



13th Training of Trainers on Marine Protected Area Management



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1. Introduction

Two years after the creation of [CaMPAM](#) in 1997, the [SPAW Subprogram](#) of the [UN Environment CEP](#) started the [Training of Trainers Program on Marine Protected Area Management](#) (ToT) to build capacity of MPA managers and marine environmental officers. The first regional course was held in Saba, (former Netherlands Antilles) and included a 13-day long training course for 12 MPA English-speaking managers, plus local follow-up training activities organized by the trainees with the support of a UN Environment-CEP small grant and their home institutions. Since then, 12 more regional courses in Spanish, English and French have been implemented in the Dominican Republic (3), Saint Lucia, the Florida Keys (2 each), Trinidad and Tobago, Mexico, Belize, Grenada and Guadeloupe, with approximately 200 participants trained directly, and more than 2,000 trained in the ca. 100 local follow-up training activities organized by the alumni in all continental and insular countries, and the EU overseas territories of the Wider Caribbean.

All these activities benefitted from the support of local experts and some kind of partnership with national and international institutions that provided logistical support as well as lecturers.

2. Institutional partnership

This year, the SPAW Secretariat of the UN Environment in the Caribbean invited [UWI-CERMES](#) to organize and implement the regional course by signing an agreement with The University of West Indies (UWI). The course was also considered part of the training activities of the project entitled “Biodiversity for Sustainable Development in the Caribbean through Ecosystem Based Management” funded by the Italian Ministry of Foreign Affairs, through the Environment Programme of its Directorate General for Development Cooperation ([AICS](#)).

The agreement between UN Environment CEP and UWI-CERMES included a grant to support this course and other related activities. In addition, the [IUCN-ORMACC](#) supported the regional course by funding ca. half of its costs (arranging and paying for transportation and accommodation of 14 participants). This partnership was essential to the successful implementation of the program and illustrates previous collaboration among [CaMPAM](#), [BIOPAMA](#) and [SocMon](#) programs. In addition to the financial aspect, the partnership allowed for a better representation of the region by accepting applications of signatories to the SPAW Protocol of the Cartagena Convention and the BIOPAMA Africa Caribbean and Pacific (ACP) countries. Furthermore, the participation and implementation of the activity in The UWI, and the partnership with the IUCN Regional Office for Mexico, Central America and the Caribbean (ORMACC), facilitated the use of highly qualified and experienced staff of CERMES and IUCN as local coordinators and instructors.

3. Course objectives

The course aimed at strengthening competencies of MPA managers and marine environmental officers from the English-speaking Caribbean countries to MPA planning and management with an ecosystem-based approach, and considering the socioeconomic context and needs of the local communities. The

classes were imparted through a combination of classroom lectures, interactive exercises and field trips on the basics of the following:

1. The biophysical characteristics and interaction of the Caribbean coastal habitats (coral reefs, seagrass beds, rocky shores, sandy beaches, mangrove lagoons) at cross shelf and regional levels, their ecological services, and the local and global threats to their ecological resilience.
2. Ecological and socio-economic research and monitoring and their application to improve marine area management.
3. Marine spatial planning, participatory GIS, and ecosystem-based decision support systems.
4. Environmental education and stakeholder engagement in MPA governance at the site and national levels.
5. The job of an MPA manager
6. Communication tools for MPA managers.
7. Sustainable financing and business planning.

4. Call for applications, venue and dates

The course was announced in mid-December 2017 through the CaMPAM List and the BIOPAMA Programme contact list. The application paperwork included 1. Letter by applicant requesting support and acceptance, with information on the current position and training background, 2. The applicant Resumé, and 3. A letter of support from her/his institution (see Annex 1).

The course was held in the Solutions Centre on the Cave Hill Campus of the University of the West Indies, Bridgetown, Barbados, on April 16-26, 2018. Participants stayed at the All Seasons Europa hotel.

5. Trainees

The participants (Annex 2) were selected through a process that included the following steps:

- Call for application announcement via the CaMPAM List, and through the BIOPAMA Programme contacts list network.
- Applications were reviewed by the SPAW's CAMPAM, UWI-CERMES and BIOPAMA program coordinators.
- Acceptance of selected candidates – 21 participants were selected out of 48 applications submitted (two selected participants, from Haiti and Guyana, could not make it due to last minute issues with travel documents).

The 21 participants represented almost all Caribbean English speaking countries, namely, Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Dutch Caribbean, Grenada, Guyana, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, and Trinidad and Tobago and US Virgin Islands (Annex 2). The participants job responsibilities ranged from MPA staff at the site level (5 managers, 5 technical personnel) to the national level (9 persons from marine environment and fisheries departments with responsibilities for MPA planning and management), as well as two researchers with UWI-CERMES.

6. Instructors

The instructors were selected after consultation with local partners and exploration with potential candidates. They were Roland Baldeo (Grenada Coral Reef Foundation), Lucia Prinz (Solimar International), Stephen Nimrod (St. George's University, Grenada), Dr. Patrick McConney, Dr. Julian Walcott, Dr. Kim Baldwin, Maria Pena and Carmel Haynes (UWI-CERMES, Barbados); and Jose Courrau (IUCN ORMACC) (Annex 2). They provided a balanced combination of knowledge and skills on the Caribbean region's biophysical features and socio-economic context, cultural setting, and marine resource management and conservation issues, along with previous collaboration with the Training of Trainers and other CaMPAM, UWI-CERMES and IUCN activities.

All the PowerPoint presentations, as well as other support materials used by the instructors and coordinators were shared with all the participants, including relevant factsheets, websites, and reports from the SPAW, SocMon and BIOPAMA projects that served as basis to this training. They are all available to the BIOPAMA ToT 2018 private e-group created on Yammer platform especially for this edition of the ToT.

7. Pre-training tasks

The participants were asked to prepare a three-slide presentation to be used as an introduction, with information on his/her training background and position, an MPA location map with zoning, and the three main expectations of this course. In addition, they were asked to review the [CaMPAM MPA Database](#) and update the information for the MPA(s) from their country. Six trainees were invited to make presentations on certain topics to enrich the course experience and illustrate the modules (see Agenda). All these activities were completed by all participants.

8. Agenda

A note with logistics information, agenda (Annex 3) and list of participants was sent one month before the course started. The agenda was designed by CaMPAM in consultation with UWI-CERMES and IUCN ORMACC, and discussed with instructors, to be able to meet the following requirements:

- Topics that cover the main training needs of the marine managed areas (MMAs) of the countries involved and based on the 16 years of experience of CaMPAM capacity building activities;
- Lectures, exercises and follow-up field trip discussions that address the main marine conservation issues and MMA management aspects of the Caribbean region, within a global context
- An order of the agenda starting from the biophysical features of the Caribbean environment, their ecological services, the biological and socio-economic monitoring methods and results in the Caribbean; the marine spatial planning methods and cases; MPA management, including the activity of an MPA manager, the engagement of local stakeholders, the use of communication tools, and the development of business plans of ecotourism operations associated with protected areas. In addition, CaMPAM, SocMon and BIOPAMA programs, and the UN Environment regional and international environmental policy agreements and IUCN commitments to advance the conservation agenda in the world were introduced to the trainees.
- The use of materials and case studies selected by the instructors based not only on their own experience but also guided by the course designer who provided guidance and materials (including the [UN Environment CEP/CaMPAM Manual of the Training of Trainers Program on MPA Management of the Caribbean](#), [factsheets on marine protected areas best management practices](#) and other publications as sources of consultation) for preparing the classes. Videos

(posted on YouTube and other online sources) were used to illustrate and promote discussion on specific subjects.

- The use of UWI-CERMES and IUCN ORMACC logistical resources to organize the course, along with some staff of the Coastal Zone Management Unit and the Folkestone Marine Reserve for the preparation and implementation of the field trip.
- The use of the trainees experience and selected presentations (see Annex 3) in The Bahamas, Belize, Bonaire, Jamaica, Grenada to illustrate topics.
- Emphasis on ecosystem-based spatial planning and management, and the use of decision support systems developed by UN Environment CEP' partners, and the existence of CaMPAM and BIOPAMA Gateway regional MPA Databases, all part of the project activities supporting this regional training.

9. Sharing information with the Caribbean MPA community

A series of notes were posted on the CaMPAM List with brief information on the classes and the opinions of the participants. They are accessible in the [CaMPAM List Archives](#) from the second half of April.

The CaMPAM List reaches out to ca. 1,000 subscribers, marine resources scientists and practitioners in the Wider Caribbean and the world.

10. Financial support

The course was supported by the UN Environment Caribbean Environment Programme with funding from the Directorate General for Development Cooperation of the Italian Ministry of Foreign Affairs) for the project, "Biodiversity for Sustainable Development in the Caribbean through Ecosystem-Based Management (EBM)". The [IUCN-ORMACC](#) through the BIOPAMA Programme, an initiative of the ACP Group of States funded by the European Union under the [11th European Development Fund](#), contributed with more than half of the course by arranging and covering the cost of the air tickets, accommodation and meals of 14 participants, and assisting UWI-CERMES with providing review to the agenda and other pre-course tasks.

11. Participants' assessment

An oral evaluation session was conducted on the last day of the course to gather an immediate picture of their learning experience. Each participant was asked to evaluate if their "Main expectations for the course" (a slide of their introductory presentation) was met by the course. Although most of them expressed their satisfaction, some stated that they expected to have a deeper attention to some topics of their interest (monitoring, marine spatial planning, and communications).

In order to gather more detailed information specific to each aspect of the course, a detailed questionnaire was distributed on the last day and filled by participants using an online tool (Google forms). The responses are anonymous. Annex 4 presents the scores of each question, processed by the Google online forms tools.

All responses to the quality of the different aspects of the course were very positive. Hereafter is an analysis of such responses:

11.1 Logistics (hotel accommodation, venue coffee breaks and lunches, course length)

The hotel was good (scored 7 or higher, out of 10 as maximum, by 83% of the trainees. The comments referred to the unstable internet connection (which did not allow guests to access Wi-Fi from their room, but from common nearby areas, the pool, lobby, bar and restaurant). The fact that the rooms had a kitchenette with dining and living spaces was highlighted as good for preparing their own dinners.

The venue (the Solutions Centre of The University of West Indies) was highly scored (72% of the trainees scored it 8 or higher), as well as the coffee breaks and lunches (88% scored them 7 and higher), with a mention of the nice service offered by the staff in the University's cafeteria where lunches and snacks were served every day. The menu was very varied and the food nicely cooked. The *course length* scores were a little more dispersed, with 70% of the trainees rating it higher than 7, and 59% scored it 8 and 9. One person expressed his/her desire to have course days shorter than 9am to 5pm, and with more practical sessions; others wanted to have an entire weekend free (only one day was free in the middle of the 10-day course) and deemed good to have longer breaks, and two suggested to have alternative settings throughout the course rather than only the classroom and more than one day in the field.

11.2 The pre-course phase

Most trainees strongly agreed (53%), or agreed (35%) that the *communication with the course coordinators* provided adequate information to prepare for the course, and almost all of them strongly agreed (77%) or agreed (17%) that they were given enough time to prepare the introductory presentation and plan for the attendance. One opined that, "the frequent emails were sometimes difficult to follow," but one pointed out that that the materials prior and during the course were excellent.

11.3 Course objectives, content, delivery

All trainees "clearly understood the course objectives" (included in the information of the ToT Application form, and explained at the first session). A higher score was given to "somewhat agree" for the question on expectations met. The difference between these two related questions (knowing the objectives and what to expect) is explained below (12. Facilitator assessment and recommendations. The trainees mostly (93%) strongly agreed, agreed or somewhat agreed that the "course content was logically organized", and 78% strongly agreed or simply agreed that they had enough time to learn the subject matter covered. Among the suggestions for improvement were to mix together the lectures with practical exercises, have more field visits, a shorter time for the module on biophysical features, more information on revenues from user fees, grants, and donors, each made by one individual.

The *instructors' performances* were highly appraised. Most of the responses on the satisfaction with the course instruction provided by each teacher are shown in Annex 4, question 13.

11.4 Knowledge and skills increase as a result of the course

Based on the responses (half responded "strongly agreed" and 39% responded "agreed", and none "disagreed"), the course increased the knowledge of the participants on the topics addressed. In addition, all "agreed" (from strongly to somewhat) that the knowledge gained is directly applicable to

the daily requirements of their jobs. The comments on topic areas where new learning acquired and applicable to their local protected areas varied depending on the preference and needs of each trainee on one or several particular topics. The responses on “the course helped to prepare for other opportunities and challenges in your work” and “the overall satisfaction with the course” were very positive: 80-89% agreed or strongly agreed to these questions. The comments for questions 17 and 18 ranged from the knowledge gained was satisfied and resulted in a great deal of learning, the topics covered were good, to learning new things good if promoted to a management position, to benefitting the work with the community, to concepts not previously considered that are useful for MPA planning, to know how regional networks operate.

11.5 Interaction with the participants

The interaction with trainees and instructors was highly appraised as one of the great values of the course (Annex 4 No. 19 and 20). This interaction was made during the two weeks of the course personally and by exchanging ideas and information (publications and reports) through the 13th Training of Trainers - Barbados private e-group on BIOPAMA’s yammer platform created for the occasion by IUCN. They all considered this tool a great one for a group to share interests and issues of their jobs. One comment expressed that continuing communicating is challenging with so many networks and social media platforms, and another stated that it can be used to seek advice from the group when needed. The interaction with the instructors during classes and at lunch breaks was also mentioned.

The responses to an additional question, “Are there specific individuals and/or institutions who participated in the course that would like to stay in touch with and learn from (e.g. instructors and/or students?” mentioned different instructors that would be useful to seek advice from, or simply, “all of them.” Some mentioned trainees whose experience as MPA managers can be useful to tap into. One of the comments stated that the course allowed the trainee to better know other experiences in his/her country and stated that she/he will stay more in contact with the other trainee from the country. The use of instructors and trainees experiences on managing large number of visitors, developing new ecotourism products for generating revenue, applying methods for surveying ecological and socio-economic (SocMon) conditions, and assisting government with national marine spatial planning were among the aspects mentioned in their comments.

11.6 Course materials and content

The participants expressed in the questionnaire and personally that the logical organization of the course with the biological and socio-economic aspects of the MPA scenarios at the beginning, was very pragmatic, with the planning and management issues presented in the second half of the course. The compilation in real time of all materials and information on classes, and posting in the “Training of Trainers on MPA Management 2018” e-group on the BIOPAMA yammer forum was highly appreciated. Participants felt this is a source of information that allows them not only to expand the knowledge received during the course but also for consulting on issues related to their job as managers. Additional materials requested by trainees as those that would be useful included how to implement a

management plan, a better national awareness of the need of creating maps, funds to implement activities, case studies and survey templates.

11.7 Strengths and weaknesses

The responses to the question on the strong points of the course ranged from the general content, compact agenda, the combined experience of trainees and instructors, the casual setting conducive to “exchange, speak and think”, the material available, the use of examples of real issues (*e.g.* stakeholder engagement in Grenada), the diversity of participants, the in-depth knowledge, skills and helpfulness of lecturers, wide representation of Caribbean countries, good time management, and networking tools.

In contrast, the weak points ranged from better hotel internet service to having more interactive and practical sessions, shorter work day and afternoon sessions, more information on managing various income sources for MPAs, more information on MPAs occupied by wetlands (less common), no class on how to teach.

These are some of the trainees’ suggested materials, support and technical assistance most needed to manage their MPAs: biophysical monitoring, visits of instructors to assist in specific areas and meet some of their MPAs supervisors and government agencies, SocMon and MSP training, fund seeking, business development, Dropbox with publications from each country, linkage with UWI and CaMPAM, starting a monitoring programme, buoys construction and deployment, people management skills, overcoming obstacles for enforcing regulations, latest findings on MPA management, assessing, equipping and monitoring water taxis operations and training them on tour guiding, first aid, etc. In particular, these are the topics they would like to have more in depth training on: participatory GIS and MSP and MPA databases and decision support systems (DSS); monitoring for increasing MPA effectiveness (ecological and socio-economic); communication tools for MPAs (using media, influencing crowds); working with fishers and the development of territorial use rights for fishing (TURFs); sustainable financing sources, budgeting and business planning; law enforcement and governance structure.

12. Facilitator assessment and recommendations

In the previous three years, two Training of Trainers programs for MPA managers have been implemented: in [2015](#) for English-speaking managers in Grenada, and in [2016](#), for Spanish-speaking countries in the Dominican Republic. That experience together with recent projects coordinated by CaMPAM addressing MPA capacity building and the development of decision support tools in the Eastern Caribbean, Belize and the Dominican Republic and Jamaica, were considered to build the agenda, select the instructors, and facilitate the classes for the 2018 training. Even though, challenges still exist that are to be considered to guide future training activities.

Hereafter is a summary of the course coordinator evaluation of the different aspects of the course, as well as some recommendations for future editions.

Partnership for coordination. In addition to the financial contribution, the partnership between UN

Environment CEP, UWI-CERMES and IUCN ORMACC, through the CaMPAM, SocMon and BIOPAMA programs allowed for a better representation of the region by accepting applications from countries that are not signatory to the SPAW Protocol of the Cartagena Convention. Furthermore, the participation of The UWI and the IUCN ORMACC facilitated the use of highly qualified and experienced staff of CERMES and IUCN as local coordinators and instructors. This support is essential and instrumental to have a good course environment.

Participant selection. This was the programme edition with the most applications never received (48), with a final selection of less than half of them (21). Most participants stated that the course met their expectations, although some expressed they would have liked some topics to be addressed deeper and with more detail. Although the call for applications and application forms were very informative and the agenda was distributed a few weeks before the start of the course, it was apparent that some trainees were not completely clear about the objectives and limitations of the course. **Recommendations:** To emphasize in future Call for Applications and later at the applicants' acceptance the course objectives and content and restrict the participants to junior MPA staff with limited experience and previous general MPA training. In addition, be clear that "Training of Trainers" means that the trainees are expected to share the knowledge acquired by assisting their institutions to implement a training workshop to meet their needs using the course materials, and with the partial financial and technical assistance of UN Environment-Caribbean Environment Program and the potential assistance of the regional course lecturers. For those requiring a deeper training in one or two specific aspects (*e.g.* monitoring, spatial planning, communications, donors approaching, enforcement, etc.) other training programs are available, and CaMPAM Training of Trainers is not the right one.

Pre-course tasks. The previous interaction and tasks requested of the selected trainees (a three-slide pre-formatted PowerPoint introductory presentation, review of the PA dataset at CaMPAM Regional MPA Database, presentations on specific subjects by six selected trainees, subscription to CaMPAM List, etc.) were beneficial to prepare them for the course and engage them as a group. **Recommendation:** To include more engaging tasks.

Local coordinators and instructors. The instructors were all experts on different MPA management aspects and tools RESIDING AND WORKING IN THE CARIBBEAN. This has been the policy of CaMPAM in the last 8 years, as more Caribbean professionals are becoming available with the right knowledge and working experience to serve as instructors of different modules. The instructors possess local and international expertise, knowledge of the Eastern Caribbean region's biophysical features, socio-economic and cultural setting, and marine resource management and conservation issues in the entire Caribbean region, as well as previous collaboration with the Training of Trainers and other CaMPAM, UWI-CERMES and IUCN activities. Most of them are members of the [CaMPAM Expert Group](#).

Although prioritized, the combination of experience and lecturing skills in the selection of instructors, are not necessarily found in all professionals related to MPA science and practice. Fortunately, thanks to the agreement between UN Environment-CEP with UWI Cave Hill in Barbados to implement this training activity in Barbados, and taking advantage of The UWI partnership with that of the IUCN ORMACC, we were able to have instructors with extensive teaching experience on the different topics of

marine area management, as well as experienced local coordinators and institutional back up.

Recommendation: continue to partner with academic institutions with experience in marine area science and management for implementing CaMPAM ToT Programme.

Agenda. The agenda was designed to start from the biophysical setting of the Caribbean marine environment and its ecosystem services and issues, to the MPA planning process, the establishment of management objectives and the tools such as communication, stakeholder involvement, and financing and business planning (see agenda for details). This arrangement aimed at mirroring the knowledge necessary to understand the biological resources functioning and how to better plan and manage their protection and usage for the prosperity of the local community. It is important to emphasize the CaMPAM regional course was never intended to go deep into any of the subjects addressed but to **increase the knowledge on the basics of MPA management**. We recognize that more classroom interactive exercises and more field trips could have improved the learning experience. As per the latter, although Barbados does not have an extensive marine protected area system, the special sites visited (including the only marine reserve in the country) and the explanation provided by the local staff during the field trip and the following discussion, allowed for making the most of it. This combination was a good opportunity for examining the challenges of an island with heavy tourist visitation, intensive coastal development and an economy strongly based on tourism, similar to what many countries in the Caribbean face now or will be facing in the near future. **Recommendation:** To increase the amount of time for interactive exercises and field trip(s). Request to instructors to provide the details of their class to make sure they include sufficient interactive exercises.

Logistics. The local partner institutions enabled a friendly and enriching learning experience. The experience of the local coordinators Maria Pena, Hyacinth Armstrong-Vaughn and Patrick McConney on the coordination of marine science and management projects and workshops was critical for ensuring the logistics conditions, including accommodation, field trip, air and ground transportation, daily lunches, etc. Both CERMES and IUCN split the travel arrangement of the trainees and instructors. IUCN supported the travel and accommodation costs of 14 trainees, while UWI took care of the rest, plus the instructors and local logistics. The technical coordinator (author of this report) focused on the course agenda and pre-, during and post-course activities, the participants' selection (trainees and instructors), the guidance for instructors, the selection of trainees' presentations, course facilitation, field trip observation discussion and evaluation sessions. Nevertheless, both local coordinators were actively engaged in all the details of the course and attended most of the classes. The participation of the IUCN ORMACC Senior Protected Areas Officer Dr. Jose Courrau as observer and lecturer was a bonus, greatly appreciated by CaMPAM and highly appraised by participants. **Recommendation** - To continue the model of partnership used in the course where local activities are coordinated by committed partners, with similar marine resources protection and management objectives.

Networking and financial assistance for local follow-up phase. Networking among the course participants and with the instructors and coordinators is one of the most valuable outcomes of this program. The communication started with the subscription to the CaMPAM List (with ca. 1000 members) of those not previously subscribed several weeks before the course started, and was followed

by an exchange of information (opinions, ideas and publications and reports) via the *ad hoc* private e-group “13th Training of Trainers for MPA Management – Barbados” on the BIOPAMA Yammer platform during the training. During the two weeks of the course, the exchange was intensive, however, during the following three weeks, it declined notably. A ToT 2018 private WhatsApp group was created in mid June and as per July 3rd, 13 trainees and 3 coordinators have joined it. The exchange of information have ranged from the mass arrival of sargasso to the coast of Caribbean countries, to coral reef surveys, highlights of relevant meetings (in St. Lucia, Miami and Grenada), plastics banning, MPA management, sea temperature, etc. The course coordinator is using this tool to stimulate information sharing and discussion among the 2018 ToT group and stimulate the sharing with the larger Caribbean marine management community through CaMPAM List. This communication tool is also helping CaMPAM coordinator to be updated on the group training needs and assist them as appropriate.

During the course, several notes were posted in CaMPAM List in order to share it with the larger Caribbean MPA community.

Due to the lack of resources, the usual local follow-up for the implementation of local training organized by the trainees (after a process of proposal development, fund transferring and reporting) was not able to start in June. This is an important phase of this programme as it aims at sharing the knowledge acquired by the participants with their own MPA community, at the site or national level. In preparation for this phase, the course coordinator facilitated a session, “What kind of training would you organize back in your country with the support of your institution and a \$4,000 grant from CaMPAM, in order to address your MPA capacity needs, using the lessons and materials of the ToT”. Each country presented 2-3 activities that were discussed collectively, and received the advice of CaMPAM coordinator. This information, as well as the signed commitment of the trainees institutions (part of the application forms) will be used by CaMPAM for the follow-up process. The resources needed to implement this part of the ToT are expected to be available before the end of the year. Needless to say, this phase requires a flexible and effective financial administration since it will include small grants’ disbursement to the institutions responsible of the training in each of the nine (9) countries signatory to the SPAW Protocol.

General analysis and recommendations. The evaluation of the course by the participants and the previous experience of the coordinators with this and similar activities allowed the author of this report to summarize a list of factors that combined to produce the positive results:

1. The partnership with an academic institution (UWI-CERMES) and an international conservation organization (IUCN) is critical to ensure the administrative and technical support needed to hold a successful course.
2. Instructors that are not only knowledgeable of their area of expertise, but also have a good grasp of the Caribbean culture and marine issues and experience as leaders of relevant projects and as lecturers. More attention is to be paid to review the module delivery to ensure that lecturing interactive exercises are properly balanced.

3. The call for applications and further communication with the applicants should emphasize even more the course content to prevent false expectations regarding the scope and approach of particular modules.
4. A preparatory work phase that included pre-course tasks and interaction with the selected participants is an important component and should be expanded to include more tasks.
5. Use the most of the host country's biophysical and social context for the class in the field.
6. Having very good living conditions (accommodations, meals, transportation) and an excellent course venue are critical.

13. Acknowledgements

The author of this report acknowledges the wonderful support received for the coordination of this regional course and the contribution of this activity by different individuals and institutions involved. In particular, I am very grateful to the staff of the UWI-CERMES and IUCN-ORMACC, through the BIOPAMA programme, in both Barbados and the Costa Rican offices, and particularly Maria Pena and Patrick McConney (CERMES) and Hyacinth Armstrong-Vaughn and Jose Courrau (IUCN ORMACC), respectively for their hard work during the course preparatory and implementation phases and for their commitment to collaborate with UN Environment-CEP SPAW program to implement CaMPAM MPA capacity building projects. Their understanding and respect for the CaMPAM platform and their commitment to building a fructiferous partnership has been beneficial for all institutions involved and critical for the success of this program. Ms Maria Pena and Ms Armstrong-Vaughn are outstanding examples of collaborative professionals and effective project managers. **It is delight to work with them.**

I also want to recognize the contribution of UN Environment Caribbean Environment Programme and its Coordinator, Dr. Lorna Inniss, and the SPAW Secretariat and its SPAW Officer interim between March 2017 and March 2018 Dr. Monica Borobia, who strongly contributed to the development of this collaboration and selected Barbados and The UWI as partners for this project.

We acknowledge the support provided by the Directorate General for Development Cooperation of the Italian Ministry of Foreign Affairs for the project, "Biodiversity for Sustainable Development in the Caribbean through Ecosystem-Based Management (EBM)" to implement the regional course and other related activities. The IUCN ORMACC through the BIOPAMA Programme, an initiative of the ACP Group of States funded by the European Union under the 11th European Development Fund, contributed to half of the course cost.

The contribution of CERMES staff in all steps of this activity, and the participation of the Barbados Coastal Zone Management Unit and the Folkestone Marine Reserve in the field trip were instrumental and highly appreciated.

Annex 1. Application forms¹



The Caribbean Environment Programme of the UN Environment ([UN Environment-CEP](#))

in partnership with the International Union for the Conservation of Nature Regional Office for Mexico, Central America and the Caribbean ([IUCN-ORMACC](#)) and University of West Indies' Centre for Resource Management and Environmental Studies ([UWI-CERMES](#)), as part of their respective programmes [CaMPAM](#), [BIOPAMA](#) and SocMon in the Caribbean are pleased to announce

the XIII edition of the "Training of trainers on Marine Protected Area Management" Programme to be held in Bridgetown, Barbados, from April 16-26, 2018

Introduction

The Caribbean Environment Programme of the UN Environment ([UN Environment-CEP](#)), in order to strengthen the capacity of member countries to conserve and restore the coastal and marine ecosystem services of the areas of high conservation value that are affected by human intervention is announcing the next English-language edition of the "[Training of Trainers Programme on Marine Protected Area Management](#)". The programme entails a 10-day regional course plus a possibility for future local follow-up training activities organized by the trainees in their countries. This programme started in 1999 and has been part of the activities of the Caribbean MPA Management Network and Forum ([CaMPAM](#)) to build MPA capacities of the Contracting Parties to the Protocol concerning Specially Protected Areas and Wildlife (SPA) to the Cartagena Convention and of other Caribbean countries.

The regional course will take place in Bridgetown, Barbados from **April 16-26, 2018**. The attendance of 25 participants from about 12 countries, including overseas territories from the USA, UK, the Netherlands, and France, is expected. In this occasion the course **will pay special attention to the application of the ecosystem approach in management**, address through lectures, interactive exercises, field trips. Topics to be addressed include the Caribbean biophysical and socio-economic features,

¹ Disseminated through CaMPAM List on December 15th, 2017

ecosystem services and existing monitoring methods and regional programmes, decision support systems for marine spatial planning, sustainable financing and business planning, community engagement in management, and communication tools.

For this edition of the programme, the UN Environment CEP has partnered with [IUCN-ORMACC](#) and the Centre for Resource Management and Environmental Studies of the University of West Indies ([UWI-CERMES](#)) as part of their respective CaMPAM, [BIOPAMA](#) and [SocMon](#) programmes. UWI-CERMES will be the local coordinating organization.

At the end of the course, participants will not only be able to disseminate and share what they have learned with colleagues and other interest groups in their countries of origin, but also become an *ad hoc* group for sharing experiences and stimulate cooperation. In addition, all participants will be part of the [CaMPAM List](#) network with more than 1000 members, for communication and information dissemination with the rest of the Caribbean MPA scientists and practitioners.

Eligibility and applications

The course will be imparted in English. No more than 25 participants will be selected among the applicants, based on the following criteria: 1. Fluency in the English language from English, Dutch and French-speaking countries; 2. Staff of government or non-governmental organizations working in or for MPAs at the site or country level, 3. No similar training obtained before; 4. Submission of the documents requested (listed below). Applicants from the countries that have ratified the SPAW Protocol² and from the Caribbean members of the ACP Group of States covered under the BIOPAMA Programme³ will be prioritized. However, applicants from other countries that are able to cover the costs of air transportation and accommodation will be considered.

Financial support

The course will receive full support by the UN Environment CEP and IUCN ORMACC thanks to the following projects:

- The UN-CEP Project the "Biodiversity for Sustainable Development in the Caribbean through Ecosystem-Based Management (EBM)" (funded by the Directorate General for Development Cooperation of the Italian Ministry of Foreign Affairs), and the
- [The IUCN-ORMACC](#) through the BIOPAMA Programme, an initiative of the ACP Group of States funded by the European Union under the [11th European Development Fund](#).

These institutions will cover the costs of air and ground transportation, hotel and meals, and course registration and implementation. As every year, CaMPAM welcomes requests for cooperation from national and international institutions wishing to contribute to the programme.

Those interested in applying and obtaining sponsorship for the regional course may submit their request

²The Bahamas, Belize, Colombia, Cuba, Dominican Republic, France, Guyana, the Netherlands, Panama, Saint Lucia, St Vincent and the Grenadines, Trinidad and Tobago, United States of America and Venezuela.

³Antigua & Barbuda, The Bahamas, Barbados, Belize, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Suriname, Trinidad and Tobago

by email to CaMPAM coordinator **no later than January 8th, 2018**, accompanied by the following information:

- Application form (see below)
- Professional résumé
- Letter of nomination of the candidate and commitment by his/her institution to support the candidate with the following:
 - Why are you nominating the applicant
 - How can your organization benefit from the training of one of your employees

The course will be facilitated by Dr. Georgina Bustamante, CaMPAM coordinator, with the local contribution of Hyacinth Armstrong-Vaughn (IUCN-ORMACC) and Maria Pena (UWI-CERMES). Members of the CaMPAM Expert Group (experienced MPA scientists and practitioners) will serve as instructors.

Send your application documents anytime by January 8th 2018 (the sooner the better) to
Dr. Georgina Bustamante
2018 Training of Trainers on MPA Management Programme
gbustamante09@gmail.com

The results of the selection will be made by January 22th, 2018



Application form

Training of Trainers Regional Course in Marine Protected Area Management
to be held at the Centre for Resources Management and Environmental Studies,
University of West Indies, Bridgetown, Barbados
April 16-26, 2018

This application form is to accompany the letter of nomination and commitment from the supervisor or head of your organization. Please complete all sections and submit by January 8th, 2018 to Dr. Georgina Bustamante, course coordinator at gbustamante09@gmail.com

1. Contact information

Applicant name

Title of post

Organization

Mailing address

Email, telephone
and Whatsapp
account number,
as needed

Participants will be selected for training based on the extent to which they meet certain criteria. Kindly answer all of the questions below as fully as possible to assist our selection process. Boxes will expand as you type.

2. Tell us about your previous training and experience in relation to marine protected area management

3. Tell us about your current work responsibilities related to an MPA

4. Tell us about the specific MPA location where you want to use this training by sharing the knowledge directly and/or a local training activity.

5. Are you likely to implement a local follow-up initiative or a possible training course at the MPA between May and December 2018 providing you receive partial financial support from UN Environment?

YES

NO

6. If selected, my preferred travel details to Bridgetown, Barbados are as follows - it is important that we have these details:

ARRIVAL (not later than Sunday April 15th)

Date

Time

Airline and flight No

DEPART (not sooner than Friday April 27th)

Date

Time

Airline and flight No

COST OF TICKET US\$ Approx. _____[Cost of a most direct return economy fare ticket to and from Bridgetown, Barbados, converted to US dollars]

(Copy/paste itinerary if needed)

7. Indicate, any special circumstances or requirements that we should know.

8. I have enclosed in my application:

Attachments	YES / NO
Letter of nomination and commitment from the head of my organization to support the applicant's participation in the regional course and the local training course at your MPA from May-December 2018	
Updated professional résumé (5 pages maximum)	

Please note that all attachments must be submitted in order for the application to be considered.

Signed

Date

The completed reply form is not expected to exceed 3 pages in length. Thank you.

Annex 2. Trainees, instructors and coordinators of 13th edition of CaMPAM Trainers of Trainers on MPA Management



13th edition of the CaMPAM Training of Trainers Regional Course on MPA Management

The University of the West Indies, Cave Hill Campus, Barbados

April 16-26, 2018

Participants list

Country	Name, position, institution, associated MPA (most are hyperlinked to its dataset in CaMPAM MPA Database , as pdf) and contacts
TRAINEES	
Antigua and Barbuda	Ruleo Camacho, Natural Resources Officer, Dept. Environment, Nelson Dockyard National ; Ruleo.Camacho@ab.gov.ag , rcam.doe@gmail.com ; 1-268-562-2568
Bahamas	Lashanti D. Jupp, Conservation planner, Bahamas National Trust, ELSP, Moriah Harbour Cay NP, Exuma Cays Land and Sea Park , etc. ljupp@bnt.bs ; (242) 393-1317

Country	Name, position, institution, associated MPA (most are hyperlinked to its dataset in CaMPAM MPA Database , as pdf) and contacts
Barbados	Leroy Thompson, operator, Folkstone Marine Reserve , leroythompson74@gmail.com , 1(246)238-2363
Barbados	Bertha Simmons, Barbados National Union of Fisherfolk Organization , Bines.simmons@gmail.com ; +(246)257 9066
Belize	Arreini Palacio Morgan, Director, Southern Environmental Association, Laughing Bird Caye National Park , Gladden Spit Silk Cayes Marine Reserve , arreinipal@gmail.com , apmorgan@seabelize.org , 501-670-2924
Belize	Kirah Forman, marine biologist, Hol Chan Marine Reserve , kirahforman@yahoo.com , 501-602-0227
Dominica	Derrick Theophille, Liaison with MPAs, Fisheries Division, Scott Heads and Soufriere Marine Reserve , Cabrits National Park; derkjt@gmail.com , 767-616-9793
Dutch Caribbean- Bonaire	Wijnand de Wolf, manager, Bonaire Marine National Park , STINAPA, marinepark@stinapa.org ; 599 7773344
Grenada	Christabelle Andrews, National MPA (and https://www.facebook.com/GMPANetwork/) Communication/Education Officer, GEF project thru the Fisheries Division; Ecopals12@gmail.com ; 1(473) 456-1398.
Grenada	Tracey Edwards, Manager, Sandy Island/Oyster Bed Marine Protected Area , siobmpa.manager@gmail.com , WhatsApp. 1246 237-2051
Guyana	Odacy Davis, Deputy Commissioner/Technical Director, Protected Areas Commission, Shell Beach PA; odacyd@gmail.com ; odavis.pac@gmail.com 592-615-2488
Jamaica	Inilek Wilmot, Manager, Oracabessa Bay Fish Sanctuary , Oracabessa Foundation, inilekwilmot@gmail.com
St. Kitts and Nevis	Tasia Jones, Marine Conservation Officer, Dept. Marine Resources, The Narrows Marine Managed Area , tasiajones123@gmail.com , 869 665-2333
St. Lucia	Margaret R. Straughn, Fisheries Assistant, Dept. Fisheries; Soufriere Marine Management Area and Canaries ; rita.harrison@govt.lc , 758-5199995, w 758 725 1821
St. Lucia	Saphira Hunt, Programme Assistant – Conservation; St. Lucia National Trust, Point Sable Environmental Protected Area ; saphira_hunt@hotmail.com 758-712-2966
St. Vincent	Sternley Walker, Park Ranger, National Parks Rivers and Beaches Authority, S Coast Marine

Country	Name, position, institution, associated MPA (most are hyperlinked to its dataset in CaMPAM MPA Database , as pdf) and contacts
and the Grenadines	Conservation Area ; ranger.walker@rocketmail.com 1784-527-5706 / 1 784-496-0166
St. Vincent and the Grenadines	Jeremy C. Searles, Senior Fisheries Assistant, Fisheries Division, South Coast Marine Conservation Area ; jeremy.searles86@gmail.com 1-784-454-4888
Trinidad and Tobago	Shivonne Peters, Buccoo Reef Marine Park Manager, , Dept. Mar Resources and Fisheries, Buccoo Reef Marine Park ; shivonne17@hotmail.com , 868 2860492;
Trinidad and Tobago	Danielle Lewis Clarke, Technical Officer, Environmental Management Authority, 20 MPAs listed in http://www.mpatlas.org/region/country/TTO/ , danielle.lewis@gmail.com ; 868 689 9036
US Virgin islands	Hilary Lohman, Fulbright Fellow at UWI-CERMES, hilary.lohmann@gmail.com , USVI MPAs
INSTRUCTORS	
Grenada	Roland Baldeo, Grenada Coral Reef Fund (recently former Grenada MPA National Team Coordinator). rolandbaldeo@gmail.com
Grenada	Lucia Prinz, Solimar International, lprinz@solimarinternational.com
Grenada	Stephen Nimrod, The Grenada Coral Reef Foundation/St. George's University, stephen.nimrod1@gmail.com
Barbados	Julian Walcott, CERMES-UWI, walcott.julian@gmail.com
Barbados	Jehroum Wood, CERMES-UWI, jehroum.wood@cavehill.uwi.edu
Barbados	Kimberly Baldwin, Ph.D. CERMES-UWI, baldwin.kimberly@gmail.com
Barbados	Patrick McConney, Ph.D., CERMES-UWI, patrick.mcconney@cavehill.uwi.edu
Barbados	Carmel Haynes, CERMES-UWI, carmel@haynesconsultingbb.com
Costa Rica	Jose Courrau, Ph.D. IUCN Environmental Policy and Management, Reg. Office for

Country	Name, position, institution, associated MPA (most are hyperlinked to its dataset in CaMPAM MPA Database , as pdf) and contacts
	Mesoamerica - Caribbean Initiative, Jose.COURRAU@iucn.org
COORDINATORS	
USA	Georgina Bustamante, Ph.D., CaMPAM Coordinator, gbustamante09@gmail.com
Barbados	Maria Pena, CERMES-UWI, maria.pena@cavehill.uwi.edu
Barbados	Hyacinth Armstrong-Vaughn, IUCN ORMACC, Hyacinth.Armstrongvaughn@iucn.org

Annex 3. Agenda of CaMPAM 13th Training of Trainers Regional Course



13th Training of Trainers (ToT) Regional Course on Marine Protected Area Management

**The University of the West Indies, Cave Hill Campus, Barbados
16-26 April 2018**

THE UNIVERSITY OF THE WEST INDIES, CAVE HILL CAMPUS, BARBADOS

PROGRAMME

The agenda aims at providing the participants, through lectures (slide shows and short videos), and interactive classroom and field exercises, using instructor experience and available information, the basics of the following topics:

8. The biophysical characteristics and interaction of the Caribbean coastal habitats (coral reefs, seagrass beds, rocky shores, sandy beaches, mangrove lagoons) at cross shelf and regional levels, their ecological services, and local and global threats to their resilience.
9. Ecological and socio-economic research and monitoring and its application to improve marine area management.
10. Marine spatial planning, participatory GIS, and ecosystem-based decision support systems.
11. Stakeholder engagement in MPA governance at site and national system levels.
12. Communication tools for MPA managers.
13. Sustainable financing and business planning.

Day and time	Activity (the modules nos. follow the CaMPAM Manual , a source of consultation)	Instructors and lecturers
	Arrivals	
Sunday 15 April	Participant arrival at the All Seasons Resort Europa	
Monday 16 April	<u>General course introductory session with all participants</u>	
9:00 – 9:05	Welcome by CaMPAM Coordinator and course organisers	Dr. Georgina Bustamante (CaMPAM), Ms. Maria Pena (UWI-CERMES), Ms Hyacinth Armstrong-Vaughn (IUCN Caribbean]
9:05 – 9:10	Logistics details	
9:10 – 9:20	Review of the course agenda	
9:20 – 10:20	Overview of the UN Environment SPAW's CaMPAM and IUCN's BIOPAMA programs	
10:20- 10:30	Questions	
10:30 – 10:45	BREAK	
10:45 – 12:30	<i>Speed session: Participant introductions and brief presentations on MPA sites (3-slide PowerPoint template provided)</i>	
12:30 – 1:30	LUNCH	
1:30 – 1:45	Review of speed session – questions and discussion	
1:45 – 3:30	MODULE 1 and 2: Caribbean coastal ecosystems - Ecological characteristics and services (habitats, fisheries, tourism, coastal protection) - Resilience and vulnerability - Economic valuation	Mr Stephen Nimrod, St. George's University, Grenada
3:30 – 3:45	BREAK	
3:45 – 5:00	MODULE 1-2: Caribbean coastal ecosystems cont.	

7:00 – 9:00pm	Welcome reception at the All Seasons Resort Europa	
Tuesday 17 April 9:00-12:30	MODULE 1-2: Caribbean coastal ecosystems cont.	
10:30 – 10:45	BREAK	
10:45 – 12:30	MODULE 1-2: Caribbean coastal ecosystems cont.	
12:30 – 1:30	LUNCH	
1:30-3:30	MODULE 1-2: Caribbean coastal ecosystems cont.	
3:30 – 3:45	BREAK	
3:45-5:30	Economic valuation of coral reef ecosystem services in the Caribbean	
Wednesday 18 April 09:00 – 10:30	MODULE 8: Monitoring for MPA effectiveness assessment <ul style="list-style-type: none"> - <i>Biophysical monitoring (water quality, habitat and species)</i> - <i>Socio-economic monitoring for coastal management (SocMon)</i> 	Mr. Stephen Nimrod Ms. Maria Pena & Mr. Jehroum Wood, CERMES-UWI
10:30 – 10:45	BREAK	
10:30 – 12:30	MODULE 8: Monitoring for MPA effectiveness assessment cont.	
12:30 – 1:30	LUNCH	
1:30 – 2:30	MODULE 8: Monitoring for MPA effectiveness assessment cont.	
2:30-3:30	MODULE 8: Monitoring for MPA effectiveness assessment cont. <ul style="list-style-type: none"> - <i>MPA management effectiveness: overview of manuals and guides with methods to measure indicators of</i> 	Dr. Jose Courrau, IUCN ORMACC

	<i>biophysical, socio-economic and governance features to assess management progress.</i>	
3:30 – 3:45	BREAK	
3:45 – 5:00	Presentation of participants biophysical monitoring programs in three different scales: <ol style="list-style-type: none"> 1. Entire-island MPA: Bonaire reef monitoring programme (by Wijnand de Wolf, manager) 15 minutes 2. MPAs in a nation-archipelago: Monitoring programme in The Bahamas marine reserves (by Lashanti Jupp, Bahamas National Trust) 15 minutes 3. Transboundary monitoring programme: The Grenada Bank binational monitoring programme (by Tracey Edwards, SIOBMPA, Grenada) 15 minutes 	Facilitated S. Nimrod
Thursday 19 April 09:00 – 10:30	MODULE 6: Marine spatial planning, participatory GIS, and ecosystem-based decision support systems. <i>- Marine Spatial Planning: Case studies from the Caribbean</i>	Dr. Kim Baldwin, Marine Spatial Information Solutions, Inc.
10:30 – 10:45	BREAK	
10:45 – 12:30	MODULE 6: <i>- Participatory GIS: An ecosystem approach to collaborative planning for management of marine resources</i>	
12:30 – 1:30	LUNCH	
1:30 – 3:30	MODULE 6: MPA Databases and decision support systems	Dr. Julian Walcott, UWI-CERMES
3:30 – 3:45	BREAK	
3:45 – 5:30	MODULE 1: Communication tools for an MPA manager <i>- Creating PowerPoint presentations, newsletters, note and press releases</i> <i>- The use of media outlets (websites, radio, newspaper and TV) and social networks (Facebook, Instagram, Twitter) to reach out to stakeholders and the general public.</i> <i>- The benefits of subscribing to scientists and conservation practitioners networks (CaMPAM List; GCFI.net, Coral List, West Hemisphere Shorebirds</i>	Ms. Carmel Haynes, UWI-CERMES

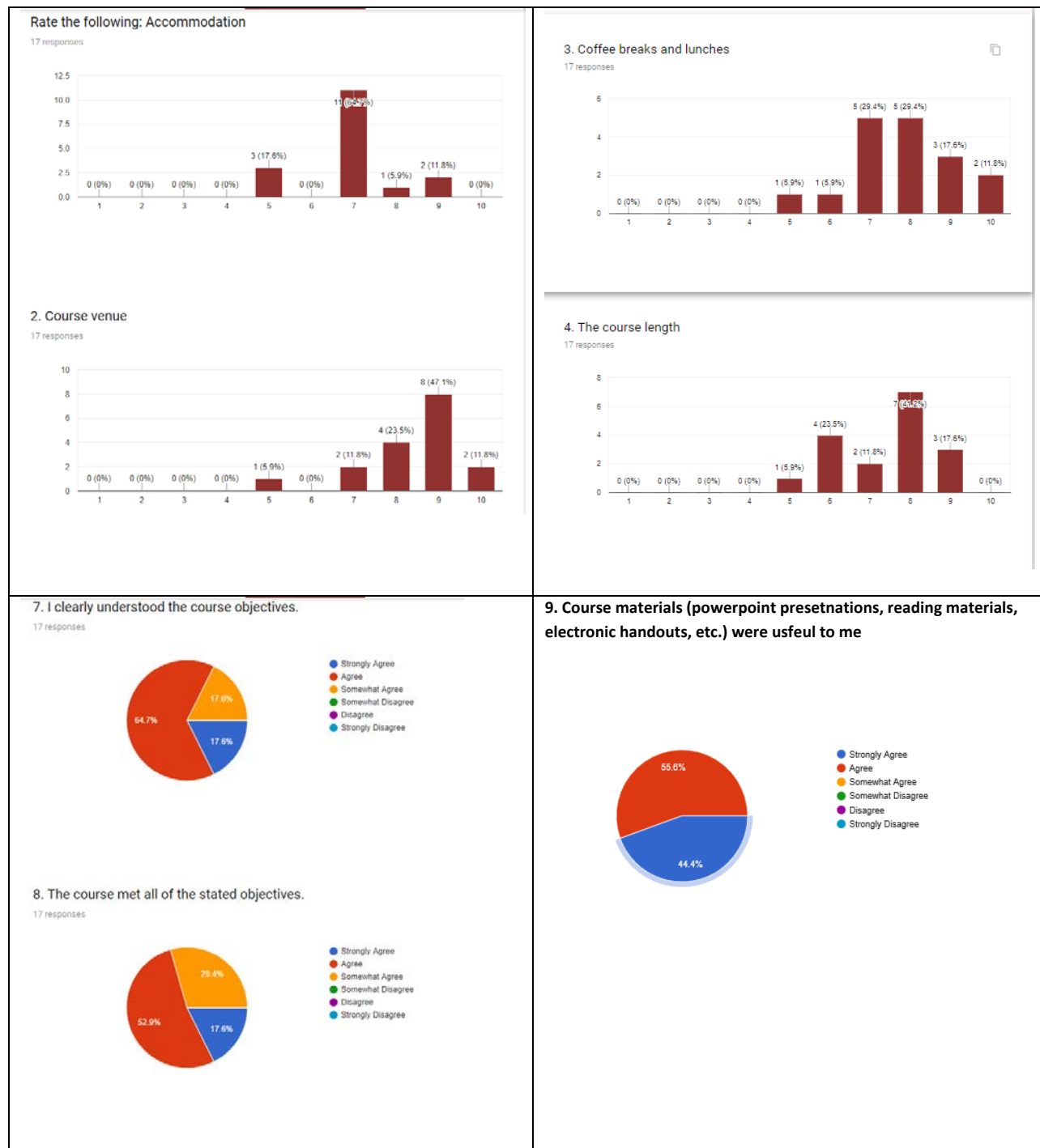
	Network (WHSN), SPAW RAC and CERMES newsletters, etc.)	
Friday 20 April 9:00 – 10:30	MODULE 7: MPA governance at site and national system levels, and stakeholder engagement in MPA management <ul style="list-style-type: none"> - The development of a marine managed area with the involvement of fishermen - The involvement of farmers to raise awareness and improve agricultural practices to reduce coastal pollution in nearshore areas - Daily operations of an MPA manager: staff recruitment and supervision, fees collection, surveillance and regulations enforcement, relationship with decision makers, equipment maintenance. 	Mr Roland Baldeo, Grenada Coral Reef Foundation
10:30 – 10:45	BREAK	
10:45 – 12:30	MODULE 7: MPA governance at site and national system levels, and stakeholder engagement in MPA management cont.	
12:30 – 1:30	LUNCH	
1:30 – 3:30	MODULE 7: MPA governance at site and national system levels, and stakeholder engagement in MPA management cont.	
3:30 – 3:45	BREAK	
3:45– 5:00	MODULE 7: MPA governance at site and national system levels, and stakeholder engagement in MPA management cont.	
Saturday 21 April	Day off	
Sunday 22 April 09:00 – 12:30	MODULE 7: MPA governance at site and national system levels, and stakeholder engagement in MPA management cont.	Patrick McConney, Roland Baldeo,
	<ul style="list-style-type: none"> - 1045 -1115 (30 min) McConney = Stakeholder engagement and co-management - 1115 -1200 (45 min) Baldeo = As above, Grenada experience - 1200 - 1230 (30 min) McConney = UN Environment SPAW Ecosystem-based Management Decision Support System 	
12:30 – 1:30	LUNCH	

1:30 – 3:30	MODULE 7: MPA governance at site and national system levels, and stakeholder engagement in MPA management cont. <ul style="list-style-type: none"> - Overview of the Caribbean fisheries governance and the fishermen involvement in Caribbean MPA planning and management. - Territorial Use Rights for Fisheries (TURFs) as a fishery management approach that aligns fishers' incentives with sustainability and ecosystem protection 	Dr. Patrick McConney, UWI-CERMES
3:00 – 3:15	BREAK	
3:15 – 5:00	Presentation of 3 MPAs by participants, with emphasis on community-based management/co-management. Q and A. <ol style="list-style-type: none"> 1. Belize Marine Managed Area Initiative (by Kirah Forman, Hol Chan Marine Reserve) 15 minutes 2. Privately Managed MPAs (by Arreini Palacio Morgan, Belize Southern Environmental Association) 15 minutes. 3. Jamaica's Fish Sanctuaries (by Inilek Walnut, Oracabessa Foundation) 15 minutes 	Facilitated by Roland Baldeo, Patrick McConney and G. Bustamante
Monday 23 April 09:00 – 10:30	Sustainable financing and business planning in MPAs (lectures, exercises, study cases) <ul style="list-style-type: none"> - Conservation areas to improve local economy. - Revenues for sustainable financing: users' fees (visitors and concessions), grants, individual donors and foundations, etc. - Business planning: budgeting and expenses recording of ecotourism operations 	Lucia Prinz , Solimar International
10:30 – 10:45	BREAK	
10:45 – 12:30	Sustainable financing and business planning in MPAs cont.	
12:30 – 1:30	LUNCH	
1:30 – 3:30	Sustainable financing and business planning in MPAs cont.	
3:30 – 3:45	BREAK	
3:45 – 5:00	Sustainable financing and business planning in MPAs cont.	
10:45 – 12:30	Sustainable financing and business planning in MPAs	

	<i>cont.</i>	
12:30 – 1:30	LUNCH	
1:30 – 3:30	<i>Sustainable financing and business planning in MPAs cont.</i>	
Tuesday 24 April 09:00 – 10:30	<i>Sustainable financing and business planning in MPAs cont.</i>	
10:30 – 10:45	BREAK	
10:45 – 12:30	<i>Sustainable financing and business planning in MPAs cont.</i>	
12:30 – 1:30	LUNCH	
1:30 – 3:30	<i>Sustainable financing and business planning in MPAs cont.</i>	
3:30 – 3:45	BREAK	
3:45 – 4:30	<i>Sustainable financing and business planning in MPAs cont.</i>	
4:30-5:00	Introduction to the field trip to cover all aspects addressed in the modules. Trainees divided into 4 groups. Each group is assigned to gather information on one aspect.	Barbados Coastal Zone Management Unit, (CZMU) CERMES,
Wednesday 25 April 9:00-5:00pm	Field Trip: Visit to MPAs and coastal areas with intense development (snorkeling probably). Trainees gather information assigned.	Barbados Coastal Zone Management Unit, (CZMU) CERMES,
Thursday 26 April 9:00 – 10:30	Field trip overview: Each group will present their observations (5-10 slides) with field scoping photos, identification of major spatial issues, conflicts for resolution, messages for communication etc. Staff of the Coastal Zone Management Unit and sustainable tourism expert will attend and participate in the discussion.	Barbados Coastal Zone Management Unit, (CZMU) CERMES, Georgina Bustamante
10:30 – 10:45	BREAK	
10:45-12:30	Field trip overview: Discussion continuation	

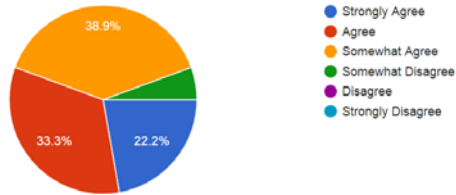
12:30 – 1:30	LUNCH	
1:30 – 4:00	<i>Local in-country follow-up activities</i> <ul style="list-style-type: none"> - Brief discussion of potential training activities or stakeholder workshops. - Each country (one presenter per each of the 14 countries) present the idea of a potential training or workshop to address the local needs of MPA practitioners, following the guidance form provided 	Georgina Bustamante and María Pena
4:00 – 4:15	BREAK	
4:15 – 5:00	<i>Assessment of the course by trainees</i>	
5:00	Closing	
Friday 27 April	Departure	

Annex 4 Results the survey conducted among the trainees, using an online questionnaire responded anonymously.



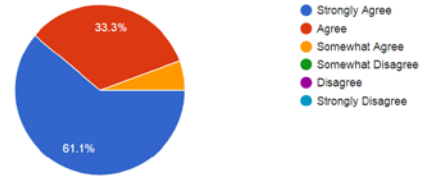
10. Course content was logically organized.

18 responses



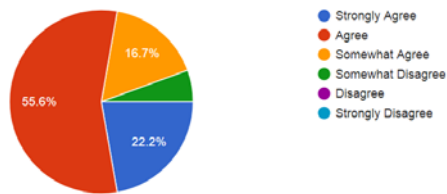
11. I had the opportunity to contribute in discussions.

18 responses

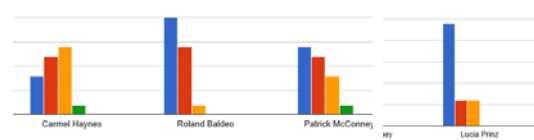
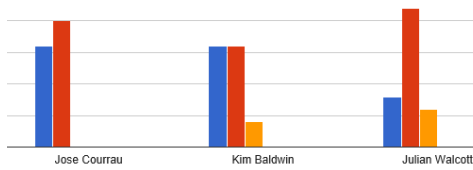
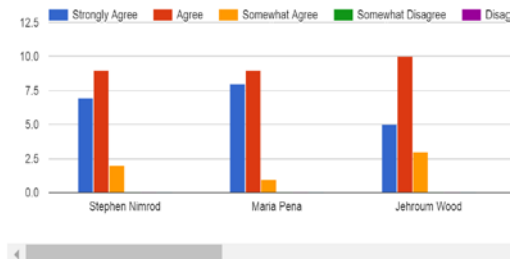


12. I had enough time to learn the subject matter covered in the course.

18 responses

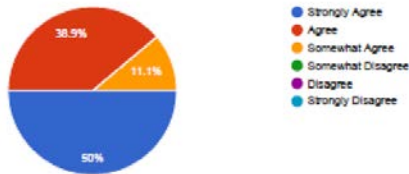


13. Overall, I was satisfied with the course instruction provided by:

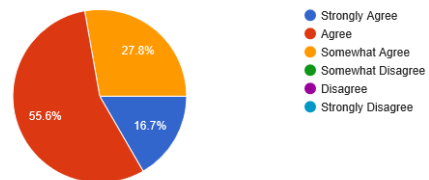


14. My knowledge and/or skills increased as a result of this course.

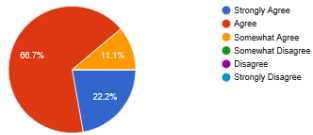
18 responses



15. The knowledge and skills I gained through the course are directly applicable to the daily requirements of my job

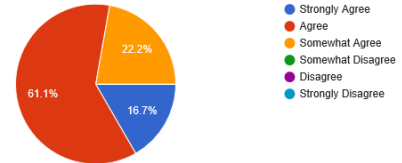


17. The course has helped me prepare for other opportunities or challenges I may face as a fisheries officer, manager, scientist, etc.



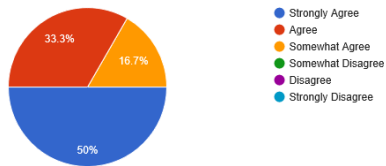
18. Overall, I was satisfied with the course.

18 responses



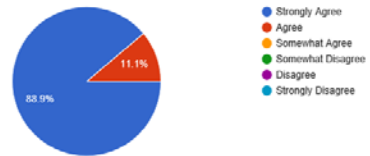
19. I benefited from interaction with the instructors.

18 responses



20. I benefited from interaction with my peers.

18 responses



21. The Yammer platform enhances my ability to interact with my peers

18 responses

