

GOVERNANCE OF GRENADA'S MARINE PROTECTED AREAS & LOCAL AREA MANAGEMENT PROJECT TERMINAL WORKSHOP

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Local Area Management Project (LAMP)



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EXECUTIVE SUMMARY

Background

The Nature Conservancy (TNC) received a grant from the United States Agency for International Development (USAID) to conduct the *Marine and Coastal Biodiversity Threat Abatement in the Eastern Caribbean* project. TNC has partnered with The University of the West Indies, Centre for Resource Management and Environmental Studies (CERMES), Marine Resource Governance in the Eastern Caribbean (MarGov) project. The partnership between TNC and CERMES MarGov project initiated this Local Area Management Project (LAMP) which concluded in September 2010. This research primarily addressed two components of the LAMP work.

- Provision of a strengths, weaknesses, opportunities and threats (SWOT) analysis of existing Local Area Management Authorities (LAMAs) – and identify strategies for addressing sustainable fisheries by improving existing LAMAs and establishing additional ones.
- Strategy for establishing LAMA or other management mechanism to allow community management of resources that would result in reduced fishing pressure in and around the MPA

This work also contributed towards meeting the project deliverables below.

- Identify enabling policy, legislation, institutions and regulatory conditions required for establishment and effective functioning of Local Area Management Authorities (LAMAs) for fisheries management as provided for in OECS harmonized legislation for fisheries
- Increased and shared knowledge of LAMAs as a form of legally institutionalized fisheries governance that facilitates local level stakeholder involvement
- Communication products and pathways for influencing policy makers and other key change agents on effective regional fisheries governance

Methods

The mix of research methods ranged from interviews and document analysis to meetings and workshops. Different methods were employed at the three MPAs. The main aim was to obtain information on the feasibility of local area management at the different locations. Given that none of the MPAs had governance structures intended specifically for local area management (the closest was SIOBMPA) much of the information collected was on impressions and perceptions.

Key learning

- MPAs are sufficiently different that it cannot be assumed that any will be suitable for local area management until they have been investigated and the governance arrangements tested
- In Grenada there is little chance of the LAMA being introduced in the way it exists in Dominica, however local area management is still possible as community-based co-management
- Co-management arrangements are currently implemented mainly at the national level in Grenada but the governance structures allow for local level management

- **As in many Caribbean countries there is not a long-standing tradition of community engagement in marine stewardship, however through the use of strategic communication it may be possible to improve this foundation for local area management**
- **Information exchange and networking among the MPA committees did not happen on its own, automatically, despite shared issues and interests, but had to be engineered by a broker**
- **The persons who comprise the MPA stakeholder committees do not actively seek information with which to experiment with, adapt and improve their arrangements for governance**
- **Although it is common to carefully craft the legal-institutional arrangements for governance, the Grenada experience illustrates the benefits of experimenting prior to settling legal matters**

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1 INTRODUCTION

1.1 BACKGROUND

The Nature Conservancy (TNC) received a grant from the United States Agency for International Development (USAID) to conduct the *Marine and Coastal Biodiversity Threat Abatement in the Eastern Caribbean* project. This project is intricately linked to moving the region towards achieving long-term protected area management goals and thus protecting the biodiversity contained within the protected areas systems of each country. TNC and USAID suggest that a comprehensive package to improve the management of marine resource biodiversity must include:

- improved capacity for managing the marine environment in use zones
- policies and regulations that support management of marine biodiversity
- economic development, benefit sharing and involvement of primary users
- educational outreach to involve the public, business interests and policy decision makers

TNC works both at a site scale and on high leverage partnerships based on the Program of Work for Protected Areas (PoWPA) under the Convention for Biological Diversity (CBD) to which nearly all Caribbean countries are party. TNC's primary strategy in the insular Caribbean is to help countries meet and exceed their commitments to the CBD PoWPA to establish an effectively managed network of marine protected areas (MPAs). This includes attention to marine resource governance.

To assist with the latter, TNC has partnered with The University of the West Indies, Centre for Resource Management and Environmental Studies (CERMES), Marine Resource Governance in the Eastern Caribbean (MarGov) project. The goal and objectives of this project, grant funded primarily by the International Development Research Centre (IDRC) of Canada, are:

Goal: To understand marine resource governance related to small-scale fisheries and coastal management in the eastern Caribbean using complex adaptive system (CAS) and social-ecological system (SES) concepts.

Objectives:

- To construct a conceptual framework for applied research on marine resources governance in the Caribbean using CAS and SES perspectives.
- Investigate governance in the context of small scale fisheries in the eastern Caribbean primarily using cross-scale network analyses with emphasis on features that enhance resilience and adaptation.
- Increase the capacities of partners to undertake their own research and use the results by involving them in the participatory applied research.
- Facilitate through outreach and information, the incorporation of the research results into initiatives related to marine resource governance for fisheries.
- Establish applied research into marine resource governance as a new demand-driven programme

The partnership between TNC and CERMES MarGov project initiated the Local Area Management Project (LAMP) as announced early in 2010 (see appendix 1) and concluded in September 2010.

1.2 ABOUT THIS REPORT

As shown in the first appendix, LAMP has governance and communication as its main components. The Commonwealth of Dominica and Grenada are the two country study areas. This report summarises the governance research and communication activities in Grenada from February to August 2010 led by the LAMP team and local partners. This work contributed towards meeting the project deliverables:

- Provision of a strengths, weaknesses, opportunities and threats (SWOT) analysis of existing Local Area Management Authorities (LAMAs) – and identify strategies for addressing sustainable fisheries by improving existing LAMAs and establishing additional ones.
- Strategy for establishing LAMA or other management mechanism to allow community management of resources that would result in reduced fishing pressure in and around the MPA
- Identify enabling policy, legislation, institutions and regulatory conditions required for establishment and effective functioning of Local Area Management Authorities (LAMAs) for fisheries management as provided for in OECS harmonized legislation for fisheries
- Increased and shared knowledge of LAMAs as a form of legally institutionalized fisheries governance that facilitates local level stakeholder involvement
- Communication products and pathways for influencing policy makers and other key change agents on effective regional fisheries governance

The audiences for the report are primarily (a) the various sponsoring and partnering agencies, and (b) the stakeholders who participated in the LAMP research. For the former the main aim is to meet the project deliverables and for the latter audience the main aim is to provide feedback on findings.

This Grenada report is intentionally quite different from the Dominica report. The latter applied a research framework of institutional analysis to the governance structure of the LAMA. There is no LAMA in Grenada, but there is an initiative to introduce MPA co-management. The thrust of the Grenada research was to determine the extent to which local area management was feasible either in the form of the LAMA or, more likely, through greater emphasis on local or community-based co-management versus the current model of national level co-management even if implemented at the site/local level. Whereas in Dominica the focus was on the single marine reserve that had a LAMA, in Grenada the LAMP looked at all three MPAs that were at different points along the trajectory towards co-management. Figure 1 shows the locations of the Sandy Island/Oyster Bed Marine Protected Area (SIOBMPA), Molinere/Beausejour Marine Protected Area (MBMPA) and Woburn/Clarkes Court Bay Marine Protected Area (WCCBMPA). These acronyms will be used.

The next section summarises the main research and investigative methods. Following sections present the results of the research under various headings related to each of the MPAs. The final sections discuss lessons learned and offer some recommendations. References and appendices end the report.



Figure 1 Locations of three study site MPAs

2 METHODS

The research purpose was largely to take lessons learnt about the LAMA within the context of the SSMR in Dominica and to present the key learning in the context of application to Grenada, the LAMP study site which has several MPAs at different stages of development. Some of Grenada's areas may be amenable to local, rather than state-led national level governance which to date has focused on co-management arrangements. To achieve this purpose, a mix of methods was used.

2.1 APPROACH

The LAMP research methods were informed and guided by the MarGov project methodology which is participatory action research (PAR). Thus LAMP involves stakeholders actively in research and helps to develop capacity. There are advocacy elements that make it 'action' research. These aim to promote and facilitate good marine resource governance. They encourage movement away from

the failed concepts conventional top-down resource governance towards emerging ones of complex adaptive systems and social-ecological systems that promise better insight on persistent problems. Third is the focus on research rather than development or “fixing”. This emphasises obtaining data, information and knowledge through learning and problem-solving experimentation. It is different from suggesting that the project offers “the answer” to any problem. We, however, anticipate that success in mobilising knowledge and making practical people-centred interventions will result in improved situations and outcomes over time.

2.2 CONCEPTUAL FRAMEWORK

The major conceptual framework guiding the research concerns institutional analysis (Figure 2).

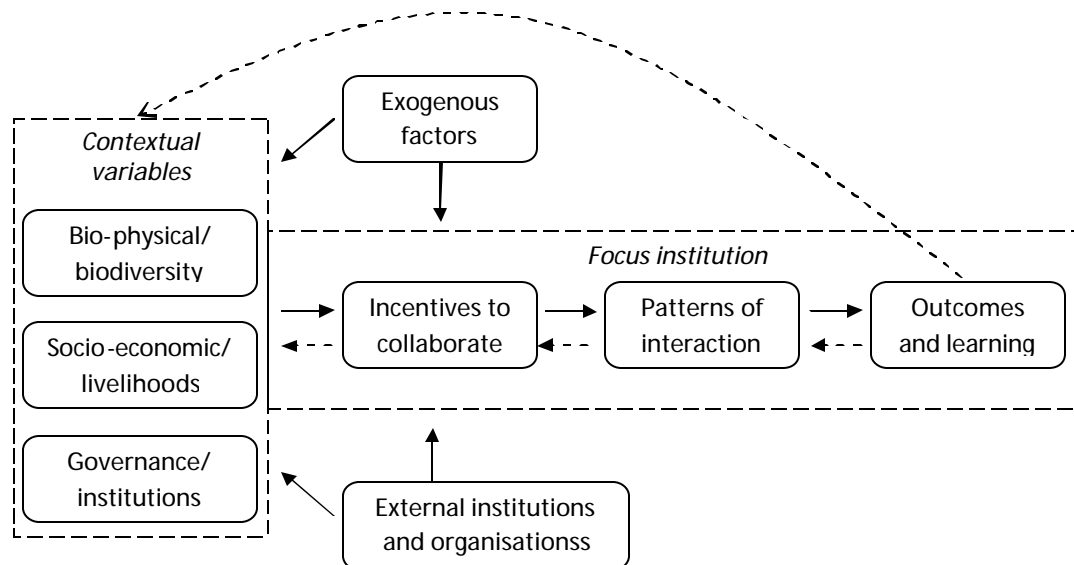


Figure 2 Institutional analysis conceptual research framework

In summary this means that governance from past to present (and in the future) can be described by a set of contextual variables. Here the variables are categorised as bio-physical, socio-economic and governance. The context provides actors in the institution, LAMA or co-management, with incentives to cooperate (or not), resulting in observable patterns of interaction within the institution, and ultimately learning (or not) from outcomes that feedback into the system. On the outside of the system are other factors and institutions that may impact positively or negatively on the focus institution and contextual variables. This framework was applied much more loosely to Grenada than Dominica since the former has neither a LAMA nor co-management actually in place.

2.3 PARTICIPATION

The LAMP team for this research comprised Patrick McConney, Maria Pena and Lyn-Marie Deane of CERMES. Chief Fisheries Officer of Grenada, Justin Rennie, was interested in LAMP from the outset and agreed for one of his officers, Roland Baldeo who had recently taken on the new responsibility of MPA Coordinator, to assist. Baldeo had previously assisted McConney with co-management research (on the lobster fishery and the seine net fishery), and was already familiar with many of

the concepts, tools and techniques. Within the constraints of his other duties, he was also assigned to assist the team with all of the workshops and site visits. Other fisheries officers also assisted.

2.4 SECONDARY SOURCES

Although historical documentation was scarce in Dominica it was virtually absent in Grenada in relation to the main purpose of LAMP. Most of the protected areas literature was recent and was linked to a number of national and regional projects involving the TNC (e.g. Sector 2006, MacLeod 2007, OECS (e.g. Gardner 2006) and Sustainable Grenadines Project (e.g. SusGren 2008) for example. The LAMP team was able to acquire much of this electronically. However, there was little being recorded by the Fisheries Division on combining the results from the various initiatives or tracking its own co-management pathway except for what various consultants left behind.

2.5 WORKSHOPS AND MEETINGS

There was no major inception workshop. Instead the team insinuated itself into the ongoing work plan of the MPA Coordinator who focused upon officially launching the MPAs (two declared since 2001) and establishing co-management arrangements. Unlike Dominica where meetings were called by LAMP, in Grenada most of the events were called by or done in collaboration with the MPA Coordinator. This included the LAMP terminal workshop that brought stakeholders from all of the Grenada MPAs together for the first time as well as brought over two Dominica LAMA members on knowledge exchange. The schedule of major visits and events is in table 1.

Table 1 Schedule of LAMP Grenada events

Research visit dates	Main purpose/ activities
Grenada, 16-18 February	Inception visit; meeting with Chief Fisheries Officer; scoping secondary site data; presentation on LAMP to Moliniere/Beausejour MPA stakeholder committee
Grenada, 11 April	Carriacou workshop with Sandy Island Oyster Bed MPA (SIOBMPA) stakeholder committee on drafting co-management agreement
Grenada, 21-24 June	Share findings from Dominica LAMA with members of Grenada National MPA Committee others; communication research with members of the news media; present LAMP and findings on LAMA at first stakeholder meeting of Woburn/Clarkes Court MPA.
Grenada, 29 July-1 August	LAMP-sponsored news media tour of the official launch of the SIOBMPA and workshop with Grenada media on communication related to LAMP and MPAs
Grenada, 11-14 August	LAMP Terminal Workshop with Dominica SSMR/LAMA stakeholders and participants from all three Grenada MPA stakeholder committees; meetings on production of Grenada public service announcements related to LAMP and MPAs

2.6 INTERVIEWS AND OBSERVATION

In Grenada only informal and group interviews were conducted, but there was much reliance upon participant observation as the LAMP team members assisted with various assignments and participated in events organised by the MPA Coordinator. Photographs supplemented observations.

2.7 COMMUNICATION

Due to the communication component of LAMP, considerable attention was paid to communication in all of the above. This included communication to the public or particular stakeholders about the MPAs and communication among people, groups and organisations related to the LAMP activities. In many cases communication was closely associated with participation in events. The data gathered were used both in this study focused on governance and in a subsequent investigation that goes deeper into the communication of conservation messages and MarGov policy influence regionally.

3 INTRODUCTIONS AND SITUATION SCOPING

Having conducted research recently in Grenada (indeed some other projects were just finishing) the LAMP team needed little introduction to the situation or fisheries-related actors there. The Chief Fisheries Officer, Justin Rennie, met with LAMP team leader McConney on the first scoping visit and informed that MPA-related policies were being built more by practice than through more formal dictates from policy-makers. He said that the situation was very dynamic and that current policy favoured MPAs since Grenada had been prominent in its support of the Caribbean Challenge. The Fisheries Division, which has legal responsibility for MPAs under the 1986 Fisheries Act and 2001 Fisheries (Marine Protected Areas) Regulations, was forging ahead with its MPA programme, taking advantage of the political will which was beginning to translate into available budget.

3.1 LEGISLATED GOVERNANCE

There have been several recent reviews of Grenada's legislation in relation to protected areas (e.g. Gardner 2006). For LAMP a key factor is that sections 19 and 20 of the Fisheries Act that provide for local fisheries management areas and the establishment of local area management authorities (LAMAs) in provisions identical to those in Dominica have not been utilised. Instead section 23 that enables the Minister responsible for fisheries to declare marine reserves has been used. The 2001 Fisheries (Marine Protected Areas) Regulations establish governance structures, enforcement and other features. Figure 3 provides an example of a proposed governance structure.

However, these regulations are problematic. Apparent errors in drafting have made them difficult to interpret especially in relation to the governance structure encompassing the national MPA committee, the site-level committees and the MPA coordinator or manager. Added to this is the possibility of the entire structure changing if the proposed single protected areas authority is ever implemented rather than the current divided responsibilities undertaken by several agencies.

In its quest to advance, the Fisheries Division has resorted to interpreting the confusing regulations to its advantage to experiment with various governance structures that approximate to the legal regime without trying to follow it precisely. This adaptive and informal approach is to be applauded

once there is adequate legal backing for the decisions made and actions taken. An example of this is the forging of co-management agreements between the national MPA committee appointed by Cabinet and the site-level co-management committees that appear to have no legal standing or identity despite the considerable responsibility and possible legal liability that they have assumed.

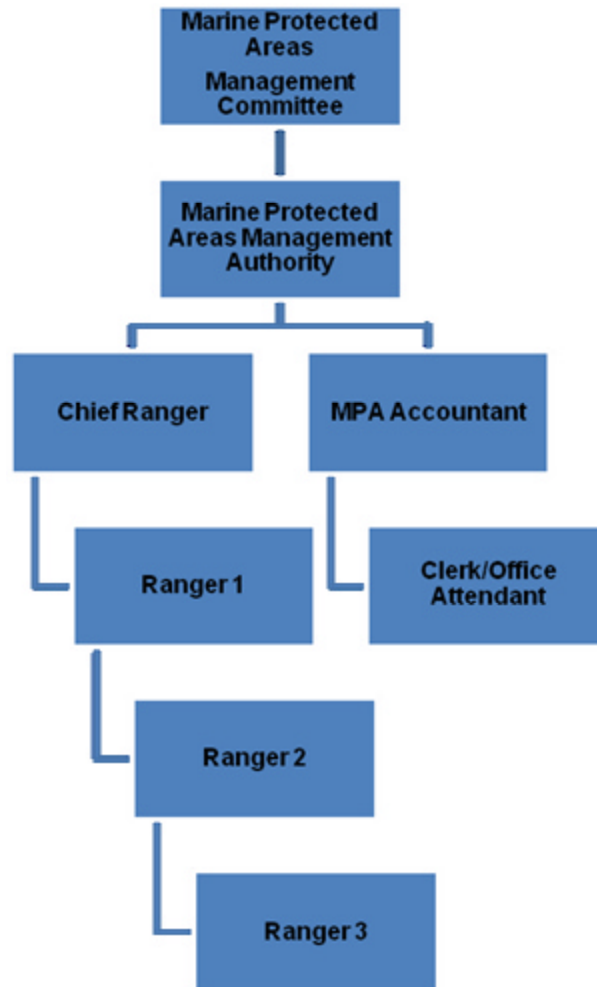


Figure 3 National MPA governance proposed

(Source: J. Mitchell slide presentation “Grenada Marine Protected Areas Programme” 2006/7)

The initial scoping visit provided the composition of the national MPA committee that would later be taken as the policy target group for some LAMP activities in order to engage them in thinking locally about MPA management. At the time of the visit the membership was as set out in the box.

MARINE PROTECTED AREA MANAGEMENT COMMITTEE:

- (a) MRS. JOCELYN PAUL – Project Officer - Representing the Ministry of Finance
- (b) MRS. LIMA FREDRICK – Technical Officer – Representing the Ministry of Tourism
- (c) MR. ASQUIT DUNCAN – Head of Product Development – Representing the Grenada Board of Tourism.
- (d) MR. JUSTIN RENNIE – Chief Fisheries Officer – Representing the Ministry of Agriculture.
- (e) MR. PETER THOMAS – Assistant Director – Representing the Science and Technology Council
- (f) SUPT. JOHN CHARLES - Commander - Representing the Grenada Coast Guard; -
- (g) MR. RONALD HAYWOOD – Marine Supervisor -Representing the Grenada Ports Authority; -

- (h) MRS. LAURA FLETCHER – President - Representing the Marine and Yachting Association of Grenada
- (i) MR. PHIL SAYEE - President - Representing the Grenada Scuba Divers Association
- (j) MR. ROLAND BALDEO – Coordinator, Marine Protected Area Program – Fisheries Division Ex-Officio
- (k) MR. BRIAN WHITE – Chairman, - Carriacou Sandy Island Oyster Bed MPA Stakeholders Committee - Representing NGO
- (l) MR. STEVE NIMROD – Chairman - Molinere/Beausejour stakeholders Group - Representing NGO

CHAIRMAN: JUSTIN RENNIE – Chief Fisheries Officer – Fisheries Division

DEPUTY CHAIRMAN: STEVE NIMROD – Lecturer of Marine Biology at the St. George's University and Chairman of the Molinere / Beausejour Stakeholders Group.

Since then, some members have changed, but the overall composition remains the same. There have also been changes in the MPA site co-management committees that have been inconsequential for the overall thrust. These committees are addressed in later sections. In scoping, the WCCBMPA was thought by the MPA Coordinator to have the greatest potential for local area management.

3.2 DEFINING THE STUDY AREAS

Recent documents situate the three MPAs in one or more variations of a protected area system plan (Gardner 2006, TNC 2007, Turner 2009). However, Grenada's national physical development plan and land use plan has been in a process of amendment since 2002 and there is no current physical plan that sets out the MPAs and their terrestrial areas (watersheds, population centres, etc.) in an integrated way. Baldeo indicated that the MPA coordinates in the 2001 orders declaring two of the MPAs were not accurate and that the boundaries needed to be corrected now that global positioning system (GPS) readings could be made more accurately and the areas re-mapped.

This, however, will not address the issue of the MPAs being almost entirely marine space in their declaration. The MPA legislation is silent on the adjacent terrestrial areas that should form the management area for practical purposes. In an informal attempt to address this McConney along with Baldeo and another fisheries officer undertook a desktop exercise of trying to define where the landward boundaries of the MPAs should be taking in criteria such as settlements that border or use the MPA, industries that discharge into the waters, residences that would be affected by MPA decisions and the like. The resulting mapping is shown for MBMPA and WCCBMPA in figure 4. The SIOBMPA was said to be more straightforward, being annexed mainly to Hillsborough. In order to determine basic demographics of these areas and their settlements McConney consulted the census data as presented in the following tables.



Figure 4 Rough terrestrial boundaries (yellow) of areas thought to contain stakeholder settlements

Table 2 Basic demographics around study sites

<u>MBMPA</u> Villages	H/holds	SEX		TOTAL	Avg H/hold
		Male	Female		
Molinier	139	247	226	473	3.4
Beausejour	140	75	91	166	1.2
Brizan	113	32	31	63	0.6
Grand Mal	309	486	500	986	3.2
Happy Hill	273	466	472	938	3.4

<u>WCCBMPA</u> Villages	H/holds	SEX		TOTAL	Avg H/hold
		Male	Female		
Woburn	237	416	455	871	3.7
Lower Woburn	13	20	22	42	3.2
Calivigny	175	260	269	529	3.0
Fort Jeudy	36	38	49	87	2.4
Marian	277	445	475	920	3.3

<u>SIOBMPA</u> Village	H/holds	SEX		TOTAL	Avg H/hold
		Male	Female		
Hillsborough	152	183	173	356	2.3

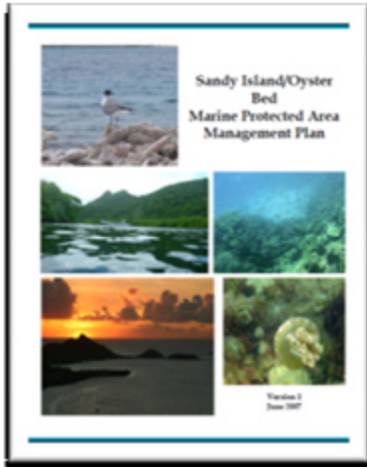
SOURCE: Population and Housing Census 2001 The data submitted is derived from Population and Housing Census 2001 where the villages are self reported thus the numbers may not accurately reflect the population size.

4 SANDY ISLAND/OYSTER BED MARINE PROTECTED AREA (SIOBMPA)

4.1 HISTORY OF ENGAGEMENT

SIOBMPA has a long history of local stakeholder engagement (CCA and CEC 2003, Byrne and Phillips 2006, SusGren 2008). Co-management of this MPA was on the cards for a long time.

Although not “marketed” as local area management, because of distance from the mainland centres of governance, the powers delegated to the ministry on Carriacou and the smallness of the user groups, it always has been *de facto* local area management. Finlay, in an appendix to CCA and CEC (2003), provides a succinct analysis and set of advice on co-managing the MPA with a high content of local engagement in decision-making (appendix 2).



Although SIOBMMPA was the first to have a management plan (The Nature Conservancy and Grenada Fisheries Division 2007) the plan explicitly focuses more on conservation and financing than governance (appendix 2). Despite it being referred to in several workshops following the highly participatory drafting process, it does not appear that it has full local buy-in. At the time of the investigation there were attempts to have the fairly technical plan ‘translated’ into layman’s language to facilitate communication. One part of this challenge appeared to relate to governance since the plan existed without a clear owner and champion amongst the local stakeholder groups.

In the initial stages the MPA was to have been managed by an indigenous NGO, the Carriacou Environmental Committee (CEC). Internal problems within the CEC and between this NGO and other agencies worked to rule out what could have been fairly straightforward delegated co-management. It then became necessary to establish a broader co-management committee that still had an overwhelmingly local composition and character. Thus, for most intents and purposes, the latter committee was synonymous with a LAMA apart from the legal foundation and legal jurisdiction under the Fisheries Act. McConney obtained detailed insight into how local area management could be further strengthened as he assisted the SIOBMMPA co-management committee to craft an agreement between itself and the government at the invitation of the MPA Coordinator.

4.2 CO-MANAGEMENT AGREEMENT

In a one-day workshop on 11 April 2010 McConney met with the SIOBMMPA co-management committee to review the context for the agreement, to edit an advanced draft of the agreement and to build consensus on follow-up steps. The latter was seen as particularly important since parties

had previously agreed to courses of action and then abandoned them (see SusGren 2008), a sure sign of weakness within the informal system of governance in effect.



The negotiation went smoothly and McConney was able to point out several areas in which local management could be strengthened. However the stakeholders needed little prompting to ensure that those in

Carriacou wielded the most power in the agreement compared to mainland Grenada. The stickiest point in this respect was the proportion of user fees that would go to a central fund rather than to the co-management body directly. The draft agreement was subjected to public review and scrutiny by the national MPA committee, the other co-management partner. After minor changes it was signed at the official launch of the SIOBMPA on 31 July 2010.

The co-management agreement will need to be tested. Indeed it is structured to encourage learning and adaptation. Following a few years of testing and change it may be ready to serve as a template for local area management suitable for the Grenada system of site-level MPA co-management. The agreement draws heavily upon examples of delegation instruments from Belize and Jamaica, so the possibility of regionally networking the governance of MPAs is a possibility.

5 MOLINERE/BEAUSEJOUR MARINE PROTECTED AREA (MBMPA)

5.1 PRESENTATION ON CO-MANAGEMENT

At the request of Baldeo, McConney made a presentation on ten tips for MPA co-management to the MBMPA co-management committee that included an overview of LAMP (appendix 3). The group does not have as long a history as the stakeholders at the SIOBMPA, but efforts to establish a management regime for the MBMPA have been in progress almost from the time of its declaration. Indeed while SIOBMPA was following a path of informal management the MBMPA held the attention of the Fisheries Division, its use by dive operators and proximity to the capital perhaps being factors. On a drive through the area, fisheries officers suggested that there was only limited use of the marine and coastal areas by the adjacent communities (refer to figure 4), and within these only by specialised interests such as fishers. The committee had little to say about the slide presentation and had previously been exposed to the concepts of co-management.

5.2 DRAFT MANAGEMENT PLAN

The LAMP team did not conduct fieldwork and visits to the MBMPA as much as to the other two in part because a consultancy to draft a management plan for the MPA was currently in progress as part of a larger package of donor assistance (appendix 3). The team did not want to interfere with this consultancy or cause confusion over who was doing what. It was decided that the main point of engagement would be to review the draft management plan to determine the likely fit with local area management.

The Fisheries Division informed LAMP that the consultant for the MBMPA plan (Dominique Roby provided by USAID) was not explicitly told of government's goals for the MPA or to include co-management arrangements in the draft management plan. Steve Nimrod, chair of the MBMPA Co-management Committee provided copies of a report and presentation of research done on the MPA. Although the interdisciplinary research in this material was excellent, the governance content was low. The consultant was said to be using this work as the basis for her draft management plan (Roby 2010). The table of content for this product is shown in appendix 3.

The socio-economic and governance content is higher than in the SIOBMPA management plan. But yet the governance provisions mainly in section 12 of the plan are fairly rudimentary (figure 5). It makes little change to the status quo and does not explicitly advocate local area management. In the case of MBMPA, based upon the LAMP observations and advice of the fisheries officer, the Roby (2010) plan may be appropriate given the slimmer chance of sustaining a local area management structure. The plan also refers to the principles of good governance to guide the committees.

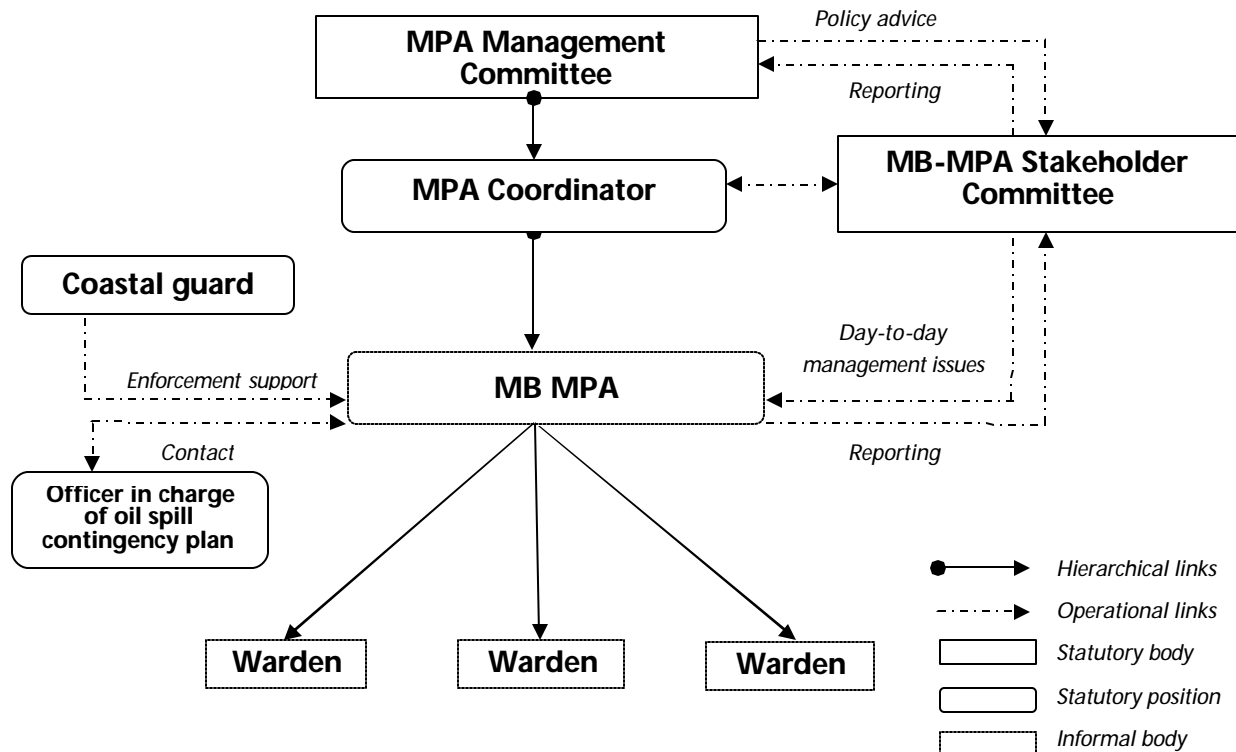


Figure 5 Roby's planned management structure for the Molinière-Beauséjour MPA

6 WOBURN/CLARKE'S COURT BAY MARINE PROTECTED AREA (WCCBMPA)



Of greatest interest as a learning opportunity for introducing local area management is the WCCBMPA located in the southeast of Grenada. The adjacent land area and its settlements are marked in figure 6 next to the marine area. The LAMP team scoped the area on land and by sea, and attended the first meeting of the stakeholder committee being set up by the MPA Coordinator. His assessment that WCCBMPA may be suitable for local area management is based mainly upon a few strong NGOs that are active in the area. Two of these are the Grenada Fund

Figure 6 WCCBMPA marine and terrestrial areas

for Conservation (GFC) launched in 2007 and the Woburn Woodlands Development Organisation (WWDO) launched in 2009

6.1 OVERVIEW OF AREA

Despite stronger civil society institutions than in the other areas, this area could also become difficult to (co-)manage given the number of existing, suspended and proposed infrastructure investments and developments in the area. Most of the issues concern tourism (e.g. the Four Seasons development) and nautical tourism (several marinas in the deeply indented coastline). The LAMP team collected basic information on the area through key informant interviews. It was said that there are many unregistered fishing boats in the area that is a secondary landing site. No fishery data collection occurs there. However, lobster, conch and reef fish are the most popular types of fish landed, along with sea turtles in season. Fish caught in the area is sold mainly to restaurants but some is for home use. Spearfishing is common. WCCB is an important nursery area for many species given its extensive mangroves. It was chosen as a site for MPA designations purely due to fisheries priority and not for tourism development.

Woburn features a community traditional sailing festival around Easter/Whitsun where small wooden crafts are raced. Some persons were trying to establish a conch festival to rival the fish festival in Gouyave. WWDO is a fairly active group with a strong community base comprising Woburn and Woodlands residents. GFC is working with WWDO on a mangrove restoration project. GFC owns two businesses with their profits going to support conservation. Glynis Roberts, the Parliamentary representative for St. George's and the current Minister of Tourism, told LAMP that she was keen on seeing the MPA function and would be a champion for it.

The bridge to Hog Island, the site of the controversial Four Seasons development, was completed around 2009 but the island is essentially now off limits whereas before it was used by locals on weekends especially for recreation. Also controversial, the Mt. Hartman Visitor's Centre was opened but was subsequently closed as the area was taken over by Four Seasons. Deep in the Woodlands mangroves there is a 'Chinese hotel' adjacent to the route of effluent from the sugar factory into the bay. There is not much organized tourism in the area, apart from nautical tourism, due to the scarcity of attractive sea bathing areas except on the islands just offshore. Fishing and small-scale livestock farming occurs though it is widely dispersed. Besides the typical small shops, the main businesses are associated with marinas. The privately owned Calivigny Island and Clarkes Court Bay marinas are important among these since many people are said to derive income from them.

The LAMP team found that relatively little information on the ecological, socio-economic and governance aspects of the WCCB area was readily available compared to the other two MPAs. A full-scale study of these contexts would be necessary in order to provide an institutional analysis. The area, however, was clearly highly contested in terms of conservation versus development and it was not clear that it was an appropriate site for a MPA with strong conservation objectives unless the authorities were willing to reverse or rescind development permissions already granted and others that were rumoured. If local area management were to proceed, it would likely be as much on a commercial/business basis as a community basis. Vested interests would see to that and the

government agency co-managers could become overpowered by stakeholders such as large hoteliers. This mix of favourable and unfavourable factors made the inception of the WCCBMPA co-management initiative highly informative for the LAMP team.

6.2 WCCB STAKEHOLDER MEETING

The LAMP team was invited by the MPA coordinator to participate in the first meeting of the Woburn/Clark's Court Bay co-management steering committee on 23 June 2010. It was called a steering committee since it was intended to pave the way for a formally elected co-management committee in the near future. The meeting was held in a playing field pavilion in the Woburn community. Prior to starting the meeting Baldeo showed the TNC conservation documentary 'Massa God Fish Can Done' to the waiting participants.

Baldeo told participants that the purpose of the meeting was to bring together persons who may have interests in the WCCB area and should be part of what is happening with regard to officially launching the MPA under a co-management arrangement. He provided participants with a background to the MPA and described activities within the area such as the Mangrove Restoration Project. He noted that the fisheries ministry had decided that it was the opportune time to put governance structures in place to effectively manage the MPA and stakeholders had been invited to discuss the approach to be taken. He stressed that the participants and Ministry together were to decide how to proceed. Baldeo introduced the LAMP team and informed participants that the LAMP should be of significance to developing the WCCBMPA. Acting Chief Fisheries Officer, Johnson St. Louis, opened the meeting noting that the formation of a stakeholder group was an important step in having people co-manage the area.



Baldeo made a PowerPoint presentation on the MPA programme in Grenada. He informed participants that there was an urgent need to put a stakeholder community organisation in place, following the pattern of the other two MPAs whose history and current situation he described. He informed participants that he was currently identifying the number and types of businesses in the WCCB area, noting that the government and stakeholders have to work together.

McConney shared the LAMP story with participants via a slide presentation (appendix 4). The LAMP team thought the Woburn/Woodlands community was doing such a good job with community projects that the WCCBMPA favoured a community based co-management approach. Participants were advised to craft the MPA management plan early in order to clearly set out their shared objectives and the preferred governance structure. The recent introduction of a coastal zone management office in Grenada should also be taken into account. What is done in the WCCBMPA needs to fit into the realm of integrated coastal zone management. Participants were told about the guidebook "*How is your MPA doing?*" for measuring and monitoring the management effectiveness of MPAs. There was further discussion of the context for the MPA.

Co-management arrangements were also discussed. Knowledge of what co-management is and the conditions for success were explained briefly as well as the types and the phases of co-management. Participants were informed of the Dominica draft report and were provided with an overview of the institutional analysis investigative methods and lessons learned.

Baldeo reiterated that, based on the presentations, the direction for managing the WCCBMPA is the formation of a stakeholder committee. He told participants that in a subsequent meeting he would appreciate their assistance in identifying the stakeholders important to the MPA for possible inclusion on the MPA stakeholder committee. He noted that the intention was to have representation from a wide range of stakeholders. He proposed that the WCCBMPA stakeholder committee would evolve into a stakeholder board that could be a management authority for the MPA. He ensured participants that the government will not solely make the decisions – government wants to enter into a collaborative relationship with stakeholders. After this the participants decided upon additional stakeholders to be involved and immediate follow up action.

In conclusion, the WCCB stakeholders assembled at the meeting accepted their role in initiating community-based co-management as local area management in Grenada. In their particularly contested area, the concept of community may refer more to a community of shared interest than a place-based community. Although they are physically situated in the same area it is the bond of business that is more likely to drive collective action. How this will proceed in the face of major developments such as the Four Seasons tourism complex is left to be determined. Conservation of natural resources is not likely to be a prime motivating factor unless combined with business.

7 LAMP TERMINAL WORKSHOP AND DOMINICA EXCHANGE

The LAMP terminal workshop took place in Carriacou on 12 August 2010 in order to review the project findings from both study sites and share lessons learned (appendix 5). It brought together people involved in all three MPAs for the first time in one place (appendix 6). For some it was their first visit to the SIOBMPA. Special guests were Vivian Titre and William “Billy” Lawrence from the Dominica SSMR LAMA. This Dominica exchange was the final capacity development learning interaction of the project. This section briefly summarises the proceedings of the workshop that was organised mainly by MPA Coordinator Roland Baldeo who took advantage of the opportunity to discuss user fees with the members of the various stakeholder committees on the second day.



McConney started with outlining LAMP objectives, outputs and outcomes. He then presented the institutional analysis research and LAMP research results, including the communication events (appendix 7). Governance and opportunities for local area management were thoroughly discussed in relation to each of the sites. McConney reviewed the lessons and recommendations by site. The communication on MPAs and local area management was an important part of the workshop.

The participants divided into working groups by MPA and conducted SWOT analyses on each one in terms of the perceived suitability for the introduction of local area management (appendix 8). The participants were reasonably optimistic about the prospects of this arrangement for governance.

The final session of the workshop addressed what participants requested as follow-up applied research and development (table 3). Participants requested a mix of both very practical and more conceptual areas of capacity development and applied research.

Table 3 Requested as follow-up applied research and development

<p>❖ Communication</p> <ul style="list-style-type: none"> ➤ Training in conflict management ➤ Communication as standard operating practice for LAMP (info sharing) ➤ Communication with visitors (e.g. Yachts) before they reach MPAs ➤ Communication strategy 	<p>❖ Governance/institutions</p> <ul style="list-style-type: none"> ➤ How to manage area with many private owners (e.g. WCCB) ➤ Justification for having full-time MPA manager ➤ Business plan for each MPA ➤ Equity of benefits of MPAs ➤ Financial and accounting skills ➤ Integrated coastal management especially to manage coastal development ➤ How to do institutional analysis
<p>❖ Ecological/bio-physical</p> <ul style="list-style-type: none"> ➤ Better baseline data ➤ Training in marine stewardship ➤ Interaction with shipping and marine transport (e.g. fuel contamination) 	<p>❖ Socioeconomic/livelihoods</p> <ul style="list-style-type: none"> ➤ Better baseline data ➤ Marketing MPA as ecotourism site ➤ Payment for environmental services

A brief informal evaluation was conducted before the workshop close. Participants identified three areas as being the most valuable for them in terms of learning that could be applied in their MPAs:

- Clarification of local area management versus co-management
- Learning about SSMR, what is especially relevant to WCCBMPA
- Reality of not often having many win-win situations is clearer

8 LESSONS

- MPAs are sufficiently different that it cannot be assumed that any will be suitable for local area management until they have been investigated and the governance arrangements tested
- In Grenada there is little chance of the LAMA being introduced in the way it exists in Dominica, however local area management is still possible as community-based co-management
- Co-management arrangements are currently implemented mainly at the national level in Grenada but the governance structures allow for local level management
- As in many Caribbean countries there is not a long-standing tradition of community engagement in marine stewardship, however through the use of strategic communication it may be possible to improve this foundation for local area management
- Information exchange and networking among the MPA committees did not happen on its own, automatically, despite shared issues and interests, but had to be engineered by a broker
- The persons who comprise the MPA stakeholder committees do not actively seek information with which to experiment with, adapt and improve their arrangements for governance
- Although it is common to carefully craft the legal-institutional arrangements for governance, the Grenada experience illustrates the benefits of experimenting prior to settling legal matters

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10 APPENDICES

10.1 LAMP ANNOUNCEMENT



USAID
FROM THE AMERICAN PEOPLE



The Nature Conservancy
Protecting nature. Preserving life.™

Local Area Management Project (LAMP)

The Centre for Resource Management and Environmental Studies (CERMES) at the University of the West Indies announces the implementation of its Local Area Management Project (LAMP). The Nature Conservancy (TNC) has provided a sub-award to CERMES *Marine Resource Governance in the Eastern Caribbean* (MarGov) Project to carry out work under LAMP to advance the TNC *Marine and Coastal Biodiversity Threat Abatement in the Eastern Caribbean* Project.

TNC received a grant from the United States Agency for International Development (USAID) to conduct the *Marine and Coastal Biodiversity Threat Abatement in the Eastern Caribbean* Project, which is intricately linked to achieving long-term protected area management goals and protecting the biodiversity contained within the protected areas systems of countries in this region. The TNC's primary strategy in the insular Caribbean is to help countries meet and then exceed their commitments to the Program of Work for Protected Areas (PoWPA) under the Convention for Biological Diversity (CBD) that will result in an effectively managed network of marine protected areas (MPAs). About 4% of the Eastern Caribbean's marine shelf is under some form of protection and less than 20% of that small area is judged to be effectively managed.

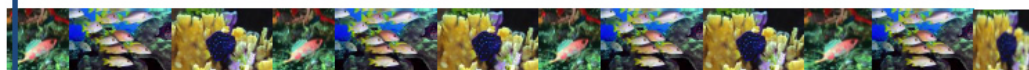
The LAMP study sites are Dominica and Grenada. From January to September 2010 field research, workshops and communication will take place in these two countries using participatory approaches. Lessons learned from the history of the Local Area Management Authority (LAMA) in Dominica, the potential for improvement in Dominica, and the application of lessons to Grenada will be examined with the intention to help advance the governance of coastal and marine resources.

Work by CERMES will include:-

- ❖ Provision of a strengths, weaknesses, opportunities and threats (SWOT) analysis of existing LAMAs – identifying strategies for addressing sustainable fisheries by improving existing LAMAs and establishing others. The LAMAs are an evolving institution of interactive governance suitable for MPA co-management or community-based coastal management or fisheries management.
- ❖ Strategy for establishing LAMAs or other management mechanism to allow community management of resources to reduce fishing pressure in and around MPAs
- ❖ Identify effective ways to influence decision making in natural resource management, with particular emphasis on local (community) and national (policy/legislative) levels to generate improved management decisions that produce greater community benefits while providing for better sustainable fisheries management practices.
- ❖ Develop communications products and training pathways for influencing policy makers and other key change agents on effective regional fisheries governance.

For more information visit LAMP under the MarGov web pages at
http://www.cavehill.uwi.edu/cermes/margov_profile.html

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APPENDIX 4: CONSIDERATIONS FOR A LOCAL AREA COMANAGEMENT ARRANGEMENT FOR MARINE PROTECTED AREAS (MPAS) OF CARRIACOU AND PETITE MARTINIQUE – BY JAMES FINLAY

There is an existing national institution with supporting law and administration for establishment and maintenance of MPAs in place and operational. An MPA Management Unit is set up within the Fisheries Division and is supported by both French (FFEM) and Grenada Government funding.

Comanagement instruments for local area fisheries management and for specific management of MPAs are clearly and strongly provided for in existing legislation.

- Grenada Fisheries Act#15, 1986 provides for local fisheries management areas section 19 (1) – (3) and for the local fisheries management authority to make by-laws by authority of the Minister Sec 20 (1) – (3)
- Fisheries Amendment Act #1, 1999 provides for changing the name of Marine Reserves to MPAs and extending the scope of MPAs to include preservation of historic monuments and other artefacts of ecological importance (Part III)

- Based on Grenada Fisheries Act #15, 1986 (section #23 of Cap 108) the rule-making powers of the Minister created SRO#77, 2001, declared two marine protected areas and a set of general MPA rules in SRO#78, 2001

Close links exist between the competent authority for MPAs (Fisheries Division) and allied agencies important to MPA management: Police (and Coast Guard), Grenada Ports Authority, Grenada Board of Tourism, Physical Planning (Ministry of Finance) and Forestry Division among others and should facilitate the smoother application of legal provisions affecting MPAs where administered by such agencies.

- Ports (Amendment) Reg. SRO #12, 1997 provides for a range of controls on harbour craft administered by the Grenada Ports Authority (GPA)
- Yachting Act #17, 2000 provides for controls on yachts administered by the Director of Maritime Affairs (GPA); MPAs are specially vulnerable to yachts which are often dive boats in the meaning of the MPA regulations
- Several relevant pieces of legislation are administered by the above agencies

There is a record of involvement of the NGO, the Carriacou Environmental Committee (CEC), in MPA initiatives for the purpose of establishing a co-management relationship with Government in future management of an MPA system.

- Initiated by the CEC and in collaboration with the Forestry and Fisheries Divisions and with official participation of the Ministry of Carriacou/Petite Martinique, a consultation was convened (30/03/01) on concerns for Sandy Island and Oyster Bed within one marine area. Although without sufficient involvement of fishers the participation was sufficiently wide (20 persons) and the consensus was to set a marine protected area within a perimeter from Lauriston sea defence to north of Mabouya Island, the Sisters and unto the jetty at Tyrell Bay.
- Although not as yet demarcated by community consensus, three other marine areas were identified by the Marine Protected Areas Project for inclusion in a system of MPAs for Carriacou Petite Martinique.

Some of the MPAs identified at Carriacou and Petite Martinique encompass small offshore islands. MPA management arrangements will need to make special provisions for these islands:

- Large Island - Possibly private
- Saline Island - Possibly Private
- White island - Possible Private
- Mabouya Island and Sandy Island - Government

MPA management requires vigorous public awareness and education. This is difficult to effect locally (Grenada and Carriacou/Petite Martinique districts) and considerably more difficult and complicated to effect in the SVG Grenadine islands in close proximity to the areas). Note that the area is used by visitors from Grenada 10 – 30 miles away, and from the SVG Grenadines 5- 30 miles away and outside the Grenada jurisdiction.

MPA management requires affirmative enforcement at both the local and the foreign level; support from various governance agencies is critical. Agencies include Police, Customs, and Coast Guard etc.

Establishment and maintenance of MPAs in one district and serving unique interests of the local

area needs to accommodate the national or central Governments' public policy within the short and long term.

Effective establishment and maintenance of MPAs in the Carriacou and Petite Martinique area must anticipate and be sufficiently adaptable to future terrestrial and coastal zone developments (terrestrial parks included).

Following are several options for co-management of the Carriacou/Petite Martinique MPAs. The pros and cons of these are presented below.

(A) A local MPA system of management with responsibilities shared between a statutory local Government at Carriacou and Petite Martinique and the local community-based organization/NGO (e.g. CEC) and operating outside the Grenada system of MPA.

Enabling conditions:

- Statutory Provision – Local Government does not exist
- Institutional capability of parties – not established
- Capability to enforce as local MPA system – None
- Ability to deal with SVG on relevant issues – None
- Specialized Community Based Organization (CBO) - Only unspecialised capabilities
- Status of negotiation; Government/CBO – *little formal engagement as yet*

(B) A local MPA system administered jointly by Central Government and the community based organization (e.g. CEC) and where the Ministry of Carriacou and Petite Martinique affairs is represented on Governments side; a comanagement arrangement.

Enabling conditions:

- Statutory Provision - Legal instruments in place.
- Institutional Capability of parties – Central Government MPA programme in place.
- Capability to enforce local MPA system – legal instruments in place in both parent and subsidiary legislation.
- Ability to deal with SVG on relevant issues – Act #25, 1989 and Act #15, 1987 will apply.
- Specialised CBO – No; on unspecialised capabilities.
- Status of negotiation, Government/CB Organization – little formal engagements as yet.
- Community consensus on MPA system – *only on one MPA so far.*

(C) A management arrangement in which the community based organization takes the lead in management of the MPA system and with no involvement of Government (central or district).

Enabling conditions:

- Statutory provisions – Some in Fisheries Act #15, 1986.
- Capability to enforce local MPA system – sufficient legal instruments; difficult for Government to delegate.
- Ability to deal with SVG on relevant issues – state authorities unlikely to confer such powers to a local body.
- Specialised CBO – no; only unspecialised capabilities.
- Status of negotiations Government/CBO – little formal engagements as yet.
- Community consensus on MPA system – *only one MPA so far.*

(D) A comanagement arrangement between the local CBO e.g. CEC and central government but without involvement of Ministry of Carriacou and PM affairs.

Central Government is highly unlikely to consider this option.

(E) A comanagement arrangement between a statutory local Government of Carriacou /Petite

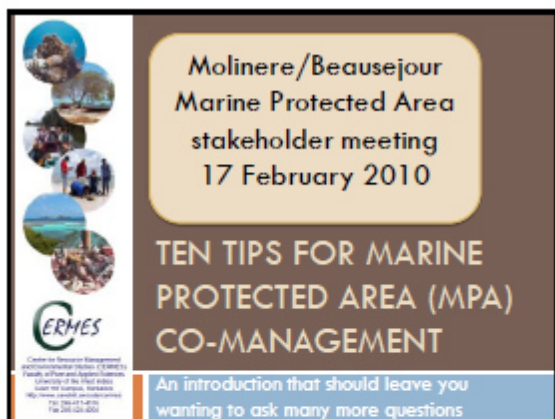
Martinique or the Ministry of Carriacou and Petite Martinique Affairs (given authorization by central Government to manage MPAs) together with the CEC to manage the areas as part of a Grenadine system of MPAs.

Enabling conditions:

- Statutory provisions – *Some provisions in the Grenada Fisheries Act #15, 1986.*
- Institutional capabilities of parties – insufficient legal instruments; very difficult to institute.
- Capability to enforce local MPA system – legal instruments in place in legislation but difficult to implement for political jurisdictional reasons.
- Ability to deal with SVG on relevant issues – enabling arrangements will specify possibilities.
- Specialized CBO - no; unspecialised capabilities
- Community consensus on MPA system – *consensus on only one MPA so far.*

13) For establishment and for maintenance of an MPA system under a comanagement framework, negotiations are necessary to determine the respective contributions of both parties in the arrangement.

10.3 MBMPA MATTERS



Molinere/Beausejour Marine Protected Area stakeholder meeting
17 February 2010

TEN TIPS FOR MARINE PROTECTED AREA (MPA) CO-MANAGEMENT

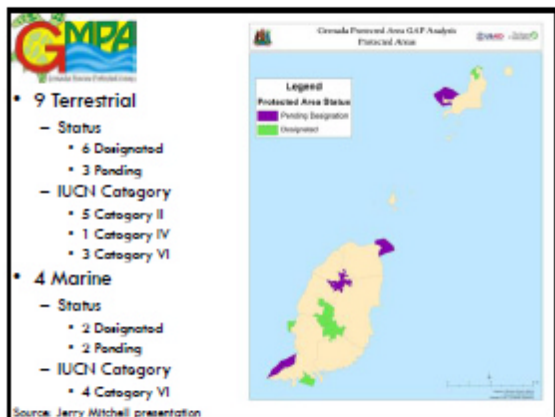
An introduction that should leave you wanting to ask many more questions

CERMES
Centre for Research Management
2000 University Avenue (C-1000)
Faculty of Health and Behavioural Sciences
University of the West Indies
St. Augustine, Trinidad and Tobago
Tel: (868) 422-4000
Fax: (868) 422-4000

1. Know what a protected area is

- A clearly defined geographical space, recognised, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values

■ IUCN definition 2008



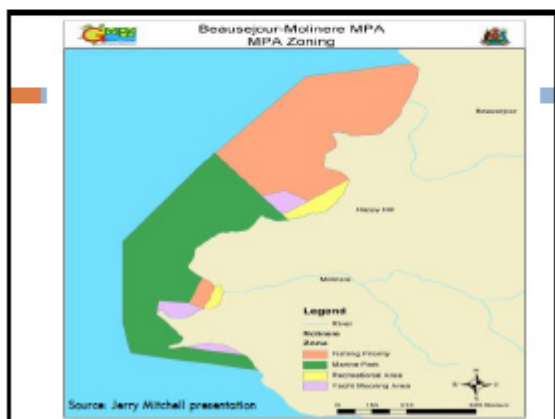
GMPA
Grenada Marine Protected Area

- 9 Terrestrial
 - Status
 - 6 Designated
 - 3 Pending
 - IUCN Category
 - 5 Category II
 - 1 Category IV
 - 3 Category VI
- 4 Marine
 - Status
 - 2 Designated
 - 2 Pending
 - IUCN Category
 - 4 Category VI

Source: Jerry Mitchell presentation

2. Know what co-management is

- The sharing of responsibility and authority for the management of resources (related to the MPA) between government and groups of organised stakeholders



3. Stakeholders...know who they are and get them involved from the start

- People and groups whose interests, resources, power or authority result in them being likely to substantially impact, or to be impacted by, management or the lack of it





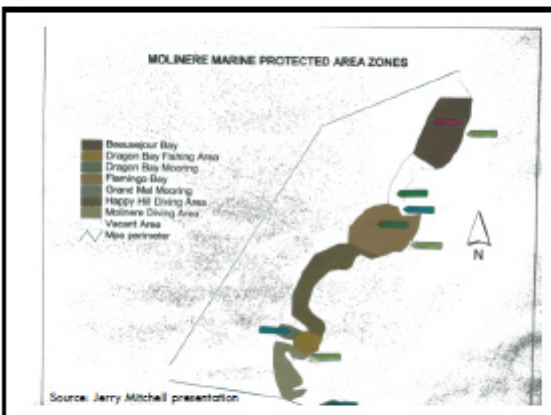
4. Know the types of co-management

Consultative co-management	Collaborative co-management	Delegated co-management
Government interacts often, but makes all of the decisions	Government and the stakeholders work closely, and share decisions	Government lets formally organised users or stakeholders make decisions

Government has the most control

People have most control

Choose which type of co-management fits your situation
Ask about the conditions for successful co-management



5. Know the phases of co-management

Pre-implementation	Implementation	Post-implementation
<ul style="list-style-type: none"> •Realise need for change •Meet and discuss change •Develop new management 	<ul style="list-style-type: none"> •Try out new management •Educate people in new ways •Adjust and decide what is best 	<ul style="list-style-type: none"> •Maintain best arrangements •Resolve conflicts and enforce •Accept as standard practice

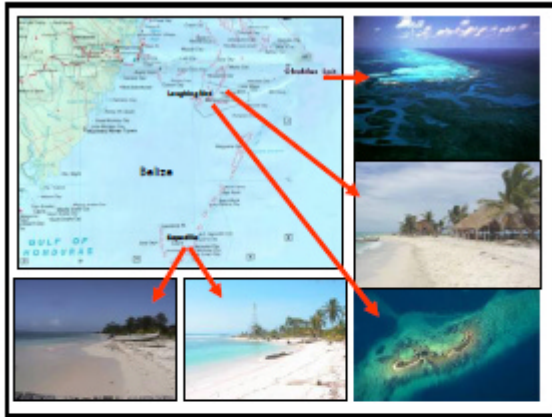
Getting co-management right can take a while...be patient, learn



6. Learn from MPAs around the world

- There are many MPAs around the world, some are co-managed and others are not...get to know them!
- Plenty of information on Caribbean and other MPAs worldwide is easily available via the internet...lots of things for children in school to learn



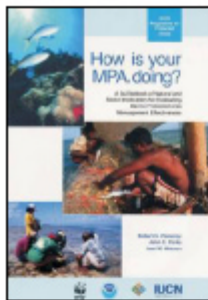


7. Money matters ... you need sustainable financing as priority

- Sustaining the financing for MPAs is a worldwide challenge...face it now!
- Co-management brings together interested stakeholders to think of creative ways to finance their MPA

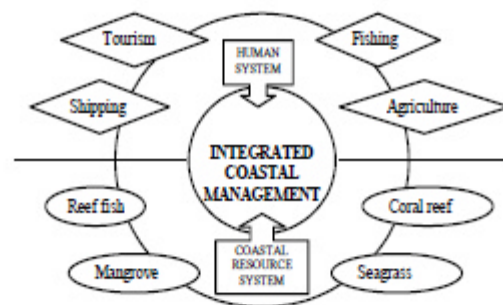


8. Learn about how to monitor MPA management effectiveness...and do it

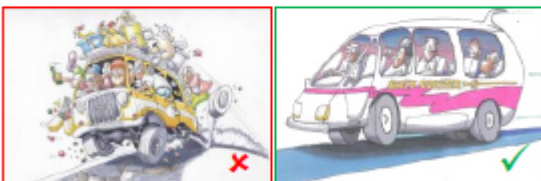


- For an MPA to succeed you need to regularly monitor and evaluate how and why its goals and objectives are, or are not, being met
- Find out about globally accepted simple ways of doing these checks

9. Treat your co-managed MPA as part of integrated coastal management



10. Play your part ... pull your weight



Should your MPA look like this? Or do you prefer like this?

Whether your co-managed MPA is well managed and runs smoothly or not is up to you ... you get back what you put in

Thanks for your attention

Now let us get down to work!



PRESS RELEASE (Nov 2009)

The Ministry of Agriculture, Forestry and Fisheries and the Caribbean Open Trade Support (COTS) Program, financed by the United States Agency for International Development (USAID) have signed a Memorandum of Understanding for support towards the management of the Molinere / Beausejour Marine Protected Area (MBMPA).

The Molinere / Beausejour Marine Protected Area was declared in 2001, but it was only in 2009 that a Stakeholders Committee was set up to work along with the Fisheries Division in the management of the area. The Fisheries Division is placing strong emphasis in co-management in the management of all Marine Protected Areas throughout the Tri Island State.

The Grenada Board of Tourism has recently provided funding towards the purchasing of a 21ft. fiberglass boat and engine which will be used in support of the Molinere / Beausejour MPA management program in 2010.

The main assistance provided by COTS/USAID will be in the following areas:

- Providing an expert in fisheries and co-management of protected areas who will work with the Molinere/Beausejour MPA Management Committee to write a Management Plan for the MPA;
- Installation of moorings and demarcation buoys within the MPA.
- Production of maps of the Marine Protected Area.
- Supplying of billboards to be erected on-land to signal the MBMPA's north and south boundaries and at the airport.
- Supplying the necessary signage to be installed within the MBMPA.
- Supporting a public awareness campaign on the MBMPA by drafting fact sheets about the MBMPA.
- Support a competition for designing a logo for the MBMPA.
- Producing a 20 minute documentary on the MBMPA.
- Producing two short public service announcements (PSAs) on the MBMPA.
- Designing and printing of flyers, posters, stickers, banners and other promotional material to support the official launching of the MBMPA.
- Training on the maintenance of any material or equipment procured to selected staff of the Fisheries Division.
- Providing the services of a legal attorney to support the review and amendments of the current MPA legislation.

... The Molinere / Beausejour MPA program is coordinated by the Fisheries Division in collaboration with the MBMPA Stakeholders Co-Management Committee.

Molinière-Beauséjour Marine Protected Area Management Plan
Dominique Roby DRAFT version August 2010 -- TABLE OF CONTENTS

PART A DESCRIPTION AND BACKGROUND OF THE MOLINIÈRE-BEAUSÉJOUR MPA

1. Summary
2. Acknowledgments
3. Introduction
4. History of the protected area, gazettelement and boundaries
5. Physical characteristics
6. Significant resources
- 6.A Natural resource values
- 6.B Human use values
7. Local communities
8. Resource uses and users
9. Bibliography
10. Annexes

Annex 1: Gazette notices and proposed boundaries of the protected area

Annex 2: Summary table for contaminant analyses and coastal water quality indicators

Annex 3: Individual & Household Survey for the Molinière-Beauséjour MPA Management Plan

Annex 4: Molinière-Beauséjour MPA Fishery Survey

PART B MANAGEMENT FRAMEWORK, ISSUES, OBJECTIVES AND ACTIONS

11. Long-term goal for the Molinière-Beauséjour MPA
12. Management framework
13. Main issues and root causes
14. Management objectives and actions
- 14.1. Objective 1 - Provide an enabling and coherent institutional and legislative / regulatory framework for an efficient management of the MPA
- 14.2. Objective 2 - Develop local communities' ownership of the MPA and promote responsible behaviour of resource users
- 14.3. Objective 3 - Halt the degradation of habitats and resources while promoting social harmony among Molinière-Beauséjour MPA users
- 14.4. Objective 4 - Improve the effectiveness and efficiency of the adaptive management plan on a continuous basis
- 14.5. Objective 5 - Ensure adequate and sustainable resources for implementing the MPA management plan over the long term
15. Research, monitoring, evaluation and integration of new knowledge for adaptive management
16. Communication plan

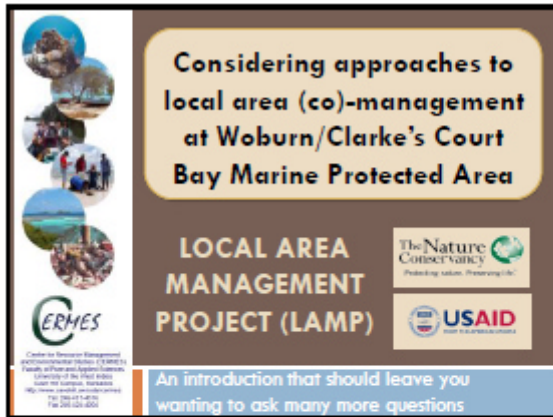
Annexes

Annex 5: Annual Work Plan framework (template)

Annex 6: Grenada legal provisions concerning the management of marine protected areas and their resources

Annex 7: International Conventions and Agreements on Biodiversity

10.4 WCCBMPA MATTERS



Considering approaches to local area (co)-management at Woburn/Clarke's Court Bay Marine Protected Area

LOCAL AREA MANAGEMENT PROJECT (LAMP)


The Nature Conservancy
Protecting nature. Inspiring life.

USAID
U.S. Agency for International Development

ERMES
Center for Ecosystem Management
Environmental Policy Center
Faculty of Planning and Urban Studies
University of the Pacific
1000 University Avenue
Honolulu, HI 96826
Tel: (808) 955-1000
Fax: (808) 955-1000

An introduction that should leave you wanting to ask many more questions

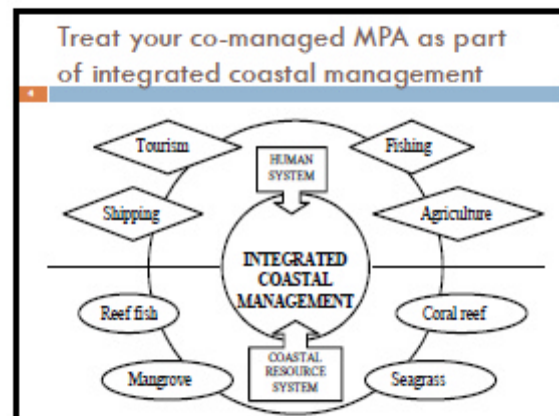
What is local area management?



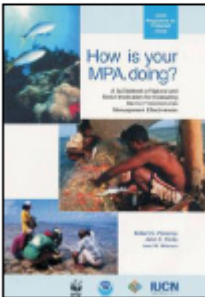
- Summary version
 - Coastal settlement
 - Adjacent marine area
 - Resources valued by people in settlement
 - Area most important to users can be bounded
 - Formal or informal jurisdiction over area
 - Institutions (rules that guide our interaction) facilitate governance

Know what a marine protected area is, and what **yours** is expected to achieve

- Definition: A clearly defined geographical space, recognised, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values
- Craft a MPA management plan early using participatory processes to decide objectives



Learn about how best to monitor MPA management effectiveness...and do it




How is your MPA doing?
A handbook for monitoring and evaluating marine protected area management effectiveness

IUCN

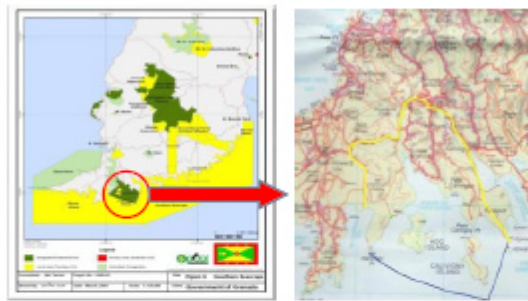
- For an MPA to succeed you need to regularly monitor and evaluate how and why its goals and objectives are, or are not, being met
- Find out about globally accepted simple ways of doing these checks

Stakeholders...know **who** they are, and **where** they are, and get them involved

- People and groups whose interests, resources, power or authority result in them being likely to substantially impact, or to be impacted by, management or the lack of it
- Stakeholder identification and analysis



Mapping ... stakeholders, uses, etc.



Know what co-management is, and how to make it succeed in your local situation

- Co-management: Sharing responsibility and authority for managing resources (related to the MPA) between government and organised stakeholders
- Conditions for success: boundaries, resource, organisations, trust, respect, social-cultural fit, leadership, conflict management, etc.



Know the types of co-management

Consultative co-management	Collaborative co-management	Delegated co-management
Government interacts often, but makes all of the decisions	Government and the stakeholders work closely, and share decisions	Government lets formally organised users or stakeholders make decisions

Government has the most control



People have most control

Choose which type of co-management fits your situation
Consider the conditions for successful co-management

Know the phases of co-management

Pre-implementation	Implementation	Post-implementation
<ul style="list-style-type: none"> Realise need for change Meet and discuss change Develop new management 	<ul style="list-style-type: none"> Try out new management Educate people in new ways Adjust and decide what is best 	<ul style="list-style-type: none"> Maintain best arrangements Resolve conflicts and enforce Accept as standard practice

Getting co-management right takes time...be patient, experiment, learn

LAMP study sites

Dominica lessons learned



Grenada lessons applied



LAMP research conducted Jan - Sep 2010

participatory field research and communication

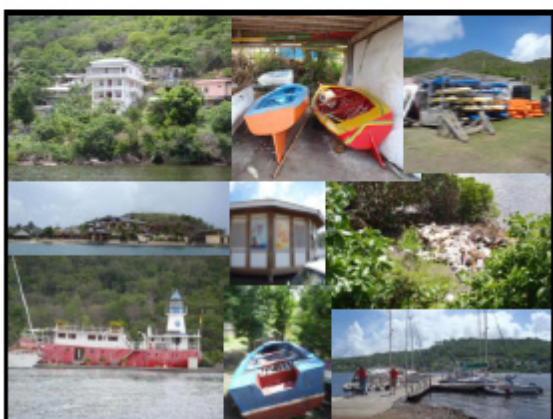
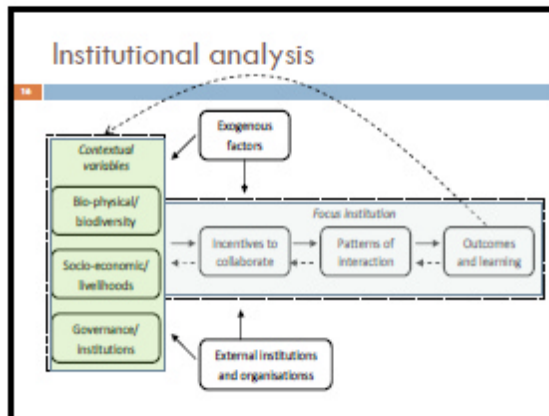
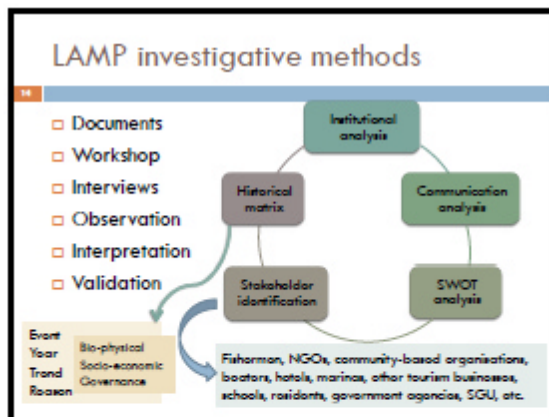
lessons learned from Local Area Management Authority (LAMA) in Dominica

apply lessons to governance of marine resources in Grenada and elsewhere

Lessons from Dominica's Soufriere/Scotts Head Marine Reserve's LAMA

- Background
- Methods
- Key learning
- Bio-physical/ecological
- Socio-economic/livelihood
- Governance/institutional
- Recommendations

DRAFT REPORT EXECUTIVE SUMMARY
AN INSTITUTIONAL PERSPECTIVE ON THE
LOCAL AREA MANAGEMENT PROJECT (LAMP)
OF THE SOUFRIERE/SCOTTS HEAD MARINE RESERVE, DOMINICA
P. MICHAEL M. PILLAY AND C. BRYAN
CEMES, BWI Cave Hill Campus
2016



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Thanks for your attention

This communication was made possible by the generous support of the American people through the United States Agency for International Development (USAID) under the terms of its Cooperative Agreement Number 538-A-00-09-00100-00 (BIODIVERSITY THREAT ABATEMENT Program) implemented by prime recipient The Nature Conservancy and its partner the UWI Centre for Resource Management and Environmental Studies. The contents and opinions expressed herein are the responsibility of the BIODIVERSITY THREAT ABATEMENT PROGRAM and do not necessarily reflect the views of USAID.

10.5 TERMINAL WORKSHOP ANNOUNCEMENT



USAID
FROM THE AMERICAN PEOPLE



The Nature
Conservancy 
Protecting nature. Preserving life.™

Local Area Management Project (LAMP) Grenada terminal workshop: findings and follow-up

The Centre for Resource Management and Environmental Studies (CERMES) at the University of the West Indies is nearing the end of its Local Area Management Project (LAMP). LAMP is grant funded by The Nature Conservancy (TNC) under a sub-award to the CERMES *Marine Resource Governance in the Eastern Caribbean* (MarGov) Project. TNC is a partner of the United States Agency for International Development (USAID) *Marine and Coastal Biodiversity Threat Abatement in the Eastern Caribbean* Project.

Purpose

From January to June 2010 field research, workshops and communication took place in the LAMP study sites of Dominica and Grenada using participatory approaches. Lessons learned from the history of the Local Area Management Authority (LAMA) in Dominica, the potential for improvement in Dominica, and the application of lessons to Grenada will be examined at the terminal workshop with the intention to help advance the governance of coastal and marine resources. Special attention will be paid to the roles of communication and enabling policy in the discussion on follow-up activity.

In addition to LAMP findings and follow-up, the workshop provides an opportunity for members of the three Grenada MPA co-management committees to tour the recently launched Sandy Island Oyster Bed MPA and meet to decide on matters of shared interest connected to local area management. Two key stakeholders from the Soufriere/Scotts Head Marine Reserve (SSMR) in Dominica will be present to facilitate information exchange directly between the LAMP study sites and compare ideas.

Draft programme (all subject to change)

Wed 11 Aug

- 1730 Gather and leave by ferry from St. George's for Carriacou
- 2000 LAMP regional panel discussion advance viewing (optional)

Thu 12 Aug

- 0900 LAMP outline of work, objectives, outputs and outcomes
- 0915 Institutional analyses and other LAMP research results
- 0945 Governance and opportunities for local area management
- 1030 Break
- 1045 Communication on MPAs and local area management
- 1130 Follow-up applied research and development requested
- 1200 Lunch
- 1300 Grenada MPAs situation analysis and user fees advice
- 1600 Guided tour of SIOBMPA from a management perspective
- 1800 Return for rest or recreation

Fri 13 Aug

- 0600 Departure by ferry from Carriacou for St. George's

For more information visit LAMP under the MarGov web pages at http://www.cavehill.uwi.edu/cermes/margov_profile.html

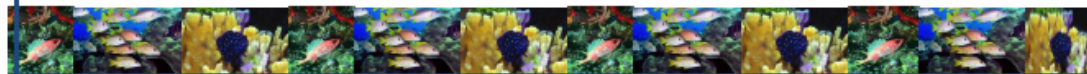
LAMP main expected outputs

Strengths, weaknesses, opportunities and threats (SWOT) analysis of existing LAMA – identify strategies for sustainable fisheries by improving LAMA and establishing others

Strategy for establishing LAMA or other management mechanism for community management of resources to reduce fishing pressure in and around MPAs

Identify ways to influence decision making at local (community) and national (policy/legal) levels to produce greater community benefits and sustainable fisheries management practices

Develop communications products and training pathways for influencing policy makers and other key change agents on effective regional fisheries governance



10.6 TERMINAL WORKSHOP PARTICIPANTS

	NAMES OF PARTICIPANTS	ORGANIZATION OR AFFILIATION
1	Roland Baldeo	MPA Coordinator, Fisheries Division
	Molinere Beausejour MPA Management Committee	
2	James Nicholas	Southern Fishermen Association
3	Lazarus Joseph	Grenada Ports Authority
4	Phil Sayee	Grenada Scuba Divers Association
5	Anita Sutton	Grenada Yachting Association
6	Lisa Chetram	MBMPA Secretary
7	Allan Joseph	NISP Coordinator
8	Cecil McQueen	Fisherman Representative on MBMPA
9	Moran Mitchell	Fisheries Division Representative on MBMPA
10	Jerry Mitchell	St George's University
11	Coddington Jeffery	MBMPA Warden
12	Tahera Benjamin	Grenada Day Tour Charters
	Woburn/Woodlands MPA Management Steering Committee	
13	Christopher Alleyne	Woburn Woodlands Dev. Organization
14	Natasha Howard	Woburn Woodlands Dev. Organization.
15	Tyrone Buckmire	Grenada Fund for Conservation
	Sandy Island Oyster Bed MPA Co-management Committee	
16	Alison Caton	Grenada Board of Tourism
17	Davon Baker	Ministry of Carriacou and Petite Martinique Affairs
18	Junior McDonald	MOC - Warden Supervisor
19	Luther Rennie	Carriacou Environmental Committee
20	Richard La Flemme	Lumbadive
	Local Area Management Project (LAMP) visitors	
21	Vivian Titre	Head Warden, SSMR/LAMA, Dominica
22	William "Billy" Lawrence	Dominica Watersports Association, SSMR/LAMA
23	Patrick McConney	CERMES, UWI Cave Hill Campus, Barbados
	Sustainable Grenadines Project (SusGren)	
24	Neil Ladell	SusGren Intern
25	Martin Barriteau	SusGren Manager

10.7 TERMINAL WORKSHOP PRESENTATION






Local Area Management Project (LAMP)
Grenada terminal workshop:
findings and follow-up
Carriacou, Grenada, 12 August 2010
 Centre for Resource Management
 and Environmental Studies (CERMES)
 University of the West Indies, Barbados


This communication was made possible by the generous support of the American people through the United States Agency for International Development (USAID) under the terms of its Cooperative Agreement Number 535-A-00-09-00000-00 (BIO-DIVERSITY THREAT ABATEMENT PROGRAM) implemented by prime recipient The Nature Conservancy and its partner the UWI Centre for Resource Management and Environmental Studies. The contents and opinions expressed herein are the responsibility of the BIO-DIVERSITY THREAT ABATEMENT PROGRAM and do not necessarily reflect the views of USAID.

What is local area management?

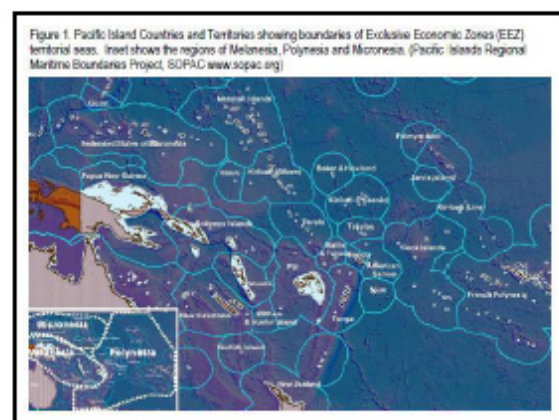


- Summary version
 - Coastal settlement
 - Adjacent marine area
 - Resources valued by people in settlement
 - Area most important to users can be bounded
 - Formal or informal jurisdiction over area
 - Institutions (rules that guide our interaction) facilitate governance

Perspective from the South Pacific on locally-managed marine areas (LMMAs)



Govan, H. et al. 2009.
Status and potential of locally-managed marine areas in the South Pacific: meeting nature conservation and sustainable livelihood targets through widespread implementation of LMMAs.
 SPREP/WWF/WorldFish-Reefbase/CRISP



LMMMA defined in 2000 by Pacific Island community members and practitioners

- *An area of nearshore waters and coastal resources that is largely or wholly managed at a local level by the coastal communities, land-owning groups, partner organizations, and/or collaborative government representatives who reside or are based in the immediate area.*
- The word "local" was chosen over "community" – recognizing that conservation projects are often collaboratively-managed by both the community and the government or some other external body.
- The words "protection" and "protected" are not used because of the conservation tool(s) employed in a LMMMA involve a combination of management approaches

Executive Summary

- South Pacific has experienced a proliferation of Locally Managed Marine Areas implemented by over 500 communities in 15 independent countries
- Benefits of LMMAs and community-based resource management are many
- LMMAs in inventory currently cover 30,000 km²
- Centrally planned reserves have failed in almost all cases resulting in 14,000 km² of such "paper parks"
- Spread and endurance of LMMAs is attributable in part to perception of communities that benefits are, or are very likely to be, achieved.

Executive Summary

- **Government and institutional recommendations**
 - Enhancing the role of government
 - Multi-sector integration in practice
 - Integrated island management as the goal
 - Enabling policy environment
 - Tenure and traditional governance
 - Defend local and cultural approaches

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Executive Summary

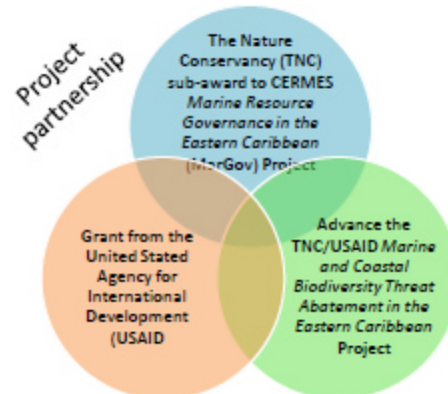
- **Financial and economic recommendations**
 - Cost effectiveness
 - Sustainable financing
 - Debunking alternative income generation
- **Operational and implementation recommendations**
 - Appropriate monitoring
 - Improve and enhance participatory processes
 - Research needs

8



OUTLINE OF WORK, OBJECTIVES, OUTPUTS AND OUTCOMES

9



Caribbean context

- About 4% of the Eastern Caribbean's marine shelf is under some form of protection
- Less than 20% of that small area is judged to be effectively managed
- Meet commitments to the Program of Work for Protected Areas (PoWPA) under the Convention for Biological Diversity (CBD)
- Result in an effectively managed network of marine protected areas (MPAs)
- CERMES research on marine resource governance

LAMP study sites

Dominica lessons learned



Grenada lessons applied



Overview of LAMP research January to September 2010

participatory field
research and
communication

lessons learned
from Local Area
Management
Authority (LAMA)
in Dominica

apply lessons to
governance of
marine resources
in Grenada and
elsewhere

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Governance expectations

Strengths, weaknesses, opportunities and threats (SWOT) analysis of existing LAMA – identify strategies for sustainable fisheries by improving LAMA and establishing others

Strategy for establishing LAMA or other management mechanism for community management of resources to reduce fishing pressure in and around MPAs

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Communication expectations

Identify ways to influence decision making at local (community) and national (policy/legal) levels to produce greater community benefits and sustainable fisheries management practices

Develop communications products and training pathways for influencing policy makers and other key change agents on effective regional fisheries governance

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Some activities and outputs

- Grenada LAMP introduction and scoping visit
- SIOBMPA co-management agreement meeting
- Dominica inception workshop, SSMR fieldwork
- WCCBMPA scoping visit and media meeting
- SSMR validation workshop and regional panel
- Media tour of SIOBMPA and media feedback
- Review of MBMPA draft management plan
- Grenada MPA radio and TV announcements
- LAMP terminal workshop on findings, follow-up

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INSTITUTIONAL ANALYSES AND OTHER LAMP RESEARCH RESULTS

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Lessons from Dominica's Soufriere/Scotts Head Marine Reserve's LAMA

- ✦ Background
- ✦ Methods
- ✦ Key learning
 - Bio-physical/ecological
 - Socio-economic/livelihood
 - Governance/institutional
- ✦ Recommendations

DRAFT FOR DISCUSSION AND VALIDATION BY THE LOCAL AREA MANAGEMENT AUTHORITY
DRAFT REPORT EXECUTIVE SUMMARY
AN INSTITUTIONAL PERSPECTIVE ON THE
LOCAL AREA MANAGEMENT AUTHORITY OF THE
SOUFRIERE/SCOTTS HEAD MARINE RESERVE, DOMINICA
A. McCreary, M. Pina and C. Knapik



Local Area Management Project (LAMP)
OBSERVES, UWI Cave Hill Campus
2010



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Background

- Early 90's conflict between fishing and tourism
- Aim to sustain traditional livelihoods, resource
- Public education on MPA benefits from 1995
- Informal Local Area Management Authority
- LAMA and SSMR legalized as MPA in 1998
- Yachts banned from area; dive tourism okay
- LAMA chair and manager are powerful leaders
- Communities expect developmental benefits

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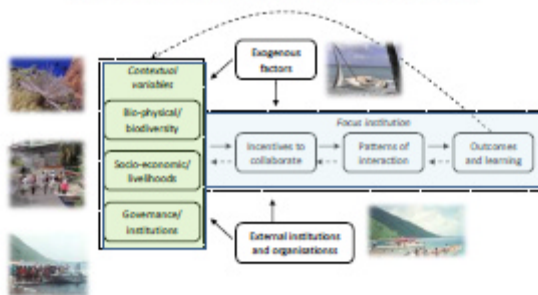
Methods

- Documents
- Workshop
- Interviews
- Observation
- Interpretation
- Validation



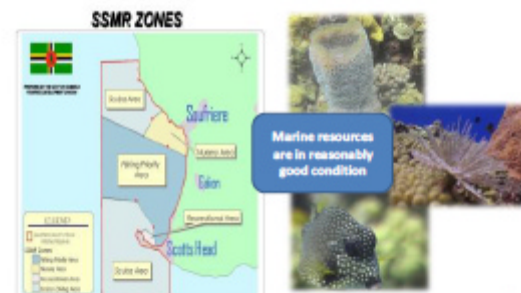
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Institutional analysis of LAMA



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Key learning Bio-physical/ecological



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Key learning Socio-economic/livelihood

- Inshore fishing less important than offshore
- Few alternatives to fishing for many young men
- Fishers are too poorly organized to benefit much
- Citizens want return of yachts for added income
- Livelihood opportunities mainly in ecotourism
- Entrepreneurial skills in area supposedly low
- Poverty should be taken more into account
- LAMA less interested in livelihoods recently

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Structural hierarchy of LAMA



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Functional structure of LAMA



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Key learning

Governance/institutional

Institutional designs of the SSMR and LAMA were forward-thinking with much public consultation

Useful draft management plan was dismissed

No attention to succession, communication

Unmanaged conflict within LAMA, little learning

Legal institutional details not well developed

Free-riding community groups are problematic

MPA worked better with salaried manager

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Recommendations

- Conduct more thorough institutional analysis
- Review management plans for best practices
- Measure MPA management effectiveness
- Hire immediate full-time manager for SSMR
- Develop MPA sustainable financing plan
- Review legal-administration of SSMR/LAMA
- Re-structure LAMA to have small executive
- Develop a communications strategy and plan

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Recommendations

- Network closely to community development
 - Develop foundation for benevolent funding
 - Initiate orientation and career training
 - Create linkages between SSMR / other MPAs
 - Align the SSMR vision, mission and objectives
- Make the LAMA a more resilient institution...
need policy to facilitate self-organisation to build adaptive capacity using a participatory approach

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GOVERNANCE AND OPPORTUNITIES FOR LOCAL AREA MANAGEMENT

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Legislative basis in Fisheries Act

Local fisheries management areas,

18.—(1) The Minister may by notice published in the Gazette:

(a) designate an area as a local fisheries management area;

(b) designate any local authority, fishermen's co-operative or fishermen's association or other appropriate body representing fishermen in the area as the Local Fisheries Management Authority for that area.

(2) Where there is no appropriate body representing fishermen in the area, the Minister may promote the formation of such a body.

(3) The Chief Fisheries Officer shall, to the extent he deems it practicable, provide to any Local Fisheries Management Authority, such assistance as may be reasonably necessary for the performance of its functions.

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Legislative basis in Fisheries Act

By-Laws

19.—(1) A Local Fisheries Management Authority designated under Section 18 (1) (b) may make by-laws, not inconsistent with this Act or any regulations made under this Act, regulating the conduct of fishing operations in the designated area.

(2) By-laws made under subsection (1) shall be approved by the Minister and published in the *Gazette* before they come into effect.

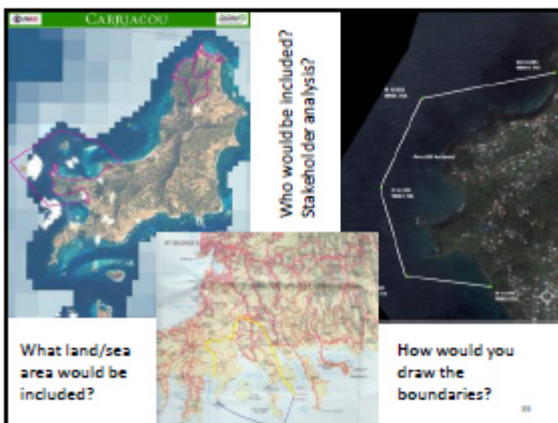
(3) By-laws made under subsection (1) may provide that a breach of any by-law shall constitute an offence and may provide for penalties on summary conviction by way of fine of one thousand dollars, and in default of payment thereof, imprisonment for a term of six months.

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Designing your own LAMA

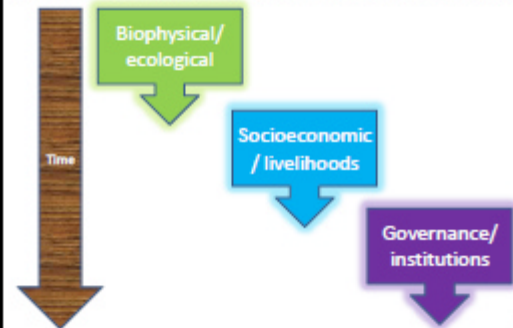
- What land/sea area would be included?
- How would you draw the boundaries?
- Who would be included? Stakeholders?
- What is the history of local marine events?
- Potential present strengths/weaknesses?
- Potential future opportunities and threats?
- How do you design it to learn and adapt?

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What is the history of local marine events?



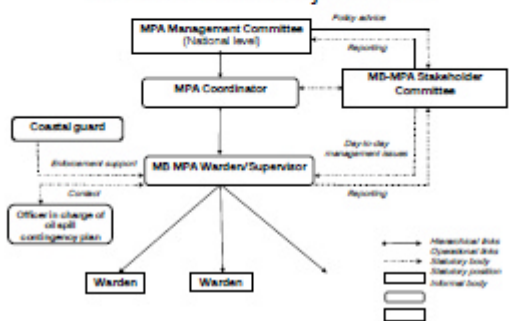
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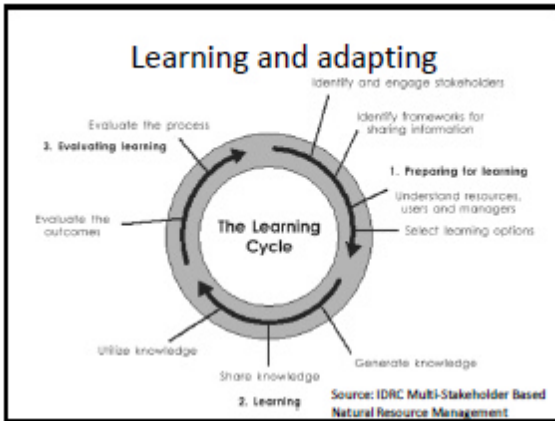
SWOT analysis



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Planned management structure for the Molinière-Beauséjour MPA





Summary of findings from LAMP Media Session at official launch of SIOBMPA

- **Identify ways to influence decision making at local (community) and national (policy/legal) levels to produce greater community benefits and sustainable marine management practices**

Discussion topic:

- How can the media assist in encouraging marine stewardship and promoting the cultures of conservation and responsibility needed for local area management?

Lack of media interest in marine science and policy

- Preconceived notion that science is dull
- Articles by scientists are too academic (not written for the average person)
- Media is not sensitized towards issues of science and technology
- Drastically alter the contents of science articles or the article is not carried at all
- Managers and editors interested in selling papers and not necessarily in educating the public
- Content of programming or newspapers reflects to a greatly the interest of mediahouse owners

Media ought to play a role in the promotion of marine stewardship and encouraging a culture of conservation and responsibility needed for local area management by:

- Acting on the behalf of the general public. Educating and informing them of happenings and developments which could or would affect them in any way or of events which would be of particular interest.
- Using a multipronged approach to the public education of all Grenadians, with particular emphasis placed on younger persons.
- Supporting and endorsing marine stewardship, conservation and responsibility for local area management by stakeholders and public.

A gap exists between what the media should do to promote marine stewardship and conservation, and responsibility for local area management, and what is currently being done. How can this gap be bridged?

- Members of the media need to be educated on science
- Media need to use resources to expose and educate the public on environmental issues through the use of weekly green pages (print) or fillers (radio and television)
- Material sent to the media by scientists for distribution to the general public needs to be clear, concise and simple.

A gap exists between what the media should do to promote marine stewardship and conservation, and responsibility for local area management, and what is currently being done. How can this gap be bridged?

- Workshops should be organized with scientists and members of the Grenadian media in order to provide both groups with the opportunity to clearly express what it is they want and expect from the other and how they can work together for the betterment of the Grenadian people.
- Editors and managers of the media houses need to be brought on board so that they will better understand the problems affecting the environment and therefore through a sense of responsibility be more willing to run stories which address these issues, as well as inform and educate the general public on these issues.

A gap exists between what the media should do to promote marine stewardship and conservation, and responsibility for local area management, and what is currently being done. How can this gap be bridged?

- Instead of asking the media to carry information for free, offer to pay for it even if it is at a discounted price.
- Seek sponsorship from companies for regular coverage of environmental issues. Therefore the media house profits, the company gets publicity and is associated with a worthy cause and the necessary information is disseminated to the public.

To date the media has not encouraged stakeholders or other members of the general public to become more involved and take greater responsibility for local area management. However, the members of the media foresee taking on a greater role in this respect by:

- Focusing mainly on marketing information on the environment to the children and young adults as their primary audience instead of adults who are already inherently set in their ways and extremely resistant to change.
- Using fillers and short promos at times of maximum viewing to disseminate the information to the masses.

To date the media has not encouraged stakeholders or other members of the general public to become more involved and take greater responsibility for local area management. However, the members of the media foresee taking on a greater role in this respect by:

- Playing a more active role in determining what issues are of importance and in what order of precedence (agenda setting). Bringing the issues of marine science, policy, stewardship, conservation and responsibility to the consciousness of the general public and ensuring it stays there.

The media can encourage greater interest response from the members of the general public and stakeholders alike in issues of marine governance and protection by:

- Using the footage as well as the experience and knowledge gained from their guided tour of SIOBMPA.
- Finding creative and unconventional ways to provoke interest such as providing incentives, competitions etc.
- Targeting and training teachers through the use of workshops and symposiums so that they can in turn pass on the correct information to their students.
- Using adult education programmes.
- Using the current strengths of the media houses to make a plug for marine protected areas and the environment.

The media can encourage greater interest response from the members of the general public and stakeholders alike in issues of marine governance and protection by:

- Finding approaches and angles for news stories based on those whose livelihoods are dependent on the conservation and preservation of the MPA. People love people stories therefore utilize and enlist persons who have and are currently doing work associated with the marine protected areas to be interviewed for a story.
- The media acts as the voice of the people. So the role of the media is to act on the behalf of the general public; educate and inform of events and developments which can or will affect them in any way or of events which are of particular interest.

10.8 SWOT ANALYSES BY MPA

Sandy Island/Oyster Bed MPA	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • coastal settlement in L'Esterre and Tyrell • adjacent marine area e.g. oyster bed • resources valued by people in settlement, e.g. L'Esterre is a big seine-fishing community • resources best managed by those who know it best • boundaries already demarcated • government support for the existing SIOBMPA • LOCALS FEEL LIKE A PART OF WHAT IS GOING ON AND NOT LEFT OUT 	<ul style="list-style-type: none"> • Who will monitor the local area managers? • Fishermen will break their own rules • High dependence on fishing e.g. not diverse livelihoods e.g. as tourism markets expand so too does the need for crafts • Land use planning/management lacking on the island • Lack of resources e.g. office for admin
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Business/entrepreneurial opportunities • Fisherfolk and other local persons involved in the LAMA can access training / educational opportunities to do reef-check and gain alternative livelihoods such as monitoring biophysical parameters of the bay • Management effectiveness workshops 	<ul style="list-style-type: none"> • Conflict between management bodies e.g. (Fig 1) • LAMA feels above the law don't agree to pay fines if/when caught by wardens • If not well managed, runs the risk of giving the entire MPA a bad name

Molinere/Beausejour MPA	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • A legislative MPA with boundaries • Proposed management plan • Community involvement • Location to commercial areas • Available all year round 	<ul style="list-style-type: none"> • No clear management/lack of effective management • Exploitation of marine management • No managerial control or business plan • Lack of substantial data as to what may cause degradation • Lack of monitoring
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Fantastic reef systems at the end (rehabilitation) • Diving capital of the OECS • Employment opportunities • Rejuvenation of reefs and fishes 	<ul style="list-style-type: none"> • Sedimentation from runoffs • Landfill leakage • Potential conflicts between situations • Becoming too popular

Woburn /Clarke's Court Bay MPA	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Unique diverse user group • Community values resources in the area • Active community involvement • Market tourism by creating a conch shell preservation area 	<ul style="list-style-type: none"> • Privately owned islands...Hog and Calivigny • Restricted access e.g. underwater rights • Garbage disposed by yachts • Careless anchoring of yachts • Lack of cooperation and effective communication
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Business... promotion and expansion of livelihood opportunities, stewardship opportunities (bird watching) for natural resources • Collaborates to develop good practices for waste disposal 	<ul style="list-style-type: none"> • Potential inability to regulate development • Natural disasters • Careless anchoring of yachts which would damage our corals • Impact on the natural environment