

INCEPTION REPORT

NATIONAL CAPACITY SELF-ASSESSMENT (NCSA) EXPANDED PROJECT

Submitted to

**National Environment and Planning Agency (NEPA)
10 Caledonia Avenue
Kingston 5**

Prepared By

**Forrest & Associates
4 Chelsea Avenue
Kingston 10**

APRIL 2004

INCEPTION REPORT

**NATIONAL CAPACITY SELF-ASSESSMENT
EXPANDED PROJECT**

Submitted to

**National Environment and Planning Agency (NEPA)
10 Caledonia Avenue
Kingston 5**

**Prepared By
Forrest & Associates
4 Chelsea Avenue
Kingston 10**

APRIL 2004

LIST OF ACRONYMS

CBD	Convention on Biological Diversity
CWIP 2	Coastal Water Quality Improvement Project
GEF	Global Environment Facility
GOJ	Government of Jamaica
JaNEAP	Jamaica National Environmental Action Plan
MEA	Multi-lateral Environmental Agreements
MLE	Ministry of Land and Environment
NCSA	National Capacity Self Assessment Project
NEPA	National Environment and Planning Agency
NGO	Non-Governmental Organization
NSAPBD	National Strategy and Action Plan for Biodiversity
NSDS	National Strategies for Sustainable Development
PIOJ	Planning Institute of Jamaica
PMU	Project Management Unit
POPS	Persistent Organic Pollutants
PPPC	Policy, Programmes and Project Coordination
PSC	Project Steering Committee
R2R	Ridge to Reef Project
TORs	Terms of Reference
UN	United Nations
UNCBD	United Nations Convention on Biodiversity
NCCC	National Communication on Climate Change
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNFCCC	United Nations Framework Convention on Climate Change

TABLE OF CONTENTS

	page
1.0 Background.....	1
2.0 Project Activities.....	2
A. Overview.....	3
B. Development of the Expanded Project Document.....	3
C. Selection and Contracting of Project Team Members.....	5
D. Establishment of the Project Management Unit.....	7
E. Establishment of the Project Steering Committee.....	7
F. Political Oversight Committee.....	8
G. National Workshop.....	9
3.0 Work Plan.....	10
A. Performance Targets for the Convention Component of the NCSA.....	10
B. Performance Targets for the Sustainable Development Component of the NCSA.....	11
 ANNEX I NCSA PROJECT DOCUMENT	 13
Final Draft.....	14
I. Context	
A. General Overview.....	17
B. Sustainable Development.....	18
C. Institutional Framework.....	21
D. Global Environmental Agreements	
II. Project Justification.....	29
A. The need for a Jamaica National Capacity Self- Assessment.....	29
B. Objectives and Linkages to Ongoing Activities.....	31
C. Expected End Project Situations.....	33
III. Project Activities	
A. Project Planning Initiation.....	34
B. Capacity Self –Assessment with Thematic Areas.....	35
C. Identification of Cross-cutting Capacity Issues.....	36
D. Preparation of the NCSA Document and Presentation to Key Stake holders.....	37
E. Development, Presentation and Finalization of an Action Plan.....	38
IV. Institutional Arrangements.....	41
V. Monitoring and Evaluation.....	43
Evaluation.....	45
Legal Context.....	46
Audit Requirement.....	47

Annex 1: Letter from GEF Focal Point.....	49
Annex 2: Description of Institutions Relevant to the NCSA Process.....	50
Ministry of Land and Environment	
A. NEPA.....	50
B. NLA.....	51
C. Office Of Disaster Preparedness And Emergency Management (ODPEM).....	51
Ministry Of Water And Housing	
A. WRA.....	52
Ministry Of Agriculture	
A. Fisheries Department.....	53
Planning Institute Of Jamaica (PIOJ).....	53
University of the West Indies.....	54
Annex 3: Composition National Biodiversity Steering Committee.....	55
Annex 4: Description of Existing Relevant Projects.....	56
o Enact Programme.....	56
o Coastal Water Quality Improvement Projects (CWIP).....	57
o Ridge To Reef (R2R).....	58
o Trees For Tomorrow.....	58
o Eastern Jamaica Agricultural Support Project.....	59
o Agriculture Support Services Programme.....	60
Annex 5: Standard Letter of Agreement between UNDP And The Government of Jamaica for the Provision of Support Services.....	62
Annex 6: Terms of Reference	
o Project Steering Committee.....	64
o Project Manager/ Lead Consultant	69
o Natural Resource management Specialist.....	75
o Administrative Assistant.....	79
o Consultants: Thematic Assessments.....	82
o Policy and Legal Consultant: Cross Cutting Issues.....	94
o Public Awareness and Education Specialist	98
Annex 7: Minutes of LPAC meeting.....	102

ANNEX II	EXPANDED NCSA PROJECT DOCUMENT	107
	Discussion Draft	107
I.	BACKGROUND	109
	A. Global Context	109
	B. Caribbean Initiatives	110
	C. Jamaica's SD Programme	111
II.	PROJECT JUSTIFICATION	114
	A. The Need for a Jamaican National Capacity Self-Assessment	114
	B. Objectives and Linkages	115
	C. Expected Outputs	116
III.	PROJECT ACTIVITIES	
	Project Planning & Initiation of the Process	116
	Tasks/Scope of Work	117
IV.	BUDGET	120

ANNEX III REPORT OF THE SELECTION COMMITTEE

ANNEX IV DETAILED WORK PLAN

1.0 BACKGROUND

National Capacity Self Assessment Project (NCSA)

Jamaica has ratified the UN Framework Convention on Climate Change, the Convention to Combat Desertification (Land Degradation), and the Convention on Biological Diversity. The progress in implementing these conventions has not been optimal and the country has yet to conduct a comprehensive examination of its capacity to execute actions under the conventions. Nor has Jamaica examined the need for and benefits to be derived from a coordinated and cross-sectional approach to environmental activities in order to meet its global commitments.

The NCSA Project (**Annex I**) is intended to fill the gap and should result in a more integrated approach to implementation of the three conventions as well as support the development of new opportunities for funding. The NCSA process will provide Jamaica the process through which the nation can articulate a thorough self-assessment and analysis of the national capacity needs, priorities and constraints facing its efforts to meet global environmental management objectives as set forth in the Rio conventions and related international instruments. Additionally, the process will facilitate a cross-sectoral consultations, stocktaking, sequencing, and prioritisation of capacity needs, especially for identifying obstacles that impede the country from fully meeting its objectives under the relevant conventions.

Specific objectives to be accomplished through the project implementation include:

- (i) To identify, confirm and review priority issues for action within the thematic areas of Biodiversity, Climate Change and Desertification;
- (ii) To explore related capacity needs within and across the three thematic areas;
- (iii) To elaborate a national action plan that focuses on capacity building to address the global environmental commitments;
- (iv) To provide a solid basis for the preparation of requests for future external funding and assistance;
- (v) To link country action to the broader national environmental management and sustainable development framework; and

- (vi) To monitor and evaluate the implementation of the action plan as part of a process of continuous improvement.

Linkages to Ongoing Activities

The NCSA process will be based on and linked with already existing programs and information exchange mechanisms relevant to capacity issues. The process will strive to integrate the results and outputs of past and ongoing capacity assessment and building activities, by ensuring the involvement of a wide range of stakeholders in the implementation of the NCSA project.

The NCSA project will take into consideration and will be based on the relevant activities and outputs of the National Strategy and Action Plan for Biological Diversity (NSAPBD), the National Communication on Climate Change (NCCC), National Reports to the UNCCD, and the formulation of the National Plan for implementation of actions against persistent organic pollutants (POPs). Outputs of the NSAPBD will be integrated into the NCSA process as will the recommendations of the NCCC and the National Reports to the UNCCD.

The NCSA will provide valuable strategic directions for the consolidation of environmental planning and management activities within the National Environment and Planning Agency. Finally, the NCSA will liaise and share its findings with both the Sustainable Development Unit of the PIOJ and the Public Sector Modernization Program. Both of these programs focus primarily on economic and social issues related to sustainable development, and their work will complement the focus of the NCSA on environmental issues.

2.0 PROJECT ACTIVITIES

A. Overview

The NCSA officially commenced in March 2004 and will be conducted over 15 months. The inception report provides information on the activities conducted during the first quarter of the project which has concentrated on project mobilisation activities. The report presents the detailed work plan and timelines for the project.

At the commencement of the project a decision was made to expand the project activities by an examination of sustainable development capacity issues. The preparation of the Terms of Reference (TORs) for this aspect of the project was one of the major activities along with the interviewing selection and hiring of two key members of the project team and the preparation of the work plan.

B. Development of the Expanded Project Document

The Project Manager with guidance from the Ministry of Land and Environment, Senior Director, Miss Leonie Barnaby and the Planning Institute of Jamaica (PIOJ), Manager for Sustainable Development Unit, Mr. Hopeton Peterson developed the draft project document (**Annex II**) which will guide the sustainable development component of the expanded NSCA. A total of one hundred and twenty thousand United States dollars (US \$120,000) has been allocated for the execution of the additional tasks.

The NCSA in its original formulation was not intended to address issues related to the sustainable development question in Jamaica, despite the fact that its outputs would help to identify the critical bottlenecks and linkages within the environmental sector which will be beneficial to sustainable development initiatives of the Government of Jamaica (GOJ).

The Government of Jamaica (GOJ) has since 1992 implemented a number of discrete initiatives/strategies in relation to the implementation of Agenda 21. However, there is recognition within the GOJ that the approach to the SD agenda while well intended has been somewhat fragmented and lacking coherence. The official sustainable

development strategy is yet to be explicitly formulated, although some elements of a sustainable development strategy are in place.

The expanded NCSA Project therefore seeks to provide a coordinated examination of the way forward in sustainable development for the country. That is, the integration of the environmental, economic and social facets into the decision-making process by finding ways for more in-depth collaboration and cooperation between ministries and agencies of the government and by a comprehensive reform of the traditional modes of decision-making, project, programme and policy implementation.

The expanded NCSA Project will therefore not only address the capacity issues related to MEAs but also the development of a framework and action plan for the development of National Sustainable Development Strategies (NSDS) for Jamaica. The project will seek to provide a path along which the country should travel in its efforts to achieve sustainable development. The original output from the NCSA Project will remain as outlined in the Project document (**Annex I**) along with the outputs of the sustainable development component. Specific objectives of the expanded NCSA Project component include:

- (i) To identify the key stakeholders (individuals and institutions) as well as movers and shakers in the strategy development process both at the national and local levels;
- (ii) To determine the best entry point and mobilize support for the strategy like some of the national comprehensive strategies like the Poverty Eradication Strategy or National Environmental Action Plans (NEAPs);
- (iii) To determine through the consultative process an engine to drive the SD process for example the formation of a secretariat;
- (iv) To identify legislation and policy measures that encourages and promotes dialogue as a vital component of the strategy development process;
- (v) To organize seminars or workshops to build awareness and consensus regarding sustainable development strategies and ensure the involvement of key stakeholders;

- (vi) To identify critical capacities needed for development of the strategy at the level of the national secretariat, sector ministries and public agencies as well as at the local level;
- (vii) To identify a model framework for building human and institutional capacity. Institutional capacities include capacities to catalyze internal change processes; evolve effective monitoring and evaluation systems, and capacity to adapt to new contexts and challenges;
- (viii) To elaborate a national action plan for sustainable development; and
- (ix) To provide a solid basis for the preparation of requests for future external funding and assistance.

The expected outputs are:

- Mechanisms to coordinate and harmonize sustainable development activities;
- A framework for the NSDS;
- A national action plan focused on executing the NSDS framework with specific objectives to be achieved and courses of action/concrete projects; and
- Follow-up projects.

C. Selection and Contracting of Project Team Members

During the first two months of the project much effort was made to identify and contract two key members of the project team - the Project Assistant and the Natural Resource Management Specialist. It must be noted that originally a Project Administrator was to be hired, that is someone with administrative skills. However, it was the view of the Project Manager after reviewing the applicants for the post of Project Administrator and in light of the plans to expand the project that a more suitable candidate would be someone who had a technical (scientific background) and administrative skills. It was thought that such a person would strengthen the core project team and enhance its flexibility.

The recommendation of the Project Manager to seek a Project Assistant rather than a Project Administrator was accepted by the Selection Panel. The Selection panel included Mr. Gervaise McLeod, Human Resource Manager NEPA, Dr. David Smith, Environment and Energy Specialist, UNDP; Miss Leonie Barnaby, Senior Director, Ministry of Land and Environment (MLE), Mrs. Winsome Townsend, Director Policy Programmes and Project Coordination, NEPA and the Miss Denise Forrest, Project Manager.

The following applicants were interviewed for the post of Project Assistant and the interviews took place on March 16 and 24.

Miss Janelle Babb
Mrs. Anginette Martin-Murray
Miss Keina Montaque
Miss Paula Powell

The applicants responded to advertisements which appeared in the Gleaner newspaper in October 2003.

With regards to the post of Natural Resources Management Specialist, the following applicants were interviewed on March 16 and April 5.

Dr. Elaine Fisher
Dr. David Jayasingh
Dr. Judith Mendes
Dr. Peter Vogel

Miss Keina Montaque was selected as the Project Assistant and commenced work on April 13th and Dr. Elaine Fisher as the Natural Resources Management Specialist who commenced work on April 21st. Both will be contracted for the entire duration of the fifteen month project. A report on the deliberations of the Selection Panel is found in **Annex III**.

D. Establishment of the PMU

The Project Management Unit (PMU) is housed on the ground floor at 5 Oxford Park Avenue, in the Master Builders Association Building which currently also accommodates the Coastal Water Quality Improvement Project (CWIP 2) and the Ridge to Reef Project (R2R). The team officially occupied the space as at April 24.

The space provided has accommodation for three persons. Additionally, there is access by appointment to the meeting room on the first floor of the building. There are two telephone lines as well as access to photocopier (s), fax and printer. One computer has been provided and another is to be purchased. Currently, efforts are being made to secure internet access.

The contact information for the PMU is as follows;

National Capacity Self Assessment Project (NCSA)

Project Management Unit (PMU)

5 Oxford Park Avenue

Kingston 5

Telephone: 906-3274 or 906-3890

Fax: 754-3913

E-mail:

E. Establishment of the Project Steering Committee (PSC)

The Project Steering Committee will in general provide technical guidance to the execution of the project (first fifteen months) and support the respective Focal Points during the monitoring of the implementation of the Action Plan. The life of the PSC is intended to be twenty seven (27) months in the first instance.

Specifically the Committee will:

- (i) Guide the work of the Project Manager/Lead Consultant throughout the NCSA Project.

- (ii) Review and approve the work plan developed by the Project Manager/Lead Consultant.
- (iii) Participate in the selection process and approve the appointment of the National Consultants.
- (iv) Receive and review bi-monthly project reports from the Project Manager/Lead Consultant including a financial report.
- (v) Review, comment on and approve the reports generated from the project as required.
- (vi) Monitor milestones and the timeliness of project deliverables.
- (vii) Provide input for the planning and execution of national workshops. Ensure that extensive consultation with all relevant stakeholders government and non-government takes place during the development of the NCSA document and the Action Plan.
- (viii) Recommend persons/organisations to be involved in the consultative process.
- (ix) Act as resource persons at national workshops.
- (x) Provide information to the Minister of Land and Environment on the progress of the NCSA project.
- (xi) Review in a timely manner and approve the NSCA Report and Action Plan.
- (xii) Support the three Convention Focal Points in the monitoring of the implementation of the Action Plan.

The PSC has a total membership of twenty two persons from eighteen organisations whose work is related to the three conventions and sustainable development issues. The Committee will be chaired by Mrs. Winsome Townsend, Director PPPC at NEPA. Its inaugural meeting is scheduled for May 6th.

F. Political Oversight Committee

The Natural Resources Sub Committee of the cabinet is the committee which has been identified to provide political oversight to the NCSA Project. A meeting with this Committee is scheduled to take place after the meeting with the PSC. The Minister of Land and Environment, the Honourable Dean Peart sits on the committee and along with

its other members will be kept informed on the progress of the project and the implications of its results for the policy and planning process.

G. National Workshop

An important aspect of the project initiation stage will be a full briefing of all the stakeholders from various sectors of the society on the project. The workshop is seen as a critical step in engaging the stakeholders and encouraging their participation. Government agencies, NGOs, CBOs, academia, professional bodies, donor agencies and the private sector will be invited to a national workshop at the inception of the NCSA process. During the workshop, mechanisms to keep the stakeholders informed at each juncture in the process will be identified and agreed upon.

Originally, the first workshop should have taken place at the end of the first quarter involving the presentation of the work plan. However, in a rethink of the original proposal and in order to make the workshop more meaningful it was decided to delay its execution until the Stock Taking Report (where are we now?) is completed by the Natural Resources Management Specialist. In this way both the detailed work plan and the findings of the report will be presented to the stakeholders. The workshop is now scheduled to take place on June 17.

The workshop which will mark the official launch of the project will be opened by the Minister of Land and the Environment signifying high-level political endorsement to the process. The results of the project should help to establish the linkages between capacity building to meet Jamaica's environmental obligations, to protect and conserve the country's natural resource base, and to further the country's sustainable development efforts.

3.0 WORK PLAN

The detailed work plan for both components of the project is found in **Annex IV**. Performance targets have been established for each quarter of the project and are shown below.

A. Performance Targets for the Convention Component of the NCSA

Mar – May 04

- Two Members Project Team Contracted
- PMU Established
- PSC Established
- Inception Report Completed
- Work Plan Approved

Jun – Aug 04

- Natural Resources Committee Briefed on the Project
- Stock Taking Report Completed
- Thematic and Cross Cutting Consultants Hired (2)
- First National Workshop Staged

Sept –Nov 04

- Thematic and Cross Cutting Consultants Hired (4)
- First National Workshop Staged
- Thematic Workshops held (3)
- Thematic Reports Completed (3)

Dec – Feb 05

- Second National Workshop held
- Cross Cutting Reports Completed (3)
- NCSA Report Completed

Mar-May 05

- Focus Groups Discussion held
- Final National Workshop
- Action Plan Completed

B. Performance Targets for the Sustainable Development Component of the NCSA

May – Jul 04

- Project Components Finalised
- Consulting Team Contracted

Aug - Oct 04

- Literature Review Report Completed
- Review International Approaches to Development NSDS Completed

Nov – Dec 04

- National Workshop
- Selection of NSDS for Jamaica
- Development NSDS Framework and Action Plan

ANNEXES

- Annex I NCSA Project Document**
- Annex II Expanded NCSA Project Document**
- Annex III Report of the Selection Committee**
- Annex IV Work Plan**

Government of Jamaica
JAM/03/G31 (PIMS 2763)
United Nations Development Programme
Planning Institute of Jamaica
National Environment and Planning Agency

**National Capacity Self-Assessment for Global Environmental
Management**

Jamaica has ratified the UN Framework Convention on Climate Change, the Convention to Combat Desertification, and the Convention on Biological Diversity. In some cases, the progress in implementing these conventions has not been optimal. In addition, the country has yet to conduct a comprehensive examination of its capacity to execute actions under the conventions as well as the need for and benefits to be derived from a coordinated and cross-sectional approach to environmental activities in order to meet its global commitments.

The *Country Cooperation Framework for Jamaica 2002 –2006* indicates that a major area of focus for UNDP will be developing government capacity to implement national programmes and align them with global commitments. This project will provide Jamaica the opportunity to conduct a thorough self-assessment and analysis of national capacity needs priorities and constraints with respect to efforts at meeting global environmental management objectives. It will facilitate stakeholder consultation in a process of stocktaking, sequencing, identifying and prioritising capacity needs. The NCSA process will take into consideration and evaluate the relevant activities and outputs of, *inter alia* the National Strategy and Action Plan for Biological Diversity (NSAPBD), the National Communication on Climate Change (NCCC) and National Reports to the United Nations Convention to Combat Desertification (UNCCD).

Starting Date: September 2003
Expected End Date: November 2004
Total Budget: US\$200,000 (GEF)
Executing Agency: National Environment and Planning Agency (NEPA)

Approved by:	Signature:	Date:	Name/Title:
Government of Jamaica:		2003/____/	
NEPA:		2003/____/	
UNDP:		2003/____/	

National Capacity Self-Assessment (NCSA) Proposal for GEF Funding

Country name: Jamaica

Project Title: JAM/03/G31: National Capacity Self Assessment for Global Environmental Management (PIMS 2763)

GEF Implementing Agency: United Nations Development Programme

GEF Operational Focal Point: Miss Leonie Barnaby, Senior Director, Ministry of Land and Environment

National Executing Agency: National Environment and Planning Agency

Country eligibility: Jamaica is eligible to receive GEF support

Convention participation: UNCBD, UNFCCC, UNCCD

Convention	Data of ratification /Accession	National Focal Point
UNCBD	January 6, 1995	H.E. Ransford Smith Permanent Mission of Jamaica in Switzerland Dr. Elaine Fisher Institute of Jamaica (Acting Focal Point in Jamaica)
UNFCCC	January 6, 1995	Mr. Jeffery Spooner National Meteorological Service, Ministry of Land and Environment
UNCCD	November 12, 1997	Mr. Philbert Brown Ministry of Water and Housing
GEF Financing:		US \$ 200,000
Government Contribution (in-kind):		US \$ 30,000
Estimated Total Budget:		US \$ 230,000
Estimated Starting Date:		September 2003
Duration:		27 months (including monitoring and evaluation exercise of 15 months)

LIST OF ACRONYMS

CBD	Convention on Biological Diversity
CPACC	Caribbean Planning for Adaptation to Climate Change
CDC	Conservation Data Center
CHM	Clearing House Mechanism
CIDA	Canadian International Development Agency
EFF	Environmental Foundation of Jamaica
ENACT	Environmental Action Programme
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHG	Greenhouse Gases
GOJ	Government of Jamaica
IDB	Inter American Development Bank
ICUN	World Conservation Union
JaNEAP	Jamaica National Environmental Action Plan
MLE	Ministry of Land and Environment
MWH	Ministry of Water and Housing
NCSA	National Capacity Self Assessment
NEPA	National Environment and Planning Agency
NGO	Non-Governmental Organization
NLP	National Land Policy
NMS	National Meteorological Service
NPC	National Planning Council
NPEP	National Poverty Eradication Programme
NSAPBD	National Strategy and Action Plan for Biodiversity
NSDS	National Strategies for Sustainable Development
ODPEM	Office of Disaster Preparedness and Emergency Response
PIOJ	Planning Institute of Jamaica
PMU	Project Management Unit
POPS	Stockholm Convention on Persistent Organic Pollutants PSC
	Project Steering Committee
SDC-J	Sustainable Development Council of Jamaica
UNCBD	United Nations Convention on Biodiversity

UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
UWI	University of the West Indies
WRA	Water Resources Authority

I. CONTEXT

A. General Overview

1. Jamaica is the third largest of the group of islands known as the West Indies. It is located in the western Caribbean approximately 145 kilometers south of the island of Cuba and 161 kilometers west of the island of Santo Domingo with a land area of 10,981 square kilometers. An archipelago, Jamaica has stewardship over a marine area 21 times its land area, with an exclusive economic zone of approximately 235,000 square kilometers.

2. Jamaica gained political independence from the United Kingdom on August 6, 1962, and adopted the Westminster Model of government. Since then, the country has maintained a parliamentary democracy in which the two main political parties have at varying times formed the government.

3. The country had a resident population of approximately 2.6 million at the end of 2001, 57% of which are less than 30 years of age. At the end of 2001, the population was growing at an estimated rate of 1% per annum. About 55% of the population lives in urban areas and the population density is around 236 per square kilometer.

4. The island has an exceptionally broad diversity of topography, geology and climate. It has several rugged mountain ranges with the highest point the Blue Mountain peak, estimated at 2,256 meters. Approximately sixty-five percent (65%) of the island's bedrock is limestone, twenty-five (25%) volcanic and cretaceous and ten (10%) alluvial. Jamaica's climate is tropical maritime and its most important broad-scale climatic influences are the North East Trade winds and the island's orographic features.

5. Since its independence in 1962, Jamaica's natural resource base has been critical to the country's economic development. Traditionally, the island's major economic sectors were mining and agriculture. However, since independence, the economy has been transformed from one based mainly on the export of primary agricultural products and mineral commodities, to a service economy in which tourism is now the principal earner of foreign exchange.

6. The major economic concerns for Jamaica include low growth rates, low productivity levels, high levels of unemployment, dependence on external markets (i.e. lack of competitiveness), and the debt burden. The macro-economic agenda of Jamaica as outlined in the Medium Term Economic and Social Framework proposes to maintain macroeconomic stability while facilitating economic growth. As such, a 1.5 percent and 3.0 percent growth is being projected for 2001/2002 and 2002/2003, respectively, up from 1.0 per cent in 2000/2001. Growth objectives are to be supported by continued low inflation of 8.5 percent and 5.0 percent and a relatively stable exchange rate supported by Net International Reserves of US\$1.5 billion.

7. The concerns with the economy and the debt burden have led to a scarcity of resources to fund environmental initiatives when compared to matters of security and other social sector services.

B. Sustainable Development

8. At the 1992 United Nations Conference on Environment and Development (UNCED), governments made a commitment to adopting National Strategies for Sustainable Development (NSDSs). These strategies were intended to be a means of integrating economic, social and environmental objectives into a strategically focused blueprint for action.

9. Since 1992, the Government of Jamaica (GOJ) has implemented a number of discrete initiatives and strategies in relation to the implementation of Agenda 21. These initiatives include the Medium Term Social and Economic Framework, the Jamaica National Environmental Action Plan (JaNEAP), a National Poverty Eradication Programme (NPEP), and a National Land Policy (NLP).

10. The GOJ sought to lay the institutional framework for planning and implementing its sustainable development agenda in 1994 when it established the Sustainable Development Council of Jamaica (SDC-J), facilitated by the UNDP under the Regional Capacity 21 Project, to mainstream sustainable development in public policy.

Responsibility for the formulation of sustainable development strategy was to be centralized in the SDC-J, which functioned under the National Planning Council. After several years, however, it became apparent that there was a need for a re-evaluation of the role and structure of the SDC-J.

11. Re-evaluation of the SDC-J is still ongoing, and in the meantime an Interim Council was established in March 2001 under the chairmanship of the Permanent Secretary of the Ministry of Land and Environment (MLE). The Interim Council was designed as a central node to network with relevant groups in the private and public sectors, and includes representatives from government ministries, public sector planning institutions, NGOs, a regional institution and one international development agency. The Interim Council also represents a forum within which the appropriate institutional framework for the SDC-J can be discussed and finalized based on the input of the various stakeholders.

12. On a parallel track, the GOJ, through the National Industrial Policy of 1995, committed itself to establish an Environment and Sustainable Development (SD) Unit within the Planning Institute of Jamaica (PIOJ), to ensure the integration of social, economic and environmental policy. The PIOJ (part of the Ministry of Finance) is the main agency responsible for economic and social planning in Jamaica, and is mandated with steering Jamaica towards a sustainable future, communicating a vision to the people of Jamaica, articulating the principles and precepts of good governance, and developing and communicating strategic policies to the nation. Although proposed in 1995, the SD Unit of the PIOJ was only officially launched in 2002. The SD Unit's role has been defined as facilitating enhanced co-ordination of SD activities, which will contribute significantly to the integration of economic, social and environmental components of SD into mainstream planning and decision-making processes.

13. In 1998, the GOJ initiated a public sector reform process, headed by the Cabinet Secretary as the head of the Civil Service, to promote the adoption of a style of governance consistent with sustainable development principles. The goal of this process is to reconfigure the public sector to allow for the effective participation of stakeholders in the development of policies, plans, programs and projects, and to integrate the social, economic and environmental objectives of the government into

public policy. As part of the Public Sector Modernization process, the GOJ in September 2002 approved its Vision and Strategy to improve and develop capacity within the Jamaican Public Sector. The strategies which have been articulated in the Vision and Strategy document include developing a national strategy for sustainable development, shaping an enabling planning framework, improving the regulatory framework, and reforming the decision making processes of government. The NCSA process will take advantage of and coordinate with these initiatives to the maximum extent possible, although responsibility for the sustainable development component of the Public Sector Modernization process has not been assigned yet to any specific institution.

14. Despite many efforts to develop a sustainable development agenda, there is recognition within the GOJ that sustainable development activities thus far have been somewhat fragmented and lacking coherence. Although some elements of a sustainable development strategy are in place, an official sustainable development strategy is yet to be explicitly formulated, and many challenges remain. Among the most important challenges are:

- Limited national ownership of SD strategies, including the lack of a comprehensive strategy within the GOJ for sustainable development, and limited participation (and support) by relevant stakeholders in sustainable development processes.
- Inadequate long-term commitment to the institutional changes required for SD, which is reflected in the absence of effective central coordination of SD processes.
- Limited awareness among all levels of the society of SD principles and processes, leading to limited participation and lack of commitment of the Jamaican population in SD processes.

- Lack of reliable, up-to-date data, which has retarded planning efforts and limited the capacity to track the progress of policies being implemented.
- A fragmented approach to development co-operation, with development agencies supporting processes and projects that match their own priorities.

15. The NCSA process will not address all of the challenges to sustainable development in Jamaica, but it will help to identify the critical bottlenecks and linkages within the environmental sector. The findings and action plan that will result from the NCSA process will help to direct sustainable development planning relevant to Jamaica's commitments under the three GEF conventions, and also will provide strategic guidance to other sustainable development initiatives of the GOJ.

C. Institutional Framework

16. There is an extensive network of organizations in Jamaica, both in the governmental and non-governmental sectors, with responsibility for sustainable development and environmental activities.

17. The Ministry of Land and the Environment (MLE) has overall responsibility for policy and management issues relating to Jamaica's natural environment. One of the most important agencies under the MLE is the National Environment and Planning Agency (NEPA), which represents a merger of several agencies under the GOJ's modernization process. Recognizing that urban and rural planning must be carried out within the context of environmental management, the GOJ established NEPA by combining three existing agencies: the Natural Resources Conservation Authority (NRCA), which has a statutory mandate for the conservation, protection and proper management of the natural resources of Jamaica; the Town and Country Planning Authority, which has a mandate to ensure orderly planning in Jamaica; and the Land Development and Utilization Commission, which has a statutory mandate to ensure that prime agricultural lands are kept in agricultural production in the interests of food security and national self sustainability.

18. Several other agencies with specific responsibilities for Jamaica's land and water resources are housed within the MLE. The National Land Agency (NLA), established on April 1, 2001, brings together the core land information functions of the GOJ under one roof, including Land Titles, Surveys & Mapping, and Land Valuation & Estate (Crown Land) Management. Establishment of the NLA enables the GOJ to build on the synergy of these combined functions and to create a modern national land (spatial) information system to support sustainable development. In addition, other government organizations such as the National Meteorological Service (NMS) and Office of Disaster Preparedness and Emergency Response departments are attached to the MLE. The National Focal Point for Climate Change is located in the NMS.

19. The Ministry of Water and Housing (MWH) is the location of the National Focal Point for Land Degradation, and houses the Water Resources Authority, which plays a role in the implementation all three of the conventions. The Ministry of Agriculture also plays a role in Jamaica's efforts to meet its international environmental obligations, and includes the both the Forestry and Fisheries Departments. The Ministry of Foreign Affairs, and the Attorney General's Department also play important roles in environmental management. Further details on GOJ agencies are found in **Annex 2**.

20. A number of well-established environmental NGOs exist in Jamaica, and these play an important role in the country's efforts to meet its international environmental obligations. Of particular importance, the GOJ has delegated authority for protected areas in Jamaica to various NGOs, which gives these institutions an important role in environmental management and especially conservation of biodiversity. The University of the West Indies and other academic institutions provide technical support and provide graduates who fill many of the important posts in government agencies and NGOs that work in the environmental sector. Other organizations like the Environmental Foundation of Jamaica (EFJ), professional bodies and CBOs also partner in various ways to support environmental management initiatives in the country. The NCSA Project will focus on assessing capacity not only within the government but also non-governmental organizations.

D. Global Environmental Agreements

21. Jamaica faces many environmental challenges, almost all of which affect the country's ability to meet its obligations under global environmental agreements. National environmental concerns are not separate from these global obligations, and in some cases are inextricably linked, and must be integrated into any process aimed at enhancing the country's ability to meet its global environmental commitments. Jamaica has ratified the CBD, FCCC, and CCD, and the following section provides some brief background information on the status of each.

Biodiversity

22. Jamaica has a rich diversity of flora and fauna, due to high levels of variation in several physical factors including topography, geology and climate. The country has very high levels of endemism in many taxa, most notably the vascular plants, reptiles and mollusca. It is fifth among islands of the world in terms of plant endemism, and although the current extent of Jamaica's terrestrial plants is not yet documented, estimates show that at least 28% of the island's 3,304 vascular plants are endemic. The forested central areas of the Cockpit Country and the Blue and John Crow Mountains are internationally important centres of plant biological diversity¹. Jamaica also has a rich diversity in marine species, particularly the stony corals. The reef ecosystem which supports fishing and tourism is under major stress along with its components. Some species, such as Queen Conch (*Strombus gigas*²), are of major economic importance to the country.

23. The country's forest resources are the main repositories of its biodiversity, especially of endemic flora and fauna, and many of the country's rare and threatened species depend on forest ecosystems for their survival. The most recent assessment carried out in 1998 showed that 30% of the total land area (336,000 ha) is classified as forest. Approximately 35% of forested lands are designated as protected areas, while the Forestry Department manages 32% of forested areas as Crown lands.

¹ WWF, UNEP, IUCN *Centres of Plant Biodiversity*. These are the two Jamaican sites in the world list of 200

² CITES Appendix II

24. Jamaica has at least six species of terrestrial vertebrates which are thought to have become extinct over the last 150 years, and many more that now are considered endangered, threatened or rare. Among plant species alone, at least 221 endemic species have been classified as 'critically imperiled' by the Conservation Data Center (CDC). The 2002 IUCN Red List identifies 345 flora and fauna species in Jamaica that are either vulnerable, threatened or endangered. Jamaica's land area is divided into 26 watershed management units, of which 17 are declared critical or degraded, including most of the country's valuable coastal resources that are under threat from pollution and soil erosion. Management of waste water and solid waste stream remain a continuing challenge despite investments in sewage treatment projects in the major tourism towns of Ocho Rios, Montego Bay and Negril, and the implementation of some aspects of the national solid waste management plan.

25. Throughout Jamaica, socio-economic factors including high rates of population growth and widespread poverty, contribute to the loss of biodiversity. In 1997, 20% of Jamaica's population lived in poverty, and 73% of this population lived in rural areas, so that the poor live closest to the most vulnerable biological resources and often depend on these resources for their survival. This has resulted in severe threats to biodiversity, including the harvesting of wood for charcoal production, unsustainable hillside farming practices, and over fishing.

26. At least 52 pieces of legislation relating to environmental management exist in Jamaica. While these laws provide a basic framework for conserving and sustaining the country's biodiversity, they lack the detail or cohesion to comprehensively protect ecosystem, species, and genetic diversity in the country. Gaps in the legislative framework include the absence of mechanisms to modify the constitution to support biodiversity conservation, to promote the sustainable use of biological resources, to determine the ownership of genetic resources, and to ensure adequate protection of ecosystems.

27. The general public in Jamaica is not fully aware of the existence and/or value of the country's biodiversity, and there is an urgent need to heighten awareness, share information and change attitudes and behavior as part of the strategy to protect the country's biodiversity.

28. In June 1998, Jamaica began the development of the National Strategy and Action Plan on Biological Diversity (NSAPBD), with funding from the Global Environment Facility (GEF) through the United Nations Development Programme (UNDP). The Ministry of Land and Environment (MLE) through the National Environment and Planning Agency (NEPA) guided the process to develop the plan through a multi-disciplinary, multi-sectoral National Biodiversity Steering Committee (**Annex 3**). The National Biodiversity Steering Committee is still active and will play an important role in supporting the NCSA process. The NSAPBD was completed in June 2002 as a draft policy document and awaits approval by the Cabinet and Parliament of Jamaica.

29. The development of the NSAPBD was a consultative process involving sectoral and cross-sectoral meetings and workshops along with specific sectoral assessments. The assessments were important in establishing the gaps and opportunities as well as identifying issues that need to be resolved in order to conserve and sustain Jamaica's biodiversity. In addition, public review and input into the draft strategy document was facilitated through wide distribution to individuals, groups and stakeholders along with six public meeting across the country. It was also made available on a web site through the Clearing House Mechanism (CHM).

30. The NSAPBD has identified a number of challenges, including socio-economic factors, public awareness and education, and economic and industrial activities, as the major hurdles for effective management and conservation of biodiversity in Jamaica. The draft policy paper identifies a number of strategies to deal with these problems, along with seven goals:

1. Conserve Jamaica's Biodiversity;
2. Promote sustainable use of biological resources;
3. Facilitate access to biological resources to promote developments in biotechnology and to ensure benefit sharing;
4. Ensure safe transfer, handling and use of Living Modified Organisms (LMO);

5. Enhance resource management capacity;
6. Promote public awareness and education and community empowerment; and
7. Promote regional and international cooperation and collaboration in support of the implementation of CBD.

31. These goals are accompanied by an articulation of the strategic direction and a supporting action plan, which has identified priority projects. Central to all of these recommendations is the establishment of a National Biodiversity Secretariat to coordinate, support, implement and monitor the NSAPBD.

32. While much work has been done in the strategy and action plan to identify capacity issues, for the most part this capacity analysis has been restricted to the institutional level, and there has been little analysis of existing capacity constraints. The NCSA process, therefore, will assist the country in meeting its biodiversity obligations by providing a more in-depth look at capacity issues and bottlenecks, as well as synergies that can result from an examination of cross-cutting issues.

33. Detailed information on other existing projects in Jamaica relevant to biodiversity, such as the Ridge to Reef Project and the Trees for Tomorrow project, is provided in **Annex 4**.

Climate Change

34. Due to its geographic location and topographic features, Jamaica is particularly vulnerable to natural hazards associated with climate change, including hurricanes, tropical storms, flooding and landslides, of which the last two are frequent and severe hazards in much of the country. Jamaica's coastline (approximately 886 kilometers in length), with its diverse ecosystems including mangroves, seagrass beds, rocky shores, estuaries, and wetlands, is estimated to account for approximately 90% of the country's GDP, and thus the potential impact of global climate change (e.g. through sea level rise) is significant in the country. One 1990 study estimated the cost to protect Jamaica from a one-meter sea rise at 19% of GNP. In terms of water resources, the effects of climate change could also affect water supplies, and have multiplier effects on

agriculture due to drought, on health due to an insufficient quantity of potable water, and on the risk of flooding leading to social and economic losses.

35. The National Meteorological Service (NMS) within the Ministry of Water and Housing (MWH) was appointed Focal Point for the Convention and coordinated the preparation of the communication. NMS chaired a multi-sectoral group comprising membership from the University of the West Indies (UWI), NEPA, Planning Institute of Jamaica (PIOJ), Water Resources Authority (WRA), MLE, Ministry of Foreign Affairs, Trade Office of Disaster Preparedness and Emergency Management (ODPEM), Ministry of Water and Housing, and UNDP. In November 2002, the NMS was transferred from the MWH to the MLE, but remains the UNFCCC Focal Point.

36. Jamaica received GEF support to produce its first national communication to the United Nations Framework Convention on Climate Change (UNFCCC), which was presented in September 2000. The first national communication contains information on:

- An inventory of the country's greenhouse gases (GHG);
- A review of Jamaica's vulnerability to climate change;
- The issues related to coastal zone and water resources management, agricultural practices; and
- The policy and legislative framework essential to a strategic approach to the climate change question.

37. In addition, the national communication identified linkages between issues of importance to climate change and to those related to biodiversity, for example coastal zone and coastal resources and land use changes and forestry. The national communication also identified a number of capacity issues that must be addressed in order for Jamaica to develop effective programs on climate change, including the need for trained staff in various areas, absence of data and expertise, low public awareness, inadequate private sector support, and absence of strong research to support management of the issues. However, this assessment did not provide a detailed analysis of these problems beyond identifying the need for additional financial resources. The proposed NCSA process will help to define the gaps in capacity more

clearly, and through the action plan, develop clear strategies to accelerate Jamaica's efforts to meet its obligations to the UNFCCC.

38. In addition to development of the national communication, the GOJ through the National Meteorological Service (NMS) has requested funding to start implementation of a Climate Change Enabling Activity top-up project in 2003. The CC EA project is focused on the building of technical capacity, including (i) capacity building for participation in systematic observation systems (climatic monitoring equipment), and (ii) an assessment of Jamaica's requirements for technologies in the use of alternate sources of energy. The project does not include any capacity assessment for the climate change sector in general.

39. Jamaica is also a participant in the Caribbean Planning for Adaptation to Climate Change (CPACC) Project. The CPACC Project, supported by GEF, was developed in response to concerns within the Caribbean that island states in the region were extremely vulnerable to the impact of climate change. The overall objective of CPACC was to support Caribbean countries in coping with the adverse effects of global climate change, particularly sea level rise, by building monitoring and mitigation capacity in the region through the development of human resources, databases and equipment. Jamaica took part in two projects, a coral reef monitoring project and a sea level rise/climate-monitoring project, both of which are now completed. Although CPACC did succeed in enhancing regional and national capabilities, more strengthening is needed in the area of database development, human resources, and sustainable funding mechanisms.

40. Finally, following on to the efforts started under CPACC, Jamaica is also participating in the regional Mainstreaming Adaptation to Climate Change (MACC) project, which is just now underway in Jamaica. The project will: (i) identify and implement appropriate technical and institutional response mechanisms for adaptation to global climate change; (ii) support and promote further research on climate change monitoring and sectoral vulnerability and risk assessment; (iii) prepare the region for optimal participation in the Clean Development Mechanism (ECT); and (iv) assist countries in mainstreaming climate variability and change considerations into development planning and sectoral investment projects. The primary focus of this project is on technological issues and does not include a capacity assessment component.

Land Degradation & Desertification

41. Jamaica acceded to the United Nations Convention to Combat Desertification (UNCCD) in November 1997, and since that time has participated in the COP and in regional meetings and has submitted two National Reports to the Convention. The GOJ also has developed a draft working document on the preparation of a National Action Plan, but work on producing the NAP has been hampered by limited resources within the Ministry of Housing and Water (the National Focal Point). The Steering Committee for this process comprises representatives from the MLE, Ministry of Agriculture, Rural Physical Department, Water Resources Authority, PIOJ, Forestry Department, and the Saint Elizabeth Environmental Protection Agency (STEPSA).

42. In its reports to the UNCCD, Jamaica has identified the importance of linking poverty alleviation programs, policies for land use and the agricultural sector, and water resource management and watershed protection, into an integrated program to effectively address land degradation issues.

Since the submission of the first report, efforts have been made to build public awareness on the Convention and issues of land degradation through a national awareness workshop (held in March 2000) and a student's forum. The need to heighten awareness on land degradation issues among the population remains a challenge despite these and other efforts at promoting environmental education.

43. Linkages of the UNCCD to the UNCBD and UNFCCC have been outlined, and recommendations for a National Coordinating Body have been presented, but to date these recommendations have not yet been acted upon. This is due in part to human and financial resource constraints, but also to difficulties in coordinating GOJ agencies and in convincing relevant planners of the linkages between land degradation and the other two conventions. In this regard, the NCSA project provides a timely opportunity to conduct an evaluation of each thematic area and the crosscutting issues between them so as to develop an integrated approach to meeting Jamaica's obligation under this convention.

44. Detailed information on other existing projects in Jamaica relevant to land degradation, such as the Ridge to Reef project, Trees for Tomorrow project, and Agriculture Support Services Project, is provided in **Annex 4**.

Cross Cutting Issues

45. A number of issues identified during the PDF-A process have a significant impact on the execution of National Action Plans for all three conventions. Among the most important are: inadequate legislation; the need to harmonize policies and institutional strategies; capacity within community groups and the NGO sector; public awareness, education and action; technical expertise; and the inadequacy of financial resources.

46. The NCSA project offers Jamaica the opportunity not only to assess capacity issues and constraints in each thematic area, but also to identify synergies among issues and in meeting its obligations under the three conventions, including reporting, training, information exchanges, and public education and awareness. Thus, the NCSA will provide Jamaica with the chance to develop action plans that address constraints and exploit synergies across the issues of biodiversity conservation, climate change, and land degradation, in order to more effectively meet the country's global environmental obligations and to address local environmental needs and objectives.

II. PROJECT JUSTIFICATION

A. The Need for a Jamaican National Capacity Self-Assessment

47. Several programs for capacity building in government and non-governmental organizations have been carried out in Jamaica since the Rio Summit, including projects supported by UNDP, USAID, IDB, CIDA, and the Commonwealth Secretariat. For example, the GOJ/CIDA funded Environmental Action (ENACT) Programme is currently examining the institutional capacity of NEPA to manage certain environmental programs (see **Annex 4** for details). However, while these programs have contributed to developing capacity in specific areas of the environmental sector, none have been focused directly on capacity issues related to implementation of the three conventions, nor have any been designed to look at cross-cutting issues between the conventions. In addition, while numerous programs have examined individual and institutional capacity issues, none have assessed systemic capacity issues in Jamaica.

48. Various assessments of capacity issues related to specific conservation and sustainable development goals and programs have been undertaken in Jamaica in recent years. For example, Jamaica's official reports and communications to the Conventions have identified a number of capacity issues, though few have been fully evaluated. In addition, a mid-term review of projects facilitated by UNDP in Jamaica (cycle six) indicated that institutional weakness among government organizations in project implementation was manifested by difficulties in housing projects within the implementing organizations and difficulties in recruiting project managers or consultants. Capacity constraints are not confined to governmental agencies. The Environmental Foundation of Jamaica (EFJ), which provides funding for projects in the NGO sector, has identified capacity constraints in the NGO sector as a common barrier to project effectiveness and a limitation on EFJ's ability to disburse funds.

49. Jamaica has not yet carried out a comprehensive capacity assessment to consider the needs for and potential benefits to be derived from a coordinated and cross-sectoral approach to environmental activities and convention obligations at the individual, institutional and systemic levels. The NCSA Project will fulfill this purpose and should

result in a more integrated approach to implementation of the three conventions and the development of new opportunities for funding.

B. Objectives and Linkages to Ongoing Activities

50. The NCSA process will provide Jamaica the opportunity to articulate a thorough self-assessment and analysis of national capacity needs, priorities and constraints facing national efforts to meet global environmental management objectives as set forth in the Rio conventions and related international instruments. The process will facilitate a cross-sectoral process of consultations, stocktaking, sequencing, and prioritization of capacity needs, especially for identifying obstacles that impede the country from fully meeting its objectives under the relevant conventions.

51. Specific objectives to be accomplished through the project implementation include:

1. To identify, confirm and review priority issues for action within the thematic areas of Biodiversity, Climate Change and Desertification;
2. To explore related capacity needs within and across the three thematic areas;
3. To elaborate a national action plan that focuses on capacity building to address the global environmental commitments;
4. To provide a solid basis for the preparation of requests for future external funding and assistance;
5. To link country action to the broader national environmental management and sustainable development framework; and
6. To monitor and evaluate the implementation of the action plan as part of a process of continuous improvement.

Linkages to Ongoing Activities

52. The NCSA process will be based on and linked with already existing programs and information exchange mechanisms relevant to capacity issues. The process will strive to integrate the results and outputs of past and ongoing capacity assessment and

building activities, by ensuring the involvement of a wide range of stakeholders in the NCSA implementation.

53. The NCSA process will take into consideration and will be based on the relevant activities and outputs of the National Strategy and Action Plan for Biological Diversity (NSAPBD), the National Communication on Climate Change (NCCC), National Reports to the UNCCD, and the formulation of the National Plan for implementation of actions against persistent organic pollutants (POPs). Outputs of the NSAPBD, currently waiting final approval from the GOJ, will be integrated into the NCSA process upon approval and after the thematic area reviews, as will the recommendations of the NCCC and the National Reports to the UNCCD.

54. The NCSA will provide valuable strategic directions for the consolidation of environmental planning and management activities within the newly formed National Environment and Planning Agency. Finally, the NCSA will liaise and share its findings with both the Sustainable Development Unit of the PIOJ and the Public Sector Modernization Program. Both of these programs focus primarily on economic and social issues related to sustainable development, and their work will complement the focus of the NCSA on environmental issues.

C. Expected end of project situation

55. The project will use a flexible, adaptive approach to respond to the evolving needs of the country and the progress of other programs and policy directions in Jamaica. The project is expected to produce the following outputs:

- Build national capacity to take issues related to the three Conventions into account in general planning and strategy formulation;
- Find ways to coordinate and harmonize overlapping activities among the three Conventions and to help to ensure effective national measures to protect the global environment;

- Prepare a comprehensive national action plan focused on capacity building that will identify overall goals, specific objectives to be achieved, and courses of action;
- Identify follow-up projects;
- Support the transition from this enabling activity to the actual implementation of identified follow up measures addressing loss in biodiversity, losses in soil fertility and climate change;
- Enhance general domestic awareness and knowledge about the three Conventions and their inter-relationship; and
- Strengthen dialogue, information exchange and cooperation among all relevant stakeholders including governmental, non-governmental, academic and private sectors.

III. PROJECT ACTIVITIES

56. The NCSA process will be conducted over 15 months during which the following activities will be undertaken. Additionally, after the completion of the NCSA Report and Action Plan, monitoring of the implementation of the Action Plan will take place over a further 12 months.

A. Project Planning & Initiation

57. The NCSA project will commence with the formal establishment of the Project Steering Committee and the establishment of a Project Management Unit (PMU). The Project Steering Committee will develop an agreement on the operational aspects of the NCSA process in a consultative manner. Under the guidance of the Committee, and building on the project planning completed during the PRODOC period, the Project Manager will develop a brief but sufficiently descriptive framework for the execution of the project and a detailed work plan sequencing events, milestones and outputs. Guidelines for the project will also be established and documented, detailing areas of

responsibility, resource allocation, and monitoring procedures for the first fifteen months.

58. Another important aspect of the project initiation stage will be a full briefing of all the stakeholders from various sectors of the society, a critical step in engaging the stakeholders and encouraging their participation. Government agencies, NGOs, CBOs, academia, professional bodies, donor agencies and the private sector will be invited to a national workshop at the inception of the NCSA process to present the work plan and to raise awareness about the initiative. Mechanisms to keep the stakeholders informed at each juncture in the process will be identified and agreed upon.

59. The workshop will also mark the official launch of the project with high-level political endorsement from the Minister of Land and Environment, which will help to establish the linkages between capacity building to meet Jamaica's environmental obligations, to protect and conserve the country's natural resource base, and to further the country's sustainable development efforts.

B. Capacity Self-Assessment Within Thematic Areas

60. The work in each thematic area will begin with a gap analysis, followed by a full-scale assessment. In the first stage, the gap analysis/stocktaking will answer the question 'where are we now?' with respect to each of the three global conventions, allowing the consultants to arrive at an understanding of the baseline situation. A variety of reports, including the national communications, the Jamaica National Environmental Action Plan (JaNEAP), and the Public Sector Modernization Vision and Mission, will be reviewed during this stage and will provide an overview and brief profile of each thematic area.

61. The stocktaking phase will be followed by a full assessment of each thematic area. Each assessment will include:

- Identifying and reviewing priority issues;
- Identifying capacity constraints for the priority issues and analyzing the causes;
- Assessing the constraints at the individual, institutional and systemic levels; and
- Identifying necessary corrective action.

62. The output of the assessments will be presented in reports detailing and ranking the gaps in terms of barriers to the development and implementation of the national action plans related to each Convention. The results of these assessments will be shared at workshops with a broad cross-section of interested parties within government and non-governmental organizations to confirm the findings and discuss strategies and approaches for the way forward. Even at this early stage of the NCSA process, actions for moving forward will be presented, discussed and agreed upon. The results of this consultation will feed into the development of the Action Plan.

C. Identification of Cross Cutting Capacity Issues

- Assessment of the linkages between the thematic areas provides an important opportunity, through greater understanding of the commonalities and overlaps between the conventions, to facilitate an integrated approach to implementation of the conventions at the local, national and international levels.
- National consultations on the NCSA during the PDF-A process have already identified a number of cross-cutting issues. Among the most important of these issues are the inadequacy of existing legislation; the need to harmonize the institutional and policy framework; the inadequacy of financial resources; capacity within community groups and the NGO sector; public awareness, education and action; and technical expertise. Of this number, the first three are regarded as fundamental to achieving Jamaica's environmental objectives.
- The NCSA process will focus on these priority issues, which are major barriers to effective implementation of the conventions. One consulting team will examine the legislative framework with a view to identifying inadequate existing legislation, overlaps in legislation, and ways of harmonizing the laws and regulations to provide a more efficient legal mechanism. The team will present an action plan for addressing the issues identified, and the findings will be presented to a broad stakeholder group for feedback and comment.

- A second specialist team will examine the matter of funding and the institutional and policy framework in much the same manner as above. Findings from this team will be shared at a workshop with policy makers in the key Ministries and Agencies, which will include at a minimum the MLE, MWH, Ministry of Agriculture, Attorney General's Department, Ministry of Finance and Planning, and Ministry of Foreign Affairs.
- Finally, a third team will examine the remainder of the cross-cutting issues identified in thematic assessments with a view to finding ways to integrate these into the capacity building process.
- The outcome of the work of the three cross-cutting issues teams will be presented at a national workshop in order to share information and to begin the formulation of a national action plan to address these deficiencies and aid Jamaica in meeting its international environmental obligations.

D. Preparation of the NCSA Document and Presentation to Key Stakeholders

63. Reports from the various stages of the project will be synthesized into a single concise document, which will serve as an important tool for decision-making. This output will allow the country to move from an understanding of the capacity constraints to a vision of potential opportunities and the development of strategies, goals, programs and projects.

64. This draft report will be distributed among the participating stakeholders before being presented at a national workshop, in order to promote discussion and obtain consensus on the NCSA document. The document will be finalized based on the input obtained from stakeholders at the workshop.

E. Development, Presentation and Finalization of an Action Plan

65. One important objective of the NCSA process is to facilitate the development of concrete project proposals for further consideration by GEF and other interested donors. Throughout the NCSA process, analysis and recommendations will be centered not only on evaluation of the thematic areas and cross-cutting issues, but also on the identification of actions to move the country into the next phase. Once the NCSA report has been approved and finalized, a draft Action Plan to implement the NCSA's recommendations will be developed drawing from the outputs of the various stages. The draft Action Plan will articulate short, medium and long term objectives and priority actions.

66. By the end of the NCSA process, Jamaica will be armed with a clearer understanding of the bottlenecks and opportunities which exist at the thematic levels and systemic levels. This understanding will lay the basis of for the Action Plan from which projects for funding to address the issues are clearly identifiable. The Action Plan will allow the country to continue with those programs and actions which are working well, to move immediately into corrective action where necessary in each of the national plans (some of which may not require significant resources), and to seek to put into place programs and projects which address the deficiencies that have been identified in a integrated manner. In summary, the output of the NCSA process will offer the country an opportunity to accelerate its efforts in meeting its global environmental obligations as well as fulfilling national environmental goals.

67. In order to ensure that Jamaica is in a position to develop project proposals that address critical capacity needs for both national and global environmental management, it will be of paramount importance that proposed priorities and actions are discussed and evaluated widely, and that stakeholder support is ensured. The draft Action Plan will be distributed to the key stakeholders for review and comment and finalized based on feedback received at a national workshop and through written comments.

68. After incorporation of the feedback, the Action Plan will be submitted to the Steering Committee for approval and then to the Ministry of Land and Environment and the Cabinet for final approval.

Table 1. Details the timeframe for the NCSA process.

Table 1 Project Implementation Schedule

ACTIVITY	3-Month Intervals								
	1	2	3	4	5	6	7	8	9
<i>1. Project & Initiation of the Planning Process</i>									
Assemble Steering Committee									
Hire Project Manager/Lead Consultant									
Develop Work Plan									
Hire Consultants									
Stage National Workshop									
<i>2. Capacity Self-Assessment Within Thematic Areas</i>									
Conduct Thematic Assessments									
Identify priorities and capacity constraints for the three thematic areas									
Stage workshop(s) to present results and develop actions									
Finalize reports									
<i>3. Identification of Cross Cutting Capacity Issues</i>									
Conduct evaluation across the thematic areas									
National workshop to present the results of the evaluation									
Finalize report(s)									
<i>4. Preparation NCSA Document</i>									
Draft national capacity self assessment report									
Stage workshop to present document									
Finalize document									

5. Development, Presentation and Finalization of an Action Plan									
Prepare draft Action Plan circulate for comments									
Stage national workshop									
Finalize and approve Action Plan									
6. Monitoring and Evaluation*									

*Although not reflected here, Quarterly Progress Reports will be done per Section V Monitoring & Evaluation.

IV. INSTITUTIONAL ARRANGEMENTS

69. The Project Management Unit (PMU) will be housed within the National Environment and Planning Agency, which will provide overall guidance to the execution of the project. The PMU will be staffed by a Project Manager (who will also serve as the Lead Consultant), an Environmental Specialist (Ecologist), and an Administrative Assistant. The two technical members of the PMU will also provide consulting expertise to the various activities and will be responsible for compiling the various consultants' reports and preparing the NCSA Report and Action Plan. The Project Manager/Lead Consultant will have experience in the evaluation of institutional policy and projects, will ensure proper coordination of all activities, and will coordinate the activities and outputs of the consulting teams.

70. Two persons will carry out the stocktaking phase for the three thematic areas, a consultant for climate change issues, and the Environmental specialist from the PMU for biodiversity and land degradation issues. The National Focal Points for each Convention, technical experts, NGOs and CBOs, working on the implementation of the Conventions will support the work of the consultants.

71. Three specialist teams of consultants will focus on cross-cutting issues. One of the specialist teams, consisting of several lawyers with experience in environmental legislation, will examine the legislative framework issues. The second specialist team will be headed by the Lead Consultant and will examine the matter of funding and the institutional and policy framework. Finally, a third consultant, with the support of the PMU Environmental Specialist, will examine the remainder of the cross-cutting issues identified in thematic assessments. The total team of consultants including those within the PMU will not exceed seven consultants, as outlined in Table 2.

Table 2 PMU and Technical Team Composition

Role	Staff/Consultants
Project Planning and Initiation	PMU Lead Consultant and PMU Ecologist
Thematic Assessments	PMU Ecologist and Environmental Consultant
Cross Cutting Issues	Legal Team (2-3 Legal Consultants), Policy Team (PMU Lead Consultant and Policy Consultant), Science Team (PMU Ecologist and one consultant)
Preparation of NCSA Document	PMU Lead Consultant
NCSA Report and Action Plan	PMU Lead Consultant and PMU Ecologist

72. The Ministry of Land and Environment has endorsed the NCSA Project and will provide political oversight for the project through the Natural Resources Sub-Committee of the Cabinet of Jamaica. The Minister will report to Cabinet on the progress of the project and will guide the approval of the Action Plan through that body.

73. The National Environment and Planning Agency, an arm of the Ministry of Land and the Environment, will execute the project in consultation with the Project Steering Committee (PSC) and UNDP. UNDP will serve as the GEF Implementing Agency.

74. A Project Steering Committee will be established with a balanced representation from key government ministries, academic institutions, and environmental NGOs and CBOs, while at the same time maintaining a limited overall membership to keep the NCSA process efficient and unencumbered. The following organizations will be represented on the PSC in order to provide the appropriate level of technical oversight and to facilitate coordination, participation and sustainability of the results of the project:

- a. Ministry of Land and Environment
- b. National Environment and Planning Agency (NEPA)
- c. Water Resources Authority (WRA)
- d. Planning Institute of Jamaica (PIOJ)
- e. Attorney General's Department
- f. Forestry Department
- g. National Metrological Department
- h. Ministry of Water and Housing
- i. United Nations Development Programme (UNDP)
- j. University of the West Indies (UWI)
- k. Environmental Foundation of Jamaica (EFJ)
- l. National Environmental Societies Trust (NEST)
- m. Jamaica Conservation and Development Trust (JCDDT)

75. The PMU will be situated in the Policy, Programs, and Projects Division of NEPA and will be provided with the necessary management oversight, office space, secretarial and administrative support as part of the GOJ's contribution to the NCSA Project. A more detailed description of the PMU is found above in Section III.

V. MONITORING AND EVALUATION

76. The UNDP country office in Jamaica will play an important role in providing guidance and ensuring that the provisions of the NCSA guides (GEF and UNITAR) are adhered to within project activities. Under this role, the UNDP country office will also ensure that the national execution norms be applied regularly and that the project be focused on the various horizontal aspects of the NCSA (coordination between processes and synergistic actions) as well as on the vertical aspects (individual, institutional and systemic). UNDP will also ensure that the consultation process under the NCSA is participatory. The UNDP will report on project performance to the Global Environment Facility. Financial auditing will be carried out according to UNDP rules and regulations.

77. Further details on the monitoring and evaluation of implementation of the NCSA process will be established as part of the stakeholder consultations at the inception of the project.

78. Monitoring and evaluating the implementation of a National Strategy and Action Plan will be an important part of the NCSA project after the Action Plan has been approved. The monitoring program will take place for twelve months after the completion of the Action Plan and will be undertaken by the National Focal Points for each convention. The participation of the Focal Points will form part of the GOJ's contribution to the project. Aspects of implementing the Action Plan based on the NCSA will involve continuously monitoring progress in implementing activities against the planned schedules or budgets for various activities. The Focal Points will monitor and report on the implementation of activities, will assess progress in preparing proposals by various funding agencies, and will determine if any adjustments are required to the Action Plan and then take corrective action as necessary. While the National Focal Points will guide the monitoring process, a third party consultant will complete the evaluation at the end of the twelve months of the implementation of the National Strategy and Action Plan.

79. Reports will be submitted quarterly to the Executing Agency for circulation to the Project Steering Committee and other relevant organizations. The Minister of Land and Environment will report to Cabinet on the progress of the project and will guide the approval of the Action Plan through that body. Evaluation of the impact of the Action Plan to ascertain the degree of success in achieving the objectives of the NCSA will be important to Jamaica even beyond the NCSA process, as it will provide insights into what lessons can be learned to guide future efforts.

80. UNDP and PIOJ will be responsible for monitoring project implementation, ensuring proper use of UNDP-GEF funds to assigned activities, timely reporting of implementation progress as well as ensuring undertaking of mandatory and non-mandatory evaluations. In this context, UNDP will provide necessary support and backstopping to ensure proper implementation progress, convene periodic meetings with project management, provide feedback and revision to products and documents and where necessary filter project results to be in line with overall objectives as well as UNDP-GEF requirements.

Evaluation:

81. **Annual Project Progress Report (APPR)** will be prepared by the Project Coordinator with support from the PSC in consultation with the stakeholders. Upon request from UNDP, the Executing Agency, National Environment and Planning Agency (NEPA), will convene the annual tripartite project review to provide policy guidance to the project.

82. The Project will be subject to **Tripartite Review (TPR)** at least once every twelve months. The meeting will be attended by representatives of the NEPA, the GEF operational focal point, the Ministry of Land and Environment, the Planning Institute of Jamaica, the convention focal points, UNDP and other stakeholders. The first such meeting is to be held *within* the first twelve months of the start of full implementation and the second one will be held at the end of the project. The Project Support Unit shall prepare and submit to each TPR meeting an Annual Progress Report (APR).

83. **Quarterly Progress Reports** will also be prepared in accordance with the policies and procedures established for this purpose by UNDP. A **Terminal Report** will be prepared for consideration at the terminal tripartite review (i.e. the second TPR) meeting. A draft report will be distributed sufficiently in advance to allow **in-house review and technical clearance** by UNDP-GEF prior to the terminal tripartite review.

Reporting:

84. The Project Coordinator, with support from the PSC, will be responsible for the preparation and submission of the following reports:

85. **Project Inception Report** The Inception Report will be prepared after the Inception workshop by the Project Coordinator, with assistance from the partner organizations and project team and in consultation with UNDP-GEF, no later than three months after project is initiated. The report will include a detailed work plan for the full duration of the project, fine-tuning of TORs for project professionals, progress to date on project establishment and start-up activities, amendments to project activities/approaches, if any. The report will be submitted to the Chair of the PSC, for circulation to all PSC members ahead of the Inception Workshop.

86. **Quarterly Progress Report (QPR)** Quarterly Progress Report will be prepared and submitted to the executing agency, UNDP and GEF, providing a brief summary of the

status of activities and output delivery, explaining variances from the work plan, and presenting work-plans for each successive quarter for review and endorsement.

87. **Annual Progress Report (APR)** APR will be prepared and submitted by the project management, reporting progress achieved over the last one year.

88. Several technical reports will be published during the project tenure. These reports will be specifically developed by the international and national consultants. The reports will cover specific areas of analysis within the overall project objectives. A tentative list of technical reports and their schedule will be annexed in the Inception Report.

89. **Workshop Proceedings** The project activities include a series of consultation workshops. Proceedings and outputs of the various workshops will be regularly documented and published for dissemination to reach the stakeholders throughout the project duration.

90. **Terminal Report** The Project Completion Report will be prepared well ahead of the Terminal tripartite review by the PC with assistance from the PSC. This comprehensive report will summarize all activities, achievements, outputs and outcomes of the project; lessons learned, objectives met, structures and systems implemented, including any deviations, etc. It will be the definitive statement of the project's activities over the 15 months duration. It will also lay out recommendations for any follow-up, further steps that may need to be taken to ensure sustainability and replicability of the project activities.

91. It may be desirable to also periodically review and update the NCSA document.

Legal Context

This project document shall be the instrument referred to in Article 1 of the Standard Basic Agreement between the Government of Jamaica and the UNDP (below), signed by the parties on 26 January 1976 and shall be governed by normal UNDP practices regarding project revisions/monitoring/evaluation, and subject to all provisions of the UNDP National Execution Guidelines and the corresponding manual.

The funds being granted for this activity will be allocated over 15 months commencing in September 2003 and will be destined towards assisting Jamaica to evaluate its capacity to carry out national activities to meet the international goals of the three Rio

Conventions. The project will be implemented in accordance with GEF procedures and the existing arrangements for implementation between the GEF and UNDP.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objection to the proposed changes:

- Revisions that do not involve significant changes in the objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions, which re-phase the delivery of agreed, project input or increase expert or other costs due to inflation or take into account agency expenditure flexibility.

As in other nationally-executed projects of UNDP, the Executing Agency may subcontract UNDP-CO or UNDP-HQ to execute certain activities embodied in this project.

Audit Requirement

The Government will provide UNDP with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of project funds according to the established procedures set out in the UNDP Programming and Finance manuals. The Audit will be conducted by the legally recognized auditor the Government, or by a commercial auditor engaged by the Government.

ANNEXES

Annex 1: Letter from GEF Focal Point

Annex 2: Description of Institutions Relevant to the NCSA Process

Annex 3: Composition National Biodiversity Steering Committee

Annex 4: Description of Existing Relevant Projects

**Annex 5: Standard Letter of Agreement between UNDP And The
Government of Jamaica for the Provision of Support Services**

Annex 6: Terms of Reference

Annex 7: Standard Legal Agreement

Annex 8: Minutes of PAC meeting

Annex 1 Letter from GEF Focal Point



MINISTRY OF LAND AND ENVIRONMENT

16A Half Way Tree Road, KINGSTON 5 JAMAICA
Telephone 920-3406/968-7998; Fax 929-7349

January 17, 2003

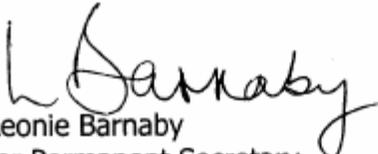
Mrs. Gillian Lindsay-Nanton
Resident Representatives
United Nations Development Programme
1 Lady Musgrave Road

Dear Mrs. Lindsay-Nanton

National Capacity Self-Assessment Project

I hereby endorse the proposal for the National Capacity Self Assessment Project as set out in the revised document of January 16, 2003.

Yours faithfully


Leonie Barnaby
for Permanent Secretary

Annex 2: Description of Institutions Relevant to the NCSA Process

1. MINISTRY OF LAND AND ENVIRONMENT

A. NEPA

Overview

The National Environment and Planning Agency (NEPA) is a new Executive Agency that became operational on April 1, 2001. It is an agency of the Ministry of Land and the Environment. NEPA represents a merger between the Natural Resources Conservation Authority (NRCA), the Town Planning Department (TPD) and the Land Development and Utilization Commission (LDUC). The Agency's creation was the result of recommendations developed under the Government of Jamaica Public Sector Modernization Programme (PSMP). The aim of the merger is to integrate environmental, planning, and sustainable development policies and programs and to improve customer service.

Mission

To promote sustainable development by ensuring protection of the environment and orderly development in Jamaica through highly motivated staff performing at the highest standard.

Policies

The work of NEPA is guided by the following policies and plans:

- Jamaica National Environmental Action Plan (JaNEAP) 1999-2002
- National Physical Plan
- Policy for Jamaica's System of Protected Areas - 1997
- Biodiversity Strategy and Action Plan (Draft)
- Watershed Management Policy (Draft)
- Beach Policy for Jamaica (Draft)
- Environmental Management Systems Policy and Strategy (Draft)

B. NLA

The National Land Agency (NLA) is an Executive Agency that began its first year of operation on April 1, 2001. The Agency reports to the Ministry of Land and Environment (MLE). The establishment of the NLA is the result of the Public Sector Modernization Program of the Government of Jamaica. The NLA brings together the core land information functions of Government under one roof, and includes: Land Titles; Surveys & Mapping; Land Valuation & Estate (Crown Land) Management. This merger enables the Government to build on the synergy of these combined functions and create a modern national land (spatial) information system to support sustainable development.

C. OFFICE OF DISASTER PREPAREDNESS AND EMERGENCY MANAGEMENT (ODPEM)

The Office of Disaster Preparedness and Emergency Relief Coordination (ODIPERC), was established in July 1980. In 1993, the name ODIPERC was changed to the Office of Disaster Preparedness and Emergency Management (ODPEM), a statutory body, under the provisions of Section 15 of the Disaster Preparedness and Emergency Management Act.

Functions

In carrying out its mission ODPEM has the following duties:

- To develop and implement policies and programmes for the purpose of achieving and maintaining an appropriate state of national preparedness
- To encourage and support disaster preparedness and mitigation measures in all parishes in association with Local Government authorities, community based organizations and private and voluntary agencies.

2. MINISTRY OF WATER AND HOUSING

The Ministry is a relatively new one and was formed as part of the Government's commitment to ensure that potable water is readily available at acceptable international levels and to address the need to reduce the incidences of rural Jamaicans carrying

water on their heads. A Water Sector Policy was instituted to guide the Ministry in fulfilling its day-to-day tasks. Today this plan is a reference point for the Ministry's water related activities.

A. WRA

Water Resources Division was established in 1965, when the Water Resources Section was transferred to the Geological Survey Department in connection with the United Nations Development Project (UNDP) and Food and Agricultural Organization (FAO) project, which was completed in 1973.

On completion of the UNDP/FAO project, the Water Resources Division of the Ministry of Mining and natural Resources continued to monitor surface and groundwater island-wide. Between 1979 and 1984, the Water Resources Division was transferred to the Ministries of Local Government, Agriculture, and Public Utilities.

In 1985, the Water Resources Division was merged into the Underground Water Authority (UWA). The mandate of the UWA was contained in the Underground Water Control Act (1959). The responsibility for the preparation of a national water resources development plan was assigned to the UWA in 1985.

The Water Resources Authority (WRA), formerly known as the Underground Water Authority, is a statutory body of the Government of Jamaica. The WRA was established by the Water Resources Act of 1995, which repealed the Underground Water Control Act and the Water Act. The WRA therefore replaced the Underground Water Authority as Jamaica's premiere hydrologic agency.

Mission

To ensure the sustainability of Jamaica's water resources through continual assessment and proper management, promotion of conservation and protection, and optimal development of these resources; to ensure rational and equitable allocation of the nation's water resources; and to reduce conflicts among water users.

The WRA is responsible for the management, protection, and controlled allocation and use of Jamaica's surface and underground water resources. This responsibility will be

achieved through the development and administration of a long term comprehensive Water Resources Development Master Plan for Jamaica. This plan will enable rational decision making on current and future water use and allocation, which provides economic and environmentally sound development options.

The WRA maintains a hydrological database and provides data, information, and technical assistance to government and non-government institutions. The major activities of the Water Resources Authority (WRA) include hydrologic data collection, compilation, and analysis; water resources investigation, assessment, and planning; water resources allocation; and environmental monitoring and impact assessment.

3. MINISTRY OF AGRICULTURE

The Ministry of Agriculture is charged with the responsibility to promote the development of a modern, efficient and competitive agricultural sector to ensure national food security, export expansion, and the growth of agro-industry.

A. Fisheries Department

The original mandate of the Fisheries Division to develop and expand Jamaican Fisheries has been achieved. The Division's new direction focuses on conservation, monitoring and controlling the fisheries resource and industry with the focus of achieving an optimum level of sustainable growth and development. The Fisheries Division is aiming at increasing and upgrading its database so that it can effectively manage and monitor the fishing effort of all involved in the fisheries by the controlled issuing of licenses and permits to fish.

4. PLANNING INSTITUTE OF JAMAICA (PIOJ)

The Planning Institute of Jamaica (PIOJ) was established in 1955 as the Central Planning Unit (CPU) with the mandate to provide the Government with research and data information for the development process. The CPU became the National Planning Agency in 1974. In 1984 the CPU became a statutory body and its name was changed to the Planning Institute of Jamaica (PIOJ), placed under the Ministry of Finance. Up until August 1997, PIOJ operated like a Central Government department. In 1995, PIOJ was selected as one of the entities to be modernized under the Public Sector Modernization Program (PSMP). The PSMP aims to empower managers of selected

agencies/entities by granting them enhanced autonomy in managerial, financial, personnel and operation management, in return for strict accountability for predetermined performance targets.

5. UNIVERSITY OF THE WEST INDIES

The University of the West Indies is an international institution serving the countries of the Commonwealth Caribbean: Anguilla, Antigua/Barbuda, the Bahamas, Barbados, Belize, the British Virgin Islands, Cayman Islands, Dominica, Grenada, Jamaica, Montserrat, St. Christopher-Nevis, St. Lucia, St. Vincent and the Grenadines, Trinidad and Tobago and the Turks and Caicos Islands.

The University began at Mona, Jamaica, West Indies in 1948 as a College of the University of London. It achieved full university status in 1962. The Imperial College of Tropical Agriculture in Trinidad was converted into the St. Augustine Campus in 1961 and in 1963, a third campus was established at Cave Hill in Barbados. There is also a Centre for Hotel and Tourism Management in the Bahamas. University Centres in the non-campus countries ensure that a wide cross section of the population has access to a variety of educational resources and services, and there is also an innovative distance education facility.

The UWI is the region's premier educational institution. Its faculties offer a wide range of undergraduate, masters and doctoral programmes in Humanities and Education, Pure and Applied Sciences, Science and Agriculture, Engineering, Law, Medical Sciences and Social Sciences. There is a strong emphasis on Caribbean issues making the UWI the ideal educational institution for local and international students with an interest in Caribbean society.

Annex 3: Composition of the National Biodiversity Steering Committee

Dr. Elaine Fisher	Institute of Jamaica
Mrs. Donna Blake	Ministry of Land and the Environment
Mrs. Nella Stewart	Center for Environment and Development
Dr. Dorothy Byfield	Scientific research Council
Mr. Clifton Brown	JAMPRO
Dr. Audia Barnett	National Commission on Science and Technology
Dr. Headley Edwards	Veterinary Division
Miss Marilyn Headley	Forestry Department
Mr. Hopeton Peterson	PIOJ
Miss Althea Johnson	Ministry of Tourism and Sports
Miss Avery Galbraith	Fisheries Division
Mr. Craig Lawrence	Ministry of Foreign Affairs and Trade
Dr. David Smith	Private Sector Organization of Jamaica
Dr. Richard Harrison	Ministry of agriculture
Mr. Oral Rainford	Ministry of Mining and Energy
Mr. Terrence Cover	National Environmental Societies Trust
Mr. Don Streete	National Water Commission
Miss Paula Hurlock	Montego Bay Marine Park
Mr. Albert Shand	Rural Agricultural Development Authority
Miss Yvette Strong	NEPA
Miss Carol Thomas	Plant Quarantine Division
Miss Eida Ormsby	Ministry of Finance

Annex 4: Description of Existing Relevant Projects

ENACT PROGRAMME

The ENACT programme is implemented by the Government of Jamaica through the National Environment and Planning Agency (NEPA) and a Canadian joint venture Dessau-Soprin & Marbek to help address Jamaica's environmental challenges. ENACT was initiated in 1994 when preliminary work began laying down the foundations for the programme. A contract was signed between the parties involved in June 1996 marking the official start of activities, which will end in 2004.

The ENACT programme's goal is to promote sustainable development in Jamaica by supporting the capacity development of key institutions in the public sector, private sector, education sector and communities to manage and use natural resources and the environment in a sustainable way.

The purpose of ENACT is to improve the capability of key strategic players at the government policy, private sector, community and general public levels to identify and solve their environmental problems, in a sustainable way; and to enhance these improvements by linking and coordinating the capacity development activities of the various levels and players involved.

The ENACT programme seeks to build Jamaican institutional capacities so that they can better manage and preserve the environment within the overall context of sustainable development. To achieve its goal and purpose, more specific objectives have been identified, focusing on the target groups:

The Government of Jamaica (GOJ) and The National Environment and Planning Agency (NEPA): Focusing on the National Environment and Planning Agency (NEPA) and other GOJ agencies involved in the development and management of Jamaica's natural resources, the primary aim is to strengthen their analytical and problem-solving capacity.

The Private Sector:

ENACT seeks to increase environmental awareness and corporate commitment to good environmental practices, and to support the development of key initiatives focusing on small and large private sector organizations and industries.

Local Government and Communities:

Through Local Sustainable Development Planning (LSDP), ENACT seeks to enhance leadership in local organizations to articulate and pursue sustainable development objectives for their communities. ENACT focuses also on activities to strengthen community capacities, particularly enhancing the ability of individuals and communities to solve environmental problems at the local level.

Education Institutions and General Public:

ENACT seeks to help increase the awareness of environmental issues among students, teachers and the general public by heightening awareness of environmental problems and assisting them to participate in finding solutions.

COASTAL WATER QUALITY IMPROVEMENT PROJECTS (CWIP)

The Jamaica Coastal Water Quality Improvement Project (CWIP) is a USAID-funded activity designed to protect and improve the environmental quality of the country's coastal resources. The Project relies on a community-based program to tackle the problem. In implementing the project, ARD is working in partnership with national agencies, national and local NGOs, community groups, and the private sector.

Jamaica's flourishing tourism industry - and hence the health of the country's economy - are dependent on the quality of Jamaica's coastal resources, particularly water. Discharges from industry, commercial establishments, hotels and households have posed a growing threat to water quality. CWIP Activities focus on five areas.

- Support community-based initiatives to address environmental concerns;
- Improve the operation and maintenance of municipal wastewater management systems
- Improve environmental practices of industries and commercial establishments;
- Establish NGO-government partnerships to monitor coastal water quality; and support improved coordination of coastal zone management activities.

CWIP has supported community-based environmental initiatives in Negril, Ocho Rios and Port Antonio and disbursed over \$1.25 million in grants to NGOs and community groups. The project conceptualized and facilitated the formation of a public participation model for the management of municipal wastewater facilities. At the same time, coastal communities established solid waste recycling programs using an Environmental Management System (EMS) model. A sustainable community-based water quality-monitoring program has been created. CWIP has also helped develop coastal zone management policies to meet the requirements of international regulatory organizations and the government of Jamaica.

RIDGE TO REEF (R2R)

R2R is a five-year initiative between the Government of Jamaica's National Environment and Planning Agency (NEPA) and USAID, addressing the degradation of watersheds on the island.

The focus of R2R is on involving local communities in each of the targeted watersheds through a participatory process of problem identification and action planning. R2R initially will target the Great River and Rio Grande watersheds, which differ considerably in their characteristics and offer unique challenges. The Great River watershed includes Montego Bay and impacts mainly on the parishes of St. James and Hanover. The watershed faces numerous environmental threats caused by agriculture and urban development. The Rio Grande watershed, in the parish of Portland, is extremely mountainous and heavily dependent on agriculture and tourism. An area of significant biodiversity, the Rio Grande watershed is threatened by deforestation, soil erosion, inappropriate land use, and mining.

TREES FOR TOMORROW (J\$186.75M)

The project goal is to improve the management and conservation of forests and tree crops for the sustainable benefit of the people of Jamaica. The desired long-term impact of the goal is the maintenance of soil, water resources, biological diversity and benefits to society, as measured in reduced rates of deforestation and environmental degradation, and maintained or increased rural incomes.

The project's more immediate purpose is to strengthen the institutional capability of the Forestry Sector to plan and implement sustainable forest management and other soil and water conservation measure in Jamaica's upper watersheds; and at the same time increase to awareness of the importance of forests throughout the country. The development of appropriate data collection, information management, planning, monitoring, and reforestation systems will support institutional strengthening. The watershed management and community forestry components are focused in the Buff Bay/Pencar watershed. The intent is to develop the skills, systems and participatory processes required for watershed management and community forestry in one watershed as a model for replication.

The project Coordinating Unit is located in the Forestry Department (FD), which is the lead agency in forest conservation. The project is headed by a Project Manager who reports directly to the Conservator of Forestry in the FD. The unit is staffed with the following personnel; Project Manager; Short-term Advisor and Administrative Support Staff. The Coordinating Unit is responsible for the implementation of the project and ensures the broad involvement of stakeholders.

EASTERN JAMAICA AGRICULTURAL SUPPORT PROJECT (J\$319.5M)

The project aims to improve the livelihoods of small-scale farm households through sustainable and environmentally positive production methods and improved marketing. The real income of participating farm households is expected to increase by 25% in the third year.

The project is building on the lessons learned from Mount Yallahs Agricultural Development Project (MYADP) by devising, testing and replicating sustainable group-based and market methods for increasing the incomes of small-scale farmers and their families in selected rural communities in eastern Jamaica. The project ensures that any interventions will maintain or improve the land resources through better land husbandry measures.

The EJASP covers four parishes in eastern Jamaica; Portland, St. Andrew, St. Mary and St. Thomas. The project aims to benefit some 5,600 (20%) of the small-scale farmers

living in the rural areas of those parishes. EJASP is an expansion of the Morant Yallahs Agricultural Development Project (MYADP) is covering the remaining parts of St. Andrew and St. Thomas and the entire parish of Portland and St. Mary. The project area has one of the highest concentrations of small-scale farmers in Jamaica.

AGRICULTURE SUPPORT SERVICES PROGRAMME (US\$31.5M)

The Agriculture Support Services Programme (ASSP) is being executed by a Program Implementation Unit (PIU) established by the Ministry of Agriculture (MOA), which is specifically dedicated to implementation of the ASSP and supported by an IDB loan to the GOJ.

The Program Steering Committee consists of representatives from the following organizations: Ministry of Agriculture, Ministry of Health, Ministry of Industry and Commerce, and Technology, Ministry of Finance and Jamaica Exporters Association. There are also representatives from non-governmental organizations included in the PIU. The administrative staff of the programme includes; a Programme Director, a Technical Review Committee, a Financial and Administrative Officer, three Technical Officers, and five Agricultural Development Officers.

The project consists of three major components:

- **Strengthening the delivery of agricultural support services to producers**

The purpose of this component is to develop critical capacity to deliver agricultural services to producers, chiefly research, extension, and marketing information in an efficient and cost-effective way, that avoid limitations for the public agencies.

- **Strengthening and consolidating agricultural health and food safety services**

The purpose of this second component is to improve the effectiveness of the animal health, plant health and food safety systems to protect domestic consumers from illness, and domestic production from disease, and contamination while ensuring that Jamaica's exports meet international standards. The component is designed to strengthen services

assuring the coordination and optimal use of expertise and resources of all institutions concerned.

- **Financing selected activities in high payoff productive projects for agricultural producers and exporters**

The purpose of this component is to increase the competitiveness and profitability of Jamaica's agricultural producers and exporters through specific productive projects in different rural areas that address new development opportunities in non-traditional agricultural sectors.

ANNEX 5: STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT OF JAMAICA FOR THE PROVISION OF SUPPORT SERVICES

Reference is made to consultations between officials of the Government of Jamaica (PIOJ) - (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects.

UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.

The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

- (a) Identification and/or recruitment of project and programme personnel;
- (b) Identification and facilitation of training activities;
- (c) Procurement of goods and services;
- (d) Financial transactions and payments;
- (e) Financial monitoring and reporting;

The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the

programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

The relevant provisions of the Standard Service Agreement signed January 26 1976, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

If you are in agreement with the provisions set forth above, this letter is to be included as an annex in the project document. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

ANNEX 6: TERMS OF REFERENCE

**Ministry of Land and Environment
National Environment and Planning Agency (NEPA)
UNDP
National Capacity Self-Assessment Project (NCSA)**

**TERMS OF REFERENCE
PROJECT STEERING COMMITTEE**

1.0 BACKGROUND

The National Capacity Self-Assessment (NCSA) process will provide Jamaica the opportunity to articulate a thorough self-assessment and analysis of national capacity needs, priorities and constraints facing national efforts to meet global environmental management objectives as set forth in the Rio conventions and the related international instruments.

The NCSA process will take into consideration and will evaluate the relevant activities and outputs of the National Strategy and Action Plan for Biological Diversity (NSAPBD), the National Communication on Climate Change (NCCC), and National Reports to the United Nations Convention to Combat Desertification (UNCCD).

It is intended that the NCSA Project facilitate a cross-sectoral process of consultations, stocktaking, sequencing, and prioritization of capacity needs, especially for identifying obstacles that impede the country from fully meeting its objectives under the relevant conventions. It will be based on and linked with already existing programs and information exchange mechanisms relevant to capacity issues. The project output will strive to integrate the results and outputs of past and ongoing capacity assessment and building activities, by ensuring the involvement of a wide range of stakeholders in the NCSA implementation.

The NCSA will provide valuable strategic directions for the consolidation of environmental planning and management activities within the newly formed National Environment and Planning Agency. Specific objectives to be accomplished through the project implementation include:

- a) To identify, confirm and review priority issues for action within the thematic areas of Biodiversity, Climate Change and Desertification;
- b) To explore related capacity needs within and across the three thematic areas;
- c) To elaborate a national action plan that focuses on capacity building to address the global environmental commitments;
- d) To provide a solid basis for the preparation of requests for future external funding and assistance;
- e) To link country action to the broader national environmental management and sustainable development framework; and
- f) To monitor and evaluate the implementation of the action plan as part of a process of continuous improvement.

The project is expected to produce the following outputs:

- Build national capacity to take issues related to the three Conventions into account in general planning and strategy formulation;
- Find ways to coordinate and harmonize overlapping activities among the three Conventions and to help to ensure effective national measures to protect the global environment;
- Prepare a comprehensive national action plan focused on capacity building that will identify overall goals, specific objectives to be achieved, follow-up projects, and courses of action;
- Support the transition from this enabling activity to the actual implementation of identified follow up measures addressing loss in biodiversity, losses in soil fertility and climate change;
- Enhance general domestic awareness and knowledge about the three Conventions and their inter-relationship; and
- Strengthen dialogue, information exchange and cooperation among all relevant stakeholders including governmental, non-governmental, academic and private sectors.

A Project Steering Committee will be established with a balanced representation from key government ministries, academic institutions, and environmental NGOs and CBOs, while at the same time maintaining a limited overall membership to keep the NCSA process efficient and unencumbered.

2.0 COMPOSITION

The NCSA project will be conducted over a total period of twenty-seven (27) months. The first fifteen (15) months of the project will involve the stocktaking, thematic assessments, the evaluation of cross cutting issues and the development of a National Strategy and Action Plan. The final twelve (12) months will involve monitoring of the implementation of the Action Plan.

The National Environment and Planning Agency, an arm of the Ministry of Land and the Environment, will execute the project in consultation with the Project Steering Committee (PSC) and UNDP. UNDP will serve as the GEF Implementing Agency.

The PSC will have the following representation, which includes the Focal Points of the three relevant conventions:

- a. Attorney General's Department
- b. Environmental Foundation of Jamaica
- c. Forestry Department
- d. Institute of Jamaica
- e. Jamaica Conservation and Development Trust
- f. Ministry of Agriculture
- g. Ministry of Finance
- h. Ministry of Land and Environment
- i. Ministry of Water and Housing
- j. National Environment and Planning Agency (NEPA)
- k. National Environmental Societies Trust
- l. Office of Disaster Preparedness and Emergency Management (ODPEM)
- m. Planning Institute of Jamaica (PIOJ)
- n. The Meteorological Service (MET)
- o. United Nations Development Programme (UNDP)
- p. University of the West Indies (UWI)
- q. Water Resources Authority (WRA)

3.0 ROLE

The NCSA project will commence with the formal establishment of the Project Steering Committee and the establishment of a Project Management Unit (PMU).

The Project Steering Committee will in general provide technical guidance to the execution of the project (first fifteen months) and support the respective Focal Points during the monitoring of the implementation of the Action Plan. The life of the PSC is intended to be twenty-seven (27) months in the first instance. Specifically the Committee will:

- (i) Guide the work of the Project Manager/Lead Consultant throughout the NCSA Project.
- (ii) Review and approve the work plan developed by the Project Manager/Lead Consultant.
- (iii) Participate in the selection process and approve the appointment of the National Consultants.
- (iv) Receive and review bi-monthly project reports from the Project Manager/Lead Consultant including a financial report.
- (v) Review, comment on and approve the reports generated from the project as required.
- (vi) Monitor milestones and the timeliness of project deliverables.
- (vii) Provide input for the planning and execution of national workshops. Ensure that extensive consultation with all relevant stakeholders (government and non-government) takes place during the development of the NCSA document and the Action Plan.
- (viii) Recommend persons/organizations to be involved in the consultative process.
- (ix) Act as resource persons at national workshops.
- (x) Ensure that the environment and sustainable development policies of the Government of Jamaica are fully reflected in NCSA outputs.
- (xi) Provide information to the Minister of Land and Environment on the progress of the NCSA project.
- (xii) Review in a timely manner and approve the NCSA Report and Action Plan.

- (xiii) Ensure that priority actions identified in the NCSA Report and Action Plan are brought to the attention of local and national authorities for follow up.
- (xiv) Support the three Convention Focal Points in the monitoring of the implementation of the Action Plan.

4.0 EXPECTED OUTPUTS

The PSC will provide:

- (i) A record of its meetings in the form of minutes.
- (ii) *Ad hoc* reports on the results of its selection of National Consultants.
- (iii) Quarterly reports to the Minister of Land and the Environment.
- (iv) Technical guidance to the NCSA Project.

**TERMS OF REFERENCE
PROJECT MANAGER/LEAD CONSULTANT
BL. 17.01**

1.0 PURPOSE

The purpose of the Terms of Reference is to set out the responsibilities of the Project Manager/Lead Consultant over the fifteen-month period of the consultancy for the National Capacity and Self Assessment Project.

2.0 BACKGROUND

Jamaica has ratified the UN Conventions on Climate Change, Combating Desertification, and on Biological Diversity. The purpose of the National Capacity Self-Assessment Project (NCSA) is to provide Jamaica the opportunity to conduct a thorough self-assessment and analysis of national capacity needs, priorities and constraints with respect to its efforts at meeting global environmental management objectives. It will facilitate stakeholder consultation in a process of stocktaking, sequencing, identifying and prioritizing capacity needs.

The project is expected to produce the following outputs:

- Build national capacity to mainstream issues related to the three Conventions into general planning and strategy formulation;
- Find ways to coordinate and harmonize overlapping activities among the three Conventions and to help to ensure effective national measures to protect the global environment;
- Prepare a comprehensive national action plan focused on capacity building that will identify follow-up projects, overall goals, specific objectives to be achieved, and courses of action;
- Support the transition from this enabling activity to the implementation of identified follow up measures addressing loss in biodiversity, losses in soil fertility and the effects of climate change;
- Enhance general national awareness and knowledge about the three Conventions and their inter-relationship; and strengthen dialogue, information exchange and cooperation among all relevant stakeholders including governmental academic and private sectors.

3.0 OBJECTIVES OF THE CONSULTING WORK

The Project Management Unit (PMU) will be housed within the National Environment and Planning Agency, which will provide overall guidance to the execution of the project. The PMU will be staffed by a Project Manager (who will also serve as the Lead Consultant), an Environmental Specialist (Natural Resource Management Specialist), and an Administrative Assistant. The two technical members of the PMU will also provide consulting expertise to the various activities and will be responsible for compiling the various consultants' reports and preparing the NCSA Report and Action Plan.

The Table below outlines the proposed composition of the project consulting team.

Table 1. PMU and Technical Team Composition

Role	Staff/Consultants
Project Planning and Initiation	PMU Lead Consultant and PMU Natural Resource Management Specialist
Stock Taking	PMU Natural Resource Management Specialist
Thematic Assessments	PMU Natural Resource Management Specialist and Environmental Consultant
Cross Cutting Issues	Policy and Legal Consultant, (PMU Lead Consultant), Public Education Specialist
NCSA Report and Action Plan	PMU Lead Consultant and PMU Natural Resource Management Specialist

4.0 CHARACTERISTICS

Type of Consultancy: Individual Consultant

Duration: Fifteen months

Level of effort: 8 person months

Qualifications:

The candidate should be highly motivated and capable of working independently. Ability to work with a wide variety of people from governments, agencies, NGOs, and research institutions is essential. A good understanding of the institutional framework is highly desirable.

In addition the consultant should have:

- University degree in Environmental Management or related area to at least the Masters level;
- Training in project management;
- Facilitation skills and experience;
- Demonstrated ability in managing and supervising project activities;
- Experience in the preparation of national reports and relevant international and national documentation;
- Demonstrated experience in capacity building initiatives, notably at the systemic and institutional levels;
- Familiarity with the three relevant global conventions;
- Knowledge of the experts and institutions involved in capacity development in the three thematic areas;
- Good working relations with both government and non-government entities;
- Strong communication skills (verbal and written);
- An openness to a fully participatory and consultative approach to project implementation; and
- Computer skills including a working knowledge of Word, Power Point, Excel and Microsoft Projects.

5.0 TASKS

The Project Manager/Lead Consultant will be responsible to the NEPA for the delivery of all outputs under the project. They will manage the PMU and coordinate all the activities and outputs of the consulting teams. As the Project Manager, they will be supported by the NEPA who will provide technical support as needed. The Project Manager will work in close consultation with the Project Steering Committee (PSC).

The Lead Consultant, will conduct the analysis of cross-cutting issues with respect to the funding and the institutional and policy framework for all three thematic areas. The tasks outlined below specify the responsibility of the Project Manager/Lead Consultant in both the area of project management and the evaluation of thematic cross cutting issues.

A. Project Management

- (i) Prepare a detailed work plan for the project.
- (ii) Act as the secretary of the Project Steering Committee (PSC)
- (iii) Assist the PSC in the identification of national experts and institutions that can provide services to the project.
- (iv) Prepare on the instruction and guidance of the PSC quarterly reports for submission to the Minister of Land and the Environment.
- (v) Prepare contracts for the national experts and institutions (in consultation with the PSC).
- (vi) Provide informal orientation for all project experts and project sub-contractors on the approach to capacity assessment to be adopted by the project.
- (vii) Conduct regular team meetings with the consulting teams.
- (viii) Monitor the performance of the national consultants based on milestones, deliverables and costs in consultation with the PSC.
- (ix) Work closely with NEPA to ensure responsible management of the resources provided for the project.
- (x) Manage day-to-day project administrative matters.
- (xi) Supervise and monitor the performance of the project's Natural Resource Management Specialist and the Administrative Assistant
- (xii) Manage the project's finances, oversee overall resource allocation, and if necessary, prepare proposals for budget revisions;
- (xiii) Monitor the progress of all project activities and prepare as required reports of the project.
- (xiv) Liaise with the relevant ministries, national and international research institutes, NGOs, and other relevant stakeholders in order to involve their staff in project activities
- (xv) Organize and participate in all meetings, project events, facilitating and the national consultative workshops.
- (xvi) Review all project outputs including the stocktaking report, thematic assessment reports and cross cutting issues reports and provide substantive comments on these.

- (xvii) Summarize the results of the reports and compile the Final Report on the NCSA in consultation with the PSC.
- (xviii) Develop the Action Plan based on the findings of the Thematic Assessments, Cross Cutting Issues Reports, the outcomes of the National Workshop and feedback from the PSC.

B. Cross-Cutting Issues: Funding and Institutional

- (i) Review and evaluate the requirements of the United Nations Framework Conventions on Biological Diversity, Climate Change and Combat Desertification (Land Degradation).
- (ii) Review the GEF document entitled 'Guidelines for NCSA of Country Capacity Needs for Global Environmental Management'.
- (iii) Review the Stock Taking and Thematic Assessment Reports on the status of the implementation of the Conventions on Biodiversity, Climate Change and Land Degradation.
- (iv) Analyze these documents to identify established priorities, capacity constraints, bottlenecks and needs as they relate to funding and institutional issues well as gaps in information on these issues.
- (v) Work closely with the other consultants in the area of cross cutting issues.
- (vi) Evaluate the capacity constraints within each thematic area that prevent the effective implementation of the conventions at the funding and institutional levels, and provide specific and prioritized recommendations for corrective action.
- (vii) Facilitate discussion of the findings and recommendations at the national workshop.
- (viii) Prepare a final report on the findings of the evaluation including the outcome of the national workshop.

6.0 EXPECTED OUTPUTS

The expected outputs are as follows:

- (i) A detailed work plan indicating the manner and time in which the project outputs will be delivered
- (ii) Project management reports as required
- (iii) Ministerial reports
- (iv) Consulting team meetings.

- (v) Draft NCSA report
- (vi) Draft National Strategy and Action Plan to build capacity
- (vii) The final NCSA Report and the National Strategy and Action Plan.
- (viii) The report on cross-cutting issues for funding and institutional issues.

**TERMS OF REFERENCE
NATURAL RESOURCE MANAGEMENT SPECIALIST
BL.17.02**

1.0 PURPOSE

The purpose of the Terms of Reference is to set out the responsibilities of the Natural Resource Management Specialist over the fifteen-month period of the consultancy for the National Capacity Self Assessment Project.

2.0 BACKGROUND

Jamaica has ratified the UN Conventions on Climate Change, Combating Desertification, and on Biological Diversity. The purpose of the National Capacity Self-Assessment Project (NCSA) is to provide Jamaica the opportunity to conduct a thorough self-assessment and analysis of national capacity needs, priorities and constraints with respect to its efforts at meeting global environmental management objectives. It will facilitate stakeholder consultation in a process of stocktaking, sequencing, identifying and prioritizing capacity needs.

The project is expected to produce the following outputs:

- Build national capacity to mainstream issues related to the three Conventions into general planning and strategy formulation;
- Find ways to coordinate and harmonize overlapping activities among the three Conventions and to help to ensure effective national measures to protect the global environment;
- Prepare a comprehensive national action plan focused on capacity building that will identify follow-up projects, overall goals, specific objectives to be achieved, and courses of action;
- Support the transition from this enabling activity to the implementation of identified follow up measures addressing loss in biodiversity, losses in soil fertility and the effects of climate change;

- Enhance general national awareness and knowledge about the three Conventions and their inter-relationship; and
- Strengthen dialogue, information exchange and cooperation among all relevant stakeholders including governmental, non-governmental, academic and private sectors.

3.0 OBJECTIVES OF THE CONSULTING WORK

The Project Management Unit (PMU) will be housed within the National Environment and Planning Agency, which will provide overall guidance to the execution of the project. The PMU will be staffed by a Project Manager (who will also serve as the Lead Consultant), an Environmental Specialist (Natural Resource Management Specialist), and an Administrative Assistant. The two technical members of the PMU will also provide consulting expertise to the various activities and will be responsible for compiling the various consultants' reports and preparing the NCSA Report and Action Plan.

4.0 CHARACTERISTICS

Type of Consultancy: Individual Consultant

Duration: Fifteen months

Level of effort: 7 person months

Qualifications:

The candidate should be highly motivated and capable of working independently. Ability to work with a wide variety of people from governments, agencies, NGOs, and research institutions is essential. A good understanding of the institutional framework is highly desirable.

In addition the consultant should have:

- University degree in the biological sciences to at least the Masters level;
- Experience in the preparation of national reports and relevant international and national documentation;
- Familiarity with the three relevant global conventions;

- Knowledge of the experts and institutions involved in capacity development in the three thematic areas;
- Good working relations with both government and non-government entities;
- Strong communication skills (verbal and written);
- An openness to a fully participatory and consultative approach to project implementation; and
- Computer skills including a working knowledge of Word and Power Point.

5.0 TASKS

The Natural Resource Management Specialist will provide technical support to the PMU. Specifically, the Natural Resource Management Specialist will conduct the evaluation of the three conventions to establish the baseline conditions (the stocktaking phase). Additionally, the Natural Resource Management Specialist will carry out the thematic assessment for biological diversity. The details of those tasks are outlined in the Terms of Reference 'Consultant - Thematic Assessment – Biological Diversity'.

These Terms of Reference outline the tasks of the Natural Resource Management Specialist with respect to the PMU and the stocktaking phase of the project.

A. Technical Support PMU

- (i) Assist in the day-to-day management of the project.
- (ii) Support in the planning and execution of the workshops.
- (iii) Assist in the review of all the technical reports.
- (iv) Support the summarizing of the results of all the reports and the compilation of the Final NCSA Report.
- (v) Support the preparation of the Action Plan.
- (vi) Provide along with the Lead Consultant technical support to the Project Steering Committee (PSC).
- (vii) Liaise with the relevant ministries, national and international research institutes, NGOs, and other relevant stakeholders.
- (viii) Participate in all meetings, project events, facilitating and the national consultative workshops.

B. Stock Taking Phase

- (i) Review and evaluate the requirements for all three United Nations Framework Conventions, Biological Diversity, Climate Change and Combat Desertification (Land Degradation).
- (ii) Review GEF 'Guidelines for NCSA of Country Capacity Needs for Global Environmental Management'.
- (iii) Collect and review all national reports on the three Conventions. This should include national communications, strategies and action plans. The material will be placed in the project library.
- (iv) Prepare a profile on each convention. The profile should provide information on the status of implementation of the conventions and identify the gaps and the opportunities.
- (v) Prepare a report on recent and existing government and non-government projects and programs relevant to Jamaica's efforts to meet its obligations under the three conventions.
- (vi) Prepare a report on the findings including recommendations on priority issues.

6.0 EXPECTED OUTPUTS

The expected outputs are as follows:

- (i) Written feedback on the relevant technical reports.
- (ii) A list of and copies all the reports and material reviewed in conducting the stocktaking review supplied to the PMU.
- (iii) Draft and final reports on recent and existing government and non-government projects and programs
- (iv) Draft and final reports detailing the current state of implementation for all three conventions. The report should also identify gaps and opportunities for action.

**TERMS OF REFERENCE
ADMINISTRATIVE ASSISTANT
BL. 13.03**

1.0 PURPOSE

The purpose of the Terms of Reference is to set out the responsibilities of the Administrative Assistant over the fifteen-month period of the consultancy for the National Capacity Self Assessment Project.

2.0 BACKGROUND

Jamaica has ratified the UN Conventions on Climate Change, Combating Desertification, and on Biological Diversity. The purpose of the National Capacity Self-Assessment Project (NCSA) is to provide Jamaica the opportunity to conduct a thorough self-assessment and analysis of national capacity needs, priorities and constraints with respect to its efforts at meeting global environmental management objectives. It will facilitate stakeholder consultation in a process of stocktaking, sequencing, identifying and prioritizing capacity needs.

The project is expected to produce the following outputs:

- Build national capacity to mainstream issues related to the three Conventions into general planning and strategy formulation;
- Find ways to coordinate and harmonize overlapping activities among the three Conventions and to help to ensure effective national measures to protect the global environment;
- Prepare a comprehensive national action plan focused on capacity building that will identify follow-up projects, overall goals, specific objectives to be achieved, and courses of action;
- Support the transition from this enabling activity to the implementation of identified follow up measures addressing loss in biodiversity, losses in soil fertility and the effects of climate change;
- Enhance general national awareness and knowledge about the three Conventions and their inter-relationship; and strengthen dialogue, information exchange and cooperation among all relevant stakeholders including governmental, non-governmental, academic and private sectors.

3.0 OBJECTIVES OF THE CONSULTING WORK

The Project Management Unit (PMU) will be housed within the National Environment and Planning Agency, which will provide overall guidance to the execution of the project. The PMU will be staffed by a Project Manager (who will also serve as the Lead Consultant), an Environmental Specialist (Natural Resource Management Specialist), and an Administrative Assistant. The two technical members of the PMU will also provide consulting expertise to the various activities and will be responsible for compiling the various consultants' reports and preparing the NCSA Report and Action Plan.

The Administrative Assistant will report to the Project Manager and support the work of the PMU.

4.0 CHARACTERISTICS

Duration: **Fifteen months full time**

Qualifications:

The candidate should be highly motivated and capable for working independently. Ability to work with a wide variety of people from governments, agencies and NGOs is highly desirable.

In addition the candidate should have:

- Administrative and typing (word processing) skills;
- Computer skills, especially pertaining to Power Point, Word, Excel and Microsoft Projects;
- Ability in liaising with relevant international institutions and organization;
- Good knowledge of English – both oral and written;
- Accounting and presentation skills would be an asset; and
- At least three years of experience in a similar position.

5.0 TASKS

The Administrative Assistant will support the efficient running of the PMU. Specifically, the Administrative Assistant will under the direction of the Project Manager:

- (i) Organize the office work, and the scheduling of meetings and workshops and the contacting of all institutions/experts.
- (ii) Assist in the preparation for and follow-up to meetings and workshops.
- (iii) Assist the Project Manager in the preparation of contract documents, reports and materials for workshops and meetings.
- (iv) Assist the Project Manager in liaising with the relevant international institutions and organizations, like UNDP/GEF, USAID, Climate Change Convention Secretariat, Biodiversity Convention Secretariat and Convention to Combat the Desertification Secretariat.
- (v) Assist in the management and preparation of the project accounts.
- (vi) Maintain records of all administrative UN/UNDP regulations, policies and procedures relevant to the project.
- (vii) Maintain files and accounting/financial reporting to the PSC, NEPA and the UNDP office.
- (viii) Record, prepare and distribute the minutes of the PSC meetings.
- (ix) Perform any other duty, which may be assigned from time to time.

TERMS OF REFERENCE
CONSULTANT: THEMATIC ASSESSMENT - BIODIVERSITY
BL. 17.03

1.0 PURPOSE

The purpose of the Terms of Reference is to set out the responsibilities of the Consultant over the six-month period of the consultancy for the National Capacity Self Assessment Project.

2.0 BACKGROUND

Jamaica has ratified the UN Conventions on Climate Change, Combating Desertification, and on Biological Diversity. The purpose of the National Capacity Self-Assessment Project (NCSA) is to provide Jamaica the opportunity to conduct a thorough self-assessment and analysis of national capacity needs, priorities and constraints with respect to its efforts at meeting global environmental management objectives. It will facilitate stakeholder consultation in a process of stocktaking, sequencing, identifying and prioritizing capacity needs.

The project is expected to produce the following outputs:

- Build national capacity to mainstream issues related to the three Conventions into general planning and strategy formulation;
- Find ways to coordinate and harmonize overlapping activities among the three Conventions and to help to ensure effective national measures to protect the global environment;
- Prepare a comprehensive national action plan focused on capacity building that will identify follow-up projects, overall goals, specific objectives to be achieved, and courses of action;
- Support the transition from this enabling activity to the implementation of identified follow up measures addressing loss in biodiversity, losses in soil fertility and the effects of climate change;

- Enhance general national awareness and knowledge about the three Conventions and their inter-relationship; and
- Strengthen dialogue, information exchange and cooperation among all relevant stakeholders including governmental, non-governmental, academic and private sectors.

3.0 OBJECTIVES OF THE CONSULTING WORK

The work is intended to conduct a capacity self-assessment within the biodiversity thematic area. At the end of the assignment there should be a full profile on this thematic area, which should include;

- A review of the relevant legal instruments, policy and non-regulatory mechanisms;
- Responsibilities and relevant activities of ministries, agencies and other government bodies;
- The role of the private sector and other relevant stakeholders;
- The existence of relevant information and databases;
- Capacity development activities which have been or are being undertaken including training and human resource programmes;
- Financial resources available to fund action plans and monitoring, evaluation and reporting frameworks;
- Capacity constraints and priorities for action.

4.0 CHARACTERISTICS

Type of Consultancy: Individual Consultant

Duration: Six months

Level of effort: 30 days

Qualifications:

The candidate should be highly motivated and capable for working independently. Ability to work with a wide variety of people from governments, agencies, NGOs, and research institutions is essential. A good grasp of issues related to biodiversity is essential.

In addition the consultant should possess:

- University degree in the environmental sciences at least to the Masters level;
- Experience in facilitation and stakeholder consultation;
- Experience in the preparation and technical review of national reports and relevant international and national documentation;
- Familiarity with relevant global conventions and agreements;
- Knowledge of the experts and institutions involved in capacity development in the relevant thematic area;
- Good working relations with both government and non-government entities;
- Strong communication skills (verbal and written); and
- Computer skills

5.0 TASKS

The Consultant will, under the direction of the Project Manager, and in consultation with the Project Steering Committee, complete a full assessment of the capacity issues within the biodiversity thematic area.

Specifically the consultant will:

- (i) Review and evaluation the requirements of the United Nations Convention on Biological Diversity.
- (ii) Review GEF 'Guidelines for NCSA of Country Capacity Needs for Global Environmental Management'.
- (iii) Review the Stocktaking Report on the status of the implementation with respect to the Conventions on Biodiversity, Climate Change and Land Degradation.
- (iv) Collect, review and provide copies of all national reports on the Conventions on Biodiversity. This should include national communications, strategies and action plans.
- (v) Analyze these documents to identify established priorities, capacity constraints and needs as well as gaps in information about it.
- (vi) Identify the priority issues in the biodiversity thematic area.

- (vii) Identify the capacity constraints within the thematic area that prevent the effective implementation of the priority issues. This should include assessing the capacity constraints at the individual, institutional and systemic levels for the biodiversity thematic area, as well as the identification of bottlenecks.
- (viii) Assist the Project Manager in the organization of a workshop to share the findings of the thematic assessment.
- (ix) Facilitate within the workshop the identification of capacity building priorities and strategies to address these constraints.
- (x) Liaise with relevant members of the PSC and report on an as needed basis to the PSC on the progress of the work.
- (xi) Attend all team meetings.
- (xii) Liaise with other thematic assessment consultant(s).
- (xiii) Prepare a final report on the biodiversity thematic assessment, including the results of the workshop and the prioritization of issues, which should be addressed in an action plan.

6.0 EXPECTED OUTPUTS

The expected outputs are as follows:

- (i) Facilitation of the relevant thematic workshop.
- (ii) A list and copies of materials reviewed supplied to the PMU library.
- (iii) A draft analysis of the capacity issues within the thematic area and recommendations for their resolution
- (iv) A final report detailing the evaluation of capacity issues within the thematic area including the prioritization of issues.

**TERMS OF REFERENCE
CONSULTANT – THEMATIC ASSESSMENT – CLIMATE CHANGE
BL. 17.04**

1.0 PURPOSE

The purpose of the Terms of Reference is to set out the responsibilities of the Consultant over the six-month period of the consultancy for the National Capacity Self Assessment Project.

2.0 BACKGROUND

Jamaica has ratified the UN Conventions on Climate Change, Combating Desertification, and on Biological Diversity. The purpose of the National Capacity Self-Assessment Project (NCSA) is to provide Jamaica the opportunity to conduct a thorough self-assessment and analysis of national capacity needs, priorities and constraints with respect to its efforts at meeting global environmental management objectives. It will facilitate stakeholder consultation in a process of stocktaking, sequencing, identifying and prioritizing capacity needs.

The project is expected to produce the following outputs:

- Build national capacity to mainstream issues related to the three Conventions into general planning and strategy formulation;
- Find ways to coordinate and harmonize overlapping activities among the three Conventions and to help to ensure effective national measures to protect the global environment;
- Prepare a comprehensive national action plan focused on capacity building that will identify follow-up projects, overall goals, specific objectives to be achieved, and courses of action;
- Support the transition from this enabling activity to the implementation of identified follow up measures addressing loss in biodiversity, losses in soil fertility and the effects of climate change;
- Enhance general national awareness and knowledge about the three Conventions and their inter-relationship;
- Strengthen dialogue, information exchange and cooperation among all relevant stakeholders including governmental, non-governmental, academic and private sectors.

3.0 OBJECTIVES OF THE CONSULTING WORK

The work is intended to conduct a capacity self-assessment within the climate change thematic area. At the end of the assignment there should be a full profile on this thematic area, which should include;

- A review of the relevant legal instruments, policy and non-regulatory mechanisms;
- Responsibilities and relevant activities of ministries, agencies and other government bodies;
- The role of the private sector and other relevant stakeholders;
- The existence of relevant information and databases;
- Capacity development activities which have been or are being undertaken including training and human resource programmes;
- Financial resources available to fund action plans and monitoring, evaluation and reporting frameworks;
- Capacity constraints and priorities for action.

4.0 CHARACTERISTICS

Type of Consultancy: Individual Consultant

Duration: Six months

Level of effort: 30 days

Qualifications:

The candidate should be highly motivated and capable for working independently. Ability to work with a wide variety of people from governments, agencies, NGOs, and research institutions is essential. A good grasp of issues related to climate change is essential.

In addition the consultant should possess:

- University degree in the environmental sciences at least to the Masters level;
- Experience in facilitation and stakeholder consultation;
- Experience in the preparation and technical review of national reports and relevant international and national documentation;

- Familiarity with relevant global conventions and agreements;
- Knowledge of the experts and institutions involved in capacity development in the relevant thematic area;
- Good working relations with both government and non-government entities;
- Strong communication skills (verbal and written); and
- Computer skills

5.0 TASKS

The Consultant will, under the direction of the Project Manager and in consultation with the Project Steering Committee complete a full assessment of the capacity issues within the climate change thematic area.

Specifically the consultant will:

- a. Review and evaluation the requirements of the United Nations Framework Convention on Climate Change.
- b. Review GEF 'Guidelines for NCSA of Country Capacity Needs for Global Environmental Management'.
- c. Review the Stocktaking Report on the status of the implementation with respect to the Conventions on Biodiversity, Climate Change and Land Degradation.
- d. Collect, review and provide copies of all national reports on the Climate Change Convention. This should include national communications, strategies and action plans.
- e. Analyze these documents to identify established priorities, capacity constraints and needs as well as gaps in information about it.
- f. Identify the priority issues in the climate change thematic area.
- g. Identify the capacity constraints within the thematic area that prevent the effective implementation of the priority issues. This should include assessing the capacity constraints at the individual, institutional and systemic levels for the climate change thematic area, as well as the identification of bottlenecks.
- h. Assist the Project Manager in the organization of a workshop to share the findings of the thematic assessment.

- i. Facilitate within the workshop the identification of capacity building priorities and strategies to address these constraints.
- j. Liaise with relevant members of the PSC and report on an *ad hoc* basis to the PSC on the progress of the work.
- k. Attend all team meetings.
- l. Attend the relevant thematic workshop and final national workshop
- m. Liaise with other thematic assessment consultant(s). Prepare a final report on the climate change thematic assessment, including the results of the workshop and the prioritization of issues, which an action plan should address.

6.0 EXPECTED OUTPUTS

The expected outputs are as follows:

- (i) Facilitation of the relevant thematic workshop.
- (ii) A list and copies of materials reviewed supplied to the PMU library.
- (iii) A draft report on the analysis of the capacity issues within the thematic area and recommendations for their resolution
- (iv) A final report detailing the evaluation of capacity issues within the thematic area including the prioritization of issues.

TERMS OF REFERENCE
CONSULTANT – THEMATIC ASSESSMENT – LAND DEGRADATION
BL. 17.05

1.0 PURPOSE

The purpose of the Terms of Reference is to set out the responsibilities of the Consultant over the six-month period of the consultancy for the National Capacity Self Assessment Project.

2.0 BACKGROUND

Jamaica has ratified the UN Conventions on Climate Change, Combating Desertification, and on Biological Diversity. The purpose of the National Capacity Self-Assessment Project (NCSA) is to provide Jamaica the opportunity to conduct a thorough self-assessment and analysis of national capacity needs, priorities and constraints with respect to its efforts at meeting global environmental management objectives. It will facilitate stakeholder consultation in a process of stocktaking, sequencing, identifying and prioritizing capacity needs.

The project is expected to produce the following outputs:

- Build national capacity to mainstream issues related to the three Conventions into general planning and strategy formulation;
- Find ways to coordinate and harmonize overlapping activities among the three Conventions and to help to ensure effective national measures to protect the global environment;
- Prepare a comprehensive national action plan focused on capacity building that will identify follow-up projects, overall goals, specific objectives to be achieved, and courses of action;
- Support the transition from this enabling activity to the implementation of identified follow up measures addressing loss in biodiversity, losses in soil fertility and the effects of climate change;
- Enhance general national awareness and knowledge about the three Conventions and their inter-relationship; and strengthen dialogue, information exchange and cooperation among all relevant stakeholders including governmental, non-governmental, academic and private sectors.

3.0 OBJECTIVES OF THE CONSULTING WORK

The work is intended to conduct a capacity self-assessment within the land degradation thematic area. At the end of the assignment there should be a full profile on this thematic area, which should include;

- A review of the relevant legal instruments, policy and non-regulatory mechanisms;
- Responsibilities and relevant activities of ministries, agencies and other government bodies;
- The role of the private sector and other relevant stakeholders;
- The existence of relevant information and databases;
- Capacity development activities which have been or are being undertaken including training and human resource programmes;
- Financial resources available to fund action plans and monitoring, evaluation and reporting frameworks;
- Capacity constraints and priorities for action.

4.0 CHARACTERISTICS

Type of Consultancy: Individual Consultant

Duration: Six months

Level of effort: 20 days

Qualifications:

The candidate should be highly motivated and capable for working independently. Ability to work with a wide variety of people from governments, agencies, NGOs, and research institutions is essential. A good grasp of issues related to land degradation is essential.

In addition the consultant should possess:

- University degree in the environmental sciences at least to the Masters level;
- Experience in facilitation and stakeholder consultation;
- Experience in the preparation and technical review of national reports and relevant international and national documentation;

- Familiarity with relevant global conventions and agreements;
- Knowledge of the experts and institutions involved in capacity development in the relevant thematic area;
- Good working relations with both government and non-government entities;
- Strong communication skills (verbal and written); and
- Computer skills

5.0 TASKS

The Consultant will, under the direction of the Project Manager, and in consultation with the Project Steering Committee, complete a full assessment of the capacity issues within the land degradation thematic area.

Specifically the consultant will:

- (i) Review and evaluation the requirements of the United Nations Convention to Combat Desertification.
- (ii) Review GEF 'Guidelines for NCSA of Country Capacity Needs for Global Environmental Management'.
- (iii) Review the Stocktaking Report on the status of the implementation with respect to the Conventions on Biodiversity, Climate Change and Land Degradation.
- (iv) Collect, review and provide copies of all national reports on the Convention to Combat Desertification. This should include national communications, strategies and action plans.
- (v) Analyze these documents to identify established priorities, capacity constraints and needs as well as gaps in information about it.
- (vi) Identify the priority issues in the land degradation thematic area.
- (vii) Identify the capacity constraints within the thematic area that prevent the effective implementation of the priority issues. This should include assessing the capacity constraints at the individual, institutional and systemic levels for the land degradation thematic area, as well as the identification of bottlenecks.
- (viii) Assist the Project Manager in the organization of a workshop to share the findings of the thematic assessment.

- (ix) Facilitate within a workshop the identification of capacity building priorities and strategies to address these constraints
- (x) Liaise with relevant members of the PSC and report on an as needed basis to the PSC on the progress of the work. Attend the relevant workshops and final national workshop.
- (xi) Attend all team meetings.
- (xii) Liaise with other thematic assessment consultant(s).
- (i) Prepare a final report on the land degradation thematic assessment, including the results of the workshop and the prioritization of issues, which should be addressed in an action plan.

6.0 EXPECTED OUTPUTS

The consultant will be expected to:

- (i) Assist in Facilitating the relevant thematic workshop
- (ii) A list and copies of materials reviewed supplied to the PMU library.
- (iii) A draft report on the analysis of capacity issues within the thematic area and recommendations for their solution
- (iv) A final report detailing the evaluation of capacity issues within the thematic area including the prioritization of issues.

TERMS OF REFERENCE
POLICY AND LEGAL CONSULTANT – CROSS CUTTING ISSUES
BL. 17.06

1.0 PURPOSE

The purpose of the Terms of Reference is to set out the responsibilities of the Policy and Legal Consultant over the six-month period of the consultancy for the National Capacity Self Assessment Project.

2.0 BACKGROUND

Jamaica has ratified the UN Conventions on Climate Change, Combating Desertification, and on Biological Diversity. The purpose of the National Capacity Self-Assessment Project (NCSA) is to provide Jamaica the opportunity to conduct a thorough self-assessment and analysis of national capacity needs, priorities and constraints with respect to its efforts at meeting global environmental management objectives. It will facilitate stakeholder consultation in a process of stocktaking, sequencing, identifying and prioritizing capacity needs.

The project is expected to produce the following outputs:

- Build national capacity to mainstream issues related to the three Conventions into general planning and strategy formulation;
- Find ways to coordinate and harmonize overlapping activities among the three Conventions and to help to ensure effective national measures to protect the global environment;
- Prepare a comprehensive national action plan focused on capacity building that will identify follow-up projects, overall goals, specific objectives to be achieved, and courses of action;
- Support the transition from this enabling activity to the implementation of identified follow up measures addressing loss in biodiversity, losses in soil fertility and the effects of climate change;
- Enhance general national awareness and knowledge about the three Conventions and their inter-relationship; and strengthen dialogue, information exchange and cooperation among all relevant stakeholders including governmental, non-governmental, academic and private sectors.

3.0 OBJECTIVES OF THE CONSULTING WORK

The work is intended to conduct a capacity assessment of the policy and legal issues that cut across the three thematic areas. At the end of the assignment there should be a full profile on each thematic area, which should include;

- A review of the relevant legal instruments, policy and non-regulatory mechanisms;
- Responsibilities and relevant activities of ministries, agencies and other government bodies;
- The role of the private sector and other relevant stakeholders;
- The existence of relevant information and databases;
- Capacity development activities which have been undertaken, including training and human resource programmes;
- Financial resources available to fund action plans and the monitoring, evaluation and reporting frameworks;
- Capacity constraints and priorities for action.

4.0 CHARACTERISTICS

Type of Consultancy: Individual Consultant

Duration: Six months

Level of effort: 3 person months

Qualifications:

The candidate should be highly motivated and capable of working independently. Ability to work with a wide variety of people from governments, agencies, NGOs, and research institutions is essential.

In addition the consultant should have:

- A University degree in law;
- Knowledge of environmental law in general and the relevant international conventions;
- Experience in the review and development of legislation would be an asset;
- Facilitation skills and an openness to a fully participatory and consultative approach to project implementation;
- Good working relations with both government and non-government entities; and

- Strong communication skills (verbal and written);

5.0 TASKS

The Consultant will under the direction of the Project Manager and in consultation with the Project Steering Committee complete a full assessment of the policy and legal capacity issues within each thematic area.

The Policy and Legal Consultant will:

- (i) Review the relevant legal instruments, policy and non-regulatory mechanisms.
- (ii) Review the GEF document entitled 'Guidelines for NCSA of Country Capacity Needs for Global Environmental Management'.
- (iii) Review the Stock Taking and Thematic Assessment Reports on the status of the implementation with respect to the Conventions on Biodiversity, Climate Change and Land Degradation.
- (iv) Analyze these documents to identify and established priorities, capacity constraints, bottlenecks and needs as they relate to the existing legal framework.
- (v) Collect, list and provide to the PMU copies of all the policy and legislative documents, which have been reviewed.
- (vi) Work closely with the other consultants in the area of cross cutting issues.
- (vii) Attend all team meetings.
- (viii) Evaluate the capacity constraints within each thematic area that prevent the effective implementation of the conventions at the policy and legal level. This evaluation should include recommendations for corrective action.
- (ix) Facilitate discussion of the findings and recommendations at the national workshop.
- (x) Prepare a final report on the findings of the evaluation, including the outcome of the workshop.

6.0 EXPECTED OUTPUT

The expected outputs are as follows:

- (i) Attendance at the cross cutting and final national workshops.
- (ii) Facilitation of the cross cutting issues workshop.

- (iii) A list of and copies of the policy and legal documents reviewed supplied to the PMU.
- (iv) A draft report on the analysis of capacity issues within the thematic area and recommendations for their solution
- (v) A final report on the evaluation of policy and legal and cross cutting capacity issues including recommendations for corrective measures and priority actions.

TERMS OF REFERENCE

PUBLIC AWARENESS AND EDUCATION SPECIALIST – CROSS CUTTING ISSUES BL. 17.07

1.0 PURPOSE

The purpose of the Terms of Reference is to set out the responsibilities of the Consultant over the six-month period of the consultancy for the National Capacity Self Assessment Project.

2.0 BACKGROUND

Jamaica has ratified the UN Conventions on Climate Change, Combating Desertification, and on Biological Diversity. The purpose of the National Capacity Self-Assessment Project (NCSA) is to provide Jamaica the opportunity to conduct a thorough self-assessment and analysis of national capacity needs, priorities and constraints with respect to its efforts at meeting global environmental management objectives. It will facilitate stakeholder consultation in a process of stocktaking, sequencing, identifying and prioritizing capacity needs.

The project is expected to produce the following outputs:

- Build national capacity to mainstream issues related to the three Conventions into general planning and strategy formulation;
- Find ways to coordinate and harmonize overlapping activities among the three Conventions and to help to ensure effective national measures to protect the global environment;
- Prepare a comprehensive national action plan focused on capacity building that will identify follow-up projects, overall goals, specific objectives to be achieved, and courses of action; Support the transition from this enabling activity to the implementation of identified follow up measures addressing loss in biodiversity, losses in soil fertility and the effects of climate change;
- Enhance general national awareness and knowledge about the three Conventions and their inter-relationship; and strengthen dialogue, information exchange and cooperation among all relevant stakeholders including governmental, non-governmental, academic and private sectors.

3.0 OBJECTIVES OF THE CONSULTING WORK

The work is intended to conduct a capacity assessment of the public education and awareness issues that cut across the three thematic areas. During the development of the project proposal, public education was identified as a cross-cutting issue that impacts on the implementation of the three conventions and is of vital importance to any initiatives to protect the environment. At the end of the assignment there should be a full profile on each thematic area, which should include;

- A review of the relevant public education projects/programs within the environmental sector as a whole and their relationship to the three thematic areas;
- A review of the responsibilities of ministries, agencies and other government bodies;
- The role of NGOs, the private sector and other relevant stakeholders;
- The existence of relevant public education programmes or materials;
- Capacity development activities which have been undertaken to strengthen the area of public education including training and human resource programmes;
- Financial resources available to fund action plans; and
- Capacity constraints and priorities for action.

4.0 CHARACTERISTICS

Type of Consultancy: Individual Consultant

Duration: **Six months**

Level of effort: 2 Months

Qualifications:

The candidate should be highly motivated and capable for working independently. Ability to work with a wide variety of people from governments, agencies, NGOs, and research institutions is essential. A good background in education, development of training materials and communication would be an asset. Previous work in the area of environmental education would be advantageous.

In addition the consultant should:

- University degrees in Education and/or Communication;
- Previous work and experience in developing training materials or designing public education programmes;

- Experience in the preparation of reports;
- Facilitation skills and or an openness to a fully participatory and consultative approach to project implementation;
- Familiarity with the environmental issues(s);
- Knowledge of the communication process and methodologies;
- Good working relations with both government and non-government entities;
- Strong communication skills (verbal and written); and
- Computer skills

5.0 TASKS

The Consultant will under the direction of the Project Manager and in consultation with the Project Steering Committee complete a full assessment of the public education capacity issues within each thematic area.

Specifically the consultant will:

- (i) Review GEF 'Guidelines for NCSA of Country Capacity Needs for Global Environmental Management.
- (ii) Review the 'Stock Taking Report on the status of the implementation with respect to the Conventions on Biodiversity, Climate Change and Land Degradation.
- (iii) Review the GEF document entitled 'Guidelines for NCSA of Country Capacity Needs for Global Environmental Management'.
- (iv) Review all relevant environmental education programmes or activities, which have been undertaken for the three conventions or have a relationship to the work of the three conventions.
- (v) Provide to the PMU a list of and copies of the materials reviewed.
- (vi) Analyze these documents to identify established priorities, capacity constraints and needs as well as gaps in information about it.
- (vii) Identify the capacity constraints within each thematic area as it relates to public education and awareness building.

- (viii) Identify and confirm the priority issues with respect to environmental education and building awareness in all three thematic areas in consultation with the stakeholders during the relevant workshop(s).
- (ix) Assist the Project Manager in the organization of a workshop to share the findings of the thematic assessment.
- (x) Facilitate within the workshop the identification of capacity building measures to address these constraints.
- (xi) Liaise with relevant members of the PSC and report on an as needed basis to the PSC on the progress of the work.
- (xii) Liaise with other cross cutting issues thematic assessment consultant(s).
- (xiii) Attend team meetings and the cross cutting and final national workshops

- (xiv) Prepare a final report on the cross cutting assessment including the results of the workshop and the prioritization of issues, which should be addressed in an action plan.

6.0 EXPECTED OUTPUTS

The expected outputs are as follows:

- (i) Facilitation of the cross cutting issues workshop.
- (ii) A list of and copies of the public education materials reviewed supplied to the PMU.
- (iii) A draft report on the analysis of capacity issues within the thematic area and recommendations for their solution
- (iv) A final report on the evaluation of public education and public awareness cross cutting capacity issues including recommendations for corrective measures and priority actions.

ANNEX 7: LPAC MINUTES

**National Capacity Self-Assessment Project (NCSA)
Minutes of the Meeting of the Project Advisory Committee (PAC)
Held on
June 17, 2003 at 10:00AM
At
The National Environment and Planning Agency – Red Room**

Invitations were sent to:

Miss Janice Ansin	- National Environmental Societies Trust
Miss Leonie Barnaby	- Ministry of Land and Environment
Mr. Philbert Brown	- Focal Point, Land Degradation
Dr. Elaine Fisher	- Focal Point, Biological Diversity
Miss Marilyn Headley	- Conservator of Forests
Mrs. Susan Otuokon	- Jamaica Conservation & Development Trust (NGO)
Mr. Hopeton Peterson	- Panning Institute of Jamaica
Dr. David Smith	- United Nations Development Programme
Mr. Jeffery Spooner	- Focal Point, Climate Change
Mrs. Winsome Townsend	- National Environment and Planning Agency

Present were:

Dr. Elaine Fisher	- Focal Point CBD
Mrs. Susan Otuokon	- Jamaica Conservation and Development Trust
Mr. Hopeton Peterson	- Chairman, PIOJ
Dr. David Smith	- UNDP Jamaica
Mr. Jeffery Spooner	- Focal Point UNFCCC
Mrs. Winsome Townsend	- NEPA
Miss Denise Forrest	- Consultant

Apologies were received from:

Miss Leonie Barnaby	- Ministry of Land & Environment
Miss Marilyn Headley	- Forestry Department

1.0 Welcome and Opening Remarks

The Chairman, Mr. Hopeton Peterson called the meeting to order at 10:20 AM and welcomed all present. He briefly outlined that the objective of the meeting was to review the Terms of Reference, (which had been previously circulated) of the Project Team to implement the National Capacity Self-Assessment Project (NCSA).

2.0 Update on the NCSA Project

Dr. David Smith of the United Nations Development Programme through which the NCSA Project is being channeled was asked to update the meeting on the status of the NCSA Project.

He explained that in January of this year the proposal document had been sent to Global Environmental Fund (GEF) in Mexico for comment. These comments were received and the document was modified to reflect the necessary changes. In March, the modified document was sent to GEF headquarters in New York, additional comments were received and a final document returned to New York in April. At this stage of the process, Jamaica's proposal has been recommended for support and is awaiting the signature of GEF's Chief Executive Officer. This final approval is expected any time now. In the meantime, UNDP Jamaica has continued with the preparation of the project document (PRODOC), which will require a change in the budget structure to reflect the UNDP format, the preparation of the Terms of Reference, and the inclusion of standard legal documents and text for auditing and assessment purposes.

Mr. Spooner asked who the executing agency would be and was advised that it would be the National Environment and Planning Agency (NEPA).

Dr. Smith said that a technical assessment was required for the Executing Agency but that one was already in progress for NEPA for the Persistent Organic Pollutants (POPS) project and that its preparation should not delay the start of the NCSA project.

NEPA, PIOJ and UNDP would sign the project document.

3.0 Review of the NCSA Project Document

The consultant was asked to guide the committee through the project document. Miss Forrest highlighted the various sections of the document but focused in the main on the Sections III and IV, which dealt with project activities and institutional arrangements.

She explained that there were four main implementation steps. The first being stocktaking which would seek to ask and answer the question where we are now? The second would be an in-depth evaluation of each of the three thematic areas, the third is an evaluation of the cross cutting issues which were identified as policy harmonization, legislation, funding, institutional matters and public education. The final step was the development of Jamaica's Action Plan.

The Consultant pointed out that the Project Management Unit (PMU) would be staffed by the Project Manager/Lead Consultant who would also be responsible for conducting the cross cutting issues on funding, policy and institutional issues, the Ecologist who would be responsible for conducting stocktaking and the thematic evaluation of biological diversity and an administrative Assistant, Other consultant would be found to conduct the thematic assessments for Climate Change and Land Degradation, a Legal Consultant who would deal with the legal issues cross cutting issues.

At this stage of the meeting, Dr. Fisher commented that the legal and policy review should be coupled and it was agreed that the Legal Consultant would also examine policy issues. It was also pointed out and acknowledged by the consultant that the best descriptor for the work of the Ecologist was that of a Natural Resource Management Specialist.

The consultant shared with the committee that there was one Terms of Reference (TORS) which had not yet been written and that was to do with cross cutting issue of public education. She admitted that a few months after writing the project document she had had second thoughts as to whether this cross cutting task should be handled by one consultant – a specialist or whether it should be incorporated into the tasks of the consultant dealing with institutional issues. There was much discussion on the matter and in summary the committee members felt it was a very important issue, which needed to be included and to be performed by a specialist. Some of the proposed outputs from this consultant's work were also discussed. It was pointed out that the evaluation had to examine the capacity of the organizations to deliver public education, mechanism for sustainability, the tools for communication and the development of

strategies. Miss Forrest is to provide the committee with draft TORS for the Public Education Specialist.

4.0 Review of the Draft Terms of Reference

Each of the Terms of Reference were reviewed and discussed. The main areas of change were as follows.

- (i) The inclusion of a section on outputs for all the TORS with the exception of that for the Administrative Assistant;
- (ii) The Legal Consultant to do policy issues as well;
- (iii) The Ecologist name to be changed to Natural Resource Management Specialist;
- (iv) The Ministry of Agriculture, Ministry of Finance and ODPEM were added to the list of organizations for the Project Steering Committee;
- (v) Report preparation for the Project Advisory Committee to be prepared quarterly for submission to the Minister of Land and Environment to be added to the task of the Project Manager; and
- (vi) The Administrative Assistant should report to the Project Manager should be clearly stated.

Some typographical errors were also identified. It was agreed that the consultant would make the changes and highlight these in the document and send via e-mail to the committee for final sign off. The changes to the TORS are added to the Appendix of these minutes. The period for comments was also extended to June 20.

5.0 Any Other Business

Dr. Fisher questioned whether a twelve-month monitoring period for the implementation of the action plan was sufficient given the slow rate of passage of such documents through Cabinet. It was pointed out that many of the actions could be incorporated into corporate plans but that to leverage funding for implementing the actions from external donors speedy Cabinet approval was important.

The Chairman asked if there were any methodology for carrying out the capacity assessment. The consultant responded that there was a GEF document, which provided some tool kits and that these should be shared with the consulting team and used as

appropriate but that these were other approaches not mentioned in the document that the consulting team could use out of their own experience.

The possibility of finding other resources such as Government Cost sharing, to expand the project was discussed (for example the inclusion of an assessment of other areas of environmental activities such as other conventions or natural hazard mitigation). Dr Smith asked that these ideas be sent to him by June 20th so he could examine a way of including them in the project if at all possible.

6.0 Closure

The meeting ended at 12:35 PM.

ANNEX II EXPANDED NCSA PROJECT DOCUMENT

DISCUSSION DRAFT

Expanded National Capacity Self-Assessment Project (NCSA)

Addendum

Country name:	Jamaica
Project Title:	Expanded National Capacity Self Assessment Addendum
GEF Implementing Agency:	UNDP
GEF Operational Focal Point:	Miss Leonie Barnaby, Senior Director, Ministry of Land and Environment
National Executing Agency:	National Environment and Planning Agency
The GEF Financing:	US \$
Government Contribution (in-kind):	US \$
Estimated Total Budget:	US \$ 120,000
Estimated Starting Date:	May 2004
Duration:	8 months

LIST OF ACRONYMS

ENACT	Environmental Action Programme
GEF	Global Environment Facility
GHG	Greenhouse Gases
GOJ	Government of Jamaica
IDB	Inter American Development Bank
JaNEAP	Jamaica National Environmental Action Plan
NEPA	National Environment and Planning Agency
NGO	Non-Governmental Organisation
NLP	National Land Policy
NSDS	National Strategies for Sustainable Development
PIOJ	Planning Institute of Jamaica
PMU	Project Management Unit
SD	Sustainable Development
UN	United Nations
UNCED	United Nations Conference on Environment and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme

I. BACKGROUND

A. Global Context

The 1992 United Nations Conference on Environment and Development (UNCED), declared that, “Governments, in cooperation where appropriate with international organizations, should adopt a national strategy for sustainable development... This strategy should build upon and harmonize the various sectoral, economic, social and environmental policies and plans that are operating in the country.”

Five years later in 1997, the Special Session of the UN General Assembly on the review of Agenda 21, reaffirmed that national sustainable development strategies are important mechanisms for enhancing and linking priorities in social, economic and environmental policies. It called upon all countries to complete, by the year 2002, the formulation and elaboration of national sustainable development strategies that reflect the contributions and responsibilities of all interested parties.

More recently in September 2000, 147 Heads of States and Governments signed the Millennium Declaration and reaffirmed their “...support for the principles of sustainable development, including those set out in Agenda 21 and agreed upon at the United Nations Conference on Environment and Development.” The associated Millennium Development Goals include one relating to environmental sustainability, to: “integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources”.

Since the Rio Earth Summit in 1992, sustainable development has emerged as a new paradigm of development, integrating economic growth, social development and environmental protection as interdependent and mutually supportive elements of long-term development. Sustainable development also emphasizes a participatory, multi-stakeholder approach to policy making and implementation, mobilizing public and private resources for development and making use of the knowledge, skills and energy of all social groups concerned with the future of the planet and its people.

Ten years after Rio, the United Nations World Summit on Sustainable Development was held in Johannesburg from 26 August to 4 September 2002 reviewed the implementing

Agenda 21, the plan of action for sustainable development, the participants recommitted themselves to the task of sustainable development. World leaders reaffirmed their commitment to securing a better future for all people, in all countries, for all generations. There was a general recognition that the impetus for implementing Agenda 21 had slowed, that new challenges faced humanity, that the state of the global environment remained distressingly fragile, and that the world needed to restore the momentum for sustainable development.

The negotiations that produced the Johannesburg Declaration made clear, as never before, that environmental protection, rather than detracting from social progress and economic growth, is essential for it and the outcome WSSD was a step forward for sustainable development. Agreement was reached on a wide range of actions with real potential to improve the lives of current and future generations.

B. Caribbean Initiatives

Within the global context for sustainable development regional support and initiatives are of importance. If global environmental policies and strategies are to be successful, local and regional realities must be reflected and integrated in their development and implementation.

Tailoring sustainable development initiatives to local conditions fosters a sense of ownership and supports capacity development. The WSSD Plan of Implementation recognizes and emphasises the importance of regional initiatives, experiences and institutions in promoting sustainable development and supports the emergence of stronger regional groupings for improving regional and international cooperation.

In January 2004, countries within the Caribbean met to discuss their progress and experience with National Sustainable Development Strategies. The Workshop was held in St. Lucia from 14-15 January 2004 and was co-organized by OECS and the Division for Sustainable Development, Department of Economic and Social Affairs (DSD/DESA). The objectives of the Workshop were as follows :

- Promote capacity building, at the regional and national levels, through exchange of national experiences in developing and implementing national sustainable development strategies (NSDSs), and indicators of sustainable development, as well as through cooperation and networking;
- Explore how global and regional inter- governmental institutions could further the goal for all countries to be in the process of implementing their NSDSs by 2005;
- Provide options for decision-making through the use of indicators of sustainable development at the national level.

In general, the workshop participants concluded that there is a lack of capacity at the national level to address the commitments arising from the Multilateral Environmental Agreements (MEAs) which countries have obligations under the various conventions. Further, the responsibilities to address these commitments at the national level are often scattered among several agencies and there is usually a lack of coordination among these agencies. In addition, insofar as sustainable development was concerned in many countries, the level of commitment of the political directorate to sustainable development issues is lacking, and as such, these issues often do not receive high priority in government work programmes and budgets.

The workshop recommended that effort be made to enlist the highest level support from the political directorate for sustainable development issues and NSDS, and appropriate legislative provisions should be made to support and promote the development and implementation of the NSDS. A national vision should be articulated to guide the development of the NSDS and priority issues for attention should be identified. Cross-sectoral coordination should be undertaken to streamline sustainable development initiatives, and appropriate mechanisms should be developed for this purpose.

C. Jamaica's SD Programme

The Jamaican experience is not very different from the substantive findings of the Caribbean meeting. Since 1992, the Government of Jamaica (GOJ) has implemented a number of discrete initiatives/strategies in relation to the implementation of Agenda 21. These initiatives include the Medium Term Social and Economic Framework, the

Jamaica National Environmental Action Plan (JaNEAP), the National Poverty Eradication Programme (NPEP) and the National Land Policy (NLP).

The GOJ has sought to lay the institutional framework for planning and implementing its sustainable development agenda and in 1994, the government appointed the Sustainable Development Council of Jamaica (SDC-J), facilitated by the UNDP under the Regional Capacity 21 Project, to mainstream sustainable development in public policy. The responsibility for the formulation of sustainable development strategy is to be centralised in the SDC-J. The SDC-J functioned under the National Planning Council. After two years, however, it became apparent that there was need for a re-evaluation of the role and structure of the SDC-J.

In the National Industrial Policy of 1995, the Government committed itself to establish an Environment and Sustainable Development Unit in the Planning Institute of Jamaica (PIOJ) to ensure the integration of social, economic and environmental policy. Although proposed in 1995 the SD Unit of the PIOJ was officially launched in 2002. The Unit's role is to facilitate enhanced co-ordination of SD activities, which will contribute significantly to the integration of economic, social and environmental components of SD into mainstream planning and decision-making processes.

Despite its many efforts there is recognition within the GOJ that the approach to the SD agenda while well intended has been somewhat fragmented and lacking coherence. The official sustainable development strategy is yet to be explicitly formulated, although some elements of a sustainable development strategy are certainly in place. There are however, many challenges, which remain. Some of which are;

- Limited national ownership of SD strategies. Some of the reasons for this include weak governmental and inadequate capacity to engage in the SD process. These factors have contributed to a fragmented approach to SD.
- Inadequate long-term commitment to the institutional changes required for SD. This is reflected in the absence of central co-ordination for the SD process.

- Limited awareness among all levels of the society of SD principles and processes. This has led to limited participation and lack of commitment of the Jamaican population the SD process.
- Lack of reliable, up-to-date data has retarded the growth of planning and has limited the ability to track the progress of policies implemented.
- A fragmented approach to development co-operation is also a concern, as development agencies tend to support their own processes and identifiable projects.

In Jamaica's report to the WSSD it pointed the way forward, which was identified as among other things;

- Integration of the environmental, economic and social facets of the decision-making process.
- More in-depth collaboration and cooperation between ministries and agencies of the government and a comprehensive reform of the traditional modes of decision-making and project, programme and policy implementation.
- A full recognition of the fact that government decisions go well beyond the physical impacts of specific projects.
- An over-arching vision and strategy for sustainable development.
- Broadening of the definition of Capacity building and development to include secondments, exposure, networking and reference to and application of case studies to guide new work.
- More investment in public and formal education.

The Expanded NCSA not only addresses the capacity issues related to MEAs but the development of a framework and action plan for the development of NSDS for Jamaica. It will seek to provide a path along which the country should travel in its efforts to achieve sustainable development.

II. PROJECT JUSTIFICATION

A. The Need for a Jamaican National Capacity Self-Assessment

While welcoming the NCSA project which will provide Jamaica the opportunity to articulate a thorough self-assessment and analysis of national capacity needs, priorities and constraints facing national efforts to meet global environmental management objectives as set forth in the Rio conventions and related international instruments. The NCSA will not address all the issues related to the sustainable development question in Jamaica although its findings and action plan which will result from the NCSA process will be beneficial to sustainable development initiatives of the GOJ.

The expanded NCSA Project therefore seeks to close that gap and begin a coordinated examination for the way forward in sustainable development for the country. That is, the Integration of the environmental, economic and social facets of the decision-making process and finding ways for more in-depth collaboration and cooperation between ministries and agencies of the government and a comprehensive reform of the traditional modes of decision-making and project, programme and policy implementation.

Since the Rio Earth Summit in 1992, sustainable development has emerged as a new paradigm of development, integrating economic growth, social development and environmental protection as interdependent and mutually supportive elements of long-term development. Sustainable development also emphasizes a participatory, multi-stakeholder approach to policy making and implementation, mobilizing public and private resources for development and making use of the knowledge, skills and energy of all social groups concerned with the future of the planet and its people. This new paradigm cannot be ignored by Jamaica, which must find new ways of the process of governance.

Jamaica's NSDS which should emerge from this expanded NCSA Project. The national sustainable development strategy will be a tool for informed decision-making that provides a framework for systematic institutionalize processes for consultation, negotiation, mediation and consensus building on priority societal issues where interests differ. Jamaica will benefit not only from the output but the process of interaction and

collaboration, which results from formulating strategies in a multi sectoral participatory process.

B. Objectives and Linkages

Specific objectives to be accomplished through the expanded NCSA Project implementation include:

1. To identify the key stakeholders (individuals and institutions) as well as movers and shakers in the strategy development process both at the national and local levels;
2. To determine the best entry point and mobilize support for the strategy like some of the national comprehensive strategies like the Poverty Eradication Strategy or National Environmental Action Plans (NEAPs);
3. To determine through the consultative process an engine to drive the SD process for example the formation of a secretariat;
4. To identify legislation and policy measures that encourages and promotes dialogue as a vital component of the strategy development process;
5. To organize seminars or workshops to build awareness and consensus regarding sustainable development strategies and ensure the involvement of key stakeholders;
6. To identify critical capacities needed for development of the strategy at the level of the national secretariat, sector ministries and public agencies as well as at the local level;
7. To identify a model framework for building human and institutional capacity. Institutional capacities include capacities to catalyze internal change processes; evolve effective monitoring and evaluation systems, and capacity to adapt to new contexts and challenges;
8. To elaborate a national action plan for sustainable development; and
9. To provide a solid basis for the preparation of requests for future external funding and assistance.

C. Expected Outputs

The project is expected to:

- Find ways to coordinate and harmonize sustainable development activities;
- Prepare a framework for the NSDS;
- Prepare a national action plan focused on executing the framework with specific objectives to be achieved and courses of action/concrete projects; and
- Identify follow-up projects.

III. PROJECT ACTIVITIES

The NCSA Project Management Unit (PMU) will be housed within National Environment and Planning Agency, which will give overall guidance to the execution of the project. A Project Manager (who will also serve as the Lead Consultant), along with an Environmental Specialist and Project Assistant will staff the PMU. The SD component of the expanded NCSA Project will be conducted over 8 months during which the following activities will be undertaken.

Project Planning & Initiation of the Process

The Expanded NCSA Project will commence with the formal establishment of the Project Steering Committee. The Committee will develop an agreement on the operational aspects of the expanded NCSA process this should be done in a consultative manner. Under the guidance of the Committee, the Project Manager will develop a brief but sufficiently descriptive framework for the execution of the project and the detailed workplan sequencing events, milestones and outputs. Guidelines for the project will also be established and documented detailing areas of responsibility, resource allocation and monitoring procedures for the first fifteen months.

Another important aspect of the project initiation stage will be a full briefing of all the stakeholders from various sectors of the society. Government, NGOs, CBOs, academia, professional bodies, donor agencies and the private sector will be invited to a national

workshop to present the work plan and to generally raise awareness of the expanded NCSA process. This is critical in order to engage the stakeholders and encourage the level of participation, which will make the NCSA project meaningful. Mechanisms will be identified to keep the stakeholders informed at each juncture in the process.

The workshop will also mark the official launch of the project with high level political endorsement which will help to establish the linkages between building the capacity to meet our environment obligation, protect and conserve the natural resource base and the country's sustainable development efforts.

Tasks/Scope of Work

1. Review existing literature on Sustainable Development

The Consultant will prepare a report reviewing all the activities involving sustainable development, which has taken place since the Rio Conference. The literature review should include reports but not be limited to reports from the ENACT, The Cabinet Office, The PIOJ, The WSSD Jamaica National Report and Industrial Policy, the JANEAP. In addition to local reports the review should include the Report from the WSSD.

The report should clearly outline the organizations, which have been involved, the activities, which have been carried out, and any issues that have constrained the programmes including funding, policy, institutional capacity issues. The report should seek to answer the question where is Jamaica now with respect to its sustainable development programme?

2. Review and assess international experiences on Sustainable Development

In an effort to learn from the experience of countries that have developed and implemented NSDS review their programmes and identify possible models for adoption by the GOJ. The review should include a range of countries including developed, emerging and developing countries. The review should examine the institutional policy and legislation framework, the consultative process and decision-making mechanisms.

Critical to the review will be an examination of the political, the participatory, the technical and resource mobilization processes.

3. Propose options for implementing Sustainable Development in Jamaica

Using the results of tasks 1 and 2 select two options/approaches for Jamaica. Using the lessons learned and guided by the Guidance in preparing a national sustainable development strategy: managing sustainable development in the new millennium handbook prepared by the UN Department of Social and Economic Affairs and Sustainable Development Strategies prepared by Earth Scan UNDP prepare strategic frameworks for presentation to stakeholders in a series of consultative workshops. During this activity the Consultant will work with appropriate GOJ agencies, NGOs and the private sector. The proposed framework must be applicable to the Jamaican situation and include strategies for the implementation of sustainable development in Jamaica including issues of capacity, legislation and resource mobilisation.

4. The Selection NSDS

The results of the consultation will be used to develop Jamaica's NSDS. The strategy should address the issues of the process of establishing a coordinating body, improving political commitment, establishing the national mandate/vision for SD, ensuring broad based ownership of the strategy by all the stakeholders building capacity in the relevant organizations and mobilizing resources.

5. Development an Implementation Plan

Based on the selected strategy the Consultant will work closely with NEPA and other stakeholders to produce an implementation plan that proposes the steps and milestones required to implement the NSDS. Included in this is the identification of project for funding the actual implementation.

Table 1 Jamaica's Expanded NCSA Project SD Component Schedule

ACTIVITY	MONTHS							
	1	2	3	4	5	6	7	8
1. Project & Initiation of the Planning Process								
Assemble Steering Committee								
Hire Consultant(s)								
2. Tasks								
Literature Review/Stocktaking								
Review International Experiences and propose options								
Stage workshop(s) to discuss options								
Finalise NSDS								
3. Development of an Action Plan								

IV. BUDGET

Table 2 Activity Budget (US \$)

ACTIVITY	Funding (US\$)
Literature Review	10,000
Review International Experience in SD	25,000
Preparation Options (2)	12,000
Workshop (2)	7,000
Finalise NSDS	30,000
Implementation/Action Plan	15,000
Project Management	16,000
<i>Subtotal</i>	115,000
<i>Contingency</i>	5,000
TOTAL	120,000

ANNEX III REPORT OF THE SELECTION COMMITTEE

Report Project Team Selection Committee National Capacity Self Assessment Project (NCSA)

Members are;

Miss Leonie Barnaby	Senior Director, Ministry of Land and Environment
Miss Denise Forrest	Project Manager, Lead Consultant
Mr. Gervaise McLeod	Human Resource Manager, NEPA
Dr. David Smith	Environmental and Energy Specialist, UNDP
Mrs. Winsome Townsend	Director PPPC, NEPA

A. Selection Project Assistant

The interviews were conducted on March 16 and 24, 2004. The table below reflects the scores of each of the interviewers. It must be noted that there were complaints as to the suitability of the scoring sheets which were provided and resulted in different scoring systems used by each interviewer. Nevertheless, the scores along with discussion which followed the interview process clarified any issues on the matter.

Table 1 Interviewers' Scores for each Applicant – Project Assistant

Applicant	Barnaby	Forrest	McLeod	Smith	Townsend
Janelle Babb	N/S	41	61	63	8.5
Keina Montaque	N/S	42	51	53	9.2
Anginette Martin-Murray	N/S	37	52	52	7.8
Paula Powell	N/S	33	49	55	9.0

The interviewers agreed that any of the four candidates could effectively do the job. However, some concerns were raised whether some of the applicants if offered the position would accept it based on a feeling that it may not be sufficiently challenging (all applicants have been involved in post graduate studies).

It was decided that the Project Manager would have discussions with Miss Montaque and Miss Babb reconfirming their interest in the job and availability over the project life. Miss Forrest did so in subsequent telephone conversations with both candidates. Miss Babb withdrew her interest in the job while Miss Montaque expressed a willingness to

take up the position and confirmed her availability for the fifteen month period. She was formally offered the job and commenced work on April 13, 2004.

B. Selection Natural Resources Management Specialist

The interviews were conducted on March 16 and April 5, 2004. The table below reflects the scores of each of the interviewers. It must be noted that here again there were complaints as to the suitability of the scoring sheets which were provided and resulted in different scoring systems used by each interviewer.

Table 2 Interviewers' Scores for each Applicant – Natural Resources Management Specialist

Applicant	Barnaby	Forrest	McLeod	Smith	Townsend
Dr. Elaine Fisher	*	58	61	74	48
Dr. Daniel Jayasingh	520	44	45	63	34
Dr. Judith Mendes	555	46	53	57	51
Dr. Peter Vogel	N/S	N/S	N/S	N/S	N/S

* No score was provided, instead a comment that Dr. Fisher was qualified and capable of doing the job.

It must be noted that Dr. Peter Vogel did not apply for this post but was incorporated in the list of applicants. He however, made it clear that his commitments to the university made it impossible for him to take up a post which required a 50% level of effort over the fifteen man months. The panel nonetheless interviewed him with the view that he was interested in the position for the Consultant Biodiversity Thematic Assessment. No scores are reported for him.

Dr. Fisher was selected by the panel as the most suitable applicant and was contracted for the fifteen month project effective April 21, 2004.

*Prepared By
Denise Forrest
Project Manager/Lead Consultant
NCSA Project
April 21, 2004*

ANNEX IV DETAILED WORK PLAN