

Report of the third workshop on
adaptive capacity for marine protected
area governance in the eastern
Caribbean: Communication, community
engagement, and participatory
monitoring and evaluation
Volume 1— Narrative summary



30 May - 1 June 2012, Grenada



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OPENING SESSION

The third workshop of the Centre for Resource Management and Environmental Studies (CERMES) project on *Adaptive capacity for MPA governance in the eastern Caribbean* (referred to as the MPA Governance project) was held at the Sea Waves conference room in Hillsborough, Carriacou. The project is grant funded through a NOAA Coral Reef Conservation Program - International Coral Reef Conservation Cooperative Agreement, and is only one of many initiatives of The University of the West Indies (UWI) in Grenada.

The opening ceremony started with a prayer and then followed the programme in Appendix 1. Davon Baker, Chairman of the Sandy Island Oyster Bed (SIOB) MPA chaired the opening. He welcomed participants in Appendix 2 to Carriacou and noted that this third workshop was timely in view of the many initiatives at the SIOBMPA and plans for stronger networking of MPAs in the Grenadines Islands.



The Chair introduced Roland Baldeo, Grenada's MPA Coordinator, and invited him to give brief remarks. Mr. Baldeo noted that the workshop is at a critical time in Grenada MPA planning. He informed participants that a significant juncture has been reached where a new governance structure for MPAs has to be set up. The MPA regulations that dictate how MPAs should be governed will be amended to provide for involvement of stakeholders through co-management. Baldeo highlighted two upcoming initiatives of particular importance to Grenada MPAs: 1) the Sustainable Finance Project which will provide much needed trust funds for MPAs and will be essential for long term development of MPAs in Grenada; and 2)

support for management of the SIOBMPA by the CARIBSAVE partnership due to begin later this year. Additionally, he mentioned the Global Environment Facility (GEF) project and its significance for MPAs nationally. Mr. Baldeo indicated that there has been a new national awareness and appreciation for MPAs. Some of the activities hosted by the MPAs have been emulated by other organizations. He was proud to announce that UNEP will showcase Grenada's MPA achievements at Rio+20 and noted that "we are glad for those opportunities...as we move ahead we are optimistic about the future." He said that he was pleased the workshop was being held in Carriacou since this was where Grenada's first MPA formed. He wished that all participants would benefit from the workshop.

After Mr. Baldeo's remarks, Mr. Baker stated that it was heartening to hear about the initiatives that are in the pipeline for Carriacou. He noted that a lot of work has been done at SIOBMPA with limited resources. He mentioned the desperate need for a full time manager. In looking around at the participants he noted there was an interesting mix of people from the Caribbean and beyond. He was glad that the workshop was held being in Carriacou since the Ministry of Carriacou and Petite Martinique Affairs is fully supportive of MPAs nationally and generally of the environment. Mr. Baker introduced Senator The Honourable George Prime, Minister of Carriacou and Petite Martinique Affairs, to deliver the opening address to workshop participants.

Senator Prime reiterated that it was a pleasure to see the workshop being held in Carriacou. He stated that Grenada and Carriacou must remain faithful to creating a more equitable world. He stated that: "We believe that these values are an emulation of our people. We want to see the narrowing of a gap between those who have too much and those who don't have enough to survive. We want to affirm the virtues of working together for a common end. The participatory approach and communication is vital. As a Caribbean family we must remain unapologetic in our commitment to the protection of the environment, guarding it jealously not only for

ourselves but for future generations. It is in this context that the present government pledges to reverse the damage negligently or deliberately done...We hope these sessions you are about to embark on will bring these issues to the fore.” He noted that governance has much to do with connection, interaction and the “voyage” and is dependent on how many people are engaged and influenced.

The minister gave a brief overview of the importance of marine ecosystems particularly to SIDs, noting that globally a high percentage of people live on the coast. With particular reference to Carriacou he stated that: “Our people are boat people. We live by the boat and die by the boat...Not only are we close to coastal areas but our economies are heavily reliant on tourism.” He told participants that his administration has sought to protect coral reefs. Those who use the environment must do so sparingly and with respect. Steps have been taken towards this by protecting the SIOB. User fees have been implemented. The Oyster Bed is a safe haven during the hurricane season and is an important nursery area. He noted, however, that unregulated coastal development persists. Sand mining is an issue in Carriacou and the laws have been strengthened to address fines in order to control the practice.

The Minister informed participants of the SIOBMPA model, stating that this MPA led the way in protection of marine and coastal areas by being the first MPA in Grenada to be implemented. He provided participants with an overview of the objectives of MPA. Special mention was made of the desire to eliminate disposal of waste in the MPA over the next five years as well as reducing anchor damage. He noted that the importance of effective management and governance is now on the minds of everybody in government, civil society and the community. The importance of effective management is critical. Government is committed to the creation of protected areas. Senator Prime noted that government has taken a hands-on approach to MPAs by paying attention to human resources (through the appointment of a MPA coordinator and wardens) and financing (through commitment to multilateral agreements such as the Caribbean Challenge and LBS protocol). The Ministry of Carriacou and Petite Martinique Affairs played a critical role in the establishment of the SIOBMPA which provided momentum for Molinère-Beauséjour (MBMPA) and Woburn/Clarke’s Court Bay (WCCBMPA). The Ministry is responsible for day-to-day operations of the SIOBMPA and is providing an interpretation centre. The Ministry also seeks external support through opportunities such as the Caribbean Local Economic Development Program (CARILED). Through CARILED Grenada and Carriacou will benefit from CDN\$23.8 million. Grenada is one of three countries that signed the regional cooperation framework. In closing Senator Prime told participants that “we (the ministry and people from Grenada and Carriacou) are committed to the environment.” He wished all participants a successful three days and told them that the Ministry is supportive of what is being done.

CERMES project manager, Patrick McConney, introduced the slide presentation on “CERMES and SusGren overviews of MPA governance in the Grenadines” delivered by Orisha Joseph of Sustainable Grenadines Inc. He said that in view of the workshop focus on communication, community engagement and participation it was fitting to review the great many accomplishments in these areas that had been made in the Grenadines via a number of different projects and partnerships. This was part of the institutional memory needed to appreciate what had already been done that was available to learn from and improve in the way forward. The slides presented by Ms Joseph are in Volume 2 of this report.

Coverage of the brief opening was provided by the Government Information Service. Refreshment followed.

WORKSHOP OBJECTIVES AND EXPECTATIONS

After the break Patrick McConney of CERMES reviewed the workshop programme and invited participants to introduce themselves given a few new faces. 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:

- Most effective way to engage "the community" not stakeholders but area residents
- Communicating to and engaging with "disruptive stakeholders"
- Strengthening communication among stakeholders
- Developing and delivering key messages to audiences
- Engaging stakeholders to support MPA sustainability (e.g. when donor funds are scarce)
- Strengthen ties with media. How?

PRESENTATIONS ON SECOND 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 second workshop in February 2012 (see Volume 2 of this report). Expectations of the presentations included: an idea of what it was that people did and reasons for doing it; an explanation of what it was about the activity that was thought to be useful in building adaptive capacity with respect to matters of resilience and governance; what was learned – not only the output but experience with organizing the activity, the surprises, etc. Discussion followed each presentation. The sections below abstract a few points from each. The reader is directed to the MPA Governance project web site (http://cermes.cavehill.uwi.edu/mpa_governance.html) for the final site reports and presentations. Compact images of the presentation slides (6/page) are in Volume 2 of this report. Deadlines to finish the activity reporting were set for each site.

Soufriere Marine Management Area (SMMA)

Re-establishment of the Soufriere Water Taxi Rotation



Consultation with Soufriere water taxi operators took place on the development of a water taxi rotation scheme, its implementation, and using an advertised standardized price list. They desire to formalize a structured arrangement for vessels to be on hire. The standardized price list was developed, used for two weeks of the rotation and revised. Water taxi rotation started with five boats on a 4-day rotation. Each boat has a chance to be on the beach for 4 days at a time between 8am to 4pm. Fishing vessels are also on the rotation.

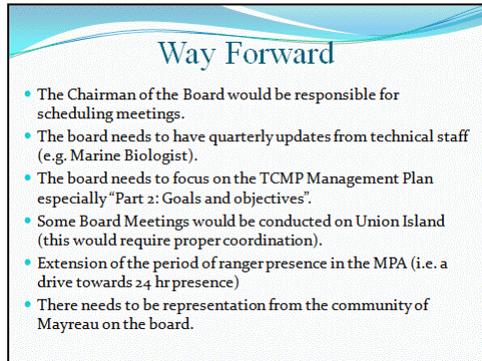
One aggressive operator is undercutting pricing and soliciting business prior to the agreed duration allowed on the beach. The rotation was adhered to by all others. Licenses to vend and snorkel need to be obtained by all operators. The acquisition of a booth is not confirmed by the hotel as yet. Operators want to hire a neutral agent to oversee the scheme. Key learning is that conflicts are not completely resolved, rather only managed. The process of managing conflicts must be adaptive, and SMMA has a role in conflict management as part of MPA governance.

In discussion it was noted that the water taxi bodies do not function well but operators must meet all safety requirements. The schedule is printed and is collected by the water taxi operators a few days before the rotation starts. The Jalousie hotel receives a copy. It is distributed to all. Signage is to be developed. The

water taxi operators are forming a boaters association so they can apply for hire anywhere. Training in customer service has already been done, but the problem is how it was done. Water taxi operators were trained in safety and customer service, but were issued with an identification card with no expiry date regardless of their service. The hotel does not give work to non-licensed operators. It only recommends persons who present their license to them. It is a liability issue.

Tobago Cays Marine Park (TCMP)

Enhancing the Management Effectiveness of Tobago Cays Marine Park Board



When the TCMP Board came into effect but there was no formal training in board effectiveness. The activity was a one day training workshop for the Board facilitated by Zaidy Khan (CERMES MPA specialist) and using parts of the CERMES manual on Training for Enhancing Board Effectiveness. Board of Directors self-evaluation, responsibilities of Board members, etc. were the focus. Highlighted in the self-evaluation is that the Board does not have a strategic plan and rated themselves as 'poor' in fund-raising activities. No formal operations manual for the Board exists. The Board did not think it was applicable to have a conflict of interest policy.

At the end of self-evaluation, three main considerations were made - formulation of strategic plan focusing on livelihoods and fund-raising; developing strategies to effectively have communication with stakeholders; and widening involvement of stakeholders. Issues of concern were inconsistency in scheduling of Board meetings, the Board being divorced from the issues on the ground, the current management plan being underutilized, under-representation of community and stakeholders' interests on the Board, not enough ownership by Board members and lack of understanding of what is a MPA.

In discussion it was suggested that the TCMP board should network with the boards of other MPAs in the region. The Boards on Carriacou and Grenada are better connected to the MPAs they are managing while those in St. Vincent are removed from the situation. Some of the TCMP board members were not sure of what a MPA should be like and how they should approach MPA management, so they may need pre-adaptive capacity training. A similar situation exists at the SMMA. A couple of the Board members have never seen the extent of the area. Some were even not aware that the SMMA was managing the CAMA. It was proposed a boat ride and snorkel be organized to the SMMA to give Board members an idea of what is being protected. The current TCMP Board was intended to be the St. Vincent and the Grenadines National Marine Parks Board. Find some way of getting the middle layer of management on stream while the South Coast Marine Conservation Area (SCMCA) comes onboard.

Sandy Island/Oyster Bed (SIOBMPA)

Strengthening MPA Management Decision Making Process and Putting Adaptive Management in Practice

After anti-SIOBMPA signs were erected in 2012 the Ministry of Carriacou and Petite Martinique Affairs recommended stakeholder consultations with fishermen. Meetings were held with fishermen featuring SIOBMPA co-management board members and the Grenada MPA coordinator. Issues affecting fishermen were articulated and documented. Fishermen realize the need for the MPA. A core group of fishermen was formed to engage the Board with greater participation in management and realization of the benefits to the

community. Lessons learned were to maintain open lines of communication between Board and community. SIOBMPA is to provide more opportunities for dialogue and to embrace fishermen as a part of the MPA.

Lessons Learned

- Maintain open lines of communication
- SIOBMPA to provide greater avenues for discourse
- Need to embrace fishermen as supporters of the MPA

Planning for the fishers meeting was particularly difficult and provided a lot of challenges for coordination. As such it hindered planning the activity on the ground. It took three weeks to plan the meeting. It took three days of ground work, consultations and trying to determine the issues. A facilitator was hired from the community for the meeting. The process is really critical. There must be prior awareness of board protocols. These are critical in planning. Despite this painful process the fishermen consultation was useful. It was good to make the connection between the fishermen and the government.

In discussion it was noted that a lot of fishermen have a lot of grievances. The MPA covers a wide area. This is where they make their money. Now that this is isolated from them with no alternative provided it is stirring up some real tension. They want to be provided with incentives so they can go further out to fish. Educating people on the need for the MPA is important so they see that they are part of it. Communication is key. The anti-SIOBMPA fisherman was talked to about the problem and the issue was discussed with him. It is rare to have a fisherman who organizes a petition. Perhaps the SIOBMPA can use this natural leader to its advantage. The dialogue with the fishers was overdue and should be continued.

The Board is now optimistic about moving forward, but in all things there is the need for a process and the fishermen need to be explained the process. They want things now. The Board responsibility is to explain that process so they have a clear understanding of what they are getting into. It is incumbent on the Board to have regular meetings and not let there be a lag time. Fishermen also need to have a functioning organization which can invite the SIOBMPA to meetings. Then it will be on the fishers turf and dialogue may be different.

Molinere/Beausejour (MBMPA)

Laying the Groundwork for the Development of a Business Plan for the MBMPA



Developing terms of reference (TOR) and getting a suitable consultant for the business plan took 2 months. MPA data were made available. The consultant identified that snorkeling provided the greatest amount of revenue. There is a direct link between cruise ship visitors and the amount of snorkelers. There is a deficit of over EC\$100,000 between operation costs and revenue earned. Questions for consideration include: How can we deal with the deficit?; what can be done to increase users?; what about local users?; what about sourcing grants and donations?; what about closing down leakages?; and increasing revenue from users?

Key learning included that major changes are needed in adjusting/revising the legislation; the MPA needs to be run as a business; the need to define who is the ultimate decision maker on policy and practical matters; there will be conflicts between MPA and stakeholders, so who has the final say?; the MPA needs to be given financial autonomy. There are opportunities for marketing the MPA, but again there are questions such as:

what is the MPA market and its characteristics?; who are the MPA clients?; what is the MPA competition?; can we think of a trading name?

After the presentation the MPA Coordinator mentioned that the MBMPA is at the point where they want to implement co-management but need to determine how to find the right balance between the current group of marine business stakeholders (often perceived as foreign) and the resident community of Molinère-Beausèjour.

Discussion was on increasing fees. TCMP recognized the need to raise fees. A proposal for this was submitted to government and awaits approval. TCMP is paying salaries and operating financially without the assistance of government. A team is working on branding. The SMMA has been trying for over 8 years to raise fees but, because it is a co-management board, there is internal opposition coming from tourism. That is why a conflict of interest policy is valid for these Boards. This is also an issue MBMPA is faced with. Tourism is a member of the National MPA and MBMPA Board.

In further 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)

Widening, strengthening MPA stakeholder engagement through integrated ecosystem-based approach

Key Learning.

- * Enabling Administration and communication systems for EBM approach
- * More capacity building is needed with government officials (decision makers) in integrated EBM process and systematic steps.
- * EBM process initiation and process is long and needs stronger drive, coordination, national and expert support.

There were three fishermen consultations and a multi-stakeholder meeting with fishermen, the yachting sector and marina operators. Preliminary findings included a lack of coordination and communication between government departments in the current process of WCCMPA planning. There needs to be a clear vision for ongoing marine development management planning, an issue also highlighted by the National Implementation Strategic Partnership (NISP). The activity was to widen and strengthen stakeholders in integrated governance.

In an ecosystem-based approach, rather than single sector management, EBM will seek management that integrates all sectors. A half-day workshop was held with high level invitations to different ministries. An external facilitator was hired. Presentations were made on Fisheries Division plans for MPAs, EBM and its applicability. Multi-stakeholder analysis was conducted. Stakeholder communication was also examined. At this moment the relationships among stakeholders are fairly poor.

Generally it was a good exercise in terms of listening to key institutions and the need for the Fisheries Division to communicate. It cannot be taken for granted that Fisheries Division can establish MPAs since the Planning Division has to be informed. The next steps in strategic planning include creation of an enabling environment for cross-sector engagement as needed for integrated EBM. Key learning includes: Enabling administration and communication systems for EBM approach; more capacity building is needed with government officials in integrated EBM process; EBM initiation process is long and needs stronger drive, coordination, national and sector support.

In discussion there was a question on dealing with the pollution from the distillers. It was recognized that pollution from the distillers is a major problem in planning the MPA. They were invited to the meetings, but did not attend. Yet they are willing to cooperate. Need more communication between stakeholders.

With so many sectors having a stake in the process of MPA management, how can one streamline this? Can you streamline this for EBM? Part of the answer is legal structure roles and responsibilities versus how many parties are just advisors. Find out how many parties are needed to do the job. An organizational chart is needed to see what is going on. Look at overlapping responsibilities with other agencies. Who do you need and who you don't need. Understand these relationships and structure these to meet your needs. The problem is in institutionalizing all those sector actors. It is laying out who everybody is, overlaps of responsibility etc. all of that is critically important. As you move to EBM then you add another layer of institutions. There are many players so it is important to identify key stakeholders. Many people asked why WCCBMPA did not involve tourism in the activity. WCCBMPA wanted to engage agencies dealing with development and pollution. The stakeholders were prioritized and WCCBMPA will go to others it moves forward. Bob Pomeroy reminded the participants that EBM is a new paradigm but a lot of what EBM is about is also similar to integrated coastal management (ICM) and this can serve as the foundation for moving forward.

After the MPA presentations Patrick McConney asked participants to share where in the process they were in writing the reports for the MPA activities. Participants were given the option of working on their reports during the workshop as they did in February. They declined in favour of setting deadlines for finishing their reports.

In addition, McConney asked participants about strategic plans for their MPAs and whether a need for them existed. The majority of participants agreed that there is the need to focus on such plans.

COMMUNICATION FOR CHANGE

Patrick McConney made a presentation on communication for change. See the slides in Volume 2 of this report. Below is a summary of the discussion and practical activities that followed.

Are barriers to communication faulty perception or interpretation? It was noted that, in St. Lucia, fishers have the perception that lionfish are poisonous to eat. It is enshrined with their minds and makes it difficult to get the message across that the fish is safe to eat. McConney asked how the Fisheries Division gets around this issue. Do they do like the Bahamas and post YouTube videos about recipes for cooking the fish, hold demonstrations etc.? It was stated that this does occur. McConney noted that in some ways this is escalating the communication. It may mean more money but the idea is to escalate the response until it is effective.

Further barriers to communication were discussed by the group such as personality issues and communication between parties where one party for some reason doesn't like the other. No matter what one says, the other will counter it. Additionally there seems to be a culture in the Caribbean of not having an open mind. These situations fit into the physical or mental state or condition barrier. It was noted that when there are things on people's minds their prior mind set may be the biggest challenge. Many participants agreed with this.

Is the objective of communication is to convey information and get feedback? McConney noted that it can be both from advocacy (getting your message out) to real dialogue (where you are seeking feedback). Pay attention to communication flows and direction. In terms of the communications campaign participants were told that in any communication event there is a sequence to be followed and there is the need to determine gaps or whether the steps in the sequence have been adequately done.

In terms of the communication strategy and plan McConney advised participants to consider what people think about the organization. Determine whether your organization a credible source of the information you want to communicate. How is your organization communicating now? Be clear about your target audiences. Think about what pathways and products will reach your audience. He emphasized that communication tends to be expensive, so MPAs need to make sure the communication is efficient so as to avoid wasting money. The communications strategy and plan should be simple. Complex messages can be difficult to understand with different cultures, interpretations, literacy etc. to deal with...keeping it simple works more often, rather than less often. Participants were advised to develop communication plans to complement work plans.

When discussing the pros and cons of communication products/pathways, McConney asked participants to share their practical insights or methods on communication. For the SMMA it was found that communicating with fishers worked best via face to face chats. Radio was thought to not be very useful. The point however was made that in St. Lucia, communicating by radio is dependent on time. In the case of Grenada, in one instance communication efforts happened to be focused in a particular area and it was found that this constituency had been voting for one party for years. The people in the area were listening to radio stations aligned with the party. Therefore the decision was made to advertise on those stations and not on what was thought to be the popular stations. Pomeroy mentioned that is about the target audience. He emphasized that it is important to see who the target audience is. Defining the target audience is important. The audience segmentation will be based on the resources and tools available. McConney agreed that persons have to pay attention to how finely they segment audiences. There may be a slightly different communication method for each audience.

Policy influence for effecting change can be done in many ways - on a billboard, on slides, in a workshop, etc. At this point attention was brought to the Grenada MPA sign and one participant stated that in coming up with the wording, they had to determine who was being targeted. This raised the issue that there were no people in the poster and a discussion was held on the trade-offs among different MPA images.

How do you influence policy? How is this done systematically? McConney told participants that there is a lot of guidance on this via the internet. The question of what it is that the MPA wants to do is critical - attitudinal change, encouraging comprehensive commitments, procedural change, affecting policy content, or influencing behavioural change. How do you make these types of communication that influence policy. No communication to fishers will have much of an impact if MPAs do not influence policy. Monitoring and evaluating policy influence takes into account that there are different approaches to policy influencing such as: advising, lobbying, activism and advocacy.

Through the project McConney hoped that the five MPAs were establishing a community of practice. He told participants that they may be the catalyst for other MPAs to join. Outcome mapping comprises three stages. It involves looking at communication in terms of expected and achieved outcomes. Participants were referred to the IDRC website for information on outcome mapping.

After the presentation, participants undertook a 15 minute practical exercise on developing a communication strategy. A few of the participants had some experience in developing a communication strategy. Participants were split into four groups with each group focusing on the various components of the strategy for a specific target audience (policy makers and advisers, managers and influencers, primary stakeholders, the general public and others). Each group was told to elaborate the target audience. Participants were reminded that the pathway for communication refers to the process and what is done whereas the product is what is produced. The exercise also involved determining means of measuring the communication impact. Participants shared their efforts afterwards. Table 1 below illustrates their combined efforts.

Table 1 Output of practical exercise on developing a communication strategy

Target audiences or stakeholders	Main messages or intended change	Pathway or channel for reaching audiences	Products or outputs to be delivered	Indicators or means of outcome measurement
Policy makers, advisers and cabinet	Responsible management for a nationally important asset	Face-to-face Briefing to PS Cabinet submission prepared for Minister to present	Presentation to senior managers Memo Cabinet submission	Cabinet submission presented at parliament Adoption/approval communicated via Cabinet conclusion Dialogue/feedback from Minister.
Managers and influencers MPA Coordinator Chairman of the Board Physical managers	Steps needed for institutional change	Workshops Meetings/presentations Panel discussion (with SMMA?)	Presentations One-on-one conversations Meetings with all key managers and influencers	Report on meeting/workshop outcomes
Primary stakeholders etc. Fishermen, Dive shops, Water taxi association, Yachting community, Community residents	Engagement of the Board to support the policy changes Education	Engaging in community meetings Face to face chats	Press releases PA system Videos highlighting successes	Baseline information by conducting interviews and surveys

In general, groups seemed to have problems understanding what the main message for communication would be. Problems determining indicators for measuring the success of communications were also evident. McConney told participants that the MPA is selling an idea with the main message, therefore it must be persuasive. He told participants that indicators had to be linked to the message outcomes, not just the communication outputs.

Generally, groups thought the indicators proved to be the most difficult part of the exercise. A comment was made that it didn't seem as though it felt as if the MPAs were at the stage of having indicators. It was just good that MPAs were communicating information. It was noted that at the SMMA communication is not planned in the structured way suggested in the workshop, but it is done ad hoc to achieve the same thing. The thought is that MPAs do not have the culture or capacity for the planning recommended in the workshop. McConney told participants that they need to develop simple but structured communication strategies.

COMMUNITY ENGAGEMENT: PEOPLE MATTER

Bob Pomeroy and Zaidy Khan gave the presentation on community engagement (see Volume 2). Pomeroy stated that community engagement is something that all of the participants have been doing. But by way of the presentation he wanted to revisit why people matter in MPAs since it tends to get lost, and to communicate concepts for why it is necessary to engage people. MPAs are social institutions and this requires understanding communities. He explained MPAs as social institutions are trying to change human behavior by providing new incentive structures. MPAs depend on constraints on people. Biological performance is linked to how people's

behaviour changes, how much they will engage in the process and support the MPA. Successful MPAs are the ones that engage people, and address social institutions. Participants were told that as a result of this, there is increasing scrutiny regarding the social impacts of MPAs on people/communities. Pomeroy used the example of MPAs in Malaysia and Indonesia that have been failing in part because NGOs were designating and implementing MPAs on a top-down basis. He stated that there is increased policy discussion on the human dimension of MPAs and increased social science research to quantify the effects of MPA designation and management. A point to note is that large NGOs are removing MPAs from their portfolios. There is a shift.

Objectives of MPAs often reflect many things: socio-cultural context; socio-economic setting; governance needs, political realities and human ecology. Social contributions to MPA management occur in many ways through assessment, feedback, user acceptance etc. Pomeroy noted that increasingly you can't push things on people. It was mentioned that certain NGOs such as RARE are now conducting social marketing. They help engage people and get acceptance for ideas. This has become critically important.

MPA design should seek to understand coastal communities, that is, the diversity of coastal people and livelihoods, household adaptation to reduce social risks, incentives that drive user decision-making (e.g. part of what we need to do as resource managers is understand why people make the decisions they do) and sources of vulnerability. If people/communities don't have diversity, they can't bounce back (be resilient), and their vulnerability will have an impact on how they use and impact the MPA.

Fishers often oppose MPAs for a lot of different reasons because it restricts their use (goes back to incentives and vulnerability), may limit satisfaction with other livelihoods and most importantly it can reallocate resources and wealth (when restricting use in an area it will impact different people in different ways). The reallocation of access to resources MPAs caused by MPAs can be good or bad. The benefits of MPAs can be diffuse while costs are concentrated. How do you get over that? For example in MBMPA a small group is being impacted, while the majority of benefits are going to cruise ship visitors. Means of engaging with people to ensure this will be overcome requires an equitable MPA governance system. When discussing the potential issues of MPAs, Pomeroy asked how many of the participants deal with conflict and if it is increasing? SMMA said some conflicts with and within the MPA occur but they can be handled. Pomeroy indicated that user conflict in Pacific is on the increase.

Shifts in economic equity due to MPAs are poorly understood. The distributive economic impacts vary by subgroups within the community. Who is directly impacted, since establishment of the MPA, what are the shifts? Getting people engaged in this process is trying to understand what you are doing to their lives. It was mentioned that the SMMA had done work with community engagement initially but not much more since its establishment. Pomeroy mentioned that engagement is something that is useful.

In discussing social factors for MPA success, the notion is that it is important to make sure the people own the MPA and are engaged in the process. Conflicts will occur so how do we engage to deal with conflict. One participant suggested that this is something that should be included within the management structure. Pomeroy agreed with this and noted that it should be included in the management planning process. A participant also noted that there are different levels of conflicts, some of which may be with management. Therefore, there is the need to go to outside for assistance to resolve such conflicts. Pomeroy stated that MPA researchers have been pushing conflict resolution and management as part of MPA management.

In addition, a lot of what we do is driven by the incentives we have. Participation success is directly driven by the benefits. Benefits don't have to be real, they can be perceived. Benefits and costs are shared equitably. People want to feel they are benefiting economically – directly related to livelihood opportunities. How MPAs

deal with community engagement comes from real, perceived, social, and economic angles. Pomeroy explained the reasons for the need for community engagement using MPA design principles for Australia. In the planning process there is a need to engage people so we understand their local and traditional knowledge, consider existing use rights and potential threats.

Communication engagement should happen early on because if you want to measure impacts it's useful to have a baseline to measure from. The MPA Coordinator indicated that preparations are underway to do a baseline in WCCBMPA. He indicated that they have technical people and a wide stakeholder group involved but wanted to know if they should involve the wide stakeholder group in decisions on the baseline. Pomeroy agreed that this should happen and was especially important to understanding quantitatively the impacts. The better and broader the baseline, the better able the MPA will be to measure the impacts later on. Donors are doing it all the time. One thing about having a good baseline is that it allows comparison over time to show the impacts, and that is the way to assess how your MPA is doing.

It was mentioned that a large part of community engagement is community organizing. Once there is an organized community, you can work with them to empower, promote awareness, build relationships between the manager and users, enable community to take action etc. You may help or get people to organize themselves but once they are brought together they have to decide on their interests. One participant asked for advice on ways of getting organizations to stay together. The example from the SMMA was given in which the SMMA had a lead role in setting up a Soufriere association. The SMMA secretary was responsible for calling meetings etc. When the secretary left, the association fell apart. Pomeroy suggested that maybe members of the association didn't see the incentives. Maybe the process of engaging them wasn't done well. He further noted that at least half of organizations established fall apart because they were set up from the outside and did not have incentives to sustain themselves. The participant from SMMA thought that the problem is not necessarily the will but the capacity to sustain the organizations. The challenge is getting persons within the organization who have the capacity to stay on. Pomeroy also suggested that they may need skill development and to take advantage of institutional memory.

PARTICIPATORY MONITORING AND EVALUATION

Patrick McConney made this presentation. He noted that there has been a lot of training in topics related to participatory monitoring and evaluation (PM&E) from CERMES and SusGren projects such as on SocMon and MPA management effectiveness measurement. It has also been happening informally. There should be a scheme for involving stakeholders in monitoring and evaluation, sharing control over the process and engaging in management. McConney reminded participants about adaptive management, introduced and discussed at Workshops 1 and 2. He noted that adaptive management is something we don't do much of, but is what the MPA governance project is about. Participation fits in if people are monitoring and from reporting they see changes occurring. This gives them a new perspective. If people are a part of management, then they allow you to make responsive decisions. Four main purposes for PM&E are management, learning, empowerment and accountability.

Methods for PM&E include planning, gathering, analyzing data and sharing information. It is not so much what you are doing, as how you are doing it. McConney told the participants that there is a lot of information on monitoring that is relevant to PM&E. Differences exist between PM&E and conventional approaches to M&E. In PM&E the MPA Boards need to have a definition of success that is internal. Key partners can be part of that process. You don't need an outside person to tell you whether you are successful or not. An internally-led PM&E may have someone who is responsible for making sure that it works. Make sure the monitoring is linked

to main objectives. Audiences for PM&E are both internal and external. More and more donor agencies want quantitative evidence of success. Participants were reminded that donors don't only want reports on outputs. Outcomes are more important. The principles of PM&E ensure movement from inputs to outcomes/impacts. There are numerous factors influencing PM&E sustainability. MPAs need to determine how to sustain it.

McConney asked participants for an indication of priority topics for Day 2 sessions. Baldeo requested some practical time with Pomeroy on the stakeholders who should be involved in the MPA management processes and at what point.

REFLECTIONS ON THE FIRST DAY

Participants were asked to reflect next morning on the first day of the workshop. Comments included:

- Informative session. Community engagement presentation was interesting and enjoyable. Pomeroy told participants there was an exercise they could do to identify two things that have worked well and two things that haven't in MPA efforts towards community engagement. Participants would be asked to share and discuss their experiences.
- Confusion about the definition of community. Not sure if community was area residents or stakeholders as users. Pomeroy explained that the term community is broad. Community can also be thought about as the community of users e.g. fishers who use nets versus those who use hand lines. A community can also be virtual, spatially those persons that live nearby the MPA, direct users and non-extractive users. McConney explained that he tends to use the word settlement to mean geographic community and advised that they use whatever works best in Grenada. However Pomeroy emphasized the need to distinguish residents and users (direct and indirect). Doyle said they are basically subsets of the MPA broader stakeholders. Pomeroy thought it would be good for all MPAs to use the same term and indicated that definitions could easily be included in the draft regulations.
- Indicators for communication were not clear. McConney told participants that they would have to deal with the indicators, test them, and get a feel for them. Indicators change. If things are changing then one may need to change the indicator, e.g. in the case of enforcement logs what does it mean if the number of infractions is increasing? Is it that the wardens are communicating better to people or people are not complying? His advice was for people not to get confused by indicators but instead to let them measure what you want them to. There is the need to interpret any indicator. The main point is how to interpret it.
- Consistency in communication. Send out message but response you get is not what you want. Do you or would you change the message because you realize there is a barrier or would you keep sending the same message? McConney advised that there would be a couple of questions to ask before deciding: 1) was your communication using the right tools (products and pathways) so they are understood and 2) were there factors that prevented the expected response. If the message was understood then there is the need to understand external factors. If the message wasn't understood then maybe different tools or a new messenger is needed
- The point was made that you can communicate to change people's perception of your organization. But that sort of communication will be different to what your organization represents. Seine fishers in MBMPA may think the MPA is out to get them. Send out one set of information and then change but people then can't understand this. Which comes first, the message about changing the organization or the changing the perception? McConney noted that the entire imaging needs to be changed in an established market. May decide the whole change is not what you meant to obtain. If Sandy Island decides to be strict they may have different brands than MB. The aim is to be consistent. That is why in

the financial analysis, it is important to determine a consistent marketing image in the business plan so it doesn't change as the MPA deals with different stakeholders. Trust is important. The communication has to be trustworthy.

INSTITUTIONAL ANALYSIS EXERCISE

McConney indicated that there were a number of practical exercises that could be done but that not all had to be done. Additionally, he reminded the group that Baldeo wanted to do a kind of institutional analysis to determine critical stakeholders to the MPA. Baldeo further clarified what he wanted to achieve – a matrix of who (stakeholders) the MPA has to relate to and the role they play so MPA management has a clear picture of which stakeholders have to be dealt with in governance.

Participants began with the institutional analysis exercise according by MPA group. Pomeroy guided them in the methodology. They identified stakeholder institutions and organizations. Formal and informal institutional structures were outlined in two separate flow charts – how things are supposed to work based on laws and regulations (formal) and then how things are working in reality (informal). Additionally, any other government institutions that relate to the MPAs were to be identified in the charts. Pomeroy advised participants that they must know the formal institutional structure first in order to compare with the informal structure. Each MPA shared their informal and formal institutional structures shown in the photos below. Following each there was a question and answer session.

Tobago Cays Marine Park (TCMP)

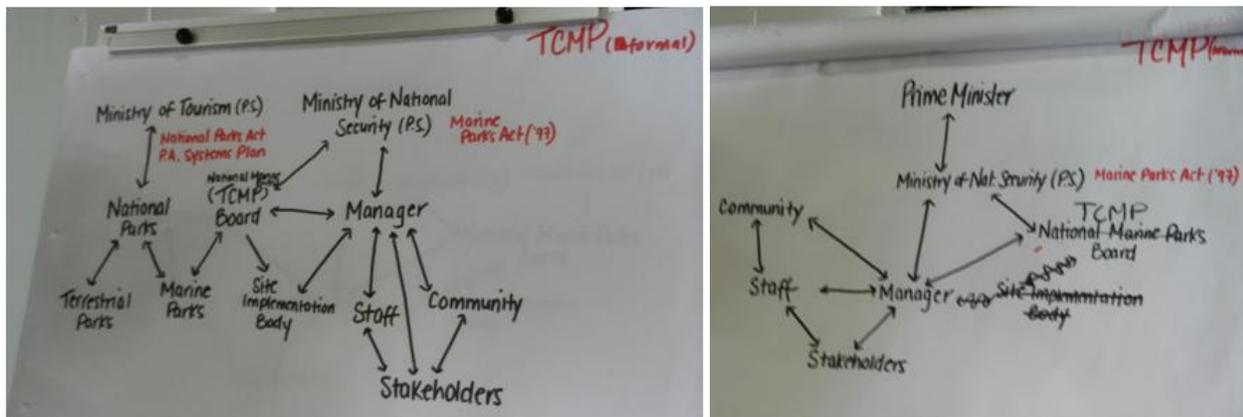


Figure 1 Left to Right: Formal and informal institutional structure of the TCMP

- In terms of the informal structure there is a site implementation body (stakeholder committee) that comprises water taxi association, dive association, and fishermen association.
- Participants noted that the national board reports to the PS but has no relationship with Ministry of Tourism. TCMP noted that the superintendent of marine parks funnels the information to the national parks and Ministry of Tourism.
- Formal structure described. Clarification was asked about who the TCMP considered to be the community. TCMP explained that the community comprised those persons living close by the MPA. The stakeholders are considered those who extract the resources.
- It was explained to the group that because the national board became by default the TCMP board, the site implementation board was lost and this resulted in lost connection with national parks – main difference between informal and formal structure.

- The formal institutional structure indicates that the MPAs do not have to deal with stakeholders. In the legislation stakeholders refer to the bodies in the management committee.
- There is a need for more management involvement from area residents. However it was noted that more than half of the MPA committee is composed of non-nationals. Discussion then followed on reasons for the current composition of the committee and seemed to be mostly attributed to better organization of the non-Grenadians due to involvement in businesses. It was noted however that there are community groups that represent community organizations in the area. Since expats are identified as key stakeholders there is a perception by people in the area that the management is only for foreigners. For example, when MBMPA management prohibits seine fishing in the sculpture park, the perception is that locals are being excluded for the dive operators and foreigners.
- The composition of the Board is not likely the issue. It is more a problem of getting the locals involved. They are not organized and motivated to take part in the management. The stakeholder groups identified in the institutional analysis appear not to be local but all of the organizations are Grenadian.
- In the area of the MPA there is one community organization and one seat on the board. Baldeo informed participants that he would like to propose that the new organization is given a seat and the old organization two seats.
- The comment was made that if the MPA committee is comprised mostly of non-Grenadians who want to manage the MPA, people in the community will not trust the board and would likely not want to be a part of it.
- Pomeroy asked the Grenadian participants about what they were doing currently in terms of representation on the board and questioned when a stakeholder analysis was last carried out. He suggested that rather than groups comprising the committee, maybe the issue is that of numbers. He suggested that maybe they need to look at not only economic representation but numbers representation to ensure equity in representation.
- It doesn't matter who is on the Board, people in the community around SIOBMPA are saying that the regulations still work in favour of tourism and not the fishers.
- Are the locals taking ownership of the community and MPA? There is one non-Grenadian on the SIOBMPA board and the story is the same, "it is for the white people". The community doesn't completely understand who is managing the SIOB.
- Pomeroy reiterated that the MPAs really need to think about the numbers – the no. of stakeholders out there and equitable representation of each.
- SMMA – we try to have proportional representation of the sectors.

COMMUNITY ENGAGEMENT EXERCISE



Using the institutional analyses, McConney asked participants to look at one or two types of stakeholder entities that each MPA has tried to communicate with or engage. For the exercise, participants were asked to describe how the MPAs managed to engage stakeholders. Successes as well as failures were to be included with explanation. Successes and failures were to be outlined for either the same group or different group. The purpose of the exercise was to have MPAs exchange information to determine whether there are any trends in terms of what is working and what is failing in community engagement (Table 2).

Table 2 Successes and failures of community engagement by MPA

MPA	Successes	Failures
TCMP	<p>Southern Grenadines Water taxi Association</p> <ul style="list-style-type: none"> • Meetings with operators • Training workshops in customer service, small business development, tour guiding and safety at sea 	<p>Fisherfolk</p> <ul style="list-style-type: none"> • Meetings (consultation with group) • Workshops/training in safety at sea and small business
Outcomes	<ul style="list-style-type: none"> • Need to organize • Formed association • Received funding • Members must be registered to operate in TCMP • Better communication (meetings/one on one) • Benefits of forming an association and benefits from training realized 	<ul style="list-style-type: none"> • No representation on Board • Individualism – didn't see the need • Bad turnouts even after multiple opportunities • Setting for meetings was not acceptable • Approach was ineffective • Perceptions around "consultations and community engagement"
MBMPA	<p>Dive operators (in an advisory capacity to the Fisheries Division)</p> <ul style="list-style-type: none"> • Letter of invitation with TOR • Phone calls for confirmation <p>Fisherfolk</p> <ul style="list-style-type: none"> • Letter of invitation to an beach seine operator • Personal visit as a follow-up to the letter to ensure participation in the meeting • Attendance at first two meetings 	<p>Dive operators</p> <ul style="list-style-type: none"> • No local representation <p>Fisherfolk</p> <ul style="list-style-type: none"> • The issues that were discussed at both meetings were on no interest to the seine operator • Further efforts to engage him failed
WCCBMPA	<ul style="list-style-type: none"> • Two community engagement meetings with fishermen • Good turnout – good representation • Word of mouth and personal interaction with them about the meeting. • As a follow-up activity, their names, contact information were taken for future reference 	<p>Breakdown in their expectations</p> <ul style="list-style-type: none"> • Lack of continuous meetings • Lack of government representation outlining plans for MPA • Work in progress\
SIOBMPA	<ul style="list-style-type: none"> • Consultation with fishing community • Community outreach • Training for alternative fishing • Assistance with ropes 	<ul style="list-style-type: none"> • Deployment of FADs (lack of planning) • Involvement in the planning process • Support for alternative livelihoods
Outcome SMMA	<p>Forming a fishermen's core group</p> <p>Fishermen</p> <ul style="list-style-type: none"> • Organize meetings through the Soufriere Co-operative 	<p>Fishers getting organized</p> <p>Fishermen</p> <ul style="list-style-type: none"> • Organize meeting/tour for CAMMA fishers through Canaries and ALR fisher cooperative

MPA	Successes	Failures
	<ul style="list-style-type: none"> • Outreach through extension officers <p>Water taxi</p> <ul style="list-style-type: none"> • Meetings to resolve reported conflicts (meetings announced by word of mouth, letters, posters) <p>Dive operators</p> <ul style="list-style-type: none"> • Generally attend and participate in meetings, training, email discussions, letters, phone calls, emails, through ANBAGLO press <p>Hoteliers</p> <ul style="list-style-type: none"> • Representative from SLHTA generally attends (email, phone call, letter) <p>General community</p> <ul style="list-style-type: none"> • Invitations to specific groups for cleanups (letters, calls to group leaders, emails) <p>TV PR</p> <ul style="list-style-type: none"> • Invite local correspondent to cover workshop if available (phone call) 	<ul style="list-style-type: none"> • Outreach through extension officers <p>Water taxi</p> <ul style="list-style-type: none"> • Meetings to address issues that they do not deem important (timing/season). Meetings announced by word of mouth, letters, poster <p>Dive operators</p> <ul style="list-style-type: none"> • Invitation (by email, letter, phone call) to hold underwater cleanup <p>Hoteliers</p> <ul style="list-style-type: none"> • Workshop on water quality – one individual hotel attended. (email, call, fax, letter) <p>General community</p> <ul style="list-style-type: none"> • General announcements for participation (radio announcement, town cryer, flyers, announcement at churches) <p>TV PR</p> <ul style="list-style-type: none"> • Invite TV station to cover story (letter)

Discussion on the successes and failures of community engagement according to MPA are captured below:

TCMP

- Failure was with the fisherfolk. Do fisheries officers get involved? Sometimes when MPAs are trying to engage fisherfolk, to some extent MPAs can reach out to the Fisheries Division and fisheries officers and get them involved. TCMP stated that the fishers have issues with the Fisheries Division so their involvement would be non-beneficial.
- Important contrast between the two stakeholders – the water taxis saw the need to organize and the fishers didn't- from economic perspective

MBMPA

- This situation highlights who you should engage and whether they would be interested.
- For meetings use more simple language for people to understand.
- MBMPA invited seine fisherman to be on the management committee for the MPA. When they came to the meeting the focus was not on beach seine fishing but about concerns with administration and operation and the seine fisher couldn't fit in.
- SMMA – for some of our meetings the discussion goes over the heads of some participants and we make it simpler by breaking it down.
- In the case of the MBMPA, we know that what we should have done before was mass education.

- Fishermen do not want to say they don't understand because they have their pride.

SIOBMPA

- Was the FAD training a MPA initiative or government initiative? It was a MPA initiative.
- Even though the FAD was lost, was there anything good that came about from it? They knowledge that was passed on

The discussion on community engagement prompted Khan to ask participants if there is anything they thought could be used with fishermen to create dialogue. Participants were asked if this was something that they wanted to build their skills in. Participants were asked whether there was a need for training in participatory tools. One participant noted that in order to determine this, it would be best to know the needs of the entire fishing community. McConney asked if there were any other tools, techniques, and incentives that are not commonly used. He told participants that some people show videos (10 min to 30 min) on fishing gear technology, catch methods etc. in very informal settings. People watch and talk, there is no meeting but it is informative. This builds trust. We sometimes wonder if we are asking for more than we are giving.

SMMA participants said that for different projects in St. Lucia, they go to fishers to share information to get and feedback, for example the MarGov sea urchin project. The observations of the fishers were used and they were linked to the science. The fishers were comfortable in sharing the information. Other participants noted that sometimes fishermen like to stay in their comfort zone.

McConney stated that the technology is available to be creative and be experimented with. He gave an example of research he conducted with women in the fishing sector. They were a tough bunch to deal with. The research involved taking a laptop of photos of women in fisheries around the world doing different things in the post-harvest sector. The Barbados fisher women were told that the research was about comparing what was happening in the postharvest sector in Barbados and the rest of the world in. They found it interesting and were engaged. They may not have been interested in his research. McConney said that the researchers took photos of the women working and gave them copies. It was an attempt to show that we can give something back for the time taken from them. It is basically about building a relationship in whatever way you can. Sometimes it is token and there is no immediate gratification but it is an effort.

McConney briefly took participants through what the PM&E practical exercise would have covered. He then got agreements on deadlines for the second workshop follow-up activities. McConney asked whether participants experienced problems in writing up to the point they were at. SMMA said it was quicker than the first report. McConney said the first report can be used as a template. Additionally, he said that part of the exercise is to demonstrate by experience that report writing is a fact of life and can be done fairly quickly and painlessly. Is this generally your experience? Was there any new difficulty posed by anything? Nothing was reported.

Before closing the second day's session, McConney asked participants to look at the form for third activity and asked if they had any idea as to the projects they would choose for the third round of funding. Most people indicated the affirmative. Participants were asked to complete the relevant forms for projection and sharing of main points: objectives, main activities and resources needed. He told participants that there would not be a fourth workshop of this type. The next workshop is the write-shop in latter part of September in Grenada and advised people to set a pace. Reports have to written up in August.

Projects require a final technical report – lessons learned about the process and products. The write-shop idea is that rather than somebody go away and do it themselves, they go through the process of gathering a small group (at least one person from each MPA) to get all the material and go through what is it that you would want to communicate to the wider audience. Ultimately it goes to the donor but it is also about the products you want to promote, poster or image for the website, something other than a report. The idea of doing the report together is that it is accurate and the linkages between workshops are included. The write-shop will be held Grenada for two days. All the material will be available, all the reports will be available electronically as well as the main things desired for inclusion - informative diagrams for summarizing three workshops. This information will be used to produce a document that will be the final report. Other products may include a half-page document for a webpage or slightly different messages. Afterwards the whole project should be more meaningful.

FIELD TRIP AROUND CARRIACOU AND TO SANDY ISLAND/OYSTER BED MPA

The field trip around parts of Carriacou by bus and then around the SIOBMPA by boat was organised and led by Zaidy Khan. The field trip ended with a social event for informal networking on the beach adjacent to the MPA. A good time was had by all.

REFLECTIONS ON THE SECOND DAY

Comments included:

- Good job of accomplishing first expectation of engaging the community by going through the community engagement exercise with MPAs and sharing which means of engagement worked
- May need to pay more attention to organizing groups in the context of conflict
- Developing and delivering key messages to audiences – did a bit of this in the exercise. People have more insight in terms of communication strategy
- There was a lot of talk about engaging stakeholders but not in the context of when funds run out. Are there deep pocket stakeholders to cultivate?
- No real mention of the media and mass communication, other than St. Lucia. Mass media does not seem to be seen as a target audience
- Was the field trip related to what was covered in the workshop? Part of yesterday's trip could have pointed out where there was community engagement.

McConney addressed some of the areas in which expectations were not met. Concerning funding for MPAs, try cultivating stakeholders different from donors but who can support MPAs. In the Negril project on adaptive management the purpose was to get the hotels surrounding the Negril Marine Park more clued in on what the MPA wanted to achieve. The idea was to rally the Chamber of Commerce together to get financial support. The activity would be in their face and in the hotels. In the end it saved money and could open doors to other types of collaboration. Cultivating stakeholders for support goes beyond one-off sponsorship. McConney asked participants if the MPAs are doing anything like that right now. In TCMP one of stakeholders is providing the MPA with resources and is acting as a watchdog. McConney asked if the SIOB may have a patron. He was told that a person is interested.

McConney told participants that TNC operates through support from wealthy persons supporting causes. He encouraged participants to find a cause for the MPAs. This could attract support. Pomeroy mentioned that he has been working with the airlines in Asia to develop stories for their magazines for the seat pockets. In Vietnam it spurred some interest and funds into the MPA. In the Philippines, the article spurred interest in private businesses which provided funding to support their activities. This is also a way of engaging stakeholders. McConney reminded persons about articles in the Caribbean Airlines and LIAT magazines. He

also mentioned that Virgin Atlantic has a seafood guide on responsible fisheries and suggested that perhaps the airline could be used as a means of attracting funding support through a wide audience. MBMPA agreed that this is one of the options that exists for the MPA and a communication strategy can be included in the business plan. McConney stressed that corporate partners are more interested if they can develop with the MPA a corporate brand and if their corporate image aligns with the MPA. SMMA spoke of a proposed MPA summit hosted by Sir Richard Branson and that efforts are being made to determine ways of approaching the luxury yachts that come into SMMA. A package for presentation is required. The SMMA has yachts of varying size and as such is missing out on a large amount of money. Mooring fees are USD60 as opposed to Mustique at USD500.

McConney asked for additional tips for strengthening with the media. Comments included:

- Invite them to some of the events hosted so they can have the opportunity to see what it is about.
- When there are events occurring ask them to do an interview.
- Show an interest and let them know.
- Always keep the media in the loop through emails and press releases.
- In the Caribbean, media houses are not specialized as they are internationally. Sometimes it is difficult for the media. Educate the media too.

FORMULATION OF FOLLOW-UP ACTIVITY

MPA groups got together for an hour to discuss ideas for follow-up activity 3, as well as what could be done collectively out of the project. Proposed activities were discussed among the groups. Comments and queries are outlined below.

TCMP



- Develop a 3-5 year system plan to outline where the TCMP will be in the next 5 years based on management objectives
- Outputs – TOR for strategic plan
- TCMP situation analysis
- Tasks – develop TOR, distribution of TOR and selection of consultant, submission of draft to board and approval
- Critical resources: board of directors, consultants, TOR

Comments/questions

strategic plan

- Pomeroy does not think there is enough money allocated to carry out the activity. Only the consultant fees are included in the budget but airfare, accommodation and extra fees will be covered by TCMP.
- Make sure TCMP and Board hire a consultant who is familiar with the area. TCMP asked for recommendations on a suitable consultant.
- Pomeroy asked about having stakeholder consultation meetings? He suggested having three – one before, during and to give feedback. The TCMP was told that if they want true co-management input then there had to be true stakeholder involvement. TCMP stated that their view was that the objectives have been already established from prior stakeholder consultations and those would be used to develop the strategy. However Pomeroy reiterated that the stakeholders are the audience of the MPA and their input would be needed. The point was made that if the results of past stakeholder

consultations were to be used in this activity they would have to have been held in the recent past because conditions change.

- McConney cautioned that what TCMP is suggesting is working backward but this may result in the required outcome. May be working too far backwards with outdated management plan resulting in an outdated strategy plan may be outdated.

SMMA



- SMMA has a brochure designed for SMMA but the association manages both SMMA and CAMA so either a separate brochure is needed for each area or a joint brochure for the MPAs
- Develop a communication strategy – uncertainty as to whether it would make sense to develop a communication strategy before the strategic plan
- Produce DVDs and disseminate to media house
- Obtain short videos on adaptation of MPAs to climate

change and show them in the square (cinema night) or in workshop

- Participating in local talk shows
- Schools graphic design competition for billboard/banner at sea ports on MPA
- Set up a Facebook page
- Basically a communications campaign

Comments/questions:

- Age groups of school children being targeted? Secondary school.
- How many schools? Targeting 13 schools. Very few will make submissions so a better range will be obtained by promoting the competition island wide.
- Further clarification was asked for how the success of the communication campaign would be measured.

Grenada MPAs



- Collaborative project between SIOB and MPMPA
- Gather data on use of park
- Standardize data collection and database
- Tie in training of MPA staff in information technology
- Establish a protocol for communicating about and handling lionfish. This will be tied into PM&E.
- Regulations – need to get users to contribute to the process and seek to do consultations at different levels. Look at the strategy for doing the consultation for the regulations.

Comments/questions:

- What data are you trying to standardize? Wardens are collecting data on users of the park, infringement on park etc.

Proposed MPA collaboration outputs

Based on MPA governance project proposal and objectives collaborative outputs for production at the write-shop were suggested by Pomeroy and Khan.

- Synthesize the work done in the workshops and link them to the objectives of the project. This may assist and support the lessons learned that will be produced in the write-shop.
- A lot of management plans were developed by people externally and efforts are being at adapting them to MPA situations and needs. Synthesize management plans. Generally,, through CaMPAM a lot of work is being done on linking work plans and strategic plans to management objectives. Khan noted that if management plans are not endorsed then adapting the process will be difficult. Participants were asked if they wanted to make formalization of management plans a priority in this process and produce lessons learned from this. TCMP indicated that this would be an issue that would have to be discussed at level of the Board.

EVALUATION, NEXT STEPS, CLOSE

McConney closed the workshop by reminding participants of the timelines for their activities. Final activity forms are to be submitted by 8 June. The activities can be adapted and evolve as they are implemented. This was agreed to by all participants.

In terms of write-shop participation – Nadia Cazaubon and Olando Harvey would participate with at least three people from Grenada. Total number of participants will not exceed 10 people. To be scheduled in latter half of September. McConney said SusGren has the option to attend.

Participants completed the workshop evaluation and individual capacity self-assessment forms. Evaluation results are below. Additional comments/criticisms in terms of workshop, workshop materials, logistic arrangements and expectations were few:

- Workshop was interesting and great to get people together
- Very good. This one brought twist to it with the field trip

Little was said in the open ended sections of the evaluation form either. Below, in Table 3, are a few of the highlights and disappointments.

Table 3 Highlights and disappointments from the evaluation forms

Highlights	Disappointments
<ul style="list-style-type: none"> • presentation on people matters along with discussions • presentation of follow-up activities • group exercises, discussions • sharing of information and lessons learnt • doing and actual communication strategy, mapping participation/institutions • mapping of formal and informal organisational structure • interactive nature of the sessions • social was beneficial in interacting with everyone 	<ul style="list-style-type: none"> • PM&E was rushed; would have liked if that segment conducted thoroughly • thought we would get a little into communication methods e.g. PR, blogging etc. • some presentations were a bit abstract; exercises helped though • not much is/was being done in engaging the media • exercises where we were not always in the same groups would have been good

The results of the evaluation ratings are shown in Figures 4 to 7. Much of the stated and participants' own expectations were met by the workshop. The majority responded that the overall benefits and the overall arrangements were good. All told, this last capacity building workshop was a reasonable success.

own expectations

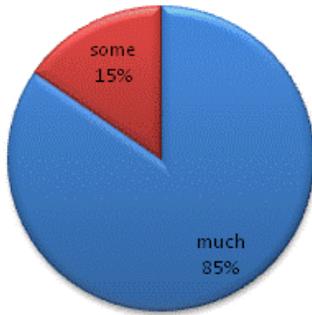


Figure 4 Own expectations

stated expectations

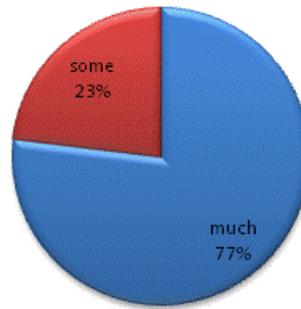


Figure 5 Stated expectations

overall benefit



Figure 6 Overall benefit

overall arrangements



Figure 7 Overall arrangements

Appendices

Appendix 1- Programme

Focus: Communication, community engagement, and participatory monitoring and evaluation

Wed 30	Day one
0830	Welcome housekeeping for participants Workshop objectives and expectations
0900	Opening ceremony <ul style="list-style-type: none"> • Welcome – Davon Baker, Chairman, Sandy Island Oyster Bed MPA Board • Remarks – Roland Baldeo, MPA Coordinator, Fisheries Division, Ministry of Agriculture • Address – Sen. Hon George Prime, Minister of Carriacou and Petite Martinique Affairs • Presentation – CERMES and SusGren overviews of MPA governance in the Grenadines
1000	BREAK
1030	Presentations on Workshop 2 follow-up activities Discussion and learning from follow-up, next steps
1230	LUNCH
1330	Communication for MPAs Community engagement Participatory monitoring and evaluation (PM&E)
1530	BREAK
1545	Application to governance at participants' MPAs
1730	Close
Thu 31	Day two
0830	Reflections on the first day
0845	Application to governance at participant MPAs
1000	BREAK
1030	Application to governance at participant MPAs
1230	LUNCH
1330	Field trip around Carriacou and to SIOBMPA
1730	Social evening with stakeholders and others
Fri 01	Day three
0830	Reflections on the second day
0845	Formulation of follow-up activity
1000	BREAK
1030	Formulation of follow-up activity
1200	Evaluation, next steps and close
1230	LUNCH
1330 on	Departures

Appendix 2 - Participants

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ST VINCENT AND THE GRENADINES

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Norland Cox
Ministry of Carriacou and Petite Martinique Affairs
Carriacou, Grenada

Report of the third workshop on
adaptive capacity for marine protected
area governance in the eastern
Caribbean: Communication, community
engagement, and participatory
monitoring and evaluation
Volume 2— Appendices of graphics



30 May - 1 June 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
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Citation

CERMES. 2012. Report of the third workshop on adaptive capacity for marine protected area governance in the eastern Caribbean: Communication, community engagement, and participatory monitoring and evaluation, Carriacou, Grenada, 30 May – 1 June 2012. Volume 2 — Appendices of graphics. MPA Governance Project. Centre for Resource Management and Environmental Studies (CERMES), UWI Cave Hill Campus, Barbados. 33pp.

Disclaimer

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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.

Appendix 3 - CERMES and SusGren overviews of MPA governance in the Grenadines



CERMES
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SusGren Grenadines Inc.

CERMES and SusGren overviews of MPA governance in the Grenadines

What we have done with Grenadines partners to help develop adaptive capacity and governance

Purpose of this presentation

- Sometimes we forget to celebrate what we have accomplished ... we disregard the very important foundations for building a culture of success
- If we are going to properly address topics of communication, community engagement and participatory monitoring and evaluation ... then we should first take a step back to admire where we have come from and how far we have reached together ... so we can build on successes

Other partners and initiatives



GULF AND CARIBBEAN FISHERIES INSTITUTE

CaMPAM Network and Forum

The Caribbean Environment Programme
Strengthening and Management of Protected Areas in the Wider Caribbean Region

opaal
O.P.A.A.L. (OCEANIC PROTECTED AREAS AND ASSOCIATED LIFE-SUPPORTING PROCESSES)

The Nature Conservancy
We're working with you to make a positive impact around the world. We're here to help you do it better. Together we can make a difference.

The Caribbean Challenge: The End of Paper Parks

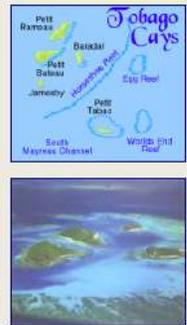
NATIONAL PARKS and WILDLIFE RESERVES

WORLD CORAL REEF
YOUR BEST FRIEND

Coastal co-management

Coastal Resources Co-management Project (CORECOMP)

- Purpose:
 - Coastal resources governance reform through co-management
- Sites:
 - Gladden Spit & Silk Cayes Marine Reserve (Belize)
 - Laughing Bird Caye National Park (Belize)
 - Sapodilla Cayes Marine Reserve (Belize)
 - **Tobago Cays Marine Park (Union Island)**
- Partners:
 - Friends of Nature
 - TASTE
 - **TCMP office**



Posters presented at conferences



Tobago Cays Marine Park: Are the conditions for successful co-management likely to be met?

Tobago Cays Marine Park: How is this MPA doing?

Management effectiveness

Enhancing management: How is your MPA doing?

Purpose:

- To conduct participatory management effectiveness research and evaluations by training at least 30 people at three MPAs.
- To improve MPAs in the region by monitoring outcomes in lessons learned training and communication materials for coursework, research, management and coastal policy

Sites:

- Negril Marine Park (NMP)
- **Tobago Cays Marine Park (TCMP)**
- Sapodilla Cayes Marine Reserve (SCMR)

Partners:

- NCRPS
- **TCMP office**
- TASTE



Centre for Resource Management and Environmental Studies,
University of the West Indies, Cave Hill Campus, Barbados

**Evaluating Management Effectiveness
at the Tobago Cays Marine Park (TCMP),
St. Vincent and the Grenadines**

Major findings and lessons learned

Maria Pena and Patrick McConney

Presented at:
MPA Management Effectiveness information sharing meeting
31 January (Union Island) – 1 February (St. Vincent), 2007

Lots of communications on TCMP

CEMES Report on Evaluating Management Effectiveness at Three Marine Protected Areas in St. Vincent and the Grenadines, Jamaica & Belize

Inception Training Workshop for Enhancing the Management Effectiveness of the Tobago Cays Marine Park, St. Vincent and the Grenadines
Cave Hill, 19-20 December 2007

Centre for Resource Management and Environmental Studies (CEMES)
University of the West Indies, Faculty of Pure and Applied Sciences
Cave Hill Campus, Barbados

CEMES Report on Evaluating Management Effectiveness at Three Marine Protected Areas in St. Vincent and the Grenadines, Jamaica & Belize

Report of the TCMP Junior Ranger Workshop
6 October 2007
Union Island

Centre for Resource Management and Environmental Studies (CEMES)
University of the West Indies, Faculty of Pure and Applied Sciences
Cave Hill Campus, Barbados

Socio-economic Profile of Fishers in the Grenadines

David Gill¹, Patrick McConney² and Robin Mahon²

¹MSc Student; ²Supervisors
Centre for Resource Management & Environmental Studies
University of the West Indies, Barbados

MarsIS
A Marine Resource Space-use Information System for the Grenadine Islands

Developing a GIS to support transboundary MSP for the Grenadine Islands

Kimberly Baldwin

MarSIS started with stakeholders

A Socio-Economic and Space-use Profile of Grenadine Marine Resource Users

Centre for Resource Management and Environmental Studies (CEMES)
University of the West Indies, Faculty of Pure and Applied Sciences
Cave Hill Campus, Barbados

Summary Report for the Stakeholder Meetings and Space-use Mapping Exercises of the Grenadines Marine Space Use Information System (MarsIS)

A summary of stakeholder meetings & methods and participatory marine resource user mapping exercises from Cave Hill, St. Vincent and the Grenadines Islands

October 2006

Kimberly Baldwin
Centre for Resource Management and Environmental Studies (CEMES)
University of the West Indies, Faculty of Pure and Applied Sciences
Cave Hill Campus, Barbados

Draft Marine Multi-use Zoning Design for the Grenadine Islands

Proposed Marine Zones

- Transition Zone
- Mariculture Zone
- General Use Zone
- Low Impact/Ecotourism Zone
- Conservation Zone
- Nearshore Fishing Zone
- Offshore Fishing Zone

2nd Draft - March 2012
Contact Suzanne for questionnaire: 754-482-0779
suzanne.kimbley@gmail.com
www.grenadinesurveys.com

SUSTAINABLE GRENADINES PROJECT

SUSTAINABLE INTEGRATED DEVELOPMENT AND BIODIVERSITY CONSERVATION IN THE GRENADINE ISLANDS



Grenada
and
St. Vincent and the Grenadines



1

Training Workshops

- 7 training workshops with approximately 260 participants
- Leadership
- Office procedures
- Conflict management /negotiation skills
- Proposal writing
- Effective communication
- Strategic planning and visioning
- Effective Writing



6

Sector Planning Workshops

- 4 workshops with over 260 participants
- Regattas
- Water taxis operators
- Green schools
- Fisher folks organisation



7

Mini-projects

- 16 mini-projects in 5 Grenadine islands
- Focus:
 - coastal or beach enhancement
 - fishing skills
 - enhancing the communities
- Implemented by
 - Four school clubs
 - seven NGOs/CBOs
 - one government agency



8

Attachments/Exchanges

14 persons from 8 NGOs have benefited from Attachments

- Sailing instruction
- Seamount farming
- Heritage park development
- Water taxi association strengthening
- Nature trail development
- MPA monitoring
- NGO development



9

Institutional Self-Assessments

Completed for 14 NGOs

- Inform training workshops
- Strategic development of NGOs



10

ASSOCIATED PROJECTS

Water Taxi Project

funded by (GEF/SGF) along with The European Union

- Trained in green boat operations environmental stewardship and safety at sea
- Two water taxi associations were provided with office space and equipment.
- 362 persons received training



13

People and Corals Project

Funded by National Fish and Wildlife Foundation and UNEP

-18 schools received 25 copies of the 'People and Corals' workbook

-24 teachers from across the Grenadines and the main islands were trained



14

Seamoss Farming

-Funded by the National Marine Sanctuary Foundation

-Implemented by the Young Help Striders 4-H Club (Ashton, Union Island)

-Over 50 pounds of dry seamoss has been accumulated for sale

-Established a new farm in Carriacou



22

Supporting Research

-CERMES students between 2005 and 2007 conducted the following researches in the Grenadines

- Water taxi livelihoods
- Environmentally friendly boat practices
- TCMI? co-management
- Environmental legislation
- Environmental practices in the accommodation sector
- Fisheries livelihoods
- Fisheries socio-economic profiling
- Land-based sources of pollution



23

Training



REEF CHECK

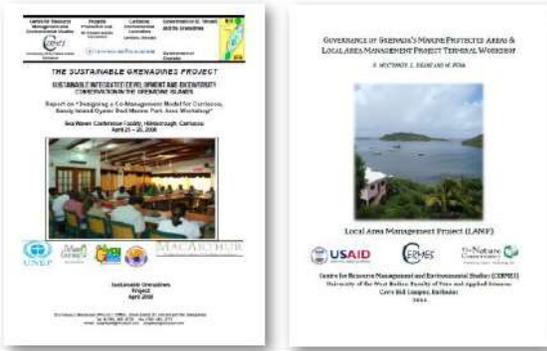


ENFORCEMENT

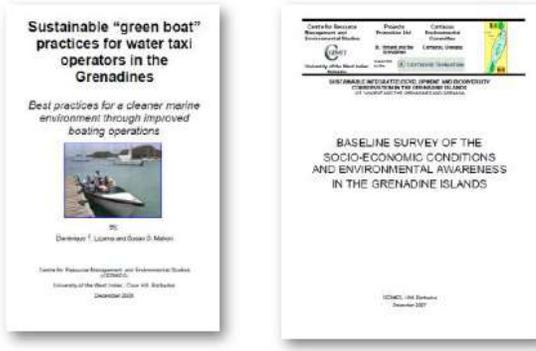
Strengthening Reef Management in the Grenada bank



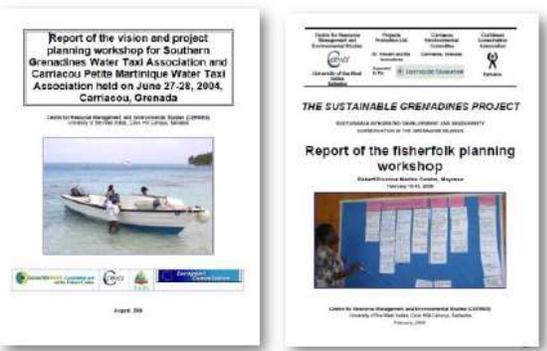
Co-management and local area management covered in projects



Much attention paid to stakeholders



Reports for reference, memory



Newsletters share information



Current CERMES led MPA projects



THANKS!



Appendix 4 – Presentations on follow-up activities

Soufriere Marine Management Area (SMMA)



Re-Establishment of the Soufriere Water Taxi Rotation

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

Introduction

- Soufriere Water Taxi Association formed in 1990s but not registered
 - Administered water taxi rotation for ply bus line and fishing vessels at Jalouzie, Anse Chastanet and Soufriere Bay
- Split
 - Soufriere Water Taxi Association – registered
 - Soufriere Boaters Inc. – registered
- SMMA Inc. administer as neutral entity administer rotation
- Dissolution in 2008
- Conflict resolution request by hotel

Methods

- Consultation with Water Taxi Operators
- Develop water taxi rotation
- Implementation of rotation
- Development of standardized price list



Results

- Criteria developed to be placed on rotation
- Standardized price list developed and implemented
- Rotation schedule prepared and disseminated



Criteria

- Operators must be members of either the SWTA or the SBI
- All relevant licenses, registration and insurance documents must be valid
- Regulations or Agreement governing implementation to be developed and legally binding
- Disciplinary Committee established to resolve conflicts
- Standardized price list to be developed and advertised

Water Taxi Rotation



2nd Draft of Price List

Park/Zip Location	Destination	Price List (USD)	
Jamaica/Trinidad	Stollons	\$60	1-4 persons
Jamaica/Trinidad	Area Chatham	\$60	1-4 persons
Jamaica/Trinidad	Area Collins	\$100 (1-2 persons)	\$200 (3-4 persons)
Jamaica/Trinidad	Area La Rose Park Pier	\$100	1-4 persons
Jamaica/Trinidad	Widgeon Pier	\$100 (1-2 persons)	\$200 (3-4 persons)
Jamaica/Trinidad	Caribbean Islands (1 hour trip)	\$200 (1-2 persons)	\$400 (3-4 persons)
Jamaica/Trinidad	Widgeon Pier/Spinnaker Point	\$100 (1-4 persons)	
Area Chatham	Widgeon/Spinnaker	\$60	1-4 persons
Area Chatham	Area Collins	\$100 (1-2 persons)	\$200 (3-4 persons)
Area Chatham	Area La Rose Park Pier	\$100	1-4 persons
Area Chatham	Widgeon Pier	\$100 (1-2 persons)	\$200 (3-4 persons)
Area Chatham	Caribbean Islands (1 hour trip)	\$200 (1-2 persons)	\$400 (3-4 persons)
Area Chatham	Widgeon Pier/Spinnaker Point	\$100 (1-4 persons)	

Park/Zip Location	Destination	Price List (USD)	
Jamaica/Trinidad/ Area Chatham	Widgeon	\$100	1-4 persons
Jamaica/Trinidad/ Area Chatham	Collins	\$100	1-4 persons
Jamaica/Trinidad/ Area Chatham	Widgeon Pier/Spinnaker Point	\$60	1-4 persons

- ### Discussion
- Rotation adhered to by all except one.
 - Certain issues still persist
 - License to vend, snorkelling to be obtained by all operators
 - Acquisition of booth not galvanized
 - Hiring of 'neutral' agent
 - Revitalization of both associations required

- ### Key learning
- Conflicts are never completely resolved.
 - Process of managing conflicts must be adaptive
 - SMMA Inc. continues role of conflict management
- 

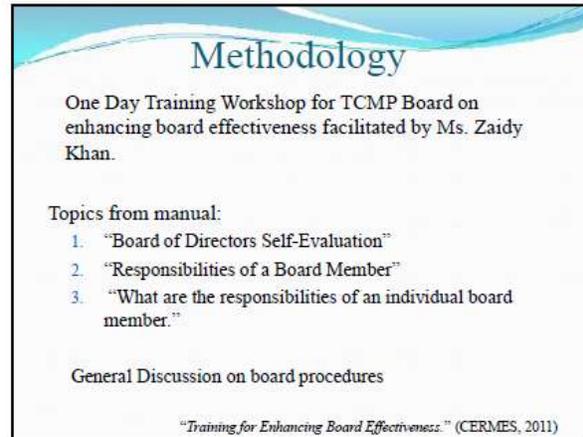
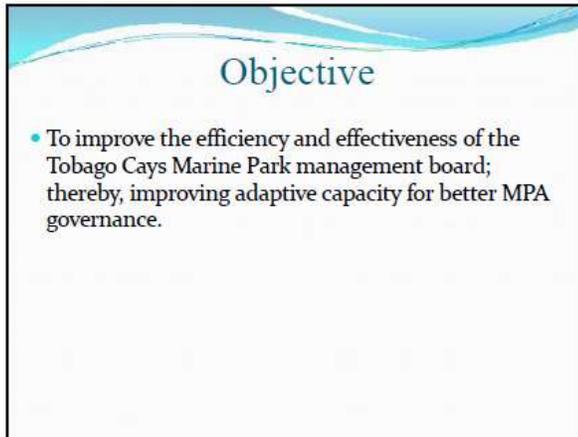
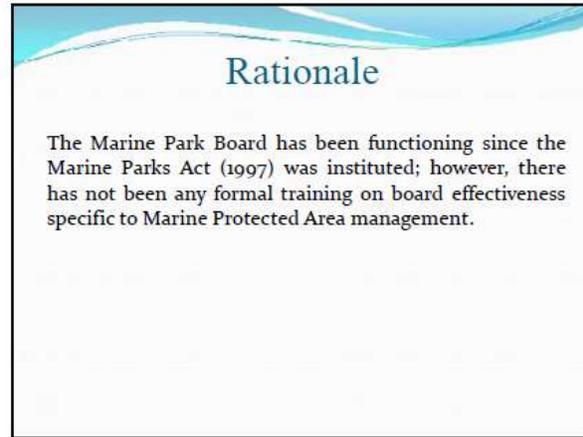
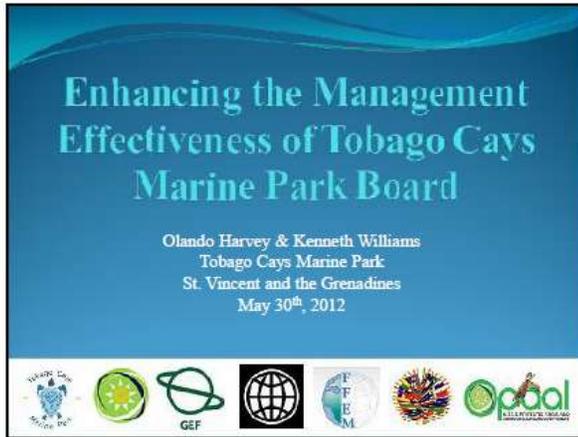
- ### Terms Of Reference - Update
- Terms of Reference completed
 - Scope of work too wide for funding under this project.
 - Funding to be sourced to proceed with development of the strategic plan for the SMMA Inc.

Thank You






Tobago Cays Marine Park (TCMP)



Results

Consideration:	5 Very Good	4 Good	3 Okay	2 Fair	1 Poor
1 Board has full and shared understanding of the roles and responsibilities of a NGO board of directors		X			
2 Board members understand the organization's mission, goal, objectives and its products / programs			X		
3 Board has clear, relevant and realistic strategic plan for action with which to work	No Strategic Plan				
4 Structure of the organization (board, officers, committees, executive and staff) is clear to directors		X			
5 Board attends to policy-related decisions which effectively guide the operational activities of staff		X			
6 Board receives regular reports on finances/budgets, products/program performance and other important matters	X				
7 Board helps to set fundraising goals and is actively involved in fundraising initiatives, including financial oversight					X

Results Continued

Considerations:	5 Very Good	4 Good	3 Okay	2 Fair	1 Poor
8 Board members effectively represent the organization to the community and others in the network of alliances					X
9 Board meetings facilitate a productive focus of attention and progress on important organizational matters				X	
10 Board regularly monitors and evaluates progress toward strategic goals and product/ program performance	No Strategic Plan				
11 Board regularly evaluates and develops the chief executive on the basis of clearly written expectations and plans					X
12 Board has approved comprehensive personnel policies which include human resource development and building capacity	X				
13 Each member of the board feels involved and interested in the board's work including active participation in committees	X				

Results Continued

Considerations:	5 Very Good	4 Good	3 Okay	2 Fair	1 Poor
14 All of the skills, stakeholders and diversity necessary for the organization's mission are represented on the board		X			
15 Board members received orientation on recruitment/election and regular training and updates on their responsibilities					X
16 The board has an operations manual that is regularly consulted, reviewed and revised as standard procedure	No Operations Manual				
17 The board has a conflict of interest policy and a disclosure form that members are required to fill out and comply with	No Applicable				
18 The board regularly pays attention to the legal provisions governing it, including the articles of association and bylaws		X			
19 Meetings have written agendas, are conducted effectively with the quorum being regularly met, and minutes are kept	X				
20 The board has a process for handling urgent matters between meetings with the appropriate level of approval		X			

Considerations for the Next Year (May, 2012 – May, 2013)

1. Formulation of a draft Strategic Plan focusing on livelihoods and fundraising.
2. Development of strategies to effectively have continuous communication with stakeholders.
3. Wider inclusion of stakeholders (including the newly formed fisher folk Association).

Issues of Concern

- Inconsistency in scheduling board meetings
- The board is divorced from the issues on the ground.
- The current management plan under utilized.
- Under representation of community and stakeholders interest on the board (e.g. Mayreau & Fishers)
- There is not enough ownership by board members
- Lack of a unified understanding of "what is an MPA?"

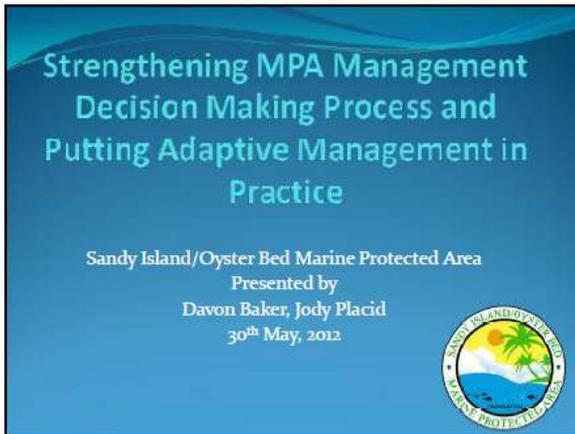
Way Forward

- The Chairman of the Board would be responsible for scheduling meetings.
- The board needs to have quarterly updates from technical staff (e.g. Marine Biologist).
- The board needs to focus on the TCMP Management Plan especially "Part 2: Goals and objectives".
- Some Board Meetings would be conducted on Union Island (this would require proper coordination).
- Extension of the period of ranger presence in the MPA (i.e. a drive towards 24 hr presence)
- There needs to be representation from the community of Mayreau on the board.

Thank You!

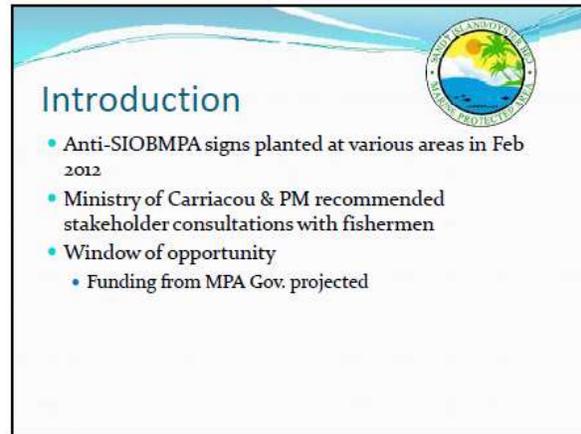


Sandy Island/Oyster Bed (SIOBMPA)



Strengthening MPA Management Decision Making Process and Putting Adaptive Management in Practice

Sandy Island/Oyster Bed Marine Protected Area
Presented by
Davon Baker, Jody Placid
30th May, 2012



Introduction



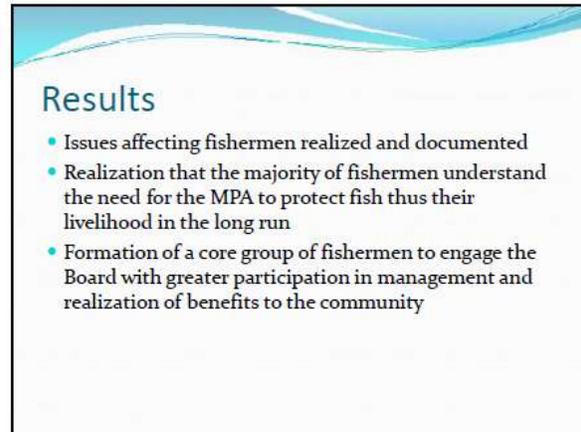
- Anti-SIOBMPA signs planted at various areas in Feb 2012
- Ministry of Carriacou & PM recommended stakeholder consultations with fishermen
- Window of opportunity
 - Funding from MPA Gov. projected



Method



- Planning Meeting
 - SIOBMPA Co-Management Board members
 - National MPA Coordinator
 - Fishermen
 - MPA Specialist
- Fishers Consultation



Results

- Issues affecting fishermen realized and documented
- Realization that the majority of fishermen understand the need for the MPA to protect fish thus their livelihood in the long run
- Formation of a core group of fishermen to engage the Board with greater participation in management and realization of benefits to the community



Discussion



Lessons Learned

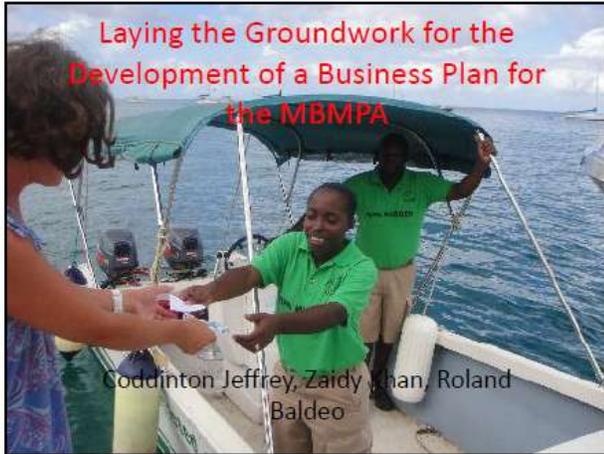


- Maintain open lines of communication
- SIOBMPA to provide greater avenues for discourse
- Need to embrace fishermen as supporters of the MPA





Molinere/Beausejour (MBMPA)



Background

- The Moliniere/Beausejour Marine Protected Area (MBMPA) was designated in 2001.
- It is 60 ha (0.23 sq. miles), 1.4 miles (2.2km) long.
- Adjacent to the MPA are six communities that have a stake in the MPA.
- The MBMPA Stakeholder Committee was formed in 2009 to assist with decision-making and implementation of the management plan
- This Committee has since been acting as an advisory committee to the Fisheries Division for the day-to-day operation of the MPA.

Background

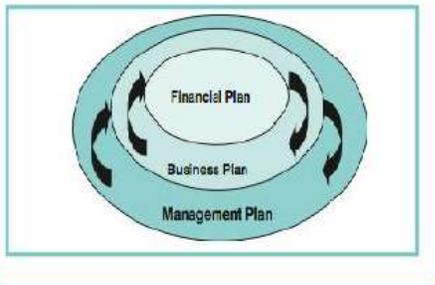
- The Moliniere / Beausejour Marine Protected Area Management Board was established in February 2012 to act as an advisory body to the National MPA Management Committee
- It comprises of mainly stakeholder organizations to facilitate the implementation of the *Management Plan* for the MBMPA.
- After consultation with stakeholders collection of user fees started in August 2011.

Concept

The guidelines are based upon a number of principles:

- That business plans should be developed within the overall context of the Protected area management plans and legal frameworks, thus ensuring that generating revenue remains a means towards the end of more effective biodiversity conservation and does not become an end in itself;
- That a business approach should be adopted towards financing protected areas, which entails defining relevant consumers and identifying ways of capturing a fair return from them; and
- That both public and private revenue streams are important, with public revenue streams linked to public goods and private revenues to private goods.

Figure 3 A planning hierarchy for protected areas



Specific objectives

- To lay the groundwork for a business plan and inform the board on this process and requirements.
- This all will help to prepare the management board for future management of funds by providing a financial and business plan base line

Method

- A “terms of reference” (TOR) was developed
- Outlining specific duties and responsibilities
- Competencies
- Required skills and experience
- Took 2 months to get a consultant
- MBMPA data was made available

Snorkelling provides 56% of revenues; followed by diving bands with 20%; and yacht moorings with 13%; dive tags 11%

	Tags	Bands	Snorkel	Moorings	Total
Moorings fees	\$ -	\$ -	\$ -	\$ 6,381	\$ 6,381
Day Charters	\$ -	\$ -	\$ 20,740	\$ -	\$ 20,740
Dive Operators	\$ 5,500	\$ 10,130	\$ 7,229	\$ -	\$ 22,859
Total	\$ 5,500	\$ 10,130	\$ 27,858	\$ 6,381	\$ 49,870
Percent of Total	11.0%	20.3%	56.0%	12.6%	100.0%

A rough estimate of the amount of cruise ship visitors:

Estimated Grenada Cruise Ship Market for 2011-2012 Season

Total capacity of Cruise Ships	284,277
Actual occupancy (90%)	255,849
Passengers Disembarking (80%)	204,679
Pre-paid excursionists (20%)	40,938
Walk-arounds	163,744
Cruise ship calls	190
Excursionists per cruise ship day	215
Walk-arounds per cruise ship day	862

Snorkel sales tend to follow the Cruise Ship Season



Base Year estimates:

Revenues:	Base Year
- Snorkel	\$ 28,890
- Divers	\$ 16,672
- Yachts	\$ 7,658
- Commercial Sales	\$ -
Total Revenues	\$ 53,220
Less:	
Salaries	\$ 105,600
Gasoline	\$ 14,400
Depreciation (over 10 years)	\$ 15,000
Misc office expenses	\$ 24,000
Maintenance	\$ 3,000
Total Costs	\$ 162,000
Deficit	-\$ 108,780

The significance of the cruise ship to the MBMPA

- Data shows that most snorkelers are cruise ship passengers
- The MBMPA is an important element in Grenada’s overall attraction as a tourist destination

Day Charter Snorkellers to MBMPA	7,771
= percent of cruise passengers disembarking	3.8%
= percent of pre-paid excursionists	19.0%

MBMPA Earned Total Income of EC\$49,970 in the 2011-2012 Winter Season



Questions for consideration

- How can we deal with this deficit?
- What can be done to increase users
- What about local users
- How can we increase revenue from users
 - increasing fees
 - Selling merchandise
 - seeking donations
- What about sourcing grants, donations, etc.
- What can be done to close down leakages.

User fees could grow as a result of increased cruise ship arrivals and better collections:

Forecast Snorkelers in 2012-2013:	
Snorkelers Aug-April	10,471
Est. May-Jul @10%	349
Total snorkelers in Base Year	10,820
Est. % increase yr 2	20%
Forecast snorkelers 2013	12,984

Forecast Scuba Divers in 2012-2013:	
Total divers Aug-April	2,927
Est. May-Jul @20%	195
Total scuba divers Base Year	3,122
Est. % increase yr 2	20%
Forecast scuba divers 2013	3,747

Forecast Yacht Calls in 2012-2013:	
Total yachts Aug-April	259
Est. May-Jul @60%	48
Total yacht calls in Base Year	267
Est. % increase yr 2	40%
Forecast yacht calls 2013	402

User fees in 2013 could grow by over 20% over the Base Year:

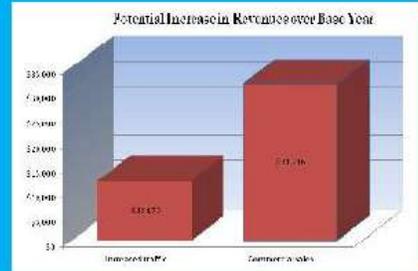


MBMPA's users are a potential source of collateral revenue:

POLO-SHIRT SALES:		WRISTBAND SALES:	
Total MBMPA users	17,935	Total MBMPA users	17,935
If 3% buy Polo-shirts	538	If 5% buy Wristbands	897
Revenue @ US\$25 each	35,916	Revenue @ US\$5 each	11,972
Cost @ EC\$30 each	16,142	Cost: up to 5,000 = free	-
Profit for the Year	19,774	Profit for the Year	11,972

- High-quality products can be marketed sensitively to a target audience of potential buyers, who by their very presence in MBMPA are in support of its goals and objectives
- Other commercial possibilities exist: posters; advertisements; endorsements; etc.

Commercial sales offer more potential than increased user fees:



Including commercial sales, total MBMPA revenue could almost double over the base year:

POTENTIAL INCOME FOR 2013:	
FEE INCOME:	
Snorkelers	\$ 34,668
Divers	\$ 20,007
Yachts	\$ 10,721
TOTAL FEE INCOME	\$ 65,396
Plus:	
PROFIT ON POLO SHIRT SALES	19,774
PROFIT ON WRISTBAND SALES	11,972
TOTAL POTENTIAL REVENUE	\$ 97,141
Percent Increase over base year	83%

With more users and new revenue sources, MBMPA's annual deficit could be significantly cut:

Revenues:	Base Year	2013	% change
Snorkel	\$ 28,896	\$ 34,668	20.0%
Divers	\$ 16,672	\$ 20,007	20.0%
Yachts	\$ 7,658	\$ 10,721	40.0%
Commercial Sales	\$ -	\$ 31,760	N/A
Total Revenues:	\$ 53,226	\$ 97,141	82.5%
Less:			
Salaries	\$ 105,600	\$ 105,600	0.0%
Gasoline	\$ 14,400	\$ 17,280	20.0%
Depreciation (over 10 years)	\$ 15,000	\$ 15,000	0.0%
Misc office expenses	\$ 24,000	\$ 24,000	0.0%
Maintenance	\$ 3,000	\$ 3,000	0.0%
Total Costs	\$ 162,000	\$ 164,880	1.8%
Deficit	\$ 108,780	\$ 67,739	-37.7%

Key learning



Major changes needed in legislation & culture:

- Changing legislation is a long, cumbersome process; do it once; and do it all; including commercialization provisions
- The MBMPA will need to be run along business principles; as it will be collecting revenues; purchasing supplies; maintaining inventories; marketing itself; etc
- Who is the ultimate decision-maker on policy and practical matters?
- There will inevitably be occasional conflict between MBMPA and its stakeholders; with whom does the buck stop; who has the final say?
- MBMPA needs to be ring-fenced; given financial autonomy; a budget with approved annual subsidy/grant until it achieves financial self-sufficiency
- Also need to look at issue of policing powers of MPA Wardens – long process to get enforcement of no-fishing regulations

Marketing the MBMPA:

- What is MBMPA's market; what are its main characteristics?
 - MBMPA's market is a subset of the overall Grenada tourism market
 - MBMPA's fortunes will rise and fall with the broader Grenada tourism market
- Who are MBMPA's "clients": the marine operators; or their customers?
 - MBMPA's clients are the divers/snorkelers, the operators just take them there
- What is MBMPA's competition?
 - St George's town, island tours, Grand Anse Beach, Concorde Falls, etc
- Can we think of a trading name; e.g. "Moliniere Marine Park"?

Passive vs. active marketing:

- MBMPA already has brand recognition; but "passively"
- The recognizable brand in MBMPA is the Sculpture Park
- MBMPA must be more than "home of the Sculpture Park"
- We must learn lessons of best practice in marketing MPAs in other parts of the world
- Tobago Cays has brand recognition – and high fees to match
- Internet marketing is free and effective; let satisfied customers spread the word: Website; Facebook; TripAdvisor; Youtube; Twitter – people love to share their experiences online
- MBMPA needs its own website;
- The marketing objective is for clients to ask to go to MBMPA; not just be taken there by the day charter and dive operators

Marine resources are like any other natural resources: They have a price!

- In simple commercial terms: the GoG invested in the creation of MBMPA; and now needs to earn a return on its investment
- Grenada's marine resources have a value; it costs money to maintain that value; so the principle of "user pays" is valid
- Up to now, there has been widespread acceptance of user fees
- BUT: beware of killing the goose that lays the golden egg
- From a business point of view, after only 1 year, it is too soon to raise fees, optically if nothing else
- We can predict the costs simply enough; predicting revenues is more problematic

If we are not going to increase user fees, revenues could grow by 2 methods:

- Revenues could grow "organically":
 - Increase in cruise ship arrivals
 - Increase in hotel arrivals
 - Better collection ratio (less leakage)
 - MBMPA becoming "branded"
- Or Revenues could grow from new sources:
 - Merchandise sales
 - Donations from users/others
 - Website advertisements
 - Grants and donations

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Thank you!!!

Woburn/Clarke's Court Bay (WCCBMPA)

Widening and strengthening MPA stakeholder engagement through integrated Ecosystem based approach

WCCBMPA Governance Activity 3 workshop 3



Recap : WCCBMPA Activities

- 3 Fishermen Consultation meeting.



MPA Governance : WCCBMPA Activities

- 1 Multi stakeholder meeting with fishermen , Yachting sector , Marina operators and developers.



Preliminary Findings

- lack of coordination and communication between government departments in the current process of WCCMPA planning.
- More information is needed to see how the MPA management plan is going to deal with cumulative **pollution** (Factory & Yachting industry) problem in the bay.

Preliminary Findings

- A clear vision is needed to see how the on going marina **development** and private home developments will be incorporated in the WCCBMPA management planning.



Preliminary Findings

- This issue had been also frequently highlighted by **National Implementation Strategic Partnership** members, how current national natural resource economic development plans in the MPAs or in protected areas going to be addressed by respective protected area management plan

Introduction

- higher recognition of strengthening and integrating all sectors that impact the protected areas planning, management, regulation and enforcement.
- There is greater need for understanding the diverse mix of regulations.

What Process ?

- * The complexity of the issues facing in case of WCCB require that governance must be integrated, just as ecosystems are interconnected.
- * Governance that allows and promotes cooperation between agencies, between governments, and between government and other institutions is essential.

Approach

- * Ecosystem based approach provides this integrated approach. It seeks to link previously sector-based management to consider the full range of uses that affect an ecosystem or ecosystems.
- * Rather than single sector management, the EBM process seeks management of the whole ecosystem; integrating all sectors that impact, or are impacted by, the ecosystem; with coordinated management at all levels relevant.

Objectives

- * To apply integrated ecosystem based approach to WCCBMPA management planning process.
- * To develop clear informative and procedural understanding with different government sectors in relation to industrial development and resource management and biodiversity protection and strengthen the relationship.

Method : Administrative

- * Agreement on the integrated approach
- * Workshop agenda.
- * Invite letter to the PS : Call for high level inter sectorial integration.
- * Invite letter to the departments
- * Workshop presentations : Fisheries MPA plans and what is Integrated EBM approach
- * Facilitator

List of target Institutions

- *Ministry of Finance: Physical planning unit (PPU).
- *Grenada industrial development Commission, (GIDC).
- *Clarke's Court Rum Distillery, Grenada Distillers Limited (GDL).
Is the largest distillery in Grenada? The distillery waste water outfall is in the WCCB MPA.
- *National Water Sewage Authority (NWSA).
Is responsible for the treatment and disposal of liquid sewerage.
- *MAFF : Department of land, Fisheries and Forestry

Results : 3 main stakeholder groups

Government Authorities	Business / private sector	Civil Society	Other (technical and scientific team)
Ministry of Environment	GIDC	Grenada Fund for Conservation	SGU/ MPA scientific team.
Ministry of Finance. PPU	GDL		WCCBMMA plan consultant.
Ministry of AFF Department of lands Department of Forestry Fisheries			
Ministry of Health: Environmental health Ports Authority			
National Water sewage authority			

Stakeholder analysis

* Table 2: Multi stakeholder Matrix.



Stakeholder Communication

Stakeholders	PPU	Environ ment Unit	Fisheries	NAWA AS	Min of Health	GIDC	Rum Factory	Forestry	Lands	Ports Authority /Law enforcement
PPU	Absent									
Environment unit	X			X					X	
Fisheries	✓	X	✓	✓	✓	✓	✓	✓	✓	✓
NAWA	Absent									
Health	Absent									
GIDC	X	X							X	X
Rum Factory										
Forestry	✓		✓			✓	X	X		

Snap Shots .



Snap shots



Snap Shots



Discussion

Creating an enabling environment for cross-sector engagement is a key step towards integrated ecosystem based.

- Necessary steps recognized in the participatory approach during this exercise was the
 - High level commitment and call
 - Consult interagency liaisons early in the planning process, organized around specific issues.

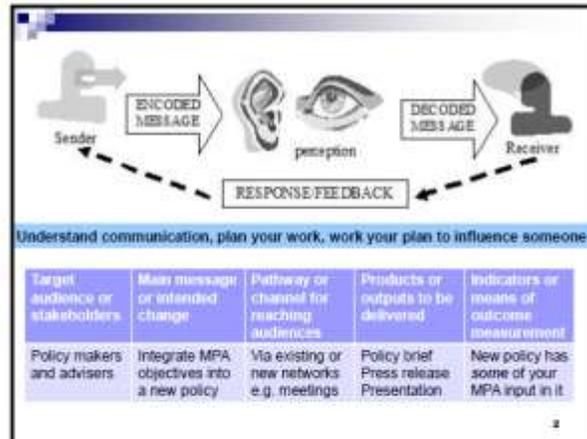
Key Learning.

- * Enabling Administration and communication systems for EBM approach
- * More capacity building is needed with government officials (decision markers) in integrated EBM process and systematic steps.
- * EBM process initiation and process is long and needs stronger drive , coordination , national and expert support.

Questions



Appendix 5 - Communication for change

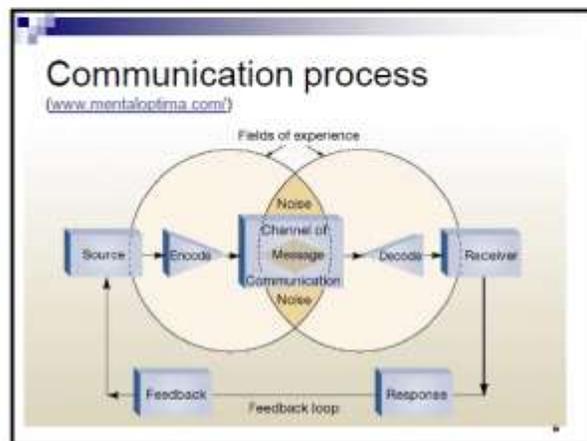


What is communication?

- The act of conveying information.
- It requires a sender, a message and an intended receiver, although the receiver need not be present or aware of the sender's intent to communicate at the time of communication.
- The communication process is successful once the receiver has understood the message of the sender as it was intended.

Communication process

<p>Sender</p> <ul style="list-style-type: none"> ■ decides to initiate a message with a specific set of intended meanings. ■ encodes the intended meanings by selecting specific words, gestures or images, which the Receiver is expected to understand. ■ transmits message in visual, spoken and/or written form across the gap between Sender and Receiver. 	<p>Receiver</p> <ul style="list-style-type: none"> ■ perceives the incoming message as a specific pattern of symbols. ■ decodes the message through his or her own interpretation of the symbols. ■ is influenced in some way (whether aware of this influence or not). ■ provides feedback to the Sender if the Sender is closely monitoring the response.
---	--



Barriers to communication

- lack of shared cultural meanings
- unfamiliarity with the language/jargon
- physical or mental state or condition
- faulty perception or interpretation
- background noise or other distractions
- external or environmental issues

7

Communication flows, directions

- Downward, or enabling, communication that moves instructions and other directive information down or through the organization structure
- Upward, or compliance, communication that provides feedback to the people who originate the downward communication
- Lateral, or coordinating, communication that moves between members of the organization at the same levels
- The grapevine, often a social network, which fills in gaps in official communication and provides answers to unaddressed questions.

8

Communications campaign...

- Eight steps to a communications campaign:
 1. Identify the issue that is the subject of the campaign
 2. Know the audience to whom you will communicate the information
 3. Set objectives or list the aims of the campaign
 4. Create a communication strategy or determine the methods you will use to communicate

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Communications campaign

5. Design the messages to suit the media to be used and the audience to be reached
6. Make a plan to manage the campaign so that at all times you will know exactly what is being done and by whom, what is next and who is responsible
7. Develop methods to evaluate the effectiveness of the campaign or answer the question: Has the communication plan worked?
8. Consider and plan how to sustain the campaign until it has achieved all of its agreed aims

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Communication strategy, plan

- Before starting, find out what those outside of your organization, especially the potential target audiences, think about your organization. This will help you to decide upon priority areas for the communication strategy.
- Start by thinking about how your organization is communicating now. Are you saying what you want to say, to the people you want to say it to, with the desired impact?

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Communication strategy, plan

- Be clear about the target audiences and user groups you wish to reach. Prioritize them according to importance and influence relative to the communication objectives. Do not just think about the 'usual suspects' (e.g. fishers). Consider the entire market for your messages.
- Think about what communications your target audiences prefer (e.g. audio-visual rather than text) and plan to use the right ones for maximum impact. Market research can guide choices.

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Communication strategy, plan

- Keep it manageable. Do not underestimate the time involved in communication. Include key deadlines, milestones and review points to guide your progress and keep on track.
- Ensure value for money by targeting communication effectively: prioritizing the audiences and channels and focusing on high impact/low cost activities.

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Communication strategy, plan

- Keep the communication strategic plan simple. It will be easier to evaluate and update a simple plan quickly and appropriately as various aspects change over time.
- Develop a communication action plan to go along with your strategic plan to explain:
 - What you're going to do
 - When you're going to do it
 - Who is going to do it
 - How much it will cost

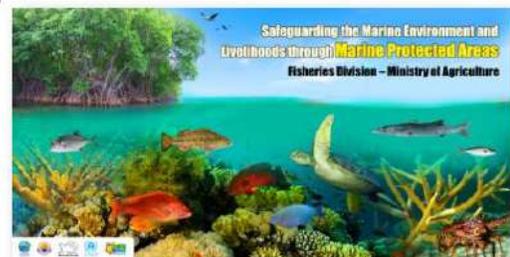
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Product/pathway pros and cons

- | | |
|-------------------|-----------------------|
| ■ Television | ■ Web sites, blogs |
| ■ Radio (PSA) | ■ Panel discussions |
| ■ Radio (call-in) | ■ Web 2.0 wikis etc. |
| ■ Newspapers | ■ Videos, YouTube |
| ■ Newsletters | ■ Slide presentations |
| ■ Brochures etc. | ■ Face-to-face chats |
| ■ Email groups | ■ Popular song, dance |
| ■ Email lists | ■ Community theatre |

Knowledge, attitude, practice (KAP) studies inform communication choices

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POLICY INFLUENCE FOR EFFECTING CHANGE

Five key dimensions of possible policy impact (Jones and Villar, 2008; Keck and Sikkink, 1998)

- Framing debates and getting issues on to the political agenda: this is about **attitudinal change**, drawing attention to new issues and affecting the awareness, attitudes or perceptions of key stakeholders.
- Encouraging **comprehensive commitments** from states and other policy actors: affecting language and rhetoric is important to, for example, promote recognition of specific groups or endorsements of international declarations.

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Five key dimensions of possible policy impact (Jones and Villar, 2008; Keck and Sikkink, 1998)

- Securing **procedural change** at domestic or international level: changes in the process whereby policy decisions are made, such as opening new spaces for policy dialogue.
- Affecting **policy content**: while legislative change is not the sum total of policy change, it is an important element.
- Influencing **behavioural change** in key actors: policy change requires changes in behaviour and implementation at various levels in order to be meaningful and sustainable.

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A guide to monitoring and evaluating policy influence (Harry Jones, Feb 2011, ODI)

Figure 1: Policy influencing approaches

Source: Start and Hovland (2004).

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Influence mapping

Which actors & how do you:

- Inform?
- Educate?
- Persuade?
- Mobilise?

Source: Start and Hovland, 2004. *Tools for Policy Impact: A Handbook for Researchers*. Available at: www.odi.org.uk/rapid/Publications/Documents/Tools_handbook_final_web.pdf

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Community of practice

Steps in Starting up a Community of Practice

Preliminaries → Start-Up → Behaviours & Activities

- Preliminaries**
 - Identify the champion and sponsor;
 - Pick a focal point:
 - Problem
 - Practice
 - Process
 - Prepare a business case;
 - Present a proposal (where resources or support will be needed);
 - Value/benefits
 - Sponsorship/support
 - Interactions
 - Outcomes
 - Select/initiate members;
 - Get organized.
- Start-Up**
 - Set the agenda:
 - issues/interests
 - problems
 - goals/outcomes
 - Devise interaction modes:
 - email
 - face-to-face meetings (scheduled/unscheduled)
 - virtual meetings
 - telephone/conference call
 - videoconferencing
 - Confirm and secure support requirements:
 - technology
 - resources
 - Get underway.
- Behaviours & Activities**
 - Share experience and know-how;
 - Discuss common issues and interests;
 - Collaborate in solving problems;
 - Analyze causes and contributing factors;
 - Experiment with new ideas and novel approaches;
 - Capture/codify new know-how;
 - Evaluate actions and effects;
 - Learning.

Map outcomes (PM&E)

Source: Nickols F. 2003. *Communities of Practice: A Start-Up Kit*. Distance Consulting.

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Outcome mapping

See more under (PM&E)

THREE STAGES OF OUTCOME MAPPING

INTENTIONAL DESIGN

- Step 1: Vision
- Step 2: Mission
- Step 3: Boundary Partners
- Step 4: Outcome Challenges
- Step 5: Progress Markers
- Step 6: Strategy Maps
- Step 7: Organizational Practices

EVALUATION PLANNING

- Step 12: Evaluation Plan

OUTCOME & PERFORMANCE MONITORING

- Step 8: Monitoring Priorities
- Step 9: Outcome Journals
- Step 10: Strategy Journal
- Step 11: Performance Journal

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Additional resources

- CANARI. 2009. Communicating climate change: A toolbox for local organisations in the Caribbean. Port of Spain, Trinidad and Tobago: Caribbean Natural Resources Institute. [online]
- Deane, L. 2010. Communicating to support local area management. Local Area Management Project. CERMES Technical Report No. 37. 55pp [online]
- Jones, H. 2011. A Guide to Monitoring and Evaluating Policy Influence. Background Note. London: ODI. [online]
- McConney, P. and C. Haynes. 2011. Communication. Pages 178-195 in R. S. Pomeroy and N. Andrew (eds.) *Small-scale Fisheries Management: Frameworks and Approaches for the Developing World*. CABI Publishing, Oxfordshire. 258 pp
- OECS. 2007. Toolkit for Communication Planning. Organisation of Eastern Caribbean States (OECS) Environment and Sustainable Development Unit (ESDU), Castries, St. Lucia. [online]

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Practical exercise (20 minutes)

- The SIOBMPA board wants to become an autonomous non-for-profit company (like SMMA) in the best interests of the MPA stakeholders and nation. Develop a brief communication strategy to support this policy change using the template provided

Target audience or stakeholders	Main message or intended change	Pathway or channel for reaching audiences	Products or outputs to be delivered	Indicators or means of outcome measurement
Policy makers and advisers	Integrate MPA objectives into a new policy	Via existing or new networks e.g. meetings	Policy brief Press release Presentation	New policy has some of your MPA input in it

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Appendix 6 – People matter: community engagement

People Matter: Community Engagement



Robert Pomeroy
Agricultural and Resource Economics
University of Connecticut

Outline

- Introduction
- Social impacts of MPAs
- Social factors for MPA success
- Community Engagement

Outline

- Introduction:
 - (1) MPAs as social institutions
 - (2) Understanding coastal communities

MPAs as social institutions

By definition, MPAs are:

1. Designed to change human behavior and provide new incentive structures.
2. Limited by surrounding socioeconomics and social constraints.
3. Implemented with social interests in mind.
4. Dependent on the human dimension to be successful; biological performance is linked to people's behavior change.

MPAs as social institutions

As a result:

1. Increasing **scrutiny** regarding the social impacts of MPAs on people/communities.
2. Increased **policy discussion** focused on the human dimension; balancing social and biological **'tradeoffs'**.
3. Increased social science **research** designed to assess and quantify effects of MPA designation and management.

MPAs as social institutions

Objectives of MPAs often reflect:

- Sociocultural context
- Socioeconomic setting
- Governance needs
- Political realities
- Human ecology



MPAs as social institutions

Social contributions to MPA management:

- Assessment
- Needs identification
- Public feedback
- Prediction of social impacts
- Mitigation of social impacts
- User acceptance



Understanding coastal communities

MPA design should seek to understand:

- **Diversity** of coastal people and livelihoods
- HH **adaptation** to reduce social risks
- **Incentives** that drive user decision-making
- Sources of **vulnerability** to stresses/shocks



Perceptions and attitudes

Fishers often oppose MPAs because of:

- Use restrictions
- Limitations on income generation
- Lower satisfaction with alternative livelihood options than fishing
- Reallocation of resources and wealth among social groups

Outline

- Introduction
- Social impacts of MPAs
 - Serve as a resource reallocation mechanism
 - Benefits are diffuse while costs are concentrated

Outline

- Introduction
- Social impacts of MPAs

(1) social **benefits**

(2) social **costs**

Social Benefits of MPAs

- Increased catch (spill over)
- Increased revenue
- Improved diet/health
- Increased non-consumptive uses
- Improved/diversified local economies
- Enhanced existence value
- Strengthened option value
- Enhanced resilience (“insurance policy”)

Social Costs of MPAs

- Catch and revenue declines (short term?)
- New management costs
- Opportunity costs
- Direct operating costs
- Social and political capital costs
- Increased and/or new risks
- Increased human migration; displacement
- Local demographic and economic changes

Shifts in Access and Use

Potential issues include:

- Loss of customary access to traditional fishing grounds; impeded cultural practice
- Preferential access arrangements
- Distribution shifts in income, food security, material assets
- No or poor availability of alternative or supplementary livelihood opportunities

Shifts in Access and Use

Potential issues include (cont'd):

- Higher user congestion within open areas
- Increased fishing effort outside of MPA
- Increased travel costs/time to open areas
- Increased user conflicts in open areas
- Distributive equity changes; increased disparity
- Increased occupational risks

Shifts in Access and Use

Non-extractive use benefits:

- Diversification of local economy
- Increased visitor revenues as an offset to lost fishing revenues
- Increased local tax revenues
- Reduction in conflicts between extractive and non-extractive uses
- Allocation for access and use by non-extractive users

Shifts in Access and Use

Non-extractive use costs:

- Negative visitor industry impacts on the natural environment
- Possible negative economic impacts from shift out of extractive into non-extractive
- Loss of traditional way of life
- Sustainable rates of non-extractive uses require time and study to establish

Shifts in Economic Equity

- Poorly understood
- Less studied than effects on efficiency
- Distributive economic effects vary by subgroup
- Transfer of direct use benefits from consumptive to non-consumptive uses



Social Factors for MPA Success

Critical factors include:

- Public **participation** and input (ownership)
- Mechanisms for **conflict resolution**
- Clear and socially-compatible **objectives**
- Reflection of local **socioeconomic realities**
- Management **accountability** ensured
- Stakeholder **capacity building** and training

Social Factors for MPA Success

Critical factors include (cont'd):

- **Incentive structures** for local participation, including economic benefits
- **Benefits** outweigh costs (real & perceived)
- Benefits and costs shared **equitably**
- Provision of **livelihood opportunities**

Social Factors for MPA Success

- **Incentive structures** for local participation, including economic benefits
- **Benefits** outweigh costs (real & perceived)
- Benefits and costs shared **equitably**
- Provision of **livelihood opportunities**

Community Engagement

Wide engagement with stakeholders is required in selection, declaration, zoning and management to ensure that robust local and traditional knowledge is used in the design/planning, and that existing use rights and potential threats are considered in the planning process. This engagement assists to provide a framework for designs to best recognize local knowledge, minimize effects on users, assist with local management (thus enhancing the likelihood of persistence of the MPA and limiting compliance violations), and the management of surrounding/upstream areas to avoid compromising the objectives of the MPA network. (MPA Design Principles for Australia 2009)

Community Engagement

- The active engagement of people in a community in the MPA is at the heart of its success
- Most agree that co-management is the most effective form of MPA governance
- Success of co-management is directly related to a well-organized community that has been empowered to take action to manage and conserve its aquatic resources
- MPA managers that engage with the community will have a greater success

Community Engagement

Community engagement should occur at all phases of MPA planning, design and implementation:

- Issue identification and baseline assessment
- Plan preparation and adoption
- Action plan and MPA implementation and enforcement
- Monitoring and evaluation
- Information management, education and outreach

Community Engagement

- Community organizing is central to co-management and community engagement
- Community organizing is much more than just establishing organizations, it is a process of empowerment, building awareness, promoting new values and behaviors, establishing self-reliance, building relationships, developing organizations and leadership, and enabling communities to take action

Community Engagement

- To participate in co-management, the stakeholders will need to organize themselves and arrive at an internal consensus on the interests and concerns that they want brought forward
- Meetings and discussions are held among the individual stakeholders to identify and clarify their interests and concerns

Community Engagement

- In some cases, a community organization(s) exist; while in others, a new organization(s) will need to be formed
- Some existing organizations may not be appropriate for MPA co-management
- The process of community organizing is seldom 'tidy'; it doesn't always happen in neat, predictable steps

Community Engagement

There are several components in community organizing:

1. Preparation:

- Create a core group(s) and core leaders;
- Assess the situation (research);
- Hold visioning exercises;
- Decide on a mission for the organization.

Community Engagement

2. Mobilization

- Seek out community support and build a base of support among community members;
- Hold meeting(s) to discuss the vision or mission, reach consensus and agree on developing an organization or join an existing organization;
- Develop organizational goals and objectives, organizational structure, leadership/membership and action plan;
- Appoint a representative of the organization.

Community Engagement

3. Strengthening

- Environmental education, capacity development and social communication;
- Building alliances and networking;
- Organizational sustainability to keep members and funding

4. Evaluation

Community Engagement

- Goals for a participation process should be established early and communicated clearly.
- Appropriate process design depends on goals and context. There is no “best” place to be along the participation continuum, and no one process can fit all situations.
- Managers need to evaluate what level of participation is appropriate to their situation, given their stated goals, and plan accordingly.
- Different participatory mechanisms lead to different levels of involvement, with some merely facilitating information sharing and others providing opportunities for real deliberation.

Community Engagement

- Utilizing a combination of participatory mechanisms leads to greater participation.
- Utilizing diverse types of information, and in particular providing information created by participants themselves, also leads to greater participation.
- It is essential to clarify from the start of any participatory process what issues are being considered, who will make the final decisions, and why and how stakeholders are being involved, so that all involved are clear about their roles in decision making.
- Stakeholder participation processes should be tailored to fit the unique needs and opportunities of each context. For that reason, it is important to recognize the history of the community (e.g., successes and failures, stakeholder dynamics) and consider the social, political, economic, and gender dimensions affecting various stakeholder groups.

Community steps	Facilitation steps	PLA tools
1. What is our situation?	1 Situation analysis Generate relevant information for discussion and analysis about the local environment, resource use and problems	•Mapping •Historical profile / timeline •Seasonal calendar
2. Why these problems and what can we do?	2 Learning & Awareness Discuss traditional and scientific information important for understanding issues and planning actions	•Ecological and traditional knowledge •Stakeholder analysis •Problem trees
3. Can the community agree a way forward?	3 Action Planning Select priority issues and develop actions to address these including time frame and responsible people/agencies	•Issue discussion / ranking •Action plan / matrix
4. How can we tell our plan is working?	4 Monitoring plan Develop and implement a monitoring plan during subsequent workshops and follow up.	•Link to Action plan

Community Engagement

- When designing a participatory process, the capacity of both the lead agency and stakeholders should be assessed so that various factors such as time, money, and training and expertise do not become barriers.
- Information empowers the public to become involved in and make an impact on the planning process. In this way, education facilitates meaningful participation and, therefore, plays a key role in influencing successful participation

Community Engagement

Participatory Mechanisms:

- Public hearings and meetings
- Citizen advisory committees and groups
- Citizen juries and review panels
- Negotiated rule making and mediation process
- Public opinion surveys
- Community forums
- Facilitated workshops and meetings
- Visioning
- Focus groups
- Volunteers

Conclusion

- Social rationale for MPAs varies
- Social and biological uniqueness of MPAs
- Balancing act between needs and realities
- No blueprint for MPA social success
- MPAs cannot exist in isolation from social factors and issues
- **People matter**



Appendix 7 - Participatory Monitoring and Evaluation

Participatory Monitoring and Evaluation



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What is Participatory Monitoring & Evaluation (PM&E)?

Participatory monitoring & evaluation (PM&E) is a process through which stakeholders at various levels:

- engage in monitoring and evaluating a particular practice, project, program, plan or policy
- share control over the content, the process and the results of the M&E activity and
- engage in taking or identifying corrective actions; learning and adapting.

PM&E builds upon the active engagement of primary stakeholders and their means of communication



Why is Participatory Monitoring and Evaluation important?

Participation is important to the M&E process since:

- it offers new ways of assessing and learning from change that are more inclusive
- it allows managers to be more responsive to the needs and aspirations of those most directly affected.



Why is Participatory Monitoring and Evaluation important?

PM&E is geared towards not only measuring effectiveness, but also towards:

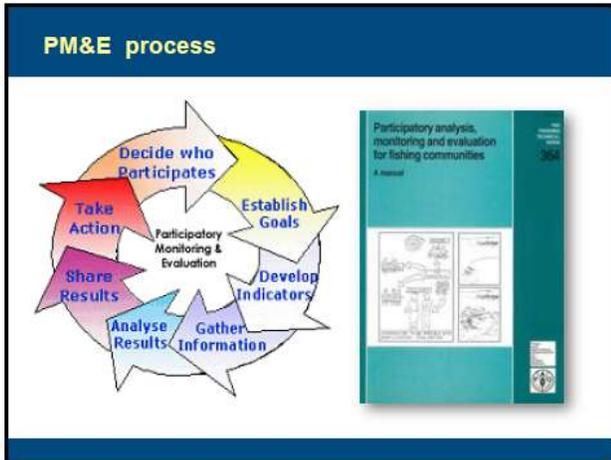
- building ownership and empowering beneficiaries
- building accountability and transparency
- taking corrective actions to improve performance and outcomes
- management and re-planning
- impact assessment
- institutional learning
- understanding and negotiating stakeholder perspectives

Excludes
 Goods
 Assets
 Power

Why is Participatory Monitoring and Evaluation important?

To summarise, PM&E has 4 main overall purposes:

- 1. Management** in close collaboration with partners and the local population.
- 2. Learning** with (not around) the local population and key stakeholders (both men and women) at different levels.
- 3. Empowerment** of the local people and partners in the field so that they own and contribute to management.
- 4. Accountability** upward (to the donor), and downward (to the people we are working with).



Methods for PM&E

Step 1: Planning the PM&E process and determining objectives and indicators

Step 2: Gathering data

Step 3: Analyzing data

Step 4: Sharing information and defining actions to be taken

Methods for PM&E

STEP 1: Reflections on PM&E capacity within the organization

STEP 2: Identifying interests of M&E stakeholders

STEP 3: Defining the purpose and scope of the M&E

STEP 4: Defining impacts, outcomes and outputs

STEP 5: Developing performance questions and indicators

STEP 6: Baseline assessment

STEP 7: Setting performance targets

STEP 8: Developing M&E data collection tools

STEP 9: Participatory monitoring

STEP 10: Using and communicating M&E information



Difference between PM&E and conventional monitoring and evaluation approaches

Who plans and manages the process:

Conventional:

- Senior managers or outside experts

Participatory M&E:

- Local people, staff, managers, and other stakeholders, often helped by a facilitator

Difference between PM&E and conventional monitoring and evaluation approaches

Role of 'primary stakeholders' (the intended beneficiaries):

Conventional:

- Provide information only

Participatory M&E:

- Design and adapt the methodology, collect and analyze data, share findings and link them to action

Difference between PM&E and conventional monitoring and evaluation approaches



How success is measured:

Conventional:

- Externally-defined, mainly quantitative indicators

Participatory M&E:

- Internally-defined indicators, including qualitative judgments

Difference between PM&E and conventional monitoring and evaluation approaches

Approach:

Conventional:

- Pre-determined
- so very little flexibility

PM&E:

- Adaptive
- based on learning together



Keep an open mind!

Who leads, and who follows?

Internally led PM&E

- joint management of PM&E where project staff and representatives of beneficiaries co-design and co-manage the entire PM&E cycle and/or

Externally led PM&E

- process is designed and managed by NGO, donor or government agency, and primary stakeholders are involved mostly in information collection and interpretation

Audience for PM&E

Stakeholders who will intentionally or unintentionally benefit from the PM&E in terms of involvement and products (lessons, new ideas, etc.) generated.

- PM&E activities are intended to improve the capacity to promote a learning culture among linked stakeholders at different levels, with an emphasis on local and national stakeholders.
- Identification of broad audiences is a necessary initial step.
- Expanding the range of MPA stakeholders, especially at local and national levels, is key for PM&E.

Principles of PM&E

1. flexible for adaptation in different contexts
2. iterative, with regular and periodic assessment
3. relevant and useful for stakeholders
4. long term perspective
5. realistic
6. analytical
7. outcome-based
8. not "target driven"
9. indicators defined at local/national levels
10. fewer, rather than more, indicators
11. multi-dimensional, context specific approach to poverty
12. vulnerable groups, especially women, must benefit



Factors influence PM&E sustainability

- Perceived benefits (and partial or short-term costs) of PM&E
- Relevance of PM&E to the priorities of participating groups
- Flexibility of the PM&E process to deal with diverse and changing information needs
- Quick and relevant feedback of findings
- Capacity to act on recommendations that might arise from PM&E findings; responsiveness

Factors influence PM&E sustainability

- Degree of maturity, capabilities, leadership and identity of the groups involved, including their openness to sharing power
- Local political history, as this influences society's openness to stakeholders' initiatives
- Dealing with short-term survival needs of participants, while pursuing longer-term information needs
- Material support to make the PM&E possible (e.g. pens, books, training, etc.)

Outcome mapping

THREE STAGES OF OUTCOME MAPPING



A really cool PM&E tool. Visit "Outcome Mapping Learning Community" online. Lots of downloads.

<http://www.outcomemapping.ca/>

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MPA PM&E example: bio-physical

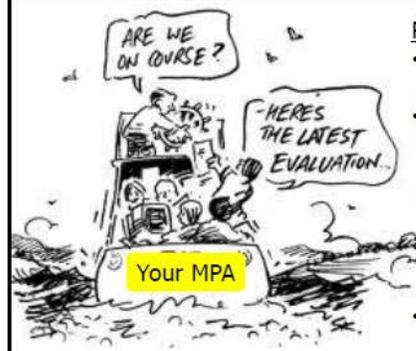
1. Plan PM&E
 - Agree on focal species to measure recovery
2. Gather data
 - Do reef surveys with dive operators, fishers
3. Analyse data
 - Group analyse trends in species abundance
4. Decide to act
 - Change regulations, zonation, monitoring, etc

MPA PM&E example: socio-economic

1. Plan PM&E
 - Identify which livelihoods are essential ones
2. Gather data
 - Community members report on employment
3. Analyse data
 - Monthly forums determine work level trends
4. Decide to act
 - New incentives/blocks to adjust employment

MPA PM&E example: governance

1. Plan PM&E
 - Decide what indicates success of workshops
2. Gather data
 - Conduct evaluation surveys after workshops
3. Analyse data
 - Ask participants for reasons behind responses
4. Decide to act
 - Collaboratively (re-)design future workshops



Practical exercise

- Select an MPA aspect for PM&E
- Use the 4-step framework to say why PM&E, what to monitor, with whom, for what evaluation output and outcomes
- Share the results