

Adaptive capacity for MPA governance in the eastern Caribbean

Cooperative agreement Applicant organization	Adaptive capacity for MPA governance in the eastern Caribbean Centre for Resource Management and Environmental Studies (CERMES), The University of the West Indies, Cave Hill Campus, Barbados
Applicant classification Principal investigator and contact information	University (also a regional non-governmental organisation) Dr. Patrick McConney, Senior Lecturer, CERMES, UWI Tel: 246-417-4725 or 26; Fax: 246-424-4204 Email: patrick.mcconney@cavehill.uwi.edu Web site: http://www.cavehill.uwi.edu/cermes
Grant program category	CRCP International Coral Reef Conservation Cooperative Agreements (Funding Opportunity Number: NOAA-NOS-IPO- 2011-2002585 for October 1, 2011 to October 1, 2012)
Specific objective(s) of the International Strategy Priority Goal One that the proposal addresses	Objective 2: Develop and implement comprehensive long-term capacity building programs for existing MPAs, based on capacity assessments to provide training, technical assistance, and follow- up support specifically for: <ol style="list-style-type: none">management planning and effectiveness evaluation;integrated monitoring linked to strategic planning;communication and community engagement; andstrengthening governance and adaptation to change Eastern Caribbean: Grenada, Saint Lucia, and St. Vincent and the Grenadines
Geographic location	Eastern Caribbean: Grenada, Saint Lucia, and St. Vincent and the Grenadines
Grant request and matching funds	<u>Grant request</u> : US\$115,000 <u>Matching funds</u> : US\$115,000
Project summary	Developing adaptive capacity for MPA governance in the eastern Caribbean is essential for sustainable biodiversity conservation and livelihoods, taking social and ecological uncertainties, including climate change, into account. Delivered by an international team with considerable practical experience this project approaches MPA capacity development in the focus country and two comparison countries through information exchange, tailored training, and assistance with learning-by-doing to bring about beneficial changes in knowledge, attitudes and practices. Improvements focus on management effectiveness, communication, community engagement, adaptive ecosystem-based management, reforming governance and participatory monitoring.

Specific International Strategy objective(s) under Priority Goal 1 addressed by the Cooperative Agreement

Priority Goal One of the NOAA Coral Reef Conservation Program (CRCP) International Strategy is to: *work with regional initiatives to build MPA networks and strengthen local management capacity to improve and maintain resilience of coral reef ecosystems and the human communities that depend on them.* The intent of this goal is to build well-designed and effectively managed MPAs and MPA networks by strengthening capacity to design and implement MPAs from local to regional levels. The goal also promotes natural and social science based tools and MPA network principles, including connectivity, representativeness, protection of spawning aggregations, biodiversity conservation, sustainable livelihoods, and resilience to climate change. This proposal addresses Objective 2 of Priority Goal 1 in the Eastern Caribbean, specifically in Grenada, Saint Lucia and St Vincent and the Grenadines.

Objective 2 is to: *develop and implement comprehensive long-term capacity building programs for existing MPAs, based on capacity assessments to provide training, technical assistance, and follow-up support specifically for a number of identified areas and optional others.* This cooperative agreement addresses the following areas:

- a. management planning and effectiveness evaluation;
- b. integrated monitoring linked to strategic planning;
- c. communication and community engagement; and
- d. strengthening governance and adaptation to change

Justification for proposed activities

Grenada	Saint Lucia	St. Vincent and the Grenadines
Selected marine protected area (MPA) study sites in each country		
Sandy Island/Oyster Bed (SIOBMPA); Molinere/Beausejour (MBMPA); Woburn/Clarke's Court Bay (WCCBMPA)	Soufriere Marine Management Area (SMMA)	Tobago Cays Marine Park (TCMP)
Type(s) of governance arrangements at selected MPA sites		
Government-led, site-based co-management committees under a national co-management committee established by MPA regulations	Local area management authority under Fisheries Act set up as a not-for-profit company	Government-appointed and dominated management board with stated aim to encourage co-management
Main role of MPA site participation in capacity building project design		
Focus sites for action assessed in need of capacity development	Comparison site interested in adapting the focus site activities	Comparison site interested in adapting the focus site activities

Grenada	Saint Lucia	St. Vincent and the Grenadines
Relevant (governance-related) coral reef conservation issues in the proposed locations ¹		
<ul style="list-style-type: none"> • Conservation goals unclear • Practices not linked to goals • No clear capacity building plan • Resilience thinking not used • EBM not fully considered yet • Few connections among MPAs • Uncertainty of state funding • Capacities of boards moderate • Unsure of best governance • Climate change not factored • Threats from other sectors • Not adapting management 	<ul style="list-style-type: none"> • Conservation goals unclear • No clear capacity building plan • Resilience thinking not used • Few connections among MPAs • EBM not fully considered yet • Strategic plan required • Low enforcement/compliance • SMMA regulations required • Needs monitoring, evaluation • Livelihoods issues dominate • Poor watershed management • Vulnerable to natural disasters 	<ul style="list-style-type: none"> • Conservation goals unclear • Practices not linked to goals • No clear capacity building plan • Resilience thinking not used • EBM not fully considered yet • Few connections among MPAs • Low levels of public awareness • Little community engagement • Communication plan not used • No systems for board learning • Little adaptive management • Climate change not factored
How Caribbean coral reef ecosystems will benefit from this Cooperative Agreement		
<p>Most donor-funded MPA interventions focus mainly upon benefits to be derived from improved bio-physical and sometimes socio-economic activities and/or monitoring. Few focus on governance despite the growing evidence that ecologically well-designed and managed MPAs may fail due to insufficient attention to the human dimension. This cooperative agreement provides benefits to Caribbean coral reef ecosystems by addressing this vulnerability. The capacity built to incorporate ecosystem-based and adaptive management that takes resilience and climate change into account will improve the sustainability of coral reef ecosystems.</p>		
Why the proposed locations and activities are priorities for NOAA CRCP investment		
<p>Coral reef ecosystems, as social-ecological systems, will benefit from capacity building in MPA decision-making, strategic planning, communication, community engagement, monitoring and evaluation at locations in Grenada, Saint Lucia and St Vincent and the Grenadines. These locations are priority for NOAA CRCP investment consistent with support to the Caribbean Challenge. The countries and their MPAs are in close proximity, consistent with the design and development of an MPA network among them. Indeed Grenada and Grenadines MPAs recently became so networked. This cooperative agreement, therefore, fills gaps and builds upon existing NOAA strategic initiatives.</p>		

Cooperative Agreement Goals and Objectives

The overall goal of this cooperative agreement is to strengthen adaptive capacity building for the governance of MPAs in the eastern Caribbean based on resilience thinking at the site level.

The grant window of 12 months limits the scope of adaptive capacity building. The project team will, however, work with country partners on a strategy for sustainability and expansion. With this in mind the three project objectives are to:

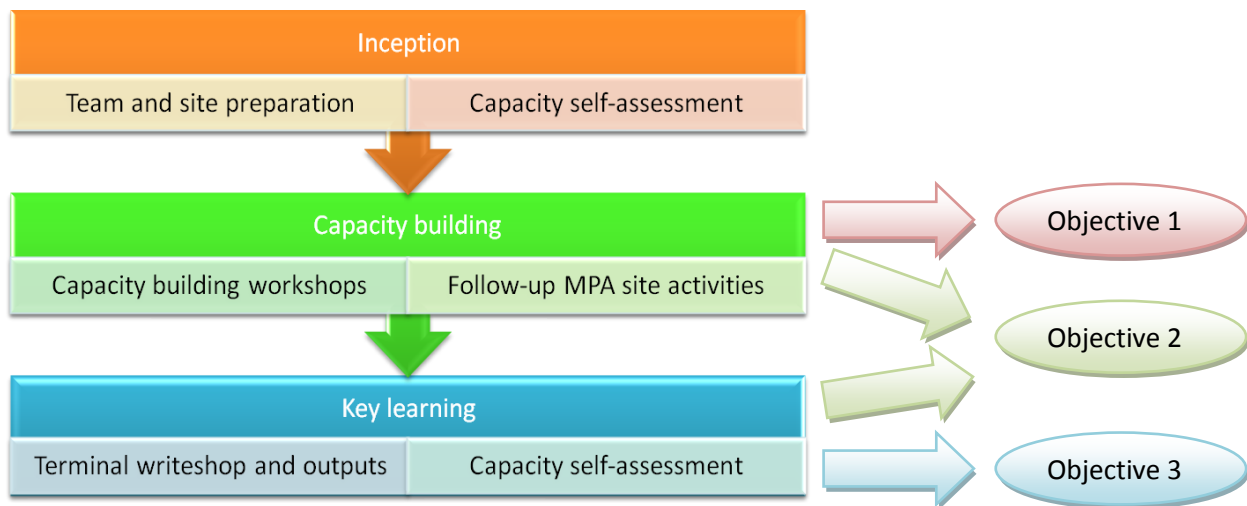
¹ From documentation (see references), McConney interviews with MPA managers and authorities (Jan 2011), and preliminary results from an ongoing MPA capacity assessment (Meghan Gombos pers. comm.)

1. Develop the adaptive capacity of key stakeholders in Grenada for MPA governance mainly through four linked training workshops with follow-up practical learning by doing
2. Extend the above capacity development to Saint Lucia and St. Vincent and the Grenadines for a limited comparison of MPA sites so as to inform potential replication
3. Document and foster learning from the outcomes of objectives 1 and 2 regionally and internationally through use of multiple media for communication with MPA interests

NOAA will be a partner and beneficiary in this through support to the Caribbean Challenge, several NOAA-associated products being used in implementation, and through communication and cooperation with other CRCP international initiatives.

Implementation strategy

The strategy is to achieve the project objectives in three linked phases as shown below.



Grenada MPAs are the target sites where we fully engage in capacity development. The Saint Lucia and St. Vincent and the Grenadines MPAs present the opportunity to compare with the target sites by extending the capacity building to learn what, if anything, should be done differently there. We do not assume that replication and scaling-up is straightforward. We network the comparison sites into the project to participate in the capacity building workshops and select follow-up activities. They monitor and evaluate the project from the perspective of implementation at their sites. From this, among other things, we learn more about scaling up and what works where, under which conditions, and why. In the next few sections we explain each component of implementation in more detail.

Inception

Inception activities include the arrival of the project manager/resource person in Grenada where she will be based throughout the project (but also see section on risk management). The CERMES leaders will brief and contract her and the remainder of the resource team. We will set up communications with the country partners and together prepare for implementation. This includes project announcements (several media), updating MPA site information, refining the work programme and developing a project communication strategy/plan. MPA partners will undertake capacity self-assessments using instruments to be developed that encompass all seven elements used in the CANARI framework. Along with results of the NOAA-funded MPA capacity assessment, these will provide a baseline for project intervention. The inception activities will take place in October 2011.

Objective 1: Develop the adaptive capacity of key stakeholders in Grenada for MPA governance through four linked training workshops with follow-up practical learning by doing

This project is deeply grounded in building practical and immediately useful adaptive capacity within the contexts of ecosystem-based management (EBM) and resilience thinking as applied to marine resource governance. We recognize that developing capacity, and using that capacity effectively to produce beneficial outcomes that stakeholders learn from, may be tackled in logical steps. These steps may be iterative but are presented here as a sequence of linked workshops with follow-up activities for learning by doing in the interim periods. Workshop working titles are:

1. Evaluating management effectiveness emphasizing EBM, climate change and governance
2. Strategic planning, governance reform and adaptive management capacity for resilience
3. Communication, community engagement, and participatory monitoring and evaluation

The workshops are designed for highly interactive and personalized learning, rather than mass training of large numbers. The upper limit will be 15 people. The first three capacity building workshops should follow the general design shown in the table, but the key learning writeshop may be two days.

Morning	Afternoon
Introductions, information and discussion	Practical group exercises
Reflection, information and discussion	Field trip and networking
Reflection, information and discussion	Synthesis and follow-up

Detailed work plans and schedules will be developed in the inception period with all of the participating stakeholders. The project is designed to be adaptive and flexible, taking into account that these small MPA bodies and stakeholder NGOs have limited capacity and are very easily disrupted or distracted by numerous other projects, interventions and natural disasters.

Below are summary explanations of each workshop and follow-up options. The latter will be implemented by the project manager working directly with MPA bodies or by remote guidance (e.g. internet, phone) for up to several weeks. The project manager will lead or co-lead the follow-up activity with local counterparts at each site. Each follow-up activity will be planned, budgeted and implemented as a mini-project. The project manager will also be responsible for all reporting and producing other outputs given the short implementation period for this grant, but with local participation to the extent feasible. In each follow-up activity a member of the resource person team will be assigned to provide any additional expertise required for the task, but will assist remotely (via internet) in most cases. At each workshop the participants will decide on the priority follow-up activities based largely on feasibility and breadth of benefit. The options listed for each workshop are just possibilities.

1. Evaluating management effectiveness emphasizing EBM, climate change and governance

Workshop #1 working title; tentative timing: mid-November 2011, duration 3 days, ≤15 people
Evaluating management effectiveness emphasizing EBM, climate change and governance
Objective learning outcomes for adaptive capacity building with emphasis on governance
By the end of this workshop and associated follow-up participants will: <ul style="list-style-type: none"> • Refresh perspectives on protected area concepts and purpose in a global/regional context • Critically review their management plans and other current major MPA guiding documents • Know how to evaluate MPA management effectiveness (ME) with emphasis on governance • Appreciate the importance of ecosystem-based management (EBM) and resilience thinking • Understand how to situate their MPA-ME in the context of EBM, including climate change • Design improvements to test in adaptive management and based on their rapid evaluation • Review the concepts and issues of climate change and relate them to MPA governance • Identify priorities for adaptive management capacity building for follow-up in this project • Understand adaptive capacity for governance and refine their MPA capacity self-assessment • Establish systems for participatory monitoring and evaluation (PM&E) and action learning
Examples of possible options for follow-up activity with linkages to content of workshops <ul style="list-style-type: none"> • Rationalize MPA management systems taking uncertainty more into account • Recommend amendments to the management plan governance sections • Develop terms of reference (TOR) for legislative review and improvements • Means of strengthening links between scientific research and MPA governance • Institutional mapping of stakeholders from EBM and resilience perspectives • Survey of attitudes and ethics of conservation compliance and enforcement • Sharing experiences from the Pacific Locally Managed Marine Areas (LMMA) • Assessment of the demand by stakeholders for participation (e.g. drivers, benefits) • Social network analysis and other methods related to resilience and complexity • Additional information on concepts and issues of climate change related to MPAs
Reporting on workshop and follow-up activity
A workshop report will be produced within 7 days using a standard reporting template. A report

on the follow-up activities will be produced at least 1 week before the next workshop so that participants can assist in monitoring and evaluating project progress as well as share in learning

2. Strategic planning, governance reform and adaptive management capacity for resilience

Workshop #2 working title; tentative timing: mid-January 2012, duration 3 days, ≤15 people
Strategic planning, governance reform and adaptive management capacity for resilience
Objective learning outcomes for adaptive capacity building with emphasis on governance
By the end of this workshop and associated follow-up participants will: <ul style="list-style-type: none"> • Appreciate the importance of strategic planning in addition to management planning • Know how to engage in participatory strategic planning for their and other organizations • Have a better understanding of the pros and cons of MPA governance arrangements • Be able to translate the principles of good governance into MPA management practices • Comprehend systems they can implement for improving the efficiency of decision-making • Be able to apply resilience thinking to organizational governance and networking • Understand vulnerability to climate change, and mitigation and adaptation responses • Identify bio-physical, socio-economic and governance indicators to monitor for resilience
Examples of possible options for follow-up activity with linkages to content of workshops
<ul style="list-style-type: none"> • Formulation of site-specific strategic plans or revision of existing strategic plans • Assessment of and practical exercises in conflict management mechanisms • Practical exercises in multi-stakeholder resource management negotiation • Training for MPA senior staff and board on enhancing board effectiveness • Recommend amendments to existing content or new co-management agreements • Integrating science with local knowledge to devise grounded monitoring tools • Introductory project management and leadership of community-based activities • Basic financial and administrative systems for small environmental NGOs/CBOs • Development of specific systems for participatory monitoring and evaluation • Revision or updating of stakeholder analysis to support governance reform • Institutional analysis of co-management arrangements for policy reform • Multi-sector responses to climate change and their integration at the site level • Connecting climate change to tangible socio-economic and livelihood outcomes
Reporting on workshop and follow-up activity
A workshop report will be produced within 7 days using a standard reporting template. A report on the follow-up activities will be produced at least 1 week before the next workshop so that participants can assist in monitoring and evaluating project progress as well as share in learning

3. Communication, community engagement, and participatory monitoring and evaluation

Workshop #3 working title; tentative timing: mid-March 2012, duration 3 days, ≤15 people
Communication, community engagement, and participatory monitoring and evaluation

Objective learning outcomes for adaptive capacity building with emphasis on governance
By the end of this workshop and associated follow-up participants will: <ul style="list-style-type: none"> • Understand the principles and dynamics of communication processes • Know how to formulate their own communication strategies and plans • Appreciate the levels of participation related to governance such as co-management • Review and revise the approaches used to engage and mobilize communities • Determine what aspects of their MPA governance are in need of greater participation • Develop systems for incorporating more participatory monitoring and evaluation
Examples of possible options for follow-up activity with linkages to content of workshops
<ul style="list-style-type: none"> • Communication campaign to improve compliance with MPA rules, regulations • Integrated communication needs and communication capacity assessments • Introduction to social marketing for changes in knowledge, attitudes, practices • Participatory development of a site-level communications strategy and plan • Tools and techniques for improving community engagement and empowerment • Communication for consensus-building structured on shared interest negotiations • Up grading skills in facilitation and consultative participatory processes • Assisting computer users to bookmark key internet references, resources • Techniques to re-orient governance and practices to build a participatory culture • Demonstrating the cost-effectiveness of internet use for management purposes • Acquiring and sharing electronic documents to build site level MPA e-libraries • Basic human resource development including career and succession planning • Communication for climate change vulnerability assessment and adaptation
Reporting on workshop and follow-up activity
A workshop report will be produced within 7 days using a standard reporting template. A report on the follow-up activities will be produced at least 1 week before the next workshop so that participants can assist in monitoring and evaluating project progress as well as share in learning

Objective 2: Extend the above capacity development to Saint Lucia and St. Vincent and the Grenadines for a limited comparison of MPA sites so as to inform potential replication

One of the most challenging obstacles to replication and scaling-up in the Caribbean is the lack of information exchange between neighbouring MPAs despite the valiant efforts of networks such as CaMPAM, the Caribbean Challenge and OPAAL project. The project manager will further promote networking to strengthen ties among the MPAs.

Select key participants from the MPA authorities and sites in Saint Lucia and St Vincent and the Grenadines will be integrated into every aspect of the project in order to meet this objective. They will attend workshops, take part in the assistance to sites and contribute through information exchange as well as benefit from the experience. Every effort will be made to have

the same people participate throughout for consistency and to create a longitudinal study. They will be a major part of the project’s continuous PM&E.

At the end they will be able to conclude, having made observations and interventions along the way, whether the design for Grenada can be applied fully in their countries or, if not, how capacity building needs to be tailored differently to be more successful. A small budget is allocated for the project manager to test a few follow-up activities in these two comparison countries and they will be reported upon in the same manner as those in Grenada in order to facilitate learning across MPA sites to meet this objective.

Objective 3: Document and foster learning from the outcomes of objectives 1 and 2 regionally and internationally through use of multiple media for communication with MPA interests

Emphasis will be placed on understanding the process of institutional learning, and using the lessons learned in ways to retain capacity over time despite change. CERMES documents its project outputs (visit the web site www.cavehill.uwi.edu/cermes). It will continue to do so and share these electronically. Writeshops have proven to be effective means for project participants to pull together key learning while simultaneously building capacity. The final project workshop will be a 2-day writeshop for the leading participants, after which the communication products will be finalized and shared.

Key learning final writeshop; latest timing: mid-August 2012, duration 2 days, 10 people
Lessons learned from building adaptive capacity for MPA governance in the eastern Caribbean
Objective learning outcomes for adaptive capacity building with emphasis on governance
By the end of this workshop and associated follow-up participants will: <ul style="list-style-type: none"> • Review the entire project, their involvement and key lessons learned in the process • Evaluate the project implementation communication strategy/plan • Experience the mechanisms of creating a comprehensive set of project reporting outputs • Better understand the process of report writing and producing other visual products
Examples of possible options for follow-up activity with linkages to content of workshops <ul style="list-style-type: none"> • Further involvement in finishing the production of the final reports • Development of site-specific outputs such as web page notices, stories • Creation of site-specific communication products for the local media • Filling of any gaps in project files to aid MPA site institutional memory • Sharing of project outputs further through personal and MPA networks • High level national MPA meetings for project outputs to influence policy
Reporting on workshop
The outputs will feed directly into the final reports and other output communication products

In addition, members of the project team will share results and work in progress as they attend various meetings around the region. These events will be part of their in-kind matching

contribution. Khan and Pomeroy, during the course of the project, will attempt to leverage additional funds to arrange study tour exchanges of persons from the project countries to visit the Asia-Pacific region. Examples include exchanges through the Global Island Partnership (GLISPA) or the IUCN Caribbean Programme.

Fit into applicant and government strategy for site management

The need for the proposed capacity development is well documented for Grenada at the national level (MacLeod 2007) and site level (CCA and CEC 2003, Roby 2010, The Nature Conservancy and Grenada Fisheries Division 2007) as confirmed by CERMES investigation just concluded (McConney et al 2010). Like Grenada, Saint Lucia and Saint Vincent and the Grenadines have recent site based management plans that strongly support the type of training and assistance being offered (e.g. Hoggarth 2007, Gardner 2009). This capacity development builds upon the several previous applied research projects executed by CERMES in partnership with these sites (see references and CERMES web site www.cavehill.uwi.edu/cermes). McConney of CERMES has met with officers of the authorities and boards responsible for MPAs in the three countries. They confirmed interest in the project and pledged their endorsement.

Task timetable

The timetable shows how after inception the project is essentially a set of linked capacity building workshops held in Grenada with practical follow-up and participation of MPA leaders from Saint Lucia and St Vincent and the Grenadines. Reporting follows each workshop and its follow-up in order to facilitate learning and continuous participatory monitoring and evaluation.

Major activities: start October 2011										O	N	D
Preparation of team, detailed project planning										X		
Site preparation and project inception report										X		
Multi-dimensional capacity self-assessment (start)										X		
Arrangements for upcoming w-shop and follow-up										X		
GCFI meeting, 7-11 November, Mexico (optional)											X	
Develop a project communication strategy/plan											X	
W-shop #1: MPA evaluation, EBM, governance											X	
Follow-up fieldwork to Workshop #1 at MPA sites											X	X
Reporting and arrangements for next w-shop												X
Major activities: end September 2012	J	F	M	A	M	J	J	A	S			
W-shop #2: Strategic planning, reform, resilience	X											
Follow-up fieldwork to Workshop #2 at MPA sites	X	X	X									
Reporting and arrangements for next w-shop		X	X									
W-shop #3: Communication, engagement, PM&E			X									
Follow-up fieldwork to Workshop #3 at MPA sites			X	X	X	X						
Reporting and arrangements for next w-shop						X	X					
Multi-dimensional capacity self-assessment (end)								X				
Project key learning and final writeshop								X				
Preparation, communication of final reports etc.									X			

Most workshops will follow the standard 3-day format shown before. In the intervening periods the project team will, mainly by electronic communication, assist and support the follow-up led on site by the project manager with project partners. The intention will be to, as far as possible, have a consistent core of workshops participants.

Products (outputs) and outcomes

In relation to the implementation strategy and task timetable, the project's basic products and outcomes are set out below. Given the synergies that are likely to occur with other initiatives, and the network of non-project interested parties with which the team normally interacts, it is conceivable that much more will be achieved than can be stated here with certainty. Outputs will add to the CERMES Technical Report series currently freely available from our web site. In keeping with typical terminology, the products are outputs resulting immediately and directly from the project, whereas outcomes may be realized on a longer timescale than the project with additional contributions from non-project interventions or a wider set of circumstances.

Outcomes related to each of the objectives	Products (outputs) contributing to outcomes
Objective 1: Building adaptive capacity	
Preparatory planning and engagement of project partners ready for implementation	Inception report documents refined workplan, project announcement and other preparation
Adaptive capacity built at Grenada MPAs as evidenced by the implementation of activities	The workshops held with follow-up activity as documented in workshop and activity reports
Adaptive capacity built at Grenada MPAs in the perceptions of the project participants	Comparison of the start and end capacity self-assessments is incorporated into final report
Objective 2: Researching replication	
Participants from Saint Lucia and St Vincent and the Grenadines engaged for comparison	Inception report documents their planned participatory monitoring and evaluation role
Recommendations made on the replication of capacity building including specific changes	Reports of the workshops and follow-up all incorporate PM&E comparisons and changes
Objective 3: Learning and sharing	
Cumulative information exchange among sites on building adaptive capacity and scaling-up	Workshop process and outputs demonstrate learning as captured in the final report shared
Set of lessons learned are shared worldwide to inform future capacity building interventions	Final reports and other project communication available on internet and distributed widely

Evaluating success

This project emphasizes the quality of changes in knowledge, attitudes and practices for building capacity, rather than only the transfer of skills typical of many training initiatives. The terminal writeshop will focus upon documenting the learning and capacity actually developed as a consequence of the project with special attention to uptake and application. Participatory monitoring and evaluation of the project is built into its design and there will be cumulative documentation of the experience to aid institutional learning and memory. CERMES will monitor and evaluate the project against the objectives. There will be an oral or written evaluation by the participants at the end of each workshop for quality assurance. Additional evaluation will include tracking project implementation by the MPA authorities and other participants to further ensure quality assurance and assess workshop impacts. Some of this has been previously described, especially through use of the participants from comparison sites.

Risk management

A number of measures have been incorporated into the project design to manage risk. Some of the most important features are briefly outlined here. First, the 12 month grant period allows for little slack in scheduling. Consequently the project starts briskly, trying to achieve outputs before the end-of-year slow-down while not crowding the final months in the hurricane season.

The risk of inappropriate workshop content is minimized by relying largely upon information and approaches previously tested in various Caribbean or international projects. The material can be adapted to the MPA sites well known to CERMES to reduce lead time for preparation.

The proposed project manager brings invaluable knowledge and skills to the project as the lead resource person for workshop follow-up resident in Grenada. She is fully committed to her role that includes sharing experience of Pacific LMMAs. However, if she cannot participate, then CERMES will recruit a substitute from within the region, most likely from among its alumni. A further fall back position would be to manage from CERMES in Barbados and increase the tasks allocated to members of the resource team. Thus there are two risk reduction options.

Despite full commitment to the project, we know from previous experience with small grants that MPA stakeholders will need considerable assistance in executing the workshop follow-up activities and would be unlikely to succeed in the expected time span. Hence risk of delay and poor performance is reduced by having the project manager/resource person lead follow-up in collaboration with a local MPA counterpart.

We are aware of projects in which participants receive skills training resulting in little capacity being built beyond the ability to carry out some technical techniques. By emphasizing context,

reflection and PM&E this project intends to increase the opportunities for deeper learning and capacity building for adaptation that allows participants to address changing circumstances.

Several MPA stakeholders wish to participate in the 64th GCFI to be held in Mexico in November 2011. Some have previously attended GCFI and are aware of its potential for building capacity. However both government and NGO folk require support estimated to total US\$25,000 for a dozen people. This is unaffordable given the \$100K project budget cap. However Dr. Robert Pomeroy, lead author of “How is your MPA doing?”, has agreed to be the key resource person for a one-day workshop at GCFI on: “Evaluation of management effectiveness with emphasis on governance to incorporate EBM, climate change and resilience”. In order to provide this early benefit and enhance the project, CERMES will seek additional funds to sponsor project participants and resource persons, but all Caribbean Challenge countries would be specially invited. This would increase the matching funds contribution.

Partner justification and roles

The roles of people and organizations in the project are summarized below.

Project partner	Role in project summarized
CERMES: Patrick McConney, Maria Pena, Lyn-Marie Deane, Dale Benskin	<ul style="list-style-type: none"> • Project management; workshop preparation • Workshop co-facilitation, follow-up support • Integrated monitoring for MPAs • MPA management effectiveness, adaptation • Communication strategy, plan and products • Resilience thinking, climate change, EBM • Governance institutions, co-management • Information technology for communication • Networking Caribbean and global MPA projects
MPA specialist: Zaidy Khan	<ul style="list-style-type: none"> • Field management and all follow-up activities • Workshop assistance with local arrangements • MPA adaptive management and operations • Locally managed marine areas (LMMAs) • Community mobilization and empowerment • Local level capacity building, engagement • South-south networking with Asia-Pacific
University of Connecticut-Avery Point and WorldFish: Bob Pomeroy	<ul style="list-style-type: none"> • Workshop co-facilitation, follow-up support • International MPA capacity building experience • MPA management effectiveness measurement

Project partner	Role in project summarized
	<ul style="list-style-type: none"> • Community mobilization and empowerment • Governance institutions, co-management • Integrated monitoring for MPA adaptation • Resilience thinking, EBM applied to MPAs • South-south networking with Asia-Pacific
CANARI: Nicole Leotaud and Keisha Sandy	<ul style="list-style-type: none"> • Workshop co-facilitation, follow-up support • Strategic planning, adaptive management • Participatory monitoring and evaluation • Action learning groups for capacity building • Community engagement, communication
Panos Caribbean: Jan Voordouw	<ul style="list-style-type: none"> • Communication strategies and planning • Community mobilization and empowerment • Participatory monitoring and evaluation
Grenada: Fisheries Division; Sandy Island/Oyster Bed (SIOBMPA); Molinere/Beausejour (MBMPA); Woburn/Clarke’s Court Bay (WCCBMPA)	<ul style="list-style-type: none"> • Identify project participants: Roland Baldeo, Coordinator MPA Programme; Coddington Jeffrey, Senior MPA Warden; Cecil McQueen, MPA Warden • Participate in workshops, lead follow-up activity, build capacity at target MPAs, participatory monitoring and evaluation, key learning, sharing
Saint Lucia: Department of Fisheries; Soufriere Marine Management Area (SMMA)	<ul style="list-style-type: none"> • Identify project participants: Newton Eristhee, Manager, SMMA; Nadia Cazaubon, Project Officer, SMMA • Participate in workshops, follow-up activity, participatory monitoring and evaluation, build capacity, assess learning to inform replication
St Vincent and the Grenadines: Fisheries Division; National Parks, Rivers and Beaches Authority (NPRBA); Tobago Cays Marine Park (TCMP)	<ul style="list-style-type: none"> • Identify project participants: Kenneth Williams, Manager; Olando Harvey, Marine Biologist; Benjamin Wilson, Ranger • Participate in workshops, follow-up activity, participatory monitoring and evaluation, build capacity, assess learning to inform replication

The country (national level) and MPA (site level) partners in the three countries are all entities with which CERMES has worked with over the past 5 years in several projects and has ongoing

collaboration in other areas (e.g. current PhD and MSc students, faculty research and outreach activities). The organizations are described in the research reports referenced. These include*:

Country	Key government and civil society and private sector stakeholders engaged
Grenada	Ministry of Carriacou and Petite Martinique Affairs; Carriacou Environmental Committee; Grenada Board of Tourism; Grenada Fund for Conservation; Woburn Woodlands Development Organization; Grenada Day Tour Charters; St George’s University; Grenada Fisheries Division; Grenada Yachting Association; Grenada Scuba Divers Association; Grenada Ports Authority; Southern Fishermen Association; Sustainable Grenadines Inc.; National MPA Committee; Sandy Island Oyster Bed MPA Stakeholders Committee; Molinere/Beausejour Stakeholders Committee; Maithland Television; Informer Newspaper; New Today Newspaper; Flow TV; Communication Unit – Ministry of Agriculture; Grenada Science and Technology Council
Saint Lucia	Department of Fisheries; Soufriere Marine Management Authority; Saint Lucia National Trust; OECS Protected Areas and Associated Livelihoods Project and Environmental Sustainable Development Unit; Physical Planning and Development Division
St Vincent and the Grenadines	Fisheries Division; Tobago Cays Marine Park staff and board; Environmental Services Unit; Ministry of Finance; Coast Guard; Ministry of National Security; Forestry Department; Union Island Environmental Attackers; Union Island Eco-tourism Movement; Union Island Tourist Board; Sustainable Grenadines Inc; Community Development Department; Friends of the Tobago Cays; Mayreau Environmental Development Organisation; Grenadines Dive

*= MPA stakeholder organizations will be updated in the inception stakeholder identification.

Budget summary

The US\$115,000 in federal funds and \$115,000 in matching funds required for the project are described below in the budget table below followed by the narrative explanation.

Cost category	Description of expense	Federal funds	Matching funds
PERSONNEL Total		45,950.00	89,200.00
TRAVEL Total		26,370.00	
SUPPLIES Total		7,400.00	6,000.00
CONTRACTUAL Total			2,200.00
OTHER Total		35,280.00	17,600.00
Grand Total		115,000.00	115,000.00