

## CEPF FINAL PROJECT COMPLETION REPORT

<b>Organization Legal Name:</b>	The Nature Conservancy
<b>Project Title:</b>	A Campaign to Promote Private Sector Sustainable Finance Mechanisms to Support Jamaica's Protected Areas System
<b>Date of Report:</b>	30 May 2015
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**CEPF Region:** Caribbean Islands

**Strategic Direction:** 1. Improved KBA management and protection

**Grant Amount:** \$75,958

**Project Dates:** Apr 1, 2013-Apr 30, 2015

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

The Ministry of Water, Land, Environment and Climate Change (MWLECC): The MWLECC became a critical partner in the project moving from the CEPF team concept design to a completed draft tourism-related source of funds for the national protected areas system (NPAS). The Senior Director of the Environment Division of the Ministry gave the CEPF project strong support and was instrumental in leading the communication and outreach to her government colleagues, including presenting the draft concept and driving the discussions and feedback on it through the Permanent Secretary to other Permanent Secretaries in relevant ministries and heads of agencies.

National Environment and Planning Agency (NEPA) through a Global Environmental Facility (GEF) Full Size Project (FSP): The Strengthening the Operational and Financial Sustainability of the National Protected Area System (NPAS) project was a somewhat effective local partner. Specifically the related outputs of the GEF project were: (a) the creation of a national Protected Area Trust Fund and Revolving Fund (including locally generated sources of funds; (b) Model site-level business plans; and (c) Revenue generation mechanisms in five key protected areas.

It was envisioned that the national PA trust fund would be the receptacle for the funds generated under this CEPF project; the site level business plans would provide an understanding of what needs to be generated within 8 selected PA sites and thereby clarify the financial needs in those and similar sites and further justify the needs for the implementation of many mechanisms to generate funds within PAs and surrounding areas and across the PA system. Unfortunately there were delays in project implementation and the revenue generation schemes that were to have been implemented within the life of this CEPF project are only now ongoing and there was work completed to design and implement other revenue generation means from private sector entities for the benefit of protected areas in general.

Environmental Foundation of Jamaica (EFJ): The EFJ is a local environmental grant-making foundation created 22 years ago from a United States - Government of Jamaica (GOJ) debt-swap. The EFJ was a useful partner that provided input to CEPF project implementation on the Project Management Team in general, provided staff time to review deliverables and attend

meetings, and provided technical project inputs specifically as it related to their previous attempt to engage Jamaican private sector in support of the EFJ.

The Tourism Enhancement Fund (TEF): The TEF Executive Director became a major stakeholder in this project. Three meetings were held with the TEF Executive Director over the course of the project and in each case he gave advice on the mechanism we were designing and how TEF mechanism works, ideas for patterning our proposal off their existing systems and relationships. He assigned a staff member (Diane Brown Allen) to work on our team that developed the detailed airline passenger contribution scheme design.

Individual champions: TNC was able to work with two influential Jamaicans to advance this project and the explanation of the aims and objectives and receiving feedback. Mr Stephen Facey, Chairman of PanJamaica Group – large private sector holding company with interest in many successful local businesses including the development of a Courtyard Marriott Hotel. He provided invaluable advice on strategy and outreach and ways of reaching select other Jamaicans of influence and made significant comments on the ideas of “green lodging” fees and the national airline mechanism.

Dr Rebecca Tortello, General Manager of the Spanish-Jamaican Foundation was an important stakeholder who gave feedback on the project in general and its aims and mechanisms under discussion. Also she arranged for the CEPF project to be presented by TNC (Marci Eggers and Donna Blake) to the Spanish-Jamaica Foundation which included the Spanish Ambassador to Jamaica and representatives from international leading hotel chains such as RIU Hotels and Resorts, Secrets Resorts, Fiesta Hotel Group, and Iberostar Hotels. The meeting held with the group provided their objection to a hotel guest-opt-in or opt-out mechanism, in favour of a national mechanism collected in tickets or from the existing Tourism Enhancement Fund fee.

The initial contact with Sandals Resorts International (the world leading all-inclusive hotel chain), the Couples Resorts chain of hotels (operating in Jamaica and Bahamas, and Jakes Hotel and Spa (a boutique hotel on Jamaica’s south coast) were through Mr Maurice Facey and before project commencement and were very positive. Subsequent dialogue with owners of Couples and Jakes Hotels was held but their role as stakeholders was limited.

Civil society and NGOs managing protected areas have no formal grouping through which interventions can be made so the utilization of meetings to which many were invited was one the means to reach out and share about the CEPF project and goals. Through NGO meetings the project was presented to potential beneficiaries of the sustainable financing mechanisms and their feedback was received. The following CEPF grantees and sub-grantees were in meetings with TNC: Windsor Research Centre, Jamaica Conservation and Development Trust, Jamaica Environment Trust, The CARIBSAVE Partnership and the Caribbean Coastal Area Management Foundation, along with the following NGOs: Negril Environment Preservation Trust, Montego Bay Marine Park Trust, , , and Oracabessa Foundation, , Through generic emails, a much broader group of civil society organizations was made aware of the project and their feedback was requested but this had limited results.

## **Conservation Impacts**

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

***Please summarize the overall results/impact of your project.***

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

The new private sector-related financial mechanism(s) will create long-term flows of funding that will continue well beyond the timeframe of this project. In terms of replication, the sustainable

finance mechanism(s) and lessons learned from these efforts will be replicated (in customized ways) in other Caribbean countries (and territories) – e.g. through the Caribbean Challenge Initiative.

This project hopes to achieve the goal of a national long-term sustainable finance mechanism that will feed directly into the National Conservation Trust Fund to trigger the release of conservation funds after the initial two year guaranteed funding period has ended. This new fund stream will develop the conservation management skills of NGOs working in key biodiversity hotspots such as protected areas by improving the effectiveness of local NGOs. The project will increase the awareness of conservation and create stronger bonds between the government, the private sector and the local NGO community.

The success of this project will provide a lessons learnt and guide to public-private partnerships for conservation throughout the rest of the Caribbean through efforts such as the Caribbean Challenge Initiative and CARICOM. Jamaica is further ahead in establishing a National Conservation Trust Fund when compared with the rest of the insular Caribbean countries and as such capitalizing the fund with guaranteed sustainable financing will be a significant long-term achievement that can be launched by this project.

The success of this project will be stronger private sector partnerships for conservation and disbursement of grants to NGOs with projects in key biodiversity areas where the strengthening of sustainable finance mechanisms are critically needed.

#### **Actual Progress Toward Long-term Impacts at Completion:**

TNC analysed the existing situation with private sector support for conservation, specifically KBAs and protected areas (PAs) of all types, and determined 3 things would be key to successfully harnessing sustained contributions from the sector: understanding visitors' willingness to pay (WTP) for conservation in Jamaica; finding an influential Jamaican to champion the initiative and having the Ministry of Finance support, early on, for any new mechanism developed.

The project achieved evidence that visitors are willing to pay for conservation: 98% of visitors stated their willingness to pay \$5 or more for conservation of nature and heritage.

The project designed the framework for specific financial mechanism, the airline passenger contribution (APC) scheme, that would capture revenue from airline arrivals and use the existing Tourism Enhancement Fund (TEF) mechanism for collection. This has the potential to be an ongoing funding stream for the NCTFJ.

The project gained support from the Ministry of Finance, the MWLECC and TEF for the APC and the MWLECC took on the role of championing the mechanism within the GOJ.

Although the project did not lead to the establishment of public-private partnerships during the grant term, lessons were learnt and these have been shared with TNC offices in the Eastern Caribbean countries that are attempting similar work.

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

1. By the end of the project, a Cabinet Submission on the proposed new national sustainable financing mechanism is discussed by Cabinet and supporting documents (Design and Implementation Plan) are prepared to advance an anticipated positive response by the GoJ.
2. By the end of the project, partnerships will be developed between leading hotels, NGOs and/or community groups to benefit work to be done in CEPF priority or highest priority KBAs or corridors.
3. By the end of the project, 2 voluntary guest opt-in pilot projects are implemented in leading Jamaican resorts generating an estimated US\$800 per month per hotel with proceeds benefitting a CEPF priority or highest priority KBA or corridor.

### **Actual Progress Toward Short-term Impacts at Completion:**

Although the project did not result in the introduction of a new financing mechanism, it laid the foundation for a protected area funding stream that captures revenue for PA management from airline passenger arrivals. The project:

- a) Designed an airline passenger contribution (APC) scheme to generate revenue for PA management by levying a nominal charge on airline tickets,
- b) Garnered high-level support for the scheme within the Ministry of Finance, the MWLECC, Tourism Enhancement Fund and the Board of the NCTFJ. The Environment Management Division has taken responsibility for championing the APC among the relevant Government of Jamaica agencies, with a view to taking it forward to implementation. The Board of Directors of the newly-created National Conservation Trust Fund of Jamaica (NCTFJ) has committed to supporting this and other initiatives for providing funds for the NPAS.

**Cabinet Submission:** The Cabinet submission was not prepared as we were not able to secure endorsement for the APC initiative from all the relevant GOJ agencies during the project term, and this would have been required in order to put the APC before the Cabinet for consideration. However, the project completed the concept paper on the APC, which is a required annex of the Cabinet submission. The concept paper describes the proposed airline passenger contribution scheme; explains the benefits to society of diversifying the tourism product and earnings from tourism across Jamaica and into the hinterlands where many protected areas are located; provides details on how the mechanism would be collected and passed on to the NCTFJ; and includes an action plan for implementing the mechanism. This paper remains available to the MWLECC for future use, should the APC discussions advance.

**Partnerships:** Part of the process of drafting the detailed concept paper involved dialogue with hoteliers, civil society groups, and the Ministries of Finance and Environment, and other interested entities. We achieved the refinement of the proposal including capturing the concerns and suggestions in each new version. More importantly at no point did we receive feedback that having dedicated resources for protected areas that were not limited by the capacity and priorities of the Government of Jamaica (GOJ) was a bad idea: all were supportive of the idea.

Through the Willingness to Pay survey which indicated that visitors were willing to \$5 and more for nature and heritage conservation, – it was felt that some efforts to collect from tourists ought to be implemented. In addition, the real need to spread the benefits of tourism into other parts of Jamaica than the north coast large and medium-sized properties, in accordance with the Master Plan on Sustainable Tourism and the international drive towards eco-tourism/nature tourism, all provide a framework for Jamaica to move forward on collecting from visitors by getting them into the hinter-lands of Jamaica, where KBAs and other protected areas are located, in addition to those on the coast. Though we were not able during the life of this project to advance the relationships we hoped to build between KBA managers and hotels/attractions, this is an area the

NPAS project continues to work through implementation of their protected area site-based business plans.

Pilot project: The modest target for hotel guest opt-in donations was not achieved as no hotel agreed to work with us to craft something specific for their hotel. However, the owner of a Kingston-based hotel that is under construction has indicated a willingness to consider piloting an opt-in donation project once the facility is operational. TNC will pursue this.

**Please provide the following information where relevant: N/A**

**Hectares Protected:**

**Species Conserved:**

**Corridors Created:**

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

Loss of the Champion: The untimely death before the start of the project of Mr Maurice Facey, who had agreed to champion elements of our approach and activities was a huge set-back and caused many challenges in implementation. Though TNC is assured that the plan to have a champion to open doors and create a support group, was a good idea, it turned out to be a major stumbling block to have so much of the project dependent on the Champion and his relationships. In the absence of the champion, the support group, referred to as the Select Group in project documents, never did get off the ground.

It was anticipated that the creation of the new national conservation trust fund would have been in place much sooner and then been a driving force and ally which would have supported the project approach and implementation of the APC and other mechanisms. Additionally, in the absence of the trust fund some private sector tourism interests indicated they would not be prepared to contribute to a PA fund as they needed assurance that revenue generated would go into PA management and not the GOJ consolidated fund.

One other challenge was that in hind-sight the time for completion of the short-term impacts were not reflective of how long things really take to get done, amidst the many other competing priorities of our major partners in this matter, which were Government of Jamaica entities and the NPAS project.

Through one of our main partners, it was conveyed to TNC that there were queries about why TNC, an international NGO, was creating a sustainable financing mechanism for protected areas. Apparently some entities thought our interest was to raise the Caribbean Challenge Initiative's Caribbean Biodiversity Fund match of approximately US\$250,000 per year, and so the draft mechanism seeking to raise US\$10Million per year was a source of concern. The outreach for this project went beyond TNC's normal partners in conservation in Jamaica and in so doing there was lack of understanding by those new partners of TNC's global mission and mandate and this provided challenges.

Though we had some oral commitments by hoteliers to introduce a voluntary guest opt-in donations scheme in their hotels, we found that there was the perception among them that a new request for funds of this nature would limit their ability to fundraise for their own already established charities/foundations.

***Were there any unexpected impacts (positive or negative)?***

The adoption of the Airline Passenger Contribution scheme draft concept by the Ministry of Environment was a pleasant and unexpected impact and showed their complete support for the initiative; this augurs well for advancement of the scheme after the project has ended.

## 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:** Feasibility of adoption and design of 2 potential new sustainable financing mechanisms from tourism-related sources that flow into the Jamaica PA system determined

**Component 1 Actual at Completion:** The feasibility of 6 options were analysed by our consultant Dr Glen Haas, and then a detailed analysis of the top 3 highest potential earners and most feasible was done. The top 3 were “green lodging”, National Conservation Trust Investment” and National Protected Areas Pass”. The report called: “Feasibility and Stakeholder Report: a critical analysis of several revenue generation tools for the National PA Trust Fund of Jamaica” outlined the stakeholders consulted and feasibility of the mechanisms.

Despite oral commitments made to our Champion during project design, the 2 hotel owners we had expected to work with us in the design of a hotel guest opt-in fee programme chose not to go ahead, citing reasons of their hotel-based having foundations, and view that the collection of funds for a local NGO for conservation was competition to their earnings that would have flowed into their foundations. Also they felt the additional administrative cost to collect and then remit the funds would have been burdensome for what they thought would have been tiny sums donated. Additionally, they felt they were already contributing to communities near to their hotels and “doing their part”. Outreach to other hotel owners proved very difficult, however one influential Jamaican we were in dialogue with, Mr Stephen Facey, advised that when the hotel he was constructing (Courtyard Marriott in New Kingston) was completed he would be amenable to the proposal. Dr Haas prepared a “green Lodging” guidance document and a sample reservation page for hotels implementing A “Green Lodging” programme, as one of this deliverables, that we can share with hotels or pattern off for this kind of initiative going forward.

There was limited outreach to nature-based tourist attractions: Dolphin Cove and Chukka Adventure Tours. The first was absolutely not interested and thought it would be difficult to implement, but the latter was interested and thought it possible. Attempts to have a meeting to go further in the discussion with Chukka Adventure Tours proved difficult due the heavy travel schedule of our contact there and his slow responses to emails.

Two (2) in-person meetings were held with the Ministry of Finance staff in the Taxation Division; 2 meetings with the Executive Director of Tourism Enhancement Fund and 3 with the UNDP GEF NEPA NPAS project Steering Committee. In each case we shared the project aims and objectives, but specifically we discussed the ideas of the 6 options for sustainable financing mechanisms, the 3 preferred options and sought their feedback and guidance in refining our ideas and proposal for design and implementation.

A project management team, which included the EFJ, was established at the beginning of the project. It met 4 times in person, but mainly engaged in project activities through email exchanges and comments on the various drafts of the sustainable financing mechanism proposal.

**Component 2 Planned:** Using the results from the feasibility studies, 2 new PA sustainable financing mechanisms from tourism related sources designed and tested and at least one institutionalized.



**Component 2 Actual at Completion:** One new sustainable finance mechanism from tourism-related sources was designed called the draft Airline Passenger Contribution (APC) scheme (which was the renamed National Conservation Trust Investment (NCTI) because stakeholders did not like the original name.). The design includes an implementation plan.

Presentations on the proposed idea and structure of the tourism related mechanism were made to: a group of most of Jamaica PA managers at a NPAS project-arranged meeting for NGOs; to the Jamaica Advisory Council for TNC Jamaica (mainly private sector and civil society membership; the UNDP Global Environment Facility National Environment and Planning Agency (NEPA) National Protected Areas System (NPAS) project Steering Committee; the Ministry of Finance and the Ministry of Environment; the National Environment and Planning Agency and 2 of their NPAS consultants; and to 2 influential Jamaicans – Stephen Facey (Chairman of PanJamaica Group) and Dr Rebecca Tortello (Spanish Jamaica Foundation General Manager).

TNC Jamaica and our main consultant, Glenn Haas, and TNC's Director of External Affairs Sheldon Cohen visited the General Manager of Half Moon hotel (then Mr Arum Zerunian) and he explained the voluntary guest donation scheme in place at that hotel, how they sold it to the guests, how it was marketed throughout the hotel and on their website, approximately how much they collected and how and other details. Though the Half Moon hotel was looking for another entity to which they would grant their donations and be able to show their guests the results of their donations; they required a high level of capacity in the receiving NGO and transparency and full accounting in the expenditure of the funds, and had been displeased with their previous recipient of the funds in that area. TNC attempted to link the hotel to a local forest management committee group working in a KBA but that group took some time to respond and wanted a project that seemed not feasible and unlikely to get permission from the planning authorities. I went back to the hotel, but they had selected another marine-focused NGO as their preferred recipient, and were not really in favour of the forested area group I recommended.

We were not successful at our outreach to hotels other than those with whom I had been in contact with through our (deceased) Champion before the project started; and those hotels were not interested in the voluntary guest opt-in idea and thought focus should instead be on a national mechanism. Three hoteliers, felt that the existing mechanism of TEF should be used and not a new mechanism for an additional sum of money, as they felt the Jamaican tourist was already "over-taxed".

The absence of the Select Group which would have spearheaded the relationship-building and opened doors for meetings with other hoteliers to explain the proposal and benefits to other large hotels had a significant negative impact on implementation of this aspect of the project. Therefore none of the activities related to this were completed.

As an adaptive strategy several attempts were made to contact the Jamaica Hotel and Tourist Association President and Executive Director in order to reach out to hotel groupings to in resort areas with nearby KBAs, but we had no responses despite many, many requests for meetings and sharing information about the project and explaining the benefits. Part of the modification we attempted was outreach to nature-based attractions which seemed a logical tourism-related source of income. Above I noted that one of them would not consider it and the other seemed interested but not to have the time to pursue it with us, at that time.

In February 2014, when a team of TNC staff including Sheldon Cohen the Director of External Affairs, and Donna Blake and our CEPF consultants Dr Glen Haas and Ms Marcia McDonnough (CEPF project assistant) made many visits to relevant persons, including the Ministry of Environment, we were given the charge to lead a group of GOJ persons with interests that would completed a detailed proposal by end June 2014. By September 2014 we had drafted the detailed concept paper (that would have been an attachment to the Cabinet Submission). This document was shared with the relevant Government of Jamaica entities by the Ministry of

Environment entities for their final feedback on the matter of implementing the APC. The proposal was modified based on the comments received and a Plan B was done to offer some potential modifications to the proposal. Plan B included various modifications to the original concept to reduce the amount contributed by each passenger, to test the implementation for a limited time, to find a willing airline to partner with in implementation in a first phase. The matter of refunding the whole contributed amount (thereby making it voluntary and opt-out) was thought not cost effective for the trust fund to implement and so was deleted from the final version.

Civil society and NGOs managing protected areas have no formal grouping through which interventions could be made so meetings to which many were invited was one the means to reach out and share about the CEPF project and goals. We sought out email and other contact information for a wide group o local stakeholders within the government and in civil society and that is one of the products delivered by one of our consultants – the project assistant. Through NGO meetings, the project was presented to potential beneficiaries of the sustainable financing mechanisms and their feedback was received.

Three hoteliers expressed the feeling that TEF was already collecting \$20 per passenger and they did not know how those funds were being used, and environment was one of their areas that TEF should be supporting, therefore TEF should have been asked to make a contribution to the protected areas from what is already collected. Also, it was reported in the media that some of the TEF funds had been used by the Government of Jamaica for what some persons felt were not an appropriate use and this further cemented the idea that TEF had sufficient funds to be taking on large GOJ support when there were other areas within their mandate that were in need.

Finally, the merger of the 2 local trust funds - the Forest Conservation Fund into the Environmental Foundation of Jamaica (EFJ) - to create a new EFJ was not done during the life of this project and signature of the documents to effect the merger was done 26 June 2015. When the project was designed, it was thought that the merged entity would house the national protected areas trust fund that was being developed under the UNDP GEF NPAS project, and to which any revenues generated by this project would go. In the end, however, the UNDP GEF NPAS project took the decision to create a new trust fund focused on protected areas called the National Conservation Trust Fund of Jamaica (NCTFJ). TNC and the Tourism Enhancement Fund (TEF) both sit on the NCTFJ. The NCTFJ and its Board were created only in December 2014 and the first Board meeting was held in February 2015, at which I presented on the attempts to create a sustainable financing flow of funds for protected areas in Jamaica. The NCTFJ Board was excited that work was already going on so that funds would flow into the Trust in support of protected areas across Jamaica, and received the APC concept proposal with interest. The members of the Board have offered their vigorous support of these efforts going forward.

**Component 3 Planned:** A private sector (tourism) advocacy programme implemented by a Select Group (e.g. 5 – 7 leaders), supported and managed by TNC that will champion the effort to implement a national conservation fee from tourism supported by the tourism sector.

**Component 3 Actual at Completion:** As was noted earlier, the Champion for this project unfortunately died before the project officially began. Without his leadership and ability to call together the hoteliers and the tourism interests in the private sector and also within the Government of Jamaica, this component of the project just did not happen: Attempts to replace his with another champion proved futile; TNC's approaches to hoteliers known to us and request that those hoteliers listen to the ideas and move forward with their oral commitments made to Mr Facey were not successful; and meetings proposed and attempted through personal contacts and emails and visits to the JHTA office were also not successful.

**Component 4 Planned:**

The new conservation fees programme institutionalized into the operation and management of the trust fund.



**Component 4 Actual at Completion:** Earlier it was noted that the merger of the two local trust funds was very delayed and did not take place within the life of this project, and that a new trust fund has been established and would have a focus on supporting protected areas (to distinguish it from the new EFJ). This new Trust fund was seen as the entity that would be most germane to the aims of this project and the one to which the funds raised under a tourism-related mechanism such as the APC would be best received. This new institution is now focused on operationalizing itself but has expressed their willingness to lead the charge in moving forward with any mechanism to flow into the NCTFJ for the benefit of protected areas. The NCTFJ has the intention to hire the new EFJ to run the grant programme and provide secretariat support to the NCTFJ, thereby the skills of the EFJ over 20 years of operation as an environmental trust fund would be available to the NCTFJ.

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

Component 3 was unrealized due mainly to the absence of the champion and the pivotal role planned for the champion. Due to the links between components this had negative impacts on other aspects of the project, particularly Component 2 and the short-term impacts.

Component 4 was also not achieved but that was related to delays in other projects and the related delay in establishing the targeted institution that would have been the one in which the conservation fees would have been institutionalized. It was late December 2014 that the NCTFJ was it created as a company and it only began to have any operational capacity in March 2015, when the first Board meeting was held. They are not yet in June 2015 at the point of final articles of association and by-laws and so the guidelines for operation and management of the fund are still to be confirmed and settled: Even now after the CEPF project has ended, that new institution is still is not ready to play the role we had envisioned in project design.

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

Name	Description
Feasibility and Stakeholder Report: a critical analysis of several revenue generation tools for the National PA Trust Fund of Jamaica”	Revised Feasibility Report for adoption of national conservation fee from tourism (visitors and locals) and for voluntary guest (opt-in or opt-out) fee program including comments from reviewers  Revised and complete the stakeholder feedback/meetings report including comments from reviewers
Green lodging reservation form and justification	Designed reservation page based on the participating hotel or attraction webpage for reservations) and show where the guest/visitor donation could be collected; and recommend best ways to route the collected funds to recipient entity; and supporting documentation
CEPF SF TNC Database 2	a Searchable database of contacts relevant for sustainable finance mechanisms, including NGO stakeholders, relevant Ministries, tourism and finance stakeholders.

Draft Airline Passenger Contribution Scheme	Airline passenger contribution scheme concept paper and Plan B
Report on Cohen Haas visit (Apr. 2014)	Report on 4 days of meetings involving Sheldon Cohen and Glenn Haas.

## 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)***

One aspect of the project design in component 3 included using a champion to mobilise a select group of influential Jamaicans who would through their influence achieve the consideration, support for and adoption of a tourism- based donation/contribution for airline and cruise passengers that would flow into the national PA Trust fund. The champion had an unusual mix of skills and influence: he had influence across political lines with numerous industry sectors and had been an advisor to the minister of tourism, had run a successful group of companies in many sectors over 5 years, ran a family foundation, was considered an elder statesman and was extremely well respected. However the champion unfortunately died before project implementation began. Throughout the project there were several attempts to replace him that were unsuccessful. The use of an influential person as champion was an acceptable approach in our project, it was a bit risky to have a whole component dependent on the relationships of the champion (component 3) and due to the project linkages across the components, the absence of the champion affected much of the project negatively.

Component 4 was dependent on a new institution (or a merged one) being created which was completely external to this project, had its own timelines, drivers and issues. In hindsight that was a risk that worked against project success: the institution did not exist and therefore could not assist in seeking support for the new sustainable finance mechanism from tourism and since they did not exist the institutionalization of the mechanism into their structure could also not be achieved. Assumptions 5 and 6 in the project document attempted to highlight the possibility of these issues.

The six assumptions listed in the project seem to capture the most of the possible risks that could impact the project and it seems that most of them did impact the project to some degree. Perhaps when there are many assumptions of a critical nature, the deliverables and outcomes should be adjusted accordingly, and the project length extended as far as possible.

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

Hiring a consultant who was external to the Jamaican environment and knew none of the local players and was not able to make the contacts needed at all levels in numerous hotels for himself was a lesson itself; and TNC staff had no contracts to provide him with to effect some of the more direct discussions he might have been able to hold, one on one with hoteliers. My experience with the GEF NPAS project was that this expertise was not available locally and this was borne out by the initial attempts to find a local willing and experienced consultant to do this consultancy: they proved futile as no one seemed to have any successful experience locally with fundraising or at an international level; so I selected the international consultant who had done some limited work

in Jamaica (for the NPAS project), had Caribbean experience and also global experience and experienced some of the limitations of so doing. If the Champion had been in place this would likely not have been an issue.

The proposed APC concept was shared with the Ministry of Transport at about the same time that Jamaica rejected the UK government’s desire to add another tax to the Jamaican traveler to the UK. There was strong push-back from the Ministry of Transport to pursuing the APC as a result. The acceptance or not of the concept can be negatively impacted by the local context though not directly related to the project: As far as is possible those situations should be avoided.

**Other lessons learned relevant to conservation community:**

Making linkages across sectors not usually in dialogue, such as conservation, finance and private sector partners, requires significant time in the initial stages to build trust amongst the partners. The trust is not always built in one or 2 meetings in a large group, requires more one on one relationship building and a well-known champion certainly helps to build or create the bridges.

Conservation stakeholders think too small in terms of financial needs: Local NGOs were at first extremely wary of asking for the “huge sum” of US\$5 per airline passenger person to gain US\$10 million per year for the NPAS. Sharing the Willingness to Pay survey results and the stated willingness of the Ministry of Finance to allow the collection and dedication of it for the NPAS was perplexing to the conservation stakeholders. Many said, without much thought, that it would never happen, but could not state why. Though they agreed the funds we needed were really US\$10 million (as per the financial gap assessment component of the PA system master plan) they were not prepared to ask for that sum, initially. Eventually they were willing to support that the request should be made and that we should try something “new”. The mindset of our conservation stakeholders needs some modification to allow the achievement of the real financial needs for the PA system.

**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.**

<b>Donor</b>	<b>Type of Funding*</b>	<b>Amount</b>	<b>Notes</b>
MacArthur Foundation	A	\$20,000	Cost of conducting a Willingness to Pay survey as part of the supporting documents and rationale for pursuing a visitor-based donation scheme.

**\*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.)*

## Sustainability/Replicability

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

There were three (3) main areas in which we planned for sustainability: (1) building the relationships between private sector (ideally hotels and attractions) with local NGOs managing KBAs so that funds could be raised at hotels and attractions and then be funneled into the local PA management; (2) capacity building for NGOs managing PAs through access to additional financial resources generated in this project and beyond, and (3) sharing the lessons learned from implementing this project across the Caribbean.

Through the meetings and outreach to new stakeholders to TNC, some of the desired relationships have been created and communication has started, but there is need to continue outreach and discussions with them, as this work goes forward. We have had success at creating the foundation for the implementation of a national scheme to collect one tourism-related source of revenue from visiting airline passengers, designated for the NCTFJ. TNC will use other financial resources to continue this work. Already, most of the experiences of this project have been shared in the Eastern Caribbean countries that are also designing and implementing sustainable financing mechanisms for their PA systems. Jamaica has been a fore0runner and even though our lessons have not always been what we would have wanted to share, we can indicate how to build on what we did for better results in the future in Jamaica and elsewhere across the Caribbean.

**Summarize any unplanned sustainability or replicability achieved.**

## Safeguard Policy Assessment

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

N/A

## 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](http://www.cepf.net), and publicized in our newsletter and other communications.

**Please include your full contact details below:**

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**\*\*\*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**

**(April 2013 to May 2015)**

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.

<b>Project Results</b>	<b>Is this question relevant?</b>	<b>If yes, provide your numerical response for results achieved during the annual period.</b>	<b>Provide your numerical response for project from inception of CEPF support to date.</b>	<b>Describe the principal results achieved from April 2013 to April 2015. (Attach annexes if necessary)</b>
1. Did your project strengthen management of a protected area guided by a sustainable management plan? Please indicate number of hectares improved.	No			Please also include name of the protected area(s). If more than one, please include the number of hectares strengthened for each one.
2. How many hectares of new and/or expanded protected areas did your project help establish through a legal declaration or community agreement?	No			Please also include name of the protected area. If more than one, please include the number of hectares strengthened for each one.
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.	No			
4. Did your project effectively introduce or strengthen biodiversity conservation in management practices outside protected areas? If so, please indicate how many hectares.	No			
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			

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



