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STRATEGIC DIRECTIONS AND PLAN FOR CaMPAM

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Strategic Directions and Network Development Plan for the Caribbean Marine Protected Area Network and Forum (CaMPAM)



An initiative of the African, Caribbean and Pacific Group of States funded by the European Union



Coordination: Cartagena Convention Secretariat, United Nations Environment CEP (Ileana C. Lopez)

Lead author: Nicole A. Brown

Research support: Frédérique Fardin

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Strategic Directions and Network Development Plan for the Caribbean Marine Protected Area Network and Forum (CaMPAM)

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Acronyms and Abbreviations

ACP-MEAs III	Enforcing Environmental Treaties in African, Caribbean and Pacific Countries Project
BIOPAMA	Biodiversity and Protected Areas Management Programme
CaMPAM	Caribbean Marine Protected Area Management Network and Forum
CANARI	Caribbean Natural Resources Institute
CarSIF	Caribbean Sea Innovation Fund
CAR/RCU	UNEP Caribbean Regional Coordinating Unit
CCS	Cartagena Convention Secretariat
CERMES	Centre for Resource Management and Environmental Studies, University of the West Indies, Cave Hill Campus
CLRT	CaMPAM Leadership and Resources Team
COP	Meeting of the Contracting Parties
DCNA	Dutch Caribbean Nature Alliance
GCFI	Gulf and Caribbean Fisheries Institute
IUCN	International Union for Conservation of Nature
MAR Fund	Mesoamerican Reef Fund
MEA	Multilateral environmental agreements
MPA	Marine protected area
NOAA	National Oceanic and Atmospheric Administration
PA	Protected area
PAME	Protected area management effectiveness
RedGolfo	Gulf of Mexico Marine Protected Area Network
SPAW Protocol	Protocol Concerning Specially Protected Areas and Wildlife
SPAW-RAC	Regional Activity Centre for the Protocol Concerning Specially Protected Areas and Wildlife for the Wider Caribbean Region
STAC	Scientific and Technical Advisory Committee

ToT	Training of trainers
UNEP-CEP	United Nations Environment Programme – Caribbean Environment Programme
WCR	Wider Caribbean Region

Executive Summary

This network development plan sets out options for consideration by CaMPAM members and stakeholders to address CaMPAM's institutional gaps and weaknesses identified or confirmed during the review of the impact and effectiveness of CaMPAM, which is documented in the report entitled *Assessment of the Impact and Effectiveness of the Caribbean Marine Protected Area Network and Forum (CaMPAM)*. The plan does not address the programmatic recommendations of the impact and effectiveness review; those should be addressed as part of the programme development that will flow from the strategic planning process.

The network development plan is predicated on a two-year process that puts decision-making about the network's future in the hands of its members and target audience – marine protected area (MPA) practitioners.

Four assumptions about process underpin this network development plan.

1. *Decision-making about the future of CaMPAM will rest with the network's target audience – Caribbean MPA professionals.* In line with the call for a responsive programme and stakeholder participation in decision-making about CaMPAM's work, MPA professionals must drive the reshaping of CaMPAM and own the reshaped CaMPAM. Participants in the 4 December 2020 stakeholder meeting specifically called for an open, participatory process in developing the new structure for CaMPAM.
2. *Premature or co-opted decision-making could prejudice a participatory process at best or delegitimise it at worst.* Organisational development is an iterative process requiring layers of assessment of options and decision making. The options and recommendations outlined below are provided as a starting point for discussion among stakeholders. These options should be shared with stakeholders for input, refinement and final decision-making to ensure the legitimacy and validity of the process to restructure CaMPAM and its outcome.
3. *Stakeholders will be engaged in a systematic consultation process that is transparent, accessible and supported by clear communications.* The Implementation Plan provided in Section 5 below outlines a simple roadmap with actions and instruments that will facilitate meaningful and effective stakeholder engagement.
4. *The SPAW Programme will drive the rollout of the network development plan.* Although the outcome could result in a changed relationship between the SPAW Programme and CaMPAM, it is appropriate for the SPAW Programme to continue taking the lead in catalysing improvement to the network, as an extension of the coordinating it has been playing to date.

Network development activities are proposed as part of the following six components:

1. Building stakeholder ownership of network development process and its outcome
2. Developing and finalising the network's institutional architecture and governance framework, using as a basis for discussion the options set out in this report
3. Collecting baseline data to inform strategic planning and a monitoring and evaluation framework

4. Developing a strategic plan, including a monitoring and evaluation framework and fundraising strategy
5. Building out and launching of virtual forum/community platform to support the activities of the network
6. Launching the revitalised network and of the “new” CaMPAM

1. Background and Overview

1.1 Introduction

This network development plan sets out options for consideration towards strengthening the institutional sustainability of the Caribbean Marine Protected Area Management Network and Forum (CaMPAM). CaMPAM is a network of marine protected area (MPA) practitioners created by MPA managers in 1997 to address the capacity limitations of Caribbean MPA personnel, particularly at the managerial level. It was established under the aegis of the Specially Protected Areas and Wildlife (SPAW) Programme of the Caribbean Regional Co-ordinating Unit (CAR/RCU) of the UN Environment Programme – Caribbean Environment Programme (UNEP-CEP) (Bustamante *et al.* 2014). The network development plan was commissioned by the CAR/RCU in its capacity as the Secretariat to the Convention for the Protection and Development of the Marine Environment in the Wider Caribbean Region (Cartagena Convention).

In June 2019, at the Tenth Meeting of the Contracting Parties of the Protocol Concerning Specially Protected Areas and Wildlife (COP) (SPAW Protocol), Parties recommended that the Cartagena Convention Secretariat “undertake a comprehensive review to determine the impact of CaMPAM’s activities thus far, envisaged to evaluate [its] effectiveness and guide future work with a view to [...] ensuring activities [are] linked to overall SPAW Protocol activities/goals” (UNEP 2019: Annex II, 2).

The network development plan, and an allied assessment of CaMPAM, are prepared under the Enforcing Environmental Treaties in African, Caribbean and Pacific (ACP) Countries (ACP-MEAs III) project to support the effective implementation of the SPAW Protocol. The ACP MEAs programme is a joint partnership between the European Union, the Organization of African, Caribbean and Pacific States, UN Environment Programme and the Food and Agriculture Organization of the United Nations, which aims at building capacity in 79 countries in Africa, Caribbean, and Pacific (ACP) to support them fulfil their obligations as parties to Multilateral Environmental Agreements (MEAs) to tackle the environmental issues they face. In the Caribbean, it is implemented by the Caribbean Community (CARICOM) and the Cartagena Convention Secretariats.

As part of the ACP-MEAs III project, the SPAW Programme is also working towards establishing a functional ecological network of SPAW-listed marine protected areas (MPAs) covering interconnected marine and associated habitats and ecosystems for restoring and sustaining the health of the oceans. Ecological networks of protected areas present opportunities for scaling up conservation actions and building resilience across interconnected ecosystems and habitats. The development of an ecological network of MPAs in the Wider Caribbean marks an important step towards fulfilling the aims of the Cartagena Convention and UNEP’s regional seas programme for the Wider Caribbean. As of mid-2020, there were 35 SPAW-listed sites in the Wider Caribbean. Efforts to establish an ecological network may lead to the listing of additional sites to achieve objectives related to restoring or maintaining marine populations, communities or ecosystems. The initial consultant assessment of the feasibility of an ecological network has recommended building out the network from sub-regional hubs or clusters and taking steps to fill data and information gaps. The report also notes the potential for synchronicity between the ecological network and social network or network for professionals, given that functional success of a protected area network hinges not only on the strength of its ecological connections, but also, importantly, on the strength of its human connections. The report also notes the need for both the rollout and operation of the ecological network to be supported by an effective communication

mechanism between protected area managers and the Cartagena Convention Secretariat (CCS)/SPAW Programme.

1.2 Consultancy Objectives

This network development plan was prepared under a technical support consultancy to UNEP-CEP.

The consultancy objectives were:

1. Determine the effectiveness of the Caribbean Marine Protected Areas Management Network and Forum (CaMPAM) and the impact of its activities to date using as a base the evaluation undertaken in 2016 and presented at the seventh meeting of the Scientific and Technical Advisory Committee (STAC 7).
2. Provide clear and detailed recommendations and strategy for the development of a network of protected areas with professionals that can effectively support SPAW Programme objectives and activities.
3. Propose a set of options for the consideration of STAC 9, COP 11 for the organisational structure and operativity of CaMPAM resulting from the above recommendations.

The network development plan is prepared in fulfilment of Objectives 2 and 3 and is complemented by an assessment of the impact and effectiveness of CaMPAM in fulfilment of Objective 1. See Appendix 1 for the complete consultancy terms of reference.

1.3 Methodology

Information for the review of CaMPAM and the preparation of the network development plan was gathered between mid-August and December 2020. Data collection methods included:

- Document review: Desk review of documentation provided by UNEP-CEP, CaMPAM expert group members and downloaded from the Internet to support an assessment of performance.
- Stakeholder surveys administered to six cohorts of the regional Training of Trainers (ToT) course cohorts, MPA managers and staff of agencies responsible for protected area (PA) management; subscribers to the CaMPAM-L listserv: Fifty-four survey responses were analysed.
- Semi-structured key informant video/voice call and email interviews with 34 members of the following stakeholder groups: CaMPAM Expert Group; former CaMPAM Executive Team, CaMPAM Training of Trainers (ToT) course alumni; MPA managers; personnel from UNEP-CEP and SPAW-RAC; SPAW Protocol Focal Points; partner organisations. (Appendix 2).
- Stakeholder workshop (4 December 2020): Virtual workshop with stakeholders to present preliminary findings and elicit recommendations on the way forward for the CaMPAM network. (Appendix 2).

2. Why a Network Development Plan for CaMPAM?

CaMPAM is at a juncture in its 23-year history where it needs to consolidate its institutional and financial sustainability and strengthen its programming to deliver greater impact through a defined,

results-based framework. The recent review of the impact and effectiveness of CaMPAM carried out as an adjunct to this report found there is a demand for a stakeholder needs-driven network of Caribbean MPA practitioners. It also found that Caribbean MPA professionals have unmet training and capacity building needs and a desire for community and peer exchange. CaMPAM has made positive contributions to strengthening the capacity of MPA professionals, particularly through its flagship Regional Training of Trainers course. However, CaMPAM must now increase the scale and scope of its work to have a more significant impact.

CaMPAM's programming has been unresponsive to stakeholder priorities needs and emerging issues. Institutional weaknesses have stunted growth, and several of these weaknesses are systemic. The network's approach to programming and the gaps in its organisational structure have resulted in modest programming and its failure to engage marine protected area professionals adequately in programme design. Section 3.3 presents these findings in more detail. The executive summary of the companion report *Assessment of the Impact and Effectiveness of the Caribbean Marine Protected Area Network and Forum (CaMPAM)* appears in Appendix 3.

The network development plan presents options for consideration by CaMPAM members and stakeholders to address CaMPAM's institutional gaps and weaknesses. It does not present options for programme design and delivery, including staffing. To do so would be premature and based on incomplete information. Stakeholders must make decisions about the structure and purpose of the network and frame an institutional strategy before developing a work programme and determining management systems. A strategic plan must frame any monitoring and evaluation plan developed for the network.

3. CaMPAM in Brief

3.1 History

CaMPAM was established to exchange information and disseminate best practices among MPA professionals in support of the mandate of the 1990 SPAW Protocol to strengthen MPAs in the region. The SPAW Protocol is the treaty of the Cartagena Convention that provides an overarching regional legal framework for protecting the Caribbean Sea. CaMPAM aims to improve MPA management through structured and consistent information sharing, training, learning exchanges, and technical support. CaMPAM's work is carried out under the broad programmatic areas of (i) training, (ii) communication and networking, and (iii) technical and financial assistance.

CaMPAM began as an initiative of MPA managers and organisations such as the US National Oceanic and Atmospheric Administration (NOAA), the US Fish and Wildlife Service and UNEP-CEP, with the intended beneficiaries being MPAs, MPA managers, fisheries officers and partner institutions (Gardner 2003; Gardner and Vanzella-Khoury 2003). In 2004, members decided to make the network a region-wide forum of MPA and fisheries managers as well as scientists. They also decided it would be strategic to forge partnerships with other institutions such as the Gulf and Caribbean Fisheries Institute (GCFI), NOAA's National Marine Sanctuaries Program and the Nature Conservancy (CaMPAM 2004; Bustamante and Vanzella-Khoury 2011). The decision was driven by the need for revitalisation and the belief that CaMPAM should play a prominent role as a tool for communication and dissemination of best practices to support the delivery of multilateral environmental agreement (MEA) commitments (CaMPAM 2004).

3.2 CaMPAM and the SPAW Programme

Due to the lack of staff and resources, CaMPAM's activities have been "almost fully coordinated and supervised by UNEP-CEP, with significant contribution from the Gulf and Caribbean Fisheries Institute (GCFI), occasional support from [other] agencies and volunteer contributions from individuals" (Bustamante and Vanzella-Khouri 2011:95.) CaMPAM currently operates as a managed programme of the SPAW Programme. Its activities are integrated into the SPAW Programme's biennial work plans under subprogramme 2.2 *Strengthening of Protected Areas in the Wider Caribbean Region (WCR)*. The use of MPAs is a key strategy of the SPAW Protocol. Articles 4 - 9 of the SPAW Protocol speak to the conservation of biodiversity through the protection and management of areas of special value, and Article 6 specifically recognises the need for effective management and the supporting and enabling conditions to facilitate this, including a cadre of qualified managers and technical personnel.

UNEP-CEP has not appointed a staff member exclusively dedicated to administering the network due to the lack of secure resources. By default, responsibility for CaMPAM has fallen to the SPAW Programme Officer, who, up until October 2019, had been supported by a coordinator whose remuneration was linked to the availability of project funds. The SPAW Programme and SPAW Programme Officer have historically taken the lead in resourcing and fundraising for CaMPAM.

The relationship and arrangement with the SPAW Programme have been instrumental to CaMPAM's longevity. The network would likely not have survived for 23 years without the close association with UNEP-CEP and the SPAW Programme's strong sense of ownership. When CaMPAM was first established, oversight was to be provided by a triumvirate of institutions, including UNEP-CEP, which agreed to provide technical support to the network in keeping with the objectives of the SPAW Protocol. By 2003, only UNEP-CEP remained from among the original supporting institutions, with support incorporated into the SPAW Programme (Gardner 2003). Within the SPAW Programme, the Regional Activity Centre for the Protocol Concerning Specially Protected Areas and Wildlife for the Wider Caribbean Region (SPAW-RAC) has played a role in implementing CaMPAM activities.

However, there appears to be ambiguity on UNEP's part about who drives CaMPAM and sets the agenda. Even though it has led CaMPAM's coordination and administration and acknowledges this, UNEP-CEP has stated that its partial financial support to CaMPAM "...is primarily because network members decided to keep the network as informal as possible and operated through the managers themselves" (UNEP-CEP and CaMPAM 2019:3).

3.3 Selected Findings of the CaMPAM Impact and Effectiveness Assessment

Demand exists for a stakeholder needs-driven professional network

Stakeholders value CaMPAM and see a need for a network of practitioners (social network). Stakeholders have expressed a desire for CaMPAM to take a more responsive, bottom-up approach to planning and programming to be better aligned with on-the-ground MPA management needs. They also see an opportunity for CaMPAM to facilitate collaborations that support subregional and regional actions that improve MPA management.

There is an unmet need among MPA practitioners for training & capacity building and a desire for community & peer exchange

Although the recently completed review of CaMPAM did not include a comprehensive needs assessment, it found that notwithstanding the existence of other programmes that support MPA management and capacity development, there are unmet needs for capacity strengthening. The areas

identified included biophysical, ecological and social monitoring, sustainable financing for MPAs and marine ecosystem services, as well as ways to address barriers to effective management, such as limitations in legislative and regulatory frameworks. Stakeholders also confirmed there is value in being part of a peer-to-peer learning and information exchange network but noted that exchange is only useful if well framed. They indicated that personal connections among MPA professionals can be valuable as part of a management response to shared threats and shared biological resources.

Increased scale and scope are needed for CaMPAM to have more impact

The review of CaMPAM also found that although the network is making a positive contribution to building the capacity of Wider Caribbean MPA professionals and is programmatically aligned with the SPAW Programme and therefore the objectives of the SPAW Protocol, it needs to increase both the scale and scope of its work to have a more significant impact on MPA management effectiveness. This increase must be reflected in the thematic and technical areas covered, in the types and number of activities undertaken, and in the geographical and institutional coverage of network membership.

Institutional weaknesses have stunted growth

The review further found that systemic, institutional weaknesses hamper the network's capacity to deliver a responsive, stakeholder-driven programme. Unless these systemic weaknesses are addressed, CaMPAM will fail to realise its potential as a social network of MPA professionals. Many of these weaknesses are not new and have been flagged in earlier reviews (see, for example, Gardner 2003 and Collado-Vides 2016).

The weaknesses to be addressed include:

- The absence of governance arrangements and participatory mechanisms that allow members to shape the network and reflect on performance and practice collectively.
- Ambiguity in responsibility for agenda-setting with the SPAW Programme playing an important role in this regard but displaying some level of reticence as it wants to respect the intention that the network should be managed by the MPA managers/professionals whom CaMPAM was set up to serve.
- An amorphous membership and no clear, regular, targeted engagement of members on network business. CaMPAM's membership has been described as a loose confederacy.
- A project-based approach to programming instead of a programmatic approach based on a long-term framework and strategy that is reflective of MPA management priorities and is stakeholder owned and participatory.
- Too few sustaining institutional partnerships.
- The chronic lack of human and financial resources.

Several institutional weaknesses are systemic

The root of several institutional weaknesses can be traced back to decisions made when CaMPAM was first established in 1997. Founding members expressed a desire to keep the network informal, but there was no discussion or agreement on what "informal" meant. Over time, it became apparent that an organised structure was needed to "reach, engage, and support [...] members" (Gardner 2003:6). This need has only grown with the increase in the number of members and their expectations, changes in the broader operating context for marine, coastal and MPA management, and shifts in needs and demands

of members. Lack of an organised structure has been accompanied by, and contributed to, the lack of a strategic programme framework.

Static programming has failed to keep pace with stakeholder priorities

At the same time, both the scale and scope of CaMPAM's programming are inadequate to meet current needs, with stakeholder demand reflecting an appetite for increased and more varied types of training as well as expanded programming to support policy advocacy and the development of joint (multi-MPA) subregional or regional approaches for the management of migratory species and addressing transboundary threats. CaMPAM's work has been embedded in the SPAW Programme, and there has been little variation in its work plans from one biennial cycle to the next. As with the institutional weaknesses, programmatic opportunities, particularly in the area of training, have been flagged in earlier reviews (see, for example, Imbach 2007 and Collado-Vides 2016).

3.4 CaMPAM's Selling Points

CaMPAM's programming has strengths and positive outcomes upon which it can build to support and the effective management of MPAs in the Wider Caribbean for improved ecological outcomes.

- CaMPAM has strong name recognition within the MPA community thanks to its longevity and continuity of programming.
- The flagship regional ToT course is relevant to the WCR context, with ToT alumni putting into practice the knowledge and skills gained in the course and making positive changes in their work situation based on what they learned. The ToT course has had a multiplier effect, thereby expanding the programme's overall impacts to others. The evidence suggests that capacity built through direct CaMPAM training is retained in the MPA management sector and the WCR.
- CaMPAM has successfully supported relationship-building and networking through its activities or outputs. This has given rise to collaboration and exchange among members, including bilateral projects and the provision of technical advice across jurisdictions. The ToT has been instrumental in allowing MPA professionals to create career-long linkages with peers and experts.
- CaMPAM has used small grants strategically to allow trainees to apply skills and knowledge gained during the ToT in their local situation.

CaMPAM's Caribbean-wide mandate allows it to operate in and draw on experiences and expertise across jurisdictions and linguistic groups.

- Currently, CaMPAM is not the only initiative in the WCR that brings together or serves MPA professionals, but consistent with its alignment with the SPAW Programme, its constituency is drawn from the independent States and dependent Territories of both the insular Caribbean and continental countries with Caribbean coastlines and islands. This contrasts with other initiatives with more restricted geographies. For example, MPACoast serves insular Caribbean MPAs, and the North American Marine Protected Areas Network (NAMPAN) operates in Canada, Mexico and the USA. The Gulf of Mexico Marine Protected Area Network (RedGolfo) is restricted to Cuba, Mexico and the USA. The Dutch Caribbean Nature Alliance (DCNA), which works with marine and terrestrial protected areas, is active in six islands of the Dutch Caribbean only.

Additionally, there are programmes and projects that support marine protected area connectivity, such as the Caribbean Biological Corridor and the Mesoamerican Reef Fund's (MAR

Fund's) MAR Network. However, these too have restricted geographies within the WCR, and while they involve interactions among MPA professionals and training, they are not exclusively focused on strengthening the capacity of marine conservation management practitioners. There are also support initiatives, like the Biodiversity and Protected Areas Management (BIOPAMA) Programme, that are multi-year undertakings rather than permanent, institutionalised schemes. See Appendix 4 for more information about each of these initiatives that support MPA management in the Caribbean.

4. Strengthening CaMPAM

4.1 Assumptions

Four assumptions about process underpin this network development plan.

1. *Decision-making about the future of CaMPAM will rest with the network's target audience – Caribbean MPA professionals.* In line with the call for a responsive programme and stakeholder participation in decision-making about CaMPAM's work, MPA professionals must drive the reshaping of CaMPAM and own the reshaped CaMPAM. Participants in the 4 December 2020 stakeholder meeting specifically called for an open, participatory process in developing the new structure for CaMPAM.
2. *Premature or co-opted decision-making could prejudice a participatory process at best or delegitimise it at worst.* Organisational development is an iterative process requiring layers of assessment of options and decision making. The options and recommendations outlined below are provided as a starting point for discussion among stakeholders. These options should be shared with stakeholders for input, refinement and final decision-making to ensure the legitimacy and validity of the process to restructure CaMPAM and its outcome.
3. *Stakeholders will be engaged in a systematic consultation process that is transparent, accessible and supported by clear communications.* The Implementation Plan provided in Section 5 below outlines a simple roadmap with actions and instruments that will facilitate meaningful and effective stakeholder engagement.
4. *The SPAW Programme will drive the rollout of the network development plan.* Although the outcome could result in a changed relationship between the SPAW Programme and CaMPAM, it is appropriate for the SPAW Programme to continue taking the lead in catalysing improvement to the network, as an extension of the coordinating it has been playing to date.

4.2 Guiding Principles for Network Development

Participation: Open engagement with MPA professionals for responsive agenda-setting that meets on-the-ground needs.

Inclusiveness: Participation is open to all self-identifying members of the network, and consultative processes intentionally solicit a range of views.

Legitimacy: Enabling trust from primary stakeholders and partners by demonstrating accountability through robust and transparent feedback loops.

Value-added: Complementing what other organisations are doing, creating synergies and supporting other efforts.

Independence: Free from undue influence, interference or constraint, whether political, ideological or economic, that could co-opt the network or prevent a consensual course of action from being taken.

Financial viability: Scope of work and structure must ensure that the network is able to attract adequate funding and that its operations are efficient.

4.3 Purpose

MPA managers and UNEP-CEP formed CaMPAM to address capacity limitations of MPA personnel, particularly at the managerial level, as part of a strategy to implement the mandate of the SPAW Protocol to strengthening MPAs in the region (Bustamante *et al.* 2014).

The review of CaMPAM confirmed there continues to be a role for a network of MPA professionals that addresses capacity limitations, fosters collaboration and supports community among practitioners.

Stakeholders also identified a need for policy advocacy¹ and the development of joint (multi-MPA) subregional or regional approaches to managing migratory species and addressing transboundary threats. The policy advocacy needs that were articulated during the review process included strengthening policy frameworks and funding for MPA management.

This suggests:

- i. a network of MPA professionals with a core purpose of improving MPA management capacity and increasing coastal and marine conservation impact through training, communication and exchange continues to be relevant;
- ii. there is scope for an expanded purpose that includes enhancing the policy environment at national and regional levels to support effective management of MPAs.

Recommendation: CaMPAM should expand its purpose to include advocacy for enabling conditions and support for MPA management effectiveness while continuing to be a forum that allows Caribbean MPA practitioners to share experiences and best practice through structured and consistent information sharing, training, learning exchanges, and technical support.

4.4 Vision and Mission

CaMPAM currently does not have articulated and documented vision and mission statements. Such overarching statements inform the strategic framework that defines where a group or organisation wants to go and shapes growth. It would be inappropriate for CaMPAM to adopt vision and mission statements outside of a strategic planning process and without the participation and input of stakeholders. The strategic planning process should also lead to the articulation of a theory of change for the network. The vision and mission statements below reflect what could be appropriate directions

¹ It is important to make a distinction between “advocacy” and “lobbying”. Lobbying involves attempts to influence specific legislation while advocacy is focused on educating about a specific issue.

for CaMPAM. They are, however, presented for use as a conversation starter with stakeholders in the context of a participatory strategic planning process.

Vision	Suggested Text/Stakeholder Discussion Starting Point
(Long-term destination, end-state)	Healthy, functional, resilient coastal and marine ecosystems sustain the people and economies of the Wider Caribbean Region.

Mission	Suggested Text/Stakeholder Discussion Starting Point
(What the network does, how, and why)	<p>To strengthen Wider Caribbean MPAs by developing effective professionals and institutions through training, communication, exchange and advocacy.</p> <p>To advance the practice of MPA management in the Wider Caribbean by providing a forum for practitioners to share experiences and information, develop skills and knowledge and promote sound policy and practice.</p>

Recommendation: Network members/stakeholders should articulate CaMPAM’s vision and mission as part of a strategic planning process.

4.5 Approach

The review also found that while CaMPAM’s products and services may be relevant, they are not consistently meeting the needs of MPA professionals to a high level of satisfaction, with the exception of the ToT course and the aligned small grants initiatives that support practical, on-the-ground implementation following training. The shortcomings identified related to the content and breadth of activities rather than the type of activities. There are, for example, training needs that could be met through short-term and online courses or study visits. There are MPA practitioners, such as enforcement staff and rangers, who are not being served by CaMAPAM’s training.

For CaMPAM’s activities to be more responsive to the needs of MPA professionals, the network should have a systematic way of identifying needs and priorities. The network development process provides an opportunity for CaMPAM to establish a baseline to inform the strategic plan, programme development and the monitoring and evaluation framework.

A simple logic model for CaMPAM constructed as part of this consultancy is presented in Appendix 5; it should be reviewed and modified as part of the strategic planning process.

4.6 Scope of the Network

CaMPAM was initially set up under the aegis of the SPAW Programme in support of the mandate of the 1990 SPAW Protocol to strengthen Caribbean MPAs, and the Programme has played a lead role in coordinating and administering CaMPAM. Consistent with this relationship and the SPAW Programme’s role in funding and administering the network, programme delivery (e.g., training and small grants) has been biased towards countries that are signatories to the SPAW Protocol. Some stakeholders have

commented on the restrictive nature of this bias; others have observed that alignment with the SPAW Protocol has been integral to CaMPAM’s longevity and has helped enhance its institutional legitimacy and profile.

However, CaMPAM’s membership is not restricted to practitioners based in SPAW Protocol signatory countries and is drawn from across the Cartagena Convention area, i.e., the WCR. In the past, funding from sources outside of the SPAW Programme, e.g., IUCN BIOPAMA, has facilitated the participation of participants from non-SPAW signatory countries in CaMPAM activities. Caribbean-wide participation across jurisdictions and linguistic groups has the potential for increased value-added in the exchange of expertise and experience. A Wider Caribbean mandate distinguishes CaMPAM from other MPA networks in the region, as highlighted in Section 3.4. CaMPAM could, in future, do more to capitalise on this attribute for the benefit of its members and MPA management in the wider region. In line with a deliberate and cultivated WCR focus, CaMPAM could, for example, support translation of documents, including grey literature, for dissemination through the network. It could also facilitate bridge-building among practitioners from islands with different official first languages but mutually intelligible creole languages (for example Creole used in the French Caribbean islands is also understood and used in Saint Lucia, Dominica and Grenada although these islands first language is English).

The pros and cons of CaMPAM a) supporting the SPAW Protocol only, and b) supporting the SPAW Protocol along with other complementary regional and international initiatives are presented in Table 1.

TABLE 1 OPTIONS FOR NETWORK PARAMETERS

Options	Advantages	Disadvantages
Exclusive support to the SPAW Protocol/Programme	<p>Programmatic linkage with the SPAW Programme and integration with the SPAW ecological network, with opportunities for financial and logistical support and response to targets and goals of SPAW Protocol and international MEAs.</p> <p>Communication mechanism between protected area managers and the CCS/SPAW Programme.</p>	<p>Smaller professional network with reduced membership pool and opportunities for cross-fertilisation</p> <p>Displacement/alienation of existing members from countries not Parties to the SPAW Protocol</p>
Support to the SPAW Protocol/Programme and other regional and international initiatives	<p>Caribbean-wide pool for membership and exchange of experience and expertise</p> <p>A mechanism for communication between protected area managers and the CCS/SPAW Programme and other regional and international initiatives (e.g., CLME+, BIOPAMA Secretariat/SPAW Programme</p>	<p>Reduced opportunities for financial and logistical support from SPAW Programme</p>

Options	Advantages	Disadvantages
	<p>Support to delivery of State Party MEA obligations and targets for effective ocean protection supported by MPA management effectiveness</p> <p>Opportunity to create programmatic synergies between the SPAW Protocol/Programme and other regional and international initiatives (e.g., CLME+, BIOPAMA)</p> <p>Potential to access funding earmarked for other regional and international initiatives</p>	

Close association and alignment with the SPAW Protocol do not preclude support for implementing other regional and international initiatives with similar or complementary objectives. The capacity for effective management is not MEA-specific, and good practice transcends any single initiative. Moreover, the SPAW Protocol is consistent with other MEAs to which SPAW and Cartagena Convention State Parties are signatories. Examples include those related to the CBD, the Convention on International Trade in Endangered Species (CITES), the Bonn Convention on the Conservation of Migratory Species of Wild Animals (Bonn Convention), and the Convention on Wetlands of International Importance Especially as Waterfowl Habitat (Ramsar Convention). The SPAW Programme and CaMPAM have collaborated over the years with other regional initiatives for which CaMPAM has been a strategic vehicle for reaching MPA professionals. For example, The Nature Conservancy/Caribbean Challenge Initiative and the International Union for Conservation of Nature’s (IUCN’s) Biodiversity and Protected Areas Management (BIOPAMA) programme.

Recommendation: CaMPAM should maintain the Wider Caribbean as its geography for membership and programmatic activities and continue supporting the implementation of the SPAW Protocol as well as contribute to other regional and international MEAs and initiatives with similar or complementary objectives.

Current efforts to build out an ecological network of MPAs under the SPAW Protocol present an opportunity for both CaMPAM and the SPAW Programme. CaMPAM can develop community of practice programming linked to the ecological network, which will help to ground its work and shape impact. As the SPAW Programme builds out the ecological network, CaMPAM can support the human connections needed along with the ecological connections for the functional success of a protected area network.

Recommendation: Consistent with its support for the SPAW Protocol, CaMPAM’s activities should support the ecological network that is being developed under the SPAW Programme. This element of CaMPAM’s programming should evolve as the ecological network develops.

4.7 Role and Functions

CaMPAM's role and functions should follow down from its purpose. Six potential core functions have been derived from the proposed expanded purpose (capacity building and advocacy) in Section 4.3:

1. Advise CCS/SPAW and other relevant agencies on matters related to MPAs in the region
2. Advocate in support of MPA management at regional and national levels
3. Disseminate information to MPA practitioners
4. Facilitate the sharing of technical solutions (knowledge products, exchange visits, meetings)
5. Identify and communicate capacity building needs, priorities, and best way to meet the needs (training, knowledge products, exchange, small grants etc.)
6. Respond to capacity building needs and priorities of MPA practitioners

CaMPAM does not formally carry out functions 1 and 2 in its current configuration. Any advisory activity or advocacy that occurs comes from individuals within CaMPAM and does not reflect a consensual network position.

Table 2 lists these possible core functions, identifies what is required for each and the implications for network structure. It also sets out how CaMPAM could add value in fulfilling each function and suggests alternative approaches to carrying out each identified function professional network.

Recommendation: The six proposed core functions should be considered by stakeholders as part of a consultation process to determine which should be carried out by CaMPAM.

TABLE 2 NETWORK FUNCTIONS, REQUIREMENTS AND IMPLICATIONS

Function	Requirements	Implications for Network Capacity	Implications for Structure	Alternative Approach	Rationale for CaMPAM
1. Advise CCS/SPAW and other relevant agencies on matters related to MPAs in the region	Commitment by CCS/SPAW and other agencies to seek and receive advice Mechanism within CCS/SPAW to solicit and receive advice	Ability to solicit views from membership and develop common positions	Need a forum, a mechanism and a representative process for membership engagement in policy and position formulation	SPAW Programme to set up MPA advisory committee with rotating representation from SPAW Protocol State Parties	Ensures that the SPAW programme responds optimally to the needs and priorities of the MPAs, by giving the MPA practitioners a formal voice within the programme
2. Advocate in support of MPA management at regional and national levels	Mechanism to identify common policy issues and needs	Legitimacy to lead and /or support advocacy work Ability to develop credible, common positions	Preference for individual membership Need for a coordinating body, but not necessarily permanent, can be rotating among members	No alternative	An advocacy function is best performed by a legitimate network speaking on behalf of the wider MPA community
3. Disseminate information to MPAs	Up-to-date database, access to relevant information and materials, and commitment to information sharing among the membership	Ability to communicate with all members Focal point to receive and share information and materials among MPAs		SPAW Programme to maintain data base and take responsibility for information dissemination and facilitation	MPA practitioners are directly involved in the identification and selection of the information and materials shared
4. Facilitate the sharing of technical solutions	Platform to enable communication among members	Commitment to exchange and collaboration among members		SPAW Programme/SPAW-RAC to lead and integrate into programming	MPA practitioners create an independent community of practice that offers access to a wide range of expertise to help with technical challenges and fuel continuous

Function	Requirements	Implications for Network Capacity	Implications for Structure	Alternative Approach	Rationale for CaMPAM
					improvement in MPA management MPA practitioners benefit from rapid problem-solving and cooperation across multiple domains.
5. Identify and communicate capacity building needs, priorities, and best way to meet the needs (training, knowledge products, exchange, small grants etc.)	Baseline training needs assessment, with periodic updates and ongoing monitoring Knowledge of opportunities for exchange	Need a central capacity to conduct assessments	Need for a Secretariat with operational capacity and adequate financing Need a forum and mechanism for membership engagement	SPAW Programme to establish an advisory body or commission this function (e.g., from MPACONNECT or consultant) SPAW-RAC to integrate into its programme of work	MPA practitioners lead in meeting their capacity building needs
6. Respond to capacity building needs and priorities of MPA practitioners	Baseline training needs assessment, with periodic updates and ongoing monitoring	Need central capacity to coordinate delivery of capacity building solutions/responses (training, knowledge products, exchange, small grants etc.)	Need for a Secretariat with operational capacity and adequate financing	SPAW Programme to integrate into programming or commission this function (e.g., from CERMES, INVERMAR or other training institution) SPAW-RAC to integrate into its programme of work	

4.8 Institutional Design

CaMPAM was established without any formal legal status or registration in any jurisdiction, and it has maintained this status. The lack of a legal personality may limit the official business that the network can conduct, including accessing and accepting grant funds directly, entering into some contracts and holding bank accounts. To date, CaMPAM has overcome this limitation by entering into fiduciary arrangements with other organisations, e.g., GCFI and SPAW-RAC.

Four options for institutional design are presented in Table 3, along with the advantages and disadvantages of each. A starting assumption is that the network needs executive coordinating capacity, regardless of which option for institutional design is chosen.

TABLE 3 OPTIONS FOR INSTITUTIONAL DESIGN

Institutional Design Options	Advantages	Disadvantages	Comment
Independent, informal network of MPA professionals that supports SPAW and other MEAs hosted by an existing organisation	<ul style="list-style-type: none"> Autonomy Independent agenda-setting Potential for synergies and economy of scale for both programmatic and operational costs Reduced operational overhead cost 	<ul style="list-style-type: none"> Cannot enter into formal agreements or receive funding directly Personality and visibility may be overshadowed by the host organisation 	Any legally registered national, regional or international organisation could serve as host, including the CAR/RCU or the SPAW-RAC
Independent organisation	<ul style="list-style-type: none"> Autonomy Independent agenda-setting Allows management of own staff and budget Can enter into formal agreements, including for funding (legal personality) 	<ul style="list-style-type: none"> Requires legal status and formal statutes, with registration under one jurisdiction Laws and procedures of the jurisdiction where registered may influence and constrain operations Responsible for all programmatic and operational costs 	This option would require a longer process to arrive at a functioning network, e.g., to select jurisdiction for registration, draft constitution and comply with other requirements
Network formally integrated into SPAW Protocol Structure	<ul style="list-style-type: none"> Benefit from legitimacy/credibility of the CCS/SPAW Financial and administrative responsibility formally and unequivocally assumed by CCS/SPAW Programme 	<ul style="list-style-type: none"> Autonomy may be compromised May be perceived as inter-governmental May be subject to bureaucracy and politicisation 	This option would not prevent the evolution into another design option at a later stage

Institutional Design Options	Advantages	Disadvantages	Comment
	Formal government engagement		
Multi-institutional collaborative	<p>Access to the breadth of knowledge and experience of partners</p> <p>Pooling of resources could leverage more funding than available through a single entity</p> <p>Shared administrative and financial responsibility</p>	<p>Partners may have competing agendas</p> <p>Agendas of institutional partners may override priorities of MPA professionals</p>	This would require a constituting document, such as a Code of Conduct or a Memorandum of Understanding among the institutions

Recommendation: Stakeholders should consider options for institutional design as part of a consultative process.

4.9 Structure and Governance

Governance rules have not been articulated for CaMPAM, and there are no formal decision-making processes that encourage members to contribute to shaping the network. Similarly, there are no mechanisms in place that allow members to collectively reflect on CaMPAM’s performance and practice and make adjustments accordingly. In addition, there are no systems that foster internal connections among members and stakeholders in support of network operations, such as committees or working groups.

Two committees established to manage and guide the network, the CaMPAM Executive Team and the CaMPAM Leadership and Resource Team (CLRT), became defunct over time. A 2016 evaluation of CaMPAM recommended revamping the Executive Team and setting up an advisory committee. An Expert Group was established in 2017 as an ad hoc advisory body; however, its advisory function is narrowly conceptualised.

Notwithstanding the desire of members to keep the network informal, a more organised structure is needed to better reach, engage and support members. While the management of groups and committees might be time-consuming, a commitment to participatory processes and member-driven agenda setting requires supporting mechanisms. The governance structure provides the link between the members and action.

It would be premature and prejudicial to suggest a specific structure and governance arrangements for CaMPAM before determining the scope of the network’s functions and institutional design; however, there should be a governance structure in place that allows the membership an opportunity to weigh in on the function and performance of the network and gives a subset of the membership responsibility for leading the network. A more organised structure should include, at a minimum:

- *Core oversight body (e.g., Board or Council of Directors) with rotating membership to provide guidance and leadership of the network, comprising a subset of the membership.* It would be important for the membership of this body to be geographically and linguistically representative of the network. Members could be elected or selected through sortition without the formality of elections and voting.
- *A mechanism for the active engagement of members in discussions about the functioning and performance of the network.* This could take the form of a virtual or physical members' meeting or congress. This forum should be convened with set periodicity, e.g., annually or biennially etc. A physical meeting could be held in the wings of another regional meeting, such as the GCFI Annual Conference or staged as a dedicated event.
- *An (online) forum for members to explore areas of work and stimulate discussion.* This is envisaged as an interactive online forum or social community platform that supports threaded discussion, has a hybrid of public and private (member-only) spaces, and integrated listserv functionality. Community management and engagement would be a specific function of a secretariat/network management unit. The forum would also be a space for member engagement on network operations and functioning.
- *Secretariat or network management unit to carry out the administration of the network and implement activities.*

The governance structure could also include:

- *National or sub-regional member groupings or hubs.* (National hubs could nominate representatives to sit on the Council.)
- *Standing technical committees* to advise and support the Council on specific aspects of the network, e.g., communication, fundraising.
- *Thematic working groups* to support programme delivery.

Figure 1 shows what such a structure could like.

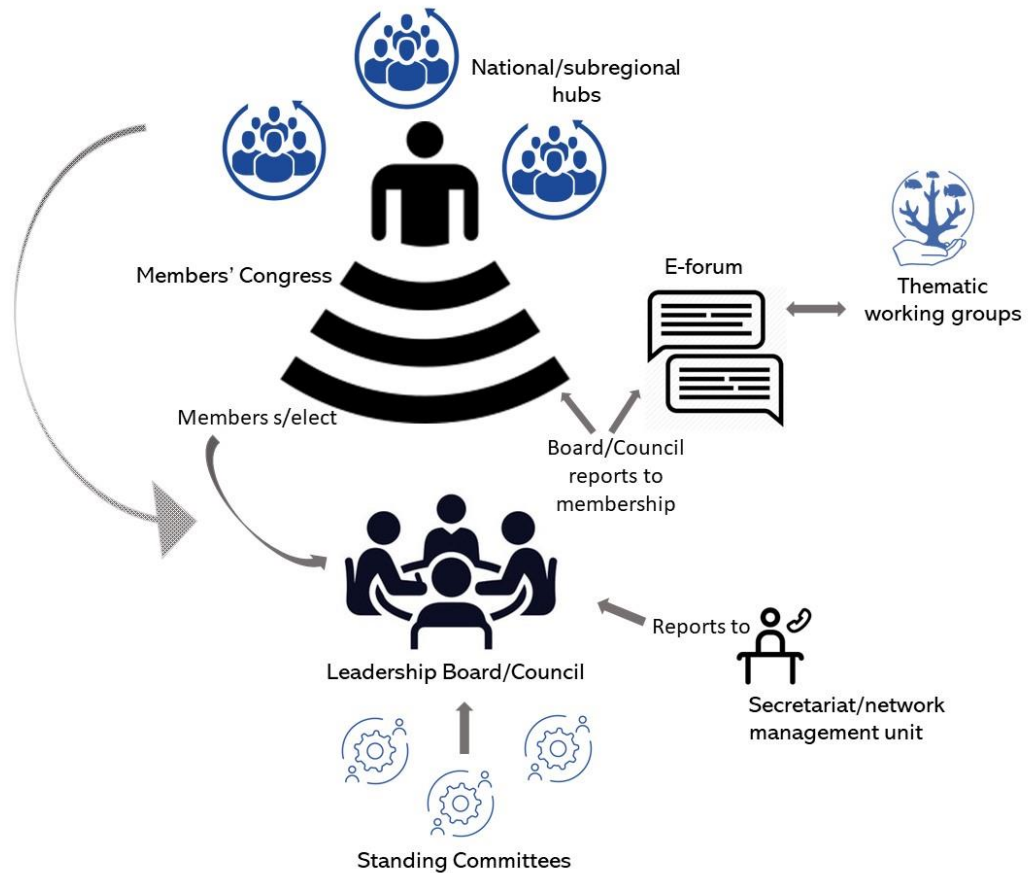


FIGURE 1 POTENTIAL GOVERNANCE STRUCTURE FOR CaMPAM

Recommendation: Structure and governance arrangements should be determined as part of a stakeholder process and should flow from the network’s functions and institutional design, taking into account the guiding principle in Section 4.2. Governance arrangements should be documented and supported by defined procedures.

4.10 Membership

CaMPAM has traditionally taken an inclusive approach to membership, but membership criteria have not been codified. Similarly, the rights, roles and responsibilities of members have not been defined, nor have been the benefits of membership. Membership is individual, and members are understood to be “subscribers to the CaMPAM-L listserv, participants in fora, training activities, projects and exchanges” (CaMPAM 2016). By virtue of subscribing to the listserv or participating in a CaMPAM activity, one is considered a member of CaMPAM. There are no membership fees or dues.

In 2003, CaMPAM had 143 identifiable members (Gardner 2003). In 2020, there were 864 CaMPAM-L subscribers, but not all CaMPAM-L subscribers and participants in CaMPAM activities consider

themselves network members. As listserv subscriptions have increased, and in the absence of a formal definition of members, the CaMPAM membership is widespread and amorphous.

There appears to be support for retaining the openness that has characterised CaMPAM from the very start.² However, CaMPAM cannot be responsive to members without having a way of engaging identifiable members or member groupings, even in the context of having a loose and inclusive definition of members.

Recommendation: Make becoming a member of CaMPAM a deliberate choice and the result of intentional action, i.e., registering or signing on as a member, whether at the institutional or individual level. Current CaMPAM-L listserv subscribers should be invited to sign on as members in one of the two categories above. Those subscribers who merely wish to continue receiving information from the community but have no interest in having a say in the working of the network should be allowed to opt-in as “subscribers” with continued access to group emails.

Individual vs Institutional membership

CaMPAM has the option of shifting its membership model from individual to institutional or developing a hybrid of the two; this should be put to stakeholders for consideration. Organisational members would face different constraints in coming to consensual positions, particularly for advocacy, than individual members would. Having both types of members with equal status could change the nature of the network. Institutional partners have been important to CaMPAM in the past and are likely to continue being so.

Recommendation: CaMPAM should continue to be a network of individuals but should formally integrate institutions as observers or supporting partners. Institutional partners would not be eligible to take part in decision-making but could play technical support roles. Institutional partners could include MPAs, government agencies, civil society organisations, research institutes, academic institutions, or regional or international organisations that are directly involved in MPA management or work on related themes.

Table 4 outlines possible membership categories and criteria and their role in governance.

² Refer to Sections 6.4 and 10.1 of the companion report, Assessment of the Impact and Effectiveness of the Caribbean Marine Protected Area Network and Forum (CaMPAM) (UNEP-CEP 2021) for more on membership.

TABLE 4 MEMBERSHIP CRITERIA

Membership Type	Criteria	Role in Governance
<p>Full (Individual) Primary stakeholders and audience.</p>	<p>MPA professionals working in legally declared Wider Caribbean MPAs as MPA managers, scientific or technical staff, rangers/enforcement, and researchers</p>	<p>Representatives of the core oversight body to be drawn from among full members.</p> <p>Eligible to participate in standing technical committees and thematic working groups</p>
<p>Associate (Individual) Secondary stakeholders and audience</p>	<p>Individuals who work independently or with civil society organisations, research institutes, government agencies, regional, international organisations and are not directly involved in MPA management but:</p> <ul style="list-style-type: none"> a) work on related themes (e.g., biodiversity conservation, PA management, sustainable livelihoods in the coastal zone etc.); b) support the objectives of CaMPAM; and c) are committed to providing provide technical or other support to the network 	<p>Eligible to participate in standing technical committees and thematic working groups</p>
<p>Supporting Partners (Organisational) Supporting partner organisations</p>	<p>Civil society organisations, research institutes, academic institutions, government agencies, regional or international organisations that are directly involved in MPA management or work on related themes (e.g., biodiversity conservation, PA management, sustainable livelihoods in the coastal zone etc.); and</p> <ul style="list-style-type: none"> a) support the objectives of CaMPAM; and b) are committed to providing provide technical, financial or other support to the network 	<p>Members’ Congress observers; no decision-making role</p> <p>Partner organisation representatives eligible to serve as technical advisors</p>

4.11 Financial Sustainability

Regardless of which option for institutional design is chosen (Table 3), CaMPAM will have to secure financing to cover its operating costs and activities. For its programming to be effective, CaMPAM will require ongoing, multi-year programming to ensure programmatic continuity. As discussed in Section 3.2, to date, the SPAW Programme and SPAW Programme Officer have historically taken the lead in resourcing CaMPAM and fundraising for the network. If the network is to have sustained and more ambitious programming in the future, it will require funding on a higher and more consistent level than in the past. For CaMPAM, financial sustainability would be the ability to maintain or expand its programmes and activities over the long term while having resilience to occasional economic shocks in the short term (e.g., short-term loss of program funds, monthly variability in donations).

Recommendation: CaMPAM should integrate responsibility for fundraising into the operations of the network, with fundraising forming part of the job description of the coordinator (with support from the board/leadership council).

Sustainable core funding is a challenge for many networks. Donors find covering core operations costs and supporting networking activities less attractive than financing on-the-ground conservation actions and projects. This has been one of the challenges faced by the Caribbean Marine Research and Conservation (CariMar) Initiative in efforts to raise funds for RedGolfo (F Bretos Trelles and K Thompson 2020, personal communication, 3 December).

Once stakeholders have determined the desired scope, functions and activities of the network, it will be important for CaMPAM to establish a core operating budget that reflects network operations at basic and ideal levels of activity. At a minimum, it is expected CaMPAM would require resources for the following:

- i. Staffing/salaries (secretariat/network management unit staff)
 - ii. Network administration
 - a. Subscriptions (communications platforms)
 - b. Office costs (rental, if space not donated), equipment
 - c. Translation/interpretation
 - iii. Programmatic operational costs
- } Core costs

The following are suggested as guidance for CaMPAM’s strategy towards financial sustainability:

- Expand the network’s resource pool (diversified funding base to support organisational resilience)
- Secure long-term commitments from donors
- Foster relationships with donors and communicate the value of their investment to them
- Maintain a “light” core budget in favour of a more robust programmatic budget
- Secure unrestricted funds for the network

CaMPAM’s funding has traditionally come from bi- and multi-lateral agencies or through regional and global initiatives such as the Caribbean Challenge Initiative and the BIOPAMA programme. CaMPAM should explore other sources of funding as part of a strategy to diversify its funding sources, including:

- *In-kind support* from the membership for operational and programmatic costs (e.g., hosting the secretariat/network management unit).

- *Private sector support*: Corporate support through private sector foundations or corporate social responsibility programmes is part of the conservation funding mix in the WCR. CaMPAM is able to offer a corporate sponsor the opportunity to scale funding support at a regional level and should explore the feasibility of such support. The pitfalls and potential for reputational damage that corporate sponsorship could bring will need to be taken into consideration and balanced against the potential benefits, including the possibility of improving or influencing the practices of those companies with operations directly in the coastal zone.
- *Self-financing*: As part of its stakeholder consultations, CaMPAM should also explore what self-financing mechanisms could be available to the network, whether through membership dues from individual members or contributions from organisational supporting partners.

- **Recommendation**: Undertake a feasibility study for private sector funding to inform a fundraising strategy developed as part of the strategic planning process.

CaMPAM should also explore how it can take advantage of members’ comparative advantage vis-à-vis funds with eligibility criteria linked to the “nationality” of the requesting organisation. For example, MPA partners in the French territories could help leverage funds from EU sources such as Interreg (<https://www.interreg-caraibes.fr/>) or L’agence française de développement. Partners in Creole-speaking territories could come together under the CaMPAM umbrella to access funds through Karayib Klima (<http://www.karayibklima.unite-caribbean.com/en/>). Such an approach would have the added benefit of sharing responsibility for fundraising across the membership as well as helping to position CaMPAM as a vehicle for regional projects initiated by members.

5. Implementation Plan

5.1 Components

It is envisaged the network development process for CaMPAM will entail six components with supporting actions

Component	Activities	Comments/Assumptions
1. Build stakeholder ownership of network development process and its outcome	<p>Develop TOR for a Stakeholder Reference Group (SRG) to support and guide the network development process, including by advising on strategies for stakeholder engagement at different levels and providing inputs to and feedback on documents.</p> <p>Convene SRG.</p> <p>Develop overarching consultation framework and procedures, with the involvement of the SRG (taking into consideration existing and potential national</p>	<p>Membership of the reference group should reflect the geographic and linguistic diversity of the CaMPAM membership.</p> <p>Consistent with the guiding principle of inclusiveness, the CCS/SPAW Programme should target individuals to be part of the SRG as well as issue an open call for volunteers.</p> <p>The lifespan and purpose of the SRG should be linked to the network development process (2 years).</p>

Component	Activities	Comments/Assumptions
	<p>and subregional networks and clusters that could feed into the process).</p> <p>Develop communication and engagement plan to: a) inform stakeholders about the network development process, b) mobilise participation in the network development process, and c) communicate results.</p>	<p>Consultation framework and communication plan should reflect multiple levels of stakeholder engagement.</p>
<p>2. Develop and finalise institutional architecture and governance framework</p>	<p>Virtual consultations, online surveys, and focus groups to develop and agree on: Network purpose, approach, scope, role, institutional design, structure and governance, and membership</p> <p>Synthesis and analysis of stakeholder inputs and development of institutional architecture and governance framework document.</p>	<p>Component to be led by an organisation development specialist, with support and active involvement of the SRG.</p> <p>Consultation framework developed under Component 1 to guide the process for engaging stakeholders.</p> <p>Options for consideration set out in this report to be used as the basis for discussions.</p>
<p>3. Collect baseline data to inform strategic planning and monitoring and evaluation framework</p>	<p>Comprehensive capacity needs assessment survey using the CaMPAM/MPACConnect tool developed in 2011.</p> <p>Analysis of MPA protected area management effectiveness (PAME) assessments of MPAs in the region</p>	<p>The results of the survey will inform the strategic planning process and shape CaMPAM's capacity building programme. Will also form part of the network's baseline for monitoring and evaluation. Could be undertaken as a joint activity with MPACConnect.</p> <p>PAME assessment results will inform the capacity building programme as well as form part of CaMPAM's baseline. Where (SPAW Protocol) countries have PAME assessments that are more than three years old. The SPAW Programme should consider supporting new assessment. [Consider extending the courtesy to all Cartagena Convention countries or identify a partner to support. Baseline data will</p>

Component	Activities	Comments/Assumptions
		<p>have utility beyond the CaMPAM process.</p> <p>This activity will likely require inputs from an external consultant.</p>
<p>4. Develop a (five-year) strategic plan, including monitoring and evaluation framework and fundraising strategy</p>	<p>Virtual consultations, online surveys, and focus groups to develop and agree on all strategic plan elements (vision, mission, values, theory of change, strategic objectives etc.)</p> <p>Corporate sponsorship feasibility study to identify opportunities for corporate sponsorship</p> <p>Synthesis and analysis of stakeholder inputs and development of institutional architecture and governance framework document.</p> <p>Preparation of work plan for the first programming period</p>	<p>Component to be led by a strategic planning expert, with support and active involvement of the SRG.</p> <p>Consultation framework developed under Component 1 to guide the process for engaging stakeholders.</p> <p>Stakeholder engagement on strategic planning should be separate and discrete from engagement institutional architecture and governance framework.</p>
<p>5. Build out and launch of virtual forum/community platform</p>	<p>Identification of community platform solutions, including open-source options</p> <p>Pilot and refine solutions</p>	<p>Component to be led by an IT consultant.</p> <p>Platform functionality and designed to be informed by network architecture and governance structure.</p>
<p>6. Launch of the “new” CaMPAM</p>	<p>Launch/presentation event or series of event (targeting partners, members, potential donors and collaborators)</p> <p>Membership mobilisation/drive</p>	<p>Assumes virtual events and direct written communications</p> <p>Membership drive to encourage new members to sign on and old members to recommit to the network</p>

6.2 Resources Needed

The resources needed to support this process are estimated as follows:

Item/Activity	Description	Estimated Cost
Coordinator (part time 50% @ \$20,000 per year x 2 years)	Part-time coordinator/project administrator to support roll-out, under the leadership of the SPAW Programme	\$40,000.00
Organisational development consultant (assumed level of effort = 25 days @ \$500 per day)	Organisational development expert to develop organisational framework, with the support of the Stakeholder Reference Group	\$12,500.00
Strategic planning consultant (assumed level of effort = 25 days @ \$500 per day)	Strategic planning expert to develop strategic plan, with the support of the Stakeholder Reference Group	\$12,500.00
Corporate sponsorship feasibility study consultant (assumed level of effort = 20 days \$500 per day)	Fundraising expert to carry out feasibility study to identify opportunities for corporate sponsorship for CaMPAM	\$10,000.00
IT Consultant (assumed level of effort = 15 days \$500 per day)	Expert to identify and implement online community platform solution	\$7,500.00
Translation and interpretation	Simultaneous interpretation for meetings and translation of consultation documents and final reports	\$10,000.00
Baseline data collection	Capacity assessment tool and PAME consultants	\$10,000.00
Online community platform	Subscription fees	[Fees would depend on the platform chosen]
	Total	\$102,500.00 [Excluding capacity platform subscription]

Assumptions:

- The CAR/RCU has an online meeting platform that would be made available for virtual consultations at no extra cost.
- External administrative and management support would be needed for the roll-out of the plan. This function could be carried out by a part-time coordinator. The coordinator would also be responsible for stakeholder communication engagement, including the launch. The coordinator would work closely with the SPAW Programme Officer
- The budget does not account for registration fees for a new formal organisation. Should stakeholders opt to establish CaMPAM as an independent, registered organisation. There will be associated fees (legal, registration) to set up a new organisation.

6.3 Time Frame

The suggested time frame for implementation is two years, with a progress review meeting to be held at the end of year 1 to assess progress. See Table 5 for an indicative work plan.

TABLE 5 IMPLEMENTATION WORK PLAN

Activity	Year 1												Year 2											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
1. Identify/contract personnel to coordinate the network development process																								
2. Establish Stakeholder Reference Group and design consultation process																								
3. Develop project communication and engagement plan																								
4. Stakeholder consultations on institutional design																								
5. Analysis of consultation results and consensus building on way forward																								
6. Progress review meeting																								
7. Capacity needs assessment and PAME baselines																								

Activity	Year 1												Year 2											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
8. Strategic planning (incl fundraising and M&E)																								
9. Development of online community platform																								
10. Presentation of the "new" CaMPAM																								

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TERMS OF REFERENCE OR WORK ASSIGNMENT**Background**

Support implementation of Project entitled “Enforcing Environmental Treaties in African, Caribbean and Pacific (ACP) Countries- ACP-MEAs III”

The overall objective of the ACP MEAs Programme is to enhance the mainstreaming and implementation of MEAs related to biodiversity, marine and chemicals and waste, with a focus on the mainstreaming of biodiversity in agriculture, the management of chemicals and waste (including hazardous pesticides), the reinforcement of compliance and enforcement measures and strengthening of the implementation of regional seas conventions in ACP countries.

The Convention for the Protection and Development of the Marine Environment in the Wider Caribbean Region (WCR) hereafter referred to as Cartagena Convention is a regional legal agreement for the protection of the Caribbean Sea. Adopted in Cartagena, Colombia on 24 March 1983 and entered into force on 11 October 1986, the Convention is supported by three technical agreements or Protocols on Oil Spills, Specially Protected Areas and Wildlife (SPAW) and Land Based Sources of Marine Pollution (LBS).

The purpose of the Cartagena Convention component of the Action specific for this consultancy is to support activities of the ACP countries to better manage their coasts and oceans and effectively implement their related regional seas conventions and protocols.

Justification

The Caribbean Marine Protected Areas Managers (CaMPAM) Network was established in 1997 under the aegis of the UN Environment-Caribbean Environment Programme (UNEP-CEP). The purpose of the network is to improve marine protected areas management through structured and consistent information sharing, training events, learning exchanges, and technical support. The coordination mechanism for the CaMPAM Network has changed over time, in keeping with its changing institutional relationships and an increase in the range of activities.

As part of the process of development of a regional strategy and action plan for the Special Protected Areas and Wildlife (SPAW) Programme, the Contracting Parties to the SPAW Protocol requested that the Secretariat of the Caribbean Environment Programme (the Secretariat) undertake a review of CaMPAM.

In addition, during COP 10, decision 5 the Conference recommend that the Secretariat undertake a comprehensive review to determine impact of CAMPAM activities thus far. envisaged to evaluate effectiveness and guide future work with a view towards ensuring activities linked to overall SPAW Protocol activities/goals.

The purpose of the assessment is to determine the effectiveness of the network and the impact of its activities to date, and to provide “detailed recommendations concerning the management, governance, and financial sustainability of the network”. This consultancy must build on the results of the Evaluation of the Caribbean Marine Protected Area Management Network and Forum (CaMPAM) Activities “An analysis of the last 15 years of operation and recommendations to improve its services in the Wider Caribbean Region” done in 2016. The main outcome is to develop a comprehensive review of the CaMPAM Network in order to determine the network’s

effectiveness and impact, and to work with the Secretariat and key partners to develop a governance [model] [strategy] [plan] and set of options to be considered by Contracting Parties at STAC 9. It is expected that network activities effectively support the objectives and activities of the SPAW Protocol and Programme.

Purpose

Provide technical support to UNEP Caribbean Programme Secretariat in order to maximise the benefit from protected areas and making information available to ensure their effective implementation and management.

In support to Result 2.2 ACP MEAs III:

Development of a regional representative network of Marine Protected Areas: The expected result of this component is a functional network of SPAW-listed Protected Areas covering interconnected marine habitats and ecosystems for restoring and sustaining the health of the oceans.

Activity 2.2.2 Integration of SPAW MPAs Networking Group to lead the Inter-Regional network of MPAs and Enhance CaMPAM:

Assess CaMPAM's effectiveness, including a mechanism for its restructure and financial sustainability to be presented to SPAW Contracting Parties for consideration at STAC-9 and further COP 11 for their recommendation and potential endorsement.

Objective

- Determine the effectiveness of the Caribbean Marine Protected Areas Managers (CaMPAM) Network and the impact of its activities to date using as a base the evaluation undertaken in 2016 and presented at STAC 7.
- Provide clear and detailed recommendations and strategy for the development of a network of protected areas with professionals that can effectively support SPAW Programme objectives and activities.
- Propose a set of options for consideration of STAC 9, COP 11 for the organisational structure and operativity of CaMPAM resulting from the above recommendations.

Outputs

1. Evaluation methodology detailing approach and evaluation questions
2. CaMPAM Evaluation report. This will involve, at a minimum, the following tasks:
 - Selection, and adaptation as necessary, of an evaluation methodology that is applicable to practitioner networks. The methodology must include criteria for determination of the efficacy of the governance arrangements and management systems, appropriateness and effectiveness of the operational modalities, achievement of outcomes from the network activities and outputs, and the impact of the network on marine protected areas management in the Caribbean. The proposed methodology must be submitted to the Secretariat for approval prior to interaction with stakeholders.
 - Review of the literature relevant to the assignment, particularly; assessments of events, periodic evaluations, periodic reports on network activities, and presentations and published articles on the Network.
 - Virtual consultation with stakeholders to obtain information on network functioning, effectiveness, impact, and requirements for future functioning.

- Determination of the effectiveness of network governance arrangements and management systems.
 - Determination of the extent to which the network's work plans, activities and outputs supported SPAW Programme objectives and activities.
 - Determination of the level of success in development of network capacity to effectively support SPAW Programme activities.
3. Network Development Plan. The plan should:
- Consider and recommend whether the purpose and mission of the network should be solely in support of the SPAW Protocol and Programme, or should support other regional and international initiatives with similar or complementary objectives.
 - Consider and recommend whether the most appropriate network governance arrangement is the establishment of the network within the SPAW Protocol structure; establishment of the network as a formal multi-institutional collaborative initiative; or establishment of the network as an independent organisation supported by the SPAW Programme through formal agreements.
 - Articulate the objects, purpose, and mission of the network; taking into consideration regional and global initiatives on coastal and marine resources management, and the existence of other regional networks with similar objectives.
 - Recommend guidance and criteria for network membership.
 - Propose three options for organisational structure, including; board of directors and/or committees as appropriate, staffing, and operational modalities to address network development and input to the SPAW Programme and other regional programmes.
 - Identify relevant management systems for programme development and implementation, network development, monitoring and evaluation, and financial planning and management.
 - Estimate the cost of network development and operations, and recommend strategies for financial sustainability.
 - Propose a work plan for the first three (3) years of development of the network.
4. Reports translated to Spanish and French.

Appendix 2 Individuals Consulted and Participants in Virtual Stakeholder Meeting

List of People Consulted (interviews, written submissions)

1. Mr. Miguel Alamilla, Marine Biologist, Belize (Member, CaMPAM Expert Group)
2. Ms. Hyacinth Armstrong-Vaughn, BIOPAM Regional Coordinator – Caribbean, International Union for Conservation of Nature, Barbados (Member, CaMPAM Expert Group)
3. Mr. Roland Baldeo, Executive Director, Grenada Coral Reef Foundation, Grenada (Member, CaMPAM Expert Group)
4. Ms. Audre Bador, Director, Martinique Marine Park, Martinique
5. Mr. Fabien Barthelat, Deputy Director, Regional Activity Centre for the Protocol Concerning Specially Protected Areas and Wildlife for the Wider Caribbean Region (SPA-W-RAC), Guadeloupe
6. Ms. Vivian Belisle-Ramnarace Fisheries Officer, Belize Fisheries Department, Belize
7. Mr. Jeffery Bernus Co-Founder & President, Caribbean Cetacean Society, Guadeloupe
8. Mr. Tadzio Bervoets, Executive Director, Dutch Caribbean Nature Alliance (DCNA), Bonaire (Member, CaMPAM Expert Group)
9. Mr. Fernando Bretos Trelles, Program Officer, Caribbean Marine Research and Conservation (CariMar) Initiative, The Ocean Foundation, USA
10. Ms. Georgina Bustamante, Former CaMPAM Coordinator, USA (Member, CaMPAM Expert Group)
11. Ms. Sherry Constantine, Director, Eastern Caribbean Program, The Nature Conservancy (TNC), Saint Lucia (Member, CaMPAM Expert Group)
12. Mr. Xavier Delloue, Manager, Marine Unit, National Park of Guadeloupe, Guadeloupe
13. Ms. Emma Doyle, Coordinator, MPA Connect, Gulf and Caribbean Fisheries Institute, USA/Australia
14. Mr. Marius Dragin, Programme Assistant & Moderator, CaMPAM-L, Regional Activity Centre for the Protocol Concerning Specially Protected Areas and Wildlife for the Wider Caribbean Region (SPA-W-RAC), Guadeloupe
15. Mr. Newton Eristhee, Director – Operations, Clear Caribbean, St. Lucia (Member, CaMPAM Expert Group)
16. Mr. Lloyd Gardner, President, Foundation for Development Planning, Inc, St. Thomas, US Virgin Islands (Member, CaMPAM Expert Group)
17. Mr. Jose Gerhartz, Conservation Specialist, Caribbean Biological Corridor
18. Mr. Robert Glazer, Executive Director, Gulf and Caribbean Fisheries Institute, USA
19. Mr. Paul Giannasi, Deputy Director, Martinique Marine Park, Martinique
20. Mr. Sébastien Gréaux, Director, Nature Reserve of Saint Barthélemy, St. Barthélemy,
21. Mr. Craig Henry, Programme Officer, Saint Lucia National Conservation Fund Inc, Saint Lucia (Member, CaMPAM Expert Group)
22. Ms. Laurie Hec, Director, Agoa Sanctuary, French Biodiversity Office, Martinique
23. Mr. Lindy Knowles, Senior Science Officer Bahamas National Trust, The Bahamas (Member, CaMPAM Expert Group)
24. Ms. Ileana Lopez, Programme Officer, Specially Protected Areas and Wildlife Subprogramme, Cartagena Convention Secretariat, UN Environment Programme – Caribbean Environment Programme, Jamaica
25. Ms. Mylène Musquet, Deputy Director, National Park of Guadeloupe, Guadeloupe
26. Ms. Christine O’Sullivan MPAConnect Program Assistant, Gulf and Caribbean Fisheries Institute

27. Ms. Laura Pettino, Co-Founder & Secretary, Caribbean Cetacean Society, Guadeloupe
28. Ms. Nakita Poon Kong, Manager, Mustique Island, St. Vincent and the Grenadines
29. Ms. Martha Prada Triana, Marine Biologist, Colombia (Member, CaMPAM Expert Group)
30. Ms. Sandrine Privard, Director, Regional Activity Centre for the Protocol Concerning Specially Protected Areas and Wildlife for the Wider Caribbean Region (SPAW-RAC)
31. Ms. Andrea Ramirez Martinez, Technical Director, Department of Marine and Coastal Affairs and Aquatic Resources, Ministry of the Environment, Colombia
32. Ms. Katie Thompson, Program Manager, Caribbean Marine Research and Conservation (CariMar) Initiative, The Ocean Foundation, USA
33. Ms. Dana Wusinich-Mendez, Atlantic and Caribbean Management Team Lead, Coral Reef Conservation Program, National Oceanic and Atmospheric Administration, USA
34. Ms. Alessandra Vanzella-Khoury, Former Programme Officer, Specially Protected Areas and Wildlife (SPAW) Subprogramme Cartagena Convention Secretariat, United Nations Environment Caribbean Sub-Regional Office (Member, CaMPAM Expert Group)

Participants in 4 December 2020 Virtual Stakeholder Meeting

1. Mr. Eddy Aricia, Ministerio de Ambiente (MiAmbiente), Panama
2. Mr. Fabien Barthelat, Deputy Director Regional Activity Centre for the Protocol Concerning Specially Protected Areas and Wildlife (SPAW-RAC), Guadeloupe
3. Mr. Alejandro Bastidas, Head of the Ciénaga Grande de Santa Marta Flora and Fauna Sanctuary, Parques Nacionales Naturales de Colombia, Colombia
4. Ms. Camille Caumette, Project Officer, Regional Activity Centre for the Protocol Concerning Specially Protected Areas and Wildlife (SPAW-RAC), Guadeloupe
5. Mr. Ruleo Camacho, Marine Ecologist, National Parks Authority, Antigua and Barbuda
6. Mr. Jérôme Couvat, CARI'MAM Project Officer, Agoa Sanctuary, French Biodiversity Office, Martinique
7. Ms. Samantha Dowdell, International Affairs Specialist National Oceanic and Atmospheric Administration (NOAA) Office of International Affairs, USA
8. Mr. Carlos Gilkes Park Naturalist, Folkestone Marine Reserve, Barbados
9. Ms. Saphira Hunt, Programme Assistant (Conservation, South), Saint Lucia National Trust, Saint Lucia
10. Ms. Lashanti Jupp, Program Assistant, Perry Institute for Marine Science, The Bahamas
11. Mr. Bill Keine, Consultant UN Environment Programme – Caribbean Environment Programme (UNEP-CEP) SPAW Programme, USA
12. Ms. Ileana López Programme Officer, Specially Protected Areas and Wildlife Subprogramme Cartagena Convention Secretariat, UN Environment Programme – Caribbean Environment Programme, Jamaica
13. Ms. Exil Lucienna, Director of Watershed, Coastal and Marines Zones, Ministry of the Environment, Haiti
14. Ms. Sandrine Pivard, Director Regional Activity Centre for the Protocol Concerning Specially Protected Areas and Wildlife (SPAW-RAC), Guadeloupe
15. Ms. Rita Straughn, Fisheries Extension Officer, Fisheries Department, Saint Lucia
16. Ms. Sietske van der Wal, Fundación Parke Nacional Aruba, Aruba
17. Mr. José Vargas, Environmental Consultant, Field Biologist HJR Reefscaping Puerto Rico
18. Mr. Inilek Wilmot, Manager, Environment Portfolio, The Oracabessa Marine Trust, Jamaica
19. Ms. Someira Zambrano, Coordinator, Red Arrecifal Dominicana, Dominican Republic

Assessment of the Impact and Effectiveness of the Caribbean Marine Protected Area Network and Forum (CaMPAM)**Executive Summary**

This review of Caribbean Marine Protected Area Management Network and Forum (CaMPAM) was commissioned by the CAR/RCU in its capacity as the Cartagena Convention Secretariat. At the Tenth Meeting of the Contracting Parties (COP) to the Protocol Concerning Specially Protected Areas and Wildlife (SPAW Protocol) (June 2019), Parties recommend that the Cartagena Convention Secretariat “undertake a comprehensive review to determine the impact of CaMPAM’s activities thus far, envisaged to evaluate [its] effectiveness and guide future work with a view to [...] ensuring activities [are] linked to overall SPAW Protocol activities/goals” (UNEP 2019c: Annex II, 2). The review is intended to build on the findings of the evaluation of the network that was carried out in 2016.

The assessment of CaMPAM and preparation of a complementary network development plan are being carried out under the Enforcing Environmental Treaties in African, Caribbean and Pacific (ACP) Countries (ACP-MEAs III) project in support of the effective implementation of the SPAW Protocol. The ACP MEAs programme is a joint partnership between the European Union, the Organization of African, Caribbean and Pacific States, UN Environment Programme and the Food and Agriculture Organization of the United Nations which aims at building capacity in 79 countries in Africa, Caribbean, and Pacific (ACP) to support them fulfil their obligations as parties to Multilateral Environmental Agreements (MEAs) to tackle the environmental issues they face. In the Caribbean, it is implemented by the CARICOM and the Cartagena Convention Secretariats.

In tandem with this review of CaMPAM, and as part of the ACP-MEAs III project, the SPAW Programme is working towards delivering a functional ecological network of SPAW-listed marine protected areas (MPAs) covering interconnected marine and associated habitats and ecosystems for restoring and sustaining the health of the oceans.

Key Findings***Implementation of recommendations of the 2016 evaluation***

Of 19 specific recommendations made in the 2016 evaluation, action has been taken towards implementing nine of them. There have been more advances in implementing the programme delivery recommendations of the 2016 evaluation than the higher-level strategic ones, with the implementation of the latter only beginning in earnest in 2020. Delayed implementation of the strategic, higher-level recommendations is linked to inadequate human and financial resources needed to drive execution.

Many of the challenges and constraints identified in the 2016 evaluation persist in 2020. Until and unless underlying limitations and shortcomings of CaMPAM’s institutional framework and governance are addressed, these issues will be recurrent.

Programme strengths and successes

CaMPAM and its work are valued. It is recognised as having contributed to the capacity development of Wider Caribbean Region (WCR) marine protected area (MPA) professionals, information sharing and professional exchange.

Training transfer and knowledge transfer: CaMPAM's flagship regional Training of Trainers (ToT) is *relevant to the WCR context*. ToT alumni put into practice the knowledge and skills gained in the course and have made positive changes in their work situation based on what they learned in the course. The ToT course has had a *multiplier effect*, thereby expanding the programme's overall impacts to others. Most trainees transfer knowledge to their colleagues through on-the-job interactions, rather than via formal training sessions, however.

Building capacity in SPAW Protocol Signatory Countries: CaMPAM has consistently ensured that professionals in countries that are signatory to the SPAW Protocol are the primary beneficiaries of its training.

Capacity retention in the WCR: The evidence suggests that capacity built through direct CaMPAM training is retained in the MPA management sector and the WCR.

Successful network-building: CaMPAM has successfully supported relationship-building and networking through its activities or outputs, and this has given rise to collaboration and exchange among members, including the elaboration of bilateral projects and the provision of technical advice across jurisdictions.

Strategic grant-making supports MPA management: CaMPAM's small grants have been used strategically to afford trainees to apply skills and knowledge of good practice gained during the ToT while filling a need in their local situation. Solution-oriented small grants have filled needs to improve MPA management.

Weaknesses and shortcomings

Inadequate responsiveness: Although CaMPAM's activities and approach to capacity building are consistent with MPA professionals' needs, the network has not gone far enough in being responsive to the priorities of MPA professionals and MPAs. Although CaMPAM's activities have been in service of MPA professionals and were developed in consultation with some of these individuals, there is no evidence of formal, institutionalised systems and structures for stakeholder consultation or participation in agenda-setting. Where members have been engaged to support CaMPAM on an ad hoc or one-off basis, they have been willing to do so, but there is potential to harness more time and resources from members in support of the network.

Demand for bottom-up programming: Stakeholders would like to see a more responsive, bottom-up approach to programming, which would likely result in programming and products with greater usefulness to a broader pool of MPA management stakeholders.

Modest scope of work: CaMPAM's scope of work is modest, notwithstanding demand from stakeholders for more capacity strengthening support in areas compatible with what CaMPAM already does.

Lack of a strategic programming framework: CaMPAM's programming framework is derived from the United Nations Environment Programme – Caribbean Environment Programme (UNEP-CEP) SPAW Programme, specifically subprogramme 2.2 *Strengthening of Protected Areas in the Wider Caribbean Region (WCR)*. This allows for alignment with the SPAW Programme, but there is no overarching CaMPAM-

specific vision and defined programmatic objectives against which members and partners can measure progress and success.

Persistent institutional weakness: CaMPAM has systemic institutional weaknesses that have stymied the network's development and performance and will continue to do so unless definitively addressed. Several of these issues were flagged as early as 2003, and some were raised again in the evaluation conducted in 2016. These institutional weaknesses coexist alongside the inadequate staffing and funding that have long-affected CaMPAM.

Institutional infrastructure: A desire for informality has led to inadequate structures for stakeholder engagement and member-driven governance.

Ambiguity in agenda-setting responsibility: Lack of independent staff and resources led to the SPAW Programme acting as CaMPAM's basic support system and the operation of the network effectively becoming a managed programme of UNEP-CEP. There is some ambiguity in agenda-setting with UNEP-CEP recognising on the one hand that there was a desire for the network to be "operated by the managers themselves" but in the absence of a mechanism that facilitates the "managers themselves" or "members themselves" playing such a role, agenda-setting has largely been assumed by the SPAW Programme and the former Coordinator, along with operational management.

Membership: At present, members are considered subscribers to the CaMPAM-L listserv, participants in fora, training activities, projects and exchanges but not all these individuals consider themselves CaMPAM members. In the absence of a formal definition of members, the CaMPAM membership is widespread and amorphous. CaMPAM cannot be responsive to members without having a way of engaging identifiable members or member groupings, even in the context of having a loose and inclusive definition of members.

Too few backbone institutional partners: UNEP-CEP, through the SPAW Programme, stepped into the breach when plans for shared oversight of the network fell through. CaMPAM has used project implementation partnerships to good effect, but UNEP-CEP has remained the network's primary institutional supporter, albeit with significant support from GCFI. A core of formal institutional partners would support programme delivery and resourcing the network.

Inadequate financial resources and underutilised human resources: CaMPAM has not managed to secure the financial resources needed to sustain the network. Fundraising responsibility has fallen mainly to the SPAW Programme/Programme Officer, with members playing little or no role in resource mobilisation. What the network does have are human resources in the form of member support, particularly through the Expert Group. However, its human resource base is underutilised and under mobilised due, in part, to deficiencies in the network's institutional framework.

Towards improved programme delivery: There is scope for CaMPAM to strengthen its programmatic work through the improvement of platforms for engagement and community-building, and the expansion of its capacity building work to meet training needs through both a more responsive approach to developing courses and a wider range of courses and seminars using various modes of delivery.

Recommendations

Operational sustainability

1. Improve CaMPAM's governance arrangements to ensure the network is driven from the bottom up and responds to the needs of MPA professionals and sites.
 - a. Define and document institutional arrangements, including internal supporting structures such as committees or working groups.
 - b. Create a members' forum or assembly that meets periodically to shape and guide the strategic direction of the network and serves as a decision-making forum. (A physical meeting could take place in the wings of the GCFI Annual Conference or another regional meeting.)
 - c. Establish a committee of members to oversee the operation of the network and secretariat and ensure implementation of members decisions.
2. Refine membership arrangements to facilitate member-driven governance and stakeholder engagement. The decision to become a CaMPAM member should be an active one, in which members opt-in rather than membership by default through listserv subscription or participation in a CaMPAM activity. Eligibility criteria for membership should be documented, and eligibility should be extended to include institutional membership for MPAs and other supporting organisations.
3. Establish a secretariat to oversee the day-to-day functioning of the network. Early efforts to host the secretariat function within the offices of an MPA were unsuccessful; financing and staffing pressures faced by MPAs today make it unlikely that a rotating secretariat among MPAs would be feasible. Within the UNEP-CEP support structure, the SPAW-RAC is mandated to provide technical support to Contracting Parties to meet their obligations to the Cartagena Convention and its Protocols. The SPAW-RAC should be assessed for its feasibility to host the CaMPAM Secretariat, under the guidance of an oversight committee of members.
4. Establish formal, long-term partnership agreements to support programme delivery. CaMPAM should explore partnerships with such institutions as CERMES and Institute for Marine and Coastal Research (INVEMAR - Instituto de Investigaciones Marinas y Costeras).
5. Develop/refine a "Theory of Change" as a guiding framework for CaMPAM that will enable stakeholders to come to a shared understanding and set a foundation for long-term planning and the elaboration of a strategic plan.
6. Elaborate a multi-year strategic plan that reflects a collective vision and long-term strategies, goals and objectives of the network. The strategic plan should incorporate a framework for monitoring and evaluation. The strategic planning process should be guided by a Reference Group, with defined terms of reference and a limited period of engagement.

Financial sustainability

7. Establish a core operating budget for CaMPAM that reflects network operations at basic and ideal levels of activity.
8. Undertake a feasibility study for private sector funding. Corporate support through private sector foundations or corporate social responsibility programmes is part of the conservation funding mix in the WCR; CaMPAM is able to offer a corporate sponsor the opportunity to scale funding support at a regional level.
9. Develop a proactive and coordinated approach to fundraising that shares fundraising responsibility among the membership and takes advantage of members' comparative advantage vis-à-vis funding sources rather than rely primarily on UNEP-CEP to raise funds. For example, MPA partners in the French territories could help leverage funds from E.U. sources such as Interreg (<https://www.interreg-caraibes.fr/>) or L'agence française de développement. Partners in Creole-speaking territories could come together under the CaMPAM umbrella to access funds through Karayib Klima (<http://www.karayibklima.unite-caribbean.com/en/>)
10. Integrate fundraising into the terms of reference of the coordinator.

Programme Delivery

11. Conduct a comprehensive capacity needs assessment survey. This should be done in partnership with MPACONnect, which already carries out periodic assessments of its member MPAs using the tool that was developed in collaboration with CaMPAM in 2011. The results of the survey should be used to shape CaMPAM's capacity building programme and as part of the network's baseline for monitoring and evaluation.
12. Establish a management effectiveness baseline of MPAs in SPAW signatory countries. Where protected area management effectiveness (PAME) assessments are more than three years old, support the MPA's management to carry out an evaluation. PAME assessment results will inform the capacity building programme as well as form part of CaMPAM's baseline.
13. Increase the type of training offered by CaMPAM to include short courses, seminars and webinars and expand delivery modalities to include synchronous and asynchronous e-learning, blended learning, and peer-led learning. The results of the needs assessment should determine the content of the training programme.
14. Upgrade the CaMPAM website to include a resource section or knowledge hub, training tools and resources, and announcements of upcoming conferences, workshops and training opportunities
15. Build community among CaMPAM members through an online forum that allows users to discuss specific topics and get support and advice from peers. While CaMPAM-L should be open to all

interested, the forum should be a space for individuals who proactively sign on for CaMPAM membership. The forum should be linked to the upgraded CaMPAM website.

16. Create a searchable skills inventory database that identifies the skills and expertise of network members, inclusive of non-MPA managers with technical skills like researchers and knowledgeable consultants as well as their availability/willingness to provide technical assistance and training.
17. Expand CaMPAM's programmatic focus to include policy support/advocacy for increased investment in marine and coastal resources and ecosystems by policymakers and the development of multi-site (regional and sub-regional) responses to transboundary threats and the management of migratory species.

A road map for implementing the institutional development recommendations appears in the companion report to this document, *Strategic Directions and Network Development Plan for the Caribbean Marine Protected Area Network and Forum (CaMPAM)*.

Appendix 4 Selected Initiatives in Support of MPA Management in the Caribbean

Name	Type	Description
Biodiversity and Protected Areas Management (BIOPAMA) Programme	Global protected area support programme	<p>The Biodiversity and Protected Areas Management (BIOPAMA) Programme assists the African, Caribbean and Pacific countries to address their priorities for improved management and governance of biodiversity and natural resources. BIOPAMA provides tools, services and funding to conservation actors in the African, Caribbean and Pacific (ACP) countries. BIOPAMA seeks to improve protected area data collection and support linked analysis and monitoring, both of which are critical for policy guidance and decision-making.</p> <p>The current programme (BIOPAMA II: 2017-2023) has provided Caribbean stakeholders training in the use of protected areas databases and supports the Caribbean Protected Areas Gateway (CPAG). CPAG provides data and information to inform policies and improve the efficiency of MPAs through enhanced data accessibility (ecological, socioeconomic and governance).</p> <p>BIOPAMA II is implemented in the Caribbean by the IUCN Regional Office for Mexico, Central America and the Caribbean, and the Centre for Resource Management and Environmental Studies (CERMES), University of the West Indies, Cave Hill.</p> <p>https://caribbeanprotectedareagateway.com/</p>
Caribbean Biodiversity Fund (CBF)	Environmental fund	<p>Established in 2012, the Caribbean Biodiversity Fund (CBF) a regional environmental fund that aims to provide a sustainable flow of resources to support activities that contribute substantially to the conservation, protection and maintenance of biodiversity in the Caribbean. The CBF manages two financial instruments:</p> <ul style="list-style-type: none"> i. Conservation Finance Program, anchored by a US\$75 million endowment fund; ii. Climate Change Program, anchored by a US\$27 million sinking fund focused on Ecosystem-based Adaptation (EbA). <p>Conservation Finance Program participating countries are Antigua and Barbuda, Dominican Republic, Grenada, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, and The Bahamas. Observer countries are Haiti, Guyana, Puerto Rico, and the British Virgin Islands.</p>

		<p>The CBF was created in the context of the Caribbean Challenge Initiative (CCI). The CCI seeks to effectively conserve and manage at least 20% of the marine and coastal environment by 2020 and establish fully functioning sustainable financial mechanisms that will provide reliable funding over the long term. The CBF and a group of National Conservation Trust Funds (NCTFs) together form the Caribbean Sustainable Finance Architecture.</p> <p>https://www.caribbeanbiodiversityfund.org/</p>
Caribbean Sea Innovation Fund (CarSIF)	Small grant facility	<p>The Caribbean Sea Innovation Fund (CarSIF) is a framework for the Caribbean Natural Resources Institute's (CANARI's) small grants programmes on marine and coastal governance and management. It supports innovation and best practices to enhance coastal and marine biodiversity conservation, build resilience to climate change and natural hazards and support the development of sustainable community livelihoods by fisherfolk organisations (FFOs), community-based organisations (CBOs), NGOs and small and micro-enterprises (SMEs) in the Caribbean.</p> <p>The CarSIF directly aligns with, and will support the implementation of, the priority strategies of the Civil Society Action Programme for Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ C-SAP).</p> <p>https://canari.org/</p>
Caribbean Biological Corridor	Marine and terrestrial protected area planning and decision-making platform	<p>The Caribbean Biological Corridor (CBC) seeks to protect the strategic marine and terrestrial ecosystems of the Greater Antilles and ecological connectivity between the islands. The CBC is recognized by Haiti, Cuba and Dominican Republic as their main coordination mechanism for biodiversity conservation (since 2014). Puerto Rico became a new member in 2016, and Jamaica has expressed interest in joining. The CBC facilitates the elaboration of bilateral agreements and plans, such as the "collaborative agreement" between Haiti and Cuba, and the "Transboundary Action Plan" between Haiti and the Dominican Republic. It supports socio-economic studies of sites of importance to the Corridor and provides training for governments and civil society on a range of topics, including coastal/marine management.</p> <p>http://cbcbio.org/</p>
Dutch Caribbean Nature Alliance (DCNA)	Network	<p>Active in the Dutch Caribbean islands – Aruba, Bonaire, Curaçao, Saba, St. Eustatius and St. Maarten. The independent DCNA secretariat supports and assists the marine and terrestrial protected area management</p>

		<p>organisations across the six islands through the facilitation of knowledge exchange, financial support, training, access to information, the promotion of nature conservation and educational outreach.</p> <p>https://dcnanature.org/</p>
<p>Mesoamerican Reef Fund (MAR Fund)</p> <p>&</p> <p>MAR Connectivity Network</p>	<p>Funding and coordination institution</p> <p>Regional research programme</p>	<p>The Mesoamerican Reef Fund (MAR Fund) operates as an ecoregional planning and coordinating body that prioritises projects and allocates funding to sustain and finance effective transnational alliances, policies, and practices that conserve the Mesoamerican Reef and advance the health and well-being of the region's people. It supports work in the countries of the Mesoamerican Reef region (Belize, Guatemala, Honduras, and Mexico).</p> <p>The MAR Connectivity Network is made up of 14 priority conservation areas in the four MAR countries that form the basis of connectivity research and assessments of larval reef fish biodiversity, distribution and relevant coastal oceanographic dynamics. Over time, the network's research will encompass more of the MAR region's 63 coastal and marine protected areas that are part of the national MPA systems of the four countries.</p> <p>https://marfund.org/en/ https://marfund.org/en/mar-connectivity-network/</p>
MPAConnect	Network	<p>Operational since 2010, MPAConnect is a learning network of MPA managers and professionals in the Caribbean that works to increase the effectiveness of MPA management by addressing specific capacity needs of individual MPAs through a variety of means, including regional peer to peer workshops, site-specific technical support, learning exchanges and direct grant funding. It is a partnership between the US National Oceanic and Atmospheric Administration (NOAA), through their Coral Reef Conservation Program, and the Gulf and Caribbean Fisheries Institute (GCFI) and currently works with 32 MPAs from 11 countries and territories in the Wider Caribbean region.</p> <p>https://www.gcfi.org/initiatives/mpa-capacity-program/</p>
North American Marine Protected Areas Network (NAMPAN)	Network	<p>Created in 1999 to enhance collaboration between Canada, Mexico and the USA, NAMPAN is a network of resource agencies, MPA managers, and other relevant experts from the United States, Canada and Mexico. It aims to enhance and strengthen the conservation of biodiversity in critical marine habitats and help foster a comprehensive network of MPAs in North America. It is a network of both important marine places and the institutions and people connected with those places.</p> <p>https://nampan.openchannels.org/</p>

<p>Gulf of Mexico Marine Protected Area Network (Red Golfo)</p>	<p>Network</p>	<p>Launched in 2017 to strengthen links between MPAs of Cuba, Mexico and the USA, the tri-national Red Golfo network aims to facilitate the sharing of science between MPA managers to enhance the management, especially in a context of global change and includes joint research programs and the establishment of joint monitoring protocols. RedGolfo is coordinated by the Caribbean Marine Research and Conservation Program (CariMar)/The Ocean Foundation and includes the following institutions as part of the collaboration: Cuba: Centro Nacional de Áreas Protegidas de Cuba (CNAP) Mexico: Comisión Nacional de Áreas Naturales Protegidas (CONANP) USA: National Oceanic and Atmospheric Administration (NOAA) The Trinational Initiative (3NI)</p>
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Appendix 5 CaMPAM Logic Model

