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

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Introduction

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

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

**People and Livelihoods**
- Conflict among user groups (less than in 1992?)
- Economic factors - investment, income, poverty
- Illegal activities - visitor harassment, drugs, fishing
- Lack of training for boat boys etc.
- Equitable and sustainable use of resources, jobs
- Poor farming practices in watershed
- People are vulnerable to 'disasters'
- Public health and safety
- Water pollution including recreational water quality

**Institutions and Governance**
- Conflict among user groups, policies, organisations
- Breakdown of relationships with SMMA partners
- Organisational capacity human and financial
- Political interference
- Responsibilities for enforcement
- Lack of consensus on SMMA board on fundamentals
- SMMA is too rigid to adapt, or too fluid at times
- Relationship between general manager and board
- Lack of succession planning for management
- Board has not found its proper role in governance
- SMMA lacks its own by-laws; regulations under FA
- SMMA lacks board member orientation process

**Ecosystem**
- Status of fish stocks
- Habitat degradation e.g. sedimentation
- Poor water quality
- Impacts of natural and manmade disasters
- Invasive alien species
- Little spatial planning to enhance connectivity, EBM
- Pollution such as from plastics

**External Drivers**
- Policies at national anad higher levels
- Political influence
- The global imperative in its several forms
- Market pressures
- Climate change
- Maritime accidents and oil spills
- Technology transfer and adaptation
- Lack of land use planning or good land use practices
- Global economic crisis
- Disasters of all types
- Pollution from ships, dumping
# SWOT

**SMMA MPA governance strategic planning SWOT, 19 Jan 12**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global/regional</td>
<td>Global/regional</td>
</tr>
<tr>
<td>reputation of the SMMA as a flagship MPA</td>
<td>global funding priorities may not coincide with</td>
</tr>
<tr>
<td>role of the SMMA is accepted by external interests</td>
<td>SMMA priorities, so financial constraint</td>
</tr>
<tr>
<td>site of globally important biodiversity</td>
<td>lack of coordination among Caribbean MPAs</td>
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<tr>
<td>established network of partners exists</td>
<td>unable to benefit from larger scale marketing itself</td>
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<td></td>
<td>SMMA has 'graduated' in the eyes of some funders</td>
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<tr>
<td>National/local</td>
<td>National/local</td>
</tr>
<tr>
<td>local folk fairly well educated in marine matters</td>
<td>SMMA learnt less from its experience than others</td>
</tr>
<tr>
<td>established network of partners</td>
<td>other MPAs learn more from SMMA than the SMMA</td>
</tr>
<tr>
<td>revenue does not go into Consolidated Fund</td>
<td>not effecting educational change to affect behaviour</td>
</tr>
<tr>
<td>level of financial and admin autonomy</td>
<td>insufficient revenue generation from user fees</td>
</tr>
<tr>
<td>not a paper park!; governance is in place</td>
<td></td>
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<tr>
<td>Opportunities</td>
<td>Threats</td>
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<tr>
<td>-------------------------------------------</td>
<td>----------------------------------------------</td>
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<tr>
<td>Global/regional</td>
<td>Global/regional</td>
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<tr>
<td>funding for marine matters is available</td>
<td>climate change and variability</td>
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<tr>
<td>fair trade, green economy, sustainable</td>
<td>global financial and economic crisis</td>
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<tr>
<td>livelihoods</td>
<td>marine pollution from ships and offshore</td>
</tr>
<tr>
<td>able to export expertise and best</td>
<td>sources</td>
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<tr>
<td>practices</td>
<td>benchmarks of quality of tourists</td>
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<td>can serve as a partner in international</td>
<td>inappropriate</td>
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<td>research</td>
<td>invasive species</td>
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<tr>
<td>further diversification of tourism and</td>
<td></td>
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<tr>
<td>other products</td>
<td></td>
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<tr>
<td>National/local</td>
<td>National/local</td>
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<tr>
<td>can create more jobs</td>
<td>greater impacts from increased tourism etc.</td>
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<tr>
<td>can support spin off activities in related</td>
<td>use</td>
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<tr>
<td>areas</td>
<td>marine pollution including from land-based</td>
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<tr>
<td>can improve environmental health of area</td>
<td>sources</td>
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<tr>
<td>can attract well-qualified staff due to</td>
<td>cannot meet standards demanded by clients,</td>
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<tr>
<td>its status</td>
<td>users</td>
</tr>
<tr>
<td>act as a community focal body for</td>
<td>political interference and more conflicts</td>
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<tr>
<td>Soufriere</td>
<td>predominance of need to meet current basic</td>
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<tr>
<td>catalyst for community development</td>
<td>needs</td>
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<tr>
<td>enhanced revenue from tourism</td>
<td>impacts from natural disasters</td>
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<tr>
<td>entrepreneurs</td>
<td>poor land use planning and management</td>
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<td>reduced pressure due to new other MPAs in</td>
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<td>St Lucia SMMA has enhanced land values</td>
<td></td>
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<td>for taxation income</td>
<td></td>
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<td>more opportunities for staff capacity</td>
<td></td>
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<tr>
<td>development</td>
<td></td>
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<td>diversification of livelihoods to include</td>
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<td>fishers</td>
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Discussion

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

Work in progress!!
check back soon...
Key learning

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

References

- Agreement to Manage The Soufriere Marine Management Area (2001)
- An Agreement On Use And Management Of The Coastal Marine Area from Marigot Bay to Anse Mahaut on the West Coast of Saint Lucia.

Appendices

- Workshop Report: Soufriere Marine Management Association (SMMA) directors’ workshop on MPA Governance.
Thank You