achievements/successes of ongoing interventions and the opportunities for USAID interventions.

B.1 Washington Consultations

In WASHINGTON, a number of consultations have already been initiated among various agencies such as the World Bank and other donors actively working on environmental issues in the region. LAC/RSD will organize an informational meeting

with key USG agencies (State Department, NOAA, USEPA, Department of the Interior, the US Forest Service and the US Department of Energy) to obtain their input on key issues to be addressed in the preparation of the Strategy.

B.2 Caribbean Consultations

In the CARIBBEAN, a number of Strategy Technical Consultations are proposed 1) targeting the OECS member countries and Barbados in April 1998; 2) other CARIFORUM countries in May 1998. In addition the contractor and USAID will convene a Draft Strategy/Action Program Review Session with relevant regional representatives including key NGO representatives and members of the donor community.

The contractor will identify a representative, joined by a USAID representative where possible, to participate in technical regional meetings as appropriate where key technical input could be gathered for the development of the USAID strategy such as:

- * the World Bank/CARICOM/ECLAC regional workshop on "Integrating Economic and Environmental Policies and Using Economic Instruments to Promote Sustainable Development" to be held in Trinidad March 11-13, 1998.

- * the Caribbean Tourism Organization (CTO) second annual Conference on Sustainable Tourism Development in Trinidad, April 15-18, 1998.

B.2.1 Strategy Technical Consultations (STC):

Strategy Technical Consultations (STC) to be held in the region will be organized as one day sessions organized by WRI/NOAA and USAID/Jamaica. Two STCs are proposed as follows:- 1) targeting the OECS member countries and Barbados in April 1998; 2) other CARICOM member countries, including the Dominican Republic and Haiti in May 1998. The purpose of these consultations is to review the analysis of environmental priorities, the strategies to address those priority actions, the status and achievements/successes of ongoing interventions by USAID, other donors and NGOs, and the opportunities for USAID interventions. The topics to be covered will reflect the discrete technical areas to be examined under the strategy including a) Biodiversity Conservation/Ecosystem Management, b) Sustainable Tourism, c) Economic Diversification/Environmentally Sound Trade and ; d) Integrated Water Resources Management. The target audience will include not more than 20 selected technical experts from regional policy and technical institutions (including government, NGO, and private sector) from the respective subregions mentioned above, in addition to donor representatives.

Method:

The Contractor will be required to prepare a briefing paper for the participants integrating information gathered from the reports and case studies under the Section A. Background Analysis. The briefing papers should be sent out to participants prior to the STC. The contractor will be responsible for handling all logistical and organizational elements required to conduct a successful conference. This will include selecting the country site for the consultation (with USAID/J input), developing the participant guest list (with USAID/J input), sending invitations, preparing for conference room facilities and ensuring proper electronic communication systems to facilitate participant interaction, preparing the consultation agenda and moderating the discussion. In guiding the discussions, the Contractor shall focus on the proposed next steps to ensure effective implementation of the action plans to address the priority concerns, consensus on the best mechanisms and approaches for implementation, and possible targets of opportunity for USAID possible support; as this information will be integral to the Action Program Design Development under Phase II.

USAID/Jamaica will provide the financial resources for the logistical arrangements for these Strategy Technical Consultations including covering airfares and per diem for participants. USAID/J will work closely with the contractor to identify the participants for the consultations.

Deliverables:

1. A Briefing paper integrating information from the analytical reports and case studies referenced in Section V.A - Background Analysis.
2. Final Report on the Strategy Technical Consultations providing an analytical overview of the priority actions proposed and recommended opportunities for intervention. **(Note: is this really needed? Consultations are to obtain input. Desired deliverable is strategy/action program not report on this meeting)**

C. Site Visits - PHASE I

The Contractor will be required to conduct a number of site visits to interview key representatives from technical environmental and policy institutions in the region. The site visits will allow the Contractor to observe some of the environmental problems facing the region and the interventions already underway across the region.

D. Strategy/Action Program Document Preparation - PHASE I

Issues:

Within the above strategic framework the team will consider the following issues:

1. What are the regional and sub-regional environmental priorities and how do these

relate to USG foreign policy for the region and to USAID development objectives?

2. Given USAID's comparative advantage, expected levels of resources, programs undertaken or planned by international donors, international/regional organizations, and other USG agencies, what types of interventions should USAID support? In particular, what interventions are suggested in the areas of regional policy reform and coordination, regional institutional and human resource development, regional environmental awareness, regional research, pilot/demonstration activities to identify replicable approaches, environmental/program impact monitoring, and donor coordination?

3. What strategies and interventions are recommended to have the greatest impact on reducing poverty and accruing maximum benefits for local populations? What opportunities exist for collaboration between the proposed environmental program and USAID's efforts in the region in microenterprise development?

4. How can gender considerations best be addressed?

5. Provide recommendations on strategies for engaging civil society (including NGOs and the private sector) in acting as watchdogs of the environment, lobbying for policy and investment change, and as action implementors.

6. In view of the significant differences that exist within the CARIFORUM countries regarding their relative state of development, major environmental challenges and opportunities, USAID and other donor planned/ongoing environmental programs, to what extent should select issues be advanced through specific interventions of a sub-regional nature (i.e., forestry and mining for Guyana and Surinam) as part of a Caribbean regional strategy?

7. Review the environmental priorities and programs of bilateral USAID missions in Caribbean countries which are included in the strategy development analysis (Haiti, Dominican Republic, Guyana, Jamaica), and identify areas where a regional program could provide maximum value added through complementary interventions, collaboration and improved linkages.

8. Assess the adequacy of existing regional or sub-regional structures for environmental policy and investment coordination, environmental research, human resource development, information sharing and program impact monitoring? Is there a need, for example, for a multi-donor supported organizational structure similar to the Central American Commission for Environment and Development (CCAD) for the Caribbean? Given the importance of integrated coastal and marine resource management to the Caribbean, what are the priority needs for institutional strengthening for which USAID should consider support? Provide specific recommendations on institutional arrangements and mechanisms to enhance regional environmental collaboration and recommendations for support for institutional capacity strengthening..

9. Provide recommendations on which key regional and sub-regional institutions and organizations (government, private sector, NGO) should be involved in implementing the proposed program, the nature and extent of their potential involvement, and discuss the implications for capacity strengthening of these organizations as an integral part of the proposed program.

10. Provide recommendations on how the U.S. private sector can most effectively be engaged to promote "green" investments, the transfer of improved technologies and U.S. knowhow, and other forms of environmental cooperation. For example, should interventions such as small trade/business grants through the National Association of State Development Agency (NASDA) be considered to promote the adoption of sound environmental technologies (energy and water use efficiency, wastewater treatment, pollution prevention, water quality) in connection with sustainable tourism or integrated water resources management? How can the U.S. travel/tourism industry become a stronger partner in co-financing and/or implementing the proposed program?

11. Provide recommendations on how to most effectively engage other U.S. organizations (universities, research institutions) in implementation of the proposed program.

12. Provide an analysis of and justification for the interventions selected based on their regional or sub-regional impact; the need for and/or cost effectiveness of a regional approach; value added and complementarity to other USAID/USG programs in the region; the comparative advantage for U.S. vis-a-vis other funding organizations; the catalytic role of USAID in leveraging other international organization, private sector, and commercial funding resources; the cost effectiveness of specific interventions proposed vis-a-vis alternative interventions. Illustrative possibilities for areas of interventions include:

- Regional Policy Development and Investment Coordination
- Human Resource Development and Institutional/Organizational Strengthening to strengthen capacity for policy analysis, research, training, field-level interventions, and impact monitoring
- Targeted Field Level Pilot and Demonstration Programs (i.e., parks protection, "greening" of hotels, urban sanitation, watershed protection, industrial clean production)
- Information Dissemination/Networking/Field Study Tours for sharing of best environmental management practices, policies, incentive structures, and sustainable development approaches (engaging civil society, sustainable financing, innovative partnerships between government, NGOs, private sector)

- Enhancing Environmental Awareness and Understanding by Caribbean and external policy-makers, investors, and other key stakeholders, thereby increasing their commitment to take necessary actions

13. Identify opportunities and provide recommendations for collaboration and linkages with USAID's Caribbean Economic Diversification Program.

14. Identify opportunities and provide recommendations for collaboration and linkages with USAID's Central American regional environmental program (PROARCA). The Central American Commission for Environment and Development (CCAD) has expressed interest in forging stronger collaboration with Caribbean countries in addressing environmental areas of common interest. USAID/G-CAP provides regional support through PROARCA for biodiversity conservation, legal frameworks development, pollution prevention, sustainable energy, and coastal resources management, including select activities in Belize.

15. Identify opportunities and provide recommendations for collaboration and linkages with USAID's environmental programs in Mexico.

16. In view of Agency ongoing or planned initiatives in such areas as climate change, and involving the U.S. environmental businesses in transfer of U.S. technologies and knowhow (i.e., Asia Environmental Program type activities), identify opportunities and provide recommendations for collaboration and linkages with these programs.

17. Identify opportunities and provide recommendations for collaboration and linkages with the USAID/BHR-OFDA disaster preparedness/mitigation program in the Caribbean in view of the strategic framework areas being considered which could impact on reducing the severity of natural disasters (i.e., coastal ecosystem and watershed protection).

18. Identify opportunities and provide recommendations for collaboration and linkages with other USG programs operating in the Caribbean (DOE, DOI, EPA, NOAA, State, USDA, USDA/USFS).

19. Identify opportunities and provide recommendations for collaboration, including the potential for co-financing of specific initiatives and linkages with other donor and international organization programs.

20. In view of the nature and magnitude of proposed interventions for possible USAID support under its Caribbean strategy/action program, and considering as well the recommended implementation mechanisms for these interventions (i.e., USAID/Jamaica managed activities; activities supported through, and managed under USAID/LAC/RSD Regional programs--such as Hemispheric Free Trade Expansion (HFTE) or Parks in Peril (PIP) provide recommendations to USAID on staffing needs for USAID/Jamaica

to manage and oversee the regional environmental program.

Draft Strategy/Action Program Review:

The Draft Strategy/Action Program will be presented for discussion at USAID/Jamaica in June 1998. This session will also involve USAID representatives from LAC/RSD and Global Environment where possible. The Contractor will coordinate with USAID/Jamaica to meet with key organizations throughout the region to discuss feedback on the Draft Strategy/Action Program.

VII. STRATEGY/ACTION PROGRAM DEVELOPMENT TEAM - PHASE I

With the assistance of the World Resources Institute (WRI), the National Oceanic and Atmospheric Association (NOAA), AID/W LAC and Global Bureau specialists, and consultants from the Caribbean, USAID will consider a broad range of inter-related environmental issues in the areas of biodiversity conservation (marine and terrestrial), sustainable tourism, advancement of environmentally sound economic diversification and trade, and integrated water resources management. The team will work in close coordination with CARICOM and UNEP, given their respective mandates, programs and expertise in the region.

The team will review background analysis (lessons learned/case studies on best practices; plans of action from major regional or hemispheric consultations; synthesis of donor programs; regional and sub-regional environmental strategies; synthesis of programs, roles and capacity of key regional and sub-regional organizations; and other relevant material which illustrate the extent to which natural resources are being threatened and different approaches are being employed to effectively address environmental issues.

The team will consult with key governmental, private sector, and NGO leaders to gain their insight into the Caribbean's critical environmental issues and problems. The team will develop their analysis in an open, participatory manner and convene a consultative group to review the draft strategy. This consultative group will be bipartisan, public and private, involve Caribbean and US representatives from government, private sector, NGOs, other donors and international organizations, and be structured to produce an open and structured dialogue leading to a set of activities that could be addressed with USAID support.

The team will systematically explore, in view of US foreign policy objectives for the region, environmental priorities of countries in the region, other donor and international organization environmental programs, and USAID's comparative advantage the priority needs and types of interventions that will yield the greatest impact with the anticipated levels of resources available during the planning period.

It is anticipated that expertise will be required in a wide range of subject areas including

marine biology; integrated water resources management; protected areas management; watershed protection and natural resources management (including agriculture and forestry related issues); urban and industrial environmental management; sustainable tourism; environmental economics, environmental policy; institutional and organizational development; community development; integrated coastal resources management; and trade and environment; business and microenterprise development including credit and investment.

1. Team Composition

The WRI Consultant Team Leader will put together a qualified team in response to the technical requirements below. The team will also involve USAID staff, for certain technical areas in particular natural resources management and urban/industrial pollution prevention/mitigation. The proposed Team composition will be agreed upon with USAID/Jamaica. The proposed team composition, consisting of specialists from the Caribbean, expatriate specialists and USAID technical officers will include:

1. Environmental Policy and Planning Specialist-Team Leader (WRI)
(trade/environment, policy, environmental economics)

6 weeks

2. Institutional Specialist (WRI)
(institutional development, institutional coordination)

3 weeks

3. Marine Biologist (NOAA, USAID)
(integrated coastal resources management, protected areas management, fisheries in particular as relates to marine ecosystem health)

6 weeks

4. Natural Resources Management Specialist (USAID)
(sustainable agriculture, forestry, watershed protection, water resources management)

6 weeks

5. Urban/Industrial Environmental Management Specialist (USAID)
(industrial pollution prevention, urban sanitation, physical planning, water resources management)

4 weeks

6. Sustainable Tourism Specialist (NOAA)

(environmental management in the hotel/resort and other tourism related businesses; environmental impact of tourism related infrastructure development; opportunities for environmentally sound expansion of eco/adventure/cultural tourism)

3 weeks

7. Microenterprise and Business Development Specialist (USAID)

3 weeks

Additional Technical Team Orientation Instructions:

The core technical team consists of experts covering seven principal technical areas: Environmental Policy/Planning; Institutional Specialist; Marine Biologist with integrated coastal resources management experience; Natural Resources Management Specialist with watershed and integrated water resources management experience; Urban/Industrial Environmental Management Specialist; a Sustainable Tourism Specialist; and a Microenterprise/Business Development Specialist, .

The team will be provided with background summaries relating to Caribbean Regional environmental priorities, current and planned environmental activities, an analysis of Caribbean environmental institutions and their capacities, and some of the key examples of success and lessons learned within each of the main technical areas covered within the Region's expanding environmental programs.

In the area of **BIODIVERSITY CONSERVATION**, the Team should examine strategic approaches dealing with both marine and terrestrial ecosystems, and include possible linkages with ecotourism at upland sites within its scope of interest. Financial aspects of support for conservation and protected area management should be taken into account, including user fees and endowments, as well as needs for ecosystem protection that may not be directly related to major tourism interests, revenues and investments.

In the area of **SUSTAINABLE TOURISM**, the Team should look at possible private sector willingness to help support or possibly finance some aspects of environmental sustainability that go beyond "greening of hotels". This may include, among other things, assistance with community environmental infrastructure or sanitary solutions for local hotel or other tourist-related workers. Links to ecotourism between coastal and upland areas, and to possibilities for expanded attention to local micro-enterprise and agriculture in coastal and upland tourism and ecotourism schemes should also be examined.

In the area of **INTEGRATED WATER RESOURCES MANAGEMENT**, special attention should be given to water quality and water quantity issues as they effect tourism and ecosystem viability, and both the health of local people and the health of tourists. Surface water and groundwater contamination from upland watersheds associated with sedimentation, or with application and use of fertilizers and pesticides should also be recognized as a source of potential threat to both ecosystems (coral reefs, etc.) and tourism. Integrated coastal resources management is a major part of the larger water management issue, particularly for addressing the need for land use and growth management in the most critical areas. Water conservation and demand management approaches may be important for the tourism industry, local communities and upland agricultural water users under conditions of increasing water scarcity or seasonal drought situations. Issues that are typical of water sector reform may have to be addressed to deal with decentralization and/or privatization and local cost recovery and financial

management within municipal water supply and sanitation systems. Attention to issues involving effective management of solid waste collection and disposal systems and urban stormwater drainage systems may also be necessary because of direct negative health and water pollution impacts effecting tourism and local communities.

In the area of **ECONOMIC DIVERSIFICATION /ENVIRONMENTALLY SOUND TRADE**, the Team should be alert to the potential environmental and economic linkages between other economic development sectors and biodiversity conservation and sustainable tourism. Agriculture, mining, forestry, manufacturing and fishers sectors can either have important negative impacts requiring effective environmental review and mitigation, or tourism, for example, can have negative impacts on the fisheries sector.

VIII. METHODOLOGY AND RESPONSIBILITIES - PHASE I

USAID/Jamaica Caribbean Regional Program (CRP) is responsible for overall coordination of the Regional Environmental Strategy/Action Program and subsequent Strategic Objective/Results Framework. The Contractor shall report to the CRP Team Leader and shall be under the technical direction of the Regional Environmental Advisor, Nicole Pitter Patterson who will serve as USAID's Strategy/Action Program Team Leader and will be the principal point of contact on all matters relating to this effort. USAID/Jamaica will contract for the services of local experts to prepare the Background Studies which will inform the work of the Consultant Team. The consultants will meet with representatives of the USAID/Jamaica Technical Office (CRP) and the Office of Program & Project Development on the first day of work for a briefing session and will present a workplan to USAID for approval two days later. Thereafter, the team leader will coordinate regularly (not less than twice per week) with the designated USAID/Jamaica employee about progress made and directions being pursued.

1.Role of the World Resources Institute (WRI)

The World Resources Institute will provide overall leadership for the strategy/action program development under the direction of USAID/Jamaica and USAID/LAC/RSD. WRI will be responsible for completion of the final strategy/action program and its submission to USAID. WRI will provide a core team of three specialist, including technical experts from the Caribbean. NOAA and USAID technical specialists, including Caribbean consultants, will operate under WRI's leadership.

Consultant Team Leader: WRI will provide the Strategy Consultant Team Leader and the Institutional Specialist who will serve as the leader and as a member of the consultant team, respectively. The WRI Consultant Team Leader will make separate presentations of the Draft Strategy/Action Program, the Final Strategy/Action Program to USAID/Jamaica and LAC/RSD. The WRI Consultant Team Leader will put

together a qualified team in response to the technical requirements of Section F. Strategy/Action Program Development Team. The team will also involve USAID staff for certain technical areas, who should be specifically identified during the preparation of the Strategy/Action Program Development Team.

Coordination: World Resources Institute (WRI) will assign a person to serve as a Coordinator who will work very closely with the Nicole Pitter Patterson, the USAID Strategy/Action Program Team Leader at USAID/Jamaica. The WRI Coordinator will be responsible for managing and coordinating all of the efforts and inputs of LAC, G/ENV, National Oceanic and Atmospheric Administration (NOAA), and USAID staff and both local and other consultants.

The WRI Coordinator and NOAA will work closely with USAID Jamaica to carry out the Strategy Technical Consultations (STCs) and NOAA will provide support for visits to key stakeholders to share the Final Strategy/Action Program

WRI will oversee the drafting and delivery of the Strategy/Action Program and subsequent Strategic Objective/Results Package reports, with the technical direction for this work to be provided by the WRI-supported Consultant Team Leader.

2. Role of NOAA

NOAA will provide the Marine Biologist/Coastal Resources Expert and the Sustainable Tourism expert. NOAA will support the USG consultation process in Washington and will also work closely with USAID/Jamaica to carry out the Strategy Technical Consultations. In addition, NOAA will provide support for visits to key stakeholders to share the Final Strategy and recommended Action Program.

3. Role of USAID Technical Officers

LAC/RSD, G/ENV/ENR and USAID/Jamaica will provide additional technical resource persons who will contribute to the preparation of the Strategy/Action Program and subsequent SO/Results Package. In particular, the required natural resources management, urban/industrial, and microenterprise/business development expertise will be provided from the Offices of LAC/RSD, and G/ENV/ENR. The required combination of USAID staff specialists will be discussed and agreed upon with the WRI Team Leader during identification of the Strategy/Action Program Team.

IX. LEVEL OF EFFORT - PHASE I

WRI will provide the following level of effort: 36 person-days of a senior environmental policy and planning specialist/Team Leader and 18 person-days of a senior institutional specialist. NOAA will provide: 36 person-days of a senior marine biologist and 18

person days of a sustainable tourism specialist. USAID will provide 36 person-days of natural resources management specialists, 24 person-days of urban/industrial environmental specialists, and 18 person-days of microenterprise/business development specialists..

X. REPORTS/DELIVERABLES - PHASE I

The WRI team leader will provide USAID/Jamaica with the following:

1. Team workplan for completion of USAID/Jamaica's Caribbean Regional Environmental Strategy/ Action Program within three days of the team's arrival to begin work in the region;
2. A Briefing paper integrating information from the analytical reports and case studies referenced in Section V.A - Background Analysis.
3. WRI will deliver original diskette and 10 copies of the draft report to USAID/Jamaica Nicole Pitter-Patterson, and 5 copies of the draft report to USAID/LAC/RSD/E John McMahon within seven weeks of the team's arrival in the Caribbean.
4. WRI will deliver the original diskette and 15 copies of the final report to USAID/Jamaica Nicole Pitter-Patterson, and 5 copies of the final report to USAID/LAC/RSD/E John McMahon within 11 weeks of the team's arrival in the Caribbean.
5. WRI will make a presentation to USAID/Jamaica and a select group on the findings and recommendations of the draft report.
6. WRI will make a presentation of the final report to LAC/RSD and a select group of AID representatives within one week of the respective report's distribution.

The individual Contractors for the Background Analysis Reports will provide USAID/Jamaica with the following:

1. Original diskette IBM formatted 3.5 inch electronic diskette/s in WordPerfect version 5.1/5.2 format for Windows, and reproducible copy of a report entitled: "Lessons Learned - Case Studies in Environmental Management in the Caribbean".
2. Original diskette and reproducible copy of a report entitled: "Summary of Caribbean Regional Environmental Activities in the Caribbean".

3. Copies of background documents describing ongoing and planned activities, programs, initiatives and projects of organizations and institutions active in the Caribbean Region.
4. Original diskette in WordPerfect and reproducible master copy of a report "Summary of Caribbean Environmental Sustainability Priorities and Consensus for actions".
5. Copies of technical consultations, proceedings, action plans, strategies, and special reports from national, sub-regional, regional, and international organizations and institutions concerned with environmental sustainability in the Caribbean.

XI. LOGISTICAL SUPPORT - PHASE I

WRI is expected to provide all administrative and logistical support for its core team members to work effectively in the region. NOAA and USAID will provide administrative and logistical support for their respective team members. USAID/Jamaica will provide administrative and logistical support for Caribbean consultations.

XII. PROPOSED TIMELINE - PHASE I

- February 27 LAC/RSD informational meeting with key USG agencies in Washington
- March 3 Implementation planning meeting (USAID/J, LAC/RSD, G/ENV, NOAA, WRI)
- March 17 Preliminary background analysis initiated
- March 11-13 Team representation at World Bank Regional workshop on market-based instruments for environmental policy (Trinidad)
- April 17 Complete preliminary background analysis
- May 1 1st Consultation with OECS countries + Barbados + Trinidad/Tobago
- May 6 2nd Consultation with other CARIFORUM countries
- May 2-
June 15 Site visits, interviews and meetings with key regional and subregional organizations and donors and drafting of strategy/action program

- June 15 Submission of draft strategy/action program to USAID/Jamaica
- June 17 -
June 19 Presentation of draft strategy/action program to USAID/Jamaica and select group of stakeholders (Regionwide)
- July 6 Feedback on draft strategy/action program submitted to USAID/Jamaica
- July 20 Submission of final strategy/action program to USAID/Jamaica
- July 22 Presentation to USAID of final strategy/program (Washington)

XIII. STRATEGIC OBJECTIVE/RESULTS PACKAGE DESIGN PROCESS - PHASE II

As indicated in Section III. Strategy/Action Program Objective, Phase II will focus on the development of a Strategic Objective/Results Package identifying specific interventions by USAID to address environmental problems in the Caribbean, drawing upon key inputs from the consultations, interviews and USAID decisions on the Final Proposed Strategy/Action Program.

A. Design Development - Phase II

The product of the design shall be the completion of an Activity design document. This document will focus on the specific activities to be implemented, how they will be implemented, by whom, when, etc. All activities will be aimed at accomplishing specific, defined results as described in the Results Framework of USAID/Jamaica's Special Strategic Objective, specifically, I.R.2. The design paper should: (1) present the information needed to authorize the Results Package and obligate funds; (2) serve as a guide for implementation by proposing the key elements and steps for activity implementation; and (3) provide a framework for monitoring the achievements of the results of the RP. The final submitted document should include; a results package design paper, the framework for monitoring the achievements of the results of the new project, providing for input to the Special Strategic Objective, specifically, I.R.2. The contractor should suggest to USAID/Jamaica an ideal mix of impact (results) and process (intermediate) indicators.

B. Format and Design Paper

The contractor will carefully coordinate with the Mission Project Development Officer to develop an agreed upon Activity Design format. The contractor is encouraged to bring innovative suggestions for Activity design format based on best practices learned from reengineering experiences of other USAID Mission. An illustrative format is as follows:

- (a) Executive Summary: The report must include an executive summary
- (b) Interventions: Describe activities to achieve the results, discuss sustainability potential. The implementation Plan describes the best practices to be employed in achieving results.
- (c) Results Package Description: Describe goal and purpose of RP, planned results, and results indicators.
- (d) Financial Plan: Include the budget for cost of all program elements..
- (e) USAID Monitoring and Evaluation Plan

C. Design Development Team - Phase II

WRI will provide the services of a two person team (Policy/Planning Specialist-Team Leader 18 person days; Institutional Specialist 6 person days) to complete the development of a Strategic Objective/Results Package (RP) Paper. NOAA will provide one person (marine biologist 12 person days). USAID will provide natural resources management and urban/industrial specialists as needed. NOAA and USAID specialists will work under WRI leadership.

The team will review Strategy Reports and incorporate key information gathered from various Strategy Development activities, including the background analysis where possible involve specialists from the Caribbean (such as the case studies on best practices; plans of action from major regional or hemispheric consultations; synthesis of donor programs; regional and sub-regional environmental strategies; synthesis of programs, roles and capacity of key regional and sub-regional organizations, and other relevant material). The design team should also integrate key inputs on strategies and successful mechanisms to address priority environmental concerns emanating from the Strategy Technical Consultations. Feedback on the Draft Strategy from regional institutions as well as USAID shall also be considered as critical elements of the Results Package (RP) Paper design.

The team will systematically explore, in view of US foreign policy objectives for the region, environmental priorities of countries in the region, other donor and international organization environmental programs. The Strategic Objective/Results Package for the new regional environmental program should recognize USAID's comparative advantage in environmental management in the region, the priority needs and types of interventions that will yield the greatest impact, with consideration given to the anticipated levels of resources available during the planning period.

1. Team Composition

The WRI Team Leader will put together a qualified team in response to the technical requirements below. The proposed Team composition should be agreed upon with USAID/Jamaica before it is finalized and should where possible involve specialists from the Caribbean. The proposed team should include:

1. Environmental Policy and Planning Specialist (WRI) - 3 weeks
2. Institutional Specialist (WRI) - 1 week
3. Marine Biologist (NOAA) - 2 weeks
4. Natural Resources Management Specialist (USAID) - 2 weeks
5. Urban/Industrial Environmental Specialist (USAID) - 1 week

Key Personnel: The contractor in his proposal must designate one of the consultants as team leader, he/she will be responsible for the completion of the Scope of Work for Phase I and Phase II. The team leader will be qualified at least at a related graduate degree level. This person will be responsible for assigning specific tasks and for the timely completion of the Activity Documents. The team leader must have extensive experience with USAID's reengineered procedures and requirements, including the development of results frameworks, results packages, program design and development of RFPs. He/she, as leader of the team, must have experience in team leadership, synthesizing and analyzing data, and developing research reports. The consultant should have at least ten (10) years experience and the combined professional, academic (at least a related graduate degree), and working experience in the field of environmental management. This consultant will bring to the team additional international experience and knowledge in successful USAID and/or donor/lender funded environmental management activities. The team leader should have good writing skills demonstrated experience in project design, and workshop/conference organization and facilitation. A six day work week is authorized for the team members.

D. Roles and Responsibilities - Phase II

OPPD is responsible for overall coordination of Mission design efforts. The contractor shall report to the Leader of Special Strategic Objective Team- the Caribbean Regional Program (CRP) and shall be under the technical direction of the Regional Environmental Advisor.

E. Logistical Support - Phase II

The Contractors will be responsible for all arrangements for transportation, lodging, secretarial and office space. Where necessary USAID will assist/J with making appointments for the consultants.

F. Reporting Requirement - Phase II

(1)Time Frame: It is anticipated that the Phase II will commence no later than two weeks after the completion of Phase I. The consultants will meet with representatives of the USAID/Jamaica Technical Office (CRP) and the Office of Program & Project Development on the first day of work for a briefing session and will present a workplan to USAID for approval two days later. Thereafter, the team leader will coordinate regularly (not less than twice per week) with the designated USAID/Jamaica employee about progress made and directions being pursued.

At the end of the third week or an agreed-upon date, the contractor will submit to the designated USAID/Jamaica liaison person, ten (10) copies of the completed draft Strategic Objective/Results Package document. Three days after the submission of the draft document, the team will brief USAID/Jamaica staff and others about the nature and details of the design.

The USAID/Jamaica designated liaison person will provide feedback to and agreement on design provisions, to the team leader within five working days of the briefing session. Revisions arising from the briefing session will be made by the team leader during the final week of the contract. The team leader will provide twenty (20) copies of the final Strategic Objective/Results Package document to USAID. A copy of the final paper will be provided on IBM formatted 3.5 inch electronic diskette/s in Word Perfect version 5.1/5.2 format for Windows. All appendices, tables, indices, etc. will be included in both the paper copies and the diskette(s).

G. Deliverables - Phase II

- 1) Final version of a Strategic Objective/Results Package document for the new regional environmental program (not to exceed 30 pages).

H. Proposed Timeline - Phase II

July 29	Initiate development of Strategic Objective/Results Package document
August 12	Submission of draft Strategic Objective/Results Package document
August 19	Submission of final Strategic Objective/Results Package document

ILLUSTRATIVE BUDGET - PHASE I

ACTIVITY	FUNDING SOURCE		
	USAID/J (\$55,008)	(\$50,000) LAC/RSD	(\$52,522) G/ENV
1. Background Analysis A.1-A.3 4 weeks (24 days) @ 400 A.4 4 weeks (24 days @ 400	\$9,600 \$9,600		
2. Consultations * St. Lucia: (24 persons) Per Diem- 24 @ \$192.50/day @ 2 days = \$9,240 Airfares- 24 @ \$220 each = \$5,280 * Jamaica: (24 persons) Per Diem- 24 @ \$206/day x 2 days = \$9,888 Airfares - 24 @ \$475 each = \$11,400	\$14,520 \$21,288		
2. WRI (9 Weeks/54 days)		\$53,337.75	
Consultant Salaries - 54 days @ \$400/day = \$21,600 Multiplier (100%) = \$21,600		\$43,000	
Per Diems (5 weeks) (30 x \$199.25/day) Travel (4 trips @ \$550) Transportation (\$60 @ 36 days)		\$5,977.75 \$2,200 \$2,160	
4. NOAA (9 weeks or 54 days)			51,622

Salaries (54 days @ \$400/day) = \$21,600 Multiplier 100% = \$21,600 Per Diem (24 days@\$199.25/day) Travel (4 trips @ \$550) Transportation (24 days @ \$60)			\$43,200 \$4,782 \$2,200 \$1,440
5. Draft Review - Regional review 2 trips @\$450 each			\$900
TOTAL	\$55,008	\$53,337.75	\$52,522