



Distr. LIMITED

UNEP(DEPI)/CAR WG.42/INF.7 Addendum 1
11 February 2021


Original: ENGLISH

Ninth Meeting of the Scientific and Technical Advisory
Committee (STAC) to the Protocol Concerning Specially
Protected Areas and Wildlife (SPAW) in the Wider
Caribbean Region

17–19 March 2021

**ASSESSMENT OF THE IMPACT AND EFFECTIVENESS OF THE
CARIBBEAN MARINE PROTECTED AREA NETWORK AND FORUM
(CaMPAM)**

*For reasons of public health and safety associated with COVID-19, this meeting is being convened virtually.
Delegates are kindly requested to access all meeting documents electronically for download as necessary.*



Assessment of the Impact & Effectiveness of the Caribbean Marine Protected Area Network and Forum (CaMPAM)

January 2021

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

Lead author: Nicole A. Brown

Research support: Frédérique Fardin

Cover photograph: Bonaire National Marine Park, Vlad Tchompalov, Unsplash

Citation: United Nations Environment Programme—Caribbean Environment Programme (2021) *Assessment of the Impact and Effectiveness of the Caribbean Marine Protected Area Network and Forum (CaMPAM)* Jamaica, Kingston

UNEP CEP Publication Data

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

Kingston, Jamaica, 2021. United Nations Environment Programme (UNEP), Caribbean Environment Programme (CEP), Specially Protected Areas and Wildlife (SPAW) Protocol

75 pp.

UNEP CEP authorises the reproduction of this material, whole or in part, provided appropriate acknowledgement is given.

This report is a product of a joint EU-UNEP-CARICOM project and has been produced with the financial assistance of the European Union. The views expressed herein can therefore in no way be taken to reflect the official opinion of the European Commission or the United Nations Environment Programme.”

Acknowledgements: Funding for this report has been provided through the Capacity Building Related to Multilateral Environmental Agreements in African, Caribbean, and Pacific Countries Phase III (ACP MEAs 3) project. 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

Table of Contents

Acronyms and Abbreviations	v
Executive Summary	vii
Key Findings	vii
Recommendations	ix
PART I: BACKGROUND AND OVERVIEW	1
1. Introduction	1
1.1 Context	1
1.2 Towards Improved Implementation of the SPAW Protocol	2
1.3 About CaMPAM	3
1.3.1 Background	3
1.3.2 Programme	3
1.3.3 CaMPAM and the SPAW Programme	4
2. Evaluation Purpose and Questions	5
2.1 Objective	5
2.2 Evaluation Questions	5
3. Evaluation Method and Limitations	7
3.1 Data Collection	7
3.2 Limitations	8
4. The 2016 Evaluation	8
PART II FINDINGS & DISCUSSION	10
5. Progress in Implementing the 2016 Recommendations	10
5.1 Organisational Strategy	10
5.2 Management and Governance	10
5.3 Membership	10
5.4 Partnerships	13
5.5 Staffing	13
5.6 Financial Sustainability	14
5.7 Programmes	14
5.8 Barriers	14
6. Health	15
6.1 Agenda-setting and Decision Making	15
6.2 Advisory Mechanisms	16

6.3	Member Engagement and Member Participation.....	16
6.5	Shared Understanding of Network Purpose	17
6.6	Operational Performance	18
6.7	Fostering Connections among Stakeholders within the Network.....	19
6.8	Interpretation of Findings on Health	19
7.	Relevance.....	20
7.1	Regional Training of Trainers (ToT) Course.....	20
7.2	CaMPAM-L Listserv	21
7.3	MPA Database.....	23
7.4	Other Products and Services.....	23
7.5	Needs of MPA Professionals	24
7.6	Support to the SPAW Programme/Protocol	28
7.7	Interpretation of Findings on Relevance	29
8.	Effectiveness	29
8.1	Improved Management Capacity	29
8.2	Relationships and Collaboration among MPA Professionals	32
8.3	MPA Practitioner Engagement and Contribution - CaMPAM-L.....	34
8.6	Interpretation of Findings on Effectiveness.....	36
9.	Impact	36
9.1	Training Transfer	36
9.2	Building Capacity in SPAW Protocol Countries	37
9.3	Capacity Retention (sector and region)	37
9.4	Building Awareness of Regional Connectivity.....	38
9.5	Contributions to MPA Management.....	38
9.6	Interpretation of Findings on Impact.....	39
10.	Discussion and Recommendations	39
10.1	Discussion.....	39
10.2	Recommendations	42
	Bibliography	45
	Appendix 1 Consultancy Terms of Reference	48
	Appendix 2 Programmatic Documents Reviewed	52
	Appendix 3 Individuals Consulted and Participants in Virtual Stakeholder Meeting	54
	Appendix 4 Stakeholder Needs.....	57

List of Tables and Figures

Table 1 Expected Outputs and Indicators SPAW subprogramme 2.2 Strengthening of Protected Areas in the Wider Caribbean Region (2017 – 2018 and 2019 – 2020).....	5
Table 2 Evaluation Matrix	6
Table 3 Summary of questionnaires distributed and responses received.....	7
Table 4 Implementation Status of 2016 Evaluation Recommendations (2020).....	11
Table 5 Number and Percentage of CaMPAM Members among Survey Respondents (all groups surveyed)	17
Table 6 Stakeholder Perception of Shared Network Purpose, Goals and Objectives (MPA Managers/PA Oversight Agency Staff & CaMPAM-L Subscribers)	18
Table 7 Stakeholder Perception of CaMPAM’s Value to Constituents CaMPAM (MPA Manager/PA Oversight Agency Personnel).....	19
Table 8 Characterisation of CaMPAM-L Posts March, June & November 2018	21
Table 9 Effectiveness of the CaMPAM-L Listserv (CaMPAM-L Subscribers)	22
Table 10 Usefulness of the CaMPAM-L Listserv (ToT Course Alumni and MPA Managers/PA Oversight Agency Staff)	22
Table 11 Current Usefulness of the MPA Database (ToT Course Alumni, MPA Managers/PA Oversight Agency Staff and CaMPAM-L Subscribers).....	23
Table 12 Usefulness of Selected CaMPAM Products and Services (ToT Course Alumni)	24
Table 13 Areas of Need Identified by Survey Respondents.....	25
Table 14 Stakeholder Preference for CaMPAM Focus.....	27
Table 15 Expected Outputs, Indicators and Corresponding Objectives SPAW Subprogram 2.2 (2017 – 2018 and 2019 – 2020)	28
Table 16 Stakeholder Perception of CaMPAM’s Contribution to SPAW Protocol Implementation (MPA Managers/PA Oversight Agency Staff & CaMPAM-L Subscribers).....	29
Table 17 Barriers to Knowledge Transfer Among ToT Course Alumni.....	31
Table 18 Stakeholder Perception of CaMPAM’s Contribution to Effective MPA Management (MPA Manager/PA Oversight Agency Personnel).....	32
Table 19 Stakeholder Perception of Site/Jurisdiction Benefiting from CaMPAM (MPA Manager/PA Oversight Agency Personnel)	32
Table 20 Post-training networking among ToT course alumni	33
Table 21 Post-training networking of ToT course alumni with instructors	33
Table 22 CaMPAM-L Subscribers and Posts 2017- 2020	35
Figure 1 Alumni Knowledge Transfer Methods	30
Figure 2 Distribution of ToT Course Participants by Country	37
Figure 3 Change in ToT Course Alumni Role/Sector	38
Figure 4 MPA Manager/PA Oversight Agency Personnel’s Perception of CaMPAM’s Significant Contribution to MPA Management	39

Acronyms and Abbreviations

ACP-MEAs III	Enforcing Environmental Treaties in African, Caribbean and Pacific Countries Project
CaMPAM	Caribbean Marine Protected Area Management Network and Forum
CAR/RCU	UNEP Caribbean Regional Coordinating Unit
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
COVID-19	Coronavirus disease 2019
DCNA	Dutch Caribbean Nature Alliance
DSS	Decision Support System
EBM	Ecosystem-based management
GCFI	Gulf and Caribbean Fisheries Institute
MEA	Multilateral environmental agreements
MPA	Marine protected area
NAMPAM	North American Marine Protected Areas Network
NOAA	National Oceanic and Atmospheric Administration
PA	Protected area
PAME	Protected area management effectiveness
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
SCTLD	Stony coral tissue loss disease
ToT	Training of trainers

UNEP-CEP

United Nations Environment Programme – Caribbean Environment
Programme

WCR

Wider Caribbean Region

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 (SPA 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 GCFL. 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 foundation 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 EU sources such as Interreg (<https://www.interreg-caraibes.fr/>) or L'agence française de développement. Partners in Creole-speaking territories could come together 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)*.

PART I: BACKGROUND AND OVERVIEW

1. Introduction

1.1 Context

The Caribbean Marine Protected Area Management Network and Forum (CaMPAM) is a network of marine protected area (MPA) professionals and practitioners in the Wider Caribbean. It was formed in 1997 to support the mandate of the 1990 Protocol Concerning Specially Protected Areas and Wildlife (SPA) by addressing the capacity limitations in Caribbean MPAs. The SPA Protocol¹ is one of three treaties of the Convention for the Protection and Development of the Marine Environment in the Wider Caribbean Region (Cartagena Convention), which provides an overarching regional legal framework for protecting the Caribbean Sea. The use of MPAs as a conservation and management tool is a key strategy of the SPA Protocol, as set out in Articles 4 – 9. Article 6 recognises explicitly the need for effective management and the supporting and enabling conditions to facilitate this, including a cadre of qualified managers and technical personnel (Article 6 (2) (i)). CaMPAM was set up under the aegis of the SPA Programme of the Caribbean Regional Co-ordinating Unit (CAR/RCU) to address the capacity limitation of MPA personnel, particularly at the managerial level (Bustamante *et al.* 2014). The CAR/RCU serves as the Secretariat for the Cartagena Convention and UN Environment's Caribbean Environment Programme (UNEP-CEP).

This review of 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 SPA 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 SPA Protocol activities/goals” (UNEP 2019c: Annex II, 2).

The assessment of CaMPAM and preparation of a 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 SPA 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.

¹ Signed in January 1990, the SPA Protocol came into effect on June 2000 and is currently endorsed by 17 countries: Bahamas, Barbados, Belize, Colombia, Cuba, Dominican Republic, France (Guadeloupe, Guyane, Martinique, Saint-Barthélemy, Saint-Martin), Granada, Guyana, Honduras, the Dutch Caribbean (constituent countries of Aruba, Curaçao and Sint Maarten; and the special municipalities of Bonaire, Sint Eustatius and Saba), Panama, Saint-Lucie, Saint-Vincent and the Grenadines, Trinidad and Tobago, USA (the states bordering the Gulf of Mexico, the American Virgin Islands, Puerto Rico) and Venezuela.

1.2 Towards Improved Implementation of the SPAW Protocol

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.

The Regional Activity Centre for the Protocol Concerning Specially Protected Areas and Wildlife for the Wider Caribbean Region (SPAW-RAC), acting on a mandate of COP 10, and with support from the SPAW MPA Ad Hoc Working Group, is concurrently developing a framework for cooperation under of the SPAW Protocol.

The development of an ecological network of MPAs in the Wider Caribbean is a vital step towards fulfilling the aims of the Cartagena Convention and UNEP's regional seas programme for the Wider Caribbean. UNEP's Marine and Coastal Strategy to 2030 (nd) recognises MPA networks under Regional Seas Protocols, such as the SPAW Protocol, as an important conservation tool and includes commitments to support strengthened ecological connectivity, governance, monitoring and capacity building. 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.

MPA networks can enhance MPA effectiveness. Individual MPAs can benefit from both biophysical and social linkages.

Ecological networks are based on shared or complementary biological or oceanographic characteristics of MPAs and improve each MPA's capacity to achieve environmental/biodiversity objectives (National Marine Sanctuary System n.d. adapted from White, Aliño and Meneses 2005). Ecological networks of protected areas present opportunities for 'scaling up' conservation actions and building resilience across interconnected ecosystems and habitats (UNEP-WCMC 2008).

Social networks that bring together managers and other MPA practitioners and link different institutions can support improved administrative effectiveness through coordinated management activities and shared knowledge. Social and learning networks are "catalysts and facilitators for the development of ecological networks of MPAs" (UN Environment Programme World Conservation Monitoring Centre [UNEP-WCMC] 2008:113). Such networks can add value to the administration and management of ecological networks through communication, sharing lessons and results and coordination among institutions (Lowry, White and Christie 2009; Gomei and Di Carlo 2012; PIMPAC 2020).

The CAR/RCU recognises that social networks can support the performance of MPAs and ecological MPA networks. The SPAW Programme contemplates a continued role for such a grouping within its Wider Caribbean initiatives, particularly as it implements its biennial work programmes and activities under Objective 9 of the Regional Strategy and Action Plan for the Valuation, Protection and/or Restoration of Key Marine Habitats in the Wider Caribbean 2021 -2030 (RSAP) to "improve the effectiveness of resource and protected area management institutions and the impact of management interventions" (United Nations Environment Programme - Caribbean Environment Programme [UNEP-CEP] 2020a).

1.3 About CaMPAM

1.3.1 Background

CaMPAM's purpose is to improve MPA management through structured and consistent information sharing, training events, learning exchanges, and technical support. It was established as a vehicle to promote the exchange of information and the dissemination of best practices.

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 the Caribbean Environment Programme, 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 expand the CaMPAM network to make it 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). Seed funding from the NOAA Coral Reef Conservation Program and GCFI made it possible for a CaMPAM coordinator to be hired. A fiduciary arrangement with GCFI helped channel funds to the Network which is not a legal, registered entity. GCFI also provided support by hosting the CaMPAM database, website and listserv, an arrangement that continued up until 2019 when UNEP-CEP took over hosting the website and database. GCFI continues to host the listserv, but responsibility for moderation was assumed by the SPAW-RAC, following the resignation of the previous moderator, the CaMPAM Coordinator who resigned in October 2019 due, in part, to lack of funds to cover her time. CaMPAM's funding has been on a project-by-project basis, with remuneration of the Coordinator linked to the availability of resources. Even in the absence of funding, the Coordinator sustained a minimal level of activity, including moderating the listserv.

1.3.2 Programme

CaMPAM's work is carried out under the broad programmatic areas of (i) training, (ii) communication and networking, and (iii) technical and financial assistance. Activities and services within these areas are as follows:

- | | |
|---------------------------------------|--|
| Training | <ul style="list-style-type: none">• Two-week regional Training of Trainers (ToT) course on Marine Protected Area Management and a training manual• National follow-up training activities hosted by ToT course graduates |
| Communication & Networking | <ul style="list-style-type: none">• CaMPAM website - provides background information about the Network and serves as a repository for reports and documents about CaMPAM http://gefcrew.org/Campam/campam.php• CaMPAM-L - electronic email distribution list for sharing information among members on MPA management, science, policy, and governance in the Caribbean region. http://listserv.gcfi.org/scripts/wa-GCFI.exe?A0=CAMPAM-L• CaMPAM Database - a repository of MPA profiles and data, currently being upgraded to increase functionality, including support for citizen science that |

can be used to inform MPA management
<https://sites.google.com/cep.unep.org/campamgeospatialdatabase/home>

- MPA Science and Management Session at the Gulf and Caribbean Fisheries Institute (GCFI) annual conference

**Technical
Financial
Assistance**

&

- Small Grant Programme to support national training in follow up to the regional ToT course and implement small projects that respond to local needs
- Exchange visits – supported through small grants for the express purpose of *in situ* peer-to-peer learning.

1.3.3 CaMPAM and the SPAW Programme

CaMPAM's activities are integrated into the SPAW Programme's biennial work plans and support implementation of subprogramme 2.2 *Strengthening of Protected Areas in the Wider Caribbean Region (WCR)*. The objectives of this subprogramme are to:

- (a) Strengthen the management of parks and protected areas of the Wider Caribbean, including the communication between parks and protected areas within the region;
- (b) Assist Governments and Non-Government Organisations (NGOs) with the development of human capacity to increase the effectiveness of Marine Protected Areas (MPAs), both sites and national system;
- (c) Sensitise Governments of the need and importance of financing protected areas, and to promote the development of funding mechanisms and strategies for successful park and protected area management; and
- (d) Promote protected areas in the context of the conservation of important natural resources necessary for the sustainable development of the region.

See Table 1 for the expected outputs and indicators of subprogramme 2.2 of the 2017 – 2018 and 2019 – 2020 biennia that relate to CaMPAM. (The term "outputs" is used in the SPAW Programme framework to express desired results or what the programme wishes to achieve. In some models, these would be considered "outcomes".)

Table 1 Expected Outputs and Indicators SPAW subprogramme 2.2 Strengthening of Protected Areas in the Wider Caribbean Region (2017 – 2018 and 2019 – 2020)

Outputs	Indicators
Improved CaMPAM delivery and management capacity in several MPAs of the WCR through the hosting of the Training of Trainers course, the mentorship programmes and grant funding	Increased number of MPA practitioners involved in capacity building and training programmes designed to improve their ability to respond to management issues and emerging environmental threats in marine and coastal areas
Improved information, and its dissemination, on MPAs within the region	Increased number of MPA practitioners, policymakers, scientists and other stakeholders engaging with, and contributing to, the CaMPAM internet forum and MPA database, as well as other regional and international initiatives that facilitate information sharing
Stronger relationships and collaborations between MPA practitioners, scientists, fishers, other stakeholders, as well as with international/regional experts	Increased number of MPA practitioners, scientists, fishers, other stakeholders and international/regional experts, participating in activities designed to support and strengthen PA management throughout the WCR

Source: UNEP-CEP 2017, UNEP-CEP 2019a

2. Evaluation Purpose and Questions

2.1 Objective

The objectives of the consultancy are to:

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.

This assessment is prepared in fulfilment of Objective 1 and is complemented by a three-year network development plan to enhance CaMPAM's impact and institutional sustainability in fulfilment of Objectives 2 and 3.

See Appendix 1 for the complete consultancy terms of reference.

2.2 Evaluation Questions

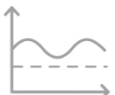
The terms of reference did not include specific evaluation questions; thus, the questions in Table 2 below were framed to interrogate progress since the 2016 baseline as well as *effectiveness* and *impact*, as stipulated in the consultancy terms of reference. In order to interrogate effectiveness and impact, the

frame of inquiry went beyond the 2016 baseline in an attempt to gain an appreciation of the longer-term impacts of the Network on MPA effectiveness in the Wider Caribbean and its contribution to achieving the objectives of the SPAW Protocol. For example, six cohorts of Training of Trainers course alumni (2007, 2010, 2011, 2015, 2016 and 2018) were selected to be surveyed to have a longer-range perspective on course impacts, rather than restricting the focus to the 2016 and 2018 courses.

For the purpose of this review, *effectiveness* is understood as the extent to which CaMPAM's outputs (activities) achieve their intended outcomes (results). *Impact* is understood as the positive or negative, long-term effects of CaMPAM's work, whether direct or indirect, intended or unintended.

While the 2016 evaluation focussed on CaMPAM's strengths and weaknesses and its role in capacity building in the region, this review sought to understand, from the perspective of stakeholders, the difference that CaMPAM has made not only to MPA Professionals but also to MPA management effectiveness. As part of the effort to lay the groundwork for the network development plan, the frame of enquiry also sought to assess the state (health) of the Network and its relevance.

Table 2 Evaluation Matrix

Evaluation Core Issues	Overarching Evaluation Questions	Evaluation Indicators
2016 Baseline 	Have the recommendations of the 2016 review been implemented and with what results? For those recommendations not implemented, what have been the barriers and constraints, and how might these be overcome?	<ul style="list-style-type: none"> Number of and extent to which 2016 recommendations have been implemented. Results of implemented recommendations.
Health The systems, structures, and governance arrangements that support the Network and foster connections.	How well are CaMPAM's internal systems and structures supporting the Network and fostering connections among MPA professionals in the Wider Caribbean?	<ul style="list-style-type: none"> Systems in place for network coordination and governance. Members report involvement in network agenda-setting.
Relevance The extent to which products and services conform to the needs and priorities of a) MPA Professionals and b) the SPAW Protocol.	Do CaMPAM's products and services conform to the needs and priorities of a) MPA Professionals and b) the SPAW Protocol?	<ul style="list-style-type: none"> Members report that network products and services address the needs of MPA professionals. Relevance of tools to the SPAW Protocol objectives.
Effectiveness The extent to which CaMPAM's outputs (activities) achieve their intended outcomes (results).	Are CaMPAM's activities strengthening the capacity of MPA professionals and are changes in the capacity of professionals contributing to improved management of MPAs?	<ul style="list-style-type: none"> MPA professionals report improved knowledge as a result of CaMPAM training, small grants and communication tools. MPA professionals report the application of skills learned and identify aspects of management

Evaluation Core Issues	Overarching Evaluation Questions	Evaluation Indicators
		effectiveness (biophysical, socio-economic, governance) changed.
Impact The positive or negative, long-term effects of CaMPAM's work, whether direct or indirect, intended or unintended.	What difference has CaMPAM made to MPA professionals and MPA management in the Wider Caribbean?	<ul style="list-style-type: none"> MPA professionals report interactions and exchanges of ideas as a result of participation in CaMPAM activities /use of tools. Reported consequences (positive or negative) attributable to CaMPAM's activities.

3. Evaluation Method and Limitations

3.1 Data Collection

The review was undertaken between mid-August and December 2020. The assessment used a mixed-methods, dominant qualitative approach. 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. (See Appendix 2 for a list of documents reviewed.)
- Stakeholder surveys: Administered to six ToT course cohorts, MPA managers and staff of agencies with responsibility for protected area (PA) management; subscribers to the CaMPAM-L listserv. Fifty-four survey responses were analysed. See Table 3 for the breakdown of returns.

Table 3 Summary of questionnaires distributed and responses received

Group	No. distributed	No. returned	Response rate
ToT Alumni - Alumni of six regional Training of Trainers courses (2007, 2010, 2011, 2015, 2016 and 2018)	108	31	29%
MPA managers/PA oversight agency staff - MPA managers and staff of agencies with responsibility for PA management	59	18*	31%
CaMPAM-L subscribers – Subscribers to the CaMPAM-L listserv	864 ²	5	0.58%

* A total of 23 surveys were returned, but five included demographic data only so were eliminated from the analysis.

- 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,

² This figure is derived from annual data of new subscribers, cancellations and administrator deletions provided by the SPAW-RAC over the 2016 baseline of 664 subscribers. There is an unresolved discrepancy between this figure and the number of subscribers for 2020 provided by the SPAW RAC [882].

CaMPAM ToT course alumni; MPA managers; personnel from UNEP-CEP and SPAW-RAC; SPAW Protocol Focal Points; partner organisations. (Appendix 3)

- 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 3)

3.2 Limitations

The review was susceptible to the following limitations:

Recall bias: Respondents were asked about their historical involvement with CaMPAM and about specific activities in the past. They may not have remembered all elements or impacts of activities that took place in the more distant past. They could also have confounded CaMPAM impacts with those of other initiatives. Attempts were made to mitigate recall bias through the use of multiple data sources, triangulation of themes and responses, and careful wording of survey questions.

Selection bias: While some of the stakeholders identified for one-on-one interviews were chosen because of their demonstrated commitment to and involvement with the SPAW Programme and CaMPAM over time, some one-on-one interviewees were selected randomly from in an attempt to counteract selection bias.

Response bias: During data collection, there was the potential for informants to form their responses based on personal motivation, such as loyalty to CaMPAM or to CaMPAM staff, rather than providing the most accurate data.

Lack of stakeholder availability: Some stakeholders contacted for interviews or to participate in the survey exercise were unavailable during the project time frame.

Low respondent cooperation in one of three target groups: Three online surveys were administered as part of this review. The response rate for the largest and most diffuse group, listserv subscribers, was very low. Although those responses have been considered in the report's analysis, more weight has been placed on the results of the other two surveys.

Lack of site/field visits or interviews: Another limitation of the assessment was that all interviews were done virtually and did not include site visits. The consultancy was carried out during the global pandemic associated with the coronavirus disease 2019 (COVID-19). Therefore, it assumed a remote exercise in alignment with social distancing protocols and discouragement of non-essential gatherings.

4. The 2016 Evaluation

The 2016 evaluation concluded that CaMPAM plays a key role as a network and forum and in building capacity on the ground in the Wider Caribbean. However, it found that given the changes in environmental, social and economic conditions and advances in management needs that had occurred since CaMPAM was first established, the existing programmes needed to be strengthened as did the organisation's governance and financing (Collado-Vides 2016).

Key findings of the 2016 assessment included the following:

- Strengths identified at the time of the review included CaMPAM's permanence, continuity and longevity as well as its geographic reach and size of its member base. It enjoys strong recognition of its work and is considered to have played a leadership role in the Caribbean. The networking opportunities provided through its training of trainer (ToT) courses, exchanges, fora at GCFI meetings, and listserv are valued, as is its ability to bring experts from different regions together. CaMPAM was thought to have had "a multiplier effect of knowledge transfer and sharing lessons learned among hundreds of practitioners on a range of important issues related to MPA management" (Collado-Vides 2016: 12).
- Weaknesses identified included lack of a permanent funding source, its limited staff complement, and the absence of an active and productive Executive Team. The unidirectional nature of the listserv was thought to have precluded discussion and debate among CaMPAM members. The evaluation also highlighted the need for stronger partnerships and a larger staff complement to better support programme delivery under the advice and guidance of an advisory committee.
- The relationship with UNEP-CEP was identified as an important enabling factor with CaMPAM deriving institutional legitimacy and intergovernmental recognition from its linkage to the SPAW Programme. The evaluation found that while some stakeholders thought the relationship with UNEP-CEP to be strategic, others found it limiting. The partnership with the GCFI was identified as another important enabling factor.

The report made 19 specific short, medium and long-term recommendations in the areas of:

- institutional framework and structure;
- management and governance;
- partnerships;
- staffing;
- fundraising/funding; and
- programmes/programme delivery.

These are presented in Table 4.

The full report is available for download from the CaMPAM website:

http://gefcrew.org/Campam/CaMPAMReports/CaMPAM_15_year_Assessment.pdf

PART II FINDINGS & DISCUSSION

5. Progress in Implementing the 2016 Recommendations

Questions: *Have the recommendations of the 2016 review been implemented and with what results? For those recommendations not implemented, what have been the barriers and constraints, and how might these be overcome?*

Between 2016 and 2020, CaMPAM implemented programmatic activities in the framework of the SPAW Regional Programme work plans for the 2017 – 2018 and 2019 – 2020 biennia. These were largely consistent with the usual suite of CaMPAM activities (region ToT course, small grant fund, MPA Science and Management Session at the annual GCFI conference, moderation of the CaMPAM listserv, participation in regional and international fora and upgrades to the CaMPAM database. (For details and activity reports, refer to Bustamante 2018, CERMES 2019, CaMPAM 2016, CaMPAM 2019, Prada 2016, UNEP 2017, UNEP 2019a, and UNEP 2019b). Of 19 specific short, medium and long-term recommendations made in 2016 (Collado-Vides 2016: 15 - 17) – in the areas of organisational strategy, management and governance, partnerships, staffing, fundraising/funding, and programmes – action has been taken towards implementing nine, as shown in Table 4 and discussed below.

5.1 Organisational Strategy

At the time of the 2016 evaluation, CaMPAM did not have a long-term organisational strategy. The evaluation recommended developing a new strategic plan and roadmap for achieving specific objectives within a framework for both programmatic and environmental sustainability. Efforts in this regard began in earnest in 2020, resulting in the consultancy to carry out this review and develop the network development plan.

5.2 Management and Governance

The CaMPAM Executive Team was one of two mechanisms that had been established to manage and guide the Network. In response to the finding that the Executive Team was defunct, the 2016 evaluation recommended that the team be revamped and an advisory committee established. By mid-2020, a new Executive Team or similar grouping had not been set up. An Expert Group was established in 2017 as an ad hoc, advisory group; however, its advisory function is narrowly conceptualised. Section 6.2 includes further discussion on this point. The network development that accompanies this report includes recommendations for improvements to management and governance.

5.3 Membership

The 2016 evaluation recommended strengthening the feeling of ownership among members through a more interactive listserv, which was critiqued for its unidirectional flow of information. It also recommended encouraging members to host “community-based online courses” under the CaMPAM umbrella. Moderation of the listserv has changed, but there have been no changes in interactivity among subscribers, as shown in Section 7.2. No evidence has been found of activities or actions to strengthen ownership of the Network among members, and the delivery of training activities has not expanded to include member-driven courses beyond training at the national level by ToT course alumni. A more

fundamental issue, however, is in defining members and having ways of engaging them. This is discussed in Section 6.4.

Table 4 Implementation Status of 2016 Evaluation Recommendations (2020)

	Recommendation	Status	Comment
Wide vision			
1	Develop a new strategic work-plan with a revised mission and vision under the UNEP-CEP framework	In progress: Network development plan prepared for consideration at STAC 9, March 2021	Initiated 2020
2	Develop a road map to accomplish goals and objectives for the long, medium and short term	In progress: Network development plan prepared for consideration at STAC 9, March 2021	Initiated 2020
3	Develop a financial strategy to secure funds from donors and governments	In progress: Network development plan prepared for consideration at STAC 9, March 2021	Initiated 2020
4	Support and enrich the active and flexible but strong institutional structure that has provided the platform for sustained delivery of services. Begin by revamping the Executive Team with members from Cartagena Convention signatory countries and in parallel, establish a team of advisors, who can come from all countries of the region.	In progress. Executive team not revamped but team of advisors established as CaMPAM Expert Group 2017	Expert Group functions in a limited, ad hoc, advisory capacity (See Section 5.2.1)
Long-term action			
1	Support and enrich the agile, flexible organisation that had been proven to work and promote a strong institutional structure by increasing staff & funds to support all CaMPAM activities	In progress = funding Not started = staffing	Funding: \$?? how much earmarked for CaMPAM?? secured by UNEP-CEP through Ecosystem-based Management (EBM)/Decision Support System (DSS) & MEAs III project but continues to be on a short-term basis. Staffing: CaMPAM Coordinator resigned in October 2019 and has not been replaced. Staffing decisions to be informed by Network Development Plan.
2	Keep a clear impact at the ground level; this will require constant evaluation of present advances in the science, management and policy of MPAs	Not started/no change	
3	Find funding to create a Foundation or endowment to ensure minimum funding to support the coordinator, staff salaries and core programmes. Work towards possible long-term donors, including a strong commitment from governments	Not started/no change	

	Recommendation	Status	Comment
Medium-term action			
1a	Upgrade the ToT course manual; if not viable, update selected material	In progress	ToT course manual not updated (last updated ten years ago) but course material modified for XIII CaMPAM ToT regional course Cave Hill Campus, Barbados (16-26 April 2018).
1b	Analyse [the feasibility] of creating an educational platform for [recurrent] use by instructors [to support course delivery and follow up. If too expensive, maintain an active online library linked to the ToT course	Not started/no change	
2a	Develop short courses, webinars and online courses that respond to regional and local issues	Not started/no change	
2b	If 2a is not feasible, maintain a list of training activities offered by other organisations and promote through the Forum and website.	Not started/no change	
3	Hire a website manager in working towards maintaining an interactive website, plus facilitating the creation of a website for the ToT program and follow-up activities. Website should have a learning-teaching approach for uploading literature, courses and course material	In progress	<p>Hosting and management of CaMPAM website transferred in 2019 from GCFI http://campam.gcfi.org/ to UNEP-CEP http://gefcrew.org/Campam/campam.php</p> <p>Website contents updated but functionality and structure are unchanged.</p> <p>MPA database modified, with increased entries and improved interactivity, in keeping with recommendations of a separate review under the “Biodiversity for Sustainable Development in the Caribbean through Ecosystem Based Management (EBM-DSS)” Project. https://sites.google.com/cep.unep.org/campamgeospatialdatabase/home</p>
4	Explore the feasibility of creating a targeted Master’s degree for marine resources managers and policymakers	Not started/no change	
Short-term action			
1	Revamp the Executive Team under the framework and priorities of the SPAW Protocol	Not started/no change	
2	The capacity building programme should maintain the ToT course, develop a strategy for the revision of the manual and be responsive to regional and local issues through short courses, webinars or online courses.	Not started/no change	
3	Modify the Forum listserv to make it more user-friendly and interactive	Not started/no change	The listserv is currently being moderated out of the SPAW-RAC, but there have been no changes to the platform or style or moderation.
4	Promote a greater feeling of ownership among members through a more interactive listserv	Not started/no change	The listserv is currently being moderated out of the SPAW-RAC, but there have

	Recommendation	Status	Comment
			been no changes to the platform or style or moderation.
5	Build on the momentum of the IUCN /congress to identify and forge strong partnerships and increasing funding sources	In progress	<p>Funding partnership with the IUCN/BIOPAMA for the XIII CaMPAM ToT regional course Cave Hill Campus, Barbados (16-26 April 2018).</p> <p>Partnerships forged but in the vein of supporting discrete activities in the short-term, rather than support as part of a long-term strategy.</p>
6	Forge new funding and programmatic partnerships (with educational institutions)	In progress	<p>Technical partnership with the Centre for Resource Management and Environmental Studies (CERMES), University of the West Indies, Cave Hill Campus, Barbados for the XIII CaMPAM ToT regional course Cave Hill Campus, Barbados (16-26 April 2018).</p> <p>Partnerships forged but in the vein of supporting discrete activities in the short-term, rather than support as part of a long-term strategy.</p>

5.4 Partnerships

Partnerships have been integral to CaMPAM's strategy throughout its existence. The 2016 evaluation recommended that CaMPAM expand its partners for programme delivery (academic institutions) and funding/financial sustainability. A funding partnership was formed with the IUCN/BIOPAMA and a technical one with the Centre for Resource Management and Environmental Studies (CERMES), University of the West Indies, Cave Hill Campus, Barbados for the delivery of the 2018 XIII CaMPAM ToT regional course and the follow-up small grant scheme. These partnerships were forged for discrete project delivery in the short-term, rather than as part of a sustained or multi-year programmatic relationship.

5.5 Staffing

Along with a lack of funding, limited staff has been a long-standing weakness of CaMPAM. The 2016 evaluation recommended increasing CaMPAM's staff complement to support programmatic expansion. The former CaMPAM Coordinator resigned in the third quarter of 2019 and was not replaced. Future staffing decisions will be made pending the results of this review and the network development plan. The former Coordinator's resignation was due, in part, to lack of funding. Several stakeholders interviewed commented on the lower level of activity within the Network in the absence of a coordinator.

The evaluation recommended hiring a new website manager. Management of the website was transferred in 2019 from GCFI, where it had been hosted, to UNEP-CEP. Management of the CaMPAM website is now the responsibility of the person charged with managing the UNEP-CEP website.

5.6 Financial Sustainability

Inadequate financial resources have long hampered CaMPAM's ability to deliver programmes and member benefits. The 2016 evaluation highlighted the need for financial sustainability and recommended steps to be taken, including developing a financial strategy and creating a foundation or endowment fund. UNEP-CEP has secured funding for CaMPAM since 2016, but this has been project support rather than long-term financing. CaMPAM's financial situation is, therefore, mostly unchanged.

5.7 Programmes

The 2016 report included several recommendations to improve programme delivery, including expanding methods of delivering training; developing a strategy for revising and updating the ToT course manual; developing short courses, webinars and online courses that respond to regional and local issues; modifying the listserv; upgrading the website and creating an educational platform for use by instructors and as online support for the ToT course.

Since 2016, the website has been migrated to a new platform (<http://gefcrew.org/Campam/campam.php>). It has been updated with new content, but there have been no major changes to its design or functionality. Similarly, moderation of the listserv was transferred to the SPAW-RAC following the resignation of the former Coordinator, but there have been no substantive changes to the platform or moderation style. The ToT course manual has not been updated, but course material was modified for the XIII CaMPAM ToT regional course Cave Hill Campus, Barbados (16-26 April 2018). The MPA Database was reviewed as part of a separate exercise under the "Biodiversity for Sustainable Development in the Caribbean through Ecosystem-Based Management (EBM-DSS)" Project and has undergone substantial upgrading and expansion.

5.8 Barriers

The 2016 review recommended strategic-level actions to develop a multi-year programme and fundraising framework and improvements in programme delivery. 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. The constraints of limited funding and personnel are long-standing, having been highlighted in the 2016 review and raised earlier (see, for example, Gardner 2003 and Bustamante and Vanzella-Khoury 2011) and continue to be among the Network's weak points.

The constraints of inadequate human and financial resources exist alongside structural governance and management constraints that limit operational effectiveness. These additional constraints include an overreliance on UNEP-CEP for management oversight and the absence of a shared eternal accountability framework that clearly outlines the roles and responsibilities of key parties and stakeholders.

CaMPAM's administration and management are driven by the SPAW Programme rather than by the membership. The SPAW Programme Officer who had been in post from the time of CaMPAM's establishment until her retirement in March 2017, played the lead role in oversight and fundraising while the former Coordinator focused on operational implementation. The period between 2016 and 2020 coincided with personnel changes within the SPAW Programme: during the one-year period between March 2017 and April 2018, there was no permanent SPAW Programme Officer in post, and in that void,

no one assumed responsibility for follow through on the 2016 recommendations. This situation is indicative of a systemic weakness in oversight and accountability mechanisms for CaMPAM as a functional network of professionals operated “through the managers themselves”. These structural constraints are discussed in Section 6.

6. Health

Question: *How well are CaMPAM’s internal systems and structures supporting the Network and fostering connections among MPA professionals in the Wider Caribbean?*

6.1 Agenda-setting and Decision Making

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.) UNEP-CEP has not appointed a staff member exclusively dedicated to overseeing 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 Coordinator whose remuneration was linked to the availability of project funds, as explained in Section 1.3.1.

It is important to acknowledge that 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 SPAW-RAC has played a role in supporting implementation of 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).

There is, however, no evidence of the managers systematically driving the Network operationally. There are no processes for managers to “operate the network themselves” nor do structured mechanisms exist for managers and members to inform decision-making and agenda-setting. This is not to suggest that CaMPAM’s activities have failed to take stakeholder needs into account and, as discussed in Section 7, CaMPAM is indeed meeting needs. There is evidence of engagement with stakeholders to identify and confirm needs as part of project implementation, for example, held meetings in support of the Caribbean Challenge Initiative and consultation with Expert Group members in proposal development (see below), and the private WhatsApp group for 2018 ToT course trainees and coordinators that helped keep the former CaMPAM coordinator updated on the group’s training needs and allowed her to assist as appropriate. But in the absence of broad-based and regular consultative mechanisms, this means only a small group of people invited to be the “in the room” or a few motivated individuals are part of the

conversation. Indeed, not all members seem to be aware that they have a role to play in the management/operation of the network. There is a need for communication about the fact that members can actually have a voice in setting the Network's agenda and a transparent way in which members can register their interest in being part of this process.

6.2 Advisory Mechanisms

The 36-member CaMPAM Expert Group was established in 2017 and launched in April 2018 to provide programmatic advice and support under the Coordinator's direction (CaMPAM n.d., UNEP 2019c). The Expert Group was created to replace the CaMPAM Mentors after the mentorship programme proved unsustainable due to lack of funding and in response to the 2016 evaluation recommendation to establish a team of advisors. Although it was described to a member of the review team as a mechanism for stakeholder engagement, the Expert Group has not played an agenda-setting role.

Members serve in their personal capacity and are selected based on their expertise and history of collaboration with CaMPAM. Expert Group members have primarily been engaged on an as-needed, individual basis. This has included representing CaMPAM in different fora. The Group has not been called on to function collectively and has never met as a whole. Instead, it exists as a pool of expertise available to supplement and complement the CaMPAM management. Indeed, the member guidelines explicitly state the ad hoc nature of its advisory role and engagement duties are skewed towards operational support rather than strategic guidance (UNEP-CEP 2018). Other mechanisms introduced earlier in CaMPAM's history for the purposes of integrating stakeholders into decision-making and guiding the Network – the nine-member Executive Team and 24-member CaMPAM Leadership and Resources Team (CLRT) respectively – were short-lived, with a subset of the Executive Team persisting in that role beyond the life-span of the CLRT but ultimately failing because of conflicts in the partners' visions for CaMPAM (Collado-Vides 2016). These committees ceased to exist around 2013/2014.

The Expert Group comprises highly-skilled and experienced Wider Caribbean MPA professionals with a long association with CaMPAM. Several of the Expert Group members interviewed as part of this review displayed commitment and loyalty to CaMPAM. However, the Expert Group's advisory role has been narrowly conceptualised and could be better utilised for strategic guidance, even within the limits of the Group's current mandate.

6.3 Member Engagement and Member Participation

In terms of rank-and-file member engagement, there are no fora in which members meet under the CaMPAM umbrella to discuss matters relating to the Network and its direction or development. The CaMPAM session held at the Gulf and Caribbean Fisheries Institute (GCFI) Annual Conference, while valued by stakeholders, is thematic rather than focused on organisational matters. The CaMPAM-L listserv is the primary vehicle for communication with members. As observed in the 2016 evaluation, communication is primarily unidirectional, and it has not been used extensively for member engagement and mobilisation on operational or programmatic matters.

Less than half (44% or 11) of the 23 respondents to both the CaMPAM-L and MPA manager/PA oversight agency surveys agree (6) or strongly agree (5) that the way CaMPAM communicates with members and partners builds support for the Network. An even smaller proportion of respondents from both groups

(35% or 8) agree (4) or strongly agree (4) that CaMPAM’s coordination and communication raise awareness within the Network of its different activities and outcomes.

6.4 Membership

CaMPAM takes an inclusive approach to membership, which is valued by stakeholders. Membership requirements have not been codified; members are understood to be “subscribers to the CaMPAM-L listserv, participants in fora, training activities, projects and exchanges” (CaMPAM 2016). Membership is individual rather than institutional, although some stakeholders perceive membership to be institutional.

In 2003, CaMPAM had 143 identifiable members (Gardner 2003). In 2020, there were 864 CaMPAM-L subscribers, but it cannot be assumed that all CaMPAM-L subscribers consider themselves network members. And indeed, not all ToT course alumni or Caribbean MPA professionals consider themselves members. Among the 54 respondents across all surveys carried out for this review, for example, 36 or 67% consider themselves members of CaMPAM (Table 5).

Table 5 Number and Percentage of CaMPAM Members among Survey Respondents (all groups surveyed)

	ToT Course Respondents (N= 31)	MPA Managers/ PA Oversight Agency Staff (N=18)	CaMPAM-L Subscribers (N= 5)
Self-identify as CaMPAM members	24 (77%)	9 (50%)	3 (60%)

As listserv subscriptions have increased, and 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.

6.5 Shared Understanding of Network Purpose

One of the characteristics of a healthy network is a shared vision of the identity, purpose, and work of the Network. Just over half (52% or 12) of the 23 respondents to both the CaMPAM-L and MPA manager/PA oversight agency surveys agree (5) or strongly agree (7) that members share a common purpose for the Network. Fewer than 40% of the respondents agree (22% or 5) and strongly agree (17% or 4) that members have played a role in goal setting and the Network’s goals and objectives are clear (see Table 6). It is noteworthy that between 30 and 40% of respondents felt they were unable to say if members share a common purpose for the Network or have jointly identified goals and objectives or believe the Network’s goals and objectives are clear.

Table 6 Stakeholder Perception of Shared Network Purpose, Goals and Objectives (MPA Managers/PA Oversight Agency Staff & CaMPAM-L Subscribers)

	Strongly agree	Agree	Somewhat agree	Disagree	Strongly disagree	Unable to say	No response	Total
CaMPAM members share a common purpose for the Network.	7 (30%)	5 (22%)	1 (4%)	0 (0%)	0 (0%)	7 (30%)	3 (13%)	23 (100%)
Together, members have identified strategic goals and objectives for CaMPAM.	4 (17%)	5 (22%)	1 (4%)	1 (4%)	0 (0%)	9 (39%)	3 (13%)	23 (100%)
CaMPAM's strategic goals and objectives are clear.	4 (17%)	5 (22%)	2 (9%)	2 (9%)	0 (0%)	7 (30%)	3 (13%)	23 (100%)

Percentages may not total 100 due to rounding.

Although some stakeholders surveyed feel member share a common purpose for the Network and are on board with the strategic goals and objectives, this was not a majority. Interviews and survey comments reveal both a lack of a common understanding of CaMPAM's strategic objectives and a level of dissatisfaction with the current functioning of the Network, notwithstanding all the benefits that individuals feel they have gained. As on survey respondent commented, "Network is functioning only partially at present. Focus on achieving priorities and goals before thinking to expand."

6.6 Operational Performance

Most of CaMPAM's activities are implemented on a project basis, depending on resource availability. CaMPAM's work is funded primarily through the SPAW Programme and this support is partial. As explained in Section 1.3, CaMPAM's activities are integrated into the SPAW Programme's biennial work plans and support implementation of subprogramme 2.2 *Strengthening of Protected Areas in the Wider Caribbean Region*.

CaMPAM does not have its own long-term strategic framework to guide its work or for use in measuring its impact and success. Some stakeholders observe that CaMPAM functions more like an implementing agency rather a managed programme with defined objectives and benchmarks or a member-driven learning network or association. Indeed, CaMPAM's current low level of activity reinforces the view that CaMPAM is an implementing agency. Stakeholders have expressed a desire for a more responsive, bottom-up approach to planning and programming that reflects alignment with on-the-ground MPA management needs. The last time CaMPAM carried out a comprehensive capacity needs assessment survey was in 2011. (This was done along with MPACoconnect, which used the results to shape its capacity building programme and has since repeated the exercise (2017) to inform its strategic direction.)

Just half of the respondents to the MPA manager/PA oversight agency personnel survey said they strongly agreed (22% or 4) or agreed (33% or 6) that CaMPAM is creating value for its constituents (Table 7).

Table 7 Stakeholder Perception of CaMPAM's Value to Constituents CaMPAM (MPA Manager/PA Oversight Agency Personnel)

	Strongly Agree	Agree	Somewhat agree	Disagree	Strongly disagree	Cannot say	No response	Total
CaMPAM is creating value for constituents	4 (22%)	6 (33%)	2 (11%)	1 (6%)	0 (0%)	4 (22%)	1 (6%)	18 (100%)

6.7 Fostering Connections among Stakeholders within the Network

CaMPAM supports relationship-building and networking through its activities or outputs, and this has given rise to collaboration among members (see detailed discussion in Section 8.4). However, the CaMPAM umbrella has not been used by members for collaborations; rather, this has been done outside of the Network. At present, there are no processes that encourage the use of the Network as a vehicle for member-initiated regional or sub-regional activities. Within CaMPAM, there are no mechanisms for fostering internal connections among members and stakeholders in support of network operations, such as working groups or thematic partnerships.

6.8 Interpretation of Findings on Health

When examined against the dimensions of network health of a) resources, b) infrastructure, and c) advantage/capacity for joint value creation, the picture of CaMPAM that emerges is as follows:

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. These are discussed below.

Infrastructure: There are few formal internal systems and structures that support CaMPAM. Current arrangements for coordination and communication are inadequate; there is no coordinator in place and communication about CaMPAM is largely unidirectional through the listserv. Governance rules have not been articulated, and there are no formal decision-making processes that encourage members to contribute. Similarly, there are no mechanisms in place that allow members to collectively reflect on the Network'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.

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.

Advantage/capacity for joint value creation: CaMPAM benefits from a clarity of purpose; where it falls down is in the articulation of goals and strategic objectives that are specific to the Network. The deficiencies are the absence of CaMPAM-specific results framework and the absence of a structure within the Network to engage the membership in setting such an agenda and driving it.

7. Relevance



Questions: *Do CaMPAM's products and services conform to the needs and priorities of a) MPA Professionals and b) the SPAW Protocol?*

7.1 Regional Training of Trainers (ToT) Course

The regional ToT course has been offered 13 times between 1999 and 2018 and is CaMPAM's flagship capacity building activity. Each edition of the course brings together MPA personnel from across the Wider Caribbean. The majority of ToT alumni survey respondents³ (87% or 27 out of 31) believe the ToT course continues to be relevant in the Wider Caribbean context.

Most of the ToT course alumni survey respondents (84% or 26) felt the course provided them with skills, materials, and information that they used in their work situation. Two (6%) said although the course was relevant, they face constraints or challenges in applying what was learned to their work. One respondent pointed to changed conditions in their context that now limit what they can apply. Only one respondent (3%) felt the course was not relevant, and another suggested the course's level and its general nature limited its relevance to their context.

This last comment points to the differences in capacity levels among MPA professionals across jurisdictions. A general overview course, like the two-week ToT course, has greater relevance for professionals in those jurisdictions where MPA staff are less likely to have had formal or extensive training in MPA or protected area management and is particularly suitable for early-career professionals.

ToT course alumni surveyed felt that the course improved their:

- conceptual understanding of issues related to MPA management (strongly agree= 58% or 18; agree = 35% or 11);
- competence (strongly agree = 58% or 18; agree = 32% or 10)
- confidence (strongly agree = 55% or 17; agree = 29% or 9)

More than half (61% or 19) of the ToT course alumni survey respondents report having taken part in MPA management courses put on by other institutions and delivered by various modalities – online and face-to-face (nationally, regionally and internationally). The CaMPAM ToT course compares favourably with the other courses: 58% of those who had taken other courses (11 out of 19) registered greater satisfaction with the ToT course, and 32% (6%) said their level of satisfaction was the same. Only 11% (2) of respondents said they were less satisfied with the ToT course than other comparable courses.

³ Survey respondents were drawn from six ToT cohorts between 2007 and 2018

Overwhelmingly, alumni feel the ToT course allowed them to make professional connections they would not have made otherwise (strongly agree = 84% or 26; agree = 13%).

7.2 CaMPAM-L Listserv

As noted in Section 3.2, the size of the CaMPAM-L survey respondent group was small, and while the findings from this survey cannot be considered representative, they are instructive when examined alongside other stakeholder feedback (ToT course and MPA managers/PA oversight agency staff surveys, stakeholder interviews and stakeholder workshop).

The majority (80% or 4 out of 5) of the small sample of CaMPAM-L survey respondents reported that they use the listserv to keep abreast of MPA-related developments in the region (projects, research, publications etc.). This is the single most frequently identified use of the listserv by the group, followed by learning about conferences and webinars (60% or 3) and learning about grants and job opportunities.

A rapid content review of CaMPAM-L posts during three randomly selected months in 2018 (March, June and November) found the majority of contributions fell in the category of sharing professional resources (56% of posts across all three months) (Table 8). This was followed by press releases/organisational announcements (34%), and announcements of training and learning opportunities (21%). As was highlighted in the 2016 evaluation, the flow of information is unidirectional: during the three months reviewed, there were no discussions or instances of two-way/multiple directional interactivity. Survey respondents and stakeholders in the virtual consultation suggested the use of discussion platforms and social media would support improved engagement.

Table 8 Characterisation of CaMPAM-L Posts March, June & November 2018

Type of Post	Number (%)			
	March 2018	June 2018	Nov 2018	Total
Sharing professional resources (articles, reports, publications, papers mapping/decision support tools)	21 (49%)	22 (44%)	13 (33%)	56 (42%)
Press releases/announcement of organisational activity	12 (28%)	12 (24%)	10 (25%)	34 (26%)
Courses/webinars/seminars/symposia/conferences	5 (12%)	10 (20%)	6 (15%)	21 (16%)
Jobs/consultancies/internships/tenders	2 (5%)	3 (6%)	2 (5%)	7 (5%)
Service (request to list members to engage in other initiatives - complete questionnaire, comment on papers, join other networks etc.)	1 (2%)	2 (4%)	1 (3%)	4 (3%)
Funding opportunity	1 (2%)	1 (2%)	3 (8%)	5 (4%)
Information about CaMPAM/CaMPAM activities	-	-	3 (8%)	3 (2%)
Call for abstracts/papers	1 (2%)	-	2 (5%)	3 (2%)
Total	43 (100%)	50 (100%)	40 (100%)	133 (100%)

When asked about the effectiveness of the listserv in the areas of information sharing, peer-to-peer learning, getting technical advice, and building a professional network, survey respondents did not identify the listserv as extremely effective in any of these domains (Table 9). Only 40% (2) of respondents considered it effective for sharing information, and the same proportion of respondents consider it moderately effective in this domain. Most respondents (60% or 3) were unable to say if the listserv supports peer-to-peer learning, and no respondents considered the listserv useful for getting technical advice or network building.

The listserv has been compared to a message board. As one survey stakeholder observed, “CaMPAM has been great at sending out regular information; however, the organisation has not necessarily engaged everyone.”

Table 9 Effectiveness of the CaMPAM-L Listserv (CaMPAM-L Subscribers)

Domain	Extremely effective	Effective	Moderately effective	Slightly effective	Not effective	Unable to say	Total
Sharing information	0 (0%)	2 (40%)	2 (40%)	0 (0%)	0 (0%)	1 (20%)	5
Supporting peer-to-peer learning	0 (0%)	1 (20%)	1 (20%)	0 (0%)	0 (0%)	3 (60%)	5
Asking for and receiving answers to queries	0 (0%)	0 (0%)	1 (20%)	1 (20%)	1 (20%)	2 (40%)	5
Building your professional Network	0 (0%)	0 (0%)	1 (20%)	40.00% 2	0 (0%)	2 (40%)	5

Among respondents to the ToT course alumni and MPA manager/PA oversight agency staff surveys, just over a quarter (27% or 13 out of 49) reported that they currently find the listserv very useful in their work while a slightly larger proportion (29% or 14) found it somewhat useful (Table 10). Ten per cent of respondents across the two groups said they do not use the listserv.

Table 10 Usefulness of the CaMPAM-L Listserv (ToT Course Alumni and MPA Managers/PA Oversight Agency Staff)

	Very useful	Somewhat useful	Limited usefulness	not useful	Don't use	No response	Total
ListServ (CaMPAM-L)	13 (27%)	14 (29%)	6 (12%)	0 (0%)	5 (10%)	11 (22%)	49

There is no enthusiasm among stakeholders for the listserv to remain as is. Stakeholders believe it should be improved or overhauled completely. Suggested improvements included: making it more user-friendly and easier to read and respond to messages; making it multilingual; using a web-based platform with clearer identification of subjects and links, improving interactivity and creating a platform for discussion.

7.3 MPA Database

The MPA database was restructured in 2018 – 2019, with additional modifications made in 2020. It was streamlined to reduce the number of fields, integrate more quantitative information in response to UN Environment – CEP’s needs and transferred from an MS Excel File to a geospatial structure with improved functionality for users, including greater interactivity for generating reports. The database's records were increased from 571 to 1,069, and new MPA polygons added. The database platform hosts a picture gallery and citizen science pilots and has a bulletin board. The MPA database was migrated to the UNEP-CEP website in July 2019 (<https://sites.google.com/cep.unep.org/campamgeospatialdatabase/home>). An updated version was slated for re-launch in November 2020.

When asked about current usefulness of the database, 56% of respondents (30 out of 54) to all three surveys said that they found it useful to some degree, but only 13% (7) found it very useful (Table 11). However, just over a quarter of respondents across all three survey groups say they do not use the database.

The fact that the database has been under development since 2018 may account for some stakeholders' lack of use. Respondents to all three surveys were given the option of taking part in a beta test of the upgraded database. Just over half (54% or 29) indicated an interest in doing so, suggesting there is some interest in the database.

Table 11 Current Usefulness of the MPA Database (ToT Course Alumni, MPA Managers/PA Oversight Agency Staff and CaMPAM-L Subscribers)

MPA Database							
Survey Group	Very useful	Somewhat useful	Of limited usefulness	Not useful at all	Don't use	No response	Total
MPA managers/PA oversight agency personnel	2 (4%)	9 17%	1 (2%)	0 (0%)	5 (9%)	1 (2%)	18 (33%)
ToT Alumni	4 7%	12 22%	5 9%	2 (4%)	7 (13%)	1 (2%)	31 57%
CaMPAM-L Subscribers	1 (2%)	2 (4%)	0 (0%)	0 (0%)	2 (4%)	0 (0%)	5 (9%)
Total	7 (13%)	23 (43%)	6 (11%)	2 (4%)	14 (26%)	2 (4%)	54 (100%)

7.4 Other Products and Services

Over the years, CaMPAM’s suite of products and services has included the MPA Science and Management Session at the Gulf and Caribbean Fisheries Institute (GCFI) annual conference, a small grant fund, and a mentorship programme.⁴ The most recent small grant initiative most recently administered in collaboration with the Centre for Resource Management and Environmental Studies (CERMES) under the Ecosystem-based Management (EBM)/Decision Support System (DSS) Project. All three stakeholder

⁴ As mentioned in Section 6.2, the mentorship programme was discontinued because it was deemed unsustainable, however, during the 2017 – 2018 and 2019 – 2020 biennia it continued to be listed as one of CaMPAM’s mechanisms for delivery of improved management capacity. See Table 15.

groups surveyed were asked to assess how useful they currently find these products and services. Much like the CaMPAM-L listserv and MPA database, however, what emerged was a pattern of some measure of usefulness to stakeholders, but no product or service is considered very useful by a majority in any stakeholder group (Table 12).

Table 12 Usefulness of Selected CaMPAM Products and Services (ToT Course Alumni)

MPA Science and Management Session at the GCFI Conference							
Survey Group	Very useful	Somewhat useful	Of limited usefulness	Not useful at all	Don't use	No response	Total
MPA managers/PA oversight agency personnel	4 (7%)	5 (9%)	1 (2%)	0 (0%)	6 (11%)	2 (4%)	18 (33%)
ToT course alumni	9 (17%)	4 (7%)	5 (9%)	2 (4%)	10 (19%)	1 (2%)	31 (57%)
CaMPAM-L subscribers	0 (0%)	1 (2%)	0 (0%)	0 (0%)	4 (7%)	0 (0%)	5 (9%)
Total	13 (24%)	10 (19%)	6 (11%)	2 (4%)	20 (37%)	3 (6%)	54 (100%)
Small Grant Fund							
Survey Group	Very useful	Somewhat useful	Of limited usefulness	Not useful at all	Don't use	No response	Total
MPA managers/PA oversight agency personnel	3 (6%)	4 (7%)	3 (6%)	0 (0%)	5 (9%)	3 (6%)	18 (33%)
ToT course alumni	9 (17%)	6 (11%)	4 (7%)	1 (2%)	10 (19%)	1 (2%)	31 (57%)
CaMPAM-L subscribers	1 (2%)	0 (0%)	0 (0%)	0 (0%)	4 (7%)	0 (0%)	5 (9%)
Total	13 (24%)	10 (19%)	7 (13%)	1 (2%)	19 (35%)	4 (7%)	54 (100%)
Mentorship Programme							
Survey Group	Very useful	Somewhat useful	Of limited usefulness	Not useful at all	Don't use	No response	Total
MPA managers/PA oversight agency personnel	3 (6%)	2 (4%)	3 (%)	0 (0%)	8 (15%)	2 (4%)	18 (33%)
ToT course alumni	6 (11%)	4 (7%)	5 (9%)	1 (2%)	14 (26%)	1 (2%)	31 (57%)
CaMPAM-L subscribers	0 (0%)	1 (2%)	0 (0%)	0 (0%)	4 (7%)	0 (0%)	5 (9%)
Total	9 (17%)	7 (13%)	8 (15%)	1 (2%)	26 (48%)	3 (6%)	54 (100%)

7.5 Needs of MPA Professionals

This review did not include a comprehensive needs assessment exercise, but respondents to all surveys were asked to identify their organisation's top five partially met or unmet needs. Twenty-nine

respondents⁵ (54%) across all three surveys identified needs. Most needs articulated fall broadly under training, with training in the area of biophysical, ecological, and social monitoring being the most frequently expressed, followed by communication/education /outreach. After training, the areas in which needs were most frequently expressed were equipment, research, information and knowledge sharing, and strengthening of systems and processes (e.g., legal and regulatory framework, governance). See Table 13 for the summary of needs identified by respondents and Appendix 4 for the complete list. These needs should be considered indicative rather than definitive as there was no follow-up exercise with respondents to clarify or refine responses.

The training needs summarised in Table 13 are consistent with the kind of expertise that respondents to the MPA managers/PA oversight agency personnel survey say they need from other MPAs: practical skills in monitoring and daily operations; support in determining MPA management indicators/management effectiveness; sustainable use of biological marine resources; sustainable financing/fundraising/funding; dealing with threats (climate change and coral disease; conflict management); enforcement and information.

Table 13 Areas of Need Identified by Survey Respondents

Area of Need	Number of times need expressed
• Training/Knowledge Acquisition	79
– <i>Biophysical, ecological, social monitoring</i>	15
– <i>Communication/Education /Outreach</i>	11
– <i>Unspecified training</i>	10
– <i>General MPA management</i>	5
– <i>Fisheries management</i>	5
– <i>Enforcement</i>	5
– <i>Strategic planning & organisational development</i>	4
– <i>Fundraising</i>	3
– <i>Management planning</i>	3
– <i>Project management</i>	3
– <i>Tools/technology for management</i>	4
– <i>Training for local technicians</i>	3
– <i>PAME</i>	2
– <i>Thematic topics</i>	2
– <i>Conflict resolution</i>	1
– <i>Knowledge management</i>	1
– <i>Research</i>	1
– <i>Revenue generation</i>	1
• Equipment	7
• Research (including baseline studies)	6
• Information and knowledge sharing	6
• Strengthening of systems and processes	6
• Networking and Exchange	5
• Financing	5

⁵ Training of Trainer Alumni Survey: 18 responses; MPA managers/PA oversight agency personnel survey = 10 responses; CaMPAM-L Subscribers = 1 response

Area of Need	Number of times need expressed
• Staffing/human resources	4
• Habitat restoration	2
• Community development/ livelihoods	1
• Regional Projects	1

The needs articulated by stakeholders interviewed also included: knowledge acquisition in support of biophysical monitoring and addressing threats (e.g., Stony Coral Tissue Loss Disease (SCTLD), Sargassum sightings, climate change), and exchanges of experience/sharing of working method tools. Some stakeholders also emphasised the importance of sharing management strategies and plans for migratory species, particularly with MPAs in neighbouring countries and territories.

Several stakeholders interviewed observed that MPA management needs are not restricted to the capacities and competencies of professionals and the availability of funding and equipment. They also include addressing barriers to management such as limitations in legislative and regulatory frameworks, lack of enforcement of existing legislation, lack of political will and lack of political understanding/appreciation of the need for and requirements of effective MPA management. Some stakeholders have suggested there is a role for CaMPAM to play in providing evidence to policymakers and the political directorate in support of good practice in MPA management and allocation of resources for MPA management to counter underinvestment in marine and coastal resources and ecosystems. Incidentally, this is consistent with the objective of SPAW subprogramme 2.2 that speaks to sensitising governments to the need and importance of financing protected areas.

Some of the stakeholders interviewed also highlighted that the capacity needs for MPA management effectiveness are not restricted to MPA managers and scientific/technical staff, but also extend to that of rangers and wardens.

The content of CaMPAM's products and services, most notably the ToT course, is broadly aligned with the needs of MPA personnel. However, as was observed at the time of the 2016 evaluation, the ToT course alone is not meeting demand; and even with other programmes and initiatives to support MPA management in existence, there remain unmet training and information needs that CaMPAM could help meet through expanded and diversified training offerings.

The 2016 recommendation to improve the CaMPAM website remains valid, as stakeholders in the virtual consultation suggested the website should be made more user-friendly and relevant, including by adding a notice-board type section with information about upcoming conferences, workshops and training opportunities.

Beyond the training and capacity building needs identified, most of the 23 respondents (17 or 74%) to the MPA manager/PA oversight agency staff and CaMPAM-L subscriber surveys confirmed that they see value in being part of a peer-to-peer learning and information exchange network of MPA professionals. Motivation for this includes the recognition that countries of the region are connected ecologically and that being part of a network supports access to knowledge, expertise, and relevant experiences. Stakeholders recognise that personal connections, particularly those forged through peer-to-peer exchanges, can have a sustained, career-long impact.

Some stakeholders expressed a desire for connection not just for technical support or capacity building but as part of a management response to shared threats and shared biological resources, including migratory species. The question was raised about the suitability of bringing the Caribbean Marine Mammals Preservation Network (CARI'MAM) under the CaMPAM umbrella as a sub-group at the end of its project phase in 2021. Doing so could connect more Caribbean stakeholders around research and management activities on marine mammals.

However, as one respondent observed, “exchanges between professional MPA managers in the Caribbean can only be useful if well-framed.” Stakeholder repeatedly expressed the view that CaMPAM’s activities could be better framed to be more responsive to needs in the field. Indeed, stakeholders’ levels of satisfaction with/perceptions of usefulness of CaMPAM’s tools and services discussed in 7.2 – 7.4 above, suggest that while they are useful and relevant to some degree, there is scope for improvement.

There is stakeholder support for CaMPAM and its focus on programmatic delivery through knowledge and information exchange, capacity building & communications. This sentiment was shared by interviewees and survey respondents. Among respondents to all three surveys, 44% (24 out of 54) of respondents said they were in favour of CaMPAM’s focus remaining the same and 31% (17) said they were in favour of expansion (Table 14). However, when the responses of those who favour expansion are analysed, what is revealed is not a departure from the current focus but a desire for more responsive or strategic programming including a desire for:

- training in additional areas (for example, biophysical monitoring, enforcement);
- funding support (small grants, sustainable finance training, access to funding);
- policy support/advocacy;
- improved information dissemination (channels and type of information)

Table 14 Stakeholder Preference for CaMPAM Focus

	Focus should stay the same	Focus should be expanded	Focus should change	No longer needed	No response	Total
Should CaMPAM retain its traditional focus on knowledge and information exchange, capacity building & communications?	24 (44%)	17 (31%)	3 (6%)	0 (0%)	10 (19%)	54 (100%)

Similarly, among the respondents who said they felt CaMPAM’s focus should change, what was expressed was not a desire for a departure from the current focus but rather a desire for a change in strategy (linkages with the Cartagena Convention Focal Points), a new mode of training delivery (online), and avoiding duplication of effort vis-à-vis MPACoconnect.

What has been expressed as an expansion or change in focus is largely consistent with what stakeholders have articulated as unmet or partially met needs and does not represent a significant departure from CaMPAM’s current focus.

Among respondents who suggested that CaMPAM’s focus should stay the same, their reasons for saying so included confirmation of CaMPAM’s usefulness and an ongoing need for its activities. However,

stakeholders have observed that there is a need for CaMPAM to do what it does better. As one respondent commented, “Objectives to strengthen developing MPAs haven't been met”.

7.6 Support to the SPAW Programme/Protocol

CaMPAM has been a vehicle for implementing activities under SPAW subprogramme 2.2 *Strengthening of Protected Areas in the Wider Caribbean Region*. As indicated in Sections 1.3.3 and 6.1.6, the network's activities are integrated into the SPAW Programme's biennial work plans.

During the 2017 – 2018 and 2019 – 2020 biennia, the activities were geared towards delivering the results shown in Table 15 along with two of the subprogramme's objectives. There is, therefore, coherence between CaMPAM's activities and the SPAW Programme. However, when the activities and outputs are examined against the objectives of subprogramme 2.2, gaps emerge notably in activities and results in support of the following two objectives:

- Sensitize Governments of the need and importance of financing protected areas, and to promote the development of funding mechanisms and strategies for successful park and protected area management; and
- Promote protected areas in the context of the conservation of important natural resources necessary for the sustainable development of the region.

Table 15 Expected Outputs, Indicators and Corresponding Objectives SPAW Subprogram 2.2 (2017 – 2018 and 2019 – 2020)

Outputs	Indicators	Corresponding subprogramme objectives
Improved CaMPAM delivery and management capacity in several MPAs of the WCR through the hosting of the Training of Trainers course, the mentorship programmes and grant funding	Increased number of MPA practitioners involved in capacity building and training programmes designed to improve their ability to respond to management issues and emerging environmental threats in marine and coastal areas	Strengthen the management of parks and protected areas of the Wider Caribbean, including the communication between parks and protected areas within the region; Assist Governments and Non-Government Organizations (NGOs) with the development of human capacity to increase the effectiveness of Marine Protected Areas (MPAs), both sites and national system
Improved information, and its dissemination, on MPAs within the region	Increased number of MPA practitioners, policymakers, scientists and other stakeholders engaging with, and contributing to, the CaMPAM internet forum and MPA database, as well as other regional and international initiatives that facilitate information sharing	
Stronger relationships and collaborations between MPA practitioners, scientists, fishers, other stakeholders, as well as with international/regional experts	Increased number of MPA practitioners, scientists, fishers, other stakeholders and international/regional experts, participating in activities designed to support and strengthen PA management throughout the WCR	

Source: UNEP-CEP 2017, UNEP-CEP 2019a

Among respondents to the MPA manager/PA oversight agency staff & CaMPAM-L subscriber surveys, a mere 17% (or 3 out of 23) strongly agree that CaMPAM contributes positively to the implementation of the SPAW Protocol while 30% (7) agree. Just over a quarter of respondents (26% or 6) are unable to say whether it does or does not (see Table 16).

Table 16 Stakeholder Perception of CaMPAM’s Contribution to SPAW Protocol Implementation (MPA Managers/PA Oversight Agency Staff & CaMPAM-L Subscribers)

	Strongly agree	Agree	Somewhat agree	Disagree	Strongly disagree	Unable to say	No response	Total
CaMPAM contributes positively to implementation of the SPAW Protocol by strengthening the management of Wider Caribbean MPAs	3 (17%)	7 (30%)	3 (17%)	1 (4%)	0 (0%)	6 (26%)	3 (13%)	23 (100%)

7.7 Interpretation of Findings on Relevance

CaMPAM’s activities and results support the SPAW Programme’s objectives and activities, specifically those of subprogramme 2.2 shown in Table 15 above. The content of CaMPAM’s products and services and the suite of products and services are mostly consistent with MPA professionals’ needs.

However, while relevant and consistent with needs, CaMPAM’s products and services are not meeting needs to a consistently high level of stakeholder/user satisfaction, except for the ToT course. Notwithstanding satisfaction with the ToT and confirmation of its usefulness, there are training needs among MPA professionals that are not being met, and cannot be met, by this one course. The network’s interventions would be more strategic if they were better aligned with the priorities of MPA personnel and MPAs. CaMPAM’s interventions would also be more strategic if they were expanded to support other objectives of the SPAW subprogramme, especially where there is congruence with MPA professionals’ needs in addressing (non-capacity) barriers to effective management, such as advocacy to improve government support for MPAs.

8. Effectiveness



Question: *Are CaMPAM’s activities strengthening the capacity of MPA professionals and are the changes in the capacity of professionals contributing to improved management of MPAs?*

8.1 Improved Management Capacity

A stated output/result for the 2017 – 2018 and 2019 – 2020 biennia was “improved CaMPAM delivery and management capacity in several MPAs of the WCR through the hosting of the ToT course, the mentorship programmes and grant funding”. Twenty MPA professionals (eight men, 12 women) took part in the 2018 ToT course, which was financed through the Ecosystem-based Management (EBM)/Decision Support

System (DSS) Project and delivered in partnership with CERMES (technical cooperation) and IUCN-BIOPAMA (funding partnership). Seven MPAs across six countries – Antigua and Barbuda, Barbados, Belize, Jamaica, Saint Lucia and Trinidad and Tobago – benefited from the award of small grants valued between USD 4,500 – 5,000 to conduct follow-up ToT activities. CERMES provided support for the management of the small grants fund.

When the ToT course is looked at broadly, stakeholders confirm that it is building capacity among MPA professionals, as discussed in Section 7.1. It is providing trainees with knowledge and skills that are applicable to MPA management in the WCR and improving trainees’ confidence, competence and conceptual understanding.

Throughout CaMPAM’s history, the ToT course has the intended multiplier effect of expanding the overall impacts of the programme to others. Ninety-eight per cent (28) of ToT course survey respondents confirmed that following their participation in the course, they transferred knowledge or skills to others in their MPA or country. The most common way of doing this has been through on-the-job interactions (see Figure 1 below.) One survey respondent reported training 31 people in the immediate work environment since participating in the ToT course.

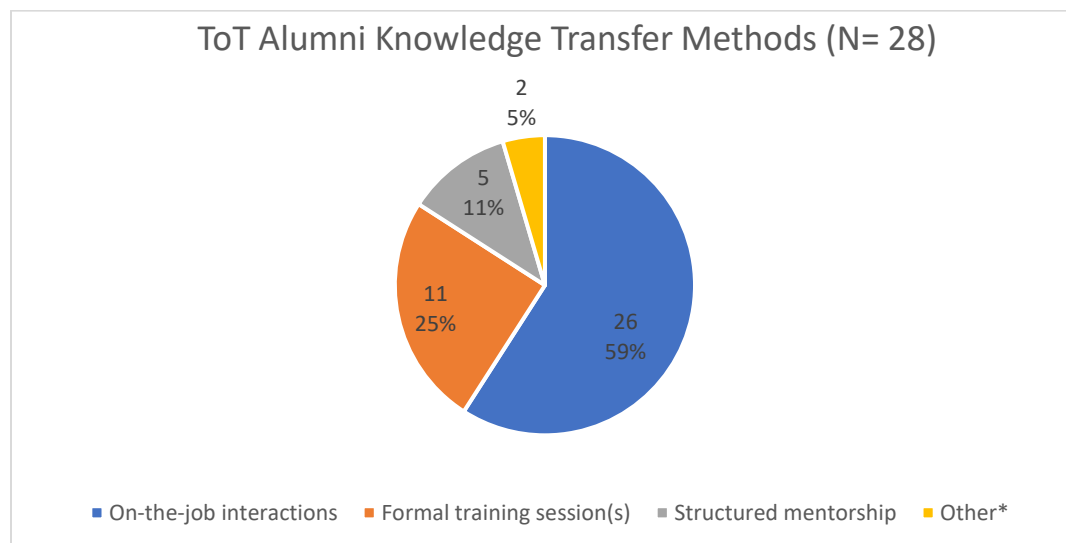


Figure 1 Alumni Knowledge Transfer Methods

* = Other: a) Applying skills in working session with others

b) Informal mentorship of colleagues, occasionally leading webinars and training colleagues how to use equipment

Among the 10% (3) of respondents who did not transfer knowledge to others following the course, the reason cited most frequently was lack of resources (see Table 17).

Table 17 Barriers to Knowledge Transfer Among ToT Course Alumni

Reason	Participants N= 3 (# and%)
Lack of or inadequate funding to organise and deliver local training	2 (67%)
Organisational work plan did not accommodate training	1 (33%)
Did not have support material to use in training.	1 (33%)

In 2017, there were seven in-country activities in follow-up to the 2016 ToT course. These activities were developed by participants from Cuba, Colombia, Venezuela, Panama, Belize, Puerto Rico and the Dominican Republic and reached 702 individuals (UNEP-CEP 2019b). Half of the 20-member cohort of the 2018 edition of the ToT course cohort were among the ToT course survey respondents. Of the ten respondents, nine reported carrying out follow-up training in their home countries. All nine said their in-country training was done through on-the-job knowledge transfer to colleagues; only one of them reported carrying out a formal training activity as well.

A majority of ToT course survey respondents (81% or 25 out of 31) said they could attribute positive changes in MPA management in their work situation to participation in the regional course. And of this number, 16% (4) said the change definitely would not have occurred had they not participated in the course; 44% (11) said the change likely would not have happened. The application of training has included stakeholder engagement methods and approaches, the development of management plans, the introduction of socioeconomic monitoring programmes (SocMon).

The CaMPAM small grants offer ToT course alumni an opportunity to apply skills and knowledge gained during the course while meeting one or more needs in their MPA. The small grants awarded after the 2018 ToT course helped strengthen management through the collection of baseline data to support improved monitoring of sites. They also helped improve stakeholder engagement within local communities and among management partners. Within the local contexts of the MPAs supported in Antigua, Barbados, Jamaica, and Saint Lucia, small grant recipients have confirmed that the grants have allowed them to either engage with new stakeholder groups or deepen their engagement with existing partners and generate data and information with immediate management planning and monitoring application.

An increase in an individual's capacity and positive changes in MPA management by individuals do not automatically translate into better overall MPA management and the achievement of management goals and objectives. Only 42% (13) of ToT course survey respondents felt their participation in the regional course contributed significantly to better MPA management and the achievement of management goals and objectives in their work situation. Thirty-nine per cent (12) felt it made a moderate contribution, while 13% (4) of respondents thought it made a small contribution and 7% (2) none at all. (This assessment comes against the backdrop of 81% (25) of these same respondents saying they could attribute positive change(s) in MPA management in their work situation/country to their participation in the ToT course.)

MPA manager/PA oversight agency personnel survey respondents do not perceive a strong relationship between MPA management capacity and CaMPAM's products and services in their jurisdictions. Less than 44% (8) respondents strongly agree (22% or 4) or agree (22% or 4) that CaMPAM's products and services have helped create a cadre of effective MPA professionals in their country (Table 18). Twenty-eight per cent (4) of respondents were unable to say.

Table 18 Stakeholder Perception of CaMPAM's Contribution to Effective MPA Management (MPA Manager/PA Oversight Agency Personnel)

	Strongly agree	Agree	Somewhat agree	Disagree	Strongly Disagree	Unable to say	No response	Total
CaMPAM's products and services have helped create a cadre of effective MPA professionals in my country.	4 (22%)	4 (22%)	2 (11%)	2 (11%)	0 (0%)	5 (28%)	1 (6%)	18 (100%)

When asked if the management of their site/jurisdiction has benefitted positively from CaMPAM through the sharing of scientific, technical and other information and expertise among WCR professionals, an even lower proportion of respondents (28% or 5) strongly agreed (17% or 3) or agreed (11% or 2) with the statement. A third of the respondents felt they could not comment (Table 19).

Table 19 Stakeholder Perception of Site/Jurisdiction Benefiting from CaMPAM (MPA Manager/PA Oversight Agency Personnel)

	Strongly Agree	Agree	Somewhat agree	Disagree	Strongly disagree	Cannot say	No response	Total
Site/jurisdiction has benefitted positively from CaMPAM through the sharing of scientific, technical and other information and expertise among WCR professionals	3 (17%)	2 (11%)	4 (22%)	2 (11%)	0 (0%)	6 (33%)	1 (6%)	18 (100%)

8.2 Relationships and Collaboration among MPA Professionals

Relationship building and collaboration are among the stated outputs/results of the 2017 – 2018 and 2019 – 2020 biennial programmes for CaMPAM and SPAW subprogramme 2.2 (refer to Table 15) integral to CaMPAM's purpose. The regional ToT course also explicitly seeks to foster professional networking and peer-to-peer exchange, along with knowledge transfer. This review did not attempt to map relationships but instead sought to understand if CaMPAM's products and tools support the desired outcome of strong

professional relationships. The evidence suggests that CaMPAM supports relationship-building at the levels of exchanging information and sharing/accessing expertise, particularly when members have the opportunity for face-to-face interaction.

Among ToT course alumni, 87% of survey respondents (28 out of 31) say that they developed a professional network that they have used as a resource in their work situation due to the course. A majority of these respondents (26 or 93%) maintained contact for personal friendship, with significant proportions using their network for information sharing about their work (82%) and to access technical support (71%). Although ToT course alumni report developing joint projects/activities within their cohort, this is the area in which there has been the least collaboration (61%) (Table 20).

Table 20 Post-training networking among ToT course alumni

Reason for maintaining contact	# (%)
Friendship	26 (93%)
Share information about your own work	23 (82%)
Technical assistance	20 (71%)
Source good practice information to inform work	20 (71%)
Develop joint projects/activities	14 (50%)
Other	3 (11%)

Table 21 Post-training networking of ToT course alumni with instructors

Reason for maintaining contact	# (%)
Technical assistance	19 (79%)
Source good practice information to inform work	15 (63%)
Share information about your own work	14 (58%)
Develop joint projects/activities	13 (54%)
Friendship	11 (46%)
Other	1 (4%)

The ToT course instructors and resource persons are drawn from among practitioners, scientists and researchers in the region. They also have formed part of the professional network that ToT course alumni draw on. Twenty-four respondents (77%) said they maintained contact with instructors after taking part in the regional course. The primary reason for doing so was to avail themselves of technical assistance (79%) (Table 21).

Among respondents to the MPA personnel survey, 44% (8 out of 18 respondents) felt CaMPAM had been an effective forum for peer-to-peer learning and exchange for them and half thought CaMPAM had been an effective avenue for dialogue and information sharing among MPA professionals (managers, scientists, researchers, etc.) across the Wider Caribbean.

Unsurprisingly, the face-to-face interaction provided by the ToT course has led to stronger relationships within the network than the more passive information sharing tools (CaMPAM – L and database). However, whereas strong linkages have been created within ToT course cohorts, with at least two cohorts communicating via dedicated WhatsApp groups, there appears to be less cross-fertilisation among cohorts. Only 26% (8) of respondents said they had been put in touch with CaMPAM alumni outside their cohort after the course.

CaMPAM has also proactively encouraged connections between sites and MPA personnel through the approach to the administration of small grants with CERMES under the Ecosystem-based Management (EBM)/Decision Support System (DSS) Project. As discussed in Section 8.4, MPA professionals interact with each other as a result of participation in CaMPAM activities, most notably the ToT course. This connection has given rise to bilateral collaborations and projects among MPA professionals.

Stakeholders in the virtual consultation suggested that a skills database would support improved technical collaboration among network members. Such a database would register technical skills of members and their availability to provide technical advice and transfer of skills through workshops, direct consultations, etc.

8.3 MPA Practitioner Engagement and Contribution - CaMPAM-L

Structured and consistent information sharing is a key element of CaMPAM's strategy for improving MPA management. Another stated output/result of the 2017 – 2018 and 2019 – 2020 biennial programmes was "improved information, and its dissemination, on MPAs leading to an increase in the number of MPA stakeholders engaging with, and contributing to, the CaMPAM internet forum and MPA database and other regional and international initiatives that facilitate information-sharing.

An examination of CaMPAM-L posts and subscribers for the period reveals the following:

Engagement: Using the number of subscribers as a proxy for engagement, CaMPAM increased engagement by 30% from the 2016 baseline of 664 subscribers to 864 in 2020.

Contribution: Although the number of subscribers increased, there was a decrease in the contributions over the period, as measured by posts. There is little variation in the total number of people posting annually for 2017, 2018 and 2020. However, a notable decrease is observed for 2019. Between January 2017 and December 2020, 130 unique contributors were responsible for 1,886 CaMPAM-L posts. The percentage of unique contributors in any given year, for the period, is less than 10%. Although the number of subscribers increased between 2017 and 2020, the proportion of contributors decreased from 8% of subscribers in 2017 to 5% in 2020 (Table 22).

There was a 61% decline in the number of posts (contributions) between 2017 and 2020; if 2020 is discounted as unrepresentative because of the extenuating circumstances related to the COVID 19 pandemic, the decline between 2017 and 2019 is less steep at 41% but is significant nonetheless, particularly given the year-on-year downward trend for the period.

Table 22 CaMPAM-L Subscribers and Posts 2017- 2020

Number	2017	2018	2019	2020
2016 baseline = 664 subscribers				
Subscribers	749	807	830	864 [⊕]
New subscribers	83	95	39	40
Cancellations	20	12	15	4
Administrator deletions	3	-	1	1
Posts	691	518*	408	269*
Posts by list moderator (number and %)	435 (63%)	324 (63%)	214 (52%)	15 (6%)
Posts by other contributors (number and %)	256	194	194	254
Unique contributors	57	50	35	46
Contributors as a % of subscribers	8%	6%	4%	5%

⊕ This figure is derived from annual data of new subscribers, cancellations and administrator deletions provided by the SPAW-RAC over the 2016 baseline of 664 subscribers. There is an unresolved discrepancy between this figure and the number of subscribers for 2020 provided by the SPAW-RAC [882].

*These figures are derived from the consultant's count of posts from the CaMPAM-L archive. Figures provided by the SPAW-RAC differ slightly [2016 = 596; 2018 = 520; 2020 = 273]. The figures used for the analysis of posts/contributors are based on the consultant's count.

CaMPAM's experience of having listserv content generated by a minority of subscribers is not anomalous. Research has shown that only a very small percentage of individuals contribute to online discussions while the majority of online community users "lurk" or play a passive role (Oberg 1993; Gazit *et al.* 2018; Nonnecke and Preece 2000). However, CaMPAM-L's proportion of contributors falls below the threshold of the ninety-nine-one principle, which says, typically, 90% of users observe and do not actively participate in online discussions, while 9% of users contribute to some degree, and only 1% of users account for almost all of the online activity (van Mierlo 2014). Progressively fewer than 10% of CaMPAM-L subscribers contributed to the forum between 2017 and 2020. The year 2018 was sampled for further analysis, and it revealed that although only 6% of subscribers generated content or contributed to some degree, the top five contributors (1% of listserv subscribers) were responsible for 434 or 84% of the 518 posts made that year.

The single largest contributor between 2017 and 2019 was the former Coordinator, who moderated the listserv. Following the Coordinator's resignation in October 2019, moderation was taken over by the SPAW-RAC. However, in 2020, the former Coordinator/moderator continued to be the sole most frequent contributor, with responsibility for 31% of all posts.

8.6 Interpretation of Findings on Effectiveness

Among the CaMPAM products and services, the ToT course stands out for effectiveness in delivery against desired results. However, improved individual capacity and improved management interventions or performance by an individual does not necessarily translate into increased management effectiveness. (Further investigation is needed to ascertain the impact of training of a critical mass of MPA professionals on a jurisdiction such as the Dominican Republic which accounts for 19% (23 out of 121) of people trained through the ToT course between 2007 and 2018.)

Networking and collaboration are key desired outcomes of CaMPAM. The network and the professional/personal relationships forged through the network are valued. The face-to-face interaction provided by the ToT course has led to stronger relationships within the network than the more passive information sharing tools (CaMPAM – L and database). Indeed, some stakeholders have commented that face-to-face interaction offered through the ToT course or the peer exchanges is invaluable and has a sustained return on investment as connections can last a professional career.

There is an increasing trend in CaMPAM-L subscriptions (engagement) but a decreasing trend in contributions. Even though most users are passive, levels of attrition are below those of new subscriptions, suggesting that although most users “lurk” they see some value in retaining their subscriptions. Stakeholders have commented on the unidirectional flow of information and have expressed a desire for a more interactive platform.



9. Impact

Question: *What difference has CaMPAM made to MPA professionals and MPA management in the Wider Caribbean?*

9.1 Training Transfer

The ToT course results in training transfer. Training transfer occurs when learners can “transfer” knowledge and skills learned in a training session back to their jobs.

As discussed in Sections 7.1 and 8.1, the ToT course is successfully providing trainees with skills, knowledge and information that they have applied to their work situation. A majority of respondents said it improved their conceptual understanding of MPA management issues and built professional competence and confidence.

In addition to the majority of ToT course alumni (84%) confirming that they were able to apply the information and skills that they’ve gained in training to practical scenarios, 81% (25 out of 31) were also able to attribute positive changes in their work situation to their participation in the ToT course.

The ToT course has the desired multiplier effect, as discussed in Section 8.1, with on-the-job transfer of knowledge more widely used than formal national training sessions. (Further investigation would be needed to ascertain how effective this has been and how it compares with structured training sessions.)

9.2 Building Capacity in SPAW Protocol Countries

CaMPAM has been intentional in focusing its efforts on training MPA professionals from countries that are parties to the SPAW Protocol. Counterpart funding has been raised over the years to facilitate the participation of personnel from Wider Caribbean countries that are not signatories to the SPAW Protocol. For the six training workshops sampled for this review (2007, 2010, 2011, 2015, 2016 and 2018) of 121 participants, three quarters (91) were from SPAW signatory countries and a quarter (30) were from non-SPAW signatory Wider Caribbean countries. Just over half (51% or 62) of the people trained in the six workshops in question were from countries with SPAW-listed sites. The distribution of participants by country is in Figure 2.

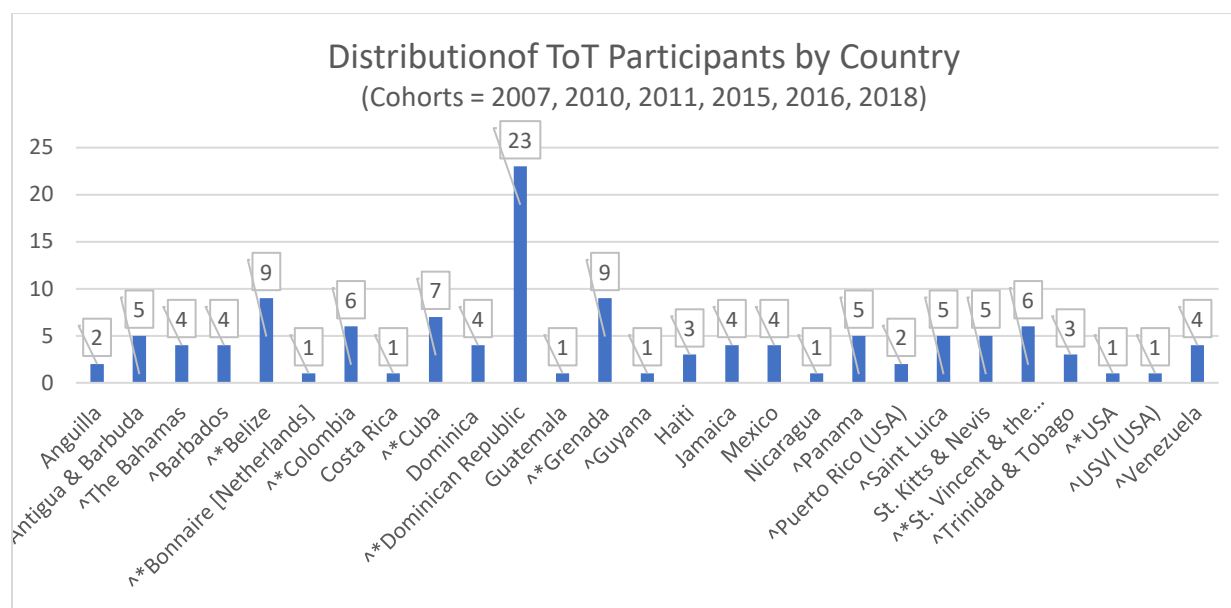


Figure 2 Distribution of ToT Course Participants by Country
 ^SPAW Protocol Parties * = countries with SPAW-listed sites

9.3 Capacity Retention (sector and region)

The responses to the ToT course alumni survey suggest that most people who participate in the regional course remain in the MPA sector and region. Among the 31 ToT course alumni survey respondents, the vast majority (94% or 29) has continued to work in MPA management in the WCR. Of that group, only two appear to have moved into administrative roles in which they are no longer directly involved in field/site-based operations.

Eighteen or 62% of the 29 respondents who remained in MPA management reported that their primary professional role or affiliation at the time of the survey was the same as or comparable to when they participated in the course.

Among the 11 respondents (38%) who changed roles/professional affiliations, four switched both role and sector (e.g., government, NGO, international organisation etc.) while seven remained in the same sector. More women than men have changed positions; see the breakdown by sex in Figure 3 below.

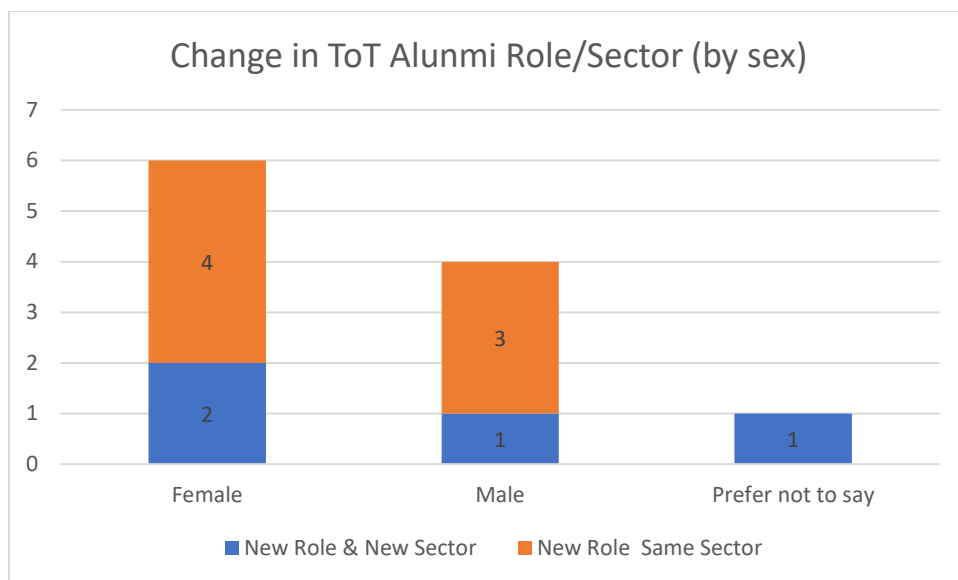


Figure 3 Change in ToT Course Alumni Role/Sector

9.4 Building Awareness of Regional Connectivity

CaMPAM, and specifically, the ToT course, has provided an opportunity for sharing issues at the Caribbean level and, in some cases, understand the regional ecological importance of their sites. This is significant for individuals who may not have been able to work at a regional level before. A regional perspective helps stakeholders understand the potential impact of unsustainable activities on adjacent territories and allows them the opportunity to share ideas for replication or adaptation in their countries.

9.5 Contributions to MPA Management

As discussed in Section 8.1, most ToT course survey respondents (81% or 25 out of 31) said they could attribute positive changes in MPA management in their work situation to participation in the regional course. Just over 15% of respondents said the change would not have taken place had they not participated in the ToT course.

When asked to identify CaMPAM's three most significant contributions to MPA management effectiveness in their jurisdiction, just over half (55% or 10 out of 18) of the respondents to the MPA manager /PA oversight agency personnel survey chose to respond. The most frequently identified areas were training/capacity, information resources, technical collaboration, and learning exchanges (Figure 4).

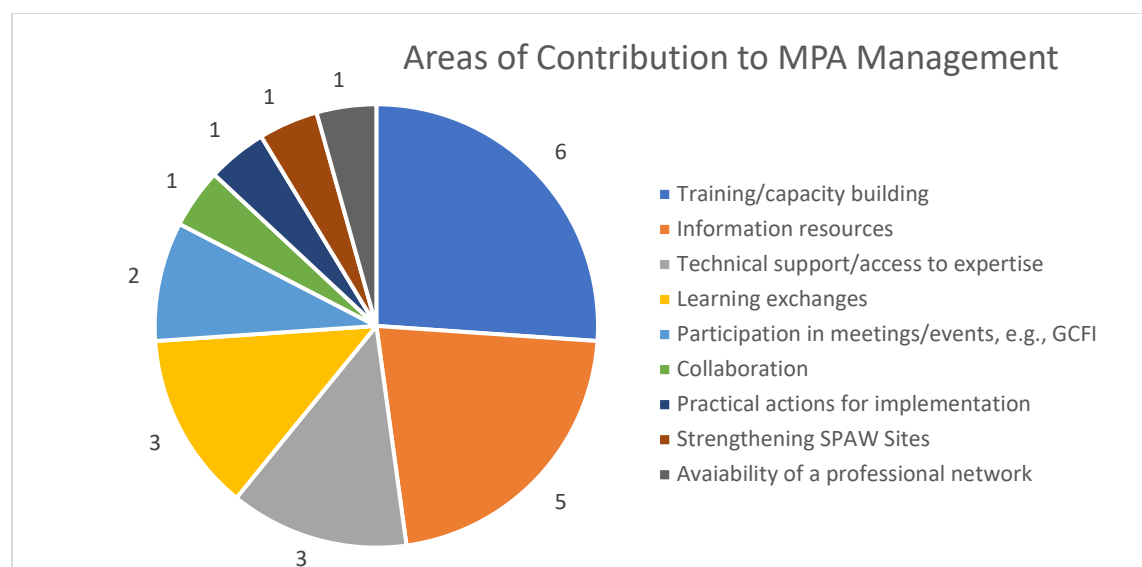


Figure 4 MPA Manager/PA Oversight Agency Personnel's Perception of CaMPAM's Significant Contribution to MPA Management

9.6 Interpretation of Findings on Impact

CaMPAM is training MPA professionals who remain in the region and continue to work in the sector. The majority of people trained are from SPAW Protocol Parties. The perception is that CaMPAM has had a greater impact on individuals than on MPA management effectiveness. CaMPAM has helped develop an appreciation of regional connectivity in the WCR.

10. Discussion and Recommendations

10.1 Discussion

CaMPAM and its work are valued, and it is recognised as having contributed to the capacity development of WCR MPA professionals, information sharing and professional exchange.

- *Training transfer and knowledge transfer:* The flagship regional ToT course has been CaMPAM's primary vehicle for the delivery of training over the 23 years of the network's existence. It is resulting in both training transfer and knowledge transfer.
 - The course is *relevant to the WCR context*, and ToT alumni put into practice the knowledge and skills gained 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. Indeed, the professional relationships that members and beneficiaries have forged through the network are considered invaluable.
- *Strategic grant-making in support of 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.

However, two things are striking about CaMPAM at this stage of its history and development. The first is the unrealised potential of the Network. The second is the institutional weakness that has characterised CaMPAM for many years and still persists.

- *Unrealised potential:* MPA professionals in the WCR recognise the utility of a social or professional network, such as CaMPAM, because of its potential to support management capacity through the exchange of knowledge and skills and the application of good practice. Taking its lead from the UNEP Regional Seas Programme and the SPAW Programme, CaMPAM is one of the few groupings that operates or can work across the geopolitically diverse WCR. Although working in a multi-lingual, multi-country, multi-context situation presents challenges, it also offers opportunities for interchange and cross-fertilisation in support of the shared Caribbean Sea ecosystem.
 - *Inadequate responsiveness:* CaMPAM's activities and approach to capacity-building are consistent with MPA professionals' needs. However, CaMPAM has not gone far enough in being responsive to the priorities of MPA professionals and MPAs. Its scope of work has remained modest, notwithstanding demand from stakeholders for more capacity strengthening support in areas compatible with what CaMPAM already does. 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.
 - *Lack of a strategic programming framework:* More intentional and strategic programming, including a framework for monitoring and evaluation supported by baseline data, is needed to translate improvement in the capacity of individuals into improvement in MPA management effectiveness. CaMPAM should have a programming framework and model of change to give the Network improved clarity, direction, and focus while being aligned with the aims of the SPAW Protocol and the SPAW Programme.

- *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 (Gardner), and some were raised again in the 2016 evaluation (Collado-Vides). 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. As flagged by Gardner in 2003, the failure to define "informal" has led to gaps in the organisational structure, such as mechanisms that allow members to shape the Network and reflect on performance and practice collectively. There is also an absence of mechanisms that foster internal connections among members in support of operations. These gaps contributed to the network's unrealised potential.
 - *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.
 - *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. Although CaMPAM has used project implementation partnerships to good effect, UNEP-CEP has remained the Network's primary institutional supporter, albeit with significant support from GCFI, and had consistently played a lead role in resourcing the Network. As the adage goes, "a burden shared is a burden halved."
 - *Membership:* When CaMPAM was first established, members opted to keep the network informal, and this extended to the definition of members. At present, members are considered subscribers to the CaMPAM-L listserv, participants in fora, training activities, projects and exchanges. However, as this review has revealed not everyone who subscribes to the listserv or who has completed a ToT course considers themselves a Network member. For the CaMPAM to be member-driven and responsive, there needs to be clarity on who members are and ways of systematically engaging them.

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.

10.2 Recommendations

The review has confirmed a role, and stakeholder demand, for a social network of MPA professionals in the WCR that:

- builds capacity,
- fosters collaboration, and
- supports community.

The recommendations below are aimed primarily at improving CaMPAM's operational and financial sustainability. They also include recommendations to strengthen programme delivery, based on findings of the evaluation.

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)*.

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 foundation 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 EU sources such as Interreg (<https://www.interreg-caraibes.fr/>) or L'agence francaise de developpement. Partners in Creole-speaking territories could come together 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.

Bibliography

Alexander, S. M. and Armitage, D. (2015). A Social Relational Network Perspective for MPA Science. *Conservation Letters* 8(1), 1-13.

Bustamante, G. (2018). *13th Training of Trainers on Marine Protected Area Management*. Cave Hill, Barbados: University of West Indies and the United Nations Environment-Caribbean Environment Programme. <http://gefcrew.org/Campam/ToT/2018%20ToT%20Report.pdf>

Bustamante, G., Canals, P., Di Carlo, G., Gomei, M., Romani, M., Souan, H., *et al.* (2014). Marine Protected Areas Management in the Caribbean and Mediterranean Seas: Making them More than Paper Parks. *Aquatic Conservation: Marine and Freshwater Ecosystems* 24(S2), 153-65.

Bustamante, G., Vanzella-Khoury, A., Glazer, R. and Collado-Vides, L. (2018). The evolution of the Caribbean Marine Protected Area Management Network and Forum (CaMPAM): 20 years of the Regional Multidimensional Program for Strengthening MPA Practitioners. *Gulf and Caribbean Research* 29(1), 1-9. <https://aquila.usm.edu/gcr/vol29/iss1/1/>

Caribbean Marine Protected Areas Management Network and Forum [CaMPAM] (2018). *Update on the Caribbean Marine Protected Areas Management Network and Forum (CaMPAM) and its Major Activities 2017–2018*. Eighth Report to the Meeting of the Scientific and Technical Advisory Committee (STAC) to the Protocol Concerning Specially Protected Areas and Wildlife (SPA) in the Wider Caribbean Region Panama City, Panama, 5 - 7 December 2018. UNEP(DEPI)/CAR WG.40/INF.5 8 October 2018. http://gefcrew.org/carrcu/18IGM/10SPAWCOP/Info-Docs/CaMPAM_Stat_Rpt_2018-en.pdf

CaMPAM (2016). *Update on the Caribbean Marine Protected Areas Management Network and Forum (CaMPAM) and its Major Activities 2014-2016*. Report to the Seventh Meeting of the Scientific and Technical Advisory Committee (STAC) to the Protocol Concerning Specially Protected Areas and Wildlife (SPA) in the Wider Caribbean Region Miami, Florida, 2 - 4 November 2016. UNEP(DEPI)/CAR WG.38/INF.5 27 October 2016. <https://wedocs.unep.org/bitstream/handle/20.500.11822/33614/WG38-INF5-en.pdf?sequence=1&isAllowed=y>

Centre for Resource Management and Environmental Studies (CERMES) (2019). *Biodiversity for Sustainable Development in the Caribbean through Ecosystem-Based Management. Report on 13th Training of Trainers (ToT) Ecosystem-based Management (EBM)/Decision Support System (DSS) Small Grant Projects*. Cave Hill, Barbados: Centre for Resource Management and Environmental Studies (CERMES), University of the West Indies.

Collado-Vides, L. (2016). *The evolution of the Caribbean Marine Protected Area Management Network and Forum (CaMPAM): An analysis of the last 15 years of operation and recommendation to improve its services in the Wider Caribbean*. http://gefcrew.org/Campam/CaMPAMReports/CaMPAM_15_year_Assessment.pdf

Gardner, L. (2003). *Networking for Improved Protected Areas Management: The Case of CaMPAM*. Paper presented at Vth World Parks Congress, Durban, Republic of South Africa, September 8 – 17, 2003.

Gardner, L. and Vanzella-Khoury, A. (2003). *Capacity Building for Protected Area Management: The CaMPAM Approach*.

Gazit, T., Bronstein, J., Amichai-Hamburger, Y., Aharony, N., Bar-Ilan, J. & Perez, O. (2018). Active participants and lurkers in online discussion groups: an exploratory analysis of focus group interviews and observation. *Information Research* 23(2), paper 791. <http://InformationR.net/ir/23-2/paper791.html> (Archived by WebCite® at <http://www.webcitation.org/6zzbunKXs>)

Gulf and Caribbean Fisheries Institute [GCFI] (2018). *Updating CaMPAM MPA Database* (Product of a consultant agreement with GCFI). Prepared by Martha Prada. Report to the Eighth Meeting of the Scientific and Technical Advisory Committee (STAC) to the Protocol Concerning Specially Protected Areas and Wildlife (SPA) in the Wider Caribbean Region Panama City, Panama, 5 - 7 December 2018. UNEP(DEPI)/CAR WG.40/ INF.10 7 November 2018.
http://gefcrew.org/carrcu/SPAWSTAC8/Info-Docs/WG.40_INF10-en.pdf

Imbach, A. (2007). *Training of Trainers Programme in Marine Protected Areas Management External Evaluation. Final Report*.

IUCN World Commission on Protected Areas [WCPA] (2007). *Establishing networks of marine protected areas: A guide for developing national and regional capacity for building MPA networks*. Non-technical summary report.

National Marine Sanctuary System (n.d.) MPA Networks Module 2 adapted from White, A.T., P.M. Aliño and A.T. Meneses (2005). *Creating and Managing Marine Protected Areas in the Philippines*. Fisheries Improved for Sustainable Harvest Project, Coastal Conservation and Education Foundation, Inc. and University of the Philippines Marine Science Institute, Cebu City, Philippines. 83 p.

Nonnecke, B. and Preece, J. (2000). Lurker demographics: counting the silent. *Proceedings of the SIGCHI conference on Human Factors in Computing Systems*.
<https://dl.acm.org/doi/10.1145/332040.332409>

Oberg, Larry R. (1993). COLLIB-L: Listservs in library communications. *College & Research Libraries News* 54(11), 632-634. <<https://crln.acrl.org/index.php/crlnews/article/view/20430/24764>>. doi:<https://doi.org/10.5860/crln.54.11.632>.

Prada, M. (2016). *XII Edition of the Trainers of Trainers Course in the Management of Protected Areas in the Caribbean. Puerto Plata, Dominican Republic September 28 to October 7, 2016. Final Report*
<http://gefcrew.org/Campam/ToT/ToT2016CourseReport.pdf>

United Nations Environment Programme [UNEP] (2017). *Workplan and Budget for the Specially Protected Areas and Wildlife (SPA) Subprogramme for the 2017-2018 Biennium*. Ninth Meeting of the Contracting Parties (COP) to the Protocol Concerning Specially Protected Areas and Wildlife (SPA) in the Wider Caribbean Region Cayenne, French Guiana, 13 March 2017. UNEP(DEPI)/CAR WG.38/6.Rev1 3 March 2017.

United Nations Environment Programme – Caribbean Environment Programme [UNEP-CEP] (2020). *Regional Strategy and Action Plan for the Valuation, Protection and/or Restoration of Key Marine Habitats in the Wider Caribbean 2021 – 2030*. Kingston: UNEP-CEP.

UNEP-CEP (2019a). *Workplan and Budget for the Specially Protected Areas and Wildlife (SPAW) Subprogramme for the 2019 - 2020 Biennium* UNEP(DEPI)/CAR WG.40/ 5 Rev.1 13 May 2019 Available from <http://gefcrew.org/carrcu/18IGM/10SPAWCOP/Work-Docs/WG.40.5-en.pdf>

UNEP-CEP (2019b). *Ecosystem-based Management and the application of a Decision Support System in the Wider Caribbean: lessons learned from concept to action*. 27p.

UNEP-CEP (2019c). *Draft Workplan and Budget for the Specially Protected Areas and Wildlife (SPAW) Subprogramme for the 2019 - 2020 Biennium*. Eighth Meeting of the Scientific and Technical Advisory Committee (STAC) to the Protocol Concerning Specially Protected Areas and Wildlife (SPAW) in the Wider Caribbean Region Panama City, Panama, 5 - 7 December 2018. UNEP(DEPI)/CAR WG.40/ 5 Rev.1 13 May 2019.

UNEP-CEP (2018). *CaMPAM Expert Group Guidelines*.
<http://gefcrew.org/Campam/Mentorship/Expert%20Group%20Guidelines.pdf>

UNEP-CEP (2017). *Workplan and Budget for the Specially Protected Areas and Wildlife (SPAW) Subprogramme for the 2017-2018 Biennium* UNEP(DEPI)/CAR WG.38/6.Rev1 3 March 2017.
<https://wedocs.unep.org/bitstream/handle/20.500.11822/33543/WG.38.6.Rev1-en.pdf?sequence=1&isAllowed=y>

United Nations Environment Programme - Caribbean Environment Programme [UNEP-CEP] and CaMPAM (2019). *Addressing increasing threats in marine protected area management capacity by learning from the Caribbean and North-East Atlantic experiences*. A project proposal to implement first steps for a long-term collaboration OSPAR & CEP SDG 14 voluntary commitment #OceanAction17198.

UNEP-WCMC (2008). *National and Regional Networks of Marine Protected Areas: A Review of Progress*. Cambridge: UNEP-WCMC.

Van Mierlo, T. (2014). The 1% Rule in Four Digital Health Social Networks: An Observational Study. *Journal of Medical Internet Research* 16(2):e33.
https://www.researchgate.net/publication/260093592_The_1_Rule_in_Four_Digital_Health_Social_Networks_An_Observational_Study

Appendix 1 Consultancy Terms of Reference

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 maximize 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 organizational 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 which will outline. 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 organization 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 organizational 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.

Deliverables

- Report with the evaluation methodology and instruments validated, including initial stakeholder outreach and virtual consultation workshop to advise of initiative (supported by UNEP – CEP)
- Preliminary results of CaMPAM Review stakeholder/partner survey and interviews
- Draft report CaMPAM Review (English) and draft network development needs assessment, situational analysis, and gap analysis.
- Final report CaMPAM Review and Network Development Plan (English)
- Submission of final documents in French and Spanish*

Appendix 2 Programmatic Documents Reviewed

Bustamante, G. (2018). 13th Training of Trainers on Marine Protected Area Management. Cave Hill, Barbados: University of West Indies and the United Nations Environment-Caribbean Environment Programme. <http://gefcrew.org/Campam/ToT/2018%20ToT%20Report.pdf>.

Bustamante, G., Canals, P., Di Carlo, G., Gomei, M., Romani, M., Souan, H., et al. (2014). Marine Protected Areas Management in the Caribbean and Mediterranean Seas: Making them More than Paper Parks. *Aquatic Conservation: Marine and Freshwater Ecosystems* 24(S2), 153-65

Bustamante, G., Vanzella-Khoury, A., Glazer, R. and Collado-Vides, L. (2018). The evolution of the Caribbean Marine Protected Area Management Network and Forum (CaMPAM): 20 years of the Regional Multidimensional Program for Strengthening MPA Practitioners. *Gulf and Caribbean Research* 29(1), 1-9. <https://aquila.usm.edu/gcr/vol29/iss1/1/>.

Caribbean Marine Protected Areas Management Network and Forum [CaMPAM] (2018). Update on the Caribbean Marine Protected Areas Management Network and Forum (CaMPAM) and its Major Activities 2017 – 2018. Eighth Report to the Meeting of the Scientific and Technical Advisory Committee (STAC) to the Protocol Concerning Specially Protected Areas and Wildlife (SPA) in the Wider Caribbean Region Panama City, Panama, 5 - 7 December 2018. UNEP(DEPI)/CAR WG.40/INF.5 8 October 2018. http://gefcrew.org/carrcu/18IGM/10SPAWCOP/Info-Docs/CaMPAM_Stat_Rpt_2018-en.pdf.

CaMPAM (2016). Update on the Caribbean Marine Protected Areas Management Network and Forum (CaMPAM) and its Major Activities 2014-2016. Report to the Seventh Meeting of the Scientific and Technical Advisory Committee (STAC) to the Protocol Concerning Specially Protected Areas and Wildlife (SPA) in the Wider Caribbean Region Miami, Florida, 2 - 4 November 2016. UNEP(DEPI)/CAR WG.38/INF.5 27 October 2016. <https://wedocs.unep.org/bitstream/handle/20.500.11822/33614/WG38-INF5-en.pdf?sequence=1&isAllowed=y>.

Centre for Resource Management and Environmental Studies (CERMES) (2019). Biodiversity for Sustainable Development in the Caribbean through Ecosystem-Based Management. Report on 13th Training of Trainers (ToT) Ecosystem-based Management (EBM)/Decision Support System (DSS) Small Grant Projects. Cave Hill, Barbados: Centre for Resource Management and Environmental Studies (CERMES), University of the West Indies.

Collado-Vides, L. (2016). The evolution of the Caribbean Marine Protected Area Management Network and Forum (CaMPAM): An analysis of the last 15 years of operation and recommendation to improve its services in the Wider Caribbean.

http://gefcrew.org/Campam/CaMPAMReports/CaMPAM_15_year_Assessment.pdf [Accessed 18 August 2020].

Gardner, L. (2003). Networking for Improved Protected Areas Management: The Case of CaMPAM. Paper presented at Vth World Parks Congress, Durban, Republic of South Africa, September 8 – 17, 2003.

Gardner, L. and Vanzella-Khoury, A. (2003). Capacity Building for Protected Area Management: The CaMPAM Approach.

Gulf and Caribbean Fisheries Institute [GCFI] (2018). Updating CaMPAM MPA Database (Product of a consultant agreement with GCFI). Prepared by Martha Prada. Report to the Eighth Meeting of the Scientific and Technical Advisory Committee (STAC) to the Protocol Concerning Specially Protected Areas and Wildlife (SPA) in the Wider Caribbean Region Panama City, Panama, 5 - 7 December 2018. UNEP(DEPI)/CAR WG.40/ INF.10 7 November 2018.
http://gefcrew.org/carrcu/SPAWSTAC8/Info-Docs/WG.40_INF10-en.pdf.

Imbach, A. (2007). Training of Trainers Programme in Marine Protected Areas Management External Evaluation. Final Report.

Prada, M. (2016). XII Edition of the Trainers of Trainers Course in the Management of Protected Areas in the Caribbean Puerto Plata, Dominican Republic September 28 to October 7, 2016. Final Report <http://gefcrew.org/Campam/ToT/ToT2016CourseReport.pdf>.

United Nations Environment Programme - Caribbean Environment Programme [UNEP-CEP] (2019a). Workplan and Budget for the Specially Protected Areas and Wildlife (SPA) Subprogramme for the 2019 - 2020 Biennium UNEP(DEPI)/CAR WG.40/ 5 Rev.1 13 May 2019.
<http://gefcrew.org/carrcu/18IGM/10SPAWCOP/Work-Docs/WG.40.5-en.pdf>.

UNEP-CEP (2019b). Ecosystem-based Management and the application of a Decision Support System in the Wider Caribbean: lessons learned from concept to action. 27p.

UNEP-CEP (2018). CaMPAM Expert Group Guidelines.
<http://gefcrew.org/Campam/Mentorship/Expert%20Group%20Guidelines.pdf>.

UNEP-CEP (2017). Workplan and Budget for the Specially Protected Areas and Wildlife (SPA) Subprogramme for the 2017-2018 Biennium UNEP(DEPI)/CAR WG.38/6.Rev1 3 March 2017.
<https://wedocs.unep.org/bitstream/handle/20.500.11822/33543/WG.38.6.Rev1-en.pdf?sequence=1&isAllowed=y>.

United Nations Environment Programme - Caribbean Environment Programme [UNEP-CEP] and CaMPAM (2019). Addressing increasing threats in marine protected area management capacity by learning from the Caribbean and North-East Atlantic experiences. A project proposal to implement first steps for a long-term collaboration OSPAR & CEP SDG 14 voluntary commitment #OceanAction17198.

Web sites

CaMPAM.gcfi.org (n.d.). CaMPAM/Caribbean Challenge - Gulf and Caribbean Fisheries Institute.
<http://campam.gcfi.org/>

gefcrew.org/Campam/campam.php (n.d.) CaMPAM/Caribbean Challenge - Gulf and Caribbean Fisheries Institute. <http://gefcrew.org/Campam/campam.php>

UNEP-CEP (nd.) Protected Areas in the Wider Caribbean.

<https://www.unenvironment.org/cep/protected-areas-wider-caribbean-region?%2Ffr%2Fnode%2F31=&%2Fes%2Fnode%2F31=&%2Fprotected-areas-wider-caribbean-region=>

Appendix 3 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 (SPA-W-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 (SPA-W) 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 (SPA-W-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 (SPA-W-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 Marine Zones, Ministry of the Environment, Haiti
14. Ms. Sandrine Pivard, Director Regional Activity Centre for the Protocol Concerning Specially Protected Areas and Wildlife (SPA-W-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

Appendix 4 Stakeholder Needs

Summary of Stakeholder Needs Identified Through Surveys

Training of Trainer Alumni Survey: 18 responses

MPA managers/PA oversight agency personnel = 10 responses

CaMPAM-L Subscribers = 1 response

Training		
Needs expressed		Number
<ul style="list-style-type: none"> <i>Biophysical, ecological, social monitoring</i> 	<ul style="list-style-type: none"> Biophysical monitoring Monitoring [unspecified] Training in the dynamic evaluation of coral ecosystems Monitoring the marine ecosystem and key species Training in monitoring mangrove ecosystems Species monitoring Ecosystem and species biodiversity monitoring Monitoring the health of coastal and marine ecosystems Training for reef monitoring surveys Support or training in monitoring (incl. GCRMN & seagrass) Monitoring and surveillance Monitoring of use in SKNMMA Training in the analysis of cumulative impacts on marine ecosystems Support or training in evidence-based & ecosystem-based management Technical training on species, ecosystems, ecological connectivity, hydrological functionality in marine-coastal MPAs 	15
<ul style="list-style-type: none"> <i>Communication/ Education /Outreach</i> 	<ul style="list-style-type: none"> Education and community participation Training to carry out education and outreach Support for training in outreach and public relations, Communications Design of strategies for communication of results Communication unspecified Community Outreach/communication Funding for communication and awareness building Communication strategies Communications Effective communication 	11

Training		
Needs expressed		Number
<ul style="list-style-type: none"> Unspecified training 	<ul style="list-style-type: none"> Training Training Training /capacity building Further training – partial Support for staff training Capacity building (manpower) Continued capacity building Training Training Support for training at varying levels 	10
<ul style="list-style-type: none"> General MPA management 	<ul style="list-style-type: none"> Training for MPA management Training of personnel linked to the management programs of the AMP. Training in MPA management Training of capacities for management Technical capacity for coastal marine management 	5
<ul style="list-style-type: none"> Fisheries management 	<ul style="list-style-type: none"> Technical training for fisheries management Fisheries management Fisheries management Coastal fisheries management Reproduction biology of commercial fish species 	5
<ul style="list-style-type: none"> Enforcement 	<ul style="list-style-type: none"> Enforcement Enforcement Enforcement training for staff to include conflict resolution and prosecution. Training in enforcement Enforcement and monitoring techniques 	5
<ul style="list-style-type: none"> Strategic planning and organisational development 	<ul style="list-style-type: none"> Organisational development Strategic planning Governance Operational and logistical support 	4
<ul style="list-style-type: none"> Fundraising 	<ul style="list-style-type: none"> Grant writing Developing Individual Donor Programs Fundraising 	3
<ul style="list-style-type: none"> Management planning 	<ul style="list-style-type: none"> Management plans Development of MPA Management Plans Zoning – further training 	3
<ul style="list-style-type: none"> Project management 	<ul style="list-style-type: none"> Project preparation Monitoring and evaluation 	3

Training		
Needs expressed		Number
	<ul style="list-style-type: none"> Financial management of projects for MPA management 	
<ul style="list-style-type: none"> <i>Tools/technology for management</i> 	<ul style="list-style-type: none"> Training in blue carbon measurement methodologies Use of Geographic Information Systems (GIS) tools for the evaluation of connectivity Geographic Information Systems for MPAs Use of enforcement/data management technology. 	4
<ul style="list-style-type: none"> <i>Training for local technicians</i> 	<ul style="list-style-type: none"> Training for local technicians Capacity building for rangers Training for MPA wardens 	3
<ul style="list-style-type: none"> <i>PAME</i> 	<ul style="list-style-type: none"> Management effectiveness Evaluation of the effectiveness of protected area management 	2
<ul style="list-style-type: none"> <i>Thematic topics</i> 	<ul style="list-style-type: none"> Climate change: Impacts of global warming and climate change on the management and management of marine-coastal resources. Environmental services 	2
<ul style="list-style-type: none"> <i>Conflict resolution</i> 	<ul style="list-style-type: none"> Methods of negotiation and conflict management in marine-coastal zones 	1
<ul style="list-style-type: none"> <i>Knowledge management</i> 	<ul style="list-style-type: none"> Data management 	1
<ul style="list-style-type: none"> <i>Research</i> 	<ul style="list-style-type: none"> Training of capacities for research 	1
<ul style="list-style-type: none"> <i>Revenue generation</i> 	<ul style="list-style-type: none"> Financing mechanisms 	1

Equipment		
Needs expressed		Number
<ul style="list-style-type: none"> Equipment for research and management in the marine area Material resource unspecified Support for additional equipment Funding support for equipment Provision of equipment for monitoring Equipment for management programs Capacity building - facilities, equipment, etc 		7

Research (including baseline studies)	
Needs expressed	Number
<ul style="list-style-type: none"> • Mechanism for research support • Baseline studies • Generate sub-regional environmental assessment of the Rio Magdalena Delta System and its impact on the Caribbean Sea • Population baseline studies (population dynamics) • Data collection and analysis 	6

Information and knowledge sharing	
Needs expressed	Number
<ul style="list-style-type: none"> • Access to update info and regional databases • Updated information on the latest advances in MPA management • Dissemination of good management practices and lessons learned • Expansion of knowledge on participatory processes of management and empowerment of communities and other actors • News • Information is fragmented 	6

Strengthening of systems and processes	
Needs expressed	Number
<ul style="list-style-type: none"> • Direct management • Regulations/legal framework • National (legal) authority for enforcement • Zoning Governance/management oversight • Management plans are not followed • Laws are not enforced 	6

Networking and Exchange		
Needs expressed		Number
<ul style="list-style-type: none"> • <i>Peer exchanges</i> 	<ul style="list-style-type: none"> • Exchange of experience • Exchange of good management practice at the regional level • Exchange of experiences of projects in MPAs in the Greater Caribbean • Exchanges 	4
<ul style="list-style-type: none"> • <i>Networking</i> 	<ul style="list-style-type: none"> • Networking opportunities with former ToT course members 	1

Financing	
Needs expressed	Number
<ul style="list-style-type: none"> • Financing • Financing • Funding • Funding • Economic resources 	5

Staffing/human resources	
Needs expressed	Number
<ul style="list-style-type: none"> • Human resources • Increase human resources • Support for additional staff • There are not enough personnel to monitor or do not fulfil the task of doing so 	4

Habitat restoration	
Needs expressed	Number
<ul style="list-style-type: none"> • Repopulation programs of key species in the balance of the reef • Restoration of marine ecosystems 	2

Community development/ livelihoods	
Needs expressed	Number
<ul style="list-style-type: none"> • Support for MPA community development programmes 	1

Regional Projects	
Needs expressed	Number
<ul style="list-style-type: none"> • Development/implementation of projects for the management of conservation of wetlands, ecosystems and species in Rio Magdalena Delta System with other MPAs of the Greater Caribbean 	1