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JAMAICA

COASTAL ZONE MANAGEMENT PORTLAND BIGHT

(TC0010007)

FINAL REPORT

AUGUST 2006

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COASTAL ZONE MANAGEMENT IN THE PORTLAND BIGHT PROTECTED AREA (ATN/PD-7343-JA)

FUNDED BY: GLOBAL ENVIRONMENTAL FACILITY OF THE
UNITED NATIONS (GEF) THROUGH THE INTER-
AMERICAN DEVELOPMENT BANK (IDB)

EXECUTING AGENCY: CARIBBEAN COASTAL AREA MANAGEMENT
(C-CAM) FOUNDATION

AMOUNT AND SOURCE:	GEF:	US\$330,000.00
	IDB:	US\$179,500.00
	C-CAM:	<u>US\$ 91,000.00</u>
	TOTAL:	<u>US\$600,500.00</u>

TERMS: Execution Period: 15 months - signed on May 15, 2001
Disbursement period: 18 months

PROJECT OBJECTIVES: The project had two principal objectives. The first was to protect the globally important animal and plant biodiversity of the Portland Bight Protected Area. The second is to demonstrate the effectiveness of the co-management model of biodiversity protection, particularly in situations where governments intend to delegate protected area management to NGOs.

SUMMARY OF PLANNED ACTIVITIES:

1. Project Design and formulation of the full GEF Project Proposal
2. Develop a consensus on best practises for protected areas
3. Develop Bio-physical and Socio-economic indicators
4. Pilot initiatives in Coastal and Marine Management
5. Website Development and Outreach program
6. Develop a long-term financial sustainability plan

EXTENSIONS:

As the project implementation period progressed it was necessary for extensions of the final date to complete the activities under the project. Listed below are the dates, number of the letter and reasons for extension given.

Number of letter	Date of Letter	Extension period	Particulars
CJA-L-487/2002	March 14 th , 2002	To October 15, 2002	Extension of full project
CJA-L-2106/2002	Nov 14 th , 2002	To January 15 th , 2003	Extension of full project
CJA-L-1378/2002	July 22 nd , 2002	To Sept, 2002	Extension of contracts for 1. Ingrid Parchment, accountant (US\$4,000) 2. Ricardo Corrie, project manager (US\$12,000) 3. Overheads (US\$2,000)
CJA-L-1075/2003	June 6, 2003	To July 31, 2003	To accommodate writing of full project brief
CJA-L-1625/2003	Sept 5, 2003	To Feb. 15, 2004	Extension for final disbursement
COF/CJA/386/2004	March 3, 2004	To Aug. 5, 2004	Extension for project execution
		To Nov. 15, 2004	Extension for final disbursement
COF/CJA/2035/2004	Nov. 12, 2004	To Dec. 31, 2004	To accommodate writing of full project brief (US\$4,960)
SPECIAL EXTENSION		To April 15, 2005	Extension of completion date for audit services (US\$10,000)
		To May 15, 2005	Extension of external evaluation (US\$3,000)
		To May 31, 2005	Long Term Financing plan (US\$70,000)
COF/CJA/1062/2005	June 2, 2005	To July 8, 2005	Long Term Financing activities (brochures, video production, news letter) (US\$13,441.56)
COF/CJA/1643/2005	Sept. 1, 2005	To Sept. 19, 2005	Extension for completion of Audit report
COF/CJA/1758/2005	Sept. 20, 2005	To Sept. 30, 2005	Extension for final disbursement
COF/CJA/1807/2005	Sept. 26, 2005	To Oct. 10, 2005	For submission of final cut of video (under long term financing)

DISBURSEMENT STATUS:

The final disbursement to be made under the project is for audit fees. The total disbursements made based on the categories determined in the original budget are as follows:

	Categories	Budget US\$	Disbursed US\$	Difference US\$
1.0	Project Administration & Design	103,000	107,623	(4623)
2.0	Stakeholder Consultation	6,000	501	5,499
3.0	Bio-Physical & Socio-Economic Indicators	59,000	62,660	(3,660)
4.0	Website Development & Outreach	22,000	12,615	9,385
5.0	Pilot Resource Management	29,000	29,000	----
6.0	Long Term Financing Plan	101,000	83,125.65	17,834.35
7.0	External Evaluation	10,000	10,000	----
8.0	Audit		5,900	(5,900)
	TOTAL	330,000	311,424.65	11,934.35

COUNTERPART CONTRIBUTION:

In the original negotiations there was an expectation that the contributions for the project would be from the following sources:

GEF:	US\$330,000
IDB:	US\$179,500
C-CAM:	US\$ 66,000
FTG:	US\$ 25,000
TOTAL	<u>US\$600,500</u>

In the end some of the activities to be undertaken under the IDB funding section were not completed. It was also clear that the FTG would not be able to complete those components for which they had agreed and C-CAM was allowed to do them. Our total Counterpart contribution was US\$91,000 which was submitted for non objection to the IDB. Of that amount US\$44,000 was approved with the additional US\$47,000 still awaiting approval. The details of C-CAM's counterpart contribution are shown below:

	Description	Amounts budgeted US\$	Amounts approved US\$	Amounts awaiting approval
1	Preparation of Education plan	10,000	10,000	0
2	Preparation of Fisheries Management Strategy	15,000	15,000	0
3	Assistance to marine scientist in preparation of Bio-physical indicators	20,000	0	20,000
4	Assistance to terrestrial scientist in preparation of Bio-physical indicators	15,000	0	15,000
5	Assistance to socio-economist in preparation of Bio-physical indicators	15,000	15,000	0
6	Assistance to webmaster in website development	2,000	0	2,000
7	To assist in preparation of nature tourism strategy	5,000	0	5,000
8	Preparation of enforcement strategy	5,000	0	5,000
9	Preparation of draft regulations	2,000	2,000	0
10	To do boundary definitions of SMA	2,000	2,000	0
	TOTAL	91,000	44,000	47,000

ACTIVITIES UNDERTAKEN:

1. A new PBPA website was designed, and the staff received training in how to update and maintain the website
2. C-CAM staff received training in GIS.
3. The education plan, fisheries management strategy, nature tourism strategy, draft PBPA regulations, boundary definitions of the SMAs as well as the long term financing plan were formulated.
4. The development of bio-physical and socio-economic indicators was done.
5. Visits were made to New York, Washington DC, Toronto, London, Paris and Geneva where meetings were held with the donor community and with the Jamaican diaspora concerning funding for the PBPA.

ACHIEVEMENTS:

We worked with the GEF Consultant to develop a full project proposal for the natural resource management of the Portland Bight Protected Area which will assist in getting GEF funding for activities in the PBPA. It gives a good overall picture of what the stakeholders think is needed to ensure the conservation of natural resources in the PBPA.

We have been able to design an entirely new website (www.portlandbight.com) which allows persons to know about the natural resources in the PBPA, about who we are at C-CAM, about what we are doing, and how they can become friends of Portland Bight as well as how they can contribute to the C-CAM Trust. The website will also help us later on when we start to book visitors when tourism in Portland Bight starts. Staff now has the skills to keep the site updated.

Under the project we were able to purchase computer hardware and software as well as receive training to establish and maintain a top class Global Information System (GIS) database. This has allowed us to map data collected under other projects and produce maps and other visuals to look at impacts on the built and natural environment of the PBPA as well as the location of structures, communities, wetlands and other things of importance in the area.

The project allowed us to work with stakeholders to create boundary definitions of Special Management Areas within the PBPA. The stakeholders also participated in the drafting of the PBPA regulations. This will ensure that when these regulations are put in place the stakeholders will already be on board with what will be implemented.

Through the co-management approach that C-CAM has taken we were able to have stakeholder participation in all aspects of the project. What this means is that we have buy-in from the community for the plans that would be implemented under this project: this included the enforcement plan, education plan, fisheries strategy to the nature tourism strategy.

Through the project we were able to develop a long term sustainability plan for the PBPA. This allowed for the production of PBPA brochures, Trust brochures, PBPA fundraising video as well as meetings with funding agencies, companies and Jamaicans abroad as well as here in Jamaica. We were able to launch the C-CAM trust which we intend to capitalize and the interest from which would be able to fund the activities within the PBPA.

PROBLEMS ENCOUNTERED AND HOW THEY WERE ADDRESSED:

One of the major challenges throughout the implementation of this project was the lack of a participatory approach taken by our collaborators. The IDB portion of the project was being implemented by the TPDCo but oftentimes we were left out of the loop and found out about activities that were done or undone after the fact. This is significant especially as it relates to the works to be done for the headquarters of C-CAM, the works relating to Peake Bay beach boardwalk as well as the works relating to the development of the fishing beaches. TPDCo had

committed to doing these activities but decisions were made and work not done but we were advised after the fact on these issues. We tried to deal with these shortcomings by insisting that PIOJ and TPDCo keep us in the loop but that was not done most of the time.

One challenge faced early on in the process was the fact that for some of the activities such as preparation of bio-physical indicators by the terrestrial scientist, preparation of boundary definitions, fisheries management strategy, preparation of enforcement strategy we felt that we were best qualified to complete these activities. The policy of the IDB does not allow the executing agency to undertake activities under the same project. However we put forward a good case and received non objection from the IDB to prepare some components in part or full for which we have expertise.

The project required that an end-of-project audit be done but no funds had been allocated for this activity. We were able to negotiate with the IDB and have them reallocate unused funds from another category to allow for the audit to be done.

The contract for the project manager and accountant were initially for one year and then extended with additional funds from an unused category as the period of execution of the project was extended. Unfortunately the project manager resigned before the final completion of the project and we were not able to replace him since there were no additional funds to do this. The accountant had to continue working for two more years to the final execution date of the project without any additional funds. To compensate for this shortcoming the other components of the project (audit bids, disbursements request, reports etc) had to be completed by the executive director (unpaid) and the unpaid accountant.

The final audit report to be done by Paul Goldson & company had many challenges. The company insisted they understood the requirements of the IDB for this component but as was shown clearly in their draft report they had missed several of the required reports. Additionally they had not properly estimated the time or cost for the project even after they had full access to all of the documentation that had been done on the project. We had to ask for time extensions and ask the financial sector staff to facilitate discussions to be able to complete this component. We are still in discussions to try and sort out their request for an additional J\$180,000 for the audit of the IDB project from January to September 2005 since the original contract period ended in December 2004.

LESSONS LEARNT:

One of the lessons learnt is that in signing any contract make sure that the contracting party fully understands what they are being asked to do down to all the fine details.

It is also important to ensure that all partners/stakeholders in the co-management process are on board or that there are alternatives or fail safe mechanisms so that these persons or organizations cannot sabotage the process. It is important that wherever it is possible make sure that you have a say in all aspects

NEXT STEPS:

1. Continue to seek co-financing for the GEF project.
2. Continue to seek funds to capitalize the C-CAM Trust Fund
3. Seek grant funds to start the implementation of the activities that have been outlined in the project proposal.