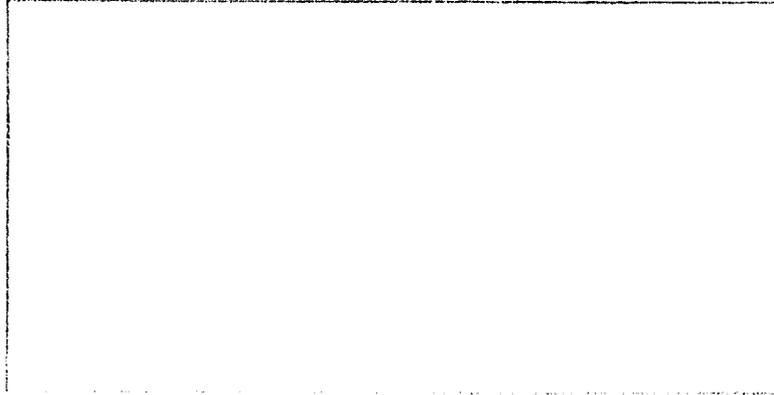


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PROJECT

REPORT OF THE RECONNAISSANCE  
MISSION FOR ENVIRONMENTAL PROFILES  
IN THE EASTERN CARIBBEAN REGION

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## Introduction

The following report has been prepared at the request of the Regional Development Office for the Caribbean (RDO/C) and the Latin America/Caribbean Bureau (LAC/DR) of USAID. The work has been funded by the Forestry, Environment and Natural Resources Office of USAID's Science and Technology Bureau (S&T/FENR), through the Environmental Planning and Management Project (EPM).

This report is the result of a short reconnaissance mission to Barbados (July 27 - August 6, 1986), by Dennis McCaffrey, EPM Project Director, and Robert Winterbottom, EPM Deputy Director for Natural Resource Assessments. The mission was organized with three tasks in mind. First, McCaffrey and Winterbottom were to represent the International Institute for Environment and Development (IIED) and the EPM project at the Seminar on Industry, Environment and Development in the Caribbean, organized July 28 - August 1 at the Barbados campus of the University of the West Indies. This seminar attracted over 25 representatives and other participants from eight of the eastern Caribbean states, and provided an opportunity for IIED to review the experience gained in using environmental profiles elsewhere in Latin America and the Caribbean. A country environmental profile for Jamaica will soon be completed with IIED assistance, and the lessons learned from the profiling project in Jamaica were presented to the seminar.

Secondly, the mission to Barbados afforded the IIED/EPM team an opportunity to meet with the Executive Director and staff of the Caribbean Conservation Association (CCA) to discuss their current and proposed programs, institutional framework and goals, and their involvement in the development of environmental profiles for the eastern Caribbean. During and immediately following the UWI seminar, it was also possible to meet and discuss the proposed environmental profiles with representatives of the Island Resource Foundation (IRF), the Eastern Caribbean Natural Area Management Program (ECNAMP), and the Natural Resource Management Project of the Organization of Eastern Caribbean States (OECS). The IIED/EPM team also had an opportunity to meet with the USAID Regional Environmental Management Specialist (REMS), who is based in Haiti, and the Environmental Officer and other staff of USAID's RDO/C.

The third task of the reconnaissance mission was to examine the preliminary scope of work for a regional environmental profile for the Eastern Caribbean which had been drafted in September, 1985, and make any necessary revisions based on discussions with the seminar participants, CCA and others. A revised scope of work for the development of environmental profiles for the Eastern Caribbean countries is incorporated into the remainder of this report.

### **Background on Environmental Profiles**

During the UWI seminar on Industry, Environment and Development in the Caribbean, a panel of four speakers commented on the nature and usefulness of environmental profiles, and on the experience gained from the profiling process in a number of countries both within and outside the Latin

America/Caribbean region. Because the profiling process usually adapts itself to the particular needs and capabilities of a country or region, the end result varies as well. However, as was pointed out during the seminar, in most cases, a country environmental profile (CEP) provides the following:

- an integrated description of the country's natural resource base, including a review of current patterns of resource use, the economic importance of natural resources and trends in resource condition and use;
- a multi-sectoral review of the institutions, legislation, policies and programs for environmental planning, economic development and natural resource management;
- identification of the major issues, conflicts, or problems in natural resource management, and of opportunities for effective action.

By bringing together the information necessary for improved environmental planning and natural resource management, and the people who need this information in order to formulate policies, manage programs and design projects which are environmentally sound, the profiling process contributes to the overall goal of sustainable development. In a general way, environmental profiles have served to empower planners by adding to their credibility and by building support for positive steps to resolve conflicting demands on natural resources.

In the Dominican Republic, the CEP helped identify and mobilize donor support for several new initiatives in natural resource management. The profile also assisted in mobilizing public concern and political support for improved watershed management and other environmentally-sound development activities which would reduce the country's vulnerability to hurricanes.

In most countries, profiles can draw attention to information which is often overlooked in development planning -- in large part because it is dispersed among many different sectors (agriculture, forestry, water resources, environmental health, etc.) and not as accessible as basic economic data. In the Jamaica CEP, the paucity of existing data on the condition of key renewable natural resources was demonstrated, together with the justification for better data on fisheries, soil erosion, water quality and forest productivity. The Jamaica CEP also pinpointed current weaknesses in regulatory mechanisms related to environmental planning and the need for a new environmental policy.

When the concept of environmental profiles was first introduced in the late 1970's, the emphasis was placed on generating a product, namely a compendium of information on the environment and natural resources that would bring together existing data of use to development planners and make it more accessible to them and to others with an interest in natural resource management. This type of profile was typically produced in several months time by a team of specialists in various disciplines. Since that time, the accumulated experience of completing more than a dozen field studies for country environmental profiles has led to a number of significant innovations in the profiling process.

In order to maximize the long-term impact and benefit of producing an environmental profile, there is much less reliance on outside "experts" and a concerted effort to involve locally-available specialists in natural resource management and environment/development issues. They may participate both as researchers/writers or as members of steering committees or advisory boards which can be organized to direct and review the production of a profile. Because these people are generally already heavily committed, there is need to lengthen the profiling process to allow for their participation at each of the various stages in researching and producing a profile. Country environmental profiles now typically require 12-18 months to produce.

More attention (and resources) are now devoted to the process of developing and using the profile than was the case with the first profiles. USAID and others involved with environmental profiles recognized that more could be accomplished if one designed the profiling process, as a development activity and not just as a means to complete a study. In this regard, "how" and "who" become as important as "what" is done. Also, the profiling process now typically goes beyond the production of a single report to provide for the translation, production, dissemination and promotion of the information and recommendations generated in the development of the profile to a variety of audiences in a variety of formats.

In Paraguay, the Technical Planning Secretariat took the lead in preparing that country's profile, and in the process developed the skills of its technical personnel (who did most of the research and drafting of the profile report) and strengthened its capacity for environmental assessment activities.

In Ecuador, a local non-governmental organization, Fundacion Natura, received support to research and produce the profile. The full technical report continues to draw people to Fundacion Natura, as a unique source of useful information. A shorter, somewhat popularized version of the profile was also developed and published by Fundacion Natura, and proceeds from the sale of this and other books now generate revenues for the organization.

### Development of the Eastern Caribbean Environmental Profiles

As environmental profiling work progressed elsewhere in the LAC region, a number of discussions were held between the regional environmental offices of USAID (LAC/DR and REMS/Haiti) and RDO/C to review the rationale and possible means to complete profiles in the Caribbean. By 1985, a decision had been reached to coordinate the profiling process at the level of the eastern Caribbean region, through a "regional implementing organization".

As many as eight countries were to be involved in the region's profiling activity: Antigua/Barbados, St. Christopher/Nevis, Montserrat, Dominica, St. Lucia, St. Vincent and the Grenadines, Grenada and Barbados. A scope of work was drafted for RDO/C by the REMS in September, 1985, to provide USAID with a preliminary estimate of the resources and time needed to complete a single environmental profile for the region. The draft scope of work also included an organizational framework, methodology and detailed terms of reference for a variety of specialists needed to produce the profile. It was anticipated that the effort would span 24 months and require approximately \$500,00 for 56 man-months of technical assistance and printing costs.

In December, 1985, the Caribbean Conservation Association (CCA) was invited by USAID to formally sound out the level of interest on the part of the country governments in the eastern Caribbean. A portion of the draft scope of work was forwarded by CCA to lead government agencies in the eight states to be included in the profile, and their reactions to the proposal were solicited.

Within several months, six countries had confirmed in writing their support for completing an environmental profile, and assurances of support had been orally or informally received from the other two countries (Antigua and St. Vincent). More detailed comments on the draft scope of work were prepared by CCA and the Island Resources Foundation, and sent to RDO/C.

In May-June, 1986, it was decided to transfer \$100,000 from the LAC Bureau to the RDO/C, to enable the mission to assist with the organization of the regional seminar on Industry, Environment and Development, and at the same time, help to launch the environmental profiling effort in the region. The program of the seminar was arranged to provide for a half-day of discussion of environmental profiles, in the context of environment/development issues in the region, and experience gained in completing profiles in Jamaica and elsewhere.

During discussions which occurred both inside and outside the seminar, a number of issues were raised as to how the profiling process might best be organized for the eastern Caribbean region. A number of these issues were covered in a questionnaire which was distributed to all seminar participants following the panel presentations and discussion on environmental profiles (see Annex A).

From the response to these questionnaires and the remarks made during the seminar, the following points emerged which have a bearing on the design of the profiling effort in the eastern Caribbean.

- The participants were supportive of the concept of "environmental profiles" and confirmed the need to produce profiles for the region.
- Any regional environmental profile should be based on individual, national assessments of specific issues, problems and recommended actions.
- An accent should be placed on strengthening institutions in the region, and this implies making maximum use of qualified local personnel and indigenous organizations, and providing for the effective transfer of skills needed to produce CEP's.
- Primary benefits of the profiling process were seen to be increased awareness of the linkage between environment and development, encouragement of an integrated approach that promotes sustainable development, increased availability of information on environmental management, and identification of development priorities and projects.
- Provision should be made to disseminate the information gained from the profiling process to a wide variety of audiences and potential users, through various media and by producing a range of products.

- Intermediary products which contribute to the dissemination of information collected, and the dialogue and consultation that are part of the profiling process, are as important as any "final" product and should be part of the proposed design/methodology.
  
- The persons directing the profiling process will need to closely collaborate with existing or planned projects in natural resources management (eg. OECS) and reflect the amount of work already initiated to improve resource management and promote environmental planning.
  
- The profile should focus on issues that have a good chance of being resolved, assuming appropriate policy decisions and other actions will be undertaken.

None of these views appeared to be at odds with either those of the CCA or IRF, although they carried implications for revisions to the scope of work. In the commentary on the draft scope of work, CCA/IRF also pointed out that the profile design could not yet be tailored to the specific needs of individual countries, as this can only occur after site visits and extended dialogue with persons directly involved in environment/development issues in each country. Rather, at this point, the profile scope of work can only provide for a process to develop detailed work plans for each country, and suggest the types of follow-on work which may be programmed in later phases of the profiling process.

The discussions with CCA/IRF and various seminar participants helped to crystalize thinking on how the profiling process could be designed to maximize its usefulness, impact and responsiveness to concerns in the region. On the other hand our concluding visit at RDO/C raised questions which IIED believed had been internally resolved by USAID months ago. However, we have tried to address these questions in either the introductory/background information for this report, or in the presentation of the proposed scope of work.

### Objectives of the Eastern Caribbean Environmental Profiles

As indicated in the background discussion on profiles, a variety of objectives are often met through the profiling process and the production of an environmental profile. With respect to profiles for the eastern Caribbean, the following objectives can be used to guide the process.

#### Primary Objectives

1. To research, analyze and document the major issues in natural resource management and environmental planning which can be effectively addressed by new policies and development programs, at both the country and regional levels.
2. Increase the capability of local organizations and governments to identify and respond to environmental problems, and to incorporate environmental considerations in development planning.

## Secondary Objectives

3. Assist in the review of, and provide for increased accessibility to reports, studies, assessments related to environmental planning and national resource management.
4. Provide complete documentation of baseline conditions and use of renewable natural resources and assist in the development of local capability to monitor trends in resource condition and use.
5. Contribute to an assessment of institutional base related to environment conservation and planning and a strengthening of selected NGO's and government departments which are taking the lead in these areas.
6. Increased understanding of successes and failures in environmental planning and management with recommendations for more effective action.
7. Increased awareness of common environmentally-linked development problems among the OECS countries and other islands in the Eastern Caribbean.
8. Sensitization and development of public support needed for the adoption of environmentally-sound development policies.
9. Articulation of policy initiatives and changes needed to provide for increased consideration of environmental issues in development.

10. Identification of development program and project priorities in environmental planning and resource management.
  
11. Strengthening of the ability of CCA to:
  - provide and disseminate publications related to environmental conservation, resource management and planning;
  
  - act as a clearing house for data on environmental issues and resource management activities;
  
  - play an effective, advocacy role in environmental matters, linking people and information, and promoting constructive, positive responses to problems;
  
  - network with other NGO's, within the region and internationally; and
  
  - service the private and public sectors with information and documents on environment and development.

In order to attain these objectives, it will be necessary to directly or indirectly involve a number of different audiences, or potential users of the information collected during the profiling process. The audiences which need to be targetted in the process are listed below. Participation from a wide range of levels and types of people, in and outside of government, the academic and business communities and NGO's is highly desirable, both to

ensure a well-balanced presentation of critical issues, to develop responses which reflect a broad consensus and to promote support for recommended actions.

Table 1. Audiences that will Contribute to  
and Benefit from the Profiling Process

Direct Involvement

- environmental/development policy decision-makers in government, business
- government technicians in environmental planning and natural resource management, and the researchers, visiting consultants, specialists and others they work with
- leadership in NGO's, private sector
- university faculty, students, and primary/secondary school teachers
- regional organizations
- donors/development assistance agencies
- international NGO's

Less Direct Involvement

- primary and secondary schools
- general public
- tourists

**Proposed Methodology**

In order to carry out the natural resource assessments and field studies needed to prepare both country environmental profiles and a regional overview, it will be necessary to phase the profiling process over a period of at least 24 months, to cover the successive stages of reconnaissance, research and analysis, review and synthesis, to culminate in an education/outreach phase (see table below).

Table 2. Outline of Phases to be Completed in the Profiling Process

Phase I - Reconnaissance

- organize reconnaissance visits to each country, to identify and brief concerned agencies, organizations, individuals on profiling process; assess available information; coordinate with current/planned projects in natural resource management and environmental planning.
- establish level of effort needed in each country to produce country environmental profile and prepare detailed work plan for country-led effort in Phase II. Formalize outline of work in MOU between CCA and lead organization in each country.
- provide for networking with ongoing closely-related projects (e.g. OECS).

Phase II - Research and Analysis

- support data collection, research and analysis through lead agency (NGO or government dept.) in each country.
- assist in the production of country reports:
  - a) annotated bibliography/listing of sources of information, documents, studies, reports on environmental problems/issues, natural resource management and environmental planning.
  - b) directory of agencies, organizations, individuals involved in environmental planning/resource management, listing names, addresses, responsibilities, activities, project support.
  - c) outline of country environmental profile report, and description of major problems, issues and possible means to address them.
- organize country-level workshops to bring together major actors in environmental planning/resource management, in discussion and critique of preliminary country reports. (2 day workshop for about 25 persons, with support from CCA/IRF profile project core staff.)

Phase III - Review and Synthesis

- involve specialists/technical assistance to upgrade country reports as necessary; provide for technical peer review (external to project core staff).
- organize regional seminar of NGO, government and private sector leadership to review country-level policy recommendations and action plans, and to develop consensus on regional issues and priority actions.

- prepare regional overview and synthesis report.
- finalize CEP and REP reports at CCA to produce camera-ready copy for publication.

#### Phase IV - Education and Outreach

- publish, distribute and promote CEP's and REP.
  - press release
  - organize briefings
  - individual country presentations
- actively build awareness of environmental planning issues and potential solutions at all levels; schools, governments, universities, NGO's, donor agencies, businesses, general public, etc.
- continue to build capacity (at CCA and in sister NGO's at country level) for data collection/monitoring and trend analysis with respect to natural resource and environmental issues.
- at the level of CCA:
  - continue to reinforce CCA as a source of information, publications, educational aids, training materials, policy guidance and action for the conservation and sustainable development of the Caribbean environment.
  - evaluate profiling process and products and institutional development of CCA, and recommend follow-on activities.

It may be possible to move through these four basic phases in 6-8 months in a given country, but some countries will need at least 12-18 months to complete a profile. The period of time needed to complete all four phases will depend on the extent of relevant work already completed or in progress, on the international strengths (or weaknesses) of existing agencies, NGO's and other organizations, and on the degree of reliance upon and participation by host-country personnel.

It has been suggested to produce the profiles on a serial basis, island-by-island, in order to apply the lessons learned in the first few countries to those involved later. We would however, advise against limiting

the reconnaissance phase to one or two countries and thereby delaying the start with others until work is well advanced or completed in the first "pilot" countries.

First, it is unclear to what degree all the lessons learned in one country will be relevant to another country, with different institutions, personnel, operational circumstances, and environmental context. Secondly, many basic lessons have already been learned from over five years of work on profiles in other countries (as discussed in the background section of this report; see also EPM reports by Marcus, Dickinson and others). Thirdly, there will inevitably be a <sup>natural</sup> national staggering of the profiling activities in the various countries, once they get into or beyond the reconnaissance phase, as a consequence of the factors cited above; i.e. the process will move faster in some countries depending on the work already completed and the capabilities of existing institutions.

In sum, it would appear that a desire to gain experience from a first, few pilot countries is not sufficient justification to hold off reconnaissance work in ~~these~~ <sup>other</sup> countries. Rather, phase one activities should be launched in rapid succession (within 3-4 months) in all eight countries. This will permit certain economies of travel and logistics, as the core staff move from island to island in succession. Most importantly, it should allow sufficient time for the countries which require more time to complete phase four within the 24-month period. Otherwise, these countries (which may not be apparent at the outset) risk having a profile completed in short order by "outside specialists" with a minimum of local participation, or worse, the profiling process may never get beyond the second or third phase.

Although it is hard to predict for any particular country, USAID can expect that one or two countries will in fact be able to relatively rapidly move from the reconnaissance phase (1 month) through the research, analysis, and identification of critical environmental problems (2 months) to a review and synthesis of recommended actions to resolve these problems and finally on to the production and promotion of the CEP (3 months). However, experience elsewhere has shown that accelerating the process often works against the institution-strengthening, skills transfer and local participation objectives of the profiling process. Even if each CEP was completed in 6 months, it would require nearly 4 years to serially complete CEP's in all eight countries, one at a time.

Assuming the CEP's are produced in 6-18 months, a rough approximation of the implementation timetable for the profiling process is indicated in the chart below.

It should be noted that 2-3 months will be required at the outset to address the administrative and staffing needs of CCA, to procure office equipment and other basic commodities needed to carry out the project, to set up accounting, filing and reporting systems, and for the organization of Phase I reconnaissance work.

#### **Issues to be Addressed in the Environmental Profiles**

At this point in time, it is not possible to exhaustively cite in detail all of the issues which are to be addressed in the profiling process. Some of

the major issues which are likely to be relevant for most of the eight countries included in the process are grouped below under several headings. It should be recognized that many issues cut across several headings or sectors. A more definitive listing and prioritization of the critical issues to be analyzed in a particular country can only be developed after the site visits, consultation and research if the first two phases have been completed.

Table 3. Indicative Listing of Issues to be Addressed in Profiles

Land use planning

- access to coastline, beaches, national areas
- control of urban sprawl, residential development
- protection of prime agricultural land
- reduction of erosion and sedimentation
- protection against natural hazards
- energy use - transportation planning (infrastructure development)

Agriculture

- promotion of gardens, orchards, windbreaks
- soil erosion control and renewal of soil fertility
- control of toxic substances, integrated pest management
- livestock development, pasture management

Forestry and Wildlife

- management of natural vegetation
- development of small-scale forest industries
- conservation of flora and fauna
  - areas of ornithological interest
  - areas of botanical interest
  - biological diversity issues

Coastal and Marine Resources

- pollution and destruction of reefs, seagrass, mangroves
- sand removal and beach erosion
- overfishing and fisheries management
- park development and management

Water Resources

- water recycling/conservation
- protection of water supplies
  - quantity, quality issues
- watershed management issues related to land-use planning
- hydropower development

### Tourism

- maintenance of environmental quality
- enhancement of tourism/development of unique resources (historical, cultural, natural)
- linkages to other sectors (marine/coastal, wildlife, land use planning, energy, etc.)

### Environmental Health

- solid waste disposal
- water pollution control (see also water resources, tourism, etc.)
- air quality: pollution control
- mitigating adverse environmental impacts of industrialization
- safety and health issues in the workplace

### Institutional Issues

- training
- extension
- research
- environmental legislation
- strengthening of NGO's and government agencies
- public education/community participation
- project coordination mechanisms (in natural resource management-related sectors)
- integration of sectoral programs

### Anticipated Products of the Profiling Process

As indicated above, the information gathered during the profiling process needs to be targeted to a variety of audiences. Different types of products or means of communicating the information are appropriate for each audience.

It is anticipated that there will be at least three "deliverables" resulting from the profiling process:

1. country environmental profiles - for Barbados, St. Kitts/Nevis, St. Lucia, St. Vincent, Grenada, Antigua, Montserrat and Dominica;

2. a regional profile for the Eastern Caribbean, with analysis of major environmental problems in a development context with policy and program recommendations;
3. a series of country reports/publications based on profile research (printed and disseminated at the country and regional levels in a looseleaf or other low cost/amendable format) to include:
  - a) annotated bibliography of sources of data and information on environment/resource management (in collaboration with OECS project)
  - b) directory of agencies, organizations, persons involved in environmental planning and resource management, with addresses, responsibilities, activities (in collaboration with WWF/IRF project)
  - c) reports of country workshops and regional seminars, highlighting major issues and recommended responses.

Other "products" will be generated during the profiling process, although their form and nature can only be suggested at this stage. These will probably include:

4. for the region, graphically illustrated, short summary statements on critical environmental problems and recommended actions to address them (aimed at decision-makers and available for distribution. To

include fact sheet on the environment, current situation of resource use, policy issues and investment priorities in conjunction with site visits and press coverage of critical problem areas);

5. a range of public information/outreach/educational materials including brochures, maps, posters, curriculum outlines, audio-visual aids, press releases, radio/TV spots, video documentaries (to be developed together with other project materials, handbooks, reports, and guides to generate revenues for and raise awareness of CCA programs);
6. outline for biennial profile updates (Caribbean Resources Report) to report on natural resources use, condition and trends to include suggestions on what data to collect and how to do it, etc.

#### Allocation of Responsibilities for Producing the Profiles

Responsibilities for launching and organizing the profiling process and for producing the environmental profile reports and related publications will be divided among several organizations.

The Caribbean Conservation Association (CCA) will have a leadership role in the process. CCA would have overall responsibility for the execution of the project (e.g. CCA would be the project grantee, and the designed Regional Implementing Organization). This choice is based on the close congruence between the objectives of the profiling process, and CCA's own action program and institutional objectives. The objectives of the Association are:

1. to ascertain on a continuing basis the needs of the region in relation to the conservation and development of the natural environment and the preservation of the cultural heritage;
2. to assist with the identification and implementation of priority projects related to CCA's aims;
3. to enhance access to and exchange of information and expertise pertaining to conservation and environmental issues in the region;
4. to increase public awareness of priority conservation issues;
5. to improve capability for managing cultural and natural resources;
6. to promote the integration of conservation into socio-economic development;
7. to improve linkages with wider Caribbean states and outside organizations in order to develop a broader base for supporting conservation activities within the region.

As indicated in its informational brochures, CCA is a regional, non-governmental organization with the aims of the conservation and development of the environment and the preservation of the cultural heritage of the wider Caribbean region. There are presently seventeen governmental members of CCA, including all eight of the countries designated by RDO/C to be included in the regional environmental profile. There are also 38 NGO's

concerned with environmental issues that are full members of CCA, as well as some 142 associate (individual) members and 15 sponsoring (business organization) members. Thus, the CCA brings together broad representation from across the eastern Caribbean and from the government, non-governmental, business and private sectors.

Since its founding in 1967, CCA has worked in the areas of environmental education, legislative reviews, training, pilot projects and information dissemination related to environmental conservation and natural resource management. CCA is now in the process of developing its capacity to serve as a clearing house for information and assistance of use to its members and organizations involved in environment and development issues. Much of this information is to be incorporated into a "Conservation Data Base" to be managed by CCA. CCA already publishes a quarterly journal to assist in information dissemination. (see Annex B for details of CCA's organization and activities).

In the near term, the newly appointed Executive Director of CCA indicated that he is anxious to develop CCA's ability to provide information and services to both governments and NGO's, to make CCA more visible and to increase the support and appreciation for the work of CCA. This in turn would allow CCA to diversify its sources of funding, increase its operational program and service functions and thereby further strengthen and reinforce CCA's institutional stature and capabilities. CCA is particularly interested in playing a major advocacy role, among Prime Ministers, Ministers of Finance and Planning (as well as Health, Agriculture and Natural Resources) in order to promote a greater understanding of the means to reconcile environmental conservation and economic development objectives.

Given its current and projected involvement in the region, CCA is a logical choice for the RIO of the profiling process, and eminently suited to the task.

The CCA Executive Director would be responsible for submitting progress reports, financial reports and other documentation required by USAID to monitor the production of the profiles. The Executive Director would be assisted by a full-time profile coordinator and a part time team leader for the technical assistance furnished by the Island Resources Foundation. Both the coordinator and team leader positions would be funded by USAID. Additional staff support (an accountant/office manager and secretary) would be provided by CCA on a part time basis at their main office.

#### Island Resources Foundation (IRF)

IRF, in collaboration with CCA staff will assist with the organization of the reconnaissance, research and other fieldwork in the individual countries. IRF staff (including the team leader for the technical consultants) will already be making quarterly visits to the countries in the region, and with additional support from USAID could liaise at monthly intervals with the lead agencies and counterpart NGO's involved in each of the eight countries.

The IRF team leader will also be called upon to assist (particularly in the early months of project implementation) with certain administrative tasks by backstopping the CCA staff in accounting, reporting, database management and related activities, until the CCA staff can carry out these functions independently.

IRF's chief tasks, apart from the "choreography" and administrative functions described above, will be to identify and support the technical specialists needed to assist local personnel in carrying out the research and preparation of preliminary and final CEP reports. As in the case of the timing of the various phases, it is not possible at this juncture to provide detailed outlines of the terms of reference for the various specialists which IRF may need to support in order to complete the profiles at an acceptable level of technical quality. These needs should, however, be apparent soon after the reconnaissance work and early stages of Phase II have been completed. Most of this assistance will be concentrated in Phase III, when the technical reviews and writing for the CEP's are being completed. For the purposes of budgeting technical assistance needs, a total of 10 man-months of specialists is projected; although the length of assignments and scope of work would be reduced from that originally proposed. The qualification would be much the same as those indicated in the draft scope of work.

International Institute for Environment and Development (IIED)

It is anticipated that IIED will continue to work with CCA, throughout (and beyond) the profiling process to strengthen CCA as an institution and to help CCA benefit from experiences with natural resource assessments and profiling activities elsewhere in the region. IIED currently works with a number of indigenous NGO's in developing countries worldwide, to assist them with program analysis, funding strategies and networking with other NGO's. In addition to assisting CCA in these areas, IIED would also provide guidance and a framework for updating key environmental indicators reviewed in the profiles, and on useful follow-on activities which could be programmed after the CEP reports are produced.

United States Agency for International Development (USAID)

The USAID project manager (at RDO/C) would need to provide administrative guidance and oversight of project implementation by CCA, and assist with procurement, financial review, etc. in accordance with USAID procedures.

The USAID Regional Environmental Management Specialist (at USAID/Haiti) would provide for technical monitoring of project implementation, through review of progress reports and periodic visits.

National Government Agencies and NGO's

During the reconnaissance phase, the various agencies, organizations and people involved with the principal environment/development issues that are to be analyzed in the profiling process will be surveyed and their involvement solicited. Memorandum of understanding (MOU's) will be drawn up between CCA and one or more key institutions in each country to outline how they will work together to produce the profile. These agreements will specify the scope of the work to be undertaken, the resources needed, a time frame for completing the work and the contributions and roles of each organization in the process. In addition, it may prove necessary to contract with local consultants on a short term basis, to insure a sufficient level of effort is devoted to certain aspects of the profile research, analysis and drafting, and/or to facilitate the organization of country-level workshops and consultancies.

## Relationship of the Environmental Profiles to Other Projects

Several other related projects in the region have been or soon will be funded, and as they are implemented can complement and enhance the resources contributed by USAID for environmental profiles.

### UNEP/CCA Environmental Education Project

CCA expects to receive \$76,000 from UNEP/Caribbean Trust Fund for a 12-month environmental education project. The support from UNEP will permit CCA to hire an environmental education specialist and other consultants who will develop, produce and disseminate audio-visual material about environmental problems and actively promote public awareness of environmental conservation needs in the wider Caribbean (28 countries). This project will provide about \$5,000 towards the cost of word-processing equipment. The completion of environmental profiles will obviously benefit this project activity by providing up-to-date, relevant data on key problems, issues and possible responses. The UNEP/CCA project will, in turn, complement the profiling process by contributing to the development of audio-visual materials for disseminating the information to a larger audience.

### WWF/IRF - PVO Strengthening Project

The Island Resource Foundation expects to receive about \$50,000 from the World Wildlife Fund-US for the first year of a 2-year project to encourage private sector (PVO) initiatives in improved natural resource management in the eastern Caribbean. This project aims to strengthen PVO's and other private

sector institutions with an interest in environmental issues, to enable them to expand their involvement in resource management and environmental planning processes in the region. The project plans to survey and evaluate existing environmental organizations in the eastern Caribbean, help them to network among themselves, assist them with training in project design, proposal writing and other aspects of program development, increase their awareness of sources of funding, encourage cooperative environmental projects among PVO's and provide matching "mini-grants" for PVO activities.

This project will assist in the compilation of a directory of agencies, organizations and individuals involved in environmental planning and resource management, by surveying the private sector. (The CCA could then merge this with information on public or governmental agencies). To the extent it strengthens the capacities of PVO's to actively contribute to the research, analysis and review of environmental issues, this project will also complement the profiling process by raising the level or quality of dialogue at the national level, and ensuring that it more adequately represents the viewpoint of the private sector as well as the government.

In as much as IRF will be intimately involved in both the WWF funded project and CCA coordinated/USAID funded profiling activity, there should be minimal problems of coordination and maximum opportunity for efficient allocation of resources.

## OECS - Natural Resource Management Project

In August 1984, a mission was organized by the OECS, OAS and the West German Ministry of Economic Cooperation (GTZ) to prepare a regional project in natural resource management for the 7 OECS countries. By early 1985, it was agreed that the project would be funded by West Germany at a level of \$1.4 million for 30 months. The project was launched in April 1986, and organizational meetings were held in each of the countries concerned in May - July 1986. These meetings primarily served to identify the major resource management problems which were to be addressed by the project, and the types of consultancy services or information desired by the governments from the project team.

According to the original design, the OECS project aims to increase the capacities of member state governments to more effectively manage their land and freshwater resources. The project has three main components: the collection of available baseline data needed to produce a series of planning maps (showing geology, watersheds, land use, vegetation, life zones, etc.), a review of existing legislative and institutional machinery for natural resource management, and training (seminars, workshops) aimed at strengthening planning agencies. Additionally, the project will provide limited funds for community level projects in the OECS region aimed at improved use of natural resources.

This project will also complement the environmental profiling process, by assisting in the process of compiling sources of information and available baseline data, and by reviewing institutional capabilities and means to upgrade them. The project is, however, targetted at governmental

institutions, and will focus on inland resources (with little or no attention given to marine environments, fisheries and coastal zone management issues).

Because of the complementarity of the two activities, it will be necessary to establish a mechanism for regular communication between the OECS and CCA. One means to promote close collaboration may be direct consultation (by telephone or in person) between the OECS project management unit (core staff of 2-3 persons) and the CCA/IRF profile staff whenever one or the other is about to commit resources and firm up plans for given activities in a particular country. In this manner, duplication can be avoided, and the resources of both projects can be used to natural advantage.

It should be noted in passing that none of these related projects have an excess of funds in relation to the objectives set out for each activity. For example, after allowing for the costs of technical assistance (core staff and consultants) over 30 months, and direct costs of selected training activities, there would appear to be few resources available in the OECS project for new initiatives in natural resource assessment or other fieldwork, or even for the community level pilot projects.

#### The ECNAMP Project

Since 1978, the Eastern Caribbean Natural Area Management Program (ECNAMP) has functioned with support from the Rockefeller Brothers Fund, the University of Michigan, the International Union for the Conservation of Nature and Natural Resources, UNEP, CIDA, The Caribbean Development Bank and others.

ECNAMP is a cooperative effort of the CCA and the Wildland Management Center of the University of Michigan. In its programs of research, training and field activities in natural resource management, ECNAMP cooperates with both governments and non-governmental organizations involved in managing and planning the use of natural areas.

In 1980-82, ECNAMP completed a series of preliminary resource data atlases, consisting of 18 maps that portray basic physical, biological and socioeconomic information. ECNAMP also published their survey of conservation priorities in the lesser Antilles in 1982. These and other ECNAMP reports will obviously assist in the profiling process. Because of CCA's current role in ECNAMP, and the representation of persons associated with ECNAMP on the Board of CCA, collaboration between the ECNAMP and the CCA/IRF profiling efforts should be excellent.

#### **Financial Plan and Budget**

Extensive discussions were held with CCA to review the proposed budget, once the basic approach, objectives and methodology for the profiles had been reviewed and clarified. Following these discussions, the amounts earmarked in the preliminary budget were adjusted to provide for CCA staff training, communications, and local transportation. The amount budgeted for country-level workshops was also increased.

Following consultation with IRF, the amounts earmarked for technical assistance were more than doubled. At the suggestion of USAID, the total budget for a two-year program for producing and promoting profiles in the 8 countries and for the region was reduced from \$610,000 to \$547,000.

In our opinion, further reductions in the budget for these profiles will significantly reduce the development impact of the activity, by transforming it into "just another study" (which everyone opposes, for good reason). Cutting back on the technical assistance/personnel categories would result in lower quality analysis and reduce the likelihood that the profiles will generate new insights into environmental issues or useful, specific recommendations for action.

The proposed financial plan is presented below in Table 4; details for the individual line items in the budget can be found in the Annex \_\_\_\_\_.

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Table 4. Environmental Profiles — Eastern Caribbean  
Proposed Financial Plan (for details see Annex \_\_\_\_\_)

Item	Total	1st 6 Months	2nd 6 Months	3rd 6 Months	4th 6 Months
<u>Personnel</u>					
Profile Coordinator	\$ 70,000	\$17,500	\$17,500	\$ 17,500	\$17,500
Team Leader	56,000	14,000	14,000	14,000	14,000
Local Coordinator/Workshops	40,000	10,000	15,000	12,000	3,000
Other Specialists/Support Staff	135,000	5,000	36,000	57,000	37,000
Subtotal - Personnel	\$301,000	\$46,500	\$82,500	\$100,500	\$71,500
<u>Travel/Per Diem</u>	\$43,200	\$10,800	\$10,800	\$10,800	\$10,800
<u>Equipment/Supplies</u>	\$22,200	\$7,200	\$7,000	\$4,000	\$4,000
<u>Training/Seminars</u>	\$55,750	\$5,000	\$8,000	\$8,000	\$34,750
<u>Other Direct Costs</u>	\$125,000	--	\$20,000	\$40,000	\$65,000
TOTAL - Profiles	\$547,150	\$69,500	\$128,300	\$163,300	\$186,050

Annex: SUMMARY OF RESPONSES  
TO QUESTIONNAIRE

ENVIRONMENTAL PROFILE FOR THE EASTERN CARIBBEAN

(OPTIONAL)

Dominica (1) Montserrat (1)  
Grenada (1)

COUNTRIES RESPONDING : Anguilla (1), Barbados (4)  
Dominica (1), Grenada (1)  
Montserrat (1)

ORGANIZATIONS :	<u>Government (4)</u>	NUMBER POSITION OF PERSONS RESPONDING : <u>8</u>
	<u>Independent (1)</u>	
	Business (1)	
	Donor Agency (1)	
	NGO (1)	
	Independent (1)	

1. What do you envision as the primary benefits or usefulness of an environmental profile for your country?  
(total number of persons giving a high priority to each item)
  - [4] Compilation and increased availability of information of environmental management and natural resource development issues.
  - [6] Education and increased public awareness of linkages between environment and development.
  - [3] Promotion of collaboration and networking among specialists in different sectors with a common interest in environmental issues.
  - [5] Encouragement of an integrated, multi-disciplinary approach that promotes sustainable development.
  - [4] Identification of development priorities and projects.
  - [1] Strengthening of Caribbean governmental and intergovernmental institutions involved in environmental issues.
  - [1] Other benefits/uses: Development of resource materials for primary/secondary education

2. What should be the main focus of an environmental profile for the Eastern Caribbean? (total number of persons giving a high priority to item)

[5] Detailed national assessments of environmental problems.

[0] Regional synthesis and review of common problems.

[4] Natural resource data base and land capability analysis.

[3] Examination of institutional capabilities and development policies relevant to environmental issues.

[3] Development of a regional (or country-specific) environmental policy and strategy statement.

3. List the most critical problems or most relevant issues to be addressed in an environmental profile for your country (listed in descending order of priority).

Siting of hazardous industries  
Water supply/protection of water resources (3)  
National planning  
Employee safety  
Lack of information for general public (2)  
Employment generation  
Water pollution (coastal) (2)

Marine park mgt. & protection  
Beach erosion/destruction/sand-removal (5)  
Solid waste (2)  
Fisheries - overfishing (2)  
Data collection  
Lack of trained personnel

4. Who do you think should be involved in the profiling process in your country?

Technicians in Government Departments:

Lands and surveys - Public-works - Tourism  
Planning - Environment - Labor  
Health - Industry - Agriculture - Fisheries

Members of in Non-governmental Organizations:

Grenada National Science and Technology Council  
Montserrat National Trust  
Consumer organizations  
Horticultural Society - Historical Society  
Village councils  
Medical Associations

University Faculty:

Natural Standards Group  
Science Lecturers  
Sociology - Economics

Private Sector Representatives:

Building contractors  
Manufacturers  
Hotel and Guest House Mgr  
Church Organizations

Other People:

Trade Unions - Workers Unions  
Hotel Associations  
Chamber of Commerce (2)  
Farmers, Fishermen,  
Charcoal Burners (3)

General Suggestions:

A healthy environment is so essential that no one group of people should be solely involved in the profiling process. Everybody, should be involved with over all responsibility vested in trained government techniques (Barbados)

5. What existing sources of information would be particularly useful as a basis for developing an environmental profile: (documents, centers, institutes, organizatons, etc.)

Ministry of Agriculture - other government files

Develooment Unit Library - Montserrat

World Bank reports

Development plans

6. What do you see as some of the major gaps in the current information base for the environment and natural resources; i.e., what areas or topics need to be better researched and documented?

Causes of coastal pollution - reef destruction - Beach erosion (2)

Effects of use of pesticide - Fertilizers

Insufficient use of TV - radio

Toxic waste            Role of environment in development

Fisheries            Forestry            Ecological information

7. Other comments or suggestions:

Environmental issues should be a part of school curriculums

Public awareness program is needed

ANNEX: LIST OF PERSONS CONTACTED

Michael Huffman, USAID, RDO/C Environmental Officer  
James Talbot, USAID, REMS/Haiti  
David Mutchler, RDO/C  
Larry Laird, RDO/C  
Kim Finan, RDO/C  
Ralph M. Field, RMFA, Inc. (Jamaica profile)  
Michael King, CCA Executive Director  
Jill Sheppard, formerly CCA Executive Director  
Ed Towle, President, Island Resources Foundation  
Melvin Goodwin, CCA Board/South Carolina  
Sea Grant Consortium/IRF Associate  
Yves Renard, ECNAMP Staff consultant/CCA Board  
Beverly Moore, formerly NRCD, Jamaica  
E. Moore, Center for Resource Management and Environmental Studies  
M. Griffins, CERMOS, UWI  
Victor Williams, St. Kitts/Nevis Seminar Participant  
F. Margetson, formerly CCA President, Montserrat Land Development Authority  
Mervin Williams, OECS/GTZ project, St. Lucia  
B. Broûre, Planning, St. Vincent  
Ms. St. Hill, Environmental Education, Barbados  
Curtis Edwards, Environmental Health, Grenada  
Carlos Borgia, Inter-American Development Bank, Barbados  
C. Ray, Businessman, Barbados  
C. Petty, Permanent Secretary, Anguilla  
I. Smith, Chief Minister's Office, British Virgin Islands

- encouraging the harmonisation, where appropriate, of environmental legislation;
- encouraging governments to ratify, accept or accede to appropriate conventions relating to the environment.

### Training

In all areas, the CCA undertakes or supports training programmes and activities, to improve local expertise and capacity to meet priority conservation needs, through:

- the inclusion, whenever possible, of a training component in projects implemented under the auspices of CCA;
- collaboration with training institutions in the region to promote the establishment of training programmes related to the preservation and development of natural and cultural resources;
- organisation of training activities (workshops, internships, production of manuals, etc.) on priority domains.

### Publications

The Association publishes a quarterly journal, which has appeared regularly since June 1975 and provides an important means of disseminating information on activities of the CCA and member organisations and sharing views on environmental issues in the region.

It also produces occasional publications on environmental matters.

### CO-OPERATING ORGANISATIONS

The CCA has links with a wide variety of organisations. Among these are international and regional organisations including the United Nations Educational, Scientific and Cultural Organisation (UNESCO), the United Nations Environment Programme (UNEP), the International Union for the Conservation of Nature and Natural Resources (IUCN), the World Wildlife Fund (WWF), the Organisation of American States (OAS), and the Caribbean Community Secretariat (CARICOM). Contact is also maintained, by means of its membership, with governments, commercial undertakings, conservation and other organisations, and individuals with an interest in environmental matters.

CCA's activities are funded from a number of sources. The financing for its running costs comes to a large extent from within the Caribbean, particularly from its Government Members, and from the Canadian International Development Agency (CIDA) and WWF; funding for projects has been derived in the main from the Rockefeller Brothers Fund (RBF), UNEP, CIDA, IUCN, the Inter-American Foundation (IAF) and the United States Agency for International Development (USAID).

## OBJECTIVES

The objectives of the Association are:

- to ascertain on a continuing basis the needs of the region in relation to the conservation and development of the natural environment and the preservation of the cultural heritage;
- to assist with the identification and implementation of priority projects related to CCA's aims;
- to enhance access to and exchange of information and expertise pertaining to conservation and environmental issues in the region;
- to increase public awareness of priority conservation issues;
- to improve capability for managing cultural and natural resources;
- to promote the integration of conservation into socio-economic development;
- to improve linkages with wider Caribbean status and outside organisations in order to develop a broader base for supporting conservation activities within the region.

## CARIBBEAN CONSERVATION ASSOCIATION



A  
FRAMEWORK  
FOR  
ACTION

Savannah Lodge, The Garrison,  
St. Michael, Barbados.  
Telephones (809) 426-5373 (809) 426-9635  
Cables CONCARIB Barbados

# CARIBBEAN CONSERVATION ASSOCIATION

The Caribbean Conservation Association (CCA), which was founded in 1967, is a regional, non-governmental, non-profit-making organisation, the aims of which are the conservation and development of the environment and the preservation of the cultural heritage of the region.

## GEOGRAPHICAL SCOPE

As a regional organisation the CCA covers the Wider Caribbean; this comprises the insular and coastal states and territories of the Caribbean Sea and the Gulf of Mexico, including the Bahamas, Guyana, Suriname, and the French department of Guyane, as well as the waters of the Atlantic Ocean adjacent to those states and territories; any other countries may be included if the Association so desires.

## STRUCTURE

### Board of Directors

The affairs of the CCA are managed by a Board of Directors, comprising both non-governmental and government members. Non-governmental members are elected at the Annual General Meeting. Government representatives are appointed by rotation.

### Secretariat

The Secretariat is headed by an Executive Director who is responsible for the execution of the policies and programmes of the Association. The Executive Director is assisted by support staff as well as by working groups drawn principally from the membership.

### Membership

Membership in the Association is open to individuals, conservation and development organisations, and Caribbean Governments. There are at present over 250 members from some twenty countries of the Wider Caribbean. Commercial enterprises can contribute as Sponsoring Members.

Membership involvement in various aspects of the Association's activities is encouraged, principally through the operation of Working Groups. These may be established by the Secretariat, Board of Directors, or by resolution of the membership at Annual General Meetings. Specific activities of the Working Groups must be approved by the Board of Directors or the Secretariat. The Executive Director of an ex-officio member of each Group.

The role of the Working Group, defined on a case by case basis, may include:

- assistance in the formulation of general or specific policy and programme elements;
- liaison with concerned CCA members to identify specific project elements;
- development and dissemination of information on specific needs and activities;
- assistance in the preparation of proposals for projects identified by members and the Secretariat;
- contribution to project implementation.

## ACTIVITIES

CCA, as a regional, non-governmental organisation working in a geographical area of great ecological, cultural and political diversity, provides a link between these diverse elements in efforts to protect and manage the natural and cultural resources of the region.

Due to its unique structure and wide membership, the CCA serves as a forum where the diversity of interests and concerns related to the Caribbean environment can be shared, thus helping in the definition of conservation priorities and in the shaping of ideas and approaches that can meet the challenges of this region's future.

### Clearing House

The Association acts as a clearing house for information on a wide diversity of domains and issues, and is being used extensively by the membership, and by a variety of organisations involved in environmental, cultural and development matters, as a focal point, and as a source of information and advice. It provides assistance in project development and can offer help in locating sources of technical and financial support.

### Data Base

The CCA is establishing a Conservation Data Base, to obtain and disseminate information related to the management of cultural and natural resources, including:

- details of relevant projects carried out and in progress;
- reports on workshops, seminars, conferences, etc;
- information on organisations and persons with specialised knowledge and expertise;
- resource materials;
- publications.

### A Regional Approach

In order to encourage a regional approach to conservation issues and to assist regional and national organisations in their action, the CCA carries out regional

inventories, surveys and assessments and participates in the formulation and implementation of plans and strategies of a regional nature.

### Field Projects

Field projects pertaining to the natural environment aim at strengthening local capacity to manage the living natural resources (both terrestrial and marine) which are critical to development. Advisory services, pilot projects, training through attachments, seminars and workshops, and the preparation of management plans for specific areas and resources are all part of CCA's activities. These are generally compatible with the programme approved by the UNEP Caribbean Action Plan.

In the context of the cultural heritage, the CCA carries out projects aimed at the identification, preservation, restoration and adaptive use of buildings, monuments and sites of historical and architectural significance. It is also concerned with museum development. Generally, it is involved in activities designed to increase awareness of the diversity and importance of the cultural heritage of the Caribbean.

### Education

The Association participates in regional education and communication activities in the following ways:

- as a resource centre to promote the exchange of materials;
- in the collection, analysis and distribution of information on experiences, activities, resource persons and institutions;
- as a catalyst for education activities; and as a source of support to member organisations in the formulation and implementation of programmes;
- in the production of educational and information materials on priority domains, with particular emphasis on issues of a regional nature, focusing when appropriate on key target groups and audiences;
- in the forging of links with and the provision of information and assistance to the regional media, including regional communication networks and support institutions, to ensure that there is appropriate coverage of and information on environmental issues.

### Legislation

In environmental legislation, CCA's activities aim at:

- making and up-dating listings of environmental legislation in the region;
- reviewing existing legislation in order to facilitate the rationalisation and strengthening of such legislation and the enactment of new legislation as required;

ANNEX: ENVIRONMENTAL PROFILE  
 EASTERN CARIBBEAN REGION  
 PROPOSED BUDGET  
 ( 2 YEARS)

1.	Personnel	
1.1	Profile coordinator/editor Full-time, locally hired, based at CCA/Barbados Salary and overhead, \$35,000/year	\$70,000
1.2	Team Leader, Technical Assistance Part-time, 6 months/year, based in the Caribbean (IRF) Salary and overhead \$56,000/year	\$56,000
1.3	Local Coordinator/natural Workshops and profile research/analysis Salary and logistics: \$2,500/month 2 months/country	\$40,000
1.4	Other technical specialists/consultants, recruited through IRF to supplement locally available technical resources, as needed. Approx. \$8,000/month, including salary, travel, per diem. Total for 10 months	\$80,000
1.5	Technical assistance for CCA institution strengthening, profile development and follow-up 3 months at \$15,000/months	\$45,000
1.6	Temporary support staff for CCA (secretary, etc.)	<u>\$10,000</u>
	Subtotal, Personnel	\$301,000
2.	Travel and Per Diem	total 2 years
2.1	Travel and per diem for CCA core staff: \$5,000/year for local travel 40 days per diem/year, \$100/day	\$10,000 \$8,000
2.2	Travel and per diem, profile coordinator \$1,200/year for local travel 30 days per diem/year, \$100/day	\$2,400 \$6,000
2.3	Travel and per diem, team leader \$2,400/year for travel 60 days per diem/year, \$100/day	\$4,800 \$12,000

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2.4	(See also travel and per diem incorporated into base rate for consultants.)	
	Subtotal, Travel/Per Diem	\$43,200
3.	Equipment and Supplies	
3.1	Furniture, office equipment, video recorder/player, hardware and software for database equipment	\$15,000
3.2	Office supplies: \$200/month	\$4,800
3.3	Communications: telephone, telex, postage \$100/month	<u>\$2,400</u>
	Subtotal, Equipment	\$22,200
4.	Training and Seminars	
4.1	8 Country workshops, 25 participants, 2 days, supplies and logistics \$2000/workshop	\$16,000
4.2	1 Regional Seminar, 50 participants, 3 days, including field trip/site visits. Honorarium: \$50/day Subsistence: \$75/day Travel \$400/person, 40 participants Total, logistics/supplies/other costs	\$34,750
4.3	CCA staff training and administrative services	<u>\$5,000</u>
	Subtotal, Training/Workshops	\$55,750
5.	Other Direct Costs	
5.1	Printing and Publication 1000 copies of CEP booklet/country 1000 copies of REP booklet 1000 copies of complete set of 9 booklets printing costs: \$2.50/booklet total: printing/publications costs	\$45,000
5.2	Development of other publications and products: brochures, curriculum aides, fact sheets, posters, maps, annotated bibliographies, directories	\$20,000
5.3	Promotion and Dissemination Press releases, press conferences, country briefings, video documentaries, mass mailings	\$20,000

5.4 Pilot activities: seed money for students, NGOs,  
government technicians, for small priority projects  
identified in early phases of profiling process  
\$5,000/country

\$40,000

Subtotal, Other Costs  
Budget Summary:

\$125,000

Personnel	\$301,000
Travel and Per Diem	43,200
Equipment, Supplies	22,200
Training/Seminars	55,750
Other Direct Costs	<u>125,000</u>
TOTAL	\$547,150