

LESSONS LEARNT REPORT

1. Project/Initiative Reviewed: Strengthening the Operational and Financial Sustainability of the National Protected Area System (NPAS) Project

2. Date of Lessons Learnt Workshop: 7 March 2017 (End of Project Forum)

3. Meeting participants:

The NPAS Project End of Project Forum allowed for the interface of a wide range of project stakeholders including the United Nations Development Programme, National Environment and Planning Agency (NEPA), the Forestry Department, the Fisheries Division, Jamaica National Heritage Trust, various private and public sector interests and school. During sections of the forum, informal presentations and discussions were held regarding project achievements and lesson learnt. A detailed meeting attendance register is located in the Appendix of this report.

4. Brief project/initiative summary:

Jamaica's biodiversity is threatened on a variety of fronts. The cumulative impacts include the accelerated loss of vulnerable habitats and associated species, the reduction of ecological functionality and the growing insecurity of ecosystem services. The project's goal is to safeguard Jamaica's globally significant biodiversity and project efforts are intended to deliver the global benefits associated with a national protected area system better equipped to conserve globally significant, but currently vulnerable, ecosystems and allied species

This project's objective is to consolidate the operational and financial sustainability of Jamaica's National System of Protected Areas. This is to be achieved through three (3) components namely:

- I. Strengthening of financial planning and revenue generation.
- II. Rationalizing and integrating the national system of protected areas.
- III. Increasing the effectiveness of protected area management.

Project activities will help secure the long-term financial sustainability of Jamaica's protected area system by:

- I. harmonizing management practices to secure cost-effective conservation,
- II. building capacity for strategic conservation and financial planning,
- III. creating new protected areas to serve as replicable models for improved practices, and
- IV. establishing additional income sources for protected area management.

5. Key successes and key shortcomings of the project/initiative:

Key successes	Key shortcomings
Establishment of the National Conservation Trust Fund of Jamaica (NCTFJ)	The required operationalization of the NCTFJ has been a process determined largely by the implementation activities of the NCTFJ Board. The Board members were engaged with full-time jobs or were otherwise occupied in various time-consuming roles. Since the NCTFJ was without an Executive Director the completion of activities such as the conditions precedent to signing of the vertical agreement with the Caribbean Biodiversity Fund (CBF) were delayed. This resulted in challenges regarding the frequency of Board meetings and a lengthy process in the review, revision and finalization necessary documentation for operationalization and capitalization of the NCTFJ.
Preparation of eight (8) site-level business plans	Business plan preparation was conducted by three different consultants during the course of the project. Although quality of work was what resulted in two of the consultancies being terminated, all three consultants had the same issue. The selected protected area sites were varied and represented the four major types of protected areas within the country; however, not all areas had a product to sell. Consequently, the completion and full implementation of business plans in the areas did not materialize as it should have.
Preparation of a Marine Spatial Plan for the Pedro Banks and completion of Management Plans for eight (8) protected area	Implementation of activities related to the Management Plan for the Pedro Cays & Surrounding Waters and the Marine Spatial Plan for the Pedro Bank were not fully piloted during the project. This was as a result of the uncertainty and non-coordination of the management arrangements for the area. Although an inter-ministerial committee was established by Cabinet to oversee the implementation of management activities, the committee had not met since January 2016 due to a change in political administration.
Development of National Protected Area Legislation and Supporting Legal Framework	The process of receiving national approval for the protected area legislation is a very lengthy process which may take many years and will definitely go beyond the life of the project. The project was designed to ensure that the legislation was enacted, however that target was changed at mid-term. The Ministry of Economic Growth and Job Creation (MEGJC), and NEPA, will therefore complete the process for enacting the legislation and implementing the policy over the next three years (to 2020).
Improvement in the protected areas METT scores	The Management Effective Tracking Tool (METT) Scorecard assessment was designed for use in terrestrial ecosystems. Analysis of aquatic protected areas was difficult for Protected Area managers and may not have been truly representative of the management effectiveness in those areas.

Key successes	Key shortcomings
Development of a communication strategy to raise key stakeholder awareness and build national constituency	Project visibility activities utilising the communication strategy were not always consistent. This particular task was not executed to the fullest extent possible as there were no funds budgeted in the project to implement the communication strategy developed.
Implementation of revenue generation and conservation-based grant activities in or near eight protected areas.	Monitoring of grant implementation activities was challenging particularly where management entities were grant recipients and were required to implement activities using an extensive bureaucratic process. The project should therefore had developed and implemented an effective grant mechanism to administer the grants in a structured way.

6. Summary of Top Ten Lessons Learned from this Project/Initiative

- I. Collaboration between the protected area management entities, and their relevant co-managers, is an integral component of such a complex project which impacts all management entities and their respective protected areas.
- II. Constant risk assessment and management is integral at all stages of the project and should be done on a monthly basis with the input of all project staff. Escalating risks should always be elevated as soon as possible if they are do not improve after the application of agreed risk management strategies.
- III. The Project Management Unit should be larger for such a complex project and should include more technically capable staff members with a background in protected area management if possible. Project management certification is a must for the Project Coordinator/Manager.
- IV. Project visibility activities should be conducted frequently and consistently, throughout the life of the project to ensure that stakeholders are aware of project objectives and activities early enough to play a vital role and better identify the project with their own lives.
- V. Technical branches at NEPA should be integrated at all stages of the project particularly before project inception. The roles of technical staff should be clarified early and sufficient meetings held to garner support and cohesion. It should also be clear what role the technical staff is expected to play during implementation and after the project has ended. Technical staff should be included in a holistic manner and not on a case by case basis.

- VI. A dedicated International Technical Advisor was a helpful addition to the team member, especially regarding quality control of deliverables. It would have been useful to have such a person guide the project since the initiation phase.
- VII. A larger portion of the project budget should have been allocated for adequate remuneration for the consultants. The low consultancy rates impacted the level and quality of consultants that were assigned the project work. Consequently, the responsibility of revision of the deliverables fell to the Project Management Unit or technical branches at the management entities when the consultants were unable to adjust appropriately to reviewer comments. In addition, the low rates meant that in some instances only one consultant could have been hired instead of a team or consortia.
- VIII. Consultancies should be streamlined to prevent undue overlap of deliverables or excessive stakeholder consultations about closely related topics. Wherever possible, consultants should make a collaborative effort to ensure that stakeholder fatigue does not occur.
- IX. The terms of reference, consultant contracts and partnership agreements needed to have been worded more definitively to ensure that consultants and grantees are held responsible for honouring the agreed terms, particularly regarding the timelines for delivery and submission of draft versions of project outputs for review prior to the final product being submitted.
- X. Project objectives and support should be written into the workplan of technical staff of the various management entities to ensure that the work to be done is not secondary to the main tasks carried out by staff.

7. Lessons Learned from Substantive Project Activities and Outputs

Lesson	Task/Activity/Output	What worked well and should be repeated or scaled up?	What didn't work and how could it be improved?	What immediate action should be taken?	Who has been tasked with this action?	Who should know about this lesson?	Who can be approached for details on this lesson?
1	Development of National Protected Area Legislation and Supporting Legal Framework	Collaborative stakeholder consultations for legal consultants provided helpful feedback regarding legislation.	The development of the Overarching Policy and Act were tedious processes because direction from the Protected Areas Committee (PAC) was sought after the formulation of the draft documentation. After PAC input, several revisions were required before finalization of the draft documents. This process may have been better streamlined if direction from the PAC was sought very early and presented to the consultants to incorporate in their first drafts.	Ensure that the PAC is a fully functioning body which is able to convene meetings quickly to facilitate important decisions regarding protected area management.	Protected Areas Committee Secretariat at NEPA.	Protected Areas Committee members and future project coordinators and consultants which will interact with the PAC.	Protected Areas Committee Secretariat; Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA.
2	Establishment of the National Conservation Trust	The hiring of an NCTFJ Secretariat Administrator greatly	Leaving operationalization activities to the NCTFJ Board members and	Ensure as best as possible that the NCTFJ is in a position to	NCTFJ Board; NEPA	The CBF and other Caribbean countries	NCTFJ Board; Manager - Projects Branch, NEPA;

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	Fund of Jamaica (NCTFJ)	accelerated the completion of activities towards operationalization of the NCTFJ.	the Project Management Unit resulted in lengthy delays in completing activities. In the future, a dedicated Administrator should be engaged at project inception to ensure that they can focus on the relevant activities, unlike project staff who had to split their focus and were occupied with other project activities.	retain their Administrator to continue the implementation of relevant activities. NCTFJ Executive Director, Financial Specialist and Grant Administrator should also be engaged and start working as soon as possible.		seeking to establish their national trust	Director – Planning, Projects, Evaluation and Research Division, NEPA.
3	Development and implementation of a communication strategy to raise key stakeholder awareness and build national constituency	Hosting an end of project forum with a knowledge fair component was quite successful. Use of social media platforms to spread protected area messages was also effective.	Community visits carried out by the Project Management Unit (PMU) were not very effective since, in many cases, stakeholders were not aware of the project and the various associated opportunities. Also, meetings held were not especially engaging and mainly consisted of	A national campaign on Protected Areas should be pursued to ensure that stakeholder interest and sustainability of the project outputs are upheld after the end of the project.	NEPA; Jamaica Information Service	Future project managers and communication consultants	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA.

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			PowerPoint presentations with a few give-away sessions. This process could have been improved if media houses were utilised to inform and engage the stakeholders before community visits were made. Engaging programmes could be tailored to suit the respective stakeholders and a dedicated media personality/consultant be engaged to lead interactions alongside Project Management Staff				
4	Improvement in the protected areas METT scores	The engagement of a consultant who focused on the completion of METT Scorecard for all protected areas was very useful	The hosting of METT Scorecard workshops/meetings by the PMU was tedious and not very effective especially due to lack of participation on the part of protected area managers. The PMU would have benefitted from the	Ensure that there is an effective system in place for the early completion of future METT assessments.	NEPA	NEPA; Protected area management entities.	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA.

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			support of a consultant earlier on in the project to focus on this activity.				
5	Declaration of two new protected areas	The involvement of the NEPA Protected Areas Branch in the preparation of justification documents for the proposed protected areas was very helpful.	Preparation of justification documents by the Project Management Unit was tedious and resulted in reports that did not contain all the relevant information. In future, a consultant could be engaged to carry out this task or it could be written into the work plan of the technical branches at NEPA or another management entity.	The process of declaration at the national level should be continued through the appropriate channels.	NEPA	All protected area management entities; Future project coordinators/managers	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA.

8. Lessons Learned on Operations, including Planning, Project Management, Budgeting, Management of Financial and Human Resources, Procurement, and Time Management

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1	Monitoring of Outcomes	The assignment of different interns to separate project outcomes was helpful in distributing the work load of such a complex project.	The monitoring of all outputs and project outcomes by one individual throughout the majority of the project was very tedious and time consuming. Experienced technical coordinators should have been engaged to monitor separate	The internship programme which worked for the NPAS project could be scaled up and replicated for other projects within the Agency.	Manager - Projects Branch, NEPA and Director - Human Resources Management and Development Division, NEPA	NEPA's Management Team	Manager - Projects Branch
2	Deliverable review process	Weekly updating of the complete schedule of deliverables assisted greatly in monitoring deliverable timelines and communicating accordingly with consultants	Attempted deliverable review meetings were not well-attended. This could be improved in the future by introducing the concept of review meetings earlier in a project and scheduling meetings well ahead of	The deliverable review process for projects should be streamlined and a terms of reference prepared to ensure that reviewers are aware of their responsibilities.	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA.	All management entities; future project managers coordinators	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA.

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			deliverable finalization dates to allow for flexibility in meeting dates/times.				
3	Procurement of consultants, equipment and event venues	An officer from the Projects Branch, NEPA was assigned to assist with procurement activities.	Procurement via the implementing agency was often a long and tedious process which resulted in delays or instances where the desired equipment was not procured, or consultants were not engaged early enough. This could have been improved by planning in advance and prioritising procurement 'items.'	Procurement procedures should be tailored to include the needs of projects, particularly the need for fast-tracked procurement and engagement of consultants.	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA; Procurement Unit, NEPA	All management entities, future project managers/ coordinators.	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA.
4	Management of electronic files		The electronic project records were not initially organized according to a standard	A general file management template should be designed which can be	Manager - Projects Branch, NEPA	All management entities; future project managers/ coordinators.	Manager - Projects Branch, NEPA; Director – Planning, Projects,

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			schematic design. Thereafter, when new project staff was engaged, it was difficult to identify the previous pattern of record-keeping and locating the necessary files was tedious. A well-organized file management system need to be established early in the project and constantly reassessed for effectiveness and ease of accessing information	tailored to project needs.			Evaluation and Research Division, NEPA.
5	Drafting of correspondence	The use of standard templates which may be tailored.	Review of correspondence at three different levels of the agency was very tedious and time-consuming, resulting in lengthy delays. This could be improved by	Agency-wide templates to be designed for correspondence.	NEPA	All NEPA staff, particularly project managers/ coordinators.	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA.

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			establishing a template that is accepted agency-wide to minimise the number of revisions by various supervisors.				

9. Lessons Learned on Communication and Knowledge Management

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1	Reporting to donor agency on implementation progress	Standardized templates for various reports were helpful in indicating what information needed to be documented by the PMU	There were no standard timelines for feedback and revision after submission of reports.	Timelines should be applied to the reporting process to facilitate better planning for revision of reports	NEPA, UNDP	All management entities; future project managers/ coordinators	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA; UNDP
2	Increased project visibility with stakeholders	Engagement of a consultant to focus on increased stakeholder engagement via	Engagement of this consultant was done too late in the project. This should be done	Continue visibility efforts after project end through a	NEPA	All management entities; future project manager/ coordinators	Manager - Projects Branch, NEPA; Director – Planning,

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		workshops, meetings, field visits and social media	earlier to have maximum effect.	national campaign.			Projects, Evaluation and Research Division, NEPA.
3	Coordination of activities within the Project Management Unit	Regular team meetings were beneficial and allowed the PMU to get updates on project implementation and discuss their roles in implementation.	There was a high turnover of key project staff which required new staff members to adjust very quickly without having a true understanding of how their positions contributed to the whole. This may be improved by having an extended team meeting/retreat to facilitate better orientation of new team members. As much as possible the team composition should remain the same.	Outline standard communication and operational procedures for project staff as well as indicate the frequency and guidelines for team meetings.	NEPA	All management entities; future project managers/ coordinators	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA.
4	NPAS Web page	Linking of the project web page to NEPA platform eliminated the need to use time to	The process of establishing and designing the web page was not a collaborative effort	Include updating of web page in the work plan of technical staff	NEPA	All management entities; future project managers/ coordinators	Manager - Projects Branch, NEPA; Director – Planning,

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		create a platform specifically for project use.	between the NPAS consultant and the NEPA information technology branch. This resulted in delays in actually launching the web page. In future, agency staff should be more involved in the process.				Projects, Evaluation and Research Division, NEPA.
5	Coordination of project activities with signature environmental days	There were a few instances of coordination with the Public Education and Corporate Communication Branch (PECCB), NEPA on signature environmental days, which contributed to increased project visibility.	Not all signature days were recognized as key opportunities for project visibility. These days should be more carefully factored into visibility activities and a schedule prepared accordingly.	Schedule of environmental days should be disseminated and meetings held to discuss target audiences and suitable methods for engaging stakeholders on these days.	NEPA	All management entities; future project managers/ coordinators	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA.

10. Lessons Learned on Partnership Management and Client Service

Lesson	Task/Activity/ Output	What worked well and should be repeated or scaled up?	What didn't work and how could it be improved?	What immediate action should be taken?	Who has been tasked with this action?	Who should know about this lesson?	Who can be approached for details on this lesson?
1	Review of consultant deliverables	Technical review committees were composed of reviewers from all relevant management entities as well as additional persons with expertise in various topics.	Not all entities participated in the review process to the same degree. Management entities should be given incentives to participate in the review process and assign key staff members to contribute on a consistent basis.	Establish a standard process, guidelines or terms of reference for the review of project deliverables by project partners	NEPA	All management entities; future project managers/ coordinators	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA.
2	Partnerships with technical branches	Technical branches assisted with the review of deliverables and quality assurance.	The review of deliverables by technical branches was sometimes delayed due to competing responsibilities. This could have been improved by including deliverable review in the work plans for technical staff and agreeing on a	Include the contributions of technical branches to projects in staff work plans	NEPA	All management entities; future project managers/ coordinators	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA; NEPA technical branches

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			standard timeline for the provision of feedback.				
3	Provision of basic project information to stakeholders	Engagement of a consultant to engage stakeholders and provide project information in innovative ways.	PMU community visits were often rushed and did not always provide information relevant to all stakeholders present. This may be improved through more frequent Knowledge, Attitudes and Practices studies and engaging stakeholders according to the results.	Guidelines should be crafted for maximum stakeholder engagement.	Manager - Public Education and Corporate Communication Branch, NEPA	All management entities; future project managers/ coordinators	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA.
4	Responses to stakeholder correspondence and provision of information	Frequent email communication ensured timely responses to stakeholders	The quality of correspondence varied according to project staff capabilities, since all email communication could not be vetted. Training sessions with all	Prepare templates for email correspondence for use by project staff	NEPA	All management entities; future managers/ coordinators	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA.

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			project staff could ensure that the quality of correspondence is at a high standard.				
5	Shared sustainability of project outputs	Collaboration with technical branches and hosting of meetings to discuss project sustainability.	Discussions about project sustainability were not held in the early phases of project implementation, which resulted in the process being somewhat rushed during the project extension phase. The sustainability plan should be crafted during the earlier stages of the project to ensure that the appropriate sustainability framework can be established and that collaborative efforts can be maximised.	Ensure that responsibilities for project sustainability are assigned to technical branches via workplans.	NEPA	All management entities; future project managers/ coordinators	Manager - Projects Branch, NEPA; Director – Planning, Projects, Evaluation and Research Division, NEPA.

Appendix – End of Project Forum Meeting Register

ATTENDANCE REGISTER
STRENGTHENING THE OPERATIONAL AND FINANCIAL SUSTAINABILITY OF THE NATIONAL PROTECTED AREA SYSTEM PR
END OF PROJECT FORUM – 7 MARCH 2017: KNUTSFORD COURT HOTEL, 16 CHELSEA AVENUE, KINGSTON 5, 2:00 P.M.

Name	Organization	Email Address	Telephone Contact
1. Jelanie Thompson	Media UNDP/NEPA	ultimatpro@gmail.com	
2. Linden Holness	Media " / "	lholness@gmail.com	
3. LLOYD A. WIGGAN	Private Citizen	wigganla@live.com	409-2244
4. Miguel Felleto			
5. HERMAN SHIM	CMI/JMITF	hshim@cmi.edu.jm	832-3593
6. Nastacia Brown	Forestry Department	nbrown@forestry.gov.jm	564-7725
7. Jennifer Swaby	NEPA	jennifer.swaby@nepa.gov.jm	
8. Anthony Fisher	JIS	a.fisher@jis.gov.jm	850-255
9. Donovan Potts	JFS TV	D.Potts@T.IS.gov.jm	850-1968
10. Daron Barrett	Vantage one Group	DaronSummyBarrett@gmail.com	434-9118
11. Jeffrey Brown	NEPA	Markesjbe@yahoo.com	310-2606
12. Sherna Harris	AVC	shernaharris@gmail.com	754-9099
13. Gladstone Anglin	AVC	gvanglin@hotmail.com	883-0867
14. Kyle Sutherland	Wisynco ECO	Kylemax9@gmail.com	849-5251
15. Athol Margeth	MBMPT	Surranger.mbrp@gmail.com	3440505
16. Sharlinda Forrester	MBMPT	sharlindaforrester@gmail.com	489-3394
17. Shavelle Service	MBMPT	shauservice@gmail.com	475-8818/798
19. Shelly-Ann Dunkley	Wisynco	shellyann@wisynco.com	461-406
20. Sandra Goulbourne	Social Development Commission	goulbournes@sd.c.gov.jm	817-3747

ATTENDANCE REGISTER
STRENGTHENING THE OPERATIONAL AND FINANCIAL SUSTAINABILITY OF THE NATIONAL PROTECTED AREA SYSTEM PER
END OF PROJECT FORUM - 7 MARCH 2017: KNUTSFORD COURT HOTEL, 16 CHELSEA AVENUE, KINGSTON 5, 2:00 P.M.

Name	Organization	Email Address	Telephone Contact
1. Jonie Henry	manages	jhenry@jfishermen.com	7680411
2. LISSANT HOLKES	NEPA	lissant.holk@nept.gov.jm	
3. Frances Black	NEPA	fblack@nepa.gov.jm	7547540
4. CARLA GORDON	NEPA	cgordon@nepa.gov.jm	
5. Mickaile Evans	Convent of Mercy Academy (ALPHA)	mickailevans@gmail.com	468-5240
6. Shanell Banks	Convent of Mercy Academy (ALPHA)	shanellbanks@yahoo.com	278-7838
7. KEVIN CAMPBELL	I.O.J	kcampbell@nhj-ig.org.jm	922-0621-6
8. TONI-ANN REID	NEPA	toni-ann.reid@nepa.gov.jm	754-7540 ext. 2
9. OTMAR MELHADO	JWIHT	otmar.melhado@jwhit.com	8856480 / 922
10. Alie Lawrence - Chairperson	UNDP		978-2390
11. ERIC LEWIS	UNDP		
12. KENRIC DAVIS	NEPT	kenricdavis@hotmail.com	995-2345
13. Channeil Christian	Trumpeter	chanun16@uqhaa.com	504-8075
14. ALISON FOSTER	NEPA (NPAS PROJECT)	alison.foster@nepa.gov.jm	754-7540
15. Eartha Cole	NHMS I.O.J.	ecole@nhj-ig.org.jm earthacole@yahoo.com	
16. Hugh Shum	MBMPT Montego Bay Marine Park	MBMPTMANAGER@GMAIL.COM	579-952
17. Sam Simpson - Tulon	UNC	ssimpson@udju.com	656-8031
19. Fitzroy James	NEPA	F.James@NEPA.GOV.JM	422 754781
20. Angela M. Curtis	NEPA (former NPAS)	curtang@yahoo.com	435-9464 / 82

**STRENGTHENING THE OPERATIONAL AND FINANCIAL SUSTAINABILITY OF THE NATIONAL PROTECTED AREA SYSTEM PI
END OF PROJECT FORUM – 7 MARCH 2017: KNUTSFORD COURT HOTEL, 16 CHELSEA AVENUE, KINGSTON 5, 2:00 P.M.**

21. Joanna Blake	TRIC	dblake@tuc.org	754-45
22. Karen McDonald Gayle	CBF	kmcdonaldgayle@caribbeanbiodiversityfund.org	
23. Gillian Scott	UNDP	gillian.scott@undp.org	978 2390-9
24. Welly Yufers	UNDP	wellyufers@gmail.com	"
25. Claire Bernad	PIR		9355054
26. Samille Reedham	JHTA	sreedham@jhta.org	926-3635/6
27. Sania Brown	JHTA	sbrown@jhta.org	"
28. Ava Whyte-Anderson	UNDP	ava.whyte-anderson@undp.org	97
29. Richard Kelly	UNDP	Richard.kelly@undp.org	
30. Joseph Reynolds	JCDT	jamaicacommunication@gmail.com	580-1408
31. Gina-Marie Maddox	UWI-Centre for Marine Sciences	ginamarie.maddox@uwimona.edu.jm	935-8836
32. Patrice Francis	"	patrice.francis@uwimona.edu.jm	935-8836
33. Hyacinth Newton			
34. Celia Gregory			
35. Terry Forrest	KSAME	emergency.unite@jamaica.com	967-3329
36. Donna M. Clarke	NEPA	dclarke@nepa.gov.jm	754 7540
37. MARCIA McLeod			
38. Tashika Campbell	NCPA		
39. SUZANNE DAVES	INSTITUTE OF JAMAICA	sdavies@nhuj-ij.org.jm	922-0620

ATTENDANCE REGISTER
STRENGTHENING THE OPERATIONAL AND FINANCIAL SUSTAINABILITY OF THE NATIONAL PROTECTED AREA SYSTEM PH
END OF PROJECT FORUM – 7 MARCH 2017: KNUTSFORD COURT HOTEL, 16 CHELSEA AVENUE, KINGSTON 5, 2:00 P.M.

Name	Organization	Email Address	Telephone Contact
1. Carol Christie	Pent Tab.		777 801
2. K. Cough	NEPA		403-7283
3. R. Carroll	NEPA	-	754-7540
4. Anthony Dreyer	Jaff Fishermen Coop / Allog Fishermen Coop	jdrey@ja-fishermen.com	968-0411
5. Sandra Lois	Committee of Maney		318-8206
6. Denise Denis	SI	ddenisej15.gov.jm	355-2712
7. Romeo Daley	St. Elizabeth m.c	romeo.daley@yahoo.com	408-3804
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12. Margaret Holness	Donald Quamie High	gemholness@yahoo.com	92-87505
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22. DEANNA DACAS		TONI-ANN TUCKER	
23. SHANI KIRKLAND		SHYANN WITTER	
24. SUEWAYNE KIRKLAND		RYHEME CHAMBERS	
25. AMOY LAWSON		RAHEIM YOUNG	
26. SAMANTHA MCKAY		RAMIESH LESLIE	
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36. AMOY MCFARLANE			
37. SHANIA NOTICE			
38. MISHAWN ROBERTS			
39. ALISHA THOMAS			

Project Manager:

Andrea Donaldson

NAME

SIGNATURE

DATE

Director of Projects

Vivienne Williams Thompson

NAME

SIGNATURE

DATE