

PUBLIC

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

JAMAICA

COASTAL ZONE MANAGEMENT PORTLAND BIGHT

(TC0010007)

PLAN OF OPERATIONS

FEBRUARY 2001

**GLOBAL ENVIRONMENT FACILITY
PROPOSAL FOR PROJECT DEVELOPMENT FUNDS
BLOCK B GRANT**

Country: Jamaica

Eligibility: Ratified Biodiversity Convention on January 6, 1995

Project Name: Demonstration Project: Coastal Zone Management in Portland Bight, Jamaica.

Operational Programme: Coastal, Marine and Freshwater Ecosystems (OP2)

Requesting Agency: Inter-American Development Bank (IDB)

Executing Agency: Caribbean Coastal Area Management (CCAM) Foundation

Estimated Cost: US\$6.5 million

Tentative Financing Plan:

IDB:	US\$2,000,000 ¹
GOJ:	US\$ 500,000
CCAM:	US\$ 50,000
GEF:	<u>US\$3,950,000</u>
Total:	US\$6,500,000

Project Duration: 5 years

PDF Block B Funds Requested: US\$330,000

PDF Co-Financing: US\$270,500 - IDB², Fairchild Tropical Gardens and CCAM

Country Endorsement: January 6, 2000

Block A Awarded: No

¹ The IDB financing corresponds to the amount preliminary earmarked to finance the base-line activities and works in the Portland Bight area, as part of the South Coast Sustainable Program (JA-0112) included in the Bank's 2001 pipeline.

² IDB financing from the "Portland Bight Fisheries Management Technical Cooperation" (ATN/CP-6673-JA) (US\$80,000) and the "Multisectoral Pre-Investment Program (Loan 835/OC-JA).

I. BACKGROUND

- 1.1 Jamaica is the second largest island nation in the Caribbean with a land area of 10,830 km² and a coastline of 1,022 km. Its maritime resources are significant: its ocean shelf (to a depth of 200 m) covers an area of 40,100 km² and its exclusive economic zone extends over 297,600 km², making it one of the most important small island states in terms of coastal resources in the Caribbean basin.
- 1.2 These resources are under significant pressure. The University of the West Indies (UWI) has determined that approximately 95% of Jamaica's coral reefs are dead, due to nutrient pollution from sewage and agricultural runoff, eutrophication, removal of herbivores (primarily fish and urchins), hurricane damage, stress from bleaching, and coral diseases. The CARICOM Fisheries Resource Assessment and Management Programme (CFRAMP) rate Jamaican waters as being the most over-fished in the region. Destructive fishing practices such as dynamite and dragnets (beach seines and trawls) are destroying the habitat, and small mesh in traps and nets catch juveniles before they have a chance to reproduce. Catches have been declining, and species composition and diversity has been changing in favor of "trash fish" with little or no commercial value. The livelihood of thousands of fishers and their families is under threat, and as a consequence, more desperate and destructive uses of coastal resources are becoming common – diminishing the very base of biological diversity on which local populations depend.
- 1.3 In an effort to reverse this trend, the government of Jamaica has committed itself to a policy of creating a national system of protected areas island-wide, including marine parks and coastal areas. Jamaica's most recently declared protected area, the Portland Bight Protected Area (JBPA), substantially increases the area under protection: at 187,615 hectares (ha), it is now the largest of Jamaica's protected area system.
- 1.4 As part of the effort to bring rational planning to coastal development, in 1999 the Inter-American Development Bank financed and executed with the Government of Jamaica a US\$ 2.4 million study of pathways to sustainable growth on the South Coast (of which the Portland Bight forms a significant part). This analytical and planning exercise identified three promising areas for further financing, including fisheries management and tourism. The proposed GEF funding for the Portland Bight would form a cornerstone of this larger South Coast Sustainable Development Program, currently estimated at US\$ 14 million and tentatively scheduled for approval in 2001.

A. Global significance of Biodiversity in the Portland Bight

- 1.5 The Caribbean Archipelago is the largest island system in the neo-tropics. These islands have evolutionary histories that have been isolated from continental ecosystems – and partially isolated from each other – for 60 million years.

Biodiversity in the Caribbean Archipelago has been assembled by island biogeographic and evolutionary processes -arrival and extinction probabilities on islands of different sizes and isolation, and island populations responding to new environments through natural selection-. Compared to continents, Caribbean islands have lower species diversity but much higher rates of endemism, a simpler but more unusual ecological structure. These species are assembled in unusual ecological communities, which often lack dominant continental groups such as mammals.

- 1.6 The Caribbean Archipelago – Jamaica included – has faced tremendous ecological damage caused by recent centuries of human activity and the introduction of exotic species. Much of the unique biodiversity of the Caribbean Archipelago – created over millions of years of evolution – has permanently disappeared. The Portland Bight area is outstanding for having survived relatively intact this widespread destruction of Caribbean biodiversity. Archipelagic biodiversity is dominated by the terrestrial-marine interface; every square inch is part of the coastal zone. Portland Bight is unusual in that it retains intact the intimate spatial and functional interface between marine and terrestrial ecosystems that is characteristic of archipelagic biodiversity.
- 1.7 Parts of the mainland shoreline as well as many of the coral cays within the Bight, are major nesting areas for sea turtles including Hawksbill Turtles (*Eretmochelys imbricata*) and Green Turtles (*Chelonia mydas*). Manatees (*Trichechus manatus*), which used to be numerous in the area, are now rare and endangered. Many rivers, streams and gullies empty into the Bight, some of which are habitat for the endangered crocodile (*Crocodilus acutus*). Many sea birds and waterfowl also inhabit the area. The Rio Minho – Jamaica's longest river (92.5 kilometers) – has its estuary within the protected area after passing through much agricultural and residential country. The Rio Cobre – Jamaica's third longest river (50.9 kilometers) – enters the sea in Hunt's Bay, just a few kilometers upstream of the protected area.
- 1.8 The poor health of the Jamaican marine environment affects downstream areas. Corals and economically important species such as lobsters and conch depend on recruitment from healthy populations upstream; at the same time, reefs downstream of polluted harbors and rivers suffer from eutrophication. These linkages, based on the movement of tidal currents, have been the subject of research by the Nature Conservancy, which identifies the Southern Coast of Jamaica (including the Pedro Banks) as one of the top marine conservation priorities for all of Latin America and the Caribbean.³
- 1.9 Research conducted in Portland Bight (funded by the Royal Netherlands Embassy in Jamaica) indicate a gradient of coral reef health directly related to proximity to Kingston Harbor (upstream), one of the most heavily contaminated bays in the Caribbean: the further downstream from Kingston Harbor, the more live coral

³ See Sealy, K.S. and G. Bustamante. 1999. *Setting Geographic Priorities for Marine Conservation in Latin America and the Caribbean*. The Nature Conservancy: Arlington, VA.

cover. There are healthy coral reefs in western Portland Bight, and the condition of the coral reefs in eastern Portland Bight will improve as pollution in Kingston Harbor is reduced, as a result of interventions contemplated in this project as well as in the UNDP/GEF project to clean up Kingston Harbor.

- 1.10 Overlooking Portland Bight are three tropical dry forests: the Hellshire Hills, the Braziletto Mountains and Portland Ridge (total 21,025 ha), the largest relatively intact forest of that type left in Central America and the Caribbean. The Hellshire Hills (ca. 11,400 ha) represents the largest remaining area of intact dry limestone forest in Jamaica. In total, 271 plant species were identified in Adams' and DuQuesnay's botanical survey of Hellshire, of which 53 (19.6%) are endemic to Jamaica. Portland Ridge (ca. 4,200 ha) and the Braziletto Mountains (ca. 3,000 ha) have been less studied, but they support vegetation types similar to the western Hellshire Hills. The Hellshire Hills provide the last known habitat of the recently rediscovered (1990) Jamaican Iguana (*Cyclura collei*), an endemic species and Jamaica's largest land animal. Populations of another endemic – Jamaica's largest snake, the Jamaican Boa or Yellow Snake (*Epicratus imbrecata*) – are also found there. In addition, the Hellshire Hills are thought to be the last remaining stronghold in Jamaica of the skink (*Mabuya mabouya*). Two endemic reptiles (an undescribed thunder snake *Tropidophis sp.*, and the Blue-tailed Galliwasp, *Celestes duquesneyi*), and an endemic frog (*Eleutherodactylus cavernicola*) are entirely restricted to Portland Ridge. The only endemic terrestrial mammal, the Jamaican Hutia or Coney (*Geocapromys brownii*), is found in Hellshire and Portland Ridge. The endemic sub-species of the Bahama mockingbird (*Mimus gundlachii hillii*) is restricted to Hellshire and Portland Ridge, and the Jamaican Pauraque (*Siphonorhis americanus*) last seen more than 100 years ago is rumored to persist there. Many forest birds as well as North American migrant birds add to the biodiversity.
- 1.11 Of equal significance for global biodiversity, this project will demonstrate the co-management approach to biodiversity protection and sustainable use. Such a demonstration will create a model of biodiversity conservation that can be followed elsewhere in Jamaica, the Caribbean and the world. Co-management deliberately involves all stakeholders in a biodiversity resource in sharing the responsibility for planning and implementing its management. The primary vehicle for sharing such responsibility is a series of democratically constituted stakeholder councils which discusses resource issues, plan management, and take decisions. This democratic process produces a more stable basis for biodiversity protection than non-participatory approaches, and has already yielded tangible results in the case of the newly declared Portland Bight Protected Area.

B. Threats

- 1.12 Of Jamaica's estimated 16,000 artisanal fishers, at least 4,000 operate from landing sites in Portland Bight. The shelf areas and inshore banks of Jamaica and Portland Bight are notoriously over-fished, and annual catches are decreasing. This over-fishing, often through the use of dynamite, small net and trap mesh and spearguns, is putting tremendous pressure on fish stocks.

- 1.13 Eutrophication from agricultural runoff and sewage outfalls is another serious threat to the marine resources of the PBPA. The many rivers, streams and gullies that empty into the waters of the Portland Bight carry pesticides, herbicides and fertilizer residues from plantation and peasant cultivation upstream. In addition, they contain sewage and industrial waste from factories. The prevailing nearshore currents are from the east, bringing effluent from the Rio Cobre and Kingston Harbor into the marine waters of Portland Bight. Eutrophication is causing algae to overgrow and suffocate the coral reefs that are essential habitat for many fish. Sediment from terrestrial erosion increases turbidity in coastal waters which decreases the quantity of light energy available for photosynthesis in the critical sea-grass beds and coral reefs.
- 1.14 Dynamite which daily is used as a fishing method, causes physical destruction of coral reefs and destroys all life non-selectively, including juvenile fish. Mangroves are threatened by indiscriminate, unsustainable cutting. Mangrove stands are often clear cut, making natural regeneration almost impossible. The establishment and expansion of industry is expected to pose a serious threat to the mangrove resources of the area. A coal-fired power plant, a caustic soda plant, and a solar salt operation are but three of the large investments suggested for Portland Bight, which would lead to the destruction of several thousand acres of healthy mangroves.
- 1.15 The Jamaica Public Service Co. Ltd. maintains a major power station in Old Harbor, which burns bunker C oil. This and the two port facilities in the Bight (Port Esquivel and Rocky Point) create a risk of water contamination through the spillage of oil or bulk cargo.
- 1.16 All three areas of Caribbean dry limestone forests are threatened by woodcutters who harvest intact forests to produce charcoal. The harsh dry environment of the Hills causes extremely slow plant growth rates; as a result, long-term sustainable harvesting of wood is unlikely to be economically feasible; harvest rates easily outstrip the ability of the forest to regenerate itself. Coal-burners are also primarily responsible for the introduction of exotic species into the heart of the ecosystem; feral dogs, goats, pigs and cats are a serious threat to the survival of native species. The Indian Mongoose, which was introduced to Jamaica, is also a serious threat to the continued survival of indigenous animals.
- 1.17 Marble mining is in progress at the northeast section of the Hellshire Hills, and large informal roads have been cut to gain access to these sites. Southern and western sections are little disturbed although some charcoal burning and marijuana cultivation occurs.
- 1.18 The Hellshire Hills lies just west of Jamaica's capital city of Kingston and the Portmore community, which is the largest dormitory community in the Caribbean. Housing projects have already been located in the eastern foothills and there are plans to create additional housing and infrastructure further into the Hellshire Hills.

- 1.19 The Portland Bight is the largest protected area in Jamaica. It was intentionally made large to encompass the wide range of threats listed above that could impact on its natural resource base and be subject to its jurisdiction. These threats, and their principal causes and proposed remedial measures contemplated by the project, are summarized below.

Table 1: Threats to Portland Bight Protected Area

Threat	Cause of Threat	Source of Threat	Proposed Measures under GEF Full Project
Depletion of Fishery	Open Access	Endogenous	Licensing and Registration
	Overfishing	Endogenous	Co-management of Fishery
Coral Reef Destruction	Dynamiting	Endogenous	Enforcement
	Overfishing	Endogenous	Co-management of Fishery
	Eutrophication	Endogenous & Exogenous	Water Quality Monitoring Portland Bight Industrial Council
High Marine Turtle Mortality	Illegal capture	Endogenous	Community Education & Enforcement
	Theft of eggs	Endogenous	Habitat Zoning and Enforcement
Extinction of Jamaica Iguana	Habitat Destruction	Endogenous	Habitat Zoning and Enforcement; Creation of Wildlife Refuge
	Predation by Exotic Species	Endogenous & Exogenous	Removal of Exotic Species
Deforestation	Charcoal burning	Endogenous & Exogenous	Alternative Income Generation Opportunities (e.g. tourism)
	Urban Expansion	Endogenous & Exogenous	Botanical Garden as Buffer
Oil Spills	Petroleum Port Facilities	Endogenous	Oil Spill containment capacity

II. INSTITUTIONAL CONTEXT FOR MANAGING THE PROTECTED AREA

- 2.1 The Caribbean Coastal Area Management (CCAM) Foundation, a local Jamaican NGO, has been instrumental in obtaining legal protection for the Portland Bight⁴. When the declaration order was signed on Earth Day last year (April 22, 1999), Jamaica's Minister of the Environment and Housing, Easton Douglas, noted the key role that CCAM played in bringing into existence the PBPA. Since then, the NRCA has stated in writing its intention to delegate the management of the Portland Bight to CCAM. As part of this effort, CCAM recently produced and

⁴ For more information on the role of CCAM, see a message on UNESCO's website (<http://www.unesco.org/csi/jamail.htm>) circulated on 27 April 1999 by Peter Espeut, Executive Director of the Caribbean Coastal Area Management (CCAM) Foundation, Jamaica.

published an extensive management plan for the PBPA, endorsed by Executive Director of the NRCA.

- 2.2 CCAM has taken a proactive approach to involving community members at all stages of decision-making. The Portland Bight Fisheries Management Council (PBFMC), for example, formed with the initiative of CCAM, was launched on Fisherman's Day (June 29) 1995 and has met monthly since. Initially CCAM chaired the PBFMC and provided the secretariat; these posts are now filled by elections. The PBFMC's thirty-two members include two each from the Half-Moon Bay Fishermens' Co-operative Society, and fishers' associations from Old Harbor Bay, Welcome Beach, Mitchell Town, Barmouth, Rocky Point, Carlisle Bay and Beauchamps, and from the Jamaica Co-operative Union. There is one representative each from the Old Harbor Bay Fishermen's Co-operative Society, the Rocky Point Fishermen's Co-operative Society, the Monymusk Gun, Rod and Tiller Club and the PWD Gun Club (both elite sporting clubs). From the government there is one representative each from the Fisheries Division, the Natural Resources Conservation Authority, the Port Authority, the Urban Development Corporation, the Jamaica Defence Force Coast Guard, and one representative from each of three police stations in the area. CCAM has two representatives on the PBFMC.
- 2.3 This diverse group of stakeholders has contributed to the management plan for Portland Bight by drafting a suite of management regulations for fisheries, coral reefs, seagrass beds, wetlands, the cays, turtles, manatees and crocodiles, and has recommended how the marine area of the PBPA should be zoned. Through this Council and its interaction with its member organizations, stakeholders are accepting the process and the goal of managing the biodiversity resources of Portland Bight. In another telling instance, through CCAM and the NRCA, about fifty stakeholders in the fisheries of Portland Bight (fishers, vendors, etc.) have been appointed Honorary Game Wardens by Jamaica's head of state, the governor-general. These wardens have powers of arrest and search without warrant and participate in an annual training programme run by CCAM. This approach of community peer group enforcement has increased compliance with existing laws, including a reduction in dynamiting and the taking of turtles and crocodiles.
- 2.4 CCAM expects to be delegated management responsibility for the PBPA in the first quarter of 2000 and will begin to implement key aspects the approved management plan as funding permits. As part of an IDB funded technical cooperation, all fishers and fishing vessels should be registered and licensed by mid-year 2000, the first step in the limited entry system. Enforcement capability needs to be put in place in the next year so that compliance with the fisheries laws and regulations can be encouraged. The GEF financing would provide key support to extend these initial efforts, including the infrastructure, monitoring and enforcement capacity for limited and no-take zones and wider park management. With project financing, fishing effort is to be gradually reduced to optimal levels and stress on marine ecosystem brought to sustainable levels. Successful

management of the coastal zone of the Portland Bight – including the terrestrial resources – should lead to improved water quality, enhanced marine biodiversity, improved catches and more sustainable livelihoods for the residents, while providing important global benefits in the form of improved coastal management and terrestrial biological diversity.

- 2.5 It is important to signal that the proposed project would build on previous GEF-MSP funding. Portland Bight was selected as one of three demonstration sites for the GEF/UNEP/OAS project entitled “Inter-American Strategy for Public Participation in Decision-Making for Sustainable Development” (ISP). With GEF funds, CCAM established a stakeholder process involving central and local government agencies, thirty local communities, and other NGOs. Civil society representatives are able to raise and discuss their concerns about community infrastructural and environmental problems, and have invited elected and employed public officials to Council meetings for discussions. The ISP process in Portland Bight has demonstrated that government and civil society can work together in a stakeholder process towards natural resource management, a fact highlighted the positive ex-post evaluation of the project. The proposed project would continue and deepen this participatory process while introducing the mechanisms to preserve an ecosystem of global significance over the long run.

III. PROJECT OBJECTIVES AND DESCRIPTION

- 3.1 The project has two principal objectives. The first objective is 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 NGO's.
- 3.2 These objectives are complemented by six goals: 1.) conserving threatened terrestrial and marine species and ecosystems in the Portland Bight; 2.) promoting the sustainable use of its natural resources through the building of local co-management institutions; 3.) building knowledge of its biodiversity through scientific research; 4.) managing information about the Bight through a local biodiversity center; 5.) building widespread appreciation and support for the Bight conservation through public education and outreach; and 6.) working towards financial sustainability for biodiversity management in the protected area.
- 3.3 To meet the objectives and goals outlined above, the project is divided into four principal components that will be implemented in two phases. In the first phase, resources will be directed to solidifying the initial gains made by CCAM in bringing long-term management to the protected area by strengthening its capacity and outreach. Once key benchmarks related to management, collection and dissemination of information, and revenue generation, have been attained, a

second phase will be triggered releasing funds to extend the co-management model to other existing and proposed protected areas along the South Coast, such as the Port Royal/Palisadoes Protected Area, the Black River Protected Area and the Canoe Valley National Park.

- 3.4 The potential GEF support would focus on protecting marine and terrestrial biodiversity (incremental costs) through the implementation of innovative measures such as no-take and recovery zones and the applied research needed to establish such zones locally, while the domestic activities, such as the registration of fishing vessels, would be funded with non-GEF resources. A rigorous technical analysis of baseline activities and incremental costs will be developed and financed by the proposed PDF-B grant resources.

A. Baseline Outputs

- 3.5 As part of the IDB South Coast Sustainable Development Program (JA-0112) under preparation, the following baseline outputs will be included:

a) Establishment of the Headquarters Complex

- 3.6 The establishment of the Headquarters Complex of the Portland Bight Protected Area (PBPA) to be the locus of administration, research, conservation and community education activities. The Complex will include facilities for administration, the enforcement staff, canteen, clinic, community radio station and an audio-visual meeting room. The complex will be located at Salt River, Clarendon and will have a marina for easy access to the waters of the Bight.

b) Control and Enforcement infrastructure

- 3.7 Seven ranger stations – four marine and three terrestrial – are to be established, equipped with radios and patrol vehicles and vessels, and staffed with highly-trained men and women.

c) Nature tourism within the PBPA will be developed and marketed

- 3.8 An eco-heritage trail through Portland Bight will be established; a guidebook will be published. Tours to a variety of natural and cultural sites within the PBPA will be developed and established. This plus a local craft industry will be developed to provide income for local residents, to alleviate poverty and to provide income to support the management of the PBPA. A museum of social and natural history will be created.

d) Artisanal fisheries facilities

- 3.9 Improvement of landing sites, processing and storage facilities.

B. Incremental Outputs

1. Building Capacity to Manage the Protected Area

- 3.10 The component would strengthen and extend the institutional capacity of CCAM to manage the Portland Bight Protected Area. Although CCAM has already developed a detailed management plan, which has been approved by the Natural Resources Conservation Authority, it lacks the resources and ability to implement critical aspects of it. This component will build this capacity by:

a) Operation of Headquarters Complex

- 3.11 Operation of Headquarters Complex for administration, research, conservation and community education activities. Government of Jamaica is expected to provide land for the complex as part of their counterpart contribution.

b) Strengthening CCAM's nascent enforcement capability

- 3.12 Strengthening CCAM's nascent enforcement capability to ensure that the management process goes smoothly. Rangers will be trained and supported.

c) Encouraging stakeholder participation

- 3.13 Encouraging stakeholder participation in management planning and implementation through the formation and strengthening of six stakeholder councils (secondary), and one overall (tertiary): the Portland Bight Sustainable Development Council. Meetings at the primary level (community, fishing beach), already being undertaken by CCAM, will continue to be supported.

d) Attaining long-term financial sustainability

- 3.14 Attaining long-term financial sustainability of the Protected Area by identifying and creating stable revenue streams. This could include establishing a trust fund, exploring private sector partnerships with eco-tourism and recreation enterprises, and developing attractions within the Bight through an internationally-targeted marketing campaign.

2. Building Knowledge through Scientific Research

- 3.15 Biological and social scientific information needed for the conservation management of the PBPA will be provided by this project. The project will include data generation regarding water quality, fish stock assessments, coral reef health assessments, turtle and crocodile nesting research, a benthic survey, the dynamics of PBPA marine ecosystems including linkages between reefs, mangroves and sea-grass beds that contribute to overall biodiversity and productivity, an assessment of the extent of invasion of the PBPA by exotic plant and animal species, an atlas of human activities, a GIS database of the PBPA, and a survey of the attitudes and knowledge of the local people about conservation.

This component would also strengthen CCAM's ability to analyze and interpret this data by equipping a GIS and scientific research laboratory. Fairchild Tropical Gardens, an internationally recognized center of research on biodiversity issues affiliated with the University of Florida, will provide research assistance as counterpart. To facilitate the dissemination and public accessibility of the data gathered, the full project will include web-site development and an environmental information center open to the public.

3. Securing Marine and Coastal Habitats

- 3.16 Using the management plan as the basic framework, the approach will be to accelerate the recovery of marine and terrestrial habitats and stocks through the implementation of effective management strategies while also exploring income alternatives for fishers and woodcutters in the Portland Bight area. The implementation of a limited entry system, gear limitation and by-catch reduction, closed areas, size limits, improvements in handling and distribution should contribute to increased income levels from fish-catching without adding pressures to fisheries stocks or marine biodiversity. The native populations of turtles, crocodiles, manatees and sea birds will also be protected. The natural forests and their wildlife will be protected through the creation of designated management zones and the removal of exotic animals and feral cats and dogs. Restoration efforts of coral reefs degraded by dynamite fishing or dragnets will be considered, including community based transplantation activities.

4. Education and Outreach

- 3.17 As a vital component of this project, conservation education programmes will be established targeting local fishers, wood cutters, and other resource users as well as for local schools and communities. CCAM will mount an interpretive programme, and school children will be brought to the Complex to be exposed to multimedia presentations of environmental concepts created by this project. Modules of a conservation curriculum appropriate for a variety of audiences will be prepared, and instructors to deliver them will be trained. This component would also equip a documentation center/library where volunteers to support conservation education and other outreach activities will also be organized. As part of the education component, the possibility of involving monitoring programs such as Reef Check, CARICOMP, and the ICRI Global Coral Reef Monitoring Network (GCRMN) will be considered for their scientific relevance.

5. Extending the Co-Management Model

- 3.18 Once critical performance benchmarks have been achieved for the four components outlined above, funds for extending the co-management model to other areas of the Caribbean will be released. Milestones will be defined during the PDF B proposal, related to progress in steps taken towards financial sustainability, establishing effective monitoring and management regimes, and

local buy-in to the project's goals. Progress in attaining these milestones will be assessed during annual evaluations.

IV. DESCRIPTION OF PDF ACTIVITIES

- 4.1 A PDF B grant is requested to undertake activities leading to the submission of the full project proposal. These activities, programmed over twelve months (see Annex B for timeline) fall into five categories:

A. Project design and formulation of the full GEF Project Proposal

- 4.2 Resources from the PDF will be used to engage technical assistance in designing the components of the project, including a complete analysis of baseline vs. incremental cost activities and a needs/capacity assessment of CCAM to undertake the full project. Funds from counterpart sources will be used to undertake a land survey, develop architects drawings, develop quantity surveys and finalize all tender documents for tender and procurement.

B. Developing a consensus on best practices for the protected area

- 4.3 During the course of the PDF Block B activities, there will be a series of four stakeholder meetings open to all parties interested in the course of developing the full project proposal. During the first meeting, delegates to a steering (or technical advisory) committee will be selected, which will convene on a regular basis throughout the development of the project proposal to ensure a free exchange of views. These meetings will complement and broaden the work initiated under the MSP to mobilize local fishers and other resource users for a co-management approach to resource use and protection.

C. Development of Bio-physical and Socio-economic Indicators

- 4.4 Funds from the PDF will be used to develop and in some cases test biological diversity and human use indicators for managing the protected area. Examples of indicators will include measurements of: benthic conditions, sea currents, fish stocks, coral reef health, turtle nesting, crocodile nesting, manatee population, seabird colonies, game-bird population, neotropical migrant bird population, water and air quality, and dynamics of marine ecosystems. In addition, indicators of sustainable use will be developed, including plans for: a meteorological monitoring network, annual aerial survey of Portland Bight, a census of the households in Portland Bight, a socioeconomic assessment of the fishing industry, a socioeconomic assessment of the charcoal-burning industry, surveys of the attitudes and knowledge of the local people about conservation, an atlas of human activities in Portland Bight, a detailed land-use map of Portland Bight, land ownership in Portland Bight, a GIS database of the PBSDA and the analytical capability to use it at CCAM.

D. Pilot Initiatives in Coastal and Marine Management

- 4.5 All fishers and fishing vessels should be registered and licensed by June 2000, the first step in the limited entry system, through a Technical Cooperation grant from the Inter-American Development Bank. To extend these efforts, resources from the PDF will be used to locate and design 17 special management, limited-take and no-take zones (IUCN I and IV). These activities will include boundary surveys of the 17 areas, preparing draft regulations for their management, and initial stock assessments for monitoring productivity and re-growth.

E. Web-site Development and Outreach Program

- 4.6 PDF activities will elaborate and design the components of an educational program to be implemented under the full project. The centerpiece and focus of this activity will be developing web-site presence for marketing, dissemination and educational purposes. In the short-term, the web-site will assist in formulating the full project by making information on the project proposal widely available. In the long run, the web-site is expected to become both an instrument of outreach for education on the international significance of the Portland Bight as well as a means of increasing demand for its services and ultimately contributions to its long-term financial sustainability.

F. Long-term financial Self-Sufficiency

- 4.7 One of the key activities in the PDF stage is to conceptualize and identify potential mechanisms to ensure the long-run viability of the project's investments. To this end, this activity will investigate financing options to cover the recurrent costs of managing the protected area, including but not limited to: private sector partnerships for eco-tourism and recreation, establishment of a trust fund through charitable donations and possible GEF support, and other user fees as appropriate. To initiate activities in this area, counterpart funds will be used to conduct market analysis to estimate local and international demand for nature tourism in Portland Bight. Efforts to promote nature and cultural bases tourism will include locating and designing boardwalks, beach parks, and nature trails throughout the Portland Bight.

V. IMPLEMENTATION OF PDF-B

- 5.1 CCAM will be the executing agency for the PDF-B. The project will be overseen by a executive committee made up of the GEF National Focal Point, the IDB, the UNDP and CCAM. A broad-based steering committee with representatives of the immediate stakeholders will be established.

A. Eligibility and Country Commitment

- 5.2 Coastal area management in Jamaica – and in Portland Bight in particular – is government policy and is linked to several national and regional priorities, action plan and programmes. On a regional level, Jamaica is a signatory to the Cartagena Convention for the Wider Caribbean supporting sustainable use and management of marine resources as well as the 1995 Convention on Biological Diversity (ratified January 6th 1995). The proposed project would tangibly advance the aims of both treaties with an on-the-ground application in Jamaica. The proposed project is consistent with Jamaica's Coral Reef Action Plan (adopted in June 1997), which emphasizes a grass-roots approach to integrated coastal zone management. On an international level, the proposed project is consistent with the GEF Operational Strategy and complies with Operational Program 2 (Coastal, Marine, and Freshwater Ecosystems) by fostering an integrated approach towards managing a critical marine and coastal zone protected area and its watersheds.

B. National Level Support

- 5.3 On the national level, Jamaica's System of Protected Areas (adopted November 1997) outlines a decentralized approach to managing its parks consistent with the proposed project. In fact, the Natural Resources Conservation Authority (NRCA), the government agency responsible for environmental management in Jamaica, has adopted a policy of delegating management to local environmental non-governmental organizations (NGO's). This view is reiterated in the Jamaica National Environmental Action Plan (JA-NEAP), published in May 1995 and updated 1998, which specifically references the need to manage coastal and marine resources through direct participation of local stakeholders.
- 5.4 CCAM advocates co-management as the best approach to manage the resources in the PBPA. Co-management means management through the joint effort of all persons and organizations – including the Government of Jamaica – who have a direct interest in or who affect the health of PBPA resources. These persons and organizations are called stakeholders. Primary stakeholders include resource users and the government, but others with a less direct interest, may be included in the process. All stakeholders share the responsibility for planning and management towards sustainable development. Co-management enhances community democracy and empowerment, while acknowledging the duty of the state to be involved in the process.
- 5.5 Representatives of all stakeholders sit together in Management Councils to plan management strategies and take management decisions for each resource. Six management councils are planned: one each for fisheries, forests, industry (pollution), tourism, enforcement and for community associations. Those with seats on the Management Council must genuinely represent a constituency of stakeholders and must be sent by them. Where stakeholders are unorganized or where organization is weak, then the formation and strengthening of stakeholder

groups must precede the formation of a Management Council. This strengthening of stakeholder groups may need to be brokered by some intermediate agency. CCAM is actively doing this in the PBPA. The Portland Bight Industrial Council, being initiated under the IDB-funded technical cooperation, will bring together agricultural, industrial, commercial and residential interests into the process to create a forum for both upstream and downstream resource users. The Council with overall responsibility for the management of the PBPA will be the Portland Bight Sustainable Development Council (PBSDC), with members drawn from all the resource management councils and the government.

- 5.6 Local buy-in from stakeholder group is evidenced by the wide national and international acclaim for the early accomplishments of the project. However, to build on these initial successes, more funding is needed as CCAM reaches a critical juncture in formal launching activities which can bring long-term management to the Portland Bight.

C. Justification for PDF Block B Grant

- 5.7 The proposed project represents a unique opportunity to support a local Jamaican NGO in their bid to conserve and manage a protected area of global environmental significance. This effort has the clear and unambiguous support of the Government of Jamaica, as indicated by the recent delegation of management authority as well as its intention to provide in-kind contributions of land and technical advice. By providing funds to support the full project, the GEF is not only contributing to the preservation of a unique coastal ecosystem in the Caribbean, but providing a model for community participation in managing local resources. Furthermore, with funding linked to an upcoming IDB investment program focusing on the sustainable development of the South Coast, the GEF will be able to leverage its resources (even at the PDF stage) significantly.

D. Items to be Financed

- 5.8 Total preparation costs are estimated at US\$ 609,500, of which US\$ 330,000 is requested from the GEF. The PDF B grant will finance technical assistance to undertake the activities listed above, stakeholder consultations, documents, and travel. Co-financing from the IDB, CCAM and Fairchild Tropical Gardens will be applied to cover the preparation of the baseline components, as described below. These components will be developed in tandem with the IDB's larger South Coast Sustainable Development Program, currently being prepared in collaboration with the Government of Jamaica and scheduled for approval in the second quarter of 2001.

Table 2: Financing Plan

ACTIVITIES	GEF	IDB	CCAM	FTG	TOTAL
Project Administration and Design	103,000	68,500			171,500
Stakeholder Consultations	6,000				6,000
Bio-Physical and Socioeconomic Indicators	59,000		35,000	15,000	109,000
Website Development and Outreach	22,000		2,000	10,000	34,000
Pilot Resource Management	29,000	46,000	24,000		99,000
Long-Term Financing Plan	101,000	65,000	5,000		171,000
External Evaluation	10,000				10,000
TOTAL (in current US\$)	330,000	179,500	66,000	25,000	609,500

E. Outputs

- 5.9 The expected outputs of the PDF B grant will be: 1.) a full GEF Project Document, reflecting stakeholder consultations and including detailed component designs; 2.) bio-physical indicators for use in real-time monitoring and management decisions; 3.) a website to disseminate project activity and increase the visibility of the Portland Bight; 4.) the location and design of 17 no- and limited-take fishing areas; and 5.) a long-term financing strategy.

COASTAL ZONE MANAGEMENT IN THE PORTLAND BIGHT
(TC-0010014-JA)

INDICATIVE TERMS OF REFERENCE

PROJECT MANAGER

1. BACKGROUND

- 1.1 In June of 2000 the Secretariat of the Global Environment Facility (GEF) approved Project Development Funds (PDF-B) for the Caribbean Coastal Area Management (CCAM) Foundation to undertake a series of activities leading to a full project proposal in the year 2001. These activities, of which the current terms of reference form a critical part, complement the larger South Coast Sustainable Development Project (JA-0112) being financed by the Inter-American Development Bank (IDB).
- 1.2 The GEF component of the Portland Bight project has two principal objectives. The first objective is to protect the globally important animal and plant biodiversity of the Portland Bight Protected Area (PBPA). The second is to demonstrate the effectiveness of the co-management model of biodiversity protection, particularly in situations where governments delegate protected area management to NGO's.
- 1.3 These objectives are underpinned by six goals: 1.) conserving threatened terrestrial and marine species and ecosystems in the Portland Bight; 2.) promoting the sustainable use of its natural resources through the building of local co-management institutions; 3.) building knowledge of its biodiversity through scientific research; 4.) managing information about the Bight through a local biodiversity center; 5.) building widespread appreciation and support for conservation of the Bight through public education and outreach; and 6.) working towards financial sustainability for biodiversity management in the protected area.
- 1.4 The GEF support will focus on protecting marine and terrestrial biodiversity (incremental costs) through the implementation of innovative measures such as no-take and recovery zones and the applied research needed to establish such

zones locally. The baseline activities, such as the registration of fishing vessels, would be funded with IDB/Government of Jamaica resources.

2. OBJECTIVES

- 2.1 The objective of the consultancy is to provide effective management and to oversee the delivery of the outputs under the PDF-B on a timely basis, as specified in the Plan of Operations and the Agreement.

3. ACTIVITIES

- 3.01 In general, the Project Manager will be responsible for managing all aspects of the PDF-B activities, culminating in the preparation and submission of the full project proposal for financing by the Global Environment Facility as part of the larger IDB-financed program for the Sustainable Development of the South Coast.

- 3.02 Specific duties of the Project Manager will include:

A. Project Administration:

- Hiring and supervising the required technical consultants and administrative staff under the project, following IDB procedures;
- Ensuring that all accounting and financial administration requirements are met, following IDB procedures;
- Monitoring program implementation and identifying and addressing any problems with implementation;
- Conducting regular field visits to supervise the work of the technical and community outreach consultants;
- Reporting regularly to the Project Steering Committee, the IDB and the UNDP on all aspects of project implementation;

B. Stakeholder Consultations:

- Working closely with all relevant ministries, line agencies and stakeholders to reach a consensus on project objectives;
- Convening the Executive Committee on a quarterly basis and the Project Steering Committee at least three times during the life of the project;

C. Delivery of Key Project Outputs:

- Ensure the delivery of the following key outputs: a) full project proposal for submission to the GEF; b) biophysical indicators; c) website development and outreach; d) pilot resource management activities; and e) long-term financing plan. These key deliverable are described in more detail below.

4. KEY DELIVERABLES

- 4.01 Project Design: Key outputs: develop terms of reference, contract technical expertise, and ensure the delivery of: a) needs/capacity assessment of CCAM to undertake the full project; b) complete analysis of baseline vs. incremental cost activities; c) preparation of the full GEF project proposal.
- 4.02 In addition, the Project Manager will ensure that the related baseline activities are carried out: a) ensure that the required land surveys, architect's drawings, and tender documents are prepared for the conservation center and headquarters complex as specified in the South Coast Sustainable Development Program feasibility studies.
- 4.03 Stakeholder Consultations: Key outputs: a) establish and convene the Project Steering Committee at least three times during the life of the project (start-up, progress report, and wrap-up); b) convene the Executive Committee meeting once monthly or as agreed with the lead agents.
- 4.04 Biophysical Indicators: Key outputs: develop terms of reference, contract technical expertise, and ensure the delivery of: a) biological diversity and human use indicators for managing the protected area, as specified in the Plan of Operations; and b) initial baseline conditions of social and environment
- 4.05 Web-site Development and Outreach: Key outputs: develop terms of reference, contract technical expertise, and ensure the delivery of: a) an educational program to be implemented under the full project; b) a web-site presence for marketing, dissemination and educational purposes.
- 4.06 Pilot Resource Management Activities: Key outputs: develop terms of reference, contract technical expertise, and ensure the delivery of: a) a plan to locate and design 17 special management, limited-take and no-take zones (IUCN I and IV); and b) boundary surveys of the 17 areas, draft regulations for their management, and initial stock assessments for monitoring productivity and re-growth.
- 4.07 In addition, the Project Manager will ensure that the related baseline activities are carried out: a) land surveys of fishing beaches; b) architect's designs, quantity surveys and tender documents for fishing beach upgrades, fisher rest stops and ranger stations located in the Portland Bight.

- 4.08 Long-Term Financing Plan: Key outputs: develop terms of reference, contract technical expertise, and ensure the delivery of: a) potential mechanisms to ensure the long-run viability of the project's investments; b) financing options to cover the recurrent costs of managing the protected area.
- 4.09 In addition, the Project Manager will ensure that the related baseline activities are carried out: a) market analysis to estimate local and international demand for nature tourism in Portland Bight; b) locating and designing boardwalks, beach parks, and nature trails throughout the Portland Bight.
- 4.10 Project Administration: The Project Manager will ensure that all aspects the project are effectively managed for successful implementation. Key outputs include: a) satisfying conditions to first disbursement; b) hiring and contracting key technical and administrative personnel; c) satisfying reporting and financial accounting requirements; d) problem solving as required.

5. QUALIFICATIONS

- 5.01 The Project Manager will be a dynamic, self-motivating professional who is capable of managing a broad array of tasks. The Project Manager should be comfortable communicating with senior government officials and community members alike, and should have significant experience in project management. The Project Manager should possess excellent verbal and written communication skills and should be proficient in Microsoft Word and Microsoft Excel.
- 5.02 At a minimum, the candidate will have:
- At least 5 years of experience in project and program management.
 - A graduate degree in management, public or business administration, or a graduate degree in a related technical area;
 - Prior experience with the community environmental management in Jamaica and with internationally funded projects
- 5.03 The Project Manager shall be hired for a one-year period. Hiring of the Project Manager shall be subject to IDB non-objection.

6. SUPERVISION

- 6.1 The Project Manager will report to the Executive Director of the Caribbean Coastal Area Management Foundation (CCAM).

COASTAL ZONE MANAGEMENT IN THE PORTLAND BIGHT

(TC-0010014-JA)

INDICATIVE TERMS OF REFERENCE

PROJECT ACCOUNTANT

1. BACKGROUND

- 1.1 In June of 2000 the Secretariat of the Global Environment Facility (GEF) approved Project Development Funds (PDF-B) for the Caribbean Coastal Area Management (CCAM) Foundation to undertake a series of activities leading to a full project proposal in the year 2001. These activities, of which the current terms of reference form a critical part, complement the larger South Coast Sustainable Development Project (JA-0112) being financed by the Inter-American Development Bank (IDB).
- 1.2 The GEF component of the Portland Bight project has two principal objectives. The first objective is to protect the globally important animal and plant biodiversity of the Portland Bight Protected Area (PBPA). The second is to demonstrate the effectiveness of the co-management model of biodiversity protection, particularly in situations where governments delegate protected area management to NGO's.
- 1.3 These objectives are underpinned by six goals: 1) conserving threatened terrestrial and marine species and ecosystems in the Portland Bight; 2) promoting the sustainable use of its natural resources through the building of local co-management institutions; 3) building knowledge of its biodiversity through scientific research; 4) managing information about the Bight through a local biodiversity center; 5) building widespread appreciation and support for conservation of the Bight through public education and outreach; and 6) working towards financial sustainability for biodiversity management in the protected area.
- 1.4 The GEF support will focus on protecting marine and terrestrial biodiversity (incremental costs) through the implementation of innovative measures such as no-take and recovery zones and the applied research needed to establish such zones locally. The baseline activities, such as the registration of fishing vessels, would be funded with IDB/Government of Jamaica resources.

2. OBJECTIVES

- 2.1 The objective of the consultancy is to ensure that accurate financial records are maintained for the life of the project.

3. ACTIVITIES

- 3.01 In general, the Project Accountant will be responsible for maintaining accurate records of project expenditures, following IDB procedures. The Accountant will also assist with procuring goods and services for the project, in accordance with IDB policies.

- 3.02 Specific duties of the Project Accountant will include:

A. Project Accounting:

- Establishing administrative, financial, and accounting systems for the PDF-B project, including a financial/administrative manual detailing operational procedures;
- Installing and operating accounting software that is able to record financial transactions in accordance with international standards;
- Maintain proper accounting records of the project;
- Establishing and managing the Project bank account;
- Providing documentation of expenditures of PDF-B and counterpart resources to the IDB, including monthly financial statements;
- Issuing disbursement request to replenish the revolving fund as appropriate;
- Issuing purchase orders and/or work authorizations for goods and services;
- Issuing checks and effecting payments;
- Other relevant responsibilities as identified by the Project Manager.

4. KEY DELIVERABLES

- 4.01 Project Accounts: Key outputs: a.) administrative, financial, and accounting systems for the PDF-B project; b.) installing and operating accounting software that is able to record financial transactions in accordance with international standards; c.) establishing and managing the Project bank account, including code

of accounts; monthly financial statements; d) disbursement requests as required; e.) other financial transactions as required.

- 4.02 Project Administration: The Project Accountant will assist the Project Director ensure with administrative aspects of the project, including a) hiring and contracting key technical and administrative personnel; b) satisfying reporting and financial accounting requirements; c) problem solving as required.

5. QUALIFICATIONS

- 5.01 The Project Accountant will possess a degree in business administration or accounting with at least five years of practical experience in the areas of financial administration or project accounting. The Financial and Administrative Officer should possess excellent verbal and written communication skills and should be proficient in Microsoft Word, Microsoft Excel, and accounting software. Prior experience with internationally funded projects is preferable.
- 5.02 The Project Accountant shall be hired for a one-year period on a part-time basis. The hiring of the Project Accountant shall be subject to IDB non-objection.

6. SUPERVISION

- 6.1 The Project Accountant will report to the Project Manager, who in turn reports to the Executive Director of the Caribbean Coastal Area Management Foundation (CCAM).

COASTAL ZONE MANAGEMENT IN THE PORTLAND BIGHT

(TC-0010014-JA)

INDICATIVE TERMS OF REFERENCE

GLOBAL ENVIRONMENT FACILITY TECHNICAL ADVISOR

1. BACKGROUND

- 1.1 In June of 2000 the Secretariat of the Global Environment Facility (GEF) approved Project Development Funds (PDF-B) for the Caribbean Coastal Area Management (CCAM) Foundation to undertake a series of activities leading to a full project proposal in the year 2001. These activities, of which the current terms of reference form a critical part, complement the larger South Coast Sustainable Development Project (JA-0112) being financed by the Inter-American Development Bank (IDB).
- 1.2 The GEF component of the Portland Bight project has two principal objectives. The first objective is to protect the globally important animal and plant biodiversity of the Portland Bight Protected Area (PBPA). The second is to demonstrate the effectiveness of the co-management model of biodiversity protection, particularly in situations where governments delegate protected area management to NGO's.
- 1.3 These objectives are underpinned by six goals: 1.) conserving threatened terrestrial and marine species and ecosystems in the Portland Bight; 2.) promoting the sustainable use of its natural resources through the building of local co-management institutions; 3.) building knowledge of its biodiversity through scientific research; 4.) managing information about the Bight through a local biodiversity center; 5.) building widespread appreciation and support for conservation of the Bight through public education and outreach; and 6.) working towards financial sustainability for biodiversity management in the protected area.
- 1.4 The GEF support will focus on protecting marine and terrestrial biodiversity (incremental costs) through the implementation of innovative measures such as no-take and recovery zones and the applied research needed to establish such zones locally. The baseline activities, such as the registration of fishing vessels, would be funded with IDB/Government of Jamaica resources.
- 1.5 Given that the primary output of this project will be a full proposal to the GEF, it will be important to access technical advice on preparing these types of documents and meeting the particular requirements for submission and approval.

The proposed consultancy will address these issues by providing technical advice in the preparation and submission of the full GEF proposal.

2. OBJECTIVES

- 2.1 The objectives of the GEF Technical Advisor are to: a.) help design the program components, including a complete analysis of baseline vs. incremental costs involved in both the GEF and South Coast Program in a manner consistent with GEF guidelines; and b.) to prepare the full project proposal for submission to the GEF.

3. ACTIVITIES

- 3.01 In general, the Technical Advisor will be responsible for working with the Project Manager, CCAM, and relevant stakeholders to design the full project proposal for submission to the GEF. In addition, the consultant will undertake a complete analysis of baseline vs. incremental cost activities.

- 3.02 Specific duties of the Consultant will include:

A. Review of PDF-B Project Outputs:

- Review key deliverables that form essential inputs into the proposed full GEF project, including the stakeholder consultations, biophysical indicators, website and outreach program, pilot resource management activities, and the long-term financing plan;

B. Review of IDB Financed South Coast Program:

- Review progress and design of program components to ensure compatibility between two initiatives, particularly with regards to baseline vs. incremental costs.

C. Needs Analysis/Capacity Assessment of CCAM

- Undertake a thorough financial and institutional analysis of CCAM and its ability to execute a full GEF sponsored program, including recommendations for changes.

D. Design of GEF Program

- Taking into account the findings under activities A., B., and C. design the program components for the full GEF project, ensuring direct complementarity with the IDB financed South Coast Program and proper timing and sequencing of activities.
- Undertake a thorough evaluation of baseline vs incremental cost activities, and provide cost schedule and timeline for implementation of both;

- Develop a clear proposal and investigate the viability of establishing a GEF financed trust fund to ensure the long term financial sustainability of the protected area
- Prepare a complete proposal for submission to the GEF

4. KEY DELIVERABLES

- 4.01 Draft Proposal: Within 8 weeks of contract signature, present a draft proposal for submission to the GEF based the activities outlined above, including a needs analysis/capacity assessment of CCAM. The proposal will be distributed to key stakeholders for comment and review, including the GEF Focal Point, the Natural Resources Conservation Authority, and the Planning Institute of Jamaica among others.
- 4.02 Final Proposal: Within 12 weeks of contract signature, present a completed final proposal in the required format for submission to the GEF, with distribution to the IDB, CCAM, the Planning Institute of Jamaica, and the UNDP incorporating comments from the draft version.

5. QUALIFICATIONS

- 5.01 The Consultant will be a dynamic, self-motivating professional who has significant experience in developing successful GEF project proposals. The consultant should have a technical background in an area of direct relevance to the project, such as marine or terrestrial biology, resource economics, or a similar field. Familiarity with Jamaica would be an asset.
- 5.02 At a minimum, the candidate will have:
- At least 5 years of demonstrated experience in developing or executing successful GEF projects;
 - A graduate degree in a technical area of direct relevance to the project;
 - Prior experience with the Caribbean;
 - Fluency in written and spoken English
- 5.03 The Consultant will be hired for a period of 60 days. Hiring of the Consultant shall be subject to non-objection the IDB.

6. SUPERVISION

- 6.1 The Consultant will report directly to the Project Manager of the PDF-B.

COASTAL ZONE MANAGEMENT IN THE PORTLAND BIGHT

(TC-0010014-JA)

INDICATIVE TERMS OF REFERENCE

CAPITAL DEVELOPMENT ADVISOR

1. BACKGROUND

- 1.1 In June of 2000 the Secretariat of the Global Environment Facility (GEF) approved Project Development Funds (PDF-B) for the Caribbean Coastal Area Management (CCAM) Foundation to undertake a series of activities leading to a full project proposal in the year 2001. These activities, of which the current terms of reference form a critical part, complement the larger South Coast Sustainable Development Project (JA-0112) being financed by the Inter-American Development Bank (IDB).
- 1.2 The GEF component of the Portland Bight project has two principal objectives. The first objective is to protect the globally important animal and plant biodiversity of the Portland Bight Protected Area (PBPA). The second is to demonstrate the effectiveness of the co-management model of biodiversity protection, particularly in situations where governments delegate protected area management to NGO's.
- 1.3 These objectives are underpinned by six goals: 1.) conserving threatened terrestrial and marine species and ecosystems in the Portland Bight; 2.) promoting the sustainable use of its natural resources through the building of local co-management institutions; 3.) building knowledge of its biodiversity through scientific research; 4.) managing information about the Bight through a local biodiversity center; 5.) building widespread appreciation and support for conservation of the Bight through public education and outreach; and 6.) working towards financial sustainability for biodiversity management in the protected area.
- 1.4 The GEF support will focus on protecting marine and terrestrial biodiversity (incremental costs) through the implementation of innovative measures such as no-take and recovery zones and the applied research needed to establish such zones locally. The baseline activities, such as the registration of fishing vessels, would be funded with IDB/Government of Jamaica resources.

- 1.5 Given the critical importance of financial sustainability for the long-term management of the protected area, it will be important to initiate efforts to identify and secure stable sources of revenue. The proposed consultancy will address these issues by undertaking key fund-raising activities in Jamaica and other locations as required.

2. OBJECTIVES

- 2.1 The objective of the consultancy is to conceptualize and identify financing mechanisms and to secure a significant portion of the funds required to ensure the long-term financial self-sufficiency of the Portland Bight Protected Area.

3. ACTIVITIES

- 3.01 In general, the Fund Raiser will be responsible for identifying sources of major grant funds, and together with C-CAM, presenting the case for capitalizing the Trust Fund established for the long-term financing of the Portland Bight Protected Area, and other sources of funding. This may involve travel to the location of the donors.
- 3.02 Specific duties of the Capital Development Advisor will include:
- To become familiar with the plan for the sustainable development of the human and natural resources of the Portland Bight Protected Area;
 - To prepare promotional material on the Portland Bight Protected Area and the Trust Fund;
 - To make contact with major donors in in Jamaica, the United Kingdom, Europe, the United States of America, Canada and elsewhere, and to solicit their support; this may be augmented by visits to the financial capitals of the world.
 - To prepare proposals for funding, and to follow through;
 - To enlist the assistance of a high-profile patron who would lend their name to the fund-raising effort;
 - Other relevant responsibilities as identified by the Project Manager.

4. KEY DELIVERABLES

- 4.01 Financing Options: Within four weeks of contract signature, the consultant will deliver a report conceptualizing and identifying potential mechanisms to ensure the long-run viability of the project's investments.

- 4.02 Promotional Materials/Kits on Portland Bight: Eight weeks after contract signature, the consultant will develop promotional and marketing materials for fund-raising outreach, including but not limited to powerpoint with embedded video clips, and other media as appropriate.
- 4.03 Fund Raising: The Fund Raiser will put into motion the options selected by CCAM for attaining their financial sustainability, including option for capitalizing their Trust Fund.
- 4.04 Donor Network: Good relations to be established with funders which will persist after this project is over.

5. QUALIFICATIONS

- 5.01 The Capital Development Advisor will be a highly self-motivated person with the necessary contacts to achieve the deliverables. Proven experience with obtaining international funding is essential.
- 5.02 The Capital Development Advisor shall be hired for a one-year period on a part-time basis. The hiring of the Project Accountant shall be subject to IDB non-objection.

6. SUPERVISION

- 6.1 The Capital Development Advisor will report to the Project Manager, who in turn reports to the Executive Director of the Caribbean Coastal Area Management Foundation (CCAM).

COASTAL ZONE MANAGEMENT IN THE PORTLAND BIGHT

(TC-0010014-JA)

INDICATIVE TERMS OF REFERENCE

MONITORING AND EVALUATION

1. BACKGROUND

- 1.1 In June of 2000 the Secretariat of the Global Environment Facility (GEF) approved Project Development Funds (PDF-B) for the Caribbean Coastal Area Management (CCAM) Foundation to undertake a series of activities leading to a full project proposal in the year 2001. These activities, of which the current terms of reference form a critical part, complement the larger South Coast Sustainable Development Project (JA-0112) being financed by the Inter-American Development Bank (IDB).
- 1.2 The GEF component of the Portland Bight project has two principal objectives. The first objective is to protect the globally important animal and plant biodiversity of the Portland Bight Protected Area (PBPA). The second is to demonstrate the effectiveness of the co-management model of biodiversity protection, particularly in situations where governments delegate protected area management to NGO's.
- 1.3 These objectives are underpinned by six goals: 1.) conserving threatened terrestrial and marine species and ecosystems in the Portland Bight; 2.) promoting the sustainable use of its natural resources through the building of local co-management institutions; 3.) building knowledge of its biodiversity through scientific research; 4.) managing information about the Bight through a local biodiversity center; 5.) building widespread appreciation and support for conservation of the Bight through public education and outreach; and 6.) working towards financial sustainability for biodiversity management in the protected area.
- 1.4 The GEF support will focus on protecting marine and terrestrial biodiversity (incremental costs) through the implementation of innovative measures such as no-take and recovery zones and the applied research needed to establish such zones locally. The baseline activities, such as the registration of fishing vessels, would be funded with IDB/Government of Jamaica resources.

- 1.5 Given that this is the first GEF project to be administered by the IDB, it will be important to document the experience and indicate areas where improvements are possible, particularly during the course of the project. The proposed consultancy will address these issues by providing an independent monitoring and evaluation mechanism that will be deployed during the course of the project.

2. OBJECTIVES

- 2.1 The objective of the consultancy is to undertake a real-time monitoring and evaluation of the PDF-B process, including the institutional arrangements, identifying factors which are contributing to and hindering performance and indicating lessons learned.

3. ACTIVITIES

- 3.01 In general, the Consultant will be responsible for reviewing the performance of the management team meeting the project objectives in real time. In addition, the consultant will analyze the institutional factors that are contributing to or hindering progress, timing and quality of key outputs relative to project design, and opportunities for improved performance through lessons learned.

- 3.02 Specific duties of the Consultant will include:

A. Review of Literature:

- Review initial project proposals, agreements, and plans;
- Review IDB and CCAM files for relevant project documents;
- Review minutes from committee meetings as well as key outputs as they emerge;

B. Performance Review:

- Compare expected output with actual deliverables. Focus on quality, relevance, and timeliness of delivery;
- Identify major factors contributing to success of project as well as important bottlenecks. Evaluate overall contribution to project performance and indicate lessons learned;
- Provide feedback to project management staff in the form of quarterly reports;
- Evaluate effectiveness of community participation and stakeholder consultations;

- Analyze institutional configuration of project and draw lessons for the execution of similar, co-financing projects to be undertaken between the IDB and the GEF.

4. KEY DELIVERABLES

- 4.01 Quarterly Reports: Within two weeks of the completion of each quarter, present a quarterly report outlining key findings from the activities outlined above to provide feedback and suggestions for improved performance to the management team. The report will be distributed to key stakeholders for comment and review. During the life of the project three of these reports will be prepared.
- 4.02 Final Report: For the final quarter, present a final monitoring and evaluation detailing key findings over the course of the project, in particular with regard to institutional arrangements and the experience of IDB's participation in preparing GEF projects.

5. QUALIFICATIONS

- 5.01 The Consultant will be a dynamic, self-motivating professional who has significant experience in project management and excellent verbal and written communication skills. The consultant should have a technical background in a area of direct relevance to the project, such as marine or terrestrial biology, resource economics, or rural sociology. Familiarity with GEF and IDB projects would be an asset.
- 5.02 At a minimum, the candidate will have:
- At least 10 years of experience in project and program management.
 - A graduate degree in a technical area of direct relevance to the project;
 - Prior experience with the IDB and GEF financed projects
- 5.03 The Consultant will be hired for a 20 days of professional work, over the course of the entire project. It is anticipated that four days will be devoted to the preparation of each quarterly report, with the remaining eight days available for the final report. Hiring of the Consultant shall be undertaken by the IDB Country Office in Jamaica following standard Bank procurement policy.

6. SUPERVISION

- 6.1 The Consultant will report to the Specialist in charge of the operation at the IDB Country Office in Jamaica.

ANNEX B**SELECTION AND CONTRACTING OF CONSULTING
FIRMS OR INDIVIDUAL EXPERTS****Coastal Zone Management in Portland Bight**

In the selection and contracting of consulting firms, specialized institutions and/or individual experts, hereinafter referred to without distinction as "Consultants", necessary for the execution of the Project, the following shall be applicable:

I. DEFINITIONS

The following definitions are established:

- 1.01** A consulting firm is any legally constituted association, composed primarily of professional personnel, for the purpose of offering consulting services, technical advice, expert opinions, and professional services of various kinds.
- 1.02** A specialized institution is a non-profit organization such as a university, foundation, autonomous or semiautonomous organization or an international organization which offers consulting services. For the purpose of this Annex, the same rules shall apply to specialized institutions as to consulting firms.
- 1.03** An individual expert is any professional or technician specialized in some form of science, art or craft.
- 1.04** A Contracting Entity is the one with the authority to contract the consultants. This entity may be, depending on each case, the Borrower, the Executing Agencies, the Beneficiaries, the Intermediate Financial Institutions, or any other entity mentioned as such in the respective contract or agreement.
- 1.05** The terms Contract or Agreement shall be used interchangeably to refer to the legal instrument of which this Annex is a part.
- 1.06** "Project" means, indiscriminately, the Project or Program which is the subject of the Contract.
- 1.07** "Financing" means the resources, referred to as "Contribution", "Credit" or any other term, assigned to Loan Operations, Technical Cooperations, Small Projects, etc.

II. ETHICAL STANDARDS AND CONFLICTS OF INTEREST

- 2.01** The Contracting Entity, and entities or individuals participating directly or indirectly under these Procedures, shall adhere to the highest ethical standards and refrain from engaging in corrupt practices, both during the contracting stage and during the execution of the corresponding procurement contracts.
- 2.02** The resources of the Bank shall not be used to contract Individual Experts from the country of the Borrower if: (a) they are part of the regular or temporary staff of the institution which receives the Financing, or if such institution is the beneficiary of the services to be provided by such Individual Experts; or (b) they have belonged to such entities within the six months prior to one of the following dates: (i) that of the presentation of the application for Financing; or (ii) that of the selection of the Individual Expert. The Bank may reduce this term given previous and reasonable request by the Contracting Entity. Notwithstanding the aforementioned terms, affiliations or relationships, the Bank may also take into account other conditions for the purpose of determining the existence of a conflict of interest, and, therefore, declare the incompatibility of the Individual Expert.
- 2.03** In addition, Bank resources shall not be used to contract Consulting Firms from the country of the Borrower if the partners, associates, directors and other technical or professional staff of such Consulting Firms: (a) belong to the regular or temporary staff of the institution which shall receive the Financing, or if such institution is the beneficiary of the services to be provided by such Consultants; or (b) they have belonged to any of such entities within the six months prior to one of the following dates: (i) that of the presentation of the application for Financing; or (ii) that of the beginning of the prequalification or selection process of the Consulting Firm. The Bank may reduce this term given prior and reasonable request by the Contracting Entity. Notwithstanding the aforementioned terms, affiliations or relationships, the Bank may also take into account other conditions for the purpose of determining the existence of a conflict of interest, and, therefore, declare the incompatibility of the Consulting Firm.
- 2.04** A fully-qualified consulting services firm which is a subsidiary or affiliate of a construction contractor, equipment supplier or holding company normally will be considered acceptable only if it agrees in writing to limit its role to the provision of professional consulting services and agrees, in the contract it signs, to disqualify itself and its associates from any construction work, material or equipment supply or financial participation in the same Project.

III. ELIGIBILITY AND NATIONALITY REQUIREMENTS

- 3.01** Except when the consulting services are financed with resources of the Multilateral Investment Fund ("MIF"), the Contracting Entity shall not establish in the implementation of the procedures set forth in this Annex, provisions or conditions which may restrict or impede the participation of Consultants that are nationals of any countries which are

members of the Bank. When the consulting services are financed with resources of the MIF, the Contracting Agency may not restrict or prevent the participation of Consultants that are nationals of Donor countries of the MIF or of regional developing countries which are members of the Bank.

- 3.02** Only Consultants that are nationals of countries that are members of the Bank are eligible to be contracted with resources of the Financing; provided, however, that when consulting services are financed with resources of the MIF, only Consultants that are nationals of Donor countries of the MIF or of regional developing countries which are members of the Bank, are eligible to be contracted. To determine the nationality of a consulting firm, the following criteria shall be considered:
- (a) The country in which the consulting firm is duly established or legally organized.
 - (b) The country in which the consulting firm maintains its principal place of business.
 - (c) The nationality of any firms or the citizenship or the bona fide residency of individuals possessing ownership, with the right to participate in profits, of more than 50% of the consulting firm, as established by the certification of a duly authorized officer of such firm.
 - (d) The existence of arrangements whereby a substantial portion of the profits or other tangible benefits of the firm accrues to firms or individuals of a given nationality.
 - (e) A determination by the Bank that the consulting firm (i) constitutes an integral part of the economy of a country, as evidenced by bona fide residency in the country of a substantial portion of the executive, professional and technical personnel of the firm; and (ii) that the firm has available in the country the operating equipment or other elements necessary to provide the services to be contracted.
- 3.03** The nationality requirements established by the Bank shall also be applicable to firms proposed to provide part of the respective services in joint venture with or under sub-contract to a qualified consulting firm.
- 3.04** The nationality of an individual expert shall be established by means of the individual's passport or other official document of identity. The Bank, however, may allow exceptions to this rule in those cases in which the individual expert, not being eligible by reason of nationality: (a) has established his domicile in a member country, is legally entitled to work there (as other than an international civil servant) and has no known intention of returning to his country of origin in the immediate future; or (b) has established permanent domicile in an eligible country and has resided therein for at least 5 years.

IV. PROFESSIONAL QUALIFICATIONS

- 4.01** An analysis of the professional qualifications of a consulting firm shall include:
- (a) experience of the firm and that of its principals in providing successful consulting services for projects of a comparable size, complexity and technical specialty as those of the task involved;
 - (b) assigned number of professionally qualified personnel;
 - (c) previous experience in the region and in foreign areas;
 - (d) language capability;
 - (e) financial capacity;
 - (f) present work load;
 - (g) ability to organize sufficient personnel to do the work within the required time;
 - (h) high ethical and professional reputation, and
 - (i) the non-existence of any link or relation that could cause a potential conflict of interest.

V. PROCEDURES FOR SELECTION AND CONTRACTING

A. Selection and contracting of consulting firms

- 5.01** In the selection and contracting of consulting firms:

- (a) Prior to initiating the selection procedure and once it has obtained any necessary local approval, the Contracting Entity shall present for the Bank's approval the following requirements for the contracting of firms.

- (i) The procedure to be used in the selection and contracting of the firm, including:

- (A) The role of the staff of the Contracting Entity or the Selection Committee designated to:

- 1. Review and approve documents;
 - 2. Select a short list of firms;
 - 3. Determine the order of merit of the short listed firms; and
 - 4. Approve the firm finally selected.

The Contracting Entity shall furnish the Bank with the names and positions of the people it chooses to participate in the pre-selection and selection processes.

- (B) The specific points system to be used in preselecting the firms. This system shall include, as a minimum, the following aspects:

- 1. General background of the firm;
 - 2. Similar work done;
 - 3. Prior experience in the country where services are to be rendered, or in similar countries;
 - 4. Language proficiency; and
 - 5. The utilization of local consultants.

- (C) The specific point system to be used as selection criteria. This system shall include at least the following factors:
 - 1. Qualifications and experience of personnel to be assigned;
 - 2. Evaluation methodology (where applicable);
 - 3. Proposed plan of implementation;
 - 4. Execution schedule;
 - 5. Language proficiency; and
 - 6. Management support systems to assure quality control during execution of the consulting services (regular reports, budget controls, etc.).
 - (D) The specific local laws, taxation requirements and procedures which may be relevant to the selection and contracting of the consultant firm.
 - (E) If it is estimated that the cost of the services will exceed two hundred thousand United States dollars (US\$200,000) or its equivalent, calculated in accordance with the provision relating to "Rate of Exchange" in this Contract or Agreement, the selection and contracting shall be advertised in "Development Business" of the United Nations and in the national press. These announcements should state the intention of contracting professional consulting services along with a brief description of the services required. These should also invite interested firms and consortia to apply and to furnish detailed information regarding their technical ability, prior experience with similar work, etc. within 30 days of the date of publication. Clippings of these advertisements shall be sent to the Bank specifying the date and the name of the publication in which they have appeared.
- (ii) The terms of reference (specifications) describing the work to be done by the firm, together with an estimate of the cost; and
 - (iii) A list of at least three and no more than six firms from which proposals for the work would be invited.
- (b) Once the Bank has approved the foregoing requirements, the pre-selected firms shall be invited to present proposals in conformity with the procedures and terms of reference approved. The pre-selected firms shall be informed regarding the specific selection procedure and evaluation criteria adopted, specific local laws, taxation requirements and procedures relevant to the selection of consulting firms as well as the names of the other firms invited to present proposals.

(c) In the invitations to present proposals the use of one or the other of the following procedures shall be specified:

- (i) A single sealed envelope including only the technical proposal, without a price quotation, shall be used. The Contracting Entity shall analyze the proposals and shall classify them in order of merit. If the complexity of the case so requires, the Contracting Entity may resort, with the prior approval of the Bank and at its own expense, to the use of consulting services to review the proposals and establish their order of merit.

Once an order of merit has been established among the firms, the firm listed as first shall be invited to negotiate a contract. During these negotiations the details of the terms of reference shall be reviewed completely to assure full and mutual understanding with the firm; the contractual and legal requirements of the agreement shall be reviewed; and finally, detailed costs shall be developed. If agreement cannot be reached with the firm on the terms of the contract, it shall be notified in writing that its proposal has been rejected and negotiations shall be initiated with the second firm and so on until a satisfactory agreement has been reached;

- (ii) Two sealed envelopes shall be used for presenting proposals, the first containing the technical proposal exclusive of costs and the second containing the proposed costs for the services.

The Contracting Entity shall analyze the technical proposal and establish their order of merit. Contract negotiations shall commence with the firm offering the best technical proposal. The second envelope presented by this firm shall be opened in the presence of one or more of its representatives and shall be utilized in the contract negotiations. All the second envelopes presented by the other firms shall remain sealed and, if an agreement is reached with the first firm, they shall be returned unopened to the respective firms. If an agreement on the terms of the contract is not reached with the first firm, it shall be notified in writing of its rejection and negotiations shall be initiated with the second firm and so on until a satisfactory agreement is reached.

- (d) Inability to agree on detailed costs or compensation for services or a judgment on the part of the Contracting Entity that such costs or compensation are inappropriate or excessive, shall be sufficient cause for the rejection of the proposal and for the initiation of negotiations with the firm which follows in the order of merit. Once a firm has been rejected it shall not be recalled for further negotiations on such contract.

- (e) Before initiating negotiations, the Contracting Entity shall provide the Bank, for its non-objection, with a copy of the report summarizing the evaluation of technical proposals submitted by the short listed firms identified in Section 5.01(a)(iii) of this Annex.
- (f) The final draft of the contract negotiated with the consulting firm shall be submitted for the approval of the Bank by the Contracting Entity, once it has obtained any necessary local approval, before the contract is signed. Once signed, a true copy of the text shall be promptly sent to the Bank.
- (g) Whenever Annex A provides that supervision by the Bank of the hiring of consulting firms or individual experts, in determined cases, will be carried out **ex post**, i.e., after the corresponding contracts for consulting services have been entered into, the Tendering Entity shall promptly notify the Bank each time a contract has been entered into and shall send to the Bank the basic data regarding the contract. The Tendering Entity shall retain, so that the Bank may carry out its supervision, the background information on each consulting contract and in particular the following documents:
 - (i) the procedure used to hire the firms or experts, including, when relevant, the criteria for pre-qualification and selection;
 - (ii) the name of the consultants selected;
 - (iii) the reports that recommended prequalification and awarding of the contract; and
 - (iv) the signed consultancy contract.

The Tendering Entity shall provide the Bank with any additional information which the Bank may request.

- (h) Unless the parties agree otherwise, notwithstanding that supervision by the Bank is carried out **ex post**, the Tendering Entity shall in all cases submit for the Bank's **ex ante** approval:
 - (i) the corresponding terms of reference; and
 - (ii) the names of the firms included in the short list.
- (i) Before the first time that the procedures for the hiring of consulting firms or individual experts to be supervised by the Bank **ex post** have been initiated, the Tendering Entity shall submit for the Bank's concurrence, the procedure it intends to use for contracting consulting firms and individual experts, including, when applicable, the criteria for prequalification and selection.

- (j) The contracting of consulting firms or individual experts supervised **ex post** by the Bank is also subject to Bank policies. The Bank reserves the right:
 - (i) not to finance or to cancel resources for contracts whose selection and contracting procedures were not in accordance with Bank policies;
 - (ii) to request reimbursement, with interest and commissions, of resources already disbursed for such contracts; and
 - (iii) not to recognize as part of the local counterpart contribution, resources assigned by the Borrower for such contracts.

The Bank further reserves the right to require that future contracts be supervised **ex ante**.

B. Selection and contracting of individual experts

5.02 In the case of the selection and contracting of individual experts:

- (a) Prior to initiating the selection procedure and once it has obtained any necessary local approval, the Contracting Entity shall submit the following for the Bank's approval:
 - (i) The selection procedure;
 - (ii) The terms of reference (specifications) and the schedule of the services to be performed in the respective study;
 - (iii) The names of the experts tentatively selected, setting forth in detail their nationality, domicile, background, professional experience and knowledge of languages; and
 - (iv) The model contract to be used in retaining the experts.
- (b) Once the country's appropriate authorities and the Bank have approved the foregoing requirements, the Contracting Entity shall proceed to contract the experts. The contract to be entered into with each of them shall be consistent with the form of contract which the Bank and the country authorities shall have agreed upon. A true copy of the signed text of each contract shall be sent promptly to the Bank.
- (c) When Annex A provides that the contracting of individual experts, in certain cases, will be supervised by the Bank **ex post**, the rules set forth in subparagraphs (g), (h), (i) and (j) of paragraph 5.01 of this Annex shall apply.

- 5.03** Notwithstanding paragraphs 5.01 and 5.02 above and at the request of the Contracting Entity, the Bank may assist in the selection of the Consultants as well as in drafting the pertinent contracts. It is understood however, that the final negotiation and signing of such contracts, under terms and conditions acceptable to the Bank, shall be the sole responsibility of the Contracting Entity and that the Bank assumes no commitment on this matter.

VI. CURRENCIES OF PAYMENT TO CONSULTANTS

- 6.01** In contracts entered into with Consultants, the following provisions related to currencies of payment shall be established, with the understanding that with respect to rate of exchange, the rule established to that effect in this Contract or Agreement, shall be applied:

- (a) **Payments to consulting firms:** Contracts entered into with consulting firms shall reflect one of the following formulations, as the case may be:
- (i) If the consulting firm is domiciled in the country in which it is to perform the services, its compensation shall be paid exclusively in the currency of that country, except for expenses incurred in foreign exchange for foreign travel or per diem expenses abroad which shall be reimbursed in United States of America dollars, or its equivalent in other currencies that form part of the Financing;
 - (ii) If the consulting firm is not domiciled in the country in which it is to perform the services, the highest possible percentage of its compensation shall be paid in the currency of such country and the rest in United States of America dollars or the equivalent in other currencies that form part of the Financing, with the understanding that the part corresponding to per diem expenses shall be paid in the currency of the country or countries in which the respective services are to be performed. In the event that the percentage to be paid in the currency of the country in which the services are to be performed is less than 30% of the total compensation of the consulting firm, a complete and detailed justification shall be submitted to the Bank for its examination and comments by the Contracting Entity once it has obtained the necessary local approval;
 - (iii) In the case of a consortium composed of firms domiciled in the respective country and firms not domiciled therein, the part of the compensation which corresponds to each of the members shall be paid in accordance with paragraphs (i) and (ii) above.

(b) Payments to individual experts:

- (i) If the expert is domiciled in the country in which his/her services are to be performed, his/her honoraria shall be paid exclusively in the currency of that country;
- (ii) If the expert is not domiciled in the country in which his/her services are to be performed and is hired to work for less than six months, his/her honoraria and per diem shall be paid totally in United States of America dollars;
- (iii) If the expert is not domiciled in the country in which his/her services are to be performed and is hired to work six or more months, his/her honoraria and post adjustment shall be paid in the following manner: (1) 40% in the currency of that country; and (2) 60% in United States of America dollars. Per diem, installation and change of residence allowances and withholding of compensation when applicable, shall also be paid in United States of America dollars;
- (iv) Fixed lump sum compensation for services, including honoraria, transportation tickets and per diem, may be paid in United States of America dollars.

VII. RECOMMENDATIONS OF CONSULTANTS

- 7.01** It is understood that the opinions and recommendations of the Consultants obligate neither the Contracting Entity, other local entities, nor the Bank, and that they reserve the right to put forward such observations or exceptions as they deem appropriate.

VIII. SCOPE OF COMMITMENT OF THE BANK

- 8.01** It is agreed that the Bank assumes no commitment to finance all or part of any program or project which, directly or indirectly, might result from the services performed by the Consultants.

IX. SPECIAL CONDITIONS AND REQUIREMENTS

- 9.01** The final payment for services to the Consultants shall be contingent upon prior acceptance by the Contracting Entity or other appropriate local authorities and the Bank of the Consultant's final report. Such final payment shall consist of not less than 10% of the total amount to be paid as fees in accordance with the contract agreed upon.