

Report on the writeshop on adaptive capacity for marine protected area governance in the eastern Caribbean



18-19 September 2012, Grenada



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Disclaimer

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OPENING SESSION



The writeshop was held at the Fisheries Division conference room, Melville St., St. George's. Roland Baldeo, Chief Fisheries Officer (Ag.) and MPA Coordinator extended a warm welcome to all participants. He noted that the *Adaptive Capacity for MPA governance in the Eastern Caribbean* project has been a learning process. He noted that MPAs are at critical stage in Grenada and have moved into a new stage of development. Participants were told he had received a proposal for a major sub-regional externally-funded and led MPA project starting in 2013 and further noted that there were a number of other MPA initiatives for implementation in 2013. He

stated that he was appreciative of the MPA governance project as it "set the context of where we are and where we are going."

Nadia Cazaubon, Officer-in-Charge, SMMA, extended thanks to the entire CERMES MPA governance project team for including SMMA in the project. She noted that although the SMMA was relatively young (a teenager) and still developing. She stated that, "every bit of assistance we can get in refining our management structure and operations is appreciated."

Kenneth Williams, Manager, TCMP was grateful to CERMES and all stakeholders for including the TCMP in the MPA governance project. He noted that the TCMP Board of Directors was appreciative for inclusion of the marine park in these workshops. He further stated that visitor numbers to the TCMP are down and new ways to improve sustainability need to be explored. "What we learn here will help us a lot." It was his hope that the MPAs that participated in the project could work together after project conclusion.

After also welcoming participants (Appendix 1) to the fourth and final project workshop, Patrick McConney, CERMES Senior Lecturer and the project manager, went through the agenda with participants (Appendix 2).

WORKSHOP OBJECTIVES AND EXPECTATIONS

Specific workshop activities highlighted included:

- The need to determine how to deal with outstanding activities (reports on fieldwork)
- A review of actual outputs (workshop and follow-up fieldwork activity reports)
- Discussion about products and writing teams; ensure multi-country teams work together
- Determination of directions forward to sustain the benefits obtained under the project

McConney briefly went through the workshop package. Participants were referred to the report outline for a CERMES technical report; a list of project outputs taken from the web site; assessment forms for identification and comparison of changes in capacity (personal and MPA site) during the project period; and a workshop evaluation form (Appendix 3). Participants were asked to review the capacity assessment forms before completing them (see CERMES Technical Report No. 60).

Participants referred to the writeshop objectives written in the project proposal and were asked for their own expectations and what they wanted to achieve during the writeshop. One more expectation was voiced:

- Update on MPA news for the five project sites

Expectations were revisited later in the workshop but they remained the same.



McConney introduced and guided participants through the draft report outline: explaining document composition and reasons for the proposed structure (see Table of Contents in Appendix 4). He told participants that they were welcome to make suggestions on what they want to see in the report. Final technical reports of projects are usually made into CERMES technical reports (CTR) and uploaded to the CERMES website. The MPA Governance CTR may have more durability than the project since project pages are normally removed to make room for others. Participants were told that their output has the potential to be viewed by an international

audience. Therefore the report should speak mainly to the project goal and objectives – report on how well or not the objectives were achieved.

McConney told participants that on the second day of the writeshop he would ask them to go shopping online for publications that people may want to obtain for reference and use. The focus would be on those resources not freely available. Participants could create a shopping cart on Amazon.com and purchase publications dependent on sufficient funds. Since there was a paucity of MPA publications available on Amazon, this activity was later abandoned. Participants agreed, however, to source publications from several UN agencies and NGOs. These would be printed copies of what they had already received electronically in the project.

PROGRESS UPDATE ON THIRD WORKSHOP FOLLOW-UP ACTIVITIES

Since reports on the follow-up activities that took place after the third workshop had not been submitted, participants were asked to provide a progress update and share information on activities at all sites as all participants were not aware of what each site had done. The St. Lucia report had been almost completed but not shared; TCMP was digesting follow-up activity information; and Grenada had not completed their report. Summaries follow:

Soufriere Marine Management Association (SMMA), St. Lucia

- SMMA shared results of activities by going through the compiled draft report: revised SMMA/CAMA map; produced colouring book, reproduced SMMA DVD, sponsored SMMA men's basketball tournament
- Update at SMMA – new manager (Ms. Compton-Antoine) and chairman of the Board (Mr. Charles).
- SMMA area of management may eventually extend to Marigot as a west coast managed area

Tobago Cays Marine Park (TCMP), St. Vincent and the Grenadines

- TCMP shared results of its activity: development of a three-year strategic plan addressing six primary objectives, the consultant report for which had recently been received
- Next step is to take the strategic plan to the Board for review and approval
- Responsibility for the TCMP has been moved from the Ministry of National Security to the Ministry of Tourism but the TCMP has not yet been informed of this and were uncertain of the implications

Molinere/Beausejour (MBMPA), Woburn/Clarke's Court Bay (WCCB) and Sandy Island/Oyster Bed (SIOB) Marine Protected Areas

- Data entry training workshop for MPA staff
- Additional update: Review of amendments that could be made to MPA regulations was conducted via two consultations. Ministry of Legal Affairs was consulted and advised that a repeal of regulations

should be carried out. A final national consultation will be held. Regulations will be sent to Cabinet for approval. The process should be completed by next month

Participants, after the sharing sessions, thought there was a lot of substance. McConney was encouraged to see that reports, even though not complete, were underway. He reminded participants that all work must be done by end of the month. There were to be no activities beyond 01 October 2012, the project end date.

REPORT DRAFTING PROCESS

Day 1

On Day 1 of the writeshop, participants divided themselves into three working groups comprising individuals from each MPA site to begin drafting of the first few sections of the report focusing on implementation strategy; workshops and follow-up activities. For the afternoon session each group focused on the remaining sections of the report - developing adaptive capacity; capacity development extension; and sharing the learning. Pena and Khan served as resource persons to the groups.



Participants were asked to share the work they did on their sections of the report in order to have an idea of content, see how the report was shaping up and for participants to comment on information that would need to be included. When discussing the audience for the report, participants suggested that products other than the report should be used to target particular stakeholders: two-page summary for fishermen, yachties etc., and a two-page policy brief for policy makers.

McConney asked that the three partial documents that each group had been drafting be emailed to the CERMES project team at the end of the day for a rough complete first draft to be compiled.

Day 2

Reflections on Day 1 of the writeshop

Participants provided the following thoughts on the first day of the writeshop:

- Relatively painless process for some; group collaboration on product gaps
- Reading the finished outputs to refresh memory slows down the writing
- More opportunities to share experiences have arisen during the writeshop

McConney provided participants with a combined draft of the three partial documents produced on Day 1 and went through the document at the beginning of the second day of the writeshop. This exercise was useful for participants to see where they were at in the drafting process. The idea was for participants to say what they were going to do for the morning session, make suggestions on the final output regarding photos, graphics, interpretation etc. Suggestions on edits to be made to the document as well as editing tips were provided. McConney mentioned that once there was an agreed upon finished document, there may be the need for a smaller finishing team who would be sufficiently keen on the writing – no more than two persons should join the CERMES team. Before the final document is approved, participants were told that it would be sent to everyone for proofreading and approval. McConney indicated that the focus of the first half of the

second day would be on the sections on developing adaptive capacity; extending capacity development; sharing the learning and final reflections since these would be the most relevant to reporting on the effectiveness of the MPA governance project at the MPA sites as well as drawing international attention to site issues and needs. These sections were done in plenary for drafting efficiency. Notes of the discussion on each section are provided below.

Extending capacity to SLU and SVG

St. Lucia

- For St. Lucia, the other MPA is the Pointe Sable Environmental Protection Area (PSEPA). The Saint Lucia National Trust (SLNT) is responsible for managing some of the areas in that EPA. The SLNT was the agency the OECS worked with for the OPAAL project. The St. Lucia participants thought it would be beneficial for the SLNT/PSEPA to go through capacity building as it relates to MPAs since their focus has been on conservation of land areas. The SLNT has advertised for a manager of PSEPA. There is possibility for doing a few workshops for the SLNT.
- In terms of the relevance of some other version of the MPA governance project to the West Coast Marine Management Area (although it appears that this name will not be used) comprising the SMMA and Canaries and Anse La Raye Marine Management Area (CAMMA), St. Lucia participants noted that it would be good to have a workshop for the entire Board. When further asked for anything participants would design differently and activities besides a workshop for a similar project relevant to St. Lucia, no alternatives were provided. Participants stated that it would be beneficial for the Board to do a follow-up activity. In terms of the overall package of topics covered, suggestions were made to increase focus on applications of the concepts and examples of how it would apply to the local context.
- In terms of strategic planning and adaptive management, at a country level most agencies do not have a strategic plan. The Fisheries Strategic Plan ends in 2013 but other agencies may not have a strategic plan so there is a disconnect. On a country level, it is not done properly. If it were to be done again, one would want to bring in people from other ministries and agencies for linkages.
- When asked about whether a year-long project is the right period for a project in St. Lucia, there was varying agreement between St. Lucia participants with one indicating the time-frame was appropriate and the other suggesting a longer time period. McConney stated that donors in particular would argue that in a year sufficient training can be delivered for people to do what needs to be done

St. Vincent and the Grenadines

- Plans are in place to set up a second MPA. It is unknown what the impacts of establishment of this park will have on TCMP structure. TCMP prepared to give assistance to this park
- St. Vincent and the Grenadines participants stated that with the upgrade of the South Coast Conservation Area (SCMCA), a project similar to this would be useful.
- Suggestions were made to incorporate more of the 'external' agencies such as Fisheries Division, NPRBA etc.

Grenada

Participants were looking at what was happening in St. Lucia and St. Vincent and the Grenadines resulting in Grenada acquiring capacity from these countries by learning from experiences at the MPAs there which had been operational longer than any in Grenada. The project extended capacity in terms of co-management and MPA Board effectiveness being examined in Grenada and this was later shared with St. Vincent and the Grenadines primarily through fieldwork conducted with the assistance of Zaidy Khan.

Final reflections

Participant reflections for inclusion in the final report are provided below:

- From being involved in this project, one person now working with another project, SocMon, said: “It has given me confidence to be involved in other projects.”
- Is there going to be a follow-up workshop to see how MPA sites have been using the information – post-evaluation of MPA capacity for governance? This is something CERMES would like to do.
- In responding to a query on whether the report or follow-up activity were good design components of the project, participants stated that it worked very well. Other agencies have used this where would give countries a sub-grant to put into practice what they have learned. It was good allowing the countries to choose projects they wanted to do. But it may also have been good for sites to conduct similar project activities and compare results between sites
- In terms of the adequacy of resources and support available for undertaking the follow-up activities, participants noted that the support was very good. McConney noted that all sites spent wisely in follow-up activities. Having a project person on ground (Zaidy Khan) to keep people on track was an excellent idea. The time span was short but the project concept was excellent
- Regarding a query from McConney about maintaining capacity and getting other MPAs on stream once Ms. Zaidy Khan, Marine Protected Area Specialist for the project left, Grenada participants indicated that they have been able to identify various needs. It was noted that Grenada needs to build capacity through donors, MPAs, and projects. They are aware that there are projects that will require expertise in certain areas. The project has laid down a roadmap for us on where we are moving from here. From time to time we will need experts to help. We need to keep in touch with TCMP and SMMA.
- Given a hypothetical award of USD 50,000 per initiative, McConney asked participants to list the top three needs per MPA. These are provided in the table below.

TABLE 1 Future needs of MPAs

MPA/NGO	Needs
MBMPA	<ol style="list-style-type: none"> 1. Continue developing a well-represented MPA board and improve effectiveness 2. Develop a strategic plan comprising business, communication and operational plans and MPA manager
SIOBMPA	<ol style="list-style-type: none"> 1. Workshops to build co-management board capacity in governance and adaptive management. Create an enabling environment for improving board effectiveness 2. Raising awareness of MPA stewardship and marine conservation in schools 3. Development of plans of various types

MPA/NGO	Needs
	<p><i>Notes</i></p> <p>Need people on the Board who can make a difference. If more of the Board is educated on the MPA-related topics, then they will have a better idea of what they should be focusing on. Board structure excludes people instead of including them. People on Board are concerned too much at times with their own interests and agendas than the collective good of the MPA.</p>
WCCMPA	<ol style="list-style-type: none"> 1. Add to training of personnel – wardens and administrative staff 2. Issues like climate change may be included in the governance structure for WCCBMPA 3. EBM in relation to WCCB – in terms of pollution and the rum factory. So some sort of participatory monitoring and evaluation and strategy to control pollution
TCMP	<ol style="list-style-type: none"> 1. MPA management plan review, renewal and approval 2. Investment for financial sustainability. Have been trying to do that but have been hindered by certain individuals. For example, we want to get kayaks but have been told that they will be stolen. Investment. Need private sector involvement to improve financial sustainability of the TCMP 3. Training for office staff, boat maintenance, enforcement and security training etc.
SMMA	<ol style="list-style-type: none"> 1. Fish stock assessment at SMMA and by extension examining and determining IUU fishing. The mechanism does not exist for St. Lucia to document and monitor IUU. Perhaps funding can address monitoring and data collection. 2. Alternative livelihoods – other pre-existing factors that displace fishers. 3. Examination of value-added products
All MPAs	<ol style="list-style-type: none"> 1. Caribbean MPA communications campaign to get the message out about MPA benefits, services to people and relate services in dollar value to politicians. 2. Resource valuation of MPAs was required.

During the discussion on future MPA needs, the SusGren representative noted that the NGO would continue to assist MPAs administratively so the sites could focus on areas of necessity to make best use of networked MPA capacity.

PRODUCTS AND PRODUCTION RESPONSIBILITY

McConney reiterated that work on follow-up activities could not go beyond the end of September. The final few minutes of the writeshop were used to discuss plans for preparing and completing original and additional products. Various participants were assigned responsibility for certain products (see below).

- Sub-regional policy brief - CERMES policy brief. CERMES to lead.
- Tri-country project summary to inform the average person of project activities and outputs: Orisha Joseph (SusGren Inc.) and Allena Joseph (St. Lucia Fisheries Division) responsible for production
- CERMES writeshop report: Maria Pena and Patrick McConney (CERMES) responsible for production
- Final project report (CERMES technical report): Nadia Cazaubon (SMMA), Shawnaly Pascal (WCCB), Maria Pena and Patrick McConney (CERMES)
- Third follow-up activity reports: SMMA to edit and submit draft report; TCMP, MBMPA, WCCBMPA and SIOBMPA to submit draft reports by 24 September 2012

EVALUATION AND NEXT STEPS

Nine participants filled out the anonymous evaluation form (Appendix 3). The form addressed both the writeshop and overall project. The results are shown in Figures 1 to 5. In general 93% of participants felt that much and all of the stated writeshop learning outcomes had been met. Participants thought that either much (71%) or all (29%) of their personal expectations had been met overall by the project. The overall benefits from the MPA governance project were positively rated by all participants with 58% giving a rating of 'excellent' and 42% giving a rating of 'good'. More than half of the participants (67%) thought their individual capacity had been greatly developed by the project whereas an almost an equal percentage of people felt that much (18%) or some (15%) of it was developed. Perceptions on development of MPA site capacity were more varied than that of individual capacity development with nearly half of the participants (49%) believing that some site capacity had been developed. Just over half of the participants thought that either much (31%) or a great amount (20%) of site capacity had been developed.

Writeshop learning outcomes met

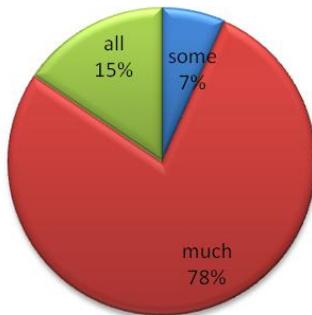


FIGURE 1 EXTENT TO WHICH WRITESHOP LEARNING OUTCOMES WERE MET

Expectations met by project

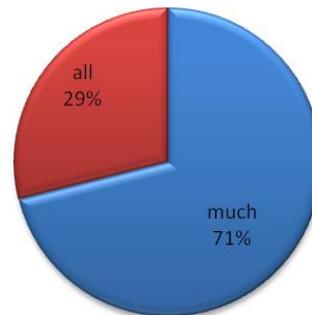


FIGURE 2 PERSONAL EXPECTATIONS MET BY PROJECT

MPA project benefits



FIGURE 3 OVERALL BENEFITS OF MPA PROJECT

Development of individual capacity

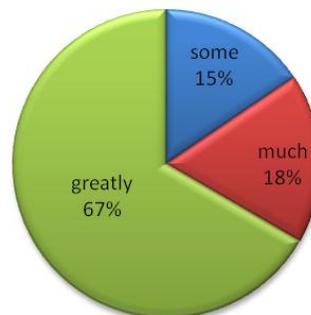


FIGURE 4 EXTENT TO WHICH INDIVIDUAL CAPACITY WAS DEVELOPED

Development of MPA site capacity

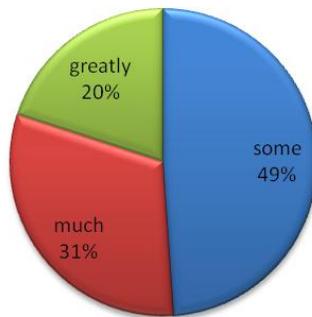


FIGURE 5 EXTENT TO WHICH MPA SITE CAPACITY WAS DEVELOPED

Participant highlights of the writeshop included:

- It provided the chance to read all the workshop reports
- I enjoyed and learned a lot working on project reports
- Participants working with and assisting one another
- Comparing beginning and end personal/site assessments

The only disappointment of the writeshop was that it was “too short.”

Main highlights of the MPA governance project included:

- It improved my report writing skills
- The main highlight was the writeshop

No disappointments with the project were noted.

Additional comments about the project and writeshop included:

- I learned a great deal on MPA governance. It would be great if respective sites could have more exposure to these writeshops
- The project showed the importance of the various MPAs working together and sharing experiences. There must be improvement in efficiency and productivity resulting from the workshops
- I am now better equipped with the tools needed to relate to fishermen, students and community on climate change and the environment, mangrove and coral reefs and other marine diversity. My MPA will be more resilient now that the public is well informed
- The MPA governance writeshop allowed for participants to draw from strengths of others thereby building individual as well as team capacity
- This was my first writeshop and was a great learning experience as it provided the understanding and practice of a more effective way to write a report effectively. Would welcome other opportunities to be part of a writeshop as because of time, the process was 'rushed' but the basic understanding of the process was gleaned
- It was beneficial interacting with the different stakeholders, community residents and the different sectors of the population. Listening to the users of the MPA

APPENDICES

Appendix 1- Programme

Focus: Lessons learned from building adaptive capacity for MPA governance in the eastern Caribbean; building capacity for effective and efficient report writing by sharing techniques

Tue 18	Day one
0830	Opening remarks – Chief Fisheries Officer or MPA Coordinator Writeshop objectives, participant expectations and housekeeping – CERMES Review of the MPA governance project aims, activities and expected outputs Review of the actual outputs (especially workshop 3 follow-up) and lessons
1000	BREAK
1030	Decisions on what products the writeshop should produce and the methods Formation of writing teams and preparation for the process (share techniques)
1230	LUNCH
1330	Drafting output formats and content individually and/or in small groups
1500	BREAK
1530	Drafting output formats and content individually and/or in small groups
1700	Close
Optional	Special session on climate change adaptation and disaster risk management
Wed 19	Day two
0830	Reflections on the first day and review of draft outputs Identification of gaps, how to fill them and new ideas Concluding capacity assessment at site and personal levels Re-formation of writing teams, additional assignments
1000	BREAK
1030	Drafting output formats and content individually and/or in small groups
1230	LUNCH
1330	Drafting output formats and content individually and/or in small groups
1500	BREAK
1530	Presentation and discussion of accomplishments, gaps and final evaluation
1700	Close
1800	Social evening to celebrate the conclusion of yet another successful project
Thu 20	
	Departures

Appendix 2 - Participants

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Appendix 3 – Writeshop and project evaluation

MPA Gov writeshop/project evaluation

This evaluation is anonymous and intended only to assist the organisers in evaluating the event/project.

Kindly answer all of these questions

Answer these as well if you wish to

The writeshop had learning outcomes (back of agenda)	Optional additional information if you wish
To what extent were these learning outcomes met? <i>Circle the number that best matches your rating</i>	The highlight of the writeshop was ...
All Much Some Little None	The disappointment of writeshop was ...
5 4 3 2 1	

Main evaluation question for MPA governance project	Optional additional information if you wish
How much of your expectations did the project meet? <i>Circle the number that best matches your rating</i>	The main highlight was ...
All Much Some Little None	The disappointment was ...
5 4 3 2 1	

How do you rate overall benefits from the MPA project?	Share any additional comments in this space
<i>Circle the number that best matches your rating</i>	
Excellent Good Okay Fair Poor	
5 4 3 2 1	
To what extent was your individual capacity developed?	
<i>Circle the number that best matches your rating</i>	
Greatly Much Some Little Not at all	
5 4 3 2 1	
To what extent was the MPA site capacity developed?	
<i>Circle the number that best matches your rating</i>	
Greatly Much Some Little Not at all	
5 4 3 2 1	

Thank you for your evaluation ... Kindly hand in the completed form to the organiser

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