

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



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### Citation

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### Disclaimer

This report was prepared as an activity under the MPA Governance Project implemented by the Centre for Resource Management and Environmental Studies (CERMES) under award NA11NOS4820012 from the NOS International Program Office (IPO), U.S. Department of Commerce. The statements, findings, conclusions, and recommendations are those of the author(s) and do not necessarily reflect the views of the NOS International Program Office (IPO) or the U.S. Department of Commerce.

## Introduction

### *Rationale*

The Soufriere Marine Management Authority was officially established in July 1995 with a mandate to manage the Soufriere Marine Management Area (SMMA). The organization evolved into the Soufriere Marine Management Association Inc. (SMMA Inc.) following an institutional review in 2000. The revised Agreement to Manage the Soufriere Marine Management Area came into effect on 16<sup>th</sup> January 2001. The Government of St. Lucia gave approval of this agreement in Cabinet Conclusion No. 1648 of 1999 and Cabinet Conclusion No. 724 (b) of 2000.

During the period 1996 to 2000, a similar consultative process was undertaken to create a system for the management of an adjacent marine protected area (MPA), the Canaries/Anse La Raye Marine Management Area (CAMMA). Cabinet Conclusion 516 of April 1998 granted approval for the formation of CAMMA. Limited financial resources impeded the formation of an independent management body thus the SMMA Inc. was given responsibility for the overall supervision of CAMMA. This increased the total area under the management of the SMMA Inc. to approximately 22km of coastline.

The 2001 agreement governing the SMMA Inc. does not include or mention CAMMA. Having realized the evolution of management responsibilities of the SMMA Inc., the Board of Directors has recognized the need to develop a strategic plan to guide the organization for the next five years.

This opportunistic partnership with CERMES with funding from NOAA, on the MPA Governance project has provided seed funding to commence the process of review and data collection to inform a strategic plan for the Soufriere Marine Management Association Inc.

### *Objectives*

1. Conduct a training workshop on MPA Governance for members of the Board of Directors and key stakeholders.
2. Conduct a diagnosis radar and SWOT analysis of key stakeholders.
3. Prepare terms of reference to develop a ten (10) year strategic plan.

## Methods

### *Capacity Building for Board of Directors*

A training workshop for members of the Board of Directors of SMMA Inc. and key stakeholders on MPA Governance was organized. During this workshop two exercises were conducted to inform the upcoming strategic planning exercise.

### *Diagnosis Radar*

The diagnosis radar examined issues affecting the SMMA Inc. through categorization in four segments: people and livelihoods, institutions and governance, ecosystem and external drivers.

### *SWOT Analysis*

The workshop facilitator from CERMES guided the workshop participants through an assessment of the strengths, weaknesses, opportunities and threats to the SMMA Inc. at the global/regional and national/local levels.

### *Development of Terms of Reference*

A sub-committee from the workshop participants was tasked with preparing terms of reference to develop a five year strategic plan for the SMMA Inc. rather than the 10 year plan originally proposed.

## **Results**

Six board members or their representative and one key stakeholder were introduced to MPA Governance principles including the concept of ecosystem based management of MPAs in a changing climate.

### *Outputs*

The workshop report (CERMES and SMMA 2012) contains the preliminary diagnosis radar and SWOT analysis. The terms of reference is currently being drafted. However they have not been finalized.

## **Discussion**

The SMMA Inc. has twelve (12) agencies represented on the Board of Directors however only six representatives were able to attend this workshop. Participants appreciated the learning opportunity and suggested a similar workshop be organised for the benefit of those directors and more stakeholders who were unable to attend. Therefore the diagnosis radar and SWOT analysis are considered preliminary as they do not capture the opinions of the other six representatives. See the report (CERMES and SMMA 2012).

During the workshop, participants discussed developing terms of reference for a shorter period and agreed on a five year period. A subcommittee was formed to review and finalize a draft which would be prepared by one of the workshop participants. Preparation of the terms of reference has been postponed to a later date.

This follow-up activity has occurred during a period of transition at the SMMA Inc. at the management and board level and also at the national level with a recent change in government.

## **Key learning**

The board recognized the need for an ecosystems approach to managing the SMMA and CAMMA. In keeping with this SMMA Inc. needs to focus on building adaptive capacity and resilience through partnerships or networks with local, regional and international actors.

The concepts of EBM and MPA Governance presented were not new because individuals or agencies have been involved in the process, however the facilitator presented these concepts in an academic setting which provided a new perspective. Theories however are hard to put into practice due to societal interactions.

## References

CERMES and SMMA. 2012. Soufriere Marine Management Association (SMMA) directors' workshop on MPA governance. Soufriere, 19 January 2012. MPA Governance Project. Centre for Resource Management and Environmental Studies (CERMES), UWI Cave Hill Campus, Barbados. 19pp.

SMMA 2001. Agreement to Manage The Soufriere Marine Management Area (2001)

SMMA [n.d.] An Agreement On Use And Management Of The Coastal Marine Area from Marigot Bay to Anse Mahaut on the West Coast of Saint Lucia.

## Appendices

### *Appendix 1. MPA governance follow-up form for SMMA*

#### **Adaptive capacity for MPA governance in the eastern Caribbean: Follow-up Activity Form**

Please complete all sections and submit as an email attachment to [patrick.mcconney@cavehill.uwi.edu](mailto:patrick.mcconney@cavehill.uwi.edu)

#### 1. Contact information

Workshop #	1	Theme of activity	Strategic Plan Preparation
Title of activity	Towards Development of a 10 yr strategic plan for the SMMA		
Organisation	Soufriere Marine Management Association		
Town/location	Soufriere		
Area/parish			
Country	Saint Lucia		
Activity leader	Nadia Cazaubon / Allena Joseph		
Title of post held	Project Officer / Fisheries Biologist		
Telephone(s)	(758) 459-5904 / (758) 468-4141		
Facsimile(s)	(758) 459-7799 / (758) 452-3853		
Email address(es)	<a href="mailto:cazaubon@smma.org.lc">cazaubon@smma.org.lc</a> , <a href="mailto:smma@candw.lc">smma@candw.lc</a> / <a href="mailto:allena.joseph@maff.egov.lc">allena.joseph@maff.egov.lc</a>		
Skype name(s)	nada.sonia / anella101		

*We will use e-mail for most communication so give addresses that are reliable and are checked regularly.*

Type responses in the boxes below and they will expand to fit the text. Try to be concise but very clear.

2. What is the purpose/objective of your activity related to adaptive capacity for MPA governance? (<100 words)

Develop terms of reference (TOR) for a 10-year strategic plan for the Soufriere Marine Management Association (SMMA). The Board of Directors of the SMMA has recognized the need to develop a strategic plan to guide the management of the Soufriere Marine Management Area. The management structure of the SMMA has continued to evolve since it was established in 1995 demonstrating the ability to adapt to external and internal changes.

Stakeholder consultations and environmental scans will be employed to inform the strategic plan. This plan will thus reflect the views of stakeholders and gain consensus in planning the direction the SMMA will move in the coming decade.

4. What specific (measurable, verifiable) outputs will you achieve by the end of the activity? (3-5 bullet points)

- SMMA Board of Directors and key stakeholders will have a greater understanding and appreciation of MPA Governance principles.
- A SWOT analysis/environmental scan will be completed to identify perturbations and resilience in governance structure.
- Terms of Reference for a consultant to develop a 10-year Strategic Plan for the SMMA will be drafted.

5. What is your scheduled work plan and budget for the 1-4 week activity? (Insert or delete rows as necessary)

Task description (major tasks to be accomplished for deliverables)	Wk1	Wk2	Wk3	Wk4	Cost (USD)
Organize workshop	X				\$100.00
1-day BOD retreat to ID perturbations affecting SMMA from 2001-2011 <ul style="list-style-type: none"> <li>• Governance Principles</li> <li>• Complete SWOT/environmental scan analysis of Soufriere Marine Management Area</li> <li>• Complete SWOT analysis of Soufriere Marine Management Association</li> </ul>		X			\$600.00
Develop TOR		x	x		\$200.00

Task description (major tasks to be accomplished for deliverables)				Wk1	Wk2	Wk3	Wk4	Cost (USD)
Present TOR to BOD & Stakeholders for comment/review.						x	x	
Complete follow-up activities report: administrative cost, transport							x	\$100.00
Start date	9th January, 2011	End date	12 <sup>th</sup> February, 2011	Total budget for activity				\$1,000.00

6. In the table below list the critical resources or stakeholders in the activity and their roles. (Insert or delete rows)

Critical resource or stakeholder identified	Role in implementing the activity or specific tasks
Nadia Cazaubon & Allena Joseph	Project coordinators: organize workshop & meeting, coordinate logistics & prepare report
Patrick McConney	Soufriere MPA Governance workshop facilitator
Members of the SMMA Board and other stakeholders	Participate in workshop
SMMA Board of Directors subcommittee	Develop TOR

7. Are there any assumptions or circumstances that may impact on successful implementation? (<100 words)

<p>Views expressed during the consultations would not be based solely on the operations and functions of the SMMA but would include partisan politics, matters of interest to specific stakeholder and other national environmental issues.</p> <p>The following external factors may influence discussions or perceptions during the consultation process</p> <ul style="list-style-type: none"> <li>a) Spill over partisan politics owing the end of the elections cycle in Saint Lucia</li> <li>b) Ongoing construction of a beach facility and proposed water sports zone in an area zoned as a Fishing Priority Area</li> <li>c) Commencement of construction of a hotel at Malgretoute.</li> </ul> <p>We hope to identify at least one Board member with the expertise to lead a committee to develop the TOR for a consultant.</p>
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8. If you are not authorised to sign follow-up agreements on behalf of your organisation, identify the person who is

Authorised person	Thomas Edmund
Title of post held	Chairman & President

9. Any other pertinent information (<100 words)

Submitted to CERMES on (dd/mm/yy)	12 Jan. 12	By (name)	Nadia Cazaubon
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**The completed form is not expected to exceed three pages in length. Thank you.**

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***Appendix 2. Workshop report (separate document)***

CERMES and SMMA. 2012. Soufriere Marine Management Association (SMMA) directors' workshop on MPA governance. Soufriere, 19 January 2012. MPA Governance Project. Centre for Resource Management and Environmental Studies (CERMES), UWI Cave Hill Campus, Barbados. 19pp.