



# United Nations Environment Programme



Distr.  
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UNEP/CEPAL/WG.48/5  
18 December 1980

Original : ENGLISH

Second Meeting of Government-Nominated  
Experts to Review the Draft Action  
Plan for the Wider Caribbean Region



OPTIONS FOR FINANCIAL AND  
INSTITUTIONAL ARRANGEMENTS

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# United Nations Environment Programme

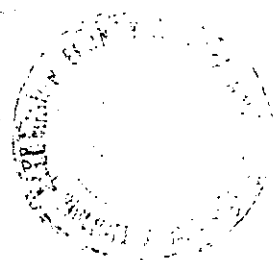


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1985

18937

900042304 - BIBLIOTECA CEPAL



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## I. INTRODUCTION

1. The Wider Caribbean Region has been recognized by the Governing Council of the United Nations Environment Programme (UNEP) as a concentration area in which UNEP, as the "focal point for environmental action and co-ordination within the United Nations system" (Resolution 2997 (XXVII) of the General Assembly, 1972), should attempt to fulfil its catalytic role in assisting States of the Region to develop and implement, in a consistent manner, an Action Plan for the protection and development of the marine environment and the coastal areas of the Region.
2. Consequently, in late 1975 the preparatory activities for the development of an Action Plan for the Caribbean Environment Programme (CEP) have been initiated by UNEP through project FP/0503-76-02. In early 1977 this project was broadened (FP/1000-77-01) and the responsibility for its implementation was shared between UNEP and the Economic Commission for Latin America (ECLA). For the co-ordination of day-to-day activities a small joint UNEP/ECLA project team was set up in Port of Spain, Trinidad and Tobago, the headquarters of the ECLA office for the Caribbean Region.
3. The project team, with substantive support from UNEP and ECLA, was the institutional basis for the preparatory work on the development of the CEP. Considerable substantive support to the development of CEP was also provided by various international and intergovernmental organizations, in particular by the the organizations of the UN system.
4. Administrative support for the project team was provided mainly by ECLA.
5. The cost of the development of the CEP, through the two projects mentioned in paragraph 2, amounted to:

	1976	1977	1978	1979	1980*	TOTAL
Cost to ECLA (contribution in kind)	n.d.	n.d.	n.d.	n.d.	n.d.	150,000
Cost to UNEP (contribution in cash)	36,048	95,701	259,855	276,764	345,639	1,014,007
<b>TOTAL</b>						<b>1,164,007</b>

\* Including estimated expenditures until the end of 1980.

6. Additional direct costs relevant to the development of CEP, mainly through project FP/0503-77-03, amounted to US \$110,000, bringing the total expenditures until the end of 1980 to US \$1,274.607.
7. A number of other UNEP-sponsored projects have also been carried out, all contributing to the development of CEP. The total costs of these projects until the end of 1980 amounted to US \$1,783.571, of which US \$526,913 was from UNEP funds. For details on these projects see table 1 and UNEP/CEPAL/WG.48/Inf.24.
8. The results of the preparatory work on the development of the CEP were reviewed at the Meeting of Government-Nominated Experts to Review the Draft Action Plan for the Wider Caribbean Region (Caracas, Venezuela, 28 January - 1 February, 1980). The report of the meeting is available as document E/CEPAL/PROY.3/L.6 and UNEP/ECLA/WG.48/Inf.3.
9. The meeting, for the purposes of the Action Plan, defined the Wider Caribbean as comprising the States and Territories of the insular Caribbean (including the Bahamas), the north-eastern parts of South America from Colombia to the French Department of Guiana, Panama, the States of Central America, Mexico, the Gulf States of the United States, as well as the coastal and open waters of the Caribbean Sea proper, the Gulf of Mexico, and the waters of the Atlantic Ocean adjacent to the States and Territories mentioned above.
10. The Meeting recognized that "the Region is a geographical entity made up of States and Territories with diverse economic and political structures, natural resources, social systems, environmental characteristics and potential development capabilities" and that "the island countries of the Region have special needs owing to the fragility of their ecosystems and their particularly limited carrying capacities."
11. The meeting also recognized that "the principal objectives of the Action Plan are to assist the Governments of the Region in minimizing environmental problems in the Wider Caribbean through assessment of the state of the environment and development activities in environmental management. Furthermore, the Action Plan will establish a framework for activities requiring regional co-operation in order to strengthen the capability of the States and Territories of the Wider Caribbean Region for implementing sound environmental management practices and thus achieve the development of the Region on a sustainable basis. In order to achieve these overall goals, co-operation will specifically include:



Table 1 : UNEP-supported projects contributing towards the development of CEP

(closed project marked with asterisk)

**\*FP/0501-73-05 (248)**

Caribbean Regional and Marine Pollution Workshop

Implementation: IOC and FAO

Signed: 31.12.73

Rev. 1: 6.5.77; Rev. 2: 28.10.77

Starting and closing date: January 1974 - December 1974

Remarks: closed project, followed by FP/0503-76-07

Budget:

TOTAL		1974		1975		1976	
UNEP	Others	UNEP	Others	UNEP	Others	UNEP	Others
4,711	6,900		15/ ?	4,215/ ?		481/ ?	

**\*FP/1200-75-01 (941)**

Selection of Hurricane and early warning, including floor forecasting, systems for Operational Applications in Central America

Implementation: WMO

Signed: 23.3.76

Rev. 1: 31.8.76; Rev. 2: 28.9.76; Rev. 3: 14.6.77; Rev. 4: 3.3.78; Rev. 5: 14.4.78;

Rev. 6: 7.6.78; Rev. 7: 27.7.78; Rev. 8: 3.3.78; Rev. 9: 13.3.79; Rev. 10: 24.6.80.

Starting and closing date: January 1976 - January 1980

Remarks: closed project

Budget:

TOTAL		1976		1977		1978		1979		1980	
UNEP	Others	UNEP	Others	UNEP	Others	UNEP	Others	UNEP	Others	UNEP	Others
78,361/43,000		9,075/39,500		50,916/3,500		17,580/ -		268/ -		522/ -	

Table 1 (continued)

\*FP/0503-76-07 (1181)

International Workshop on Marine Pollution in the Caribbean and Adjacent Regions

Implementation: IOC and FAO

Signed: 20.9.76

Rev. 1: 11.4.78

Starting and closing date: July 1976 - March 1977

Remarks: closed project; follow-up of FP/0501-73-05

Budget:

TOTAL		1976		1977	
UNEP	Others	UNEP	Others	UNEP	Others
28,720/	21,500	13,885/	15,500	14,835/	6,000

\*FP/0503-77-07 (1368)

Preparation of the Directory of Marine and Fisheries Research Centres of the Caribbean and Adjacent Regions

Implementation: IOC

Signed: 7.1.78

Rev. 1: 8.2.79; Rev. 2: 16.10.80

Starting and closing date: January 1978 - July 1979

Remarks: closed project

Budget

TOTAL		1978		1979	
UNEP	Others	UNEP	Others	UNEP	Others
2,518/	10,500	-	/ -	2,518/	10,500

Table 1 (continued)

\*FP/0501-78-02 (1475)

IMCO/UNEP International Workshop on the Prevention, Abatement and Combating of Pollution from Ships in the Caribbean (Cartagena, Colombia)

Implementation: IMCO

Signed: 5.10.78

Rev. 1: 31.3.79; Rev. 2: 20.7.79;

Starting and closing date: October 1978 - April 1979

Remarks: closed project

Budget:

TOTAL		1978		1979	
UNEP	Others	UNEP	Others	UNEP	Others
30,379/11,580		30,279/	5,790	82/	5,790

FP/0302-79-01 (2022); CUB/78-001/A/01/99

Investigation and Control of Marine Pollution in Cuba

Implementation: CECT/COMARNA on behalf of the Cuban Government

Signed: 27.3.79

Rev. 1: 20.9.79;

Starting and closing date: February 1979 - December 1982

Remarks: UNDP project assisted by UNEP; follow-up of a UNDP preparatory project (CUB/77/006) costing US \$1.025.278; contribution of the Cuban Government (2.800.368 pesos) not shown in the budget; UNEP's contribution 0302 budget line, partly in NCC (\$100.000).

Budget:

TOTAL		1979		1980	
UNEP	Others	UNEP	Others	UNEP	Others
235,000/1,025,278		125,000?	?	110,000/	?

Table 1 (continued)

RB/0503-80-08 (2169)

Formulation of a Caribbean oil spill control plan

Implementation: OAS and IMCO

Signed: 18,9,80

Starting and closing date: June 1980 - March 1981

Budget:

TOTAL		1980	
UNEP	Others	UNEP	Others
36,572/	75,000	36,572/	75,000

RB/0503-80-07 (2168)

Protection of the Marine and Coastal Environment of the Caribbean Islands

Implementation: Caribbean Community Secretariat (CARICOM)

Signed:

Starting and closing date: May 1980 - December 1981

Remarks: submitted for approval on 15.2.80; to be financed from the Programme Reserve

Budget:

TOTAL		1980		1981	
UNEP	Others	UNEP	Others	UNEP	Others
248,530/	149,500	110,430/	63,000	138,100/	86,500

- assistance to all countries of the Region recognizing the special situation of the smaller island countries;
  - use of the Region's human, financial and natural resources through technical co-operation between developing countries (TCDC);
  - regional self-reliance through the sharing of experience on common problems;
  - co-operation on problems of a transnational or international nature, including natural and man-induced disasters;
  - stimulation and co-ordination of international assistance activities;
  - strengthening of existing national and subregional institutions;
  - increasing public interest in, and awareness of the environment/development process."
12. The meeting requested the secretariat to convene, prior to the intergovernmental meeting which will consider the adoption of the Action Plan, an additional meeting of experts to review, inter alia, "concrete project proposals with their approximate costs and the proposed operational time frame." The meeting also requested "that the specialized agencies of the United Nations, with their projects, experience and knowledge of the Region, should have as critical a role and function in the implementation of the Action Plan as they had in the preparatory phase, and that every effort should be made to avoid duplication in the activities of implementing the Action Plan."
13. In response to these requests the UNEP/ECLA project team, with the assistance of UNEP's Regional Seas Programme Activity Centre, and with the collaboration of the United Nations Department for International Economic and Social Affairs (UNDIESA), United Nations Industrial Development Organization (UNIDO), Food and Agriculture Organization of the United Nations (FAO), United Nations Educational, Scientific and Cultural Organization (UNESCO), Intergovernmental Oceanographic Commission (IOC) of UNESCO, Pan American Health Organization (PAHO), Inter-Governmental Maritime Consultative Organization (IMCO), the United Nations Disaster Relief Organization (UNDRO), International Union for the Conservation of Nature and Natural Resources (IUCN) and the Caribbean Conservation Association (CCA) prepared a document (UNEP/ECLA/WG.48/4) outlining the operational details of 67 projects.

14. The meeting took note, inter alia, of the document entitled "Options for Financial and Institutional Arrangements" (E/CEPAL/Proy. 3/L.4) and requested the secretariat to provide additional specific information as "any general outlines for institutional arrangements ..... should not be finalized until ..... specific information was available" on "financial implications, concrete project proposals with their approximate costs and the proposed operational time frame".
15. The present document (UNEP/CEPAL/WG.48/5) is prepared as a response to that request and is submitted to the Second Meeting of Government-Nominated Experts to Review the Draft Action Plan for the Wider Caribbean Region (23-27 February 1981) for consideration. The meeting is requested to review the proposed options, taking into account other documents submitted to the meeting (in particular UNEP/ECLA/WG.48/4), and to recommend those deemed as most suitable to support the implementation of the Action Plan on a sound institutional and financial basis.

## II. INSTITUTIONAL ARRANGEMENTS

16. The options proposed for institutional arrangements are based on the following basic assumptions:
  - 16.1 The Governments participating in the Action Plan will be the overall authority to decide about all substantive and financial matters related to CEP.
  - 16.2 The Action Plan will be carried out by various institutions designated by the Governments participating in the CEP.
  - 16.3 Technical and administrative support for the implementation of the Action Plan will be provided by international, intergovernmental, non-governmental and regional organizations whenever necessary.
  - 16.4 The implementation of the Action Plan will be co-ordinated by UNEP through a regional co-ordinating unit (RCU) located in the Wider Caribbean Region.

### Overall authority

17. Overall authority for determining the contents of the Action Plan, monitoring its implementation and directing its course, including the financial implications, will be vested in periodical intergovernmental meetings of Governments participating in the Action Plan, proposed to be convened every two years by the organization entrusted with the overall co-ordination of the Action Plan. The documentation for the

meeting will be submitted to the Governments by the executive head of that organization and the recommendations of the meeting will be also addressed to him.

18. The rules of procedure governing the meetings and conferences organized in connection with CEP will be those used by the organization entrusted with the overall co-ordination of the Action Plan. Specific rules of procedure applicable to meetings organized in the framework of CEP may be developed and agreed by the Governments participating in CEP.
19. In order to reduce costs, the Governments might consider the possibility of holding meetings in conjunction with the meetings of other intergovernmental fora in which they participate (General Assembly of ECLA, Caribbean Development Co-operation Committee CDCC, CEGAN, etc.).
20. In order to ensure during the time between intergovernmental meetings that continuous high level contacts are maintained between the Governments participating in the CEP and UNEP, acting as the overall co-ordinator for the implementation of the Action Plan, two options are proposed:
  - 20.1 Appointment of a Technical Advisory Group consisting of representatives from 5 - 7 States. The appointment of the Group's members could be done at the periodic intergovernmental meetings with a mandate for two or four years.
  - 20.2 Establishment of a permanent Bureau of the States participating in the CEP, consisting of the Chairman, two Vice-Chairmen and the Rapporteur of the most recent periodic intergovernmental meetings.
21. The mandate (terms of reference) of the advisory group or the bureau respectively, would be determined by the intergovernmental meeting.

#### Overall co-ordination

22. The Governments of the States and Territories participating in the Action Plan should assign the responsibility for the overall co-ordination of the CEP to an organization that would in turn be responsible to the Governments for its implementation. It was unanimously suggested by the Meeting of Experts in Caracas that this task should be assigned to UNEP.
23. The designation of UNEP as co-ordinating body would imply that its Executive Director, under the authority of the UNEP Governing Council, will be responsible to the Governments of the States and

Territories of the Wider Caribbean Region for the development and implementation of the Action Plan. In connection with this matter, Decision 17 (IV) paragraph 9 of the UNEP Governing Council requests the Executive Director "to ensure that the catalytic function, co-ordination and integration, as opposed to involvement in longer-term activities of a primarily executive character, always constitutes the main contribution of the Programme in its endeavours to ensure the protection and improvement of the environment." At the same time UNEP will, within resources available continue to contribute towards initiating activities approved under the Caribbean Action Plan, pending provision of financial support by the Governments of the Region through a trust fund or any other mechanism they decide. It is expected that participating Governments will gradually assume responsibility for direction and financial support of the implementation of the Plan.

24. It will be the specific responsibility of the Executive Director of UNEP to ensure close co-ordination of all the elements constituting the Action Plan in order to ensure that they comply with the wishes of the participating Governments.

#### Regional Co-ordinating Unit (RCU)

25. It is considered essential to establish a small but technically competent Regional Co-ordinating Unit (RCU) to ensure, through its day-to-day contacts with all those involved, the timely and harmonious implementation of the Action Plan.
26. The RCU should operate under the authority of the organization to which the Governments will assign the task of overall co-ordination of the Action Plan (UNEP).
27. The RCU should be kept to the minimum size possible to ensure maximum use of funds available for support activities as set forth in the approved Action Plan. To this end great care must be exercised in determining the terms of reference, the administrative arrangements, the location, and the staff structure of the RCU.

#### (a) Terms of reference

28. The principal function of the RCU should be technical, i.e. to promote and co-ordinate the work of national and subregional institutions which will carry out the various activities agreed as part of the Caribbean Action Plan. In this connection, the RCU will maintain, on technical matters, direct contact with international and intergovernmental organizations supporting the CEP and with the Governments concerned.



29. The RCU should not itself conduct research, but serve as a referral centre providing information and identifying experts and institutions to aid participating States and Territories in solving specific environmental problems.
30. The RCU should also be technically responsible for preparing and organizing periodic meetings of experts and intergovernmental meetings convened to assess the progress of the Action Plan and to consider the adoption of the new programme elements, protocols or conventions if their preparation has been requested by the Governments participating in the Action Plan.
31. In the initial period of its existence the main task of RCU would be to finalize the negotiations with the Governments, international, intergovernmental and regional organizations and national institutions on projects which will have been assigned the highest priority by the forthcoming intergovernmental meeting.

(b) Administrative arrangements

32. The administrative arrangements for RCU will, if UNEP is designated as the organization responsible for the overall co-ordination of CEP, be determined by the Executive Director of UNEP in the light of decisions as to the terms of reference, location and resources available.

(c) Location

33. The physical location of the RCU will affect its operational efficiency and cost significantly. Naturally, the RCU should be sited in the Wider Caribbean Region but, in choosing a location, the following points should be borne in mind:
  - local availability of support from the organization under whose authority the RCU operates;
  - proximity to other organizations supporting the implementation of the Action Plan, in particular the organization to which the overall co-ordination has been assigned;
  - suitable telecommunication and travel conditions;
  - local availability of back-up services, such as translators, interpreters, libraries, data banks and computer facilities;
  - other factors bearing on the cost and efficient functioning of the RCU.

34. The signing of a "headquarters agreement" between the organization under which authority RCU operates and the Government prepared to host the RCU is one of the basic conditions to be fulfilled before the RCU can be established in any country.
35. By correspondence UNEP has contacted all States and Territories of the Wider Caribbean Region about the possible location of RCU.
36. Offers to host the RCU have been received in writing from Bahamas, Colombia, Costa Rica, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Nicaragua and Venezuela. Several Governments have suggested the co-location of RCU with the UNEP Regional Office for Latin America and the Caribbean in Mexico as a possible solution.
37. None of the Governments mentioned in paragraph 36 have yet confirmed in writing their readiness to sign the "headquarters agreement" or to contribute in kind (office space or services free of charge) towards the cost of RCU.
38. The financial implications of the various options for location of RCU have been studied in consultation with the Governments expressing interest in hosting the unit and are presented in table 2 to this document.

(d) Personnel (staff)

39. The staff of the RCU should be recruited from the nationals of the States and Territories participating in the Action Plan in accordance with the procedures applicable to the staff of the organization charged with the overall co-ordination of the Action Plan (UNEP).
40. Initially the RCU would consist of 2 professionals and two general service staff and would be supported by other existing substantive and administrative units of the organization under whose authority it would operate (UNEP).
41. With the further development of the CEP, i.e. when the volume of activities expected to be carried out by RCU increases and when adequate financial resources have been secured, the staff of RCU will be increased in order to meet the new requirements. The optimal size of RCU's staff may comprise:

- 1 Programme Co-ordinator
- 2 Programme Officers
- 1 Administrative Officer
- 1 Senior Secretary
- 1 Bilingual Secretary
- 1 Typist
- 1 Telephone/telex operator
- 1 Messenger

Table 2 : Estimated Co-ordination Costs in Relation to the Location of RCU (in thousands of US \$)

	Professional		General Services		Consultants		Conference Services		General Operating Costs		Non-Expendables		Travel		TOTAL	
	81	82	81	82	81	82	81	82	81	82	81	82	81	82	81	82
Bahamas	267	276.3	25	30	50	15	14	15	15	20	40	10	30	30	441	396.3
Colombia	242.6	246.6	30	40	50	15	14	15	15	20	40	10	30	30	421.6	376.6
Costa Rica	243	257.5	65	75	50	15	14	15	15	20	40	10	20	20	447	412.5
Dominican Republic	239.2	241.5	50	60	50	15	14	15	15	20	40	10	15	15	423.2	376.5
Grenada	238.6	242.5	15	18	50	15	14	15	15	20	40	10	30	30	402.6	350.5
Guyana	238.5	245.8	20	30	50	15	14	15	15	20	40	10	20	20	397.5	355.8
Haiti	246.3	249.8	36	40	50	15	14	15	15	20	40	10	30	30	431.3	379.8
Jamaica	238.5	242	35	45	50	15	14	15	15	20	40	10	15	15	407.5	362
Mexico	211.5	217.5	60	68	50	15	14	15	11	12	26	7	35	35	407.5	369.5
Nicaragua	239	242	35	45	50	15	14	15	15	20	40	10	20	20	413	367
Venezuela	320.3	328.4	85	95	50	15	20	25	20	25	40	10	20	20	555.3	518.4

42. As the programme gathers momentum, it may become necessary to recruit a data processor and additional supporting staff.
43. It is understood that for the tasks requiring specific expertise, the RCU will be assisted by consultants preferably selected from the Region.

#### National focal points (NFP)

44. The active participation and co-operation of the Governments of the participating States and Territories is the basic prerequisite for the success of the Action Plan. In order to achieve efficient and well-co-ordinated co-operation, each of the States and Territories will establish a national focal point (NFP) to deal with and co-ordinate all matters relating to the Action Plan. Such focal points should be established at a high decision-making level or be assigned to an already existing mechanism in order to facilitate the tasks involved.
45. The role of the national focal points will be:
  - to co-ordinate the input of their national institutions into the Action Plan;
  - to maintain links with the regional co-ordinating unit of the Action plan; and
  - to keep the respective Governments informed of the progress of the Action Plan.

#### National institutions (NI)

46. The organization responsible for overall co-ordination of CEP (UNEP) will invite Governments to designate one or more national institutions to participate in various activities and projects of the Action Plan in which they have particular interest.
47. The national institutions will furnish the institutional basis for activities agreed upon by Governments as part of CEP and will be the principal executants of specific activities.
48. In order to enable national institutions to participate fully in activities agreed upon by Governments, the RCU will co-ordinate technical and managerial assistance (equipment, training and the like) through the Action Plan to national institutions so requiring. In certain cases bilateral assistance may be provided under rule 204.1 of Environment Fund as counterpart contribution.

#### Subregional and regional institutions/organizations

49. In so far as possible, existing subregional and regional institutions, including non-governmental organizations, would be used for the implementation of specific activities or for supporting them. These organizations will be significantly strengthened as a direct result of their participation in CEP through the inclusion of the environmental dimension in their own programmes and activities. Under the general guidance of the organization responsible for the overall co-ordination (UNEP), it is hoped that technical support will be forthcoming from various competent organizations such as those appearing on the provisional list in table 3.
50. Whenever necessary, technical and managerial assistance will be provided through the Action Plan to participating subregional and regional institutions.
51. Some examples of co-operation with subregional and regional organizations on the Caribbean Action Plan related projects are described in document UNEP/CEPAL/WG.48/INF.24.

#### Networking

52. In principle, each of the activities agreed as part of the Action Plan would be carried out by several national institutions (NI) located in the various States and Territories of the Region. They should be linked in networks of co-operating institutions.
53. The regional (RI) and subregional institutions (SRI) participating in specific activities should also be considered as members of the networks.
54. Whenever appropriate, one member of each network should assume the role of the regional activity center (RAC) for that network and co-ordinate the activity for which the network was established.
55. The co-ordination of the activities carried out by different networks will be achieved through RCU.

#### International organizations

56. The assistance of the international organizations, in particular specialized bodies of the United Nations system, is essential for the implementation of the Action Plan and, therefore, their technical and managerial support for specific projects will be solicited. The RCU will, in general, assume responsibility for co-ordinating such support.
57. Some examples of co-operation with international organizations on the Caribbean Action Plan related projects are described in document UNEP/WG.48/INF.24.

Table 3: Organizations which could provide technical support for the implementation of the Caribbean Environment Programme

(The list is not considered to be exhaustive)

United Nations System Organizations

United Nations Headquarters (UN)  
Economic Commission for Latin America (ECLA)  
Office of the United Nations Disaster Relief Co-ordinator (UNDRO)  
United Nations Industrial Development Organization (UNIDO)  
United Nations Centre for Human Settlements (HABITAT)

Specialized Agencies

International Labour Organization (ILO)  
Food and Agriculture Organization of the United Nations (FAO)  
United Nations Educational, Scientific and Cultural Organization (UNESCO)  
Intergovernmental Oceanographic Commission (IOC)  
World Health Organization (WHO)  
World Meteorological Organization (WMO)  
Inter-Governmental Maritime Consultative Organization (IMCO)

Other Organizations (International, Regional and Subregional listed in alphabetical order)

Association of Caribbean Universities and Research Institutes  
Caribbean Agricultural Research and Development Institute (CARDI)  
Caribbean Conservation Association (CCA)  
Caribbean Community Secretariat (CARICOM)  
Caribbean Epidemiology Centre (CAREC)  
Caribbean Food and Nutrition Institute (CFNI)  
Caribbean Industrial Research Institute (CARIRI)  
Caribbean Meteorological Organization (CMO)  
Caribbean Tourism Research Centre (CTRC)  
Centro Agronomico Tropical de Investigacion (CATIE)  
Centro Cientifico Tropical (CCT)  
Centro de Ecologia Tropical (CET)  
Centro Internacional de Agricultura Tropical (CIAT)  
Centro Interamericano de Fotointerpretacion (CIAF)  
Centro Mesoamericano de Estudios sobre Tecnologia Apropriada (CEMAT)  
Centro Panamericano de Ecologia Humana y Salud (ECO)  
Comite Regional de Recursos Hidraulicos (CCRH)  
Commonwealth Institute of Biological Control  
Gulf and Caribbean Fisheries Institute  
Instituto Centroamericano de Investigacion y Tecnologia Industrial (ICAITI)  
Instituto Forestal Latinoamericano de Investigacion (IFLAIC)  
Instituto de Nutricion de Centro America y Panama (INCAP)  
IOC Regional Association for the Caribbean and Adjacent Regions (IOCARIBE)  
International Union for the Conservation of Nature (IUCN)  
Organization of American States (OAS)  
Organizacion Latinamericana de Energia (OLADE)

#### Communication links

58. The suggested communication links on policy and technical matters between the various elements of the proposed institutional arrangements are indicated in figures 1 and 2.

### III. FINANCIAL ARRANGEMENTS

59. The implementation of the agreed Action Plan for the CEP should be financially self-supporting, i.e. financed by contributions from the Governments participating in the Action Plan and from other sources available on a project funding basis.

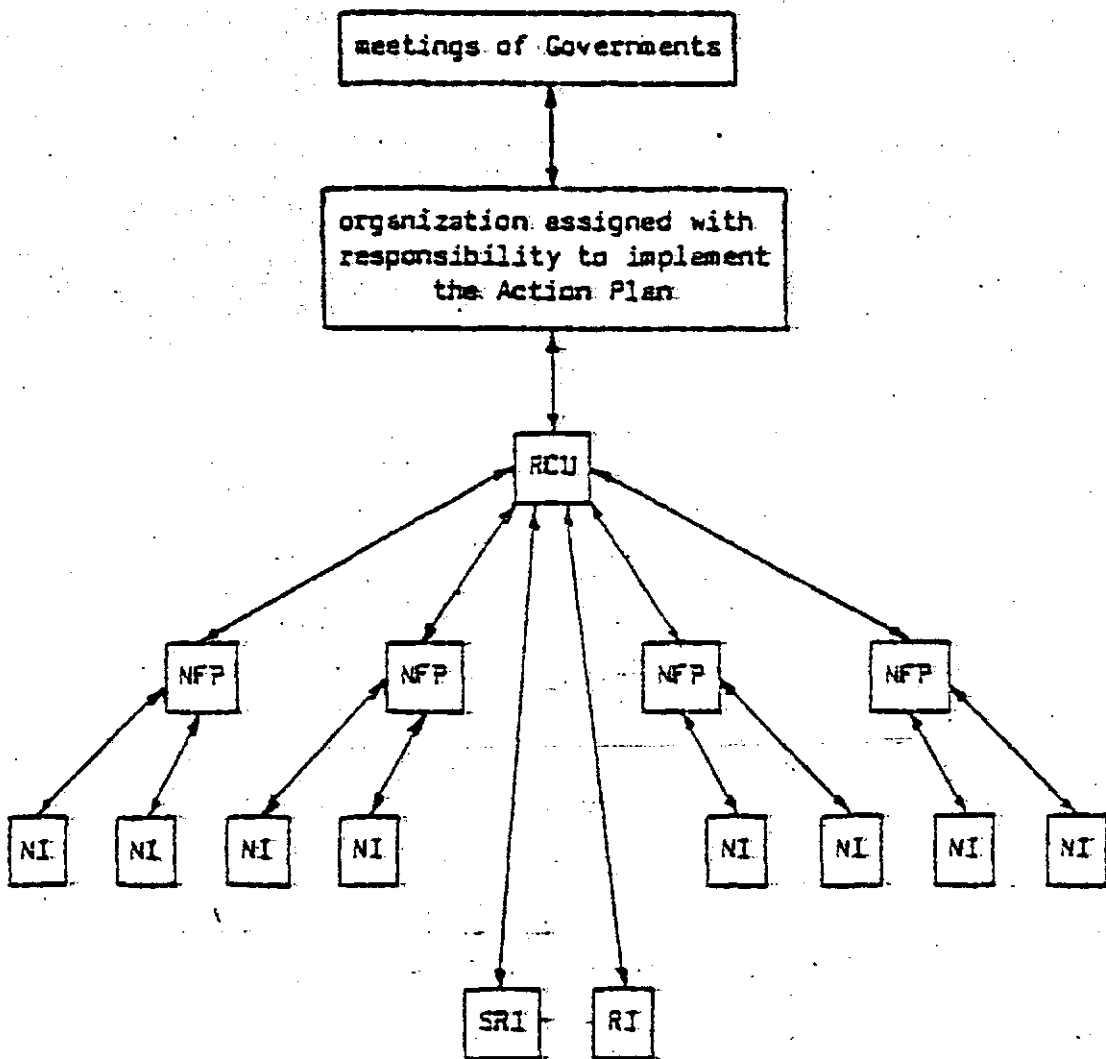
#### Financial support

60. Financial support for the activities agreed as part of the Caribbean Action Plan could come from several sources:
- 60.1 Voluntary contributions from States and Territories participating in the Action Plan;
  - 60.2 Voluntary contributions from States supporting the Action Plan but not participating in it;
  - 60.3 Support from the United Nations organizations on a project funding basis;
  - 60.4 Contributions from the regional and international organizations which are not part of the United Nations system, in most cases on a project-funding basis.
61. All these contributions could be in cash or in kind (staff, time experts, training, facilities, services, etc.). Although contributions in kind could be of great importance, contributions in cash are essential for the implementation of the Action Plan.

#### Funding mechanisms

62. Two parallel mechanisms are envisaged as channels of cash contributions:
- 62.1 A Caribbean Trust Fund (CTF) to cover the expenses related to common cost (co-ordination, meetings, etc.) and the costs of specific projects (activities) of general interest to all participants in the Action Plan;
  - 62.2 Contributions to specific projects (activities) agreed as part of the action Plan.

Fig. 1. Communication links on policy matters



RCU : Regional Co-ordinating Unit

NFP : National Focal Point

NI : National Institution

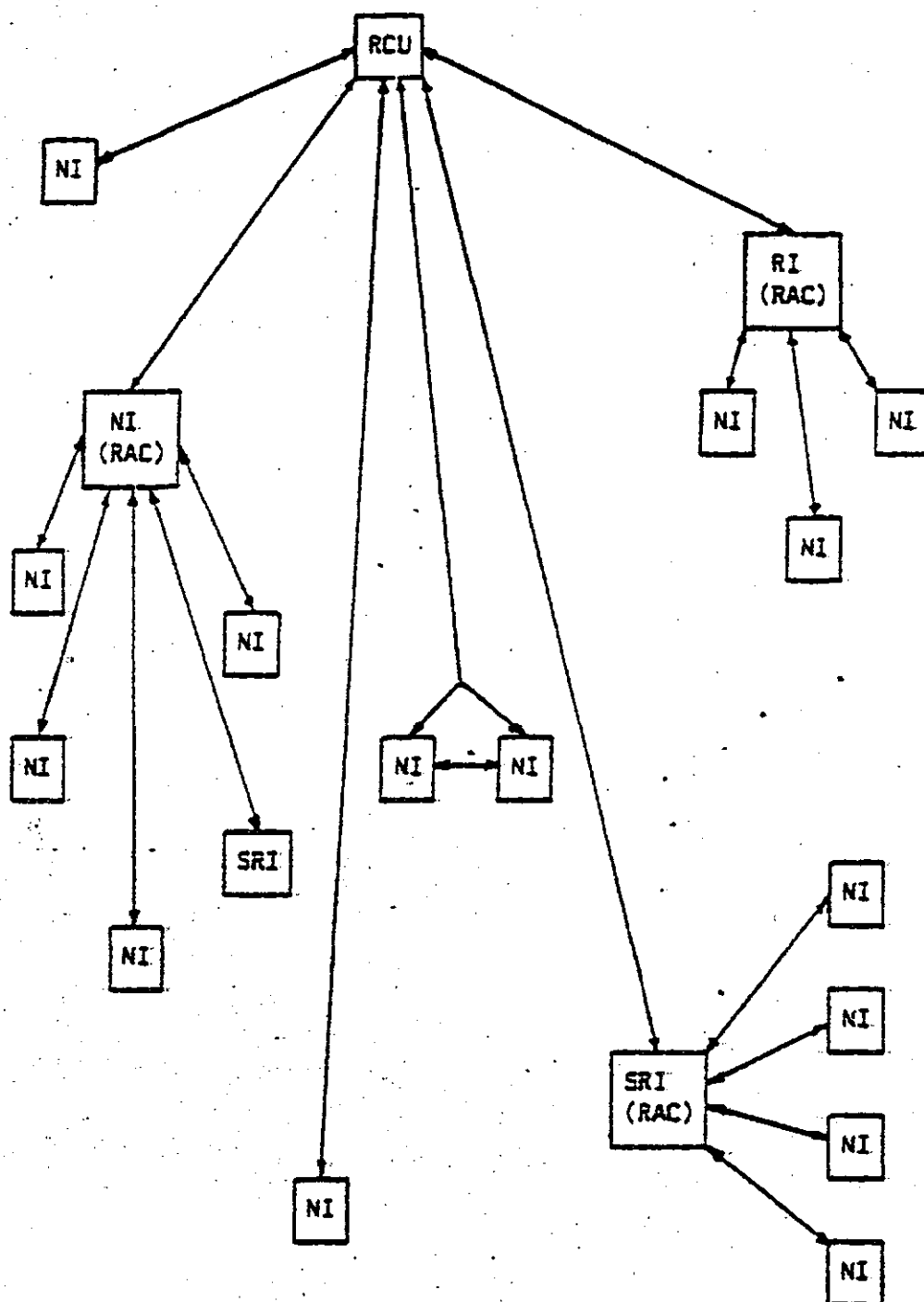
RI : Regional Institution (organization)

SRI : Subregional Institution (organization)

Note : links with international organization not indicated in this simplified scheme



Fig. 2 : Communication links on technical matters  
(implementation of specific activities through networks)



RCU : Regional Co-ordinating unit  
NI : National Institution  
RI : Regional Institution (organization)  
SRI : Subregional Institution (organization)  
RAC : Regional Activity Centre

Note : links with international organizations not indicated in this simplified scheme

63. While not neglecting the importance of support to specific projects, the early establishment of a Trust Fund seems to be prerequisite for the implementation of the Action Plan in the long run.
64. Contributions to the Trust Fund could be primarily expected to come as voluntary (pledged) contributions from States and Territories participating in the Action Plan, including the States having Caribbean Territories. To a smaller extent, contributions, to the Trust Fund could also be expected from States supporting the Action Plan but not participating in it.
65. Contributions from the United Nations System and other supporting organizations should be mainly expected on a project-funding basis.
66. UNEP, if designated as the organization responsible for the overall co-ordination of the CEP's implementation (see paragraphs 22-24) would be ready to provide substantive financial contributions towards the implementation of CEP in its initial phase (US \$800,000 in 1981, US \$300,000 in 1982 and US \$280,000 in 1983) under the condition that the Governments participating in the CEP agree to support it financially in the later stage, and with the understanding that UNEP's contribution towards administrative costs would have to be phased out in 3-4 years, whereas its long-term catalytic support to some programme activities would continue to be considered on the basis of merit.

#### Contributions to the Trust Fund (CTF)

67. There are many possible ways to determine the level of voluntary contributions of the participating States and Territories to the Trust Fund.
68. Table 4 shows the possible options to determine a mutually agreeable scale of voluntary contributions to the Trust Fund assuming that all Caribbean States and States having Caribbean Territories will contribute to it. As the basis for the calculation, the proposed scale of assessment to the United Nations budget (in percent of contributions of all United Nations States Members) for the period 1980-1982 was used (column A in table 4).
69. The total contribution of the Caribbean States and States having Caribbean Territories to the United Nations budget is 39,06 per cent. Column B of table 4 shows the percent that each State contributes to the total UN share of the Wider Caribbean Region (39,06 percent). This scale may provide a basis for an agreement regarding contributions of each State to the CTF.

Table 4 : Suggested options for calculating contributions to the Caribbean Trust Fund (all figures given as per cents, for explanation see paragraphs 67 - 71)..

STATES OR TERRITORIES	A	B	C	D	E
Bahamas	0.01	0.0256	0.0749	0.4230	0.4485
Barbados	0.01	0.0256	0.0749	0.4230	0.4485
Belize	n.d.	-	-	0.4000	0.4000
Colombia	0.11	0.2816	0.8234	0.6535	0.9335
Costa Rica	0.02	0.0512	0.1497	0.4461	0.4970
Cuba	0.11	0.2816	0.8234	0.6535	0.9335
Dominica	0.01	0.0256	0.0749	0.4230	0.4485
Dominican Republic	0.03	0.0768	0.2246	0.4691	0.5455
France	6.26	16.0269	25.0000	14.8237	25.0000
Grenada	0.01	0.0256	0.0749	0.4230	0.4485
Guatemala	0.02	0.0512	0.0149	0.4461	0.4970
Guyana	0.01	0.0256	0.0749	0.4230	0.4485
Haiti	0.01	0.0256	0.0749	0.4230	0.4485
Honduras	0.01	0.0265	0.0749	0.4230	0.4485
Jamaica	0.02	0.0512	0.1497	0.4461	0.4970
Mexico	0.76	1.9458	5.6886	2.1511	4.0862
Netherlands	1.63	4.1731	12.2005	4.1557	8.3060
Nicaragua	0.01	0.0256	0.0749	0.4230	0.4485
Panama	0.02	0.0512	0.1497	0.4461	0.4970
St. Lucia	n.d.	-	-	0.4000	0.4000
Suriname	0.01	0.0256	0.0749	0.4230	0.4485
Trinidad and Tobago	0.03	0.0768	0.2246	0.4691	0.5455
United Kingdom	4.46	11.4185	25.0000	10.6763	25.0000
United States	25.00	64.0050	25.0000	58.0025	25.0000
Venezuela	0.50	1.2801	3.7425	1.5521	2.8254
Total	39.06	100.0014	100.0005	99.998	100.001

Column A: Assessed contributions of the Caribbean States to the global UN budget (1980-1982) according to General Assembly document A/34/11 Supplement No. 11 (United Nations, 1979)

Column B: Relative contributions of the Caribbean States to the global UN budget ( $B = 2.5602 A$ ).

Column C: Contributions if "25% maximum" principle applied ( $C = 7.4850 A$ )

Column D: Contributions if "0.4% entrance fee" principle applied ( $D = 0.4 + 2.3041 A$ ).

Column E: Contributions if "25% maximum" and "0.4% entrance fee" principle applied ( $E = 0.4 + 8.503 A$ ).

70. Column C of the table 4 is a modification of column B, based on the application of the "25 per cent maximum" principle according to which no contributor pays more than 25 per cent. The repartition of contributions as given in this column could be considered as another option.
71. Further alternatives for the scale of voluntary contributions to the Trust Fund may be based on the scheme according to which each of the participants in the Action Plan contributes, on equal terms ("entrance fee"), to cover a certain per cent (10-25 per cent) of overall cash requirements, leaving the rest to be contributed according to the scale proposed in column B or C of table 4. These alternatives are shown in columns D and E of table 4. Column D is based on the assumption that 10 per cent of the total contributions to the Trust Fund is equally shared among the Caribbean States and Territories (0.4 per cent from each of the 25 prospective participants in the Trust Fund) while the rest is contributed according to the UN scale. Column E is a further modification of column D which includes the "25 per cent maximum" principle.

#### Management of financial resources

72. The management of financial resources, particularly with respect to a Trust Fund, should be decided upon by the Governments contributing to the financing of the Action Plan. In principle the management of these resources should be the responsibility of one of the following:
  - 72.1 The organization designated to co-ordinate the implementation of the Action Plan under the supervision of the participating Governments;
  - 72.2 Any State participating in the Action Plan;
  - 72.3 An independent financial institution.
73. Should UNEP or another United Nations organization be designated for the management of the Trust Fund it would be subject to the procedures outlined in document ST/SGR/146/REV.1, entitled "Establishment and Management of Trust Funds," which stipulates that trust funds are governed by the UN Financial Regulations and Rules, the UN Staff Regulations and Rules, and other administrative policies or procedures promulgated by the Secretary General. While the Secretary-General is the custodian of such trust funds, he may delegate authority to the Executive Director or other head of a UN organization, for the administration of the Trust Fund.

74. A standard 13 percent is levied in respect of all activities financed under trust funds by the United Nations to cover programme support costs (or overheads). These overheads will be borne by the Trust Fund itself. The provision for support costs will be used to contribute towards necessary administration of the Trust Fund and operational programme. If a non-UN organization is designated to manage the Trust Fund, the UN rules will not necessarily apply but the administrative cost to that organization for managing the Trust Fund may be chargeable to the Trust Fund.
75. Contributions to the Trust Fund should be paid according to a time-frame agreed to before the Trust Fund is established and phased so as to provide resources for the Trust Fund in advance of the planned activities in the implementation of the Action Plan.

#### IV. BUDGET PROPOSAL

76. Although it is difficult to predict with certainty the decisions of the Governments at the forthcoming intergovernmental meeting as to the:

- priority assigned to the various projects outlined in document UNEP/ECLA/WG.48/4;
- timetable agreed for their implementation;
- modifications that may be introduced in the proposed projects and which may influence their costs; and
- category to which the projects will be assigned (i.e. project of common interest to be financed through the Trust Fund or project of specific interest to be financed on project funding basis),

assuming that the timetable for the implementation of projects agreed by the intergovernmental meeting will be close to that shown in table 5 and that the RCU will be established as indicated in paragraph 31 of this document, the financial requirements for the implementation of the CEP in the 1981-1983 triennium could be presented as shown in table 6.

77. The budget as proposed in table 6 is divided into:

- 77.1 Cost of projects expected to be designated as projects of common interest to all participants in CEP. It includes for 1981 UNEP's commitment of US \$138,000 to the ongoing project on "Protection of the marine and coastal

Table 5    Timetable for the implementation of co-operative projects of Caribbean Action Plan  
(project numbers refer to those used in INEP/CPPAL/WG.4U/4).

Project Number	Months															
	2	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32
1/1	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
1/2	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
1/3	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
2	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
3	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
4	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
5	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
6	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
6/1	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
7	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
8/1	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
8/1/1	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
8/2	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
8/3/1	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
8/4/1	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
8/4/2	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
8/4/3	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
8/4/4	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
8/5	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
8/5/1	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
9/1	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
9/2	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
9/3	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///
9/4	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///	///

//////// Projects that could be considered of common interest for the States and Territories of the Region and which are suitable of financing by the proposed Caribbean Regional Trust Fund.

Table 5: Timetable for the implementation of co-operative projects of Caribbean Action Plan  
(Continued)

Project Number	Start of CAP	Months																							
		2	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38	40	42	44	46	48
9/5																									
9/6																									
9/7								////	////	////	////	////	////												
10								////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////
11																									
12																									
13/1																									
13/2								////	////	////	////	////	////												
13/3														////	////	////	////	////	////	////	////	////	////	////	////
13/4																									
13/5																									
13/6																									
14																									
15														////	////	////	////	////	////	////	////	////	////	////	////
16																									
17	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////
18								////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////
19								////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////	////
19/1																									
20																									
20/1																									
21																									
22														////	////	////	////	////	////	////	////	////	////	////	////

//// Projects that could be considered of common interest for the States and Territories of the Region and which are suitable of/financing by the proposed Caribbean Regional Trust Fund.

Table 5: Timetable for the implementation of co-operative projects of Caribbean Action Plan  
(Continued)

Project Number	Start of CAP	Months																							
		2	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38	40	42	44	46	48
23/1																									
23/2																									
24								////	////	////	////	////	////												
25								////	////	////	////	////	////												
26	////	////	////	////	////	////	////	////																	
27																									
28																									
29																									
30														////	////	////	////	////	////	////	////	////	////	////	////
31								////	////	////	////	////	////												
32																									
33																									
34																									
35																									
35/1								////	////	////	////	////	////	////	////	////	////	////	////						
36/1	////	////	////	////	////	////	////	////																	
36/2																									
36/3								////	////	////	////	////	////	////	////	////	////	////	////						

////// Projects that could be considered of common interest for the States and Territories of the Region and which are suitable of financing by the proposed Caribbean Regional Trust Fund.



**Table 6 : Budget projection for the implementation of the Action Plan  
for CEP in the 1981 - 1983 biennium (in thousands of US \$).  
For explanations see paragraph 70.**

Activities	Sources of funds	1981	1982	1983	Total
Projects of common interest	UNEP	350	250	250	850
	CTF	-	500	850	1,350
Projects of specific interest	Governments	300	500	1,000	1,800
	Other sources	-	1,000	1,700	2,700
Co-ordination costs	UNEP	450	50	30	530
	CTF	-	450	520	970
TOTAL		1,100	2,750	4,350	8,200

environment of the Caribbean Islands, RB/0503-80-07" (see table 1 and UNEP/CEPAL/WG.46/Inf. 24) leaving for that year US \$212,000 for new project activities which would be eligible for financing from UNEP funds. No funds are envisaged to be made available in 1981 from CTF for any project activities. Subject to availability of funds UNEP would be ready to consider contributing in 1982 and 1983, on a project funding basis, US \$250,000 annually for projects of common interest, under the condition that the Governments are ready to provide through CTF the indicated US \$400,000 and US \$750,000 respectively as matching funds for the same projects in that period.

77.2 Cost of projects expected to be designated as projects of specific interest to one or several countries. The financing of these projects, on a project funding basis is expected to be secured through specially designated funds channelled through the Trust Fund which may be provided by the interested Governments and from other sources which may be interested to support these projects (UNDP, CDB, USAID, etc.).

77.3 The costs of co-ordination include the financial resources needed for the establishment and operation of RCU, for the servicing of various meetings, for the management of CTF and other costs relevant to the co-ordination of the development and implementation of the CEP. Subject to the availability of funds UNEP is ready to consider assuming the total co-ordination costs in 1981 (US \$450,000) and contribute towards these costs in 1982 and 1983 (US \$50,000 and US \$30,000 respectively) under the condition that the Governments are ready to provide through CTF the indicated US \$450,000 and US \$520,000 respectively as matching funds for the same period. For the organization of the meeting of experts, for the forthcoming intergovernmental meeting and for other costs related to the development of CEP US \$343,012 have already been committed by UNEP in 1981.

78. Consequently, the financial requirements, as indicated in table 6, are expected to be provided from the following sources (in thousands of US\$):

Sources of funds	1981	1982	1983	Total
UNEP	800	300	280	1,380 (16.8%)
CTF	-	950	1,370	2,320 (28.3%)
Governments besides CTF	300	500	1,000	1,800 (22.0%)
Other sources	-	1,000	1,700	2,700 (32.9%)
Total	1,100 (13.4%)	2,750 (33.5%)	4,350 (53.1%)	8,200 (100%) (100%)

79. The expected actual contributions to the Trust Fund on a country-by-country basis, if the budget proposed in paragraph 77 is accepted, are illustrated in table 7 for each of the options indicated in table 4.

## V. CONCLUSIONS

80. It is assumed that, on the basis of the recommendations of the Second Meeting of Government-Nominated Experts to Review the Draft Action Plan for the Wider Caribbean Region 23-27 February 1980), the Intergovernmental Meeting on the Action Plan for the CEP will:

- 80.1. Adopt the Action Plan for the CEP;
- 80.2. Decide on the projects (activities) to be carried out in the framework of CEP and on the timetable of their implementation until the end of 1983;
- 80.3. Decide on financial arrangements, including on the establishment of a Caribbean Trust Fund to provide financial support in the period January 1982-December 1983 for the expenditures agreed as costs of projects (activities) of common interest to all participants in CEP;
- 80.4. Decide on institutional arrangements needed to support the implementation of the Action Plan, including the possible

Table 7. Actual contributions (in US\$) in the 1982-1983 biennium to the Caribbean Trust Fund according to various options presented in table 4 and assuming a budget as presented in table 6.

State or Territories	B	C	D	E
Bahamas	594	1,738	9,814	10,405
Barbados	594	1,738	9,814	10,405
Belize	-	-	9,280	9,280
Columbia	6,533	19,103	15,161	21,657
Costa Rica	1,188	3,473	10,350	11,530
Cuba	6,533	19,103	15,161	21,657
Dominica	594	1,738	9,814	10,405
Dominican Republic	1,782	5,211	10,883	12,656
France	371,824	580,000	343,910	580,000
Grenada	594	1,738	9,814	10,405
Guatemala	1,188	3,473	10,350	11,530
Guyana	594	1,738	9,814	10,405
Haiti	594	1,738	9,814	10,405
Honduras	594	1,738	9,814	10,405
Jamaica	1,188	3,473	10,350	11,530
Mexico	45,143	131,976	49,906	94,780
Netherlands	96,816	283,051	96,412	192,699
Nicaragua	594	1,738	9,814	10,405
Panama	1,188	3,473	10,350	11,530
St. Lucia	-	-	9,280	9,280
Suriname	594	1,738	9,814	10,405
Trinidad and Tobago	1,782	5,211	10,883	12,656
United Kingdom	264,909	580,000	247,690	580,000
United States	1,484,916	580,000	1,345,658	580,000
Venezuela	29,698	86,826	36,008	65,549
Total	2,320,000	2,320,000	2,320,000	2,320,000

Column B : Contributions according to simple UN scale assessment.

Column C : Contributions according to UN scale assessment modified by "25% maximum" principle.

Column D : Contributions according to UN scale assessment modified by "0.4% entrance fee".

Column E : Contributions according to UN scale assessment modified by "0.4% entrance fee" and "25% maximum" principle.

designation of UNEP as the organization responsible for the overall co-ordination of the CEP's implementation and for the management of the Caribbean Trust Fund.

81. In order to facilitate reaching these decisions the clear recommendations of this meeting on items listed in the four sub-paragraphs above are essential.

