

CEPF FINAL PROJECT COMPLETION REPORT

Organization Legal Name:	Caribbean Coastal Area Management Foundation (C-CAM)
Project Title:	Management Planning in the Hellshire Hills and Portland Ridge and Bight Key Biodiversity Areas of Jamaica
Date of Report:	October 25, 2013
Report Author and Contact Information	Dr. Ann Sutton, asutton@cwjamaica.com., (876)877-7335 Ms. Ingrid Parchment, iparchment@yahoo.com, (876) 383-2184

CEPF Region: Caribbean Islands

Strategic Direction: 1. Improve protection and management of 45 priority key biodiversity areas
Investment priorities: 1.1 Prepare and implement management plans in the 17 highest-priority key biodiversity areas (Hellshire Hills, Portland Ridge and Bight).

Grant Amount: \$ 107,427

Project Dates: March 1, 2012-September 30, 2013

Implementation Partners for this Project (please explain the level of involvement for each partner):

1. **Urban Development Corporation (UDC)**– Participated at stakeholder meetings, participated at special meetings between UDC and C-CAM, reviewed documents including draft plans and consultant reports, assisted in sharing reports of their plans and activities including – KAP survey, water quality and crocodile survey. Gave commitment to the implementation of the plans and agreed to discuss an MOU with C-CAM.
2. **National Environment and Planning Agency (NEPA)** - Participated at stakeholder meetings, participated at special meetings between NEPA and C-CAM, Committed to implementing aspects of the plan, reviewed documents including draft plans and sent feedback as well as assisted in sharing land survey maps.
3. **Forestry Department (FD)**- Participated at stakeholder meetings to establish targets, threats, and strategies, committed to working together and established a willingness to discuss and MOU with C-CAM, participated at special meetings between FD and C-CAM, reviewed documents including draft plans and sent feedback.
4. **Jamaica National Heritage Trust (JNHT)** - Participated at stakeholder meetings to establish targets, threats, and strategies as well as reviewed documents including draft plans and sent feedback.

Conservation Impacts

Please explain/describe how your project has contributed to the implementation of the CEPF ecosystem profile.

This project has implemented the CEPF Ecosystem Profile by supporting the development and acceptance of participatory Management Plans for the high priority KBAs of Hellshire Hills and Portland Ridge in the Portland Bight Protected Area Conservation Corridor. This will result in the enhanced conservation of at least 22 endemic or globally threatened species and their habitats.

Please summarize the overall results/impact of your project.

The overall results of the project include:

1. A clear, shared, vision about what needs to be done to conserve the biodiversity of the PBPA
2. Consensus about the next steps as articulated in the management plans
3. C-CAM strengthened and ready to move into implementation
4. Follow-up projects developed.

Project Approach (500 words)

This project focused on the development of two sub-area management plans (for Hellshire Hills and Portland Ridge KBAs). The plans were designed to ensure the long-term survival of the threatened species of the area and their habitats and to establish C-CAM's capacity to lead the implementation of the plans. The management plans have been reviewed by the major stakeholders (including NEPA, UDC and Forestry Department) who wrote letters of acceptance. They will use the plans in the development of their operations plans.

The management planning process included:

1. Collation of existing data and collection of new baseline data to support evidence-based planning and the establishment of a monitoring programme. Field surveys were carried out for plants and herpetofauna of Portland Ridge (Oberli 2012 and Wilson 2012); plants of Hellshire Hills under a separate project (Fouraker 2012), for the birds and Hellshire Hills (Hay 2012); and caves of both areas (Stewart 2012). Data were summarized in Biodiversity Action Plans for the 2 KBAs (Haynes-Sutton 2013 a & b). Surveys of forest users were undertaken in the 2 KBAs (Climate Studies Group 2013 a & b). UDC also assessed the awareness of stakeholders of biodiversity, climate change and the protected area (UDC 2013). A climate change risk assessment and action plan was prepared (Climate Studies Group 2013 c&d). The results will be used to propose targets, identify high priority conservation actions and develop a monitoring programme.

2. Development of participatory management plans for Hellshire Hills and Portland Ridge KBAs

• **Preparation of management plans.**

The planning process was based on Miradi (2012). The plans fit into the PBPA framework management plan, which was developed under a separate project (C-CAM 2013c).

• **Active involvement of stakeholders in all phases of the project.**

Stakeholder involvement in management planning included extensive consultations with community members, resource users and state agencies with overall legal responsibility for the areas. Consultations included workshops and participation of user councils. Government and key stakeholders were engaged in determining and designing the follow-on implementation projects that will come

out of this initiative. A list of the reports of the meetings and consultations is included in Appendix 1 and the documents themselves can be found on in the Dropbox (see folder “Meetings with stakeholders”).

- **Setting the stage for ongoing stakeholder participation in management through co-management arrangements.**

The management plans included proposals for C-CAM’s proposed new agreement with NEPA, arrangements for management of the Biosphere Reserve and C-CAM’s arrangements with its user councils and technical working groups.

- **Public education and awareness**

Public awareness programmes related to the project were designed to foster buy-in for the need and to support stakeholder capacity to participate in the management planning process.

Capacity building for C-CAM in preparation for implementation

This included:

- Support for the C-CAM Trust Fund

C-CAM prepared a review of the current status of the Trust Fund, proposals for new trustees and a Funding Plan (Rowe 2013).

- Training of staff and community members in field data collection.

Staff members and community members participated in field surveys

- Development of a Strategic Plan for 2013-15 for C-CAM
- Preparation of projects for implementation.

Link to CEPF Investment Strategy

Strategic direction: 1 - Improve protection and management of 45 priority key biodiversity areas

1.1 Prepare and implement management plans in the 17 highest-priority key biodiversity areas

The project focused on the high priority Hellshire Hills and of Portland Ridge KBAs in the Portland Bight Protected Area Corridor. These areas are managed as an integrated whole in the PBPA because of the interrelatedness of their biological functions and the scope of the threats.

The project focused on management planning as a means to address investment priority 1.1 by helping C-CAM to identify “high priority actions that are considered essential to maintain the long-term viability (especially in light of climate change considerations) of the site”. The capacity building aspects of the project helped to ensure “the long-term institutional and social sustainability” of conservation actions. The management planning process included the development of “multi-stakeholder partnerships, sustainable livelihoods, territorial planning, invasive species control and climate change mitigation and adaptation”.

The management planning process also supported investment priority “1.2

Strengthen the legal protection status in the remaining 28 priority key biodiversity” as it strengthened co-management arrangements by providing funding and resources for C-CAM, and helped them to look for new ways of engaging and supporting the land managers. The process closely followed the strategic direction by providing “Opportunities for strengthening the formal protection of key biodiversity areas” through “dialogue, technical assistance assessments, land-use and management planning, and stakeholder consultations”.

The project also addressed investment priority 1.4 “Support the establishment or strengthening of sustainable financing mechanisms”. It supported the development of a strategy to re-establish the C-CAM Trust Fund (which was established to support its work to support C-CAM’s core expenses and thus the conservation of the PBPA). This was part of a Funding Plan, which was developed to identify potential sources of funding and how these will be tapped.

Planned Long-term Impacts - 3+ years (as stated in the approved proposal):

The Portland Bight Protected Area (PBPA) is globally, nationally and locally recognized for its intrinsic natural and cultural values, ecological services and iconic endemic species. Through this project, its contribution to national development will be increased while its biodiversity will be conserved and ecological services enhanced. Examining Climate Change impacts & including Climate Change Adaptation as a part of the management plan is critical to ensuring the protected area continues to be able to fulfil its biodiversity conservation role and support livelihoods, lives, property & other resources in the face of climate change and increased climate variability. This will ensure the long-term conservation of the biodiversity (especially the globally threatened species) of the Hellshire Hills and Portland Ridge Key Biodiversity Area.

Actual Progress towards Long-term Impacts at Completion:

The management plans and the planning process increased awareness among the stakeholders and management agencies of the importance of conserving biodiversity in the KBAs and the actions that need to be taken to implement them. This contributed to the submission and conditional acceptance of a proposal to UNESCO for the area to be declared a Biosphere Reserve. The climate change risk assessment and adaptation strategy included short and long-term recommendations that were included in the plans and will be implemented as funds become available.

Planned Short-term Impacts - 1 to 3 years (as stated in the approved proposal):

This project is expected to take one year to be completed. The specific, short-term impacts are:

1. Conservation priorities will be established and mechanisms for implementation identified through the development and acceptance of sub-area management plans for the high priority KBAs of Hellshire Hills and Portland Ridge. These plans will advance conservation of at least 3 IUCN Red List critically endangered (CR) or endangered (EN) endemic terrestrial species – Jamaican Ground Iguana, Jamaican Parouque (CE & possibly extinct), Portland Ridge Land Frog (and more than 18 other endemic species that have not been ranked by IUCN but are considered by experts to be endangered) and their habitats. Their management will also benefit two IUCN EN marine species. Conservation of these species and their habitats will be advanced by ensuring that critical habitats are mapped and zoned for conservation, threats are identified, quantified as far as possible and addressed and land managers are made aware of the presence of species and the importance of conserving them.

2. Stakeholder and community participation in co-management of the PBPA will be enhanced through the increased awareness and support generated from participation in the planning process and the identification of new approaches to management and the clarification of roles. Communities to be engaged include those surrounding Hellshire (Hellshire, Portmore, Hill Run, Amity Hall, Willikins, Old Harbour Bay and surrounding Portland Ridge (Portland Cottage, Jacksons Bay, Rocky Point)).
3. C-CAM's capacity for biodiversity surveys related to data collection will be increased. Four C-CAM conservation officers, 1 science officer, and 20 community members will be trained in baseline survey methods.
4. The potential for long-term financial sustainable funding mechanisms will be increased (including preparation for activation of C-CAM's Trust Fund, preparation of at least additional 1 project (valued at least \$100,000) to support the PBPA).
5. C-CAM's capacity to promote and implement conservation of the PBPA (as measured by the CEPF tracking tool) will be increased.
6. The potential impacts of Climate Change documented and a Climate Change Adaptation plan included in the sub-area management plans

Actual Progress Toward Short-term Impacts at Completion:

- 1. Conservation priorities will be established and mechanisms for implementation identified through the development and acceptance of sub-area management plans for the high priority KBAs of Hellshire Hills and Portland Ridge.**

The status, threats and conservation needs for globally threatened species including the Jamaican Ground Iguana, Jamaican Parouque (CE & possibly extinct), Portland Ridge Land Frog (and more than 18 other endemic species that have not been ranked by IUCN but are considered by experts to be endangered) and their habitats, were assessed in the Biodiversity Action Plan (Haynes-Sutton 2013). The recommendations were incorporated into the management plans so that the land managers would be aware of the conservation needs of the species. It was determined that information on their status is too incomplete for their ranges to be mapped.

- 2. Stakeholder and community participation in co-management of the PBPA will be enhanced through the increased awareness and support generated from participation in the planning process.**

A wide cross-section of stakeholders participated in the management planning process.

- 3. C-CAM's capacity for biodiversity surveys related to data collection will be increased.**

The Science Officer and 2 Conservation Officers and a member of staff from UDC participated in botanical surveys with CWA, but the expectations about training were not met by CWA, and C-CAM did not receive sufficient training to replicate training with community members. A C-CAM volunteer, two community members and a member of staff from UDC participated in botanical surveys for Portland Ridge. The Science Officer and 2 community members participated in surveys of herpetofauna in Portland Ridge. A total of 4 C-CAM staff members and 6 community members were trained under this project.

- 4. The potential for long-term financial sustainable funding mechanisms will be increased**

Preparation for activation of the C-CAM Trust Fund included the development of a strategy for getting new trustees, and the development of a Funding Plan. Nine project proposals valued at more than a million US\$ were prepared (Appendix 2). Funding was also identified from NEPA for a Business Plan for the PBPA.

5. C-CAM's capacity to promote and implement conservation of the PBPA increased (as measured by the Civil Society Tracking Tool).

#	HEADING	PROGRESS MADE TOWARDS INCREASING SCORE ON CIVIL SOCIETY TRACKING TOOL
2.2	Diversity of Funding Sources	A Funding Plan for C-CAM has been developed to support and diversify sources of funding. Funding for a Business Plan for the PBPA has been committed.
2.4	Sustainability strategy	Sustainable financing strategy developed (but not yet implemented).
2.5	Organizational profile	C-CAM's profile among government and community stakeholders has improved as a result of the participatory process of the management plan as well as the on-going improvements to the website. Facebook membership has increased from about 500 to >837 members.
3.1	Organizational structure	Accounting and procedures manual developed and being implemented.
3.2	Administration procedures	Equipment inventory completed.
3.4	Monitoring and Evaluation	Development of the website and Facebook site have allowed us to increase information sharing among stakeholders.
4.3	Strategic Plan	Strategic plan for C-CAM developed.
4.5	Accountability to Stakeholders	Stakeholders participated in decision-making for management plans and project development.

Please provide the following information where relevant:

Hectares Protected: Plans were developed for the protection of 15,600 hectares

Species Conserved: Plans were put in place for the protection of 22 species

Corridors Created: None.

Describe the success or challenges of the project toward achieving its short-term and long-term impact objectives.

Were there any unexpected impacts (positive or negative)?

No.

Project Components

Project Components: *Please report on results by project component. Reporting should reference specific products/deliverables from the approved project design and other relevant information.*

Component 1 Planned:

Species or habitat baseline assessments and plans developed for at least 22 endemic, endangered and critically endangered species (or their habitats) in the PBPA Corridor.

Component 1 Actual at Completion:

Baseline assessments included the forest, wetland and cave habitats of all 22 endemic species based on literature search, assessment of existing unpublished information and field surveys. Species and habitat plans were developed and included in the Hellshire Hills and Goat Island Biodiversity Assessment Plan and Portland Ridge Biodiversity Assessment Plan. These areas are the core of the PBPA Corridor. The large size of the corridor, the paucity of information for some areas, and the limited funding available for the project dictated the focus on the core areas.

Component 2 Planned:

Participatory Management plans for Hellshire Hills KBA and Portland Ridge KBA and environs and prepared and accepted by major stakeholders.

Component 2 Actual at Completion:

Management Plans for Hellshire Hills KBA and Portland Ridge KBAs were completed and accepted in principle by the major stakeholders, in letters and at final review meetings.

Component 3 Planned:

C-CAM's capacity to provide leadership and implement conservation programmes in the PBPA increased.

Component 3 Actual at Completion:

C-CAM's capacity to provide leadership and implement conservation programmes was increased as by providing interim funding for project staff allowing for effective implementation. Consultations, website and Facebook improved C-CAM's profile, increasing respect for the organization's role and capacity. The new Strategic Plan defined an on-going direction for C-CAM and the actions that need to be taken to implement it. The Funding Plan and Business Plan will chart how this will be funded.

Were any components unrealized? If so, how has this affected the overall impact of the project?

Component 2.3: Operational Plan. This did not affect the overall impact of the project as it could not be completed before the Management Plans were completed. This has now been done, and is still in time for Operations Planning for 2014.

Component 3.3: Audit. The postponement of the audit did not affect the overall impact of the project

Component 3.7: Board Training. The postponement of the training for the C-CAM Board, will mean that C-CAM's ability to follow through on the strategic plan and the funding plan will be less than expected, but other sources of funding for this training will be explored so that training can be provided.

Please describe and submit (electronically if possible) any tools, products, or methodologies that resulted from this project or contributed to the results.

Please refer to Dropbox to access a full set of the products of this project.

Lessons Learned

Describe any lessons learned during the design and implementation of the project, as well as any related to organizational development and capacity building. Consider lessons that

would inform projects designed or implemented by your organization or others, as well as lessons that might be considered by the global conservation community.

Project Design Process: (aspects of the project design that contributed to its success/shortcomings)

Factors contributing to success

1. The willingness of government agencies and stakeholders to work together in the planning phase and implementation contributed greatly to the success of the project.
2. In addition staff and consultants contributed large amounts of voluntary time to make up for short-comings in the budget (see below) and ensure the successful completion of the project.

Shortcomings

1. The very lengthy and time-consuming project design process meant that the project scheduling ran into conflicts with other projects and could not be completed within the 12 month period that was originally identified.
2. The time that was needed to complete the various elements of the project was underestimated.
3. The consulting rates negotiated with CEPF were so low that it was very difficult to attract suitable consultants.
4. There were misunderstandings about the roles and responsibilities of CWA, which meant that the training component of the Hellshire botanical surveys could not be met
5. A lot of time was wasted trying to source a used vehicle at a price for which no suitable vehicle could be purchased, after which we were informed that the purchase of a used vehicle was not allowed.

Project Implementation: (aspects of the project execution that contributed to its success/shortcomings)

1. Stakeholder participation and feedback is necessary but time-consuming, therefore it is essential that enough project and staff time are allocated to this process.
2. The process of hiring consultants was very difficult, due to the low consulting rates allowed by the project and the very limited availability of suitably qualified persons.

Other lessons learned relevant to conservation community:

The main lesson is that stakeholder participation at all stages of project development and implementation is essential for success.

Additional Funding

Provide details of any additional funding that supported this project and any funding secured for the project, organization, or the region, as a result of the CEPF investment in this project.

Donor	Type of Funding*	Amount	Notes
SCSCB - Bird Sleuth project	B	US\$ 4,400	Staff received training. Some training to take place with teachers and students.
Windalco		US\$106,000	Construction of artificial reef, marker buoys and signs in Three Bays Fish Sanctuary
Fisheries Division		US\$114,000	Management of PBPA fish sanctuaries
Carib Save		US\$91,000	Socio-economic and biological monitoring of PBPA fish sanctuaries and nearby communities
C-CAM and partners and consultants	A	US\$55,000	Co-financing for project
Food and Agricultural Organization		US\$58,000	Agricultural Disaster Risk Management plans for Old Harbour Bay & Rocky Point
National Environment and Planning Agency		US\$50,000	Alternative Livelihood project as well as marker buoys and signs for Salt and Galleon Harbour Fish Sanctuaries

***Additional funding should be reported using the following categories:**

- A** *Project co-financing (Other donors or your organization contribute to the direct costs of this project)*
- B** *Grantee and Partner leveraging (Other donors contribute to your organization or a partner organization as a direct result of successes with this CEPF funded project.)*
- C** *Regional/Portfolio leveraging (Other donors make large investments in a region because of CEPF investment or successes related to this project.)*

**** Additional funding was secured totaling nearly US\$0.6m but not necessarily as a direct result of this project**

Sustainability/Replicability

Summarize the success or challenge in achieving planned sustainability or replicability of project components or results.

The main challenges will be

- identifying funds for continuation in a very difficult financial climate
- ensuring on-going participation of agencies and stakeholders to implement the plans.

Summarize any unplanned sustainability or replicability achieved.

N/a.

Safeguard Policy Assessment

Provide a summary of the implementation of any required action toward the environmental and social safeguard policies within the project.

There was no required action during the project implementation period. It should be noted however that a safeguards policy was prepared which would look at the implications for implementation of the proposed plans. See Dropbox file – :”Process Framework”

Additional Comments/Recommendations

Information Sharing and CEPF Policy

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned, and results. Final project completion reports are made available on our Web site, www.cepf.net, and publicized in our newsletter and other communications.

Please include your full contact details below:

Name: Ingrid Parchment
Organization name: Caribbean Coastal Area Management Foundation
Mailing address: P.O. Box 33, Lionel Town, Clarendon, JAMAICA
Tel: (876) 986-3344
Fax: (876) 986-3956
E-mail: ccamfngo@gmail.com

*****If your grant has an end date other than JUNE 30, please complete the tables on the following pages*****



Performance Tracking Report Addendum

CEPF Global Targets

(Enter Grant Term)

Provide a numerical amount and brief description of the results achieved by your grant.
Please respond to only those questions that are relevant to your project.

Project Results	Is this question relevant?	If yes, provide your numerical response for results achieved during the annual period.	Provide your numerical response for project from inception of CEPF support to date.	Describe the principal results achieved from July 1, 2007 to June 30, 2008. (Attach annexes if necessary)
1. Did your project strengthen management of a protected area guided by a sustainable management plan? Please indicate number of hectares improved.	Yes			15,600 ha
2. How many hectares of new and/or expanded protected areas did your project help establish through a legal declaration or community agreement?	No			n/a
3. Did your project strengthen biodiversity conservation and/or natural resources management inside a key biodiversity area identified in the CEPF ecosystem profile? If so, please indicate how many hectares.	Yes			Portland Ridge KBA 4,200 ha Hellshire Hills KBA 11,400 ha Portland Bight Protected Area Conservation Corridor 51,975 ha
4. Did your project effectively introduce or strengthen biodiversity conservation in management practices outside protected areas? If so, please indicate how many hectares.	Yes			The conditional acceptance by UNESCO of the proposed Portland Bight Protected Area Biosphere Reserve potentially strengthened conservation across the protected area.
5. If your project promotes the sustainable use of natural resources, how many local communities accrued tangible socioeconomic benefits? Please complete Table 1 below.	No			This will be applicable in the implementation phase.

If you answered yes to question 5, please complete the following table

Literature Cited:

