

Report of the second workshop on
adaptive capacity for marine protected
area governance in the eastern
Caribbean: Strategic planning,
governance reform and adaptive
management capacity for resilience.
Volume 1 — Narrative summary



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Centre for Resource Management
and Environmental Studies (CERMES)
Faculty of Pure and Applied Sciences
University of the West Indies
Cave Hill Campus, Barbados
<http://www.cavehill.uwi.edu/cermes>



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OPENING SESSION

The workshop was held at the Fisheries Division conference room, Melville St., St. George's. The brief opening ceremony followed the programme in Appendix 1, with the national anthem and a prayer to start. Manager of the project on *Adaptive capacity for MPA governance in the eastern Caribbean* (referred to as the MPA Governance project), Patrick McConney of the Centre for Resource Management and Environmental Studies (CERMES), chaired the opening. He acknowledged the participants (Appendix 2) and specially invited guests. The audience was reminded that the project is grant funded by a NOAA Coral Reef Conservation Program - International Coral Reef Conservation Cooperative Agreement, and that the first workshop had taken place in November 2011. This was only one of many initiatives of The University of the West Indies (UWI) in Grenada.



Chief Fisheries Officer Justin Rennie then welcomed all with remarks that emphasised the regional capacity building aspects of the MPA Governance project, stating that “it is expected that participants from Saint Lucia and St. Vincent and the Grenadines would have the opportunity to compare and contrast governance systems in these countries with the target sites in Grenada, thereby benefitting from the lessons learnt and determining whether or not a different approach to management and governance is necessary in their situations”. He also said that “the hosting of this workshop is very timely and most appropriate, recognising that we in Grenada are currently going through a process of experimenting and adapting with respect to exploring various approaches to inform the most suitable arrangement for effective governance and management of our MPAs”. He added that it was “gratifying to know that the main focus of the project is the building of human capacity which in no doubt is designed to ensure sustainability and resilience in our management and governance systems. Therefore, we are quite optimistic about the value of this project and are anxiously looking forward to the output and the outcome”.

Permanent Secretary in the Ministry of Agriculture, Forestry and Fisheries, Aaron Francois, was introduced as a friend of initiatives to institutionalise ecosystem-based management (EBM) in marine governance in Grenada based on his engagement with CERMES projects previously. True to form he reminded all that the government of Grenada was committed to meeting its international and regional obligations and targets set for protected areas under the Caribbean Challenge and otherwise. Further, he reinforced the point that EBM required the full engagement of the citizens of Grenada. In this context he was particularly interested in the advancement of community-based management and the development of strong leadership at the community level. He noted the contribution already made by the CERMES MPA Specialist on the project, Zaidy Khan, who brought practical experience of community-based management from the Pacific to share with local stakeholders.

The Hon. Michael D. Lett, Minister of Agriculture, Forestry and Fisheries delivered the opening address. He said that one of the critical and most significant achievements of this workshop would be “working together to better manage our marine resources in the sub-region”. Taking a long term perspective, he added that “the theme chosen for this workshop fits well within my Government’s goal to meet our obligations under various regional and international agreements. That is, to address critical environmental and other issues which can provide significant social and economic benefits for current and future generations”. The Minister noted that “the participatory approach to MPA governance is also a very commendable one. We firmly believe that if our people are engaged in the entire process, it will lead to greater compliance with rules and increase their capacity for problem solving and decision-making. We also believe that this would lead to increased local empowerment and community cohesion, resulting in a more sustainable future”.

Providing regional policy context, the Minister reminded all that “in 2001 Grenada hosted the signing of the St George’s Declaration of Principles for Environmental Sustainability in the OECS. Through this declaration we were both heightening awareness and committing our people of the OECS to a better quality of life through conservation and sustainable utilisation of our islands’ wealth of natural resources”. He further noted that “a few years ago Grenada committed to implement the Caribbean Challenge Initiative to conserve 25% of the nearshore marine areas by 2020. Since then, we have been collaborating with several organisations to assist in developing and implementing capacity building programmes for Grenada’s MPAs in order to meet such commitment. We are extremely proud that Grenada has made significant progress in its effort to develop adequate management and governance systems to improve the MPA programme. This we believe will also complement our efforts to sustainably manage our fisheries resources”. In closing he said he trusted that “the outputs from the meeting would not be used to only engender improvements in the management and governance systems for MPAs in the Sub-region, but more importantly we would see a greater commitment from you participants to make it happen”.

Coverage of the brief opening was provided by print, radio and television media houses and the Government Information Service. Broadcasts and articles provided valuable communication to the Grenadian public as evidenced by feedback received over the next few days from people who were not workshop participants.

POLICY PANEL DIALOGUE

After the opening and departure of the Minister and Permanent secretary there was a ‘Policy to practice’ set of panel presentations followed by discussion on MPA governance in Grenada. This event was moderated by Patrick McConney of CERMES-UWI with speakers Justin Rennie (Chief Fisheries Officer), Aden Forteau (Chief Forestry Officer) and Raymond Baptiste (Head of Land Use Department) who made opening presentations in that order. The representative of the ministry responsible for the environment, including coastal management, was unable to attend.



Justin Rennie provided a brief history (1980s to present) of MPAs in Grenada from a fisheries perspective. MPAs were developed to complement fisheries management. The milestone year was 2001 for the regulations and the legal establishment of MBMPA and WCCBMPA even though active management was recent. Focus was initially on MBMPA since it was less challenging for governance in terms of lower diversity of uses and users. The MPA programme really gained momentum in 2009. Legal institutional aspects are challenging, especially adapting governance for EBM and

establishing co-management. MPAs are not panacea. The location of MPAs nearshore is challenging because the competing activities in small areas create a tension with conservation. Local networking and effective communications are also difficult. Governance continues to adapt and increasingly involve stakeholders in management so that they can understand the importance of the conservation efforts. Management responsibilities cannot rest with the Fisheries Division alone. There are non-marine impacts from other activities affecting the MPAs. The high level of interest internationally in MPAs can attract resources and assistance to Grenada. The country is building a generation of young people who understand the importance of engaging in the conservation of natural resources. There is a need to invest in human capacity such as through workshops and learning by doing.

Aden Forteau noted that the forest policy was developed, and is being implemented, with stakeholders participating fully at all stages. The protected area system plan was developed under the OPAAL project, and there is a recommended structure for the management of all protected areas in the OECS. A trust fund will soon facilitate sustainable financing. Willingness to pay surveys will increasingly determine fees charged in order to sustain the MPAs financially. Building the capacity to manage and to adapt remains a challenge.

Raymond Baptiste spoke mainly of the Land and Marine Management Strategy developed to achieve integrated management of resources. The strategy proposed four major components or outcomes: Legislative Policy Framework, Network Administrator Organisations, Tools for Management of Land and Marine Resources and a Framework for Planning, Implementation, Monitoring, and Review. Institutional revisions were necessary to coordinate activities among the different agencies. A 'ridge to reef' concept for management would encompass, solid waste management, waste water management, best practices for marinas and boatyards, fisheries management, tourism development planning, etc. What is needed? Strong inter agency cooperation is critical as well as additional financial, human and technical resources.

McConney invited questions from the audience following these opening statements. The first question concerned the feasibility of the proposed Grand Anse MPA which was at the earliest planning stage in a section of coast heavily used by tourism, fisheries, transportation, recreation and other activities.

Rennie said OECS had a project in the past to zone the area but this did not deal comprehensively with the management of the activities that were going on in the area. He outlined the participatory approach to be taken given the diverse interests. Forteau added that awareness and information was key to bringing a conservation focus to the area. Once people realise that if they continue to use the resources the way they are doing now they will have negative impacts, then progress can be made. Baptiste said the planning may change the level of protection because of the challenges in the area. A Saint Lucia participant said that they prefer the term 'management area' instead of 'protected area' because of its negative association of exclusion and restriction with the latter.

How does Grenada match funds for the Caribbean Challenge? The proposal is for the government to use the user fees deposited in the Consolidated Fund as matching funds. Willingness to pay surveys and the valuation studies will determine the fees. Stakeholders may also have other ways to generate revenue for matching funds. It is critical for communities to become involved. An integrated financial strategy that will tap into other sources of funding is required.

Is it the future of MPAs to be government or NGO managed? NGOs are just one part. Government is to provide the management structure but communities and other stakeholders should be involved in the actual management. Broader participation of civil society and the private sector is needed.

What strides have been made in implementing and enforcing legislation in MPAs in the region? Need both international and regional efforts. CRFM's declaration on IUU fishing is a start and a signal to the international community. Grenada is looking at a response plan for the lionfish including an awareness strategy.

There was a break following the policy panel, after which only workshop participants reassembled.

WORKSHOP OBJECTIVES AND EXPECTATIONS

After the break Patrick McConney reviewed the workshop programme (Appendix 1) and invited participants to introduce themselves given the new faces from WCCBMPA, Sustainable Grenadines Inc. (SusGren) and the Caribbean Natural Resources Institute (CANARI) (Appendix 2). He asked participants to share expectations of

what they wanted to achieve in the workshop after reminding them of the stated objectives and expectations in the project proposal (reproduced as a workshop handout). Expectations included the following:

- Know how to engage in participatory strategic planning for their and other organizations
- Comprehend systems they can implement for improving the efficiency of decision-making
- Identify bio-physical, socio-economic and governance indicators to monitor for resilience
- Cover governance in practice versus what is legislated
- Interfacing practical management with policy level decision-making
- How to address low levels of policy support (enabling policy)
- Identify regional cooperation and networking opportunities

PRESENTATIONS ON FIRST WORKSHOP FOLLOW-UP ACTIVITIES

Each of the five MPAs had their spokesperson present slides on the background, objectives, methods, results and key learning from the follow-up activities undertaken since the first workshop in November 2011 (see slides in Appendix 3 in Volume 2 of this report). Discussion followed each presentation and a decision was reached to finish the activity reporting soonest. The sections below abstract a few points from each, but mainly the comments that followed. The reader is directed to the project web site (http://cermes.cavehill.uwi.edu/mpa_governance.html) for the final site reports and complete presentations. Compact images of the presentation slides (6/page) are in Volume 2 of this report.

Soufriere Marine Management Area (SMMA)

Towards Development of a ten (10) Year Strategic Plan for the Soufriere Marine Management Association Inc.

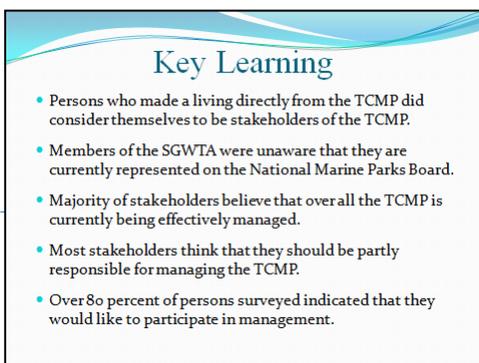


The SMMA is also supposed to manage the Canaries and Anse La Raye Marine Management Area (CAMMA), making a total managed area of at least 22km along the coast, and the strategic plan is to serve both. The plan period may be shortened to 5 years if a 10-year horizon proves impractical given the uncertainties in SMMA's environment. About half of the board was available for the one-day workshop, the main outputs of which were the diagnostic analysis and SWOT analysis.

In discussion the presenter was asked to explain the diagnostic radar method and the conflicts among user groups. She was asked about a stakeholder analysis being incorporated into the strategic plan and to explain comments about insufficient networking among MPAs in the region being a weakness. The latter point also related to the workshop expectations to cover the topic of networking in more detail.

Tobago Cays Marine Park (TCMP)

Stakeholder Participation in Management at the TCMP



Currently the TCMP is the only MPA in St Vincent and the Grenadines. Thus, under the MPA legislation, the national MPA board also manages the TCMP. There is a move to upgrade the

South Coast Fisheries Conservation Area to a MPA. The TCMP Board needs to be changed to reflect that there are other MPAs being established. There is a need to consider governance reform and assess stakeholder participation. A reformed TCMP board should have more civil society members than government representatives.

In the discussion participants applauded the result of 91% of stakeholders responding that there was effective management of the TCMP but suggested that their understanding and interpretation of management effectiveness be investigated to inform monitoring. TCMP will use an upcoming SocMon survey to capture the impact of the MPA on livelihoods. Additional results will be provided in the report.

Sandy Island/Oyster Bed (SIOBMPA)

Strengthening MPA Management Decision Making Process

Overall the stakeholders were very willing to participate in data collection. But challenges included the water taxi association not functioning properly, resulting in more engagement with individuals than through their representative body. One of the new pieces of information for management to consider was that there are a lot of persons fishing from the shore, and this may be more important an activity than previously recorded. Unauthorised diving was also revealed.

Lessons Learnt

- ❖ Value of collaboration and openness re dive shops, water-taxi, fishermen
- ❖ Learning -by-doing: Found a better way to meet with fishermen
- ❖ Community use of resource- willingness to implement
- ❖ Building resilience -willingness to protect eco-system as first response to climate change.
- ❖ Adaptive management to meet on terms with fishermen.

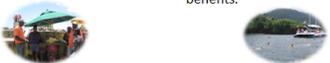
In discussion participants asked about the link between the user fees collection and data collection system. Other MPAs suggested a sampling programme and closer connection with the fees in order to reduce the workload and make it relevant to decision-making. The weak link between data and decisions was remarked on several times as was the apparent lack of a clear connection to management planning. Participants asked about methods for determining the limits to the numbers of different kinds of users of the resources (carrying capacity or limits to acceptable change) related to management objectives. The MPA was reminded to link to governance and asked

whether participatory monitoring has a role.

Molinere/Beausejour (MBMPA)

Strengthening the Stakeholder Organization of MBMPA

The stakeholder committee wishes to evolve into a management board that can be legally registered and raise funds for sustainable financing of the MPA. This will still be an advisory role as they cannot appoint wardens and they will be under the national MPA committee set up to manage all MPAs. They decided to have more people in the communities represented on the new board so that they can be better engaged in management.

Key learning	Key Learning cont'd	Key Learning cont'd
<ul style="list-style-type: none"> • MBMPA providing livelihood benefits to adjacent communities in the MPA and further provision will be needed to promote the livelihood activities • More than one community rep from the site based MPA community to be on the Board to strengthen community ownership and MPA livelihood benefits. 	<ul style="list-style-type: none"> • MPA management and operation rules may be different for private sector and local communities • Revisit to MPA regulations to meet the current arrangements will make the policy review process an adaptive process 	<ul style="list-style-type: none"> • A synthesised MPA management plan linking to the yearly MPA activity action plan is to be developed. This would incorporate monitoring of biophysical indicators and report status of the resource being managed.

In discussion, empowerment of stakeholders and ownership were mentioned as was getting legal advice on if the board should be registered as a NGO. Participants asked about the current criteria for persons to be on a management board and how much representation was needed from the community for better effectiveness and efficiency without becoming overburdened. The term ‘board’ was thought to have more prestige than ‘committee’ and may motivate a higher level of engagement.

Woburn/Clarke’s Court Bay (WCCBMPA)

WCCBMPA Fishermen Consultation

Key learning

- ▶ Public consultation is needed to raise more awareness on WCCBMPA
- ▶ Clearer vision as to how developments will incorporate in the management plan.
- ▶ Speedy solution as to how the MPA will handle the problem of Pollution.
- ▶ More involvement at the community level, where jobs and direct benefits can be gained.

Despite fishing being a strong socio-cultural feature of the WCCBMPA, fishermen may become marginalised in the ongoing MPA planning process since they are not organised into any formal body and they contribute less revenue and taxes to the economy than the several marinas and other tourism activities in the area. Their voice may not be heard in conflicts among coastal and marine users.

In discussion participants confirmed that the fishermen and boat owners were interested in forming a body. However the process and assistance to do so was not clear. As the governance structure at

WCCBMPA changes from an informal steering committee to a board or other body with more management responsibility, even if only advisory, getting the fishermen to be adequately represented may be a challenge. The first of the challenges will be selecting representatives unless they are all better informed about MPAs.

ACTION LEARNING GROUPS AND MENTORING

Keisha Sandy, the workshop’s resource person from CANARI, made a presentation on her organisation’s experience with action learning groups (ALG) in the first half and covered mentoring in the second half. See the slides in Appendix 4 (Volume 2 of this report). Below is a brief description of the associated activities and the discussion.

Following the slide presentation that explained what an ALG was and how it worked, participants were divided into the four ALG roles and did a brief role play on the problem “co-management board not functioning properly”. Group members fired their series of questions at the problem and then all discussed the experience. One of the most difficult rules to follow was not giving advice or asking leading questions. Some

felt that just offering, or being offered, questions was too limiting if “the answer” was available. The notion of not imposing your opinions or experience on others was not easily accepted as a guiding principle.

Participants asked if there was an optimum number of participants and if the process could be implemented electronically. About 10-20 people seems to be a manageable group size and CANARI is going to experiment with internet-based conferencing given the prohibitive expense of physically bringing people from several countries to any one Caribbean location. Reluctant group members and the difference between the ALG and brainstorming methods (back to suggestions again!) were discussed. It was stressed that the team needed to be selected based on their knowledge of the topic, and different topics required different teams.

Moving on to mentoring, after a brief explanation of the qualities of a mentor participants broke into groups to create body maps to better express shared understanding. Images from the exercise are shown below.

Group work exercise



- In 15 minutes, create a **body map** of the qualities of a good mentor
- **Use symbols not words**
- Tell the entire plenary what qualities your group came up with

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Afterwards participants talked about the intimacy of the mentor relationship. Although a mentor does not have to be rich, having a mentor who is financially independent and can mobilise resources is helpful. The workshop participants did not go as far as asking to incorporate an ALG or mentorship into the project, but they remain possibilities on a limited scale.

STRATEGIC PLANNING, REFORMING GOVERNANCE AND ADAPTING

Patrick McConney presented slides with handouts on the topic prepared by Bob Pomeroy (who at the last minute was unable to attend the workshop), and then presented some additional slides he had prepared. This gave participants two slightly different perspectives on the topics. He advised that there were many more methods available for participatory strategic planning. He also cautioned workshop participants to select the methods that best suited their situation, and to tailor the processes and products accordingly, rather than accept ‘off-the-shelf’ methodologies promoted by any particular consultant or organisation. The presentations are in Appendices 5 and 6 in Volume 2.

Points emphasised in the presentation and later discussion included the overarching role of the strategic plan in relation to the other (action, management, business, operational, monitoring, etc.) plans. The need for a properly designed and step-wise structured process was reinforced several times. Commitment to planning, implementation and evaluation for adaptation should be constant throughout the period. Do not abandon the plan because circumstances change; adapt instead. Early victories or successes can be important to ensure that there is early buy-in by stakeholders even if they participated in the planning. Success motivates.

Strategic planning must reflect the core values of the MPA leaders. There is no point in developing a plan that violates basic beliefs. For example, an elaborate conservation plan may be marketable externally, but it will

not survive if everyone really feels that conservation is second to revenue-earning and livelihoods. MPA leaders need to determine the amount of steps and layers and participatory processes necessary for the plan. They need to know the resources that will be required, including the time demanded of stakeholders. They must bear in mind that a strategic plan pilots the broad direction of the MPA and avoid becoming bogged down in details that are at the implementation level.

Questions included: how does a strategic plan compares and contrasts with a 'master plan'? This led to further discussion on terminology and levels of planning. Generally a master plan is a collection of operational plans while a strategic plan is a high level, forward-thinking plan. Never lose sight of resilience thinking, adaptive management, transformation, etc. in strategic planning. One participant said that private sector stakeholders in Grenada were becoming disengaged, or at risk of becoming disengaged, because of the perception that things are not happening. Several participants commented on the need to connect strategy or policy with practice and action on the ground that people could easily relate to as making progress.

At the end of the session participants were asked to select what they wanted to focus on the next day (all together or in small groups considering different topics) given that the workshop was intended to adapt to their real needs for capacity building rather than just deliver what the organisers decided. The participants chose to all focus on getting practical practice in strategic planning having been forewarned that they would be condensing what should be at least a two-day participatory planning process into about two hours instead.

OVERTIME TO COMPLETE FOLLOW-UP ACTIVITY REPORTS

Rather than break at the scheduled time, participants agreed to continue working on the reports to their follow-up activities in MPA groups assisted by the workshop resource persons (McConney, Khan and Sandy) plus Michele from SusGren. McConney noted that this would give participants a feel for the writeshop that concludes the project and demonstrate the advantages of sharing reporting skills in pairs or small groups. At the end of the evening all of the MPAs had made significant progress and some had almost finished reports.

MAKING THE MOST OF PROJECT RESOURCES

A brief presentation and discussion session that was not in the programme concerned how participants could make the most of the project's resources such as reference documents, and the knowledge of resource persons, especially for follow-up activity.

How do you want to proceed?

1. Do nothing ... everyone is on their own
2. Project managers just email doc/URL
3. Project managers and participants share
4. Project group discusses the resources as they are shared to determine relevance
5. Some in the project group and on the 'outside' mentor others in making best use of resources they are familiar with

In the first workshop, reference documents were shared by McConney and the Saint Lucia participants (see Appendix 7 of the first workshop report for lists of both). In order to get feedback on whether these resources were useful McConney showed slides of the covers and tables of content of many of the documents and asked if participants had consulted them, and if so what was their opinion of their value. He prefaced this exercise by noting that sharing information of all types was part of the project design for building adaptive capacity.

The general feedback was that some participants had read a few of the documents and the ones that were perused had proven useful. Several said that the onus was on them to make more and better use of document resources, but it was challenging to do so especially if not

connected to specific problem-solving. The irony of having the solutions to problems but not being aware of them being in one's possession was well appreciated.

The final slide presented participants with choices for how they wanted to proceed. The workshop decided on a combination of assisted sharing and learning options 3, 4 and 5 from the list depending on the document and its usefulness.

REFLECTIONS ON THE FIRST DAY

Reflecting on Day 1 was the first agenda item next morning. The main points shared were that:

- Activities such as the body mapping exercise assisted learning
- The Minister in his speech and senior officials in the opening and policy dialogue were informative on institutional arrangements that were not known before
- The presentations of Pomeroy and McConney provided a different perspective on strategic planning than received in other workshops
- There were good workshop dynamics in that colleagues were all supportive and helpful
- There is a worrisome gap between MPA strategies on paper and actual operations or implementation

DOING STRATEGIC PLANNING AND GOVERNANCE REFORM ADAPTIVELY

Repeating the caution that participatory strategic planning take much more time and careful process than was available or could be achieved in the morning, McConney provided a handout of a process that he had tongue-in-cheek coined SPARE (see Figure 1), and he took the participants through the instructions for the practical exercise. The participants formed two teams: Grenada and Other. The Grenada team decided to focus on WCCBMPA while the other group focused on the TCMP. Guided by the resource persons the teams went through all but the last step of the exercise. Pictures of the works in progress tell the story.

In a brief immediate post-evaluation the teams presented to each other on the product as well as the process. The latter concerned how they felt being involved in the planning and what new perspectives were gained. In most cases they said that the exercise was very useful in reinforcing both slide presentations. They found that the exercise demanded more of them than initially realised and they were mentally drained at the end. Being mainly at an operational level in their jobs made it difficult to step back and see the policy picture demanded of a strategy. In a real process they would need to have the right people on the team. The processes of naming and clustering brought out the need to communicate ideas clearly for others to understand.

FIELD TRIP TO WOBURN/CLARKE'S COURT BAY MPA

The field trip to the WCCBMPA by bus was organised and led by Zaidy Khan with the theme of "Multi stakeholder dialogue on WCCBMPA establishment and management planning". The objective of the site visits (to two locations) was for workshop participants to gather firsthand some stakeholder perceptions, interests and issues in relation to the WCCBMPA. Secondarily it was to get exposure to the WCCBMPA participatory multi-stakeholder processes and tools.

Strategic Planning Artificially Rapid Exercise (SPARE)

Focus question (taken from presentation) How can my MPA develop sustainably in a participatory way that allows for both governance arrangements and management to reform and adapt based on our learning?

Focus question apply mainly to governance
Bio-physical, socio-economic lower priority

Shared vision (broader than governance)

Determine 3-5 vision elements →→→→ Combine to make short vision statement (see guide)

1	2	2
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combo

Assisting and resisting factors (related to vision)

e.g Assisting identify →→→→ cluster →→→→ name

1	2	3	A
3	4	1	B
	5	4	C
		2	C
		5	C

Strategic elements and direction (based on A/R factors)

A/R factors	→→→→ strategic elements	→→→→ cluster	→→→→ name	label direction
A	1	7	X	the way
	2	3		
	3	1		
B	4	8	Y	
	5	4		
	6	6		
	7	2		
C	8	5	Z	
	9	9		

Adaptive governance and management (based on named slusters of strategic elements)

Who to involve?	What to PM&E?	How to learn?	Where to adapt?
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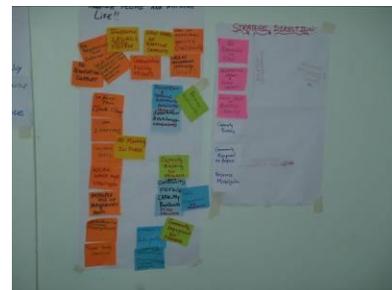


FIGURE 1 HANDOUT FOR THE STRATEGIC PLANNING EXERCISE

The first stop was with the owner and operator of Le Phare Bleu Marina in Petite Calivigny Bay. Points were:

- They are keeping the bay clean and free from pollution to allow the marina and yachting community to use the bay water for recreational activities (ranging from swimming and regattas to concerts)
- They manage the environmental and marina operations in a sustainable and eco-friendly approach
- The marina has the infrastructure for liquid and solid waste management. They have their own tertiary treatment sewage plant. Yachts pay for a sewage disposal service at the bay.

- MPA management shall encourage more networking between marinas and other stakeholders in relation to the status and health of the environment.
- There is on-going development in the area which they do not have any control over, but they are not interested in expanding their infrastructure. They have deemed that they are right-sized for the job.
- Currently marina owners and developers in the area operate on an individual and private level. The marina interests and issues in relation to the MPA at this stage cannot be represented collectively. They don't have a single organisation and representative.
- Government's vision in relation to nautical tourism development may be limited. It is not a priority.
- Currently government is promoting agriculture and fisheries resource production and growth and is not in favour of scaling up tourism and economic development nationally
- Their role in the MPA process (she is on the stakeholder steering committee) is largely wait-and-see



The second stop was a multi-stakeholder meeting comprising fishermen, yachting association, and two marina owners and developers. It took place at a venue frequented by fishers. This meeting was much livelier and more interactive, providing evidence of MPA governance issues that needed to be addressed. Agendas, positions and interests were revealed. Although loud at times, the verbal sparring was not hostile. Points were:

- Marina developers liaise directly with Grenada Industrial Development Corporation (GIDC) in relation to all development requirements. The permission for marina

development is authorised by the GIDC. Developers don't liaise with environment or fisheries authorities directly.

- The MPA management will be a big deal for yachting industry. Yachting president agrees there is a strong and urgent need to improve yacht operating practices and ancillary services.
- The MPA management process could lead to strengthening government and private sector polices regarding the management and development of the yachting sector.
- They yachting and marina interests would like to develop better understanding of the objectives of the MPA and are willing to cooperative and assist in the management process if other stakeholders are willing to do so amicably and not be confrontational.
- Marina and yachting interests view themselves as environmentally friendly operations and actual ambassadors of the bays. Sailors were said to be environmentally responsible by nature and not the irresponsible polluters that others portray them to be.
- One developer suggested that local users left much more garbage around than any of the yachties
- Other stakeholders in the MPA have strong resistance to the marina and yachting operations. This is causing the marina and yachting community to defend themselves against how their operations are perceived by local communities.

- The marina community finds that the Fisheries Division is not having a clear understanding of other sectors of the government when it comes to development plans, approvals and environment impact assessment and monitoring. This is causing multi-stakeholder confusion and leading to user conflicts.
- One marina developer said that government is promoting economic development through nautical tourism and it is one of their highest priorities for expansion. However, such expansion may not mean more marinas, but larger or more high-end ones instead. This expansion was not confined to WCCB.
- Marina developers have the backing of the government for their development and those not in favour were hence anti-development.
- Fisherfolk see a need to raise issues regarding solid and liquid waste pollution coming from the yachts in the WCCBMPA and are quite clear on the nature of the problem if not what solutions are possible
- Fishermen and local residents can no longer use the bay for their daily in water re-creation activities safely due to the yacht pollution posing public health risks in addition to waste from the sugar factory.
- Fisherfolk are so concerned about the un-regulated pollution in and from the marinas and yachts that they see a conflict with the marina and yachting stakeholders. Loudly voiced disagreements led to the two sides becoming defensive against each other in the meeting and dialogue broke down. The issues require government representatives to outline the environmental health regulations and enforcement.
- Fishermen present seemed to think that MPA establishment and management process will not serve their interests and livelihood; instead it will protect marinas and promote developers to continue building and destroying the marine life in the bay: “it is not a marine protected area, but a marina protection area” declared one fisher.
- All stakeholders were seeking to identify a government representative at the meeting who could provide definitive answers to the many questions and clear differences in opinion or perceived fact.

Following from the first field trip with the two specialist guides, on this second trip the workshop participants experienced the WCCBMPA multi-stakeholder engagement and dialogue process in a different way. The consultations (which our field trip was not) had been held with one stakeholder group at a time so none of the dynamics of stakeholder interaction and the potential for conflict were apparently revealed as conspicuously.

The WCCBMPA has existing challenges and stakeholders had strong opinions to express and interests to defend depending on the case in point of discussion. After the meeting ended small informal groups coalesced and held their own conversations on matters of mutual interest. Fishermen talked to marina owners and marine owners to participants. The stakeholders are interested in further strengthening their engagement in the MPA management planning process, but at the same time they need to see the Fisheries Division taking a more active lead in stakeholder consultations. Overall the field trip enlightened participants on the challenges of getting the balance right in the process of MPA governance in the case of WCCBMPA.

REFLECTIONS ON THE SECOND DAY

Reflection rules

THINK governance, resilience

- Adaptive capacity
- Self-organisation
- Information/uncertainty
- Networks and linkages

THINK governance strategy

- Assisting factors
- Resisting factors

THINK about your expectations

- Anything said, seen or overheard that links to

Having previously discussed the strategic planning exercise, the reflections on the second day focused on the field trip. McConney sought to structure the reflections for a closer connection to governance by providing a few rules (see box) and dividing the participants again into two groups: Grenada and Other. They worked on summarising their points on flip charts and then shared with each other as noted below, followed by discussion.

Field trip reflections ('Other' group)

- No organisation really represents all marinas and yachties
- Disconnect/miscommunication between user groups (e.g. year the area became a reserve)
- Sales of fish between marinas and fishers ... business networks exist

- Different view on what at government's development priorities among sectors (e.g. marine versus agriculture) ... policy information gaps
- Development concerns ... how many more marinas or other developments
- Business sector in support of the idea of an MPA but is don't understand exactly what it will mean or be ... yet want to be involved in the process
- Different stakeholder groups are identifying/acknowledging the same problems but are not unified on the possible solutions
- Role of the Ports Authority is unclear regarding designating or directing visiting yachts to specific anchorages and moorings
- Role of Grenada Industrial Development Corporation (GIDC) with which the marinas interact needs to be clearer and they be brought into the MPA planning process
- Leadership role of the Fisheries Division needs to be strengthened substantially, especially in communications
- Noisy field trip meeting with marinas, yachting representative and fishers had a the marina and yacht folk calling for a more structured setting with objectives and an agenda; the absence of a Fisheries Division/government representative was conspicuous
- Member of the ad hoc and informal stakeholder committee do not seem to be passing on information to their constituents

Field trip reflections ('Grenada' group)

- Adaptive capacity
 - Diversity of the different stakeholders
 - Demands for a meeting agenda and objectives to structure the interaction
 - Call for a better structured meeting resulted in adapting to keep open the participatory process
- Self-organisation

- Self-grouping of businesspeople and fishers seen after close of meeting
- Marinas organising moorings in the bay
- Information uncertainty
 - Different pieces of information and perceptions are held by different stakeholders and not integrated or shared (e.g. fishers on pollution from yachts, businesspeople on pollution from watershed and community, all on impacts of sugar factory)
 - EIAs were done by a few marinas but the information is not shared
 - Yachting sector may be enhanced by the MPA process (one fisher called it a 'marina' protected area)
- Networks and linkages
 - Willingness of all stakeholders to interface or link or work with government
 - Stakeholders need to network amongst themselves
 - Need for micro-meetings to get all parties similarly informed
- Assisting factors
 - Diversity of stakeholders
 - Good active participation in which people were raising their issues and concerns in relation to the MPA
 - Stakeholders are genuinely interested in the MPA
- Resisting factors
 - More time is required for the MPA planning process and for meetings
 - More dialogue is needed beforehand on the MPA objectives
 - Misconceptions among stakeholders
 - Emotional sensibilities differ among stakeholders...some are much more uncomfortable than others with the appearance of conflict and criticism
 - Lack of representation of government and assistance from government
- Expectations
 - Information sharing and collaboration among stakeholders

In the general discussion McConney brought in linkages to the participants' expectations from the workshop that were listed on the first day. He suggested ways in which the workshop was also covering these items.

FORMULATION OF FOLLOW-UP ACTIVITY



The main order of business on this last morning was the formulation of follow-up activity funded by the project. Rather than spend the limited time filling out the follow-up form as in the first workshop, McConney encouraged participants to write for each MPA on flip chart paper a working title, purpose or objective and a summary of the methods. These would then be shared and the forms filled out after the workshop ended. Participants broke into MPA groups to formulate their activities assisted by the resource persons and then presented their ideas to the workshop as follows.

SMMA – strategic planning follow-up

- Continuation of first follow-up activity
- Identify a consultant
- Revise stakeholder list
- Activate stakeholder committee
- Conduct focus group discussions, SWOT or use other means of preparation
- Prepare draft strategic plan

In discussion it was noted that the follow-up funds may need to be supplemented by the SMMA. A business plan was being developed with the assistance of another consultant group, but there needed to be linkages between the two plans. The stakeholder group would be re-vitalised based on the new stakeholder analysis.

TCMP – Training for senior staff and board of directors

- One-day workshop on Union Island
- Multi-stakeholder meeting
- Individual stakeholder group meetings

The event would be held in Union Island and include a field trip to the marine park that some board members had never visited. Airfares were an expensive logistic item.

MBMPA – Recruiting a professional for creating the groundwork in developing a business plan

Purpose/objective

- To lay the groundwork for a business plan
- Present to the board this information for education on the process
- To prepare the MBMPA management board for the management of funds (e.g. grants from trust fund)

Main output

- A board that understands its financial needs enabling them to seek funding for a full business plan

Similar to the SMMA, the need to link the business plan to a strategy and objectives was emphasised. The stakeholders will need to know about business planning rather than rely solely on the consultant. Brian Whyte, a SIOBMPA participant, offered to share a document on MPA business planning with all present. This was heralded as a good start to the improved information exchange expected of participants in this second round.

WCCBMPA – Wider stakeholder consultation

- Government representatives meeting with each stakeholder body or type of stakeholder
- General multi-stakeholder meeting
- Effective consultation proposal towards creating a management plan
- Awareness information concerning the MPA via media, community gatherings
- MPA Coordinator meeting with relevant national stakeholders

The discussion was mainly about how different stakeholder groups require different planning approaches. It must also be clear what will be done with the draft management plan in terms of informing stakeholders and preparing them for management.

SIOBMPA – Data and information system for decision-making

- Continue and expand first follow-up activity
- Especially try to engage fishers

The main point of discussion was the need to link the data collection to decision-making, preferably involving some stakeholders in the process. The activity needed to test the entire information management system and allow adaptation and learning rather than simply hope that the data would become useful at a future time.

Zaidy Khan, MPA Specialist on the project, will be the main resource person for follow-up. The budget for follow-up to the second workshop, unlike the first workshop, covers limited travel to the MPA sites.

EVALUATION, NEXT STEPS, CLOSE

In discussing next steps the workshop agreed upon some milestone dates to assist in making progress.

- First workshop follow-up reporting and filling out of the second workshop follow-up forms would be finished by 2 March
- The reporting outline will be used for the concept notes so that they may be expanded into draft reports; the emphasis is on finalising the methods for implementation by 16 March
- Implementation and reporting should proceed simultaneously rather than wait to write-up at the end; and draft reports should be ready for sharing by 30 April
- Most of May would be used for reviewing and revising the draft reports so they were finalised for sharing before the workshop start on 30 May

Thirteen (all) participants filled out the anonymous evaluation form. The results are shown in Figures 2 to 5. In the main, much (64%) of the expectations participants had, and shared at the start of the workshop, were met. These expectations had been kept in view and revisited throughout the workshop. Participants thought that the stated workshop objectives were less well met. Some was the response of 48% while 52% said that much of the expectations in the proposal were met. The overall benefit was rated as excellent by 47%, but more (53%) said that the overall arrangements were excellent. Among the open ended statements received were comments on the accommodation being better, liking the strategic planning, appreciating the opening policy dialogue and learning from the field trip.

On the reverse side of the evaluation form were logistics questions about the third workshop in Carriacou. All participants are able to attend and most can do so by boat or either boat or air, but only half are willing to share accommodation. In closing, participants offered additional points about the next workshop, including:

- Participants need an info-pack on SIOBMPA for the May workshop
- Invite the Minister, PS and SIOBMAP board to the opening and start with a policy discussion
- Link the workshop closely to SusGren and TCMP activities
- Be more Grenadines oriented and consider the governance of transboundary MPAs
- Discuss the workshop content with participants ahead of the event

Own expectations

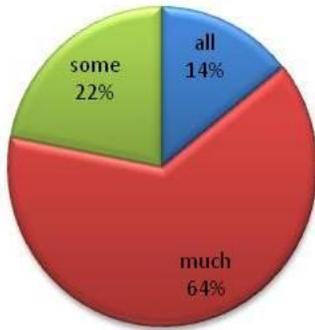


FIGURE 2 OWN EXPECTATIONS

Stated expectations



FIGURE 3 STATED EXPECTATIONS

Overall benefit



FIGURE 4 OVERALL BENEFITS

Overall arrangements



FIGURE 5 OVERALL ARRANGEMENTS

APPENDICES

Appendix 1- Programme

Focus: Strategic planning, governance reform and adaptive management capacity for resilience

Wed 22	Day one
0800	Registration and 'housekeeping' matters for workshop participants
0830	Opening ceremony National anthem – Roslyn Aird, Secretary, Fisheries Division Prayer– Hermione Bruno, Fisheries Officer, Fisheries Division Call to order – Patrick McConney (master of ceremonies), UWI Welcome – Justin Rennie, Chief Fisheries Officer, Fisheries Division Remarks – Aaron Francios, Permanent Secretary, Ministry of Agriculture, Forestry & Fisheries Opening address - Hon. Michael Denis Lett, Minister of Agriculture, Forestry & Fisheries
0900	'Policy to practice' panel presentations and discussion on MPA governance in Grenada moderated by Patrick McConney of CERMES-UWI with speakers Justin Rennie (Chief Fisheries Officer), Aden Forteau (Chief Forestry Officer) and Raymond Baptiste (Head of Land Use Department)
1000	<i>BREAK (full break catered on site)</i>
1030	Workshop objectives and expectations Presentations on follow-up activities Learning from follow-up and next steps Action learning groups and mentoring
1300	<i>LUNCH (allowance provided for participants)</i>
1400	Strategic planning and MPA governance Reforming MPA governance in practice New capacity for adaptive management
1530	<i>BREAK (liquid refreshment informally provided)</i>
1545	Application to governance at participant MPAs
1700	Overtime to complete follow-up activity reports
1900	Close
Thu 23	Day two
0830	Reflections on the first day
0845	Doing strategic planning and governance reform
1030	<i>BREAK (full break catered on site)</i>
1100	Doing strategic planning and governance reform
1300	<i>LUNCH (allowance provided for participants)</i>
1400	Preparation for and field trip to Woburn/Clarke's Court Bay MPA
1700	Return
Fri 24	Day three
0830	Reflections on the second day
0845	Formulation of follow-up activity
1030	<i>BREAK (full break catered on site)</i>
1100	Formulation of follow-up activity
1230	Evaluation, next steps and close
1300	<i>LUNCH (allowance provided for participants)</i>

Appendix 2 - Participants

GRENADA

Roland A. Baldeo
MPA Coordinator
Fisheries Division
2nd Floor, Melville Street Fish Market Complex
St. George's, Grenada
Tel: 473 440 2708
Fax: 473 440 6613
Cell: 473 405 4362
E-mail: rolandbaldeo@hotmail.com
Skype name: rolandbaldeo

Jody Placid
Head Warden
Sandy Island/Oyster Bed (SIOBMPA)
Carriacou, Grenada
Tel: (473) 443-7520 [home]
Fax:
Cell: (473) 449-9897
E-mail: jp7_193@hotmail.com
Skype name:

Brian Whyte
Secretary
SIOBMPA board
Sandy Island/Oyster Bed (SIOBMPA)
Carriacou, Grenada
Tel:
Cell: 473-459-7312
E-mail: baw1gbt@yahoo.com

Christine Finney
Dive Operator, Eco Dive
Molinere/Beausejour (MBMPA)
Grenada
Tel: 473-444-7777
Cell: 473-405-7777
E-mail: dive@ecodiveandtrek.com;
christine@ecodiveandtrek.com

Coddington Jeffrey
Warden
Molinere/Beausejour (MBMPA)
Grenada
Tel: 473 440 2708
Fax: 473 440 6613
Cell: 473 4192200
E-mail: cjcoral21@gmail.com
Skype name: islandmancj

Natasha Howard
Secretary
Woburn/Clarke's Court Bay (WCCBMPA)
Grenada
Tel:
Fax:
Cell: 473 419-5816
E-mail: n2000how@yahoo.com
Skype name:

Shawnaly Pascal
Woburn/Clarke's Court Bay (WCCBMPA)
Grenada
Tel:
E-mail: shawnaly25@hotmail.com

SAINT LUCIA

Nadia Cazaubon
Project Officer (now Officer-in-Charge)
Soufriere Marine Management Association (SMMA)
Soufriere, Saint Lucia
Tel: (758) 459-5500
Fax: (758) 459-7799
Cell: (758) 724-6333
Email: cazaubon@smma.org.lc;
nadasonia@hotmail.com
Skype name: nada.sonia

Allena Joseph
Fisheries Biologist
Department of Fisheries
Point Seraphine
Castries, Saint Lucia
Tel: 468-4140/4141/4143
Fax: (758) 452 3853
Email address(s): allena.joseph@maff.egov.lc,
allenajoseph@hotmail.com
Skype name: allenajos

ST VINCENT AND THE GRENADINES

Olando Harvey
Marine Biologist
Tobago Cays Marine Park (TCMP)
Clifton, Union Island
St. Vincent and the Grenadines
Tel: (784) 485 8191
Fax: (784) 485 8192
Cell: ?
E-mail: landokeri@yahoo.com
Skype name: landokeri

Kenneth Williams
Manager
Tobago Cays Marine Park (TCMP)
Clifton, Union Island
St. Vincent and the Grenadines
Tel: 784 4858191
Fax: 784 4858191
Cell: 784 593 3872
E-mail: manager@tobagocays.org;
kenawillo@hotmail.com

SUSTAINABLE GRENADINES INC.

Michele Megannety
Marine and Coastal Conservation Coordinator
Sustainable Grenadines Inc.
Clifton, Union Island
St Vincent and the Grenadines.
Tel: (784) 485 8779
E-mail: michele.megannety@gmail.com

RESOURCE PERSONS

Keisha Sandy
Technical Officer
Caribbean Natural Resources Institute (CANARI)
Building 7, Fernandes Industrial Complex
Eastern Main Road, Laventille,
Trinidad
Telephone: 868-626-6062
Fax: 868-626-1788
E-mail: keisha@canari.org
Skype name: keisha.sandy2
Web site: www.canari.org

Patrick McConney
Senior Lecturer
Centre for Resource Management and Environmental
Studies (CERMES)
UWI Cave Hill Campus, Barbados
Phone: (246)-417-4725
Fax: (246)-424-4204
Cell: (246)-259-7100
Email: patrick.mcconney@cavehill.uwi.edu
Skype name: pmcconney
Web site: cavehill.uwi.edu/cermes

Zaidy Khan
MPA Specialist, CERMES
Pomme Rose Apartment
Mount Edgecombe, Springs
St George's, Grenada
Tel:
Fax:
Cell: (473) 414-3560
E-mail: zaidy.khan@gmail.com
Skype name: zaidy.khan

Report of the second workshop on adaptive capacity for marine protected area governance in the eastern Caribbean: Strategic planning, governance reform and adaptive management capacity for resilience. Volume 2— Appendices of graphics



22-24 February 2012, Grenada



Centre for Resource Management
and Environmental Studies (CERMES)
Faculty of Pure and Applied Sciences
University of the West Indies
Cave Hill Campus, Barbados
<http://www.cavehill.uwi.edu/cermes>



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ABOUT THIS VOLUME

This companion volume to the narrative report of the workshop contains the several slide presentations that were made. They are packaged in this separate volume in order to reduce the file size of the main report.

This report is best read on-screen in order to enlarge the slide images if necessary and to minimise wastage of ink and paper from printing. If printing is necessary, consider greyscale rather than colour to save toner.

APPENDICES

Appendix 3- Presentations on follow-up activities

Soufriere Marine Management Area (SMMA)

Towards Development of a Ten (10) Year Strategic Plan for the Soufriere Marine Management Association Inc.

Nadia Cazanbon, SMMA Inc.
Allena Joseph, Department of Fisheries, St. Lucia

Introduction

- 1995 SMMA: Authority (TAC, TWG)
- 2001 SMMA Inc.: new agreement, Board
- 1996-2000 CAMMA: Stakeholder Committee
- 2000 CAMMA: SMMA assume responsibility
- 2001 Agreement: Soufriere not Carriacou/Anse La Raye
- Stakeholders have changed and increased
- Uses and users have increased
- State of natural resources...

SMMA Inc. MMA's

Methods

- Capacity Building for Board Members and key stakeholders
 - MPA Governance workshop
 - Diagnosis Radar
 - SWOT
- Subcommittee to develop TOR

Results

DIAGNOSIS RADAR

<ul style="list-style-type: none"> Vulnerability and adaptive capacity* Asset / income poverty* Diversification / dependence* Conflicts with activities* Leaders & change agents* Health & well being* Resource use* Biodiversity* Ecosystem services* Stock status and trends* Cyclical/intermittent change* Alternative states* Habitat connectivity* 	<ul style="list-style-type: none"> People & Livelihoods Institutions & Governance Ecosystem External drivers 	<ul style="list-style-type: none"> Politics & development policies Access to markets & financial services Legal and policy framework Access & property rights Organisational capacity Learning & adaptability Knowledge diversity Population growth Land-use Infrastructure & technology Migration, civil strife Waste & Globalisation Climate change
--	--	--

Results

<p>PEOPLE AND LIVELIHOODS</p> <ul style="list-style-type: none"> Conflict among user groups (less than in 1992) Economic factors - investment, income, poverty Illegal activities - visitor harassment, drugs, fishing Lack of training for boat boys etc. Equitable and sustainable use of resources, jobs Poor farming practices in watershed People are vulnerable to 'disasters' <p>Public health and safety</p> <ul style="list-style-type: none"> Water pollution including recreational water quality 	<p>INSTITUTIONS AND GOVERNANCE</p> <ul style="list-style-type: none"> Conflict among user groups, politics, organisations Breakdown of relationships with SMMA partners Operational capacity human and financial Political interference Responsibilities for enforcement Lack of consensus on SMMA based on fundamentals SMMA is too rigid to adapt, or too fluid at times Relationship between general manager and board Lack of succession planning for management Board has not found its proper role in governance SMMA lacks its own by-laws, regulations under FA SMMA lacks board member orientation process
<p>ECOSYSTEM</p> <ul style="list-style-type: none"> Status of fish stocks Habitat degradation e.g. sedimentation Poor water quality Impacts of natural and man-made disasters Invasive alien species Little spatial planning to enhance connectivity, IBM Pollution such as from plastics 	<p>EXTERNAL DRIVERS</p> <ul style="list-style-type: none"> Policies at national and higher levels Political influence The global imperative in its several forms Market pressures Climate change Maritime accidents and oil spills Technology transfer and adaptation Lack of land use planning or good land use practices Global economic crisis Disasters of all types Pollution from ships, dumping

SWOT

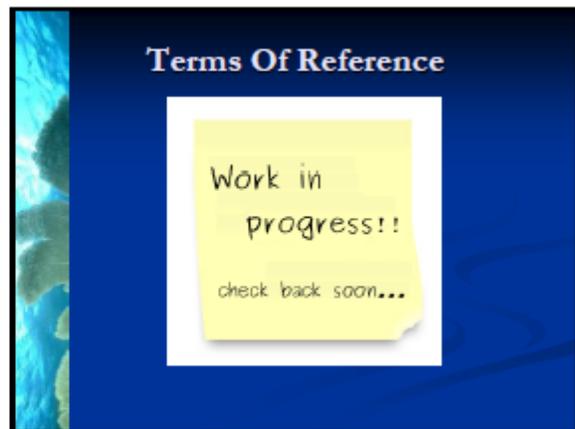
SMMA MPA governance strategic planning SWOT, 19 Jan 12

Strengths	Weaknesses
Global/regional	Global/regional
reputation of the SMMA as a flagship MPA role of the SMMA is accepted by external interests site of globally important biodiversity established network of partners exists	global funding priorities may not coincide with SMMA priorities, so financial constraint lack of coordination among Caribbean MPAs unable to benefit from larger scale marketing itself SMMA has 'graduated' in the eyes of some funders
National /local	National /local
local folk fairly well educated in marine matters established network of partners revenue does not go into Consolidated Fund level of financial and admin autonomy not a paper park; governance is in place	SMMA learnt less from its experience than others other MPAs learn more from SMMA than the SMMA not effecting educational change to affect behaviour insufficient revenue generation from user fees

SWOT

Opportunities	Threats
Global/regional	Global/regional
funding for marine matters is available fair trade, green economy, sustainable livelihoods able to export expertise and best practices can serve as a partner in international research further diversification of tourism and other products	climate change and variability global financial and economic crisis marine pollution from ships and offshore sources benchmarks of quality of tourists inappropriate invasive species
National /local	National /local
can create more jobs can support spin off activities in related areas can improve environmental health of area can attract well-qualified staff due to its status act as a community focal body for Soufriere catalyst for community development enhanced revenue from tourism: entrepreneurs reduced pressure due to new other MPAs in St Lucia SMMA has enhanced land values for taxation revenue more opportunities for staff capacity development diversification of livelihoods to include fishers	greater impacts from increased tourism etc. use marine pollution including from land-based sources cannot meet standards demanded by clients, users political interference and more conflicts predominance of need to meet current basic needs impacts from natural disasters poor land use planning and management

- ### Discussion
- Board members aware of MPA Governance issues
 - 5 year Strategic Plan has the green light
 - Preliminary SWOT
 - Challenges
 - Internal and national transition period

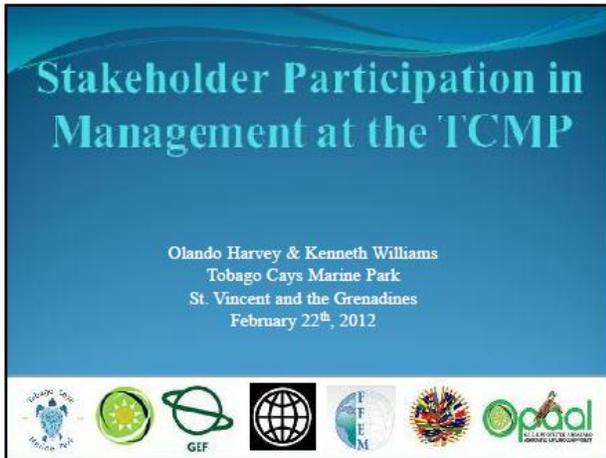


- ### Key learning
- Ecosystem approach to manage SMMA & CAMMA
 - Build adaptive capacity and resilience through strategic partnerships (local, regional, international)
 - New perspective of concepts
 - Theory does not equal reality

- ### References and appendices
- | | |
|--|--|
| <h4>References</h4> <ul style="list-style-type: none"> ■ Agreement to Manage The Soufriere Marine Management Area (2001) ■ An Agreement On Use And Management Of The Coastal Marine Area from Marigot Bay to Anse Mahaut on the West Coast of Saint Lucia. | <h4>Appendices</h4> <ul style="list-style-type: none"> ■ Workshop Report: Soufriere Marine Management Association (SMMA) directors' workshop on MPA Governance. |
|--|--|



Tobago Cays Marine Park (TCMP)



Background

- The TCMP is currently the only MPA in SVG.
- Currently the TCMP Board and the National Marine Park Board (NMPB) are one and the same.
- There is a new MPA being established (South Coast Marine Conservation Area).
- Consequently, the composition of the NMPB must change.

Rationale

The establishment of a new MPA requires the operationalization of the TCMP Management Committee which would provide recommendations to the National Marine Park Board (NMPB) on issues pertaining to the Tobago Cays Marine Park.

Objectives of the Study

1. assess the current level of stakeholder participation in governance at the TCMP.
2. determine what motivates stakeholder groups to participate in management.
3. assess the level of willingness of stakeholders to participate in management.

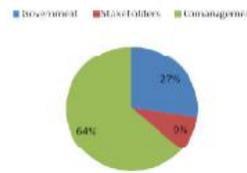
Methodology

The data for this study was collected by the surveying (questionnaires) stakeholders.

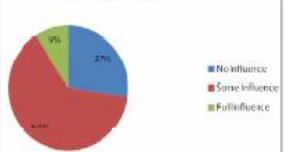
Stakeholders Groups (1 ^o)	Number of Surveys
Water Taxi Operators	5
Vendors	4
Dive Operators	1
Day Tour Operators	2
Yacht Companies	1
Tourism	2
Fishers	6
NGOs	1

Results

Who Should Manage the TCMP

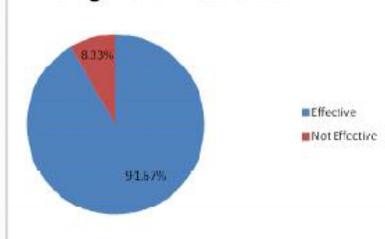


Stakeholder Influence on Management



Results Continued

Management Effectiveness



Key Learning

- Persons who made a living directly from the TCMP did consider themselves to be stakeholders of the TCMP.
- Members of the SGWTA were unaware that they are currently represented on the National Marine Parks Board.
- Majority of stakeholders believe that over all the TCMP is currently being effectively managed.
- Most stakeholders think that they should be partly responsible for managing the TCMP.
- Over 80 percent of persons surveyed indicated that they would like to participate in management.

Problems & Surprises

- Changed methodology from focus groups to questionnaire.
- Getting the interviewee to sit down with us during peak season.

Thank You!



Sandy Island/Oyster Bed (SIOBMPA)

Adaptive capacity for MPA Governance in the Eastern Caribbean

Follow-up Activity: Jan & Feb, 2012
SIOBMPA Report
By Brian Whyte



Theme:

Developing a user base application

Title:

Strengthening MPA Management Decision Making Process

Description of work done:

- Worked with relevant stakeholders re dive-shops, Water Taxi Association in collecting MPA visitation and user data.
- Developed data-sheets as per data collection, processing and management of all users of the Park.

Collected data as per the following users:

Users:	Activity	Delegated to:	Objective
Vessels	Authorize Moorings Anchoring	Wardens	Eliminate threats to sea-grass beds and coral reef.
Divers	Authorize Diving Marine source	Dive Shops	Eliminate violation of Fisheries regulation. Increase livelihoods.
Sandy Is	Snorkeling & picnics	Water-Taxi	To eliminate over-visitation and inappropriate boating operation.
Oyster beds	Sightseeing	Wardens	Mangrove and habitat conservation.
All Users On Paradise & Lauriston Beaches		Wardens	Conserving shore line, mangrove & other beach vegetation as well as eliminating sand mining.
Fishers	Authorize fishing Unregulated fishing	Wardens	To eliminate destructive fishing practices and increase fish bio-mass

Introduction

The purpose for conducting the activity:

- ❖ Monitoring uses of the Park
- ❖ How stakeholders can be enlisted to provide monitoring support.
- ❖ Users of Sandy Island Is for recreation and snorkeling.
- ❖ Compliance with fishing regulations within the park.
- ❖ Unregulated activities within the Oyster Bed Careenage.
- ❖ Recreation and other activities on beaches

Users of The Park



Fishermen >>
Bait Fishing



Divers >>
Three Dive shops using 6 Dive sites



Meeting with Fishermen >>
Paradise Beach



Visiting the Oyster Bed >>



Yachting >>
Sandy Island is a great Yacht stop

Methodology

- ❖ Created 6 data-collecting sheets
 - Fishing Activity
 - Visit to The Oyster Bed
 - Yachting
 - Recreation
 - Snorkeling
 - Diving

Methodology continue

- ❖ Other activity observed, but did not collect data on it:
 - Industrial transportation

Methodology continue

- ▶ Conducted interviews (one-on-one) with three dive shops. Succeeded in enlisting their support to collect and process data as well as submitting sheet at the end of the week.
- ▶ Also, conducted interview with several water taxi operators. Three water-taxi personnel were employed to collect data. Compliance was satisfactory and sheets were submitted at the end of the period.

Methodology continue

- ▶ MPA wardens collected data re:
 - Yachting
 - Recreation
 - Fishing
 - Visit to Oyster Bed

Results

- ❖ Two weeks of data were collected
- ❖ It was then summarized on a single sheet
- ❖ It is included as appendix on an Excel sheet
- ❖ Met with fishermen in MPA-Sat 18th Feb
- ❖ Agree to meet and discuss/plan every Sat

Discussion/Observation

- ▶ Inability to meet with Water Taxi association as scheduled.
- ▶ Association needs revitalizing. Majority of members interviewed stated that they stop go to meetings.
- ▶ Did not meeting with divers as a unit. Busy schedule was given as the primary reason.
- ▶ Evaluation meeting that was scheduled for Feb 16 at 4:00pm. Only two stakeholders attended. Reschedule for the next day was also unsuccessful. Carnival activities were considered the primary reasons.

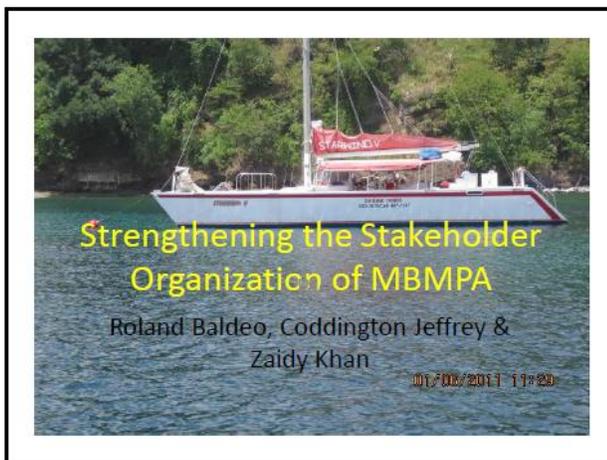
Lessons Learnt

- ❖ Value of Collaboration and openness re Dive shops, water-taxi, fishermen
- ❖ Learning –by–doing: Found a better way to meet with fishermen
- ❖ Community use of resource– willingness to implement
- ❖ Building Resilience –willingness to protect eco–system as first response to climate change.
- ❖ Adaptive management to meet on terms with fishermen.

References

- › Management Plan p 74–objectivities 7&9.
- › Management Plan p75 –objectives 10–13.
- › CERMES Governance project document
- › CERMES Governance Project Flyer.
- › NOAA Coral Reef Conservation Program(CRCP)– International Strategy 2010–2015

Molinere/Beausejour (MBMPA)



Introduction

- The MBMPA was designated 2001
- No formal management structure until 2009
- The MBMPA Stakeholder Committee was formed in 2009



Introduction

- Acted as an advisory committee to the Fisheries Division for the day-to-day operation of the MBMPA
- Not formalized as there was no provision in the legislation for this Committee

Issues/Concerns

- Communication protocols
- Outcomes of meetings (minutes)
- Unfamiliarity with the MBMPA management plan
- Members unclear of theirs and other persons roles and responsibilities
- Morals of members affected
- Reduced voluntary participation

Strengthening

- There was need for training capacity to address these concerns and issues
- Board Effectiveness workshop (Nov. 2011)

Strengthening cont'd

- Half-day Consultation meeting for members
- Facilitated by an independent facilitator
- Highlighted the reasons for evolving into a Board and to discuss this new arrangement



Specific objectives

- To discuss the roles, responsibilities and limitations of current MBMPA management committee.
- To announce the formation of MBMPA board.
- To revisit the issues of the MBMPA management plan
- To finalize the draft terms of reference of the MBMPA board.

Method

- The activity concept and agenda was planned and discussed with project team members
- An independent facilitator was hired to facilitate focal group discussion for the activity



Method

- Date and agenda was confirmed in this meeting for the follow up activity two weeks prior the activity
- A draft terms of reference was distributed to members' prior 1 week before the activity for members to review and bring their concerns and issues to the workshop for discussion.

Results

- The final terms of reference to presented to the National MPA Committee for endorsement

Results



Discussion

- TOR to be presented to National MPA Committee
- Financial challenges under the current institutional and management arrangement
- Progress in the formation of a Board is key in addressing management issues
- The present MPA regulations do not provide the provisions of the legal mandate for co-management arrangement.

Discussion cont'd

- FD has committed for amendments of the MPA regulation before the end of 2012
- The endorsement of the MPA Board will further assist in the review of the regulations

Key learning

- MBMPA providing livelihood benefits to adjacent communities in the MPA and further provision will be needed to promote the livelihood activities
- More than one community rep from the site based MPA community to be on the Board to strengthen community ownership and MPA livelihood benefits.



Key Learning cont'd

- MPA management and operation rules may be different for private sector and local communities
- Revisit to MPA regulations to meet the current arrangements will make the policy review process an adaptive process



Key Learning cont'd

- A synthesised MPA management plan linking to the yearly MPA activity action plan is to be developed. This would incorporate monitoring of biophysical indicators and report status of the resource being managed.

References and appendices

References

- MBMPA management plan

Appendices

- Workshop agenda
- Participants list
- Draft TOR
- Copy of Management Framework

Woburn/Clarke's Court Bay (WCCBMPA)

MPA Governance Follow up Activity : WCCBMPA Fishermen Consultation



Introduction

- ▶ Woburn Clarke's Court Bay (WCCB) is known as the "Fishing Village" in the South of Island.
- ▶ The bay was designated as a Marine Protected Area in 2001.
- ▶ WCCBMPA is planned to be launched in 2012 by The Fisheries Division
- ▶ The key emphasis is a need for improved communications with local stakeholders to create awareness on the importance of the MPA's within the context of ecosystem based on management and adaptive capacity.

WCCBMPA Boundaries



Objectives

- ▶ To identify fishermen as one of the primary Stakeholder Group for the MPA.
- ▶ Inform the fishermen on the WCCBMPA proposed management development and discuss the perception on the MPA using SWOT Analysis.
- ▶ To create an awareness with fishermen on the importance of MPA.
- ▶ To discuss Survey Results on the number of fishermen using the ground.

Method

Focus Group Meeting. Distribution of Flyers and by Word of Mouth Contact.



Discussion : SWOT : perceived by the fishermen in relation to the operation of the WCCBMPA.

<p>Strengths</p> <ol style="list-style-type: none"> 1.) Management would allow them to address major threats within the basin: waste management and pollution issues from yachts, effluent from the sugar factory and else where. 2.) Management would provide protection of the marine resources and ecosystem services of the bay and assist in zoning the bay for various user interests. 3.) Management stakeholder consultation will provide avenues for fishers to address their livelihood concerns in relation to the MPA. 4.) The WCCB is not a commercial fishing site & has limited livelihood impacts on fishers at the commercial level. 	<p>Weakness :</p> <ol style="list-style-type: none"> 1.) Fishers who fish outside the area may not show particular interest. 2.) Proposed management does not seem to offer a solution to the problem of developments such as marinas and resorts (Fisher: "Building and breaking at the same time") 3.) Fishers are concerned that the WCCBMPA regulations will prohibit their traditional and subsistence fishing. They have this concern due to the observed regulations placed on MBMPA and SIOBMPA. 4.) Fishers worry that their views will not have as much weight compared to "big" companies and yachts
--	--

Discussion : SWOT : perceived by the fishermen in relation to the operation of the WCCBMPA.

<p>Opportunity</p> <ol style="list-style-type: none"> 1.) Management may provide the opportunity for fishers to become organized and engaged, and to bring collective concerns to the MPA management committee. 2.) May offer solutions to deal with the yacht and mariner "problems". 3.) May provide an opportunity to extend the boundaries of the MPA eastward to pre-empt further degradations in adjacent mangrove communities. 	<p>Threats</p> <p>Depending on the type of management regulations established in the future, these may lead to the loss of traditional user access to the fishing grounds within the basin.</p> <ol style="list-style-type: none"> 2.) Fishers voices may be not influential in the decision-making process in comparison with stakeholders with greater power and money. 3.) If other fishers show little or no interest in management than fishers' positions could be weakened (undermined). It has been challenging to organise the fisher folk in Woburn to date.
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Key learning

- ▶ Public consultation is needed to raise more awareness on WCCBMPA
- ▶ Clearer vision as to how developments will incorporate in the management plan.
- ▶ Speedy solution as to how the MPA will handle the problem of Pollution.
- ▶ More involvement at the community level, where jobs and direct benefits can be gained.

Questions



Appendix 4 - Action learning groups and mentoring



Why ACTION LEARNING?

Goals = To learn and to solve urgent and complex problems

- Learning and team development as important as solving the problem
- A form of learning by doing
- Involves working on real problems, focusing on learning and actually implementing solutions

Action Learning: Formula

$L = P + Q (+ R)$

Learning =

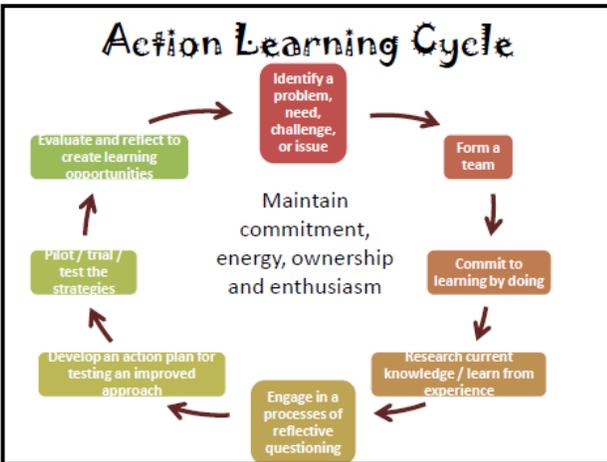
- Programmed learning** (knowledge in current use) +
- Questioning** (questions to create insight) +
- Reflection**

Reg Revans

Unlearning to learn

- Question set assumptions and ways of doing things
- Open yourself to critical enquiry
- Reframe your choices

"It is not enough to rely on our expert knowledge. Expert knowledge is necessary but not sufficient. We have to learn how to ask ourselves totally different questions. That is what Action Learning is." Reg Revans



The challenge for MPAs

- What is happening now?
- What should be happening?
- What is stopping us from doing it?
- What can we do?

Who is involved?

- A small group of colleagues to share and compare problems, ideas and solutions, provide challenge and support
- Individuals learn best with and from one another as they each tackle their own problem and actually implement their own solution.
- *"....those best able to help in developing the self are those comrades in adversity who also struggle to understand themselves..."* Reg Revans



Action Learning Group ROLES

- Presenters
- Group members
- Learning buddies
- Learning coach



Presenter's role

- Describes the problem, challenge or issue for the group's input
- Listens to experiences of the group
- Accepts the group's questions and reflections
- Takes back learning to apply and put into action



Group members' role

- May or may not be associated with the situation or challenge
- Participate equally
- Give support to their colleague
- Share experiences
- Provide new perspectives
- Question/challenge
- Ask "dumb" questions
- Do not give advice, tell anecdotes, pass judgement, or talk about how the situation compares to their own
- Assist the presenter to review options and decide on action
- Reflect on the group process and give feedback to each other on what has taken place



OPTIONAL: Learning Buddy

- Site based colleague who acts as a sounding board and co-learner
- May not attend the formal programme events
- Usually only needed if ALG members are at different physical locations



Learning coach's role

- Focuses on helping group become more effective
- Helps members achieve clarity and optimise learnings
- Ensures sufficient time for capturing learnings
- Helps members to reflect on interactions & implications of actions to be taken
- Ensures norms & processes followed
- Creates atmosphere of learning & reflective inquiry
- Asks questions related to learning, problem and goal clarity



Benefits of Action Learning



- Acknowledges and values prior knowledge, experience and expertise of team members
- Facilitates collegial support, sharing of problems or issues and finding of flexible solutions
- Develops teams, leaders, teams of leaders
- Solves problems and develops systems-thinking and creativity
- Creates learning cultures and learning organisations
- Focuses on positive changes and improvements
- Promotes action based on real workplace challenges or opportunities

Mentors

What is a MENTOR?



- **M** – Manages the relationship
- **E** – Encourages
- **N** – Nurtures
- **T** – Teaches
- **O** – Offers Mutual Respect
- **R** – Responds to the Mentee's needs

Group work exercise



<http://www.clipartof.com/post/191306/illustration/3d-stick-figure-lying-on-the-ground-while-appealing-something-12458.html>

- In 15 minutes, create a **body map** of the qualities of a good mentor
- **Use symbols not words**
- Tell the entire plenary what qualities your group came up with

Appendix 5 - Strategic planning, reforming governance and adapting

Pomeroy presentation

**Strategic Planning and
MPA Governance Reform**

February 22nd, 2012

Second Workshop on Adaptive Capacity
for MPA Governance in the Eastern Caribbean

Robert S. Pomeroy
University of Connecticut

Strategic Planning and MPA Governance Reform 1 2nd Workshop on Adaptive Capacity for MPA Governance

Defining Strategic Planning (Handout 1)

What is strategic planning?

- A systematic process of **assessing** conditions, setting **priorities**, and defining a logical course of **action**.
- Decisions are then made on how to **allocate resources** to pursue the strategy, including funding and people.

Strategic Planning and MPA Governance Reform 3 2nd Workshop on Adaptive Capacity for MPA Governance

Defining Strategic Planning (Handout 1)

What strategic planning is:

- It is strategic because you choose how best to respond given the **conditions** operating in your environment.
- It is systematic because it follows a process that is **structured** and based on **facts**.
- It involves choosing specific **priorities**.
- It builds **commitment** toward those priorities that are selected.
- It guides the acquisition and allocation of **resources**.

Strategic Planning and MPA Governance Reform 3 2nd Workshop on Adaptive Capacity for MPA Governance

Defining Strategic Planning (Handout 1)

What strategic planning is NOT:

- A tool to predict the **future**.
- A substitute for the judgment of **leadership**.
- A process that is **smooth, predictable, or linear**.

Strategic Planning and MPA Governance Reform 4 2nd Workshop on Adaptive Capacity for MPA Governance

Defining Strategic Planning (Handout 1)

4 rules to follow during strategic planning:

1. Focus on the most important issues.
2. Question what you think you know.
3. Write down your results clearly and simply.
4. Create an operational plan immediately after the strategic plan is approved.

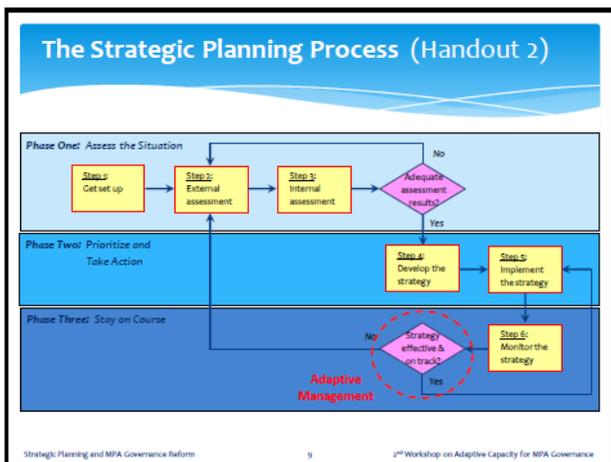
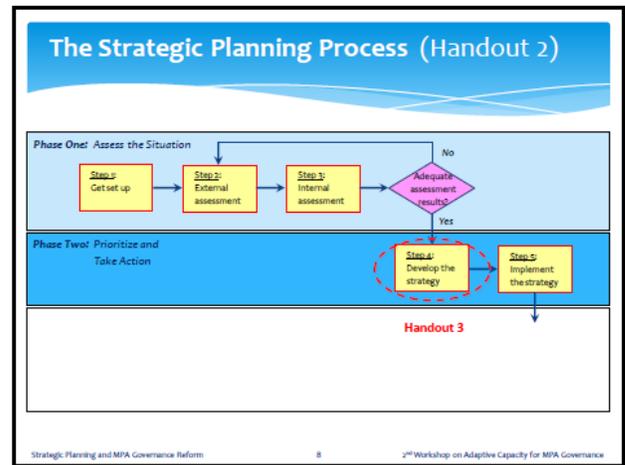
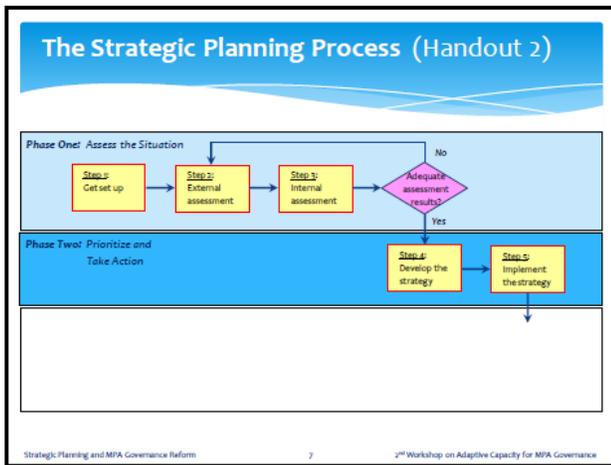
Strategic Planning and MPA Governance Reform 5 2nd Workshop on Adaptive Capacity for MPA Governance

The Strategic Planning Process (Handout 2)

```

    graph TD
      subgraph Phase_One [Phase One: Assess the Situation]
        S1[Step 1: Get set up] --> S2[Step 2: External assessment]
        S2 --> S3[Step 3: Internal assessment]
        S3 --> D{Adequate assessment results?}
        D -- No --> S1
        D -- Yes --> Next[ ]
      end
  
```

Strategic Planning and MPA Governance Reform 6 2nd Workshop on Adaptive Capacity for MPA Governance



- ### Developing Your Plan (Handout 3)
- #### Why develop a strategic plan?
1. It will identify a limited set of **priorities** that the team will work to address;
 2. It will provide a **logical** approach of how these priorities will be addressed; and
 3. It will build **adaptive capacity** in your team to respond effectively and rapidly to changing conditions that may threaten the governance of your site.
- Strategic Planning and MPA Governance Reform 10 2nd Workshop on Adaptive Capacity for MPA Governance

- ### Developing Your Plan (Handout 3)
- The “**big picture**” under the strategy includes:
- A **vision** statement (usually no more than 1 paragraph);
 - A summary of the group’s **assumptions, beliefs, and core values** (1 paragraph);
 - The group’s **mission** statement (1 paragraph);
 - A list of the **priorities** that are to be addressed (usually 3-5 priorities; 1 paragraph description for each priority); and
 - The **goals** that the group aims to achieve (usually 3-5 goals, often linked to priorities; 1 paragraph description for each goal).
- Strategic Planning and MPA Governance Reform 11 2nd Workshop on Adaptive Capacity for MPA Governance

- ### Developing Your Plan (Handout 3)
- The “**specific details**” under the strategy include:
- The specific **objectives** (usually 2-4 objectives for each goal; 1 paragraph each);
 - The proposed **activities** that will be required to achieve each objective (list), usually accompanied by a **workplan** specifying the **timeline** and responsible party(ies) to ensure that each activity is fully completed;
 - An **estimated budget** in terms of the projected human and financial resource costs that will be required to complete the activity workplan and achieve the stated objectives.
- Strategic Planning and MPA Governance Reform 12 2nd Workshop on Adaptive Capacity for MPA Governance

Developing Your Plan (Handout 3)

Follow these criteria to **implement** your strategic plan:

- Get **leadership approval** on the plan before implementing.
- Secure all necessary **human and financial resources**.
- Identify and convene an **implementation team** to monitor, guide, and assist the plan's implementation.
- **Share and communicate** a simple version of the new strategic plan with partners and priority stakeholders in order to request their support for its implementation and raise awareness.
- Identify the **measures of success** that the group will need to monitor and evaluate in order to determine whether or not the strategic plan is being successfully implemented.

Strategic Planning and MPA Governance Reform 13 2nd Workshop on Adaptive Capacity for MPA Governance

McConney presentation

MPA strategic planning, governance reform and adaptive management capacity for resilience

Second workshop on adaptive capacity for MPA governance in the eastern Caribbean, 22-24 February 2012, St. George's, Grenada



- ### Focus question
- What question guides and focuses the strategy that the plan seeks to achieve?
 - How can my MPA develop sustainably in a participatory way that allows for both governance arrangements and management to reform and adapt based on our learning?
 - Base the question on knowledge and aims
 - Put the question in a central place where you can remind yourself of it constantly

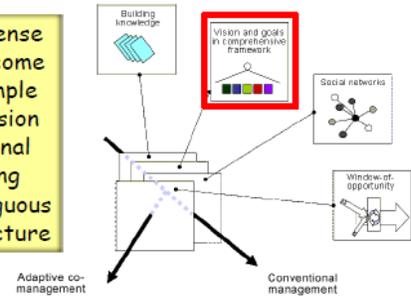
Shared vision

- In few words, and really as simply as possible, write down what it is you and the other stakeholders all want to see at the end of the strategic plan period
- Make it say something all can remember
- It is not a mission, goal, objectives or means through which to achieve them
- Recall the role of vision in transforming



Transformative change = reform (Olsson et al 2004)

- ✓ Present tense
- ✓ Is an outcome
- ✓ Short, simple
- ✓ Shared vision
- ✓ Inspirational
- ✓ Empowering
- ✓ Not ambiguous
- ✓ A vivid picture



Barriers or assisting/resisting

- What hinders or helps our achievements?
- Never assume a vision can be achieved unless you determine strategically how to get past the challenges/constraints
- Often supplemented by **SWOT analysis**
- Or use **assisting and resisting factors**
- Avoid "lack of"... everything is scarce!
- Brainstorm, then cluster and name groups



Building the shared vision and identifying the barriers in a participatory manner allows everyone to contribute, and it also encourages ownership



Strategic directions

- Create a roadmap (strategic direction) to reach your vision but allow for small detours and diversions (being adaptive)
- Use your assisting/resisting as guidance

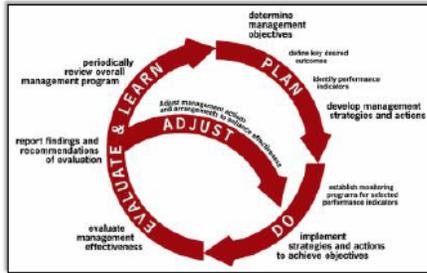


Adaptive governance (reform)

- Who are the key stakeholders to help overcome barriers and use opportunities?
- How to keep these stakeholders engaged (e.g. via monitoring, evaluation, decisions)?
- What governance structure best suits the strategic direction and is also adaptive?
- What process for governance reform also favours resilience to achieve the vision?



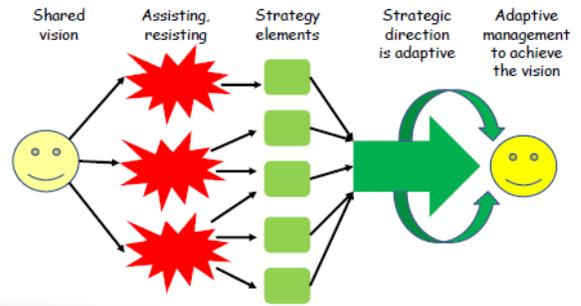
Action plans/adaptive management



Adaptive management within the agreed strategic direction
See presentation from workshop 1; we can review it together



Summarising the planning process



Appendix 6 - Newspaper coverage

INFORMER PAGE 20 Friday March 2nd 2012 www.informer.gy/index.com

Leadership is Key in the Sector says PS

Permanent Secretary in the Ministry of Agriculture - Aaron Francois, is of the view that Leadership plays a key role in the management of our marine resources.

The P.S. was speaking at the second workshop held in Grenada as part of a sub-regional project on "Adaptive Capacity for MPA Governance in the Eastern Caribbean."

Marine Protected Area Wardens in the Fisheries Divisions of the three participating countries - Grenada, Carriacou and Petite Martinique, St. Vincent and the Grenadines and St. Lucia, attended the workshop.

Mr. Francois said, "As we build capacity, what we expect is that persons who are trained will go out there and lead the process and help to improve the management of the Marine Protected Areas in the sub-region."

He said as we enter into an era of environmental management and sustainable management, it is becoming increasingly important for Small Island Developing States like ours, as we build capacity through improving on the skills that we have to manage and to help move the whole area of marine protected areas to be managed properly.

"It is not enough to just come in the training and get a certificate and then go back and people have to almost push you to act. I often say that you don't push leaders to act; leaders have a vision, have an idea of what must be done and they lead the change; they get people to work along with them to get the work done," said Francois.

He cautioned participants not to underestimate their responsibility as MPA wardens, advising them that after the training they should go back to their various work places - countries and see their responsibility as a key one in helping to move the whole MPA agenda in the sub-region.

Chief Fisheries Officer Mr. Justin Rennie, urged participants to make use of the output of the workshop which would go towards enhancing MPA Governance in the South Eastern Caribbean and the rest of the Caribbean region.

Chairing the workshop was Dr. Patrick Mc Conny of the Centre for Resource Management and Environment Studies (CERMES) at the University of the West Indies (UWI).

The workshop was held at the Fisheries Conference Room, Melville Street Fish Market from Wednesday, February 22nd to 24th. It covered both practical and theoretical areas.



Participants of the workshop



Minister Leti (L), Mr. Justin Rennie (M), Act. P.S. Aaron Francis (R)



Dr. Patrick Mc Conny

New MPA to be launched this year

In keeping with Grenada's thrust towards protecting its marine resources, the Woburn Clarkes Court Bay is the other Marine Protected Area (MPA) to be launched later this year.

Roland Baldeo, MPA Coordinator said the process commenced last year with meetings with key stakeholders and currently a consultant is working on the management plan. When completed, he said another meeting

would be held with the key stakeholders for further discussion on the plan.

He said the Woburn Clarkes Court Bay MPA is an "important nursery area" with essential mangroves habitat and reefs. He added that the MPA was identified "as a key nursery area for our marine resources, more so our fish species."

Meanwhile, Mr Baldeo noted that they are at the planning stage towards the launching of the Grand Anse MPA,

which also contains important reefs that need protection.

He stressed the need for having the community onboard with management of the MPAs, and said many consultations will be held.

He noted that at present fishermen and users of the MPA are complying with the rules and regulations after having a better understanding and appreciation for MPAs.

"We are seeing positive results from the two MPAs," he said, "and that is

encouraging."

Grenada has given commitment to implement the Caribbean Challenge Initiative to conserve 25% of its near shore marine areas by 2020 in conjunction with other regional agreements.

Accordingly, in addition to the Woburn Clarkes Court Bay MPA, Grenada has two other MPAs throughout the Tri- Island State: Sandy Island/ Oyster Bed MPA (SIOBMPA), which was launched in July 2010, and the Moliniere-Beausejour MPA (MBMPA), which was launched in September 2010.