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

Panama City, Panama 30 June – 3 July 2025

Report on the SPAW protected area manager network for the period 2023-2024

This meeting is being convened hybrid. Delegates are kindly requested to access all meeting documents electronically for download as necessary.

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ACRONYMS

ACP MEA	Multilateral Environmental Agreements in Africa, Caribbean, and the Pacific		
AFD	French Development Agency (Agence française de développement)		
CDB	Convention on Biological Diversity		
СОР	Conference of the Parties		
FFEM	French Facility for Global Environment (Fonds français pour l'environnement mondial)		
GCFI	Gulf and Caribbean Fisheries Institute		
KM GBF	Kunming-Montreal Global Biodiversity Framework		
MedPan	Mediterranean network of Marine Protected Areas		
MPA	Marine Protected Area		
MMA	Marine Managed Area		
NGO	Non-Governmental Organization		
OFB	Frech Biodiversity Agency (Office français de la biodiversité)		
PA	Protected Area		
RAC	Regional Activity Center		
Red Golfo	Gulf of Mexico Marine Protected Area Network		
SPAW	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		
UNEP	United Nations Environment Programme		
WCR	Wider Caribbean Region		
WIOMPAN	Western Indian Ocean Marine Protected Areas Management Network		

REPORT SUMMARY

Context

In the framework of the Cartagena Convention for the protection and development of the marine environment in the Wider Caribbean Region, the SPAW Protocol is dedicated to the protection of "specially protected areas and wildlife". One objective of the Protocol is therefore to "identify particularly important areas for the Wider Caribbean Region" and to incorporate them into a network dedicated to scientific research and to regional cooperation.

The inscription of protected areas to the SPAW Protocol is ruled by guidelines and led the Parties to recognize up to 37 protected areas that have been listed under the SPAW Protocol since 2012.

The creation or establishment of additional protected areas in the Wider Caribbean Region may contribute to achieving Target 3 of the Kunming-Montreal Global Biodiversity Framework.

SPAW COP 12 recommendation

The Secretariat and SPAW-RAC, as appropriate, work with Contracting Parties, including managers of SPAW-listed protected areas, and other relevant partners, as appropriate, to develop a proposal for the creation of a network for SPAW-listed protected areas coordinated by the Secretariat or SPAW-RAC with the purpose of understanding and addressing the needs of protected area managers to improve protected area effectiveness. The proposal should include a suggested strategic vision, workplan, institutional structure, and budget and should be presented to SPAW STAC11 and COP13 for consideration.

Summary of activities 2023-2024

- 1. Building the SPAW-listed protected area network
 - Elaboration of guidelines for management effectiveness for the SPAW protected area network (2023)
 - Bilateral interviews with managers of the SPAW-listed protected areas (2023)
 - First in-person meeting of the SPAW-listed protected areas managers (2023)
 - Series of technical webinars (2024)
 - 2024 in person meeting of the SPAW-listed protected area network (2024)
- 2. Supporting SPAW-listed protected areas (2024)
- 3. Liaising with other protected area networks
- 4. Communication and outreach (2023-2024)

Budget SPAW-RAC

This work has been mainly funded under the ACP MEAs3 project approved by the Contracting Parties of the SPAW Protocol, for a total amount of \$370,000.00 for the 2023-2024 period.

SPAW-RAC role

Creating and coordinating the network of SPAW listed protected area manager

The SPAW protected area manager network - SUMMARY

Vision

"We are an empowering body committed to finding solutions, through collective intelligence, that address areas of concerns within protected areas" - *The SPAW protected area managers*, 2023

Structure

Key members of the network: SPAW protected area managers

Other members of the network: regional relevant partners (donors, NGO, etc.)

Secretariat: SPAW RAC leads the coordination process and secure matching funds

Thematic working group: Several topics of interest are explored in working groups.

Strategic objective

Contribute to the preservation of biodiversity in the Wider Caribbean Region

2026-2030 workplan

The specific objectives of the network for the period 2026-2030 are as follows:

- 1. Sharing and strengthening the capacities of managers through peer-to-peer exchanges, for more effective and sustainable management of protected areas in the Wider Caribbean Region;
- 2. Meet current and future challenges by enabling PAs to better adapt to global climate change
- 3. Ensuring the proper integration of civil society in the protection of biodiversity in the Greater Caribbean region
- 4. Bringing the issues and the voice of marine and coastal protected areas beyond the Caribbean region
- 5. Ensuring the sustainability of the network and its actions for the post-2030 period

2026-2030 actions

- 1. Implement a multi-partner regional plan to enhance the skills of managers of the SPAW PA network
- 2. Implement a mentoring and tutoring program
- 3. Share best practices with other regional MPA networks around the world
- 4. Testing a methodology for adapting protected areas to climate change on pilot sites
- 5. Assess the impact of massive Sargassum arrivals on biodiversity
- 6. Implement coastline recession management pilot projects in protected areas of the WCR
- 7. Deploy marine, terrestrial and coastal educational areas in the greater Caribbean region
- 8. Identify and test innovative forms of inclusive governance in Caribbean protected areas
- 9. Set up a call for micro-projects involving SPAW protected area managers and civil society
- 10. Participate in the dynamics of supra-regional protected area networks

- 11. Represent and promote SPAW protected area network in major international forums
- 12. Leading discussions with managers and partners to build a post-2030 roadmap for the network
- 13. Propose an economic model to ensure the sustainability of actions and the network post-2020

Draft budget

This 2026-2030 workplan, which we hope to launch in 2026, will be spread over a 5-year period, allowing for the long-term implementation of actions and dynamics between protected area managers. This timetable will also be consistent with the 2030 horizon set for the achievement of target 3 of the KM GBF.

This program is in line with the strategy and action plan of the Cartagena Convention, and is therefore part of a strong institutional framework that guarantees its continuity. The SPAW network of protected area manager is enshrined in international texts ratified by the Contracting Parties to the SPAW Protocol, guaranteeing the long-term future of the network and the program.

The estimated budget for this 5 year workplan is 3.95 million euros. We aim to gather the funding from FFEM, UNEP, OFB, AFD and other funders to be found.

Position	Annual costs (€)	Cost over 5 years (€)	Details
Human ressources	230000	1150000	3 FTE (1 coordinator, 1 project manager and 1 admin assistant) + 15 % supervision
Skills-building initiatives	190 000	950 000	2 training courses, one regional network meeting, one technical day per year + 1 call for apprentices (between 5 and 10 apprentices per year)
Setting up pilot climate change initiatives	150000	750 000	25 000 € per year per pilot site
Micro-projects	100000	500 000	100 000€ per call (between 10 and 20 microprojects per year)
Deployment of educational areas	50000	250 000	25 k€ per year per pilot site
Inclusive governance test	50000	250 000	25 k€ per year per pilot site
Supra-regional network exchanges	20000	100 000	1-2 exchanges per year involving 4-5 managers
TOTAL	790 000	3 950 000	

To answer specific needs (support the update of management plan, working group actions, etc.) more fundings will have to be found.

1. CONTEXT AND METODOLOGY

1.1 The regional context

Recommendation IX of SPAW STAC9 on the State of Habitats and the Regional Strategy reaffirms the commitments set forth in Recommendation VII of STAC8 and Decision 14 of COP10, which requested the Secretariat to "continue progress towards completing the draft *State of Habitat* and the *2020-2030 Regional Strategy and Action Plan and Investment Plan*, supported by the CLME+ Project." In this context, Contracting Parties, the Secretariat, SPAW-RAC, Observers, and other relevant stakeholders were encouraged to consider the range of suggested actions outlined in these reports as potential measures to strengthen coastal ecosystem management and enhance habitat integrity.

As part of these efforts, the Regional Strategy and Action Plan for the Assessment, Protection, and/or Restoration of Key Marine Habitats in the Greater Caribbean (2021-2030) (RSAP) (*UNEP(DEPI)/CAR WG.42/INF.6*) was developed under the SPAW sub-program of the UNEP Caribbean Environment Programme (CEP). This strategy serves as a key tool to promote the conservation and sustainable use of coastal and marine ecosystems across the Caribbean.

A central component of this approach is the establishment and effective management of protected areas in the region. In alignment with this objective, the SPAW Protocol seeks to identify and designate particularly important areas within the Wider Caribbean Region, integrating them into a network dedicated to scientific research and regional cooperation.

The listing of protected areas under the SPAW Protocol follows established guidelines and has led to the formal recognition of 37 protected areas since 2012.

In 2023, SPAW STAC12 recommended that "The Secretariat and SPAW-RAC, as appropriate, work with Contracting Parties, including managers of SPAW-listed protected areas, and other relevant partners, as appropriate, to develop a proposal for the creation of a network for SPAW-listed protected areas coordinated by the Secretariat or SPAW-RAC with the purpose of understanding and addressing the needs of protected area managers to improve protected area effectiveness. The proposal should include a suggested strategic vision, workplan, institutional structure, and budget and should be presented to SPAW STAC11 and COP13 for consideration".

In response to this recommendation, SPAW RAC, with financial support from the ACP MEA II project, has actively facilitated the development of a network for SPAW-listed protected areas, aimed at enhancing their operational efficiency and addressing their specific needs.

This report presents to the Contracting Parties an overview of the efforts and activities undertaken during the 2023-2024 Biennium in support of the mandate to "develop a proposal for the creation of a network for SPAW-listed protected areas, with the purpose of understanding and addressing the needs of protected area managers to improve protected area effectiveness."

1.2 Methodology

To carry out this work, SPAW RAC drew inspiration from:

- Other protected area manager networks encountered during the IMPAC5 conference in February 2024. This Fifth International Marine Protected Areas Congress provided an opportunity to connect with various networks, such as Red Golfo, MedPan, WIOMPAN, and the Helsinki Commission network. Through formal sessions, side events, and informal meetings, we gained insights into different structures and operational models.
- The Ocean Governance initiative, an EU-funded project that developed several guidelines, including the Guidelines and Best Practices for Marine Protected Area (MPA) Manager Networks.

Based on these resources, SPAW RAC developed its own set of guidelines to support the bottom-up development of the SPAW-listed protected area manager network (see Section 1.2: *Guidelines for Management Effectiveness for the SPAW Protected Area Network*).

Following this, SPAW RAC conducted bilateral interviews with all reachable protected area managers. These interviews aimed to deepen our understanding of the protected areas and assess managers' interest in joining a regional network.

By the end of 2023, after securing funding, SPAW RAC organized the network's in-person inception meeting.

The year 2024 marked the network's first official year, focusing on strengthening connections between managers, supporting protected area managers both on-site and through technical webinars tailored to their interests, coordinating with other relevant international initiatives (including other protected area manager networks in the Caribbean), fostering internal and external communication, and drafting a roadmap through 2030.

2. BUILDING A NETWORK OF SPAW-LISTED PROTECTED AREA MANAGER

2.1 Guidelines for management effectiveness for the SPAW protected area network

As part of the ACP MEA III project approved by the contracting parties, UNEP CEP has undertaken to produce the deliverable "Guidelines for effective management of the SPAW protected areas network".

As part of the cooperation agreement (PCA), the SPAW RAC is leading the production of this deliverable, and has worked on drafting the first version of these "Guidelines for effective management of the SPAW network of protected area managers".

These "Guidelines for management effectiveness for the SPAW protected area manager network" are recommendations taken from the documents "Guidelines and Best practices for marine protected area (MPA) Manager Networks" and "Evaluation Framework for Marine Protected Area Manager Networks", prepared by Global Park Solutions (authors: Taylor Mudford and Charles Besancon) in the framework of the EU-funded Ocean Governance project.

The main recommendations have been adapted to the Caribbean region and to the SPAW protected area manager network context.

Synthesis:

- The SPAW protected area manager network should be established through a collective process involving all
 protected area managers, as well as key partners in the framework of the SPAW protocol.
- The SPAW protected area manager network must search for long-term funding for network activities.
- The SPAW protected area manager network have to develop a strategic plan or other planning process to define vision, goals, and objective that provide benefit or service to network members. This strategic plan has to be accessible to network members, partners and others and fit with the objectives and the workplan of the SPAW protocol.
- A regular collaborative review following an updating process for the vision, goals and objectives of the SPAW protected area manager network has to be established.
- The SPAW protected area manager network has a clear decision-making process that is built on the principles of good governance of the UNEP, the Cartagena Convention and the SPAW protocol.
- The SPAW protected area manager network has the possibility of establishing an advisory board or scientific board that provides advice as a leadership structure.
- The SPAW protected area manager network has the possibility to promote protected area leaders, champions and ambassadors.
- The SPAW protected area manager network establishes a communication strategy and provides opportunities
 for formal and informal communication. The network provides consistent up-to-date information to network
 members.
- The SPAW protected area manager network proposes capacity building and / or training function to network members. Over time, the network establishes a capacity building strategy including regular needs assessment / capacity gap analysis. The SPAW protected area manager network works in collaboration with other protected area manager networks to strengthen its own capacity.
- The SPAW protected area manager network monitors networks activities
- The network participates in the regional framework and provides monitoring function for the protected areas in the region (management effectiveness, etc.).

(see document in appendix I)

2.2 Bilateral interviews with managers of the SPAW-listed protected areas

As part of the process of creating the SPAW protected area network, the SPAW RAC conducted interviews with SPAW protected area managers between February 17 and May 25. The aim of these interviews was to renew contact with SPAW protected area managers, inform them of STAC's recommendations and obtain their support for the project to create a network of managers. The results of these interviews were as follows:

- a strong interest from all SPAW-listed protected area managers to create this network
- a list of main topics that would be of interest for the network.



(see "synthesis of bilateral interviews" in appendix II)

2.3 Bilateral interviews with managers of the SPAW-listed protected areas

Following the bilateral interviews, 2 online meetings were organized by SPAW RAC, bringing together 23 SPAW protected area managers to:

- to introduce the creation of a network for SPAW-listed protected areas with the purpose of understanding and addressing the needs of protected area managers to improve protected area effectiveness;
- to present concrete next steps and propose that managers meet face-to-face for a first workshop aimed at formally creating the SPAW protected area managers' network;
- to permit managers to have a first contact before the in-person meeting. (see "Synthesis report of first meeting" in appendix III)

2.4 First in-person meeting of the SPAW-listed protected areas managers

The first meeting of SPAW-listed protected areas was held in the form of a workshop from October 10 to 12 in La Romana (Dominican Republic). This first, extremely rich meeting brought together 25 managers from the 37 protected areas on the SPAW list, in order to:

- develop a proposal for the creation of a network for SPAW-listed protected areas with the purpose of understanding and addressing the needs of protected area managers to improve protected area effectiveness;
 - define a strategic vision, goals, institutional structure, and topics of interest for the network;
 - conduct a first technical session on management plan;
- encourage SPAW-listed protected area managers to get to know each other and consider future collaborations.

The first conclusion of this meeting was the sense of Caribbeen belonging and the recognition of shared issues and shared interest in implementing the SPAW protocol. Beyond the connections established between network members, and the desire to work together, this workshop helped define and share the following results:

- main common challenges
- purpose of the network

- network objectives and actions

A post event survey showed that 95% of the participants found the workshop very useful - 5% found it "useful"), and all the participants believe that the network will help them to better manage their protected area. They also all committed to engage in the future activities / collective efforts of the SPAW protected area manager network

Synthesis:

- Purpose of the network:

"We are an empowering body committed to finding solutions, through collective intelligence, that address areas of concerns within protected areas"

The SPAW protected area managers, La Romana, 2023

- Network objectives:
- Educating the communities
- Ensure financial stability
- Ensure the commitment of politicians in action
- Share strategy and results

(see "Synthesis report of 2023 workshop" in appendix IV)



SPAW protected area manager workshop – Dominican Republic – October 2023

2.5 Technical webinars for the SPAW protected area network managers

A 2-hours trimestral webinar is held on a technical topic, following the agenda:

- Linkage between SPAW protected area managers
- Expert talk on a specific topic and Q/R time
- Break out time to allow exchanges between peers on challenges and best practices
- Sharing with the whole group

The online meetings were focused on:

- Topics of interest for the network held in april 2024
- Sustainable tourism held in July 2024, with the Caribbean Tourism Organization
- Enforcement held in September 2024, with the Environmental Law Institute
- The next meeting will focus on "Staff training" and will be held in December 2024



Short online surveys done at the end of the webinars

2.6 2024 in-person meeting of the SPAW-listed protected areas managers

The second meeting of SPAW-listed protected areas was held in the form of a workshop from November 19 to 21 in Homestead (USA). This second meeting brought together 25 managers from the 24 SPAW-listed protected areas, in order to:

- Strengthen the links between SPAW protected area managers
- Finalize the proposal for the creation of a network for SPAW-listed protected areas, defining a strategic vision, goals, institutional structure to be submitted to SPAW COP 13 for approval in 2025
- Create a capacity building program for managers for 2026-2030, based on the identification of the SPAW protected area managers needs and expertise.

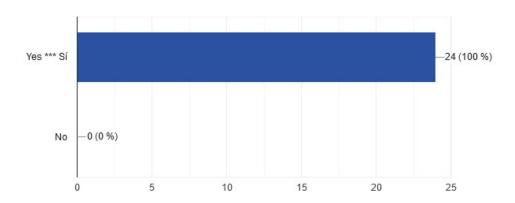
The first conclusion of this meeting was the sense of belonging to a network of protected area maangers, sharing a vision and common goals. The connections established between network members (including new people who did not participate to the first meeting), were really strong and the participants felt the network was both useful and will help them to better manage their protected area. The desire to keep working together with a clear roadmap towards 2030.

This workshop of the SPAW protected area manager allowed us to achieve the following:

- Built 6 capacity building actions to be implemented
- Drafted the roadmap for capacity building towards 2030
- Reflected on our network ecosystem
- Strengthened the bonds between protected area managers

This workshop led to a consolidated and more credible network with concrete actions to implement that will be proposed to potential funders.

A post event survey showed a very high level of satisfaction of 80% (and high level of satisfaction for 20% of the participants). They all have clarity on the network objectives and next steps and all feel that this network os SPAW-listed protected area is going to help them in managing their protected areas.



Will you engage in further activities / collective efforts of the SPAW listed PA manager network?



SPAW protected area manager workshop – USA – November 2024

(see "Report of the 2024 meeting" in appendix V)

3. SUPPORTING SPAW-LISTED PROTECTED AREAS

3.1 On-site projects

The following actions have been supported by SPAW RAC in 2023-2024, in the framework of its small grant program:

- Development of an action plan against stony coral tissue loss disease (SCTLD) in the San Andres archipelago, Colombia
- Restoration of Acropora spp. populations in Guanahacabibes National Park to increase resilience to climate change, Cuba
- Capacity building for sea turtle protection and monitoring at the SPAW site in Cayos de San Felipe National Park, Cuba

3.2 Updating management plans for SPAW-listed protected areas

Another small project was funded by the SPAW RAC, aiming to review and prepare to update Management Plans for SPAW-listed protected areas.

This project planned to work with protected area managers and senior staff within the SPAW network, to conduct a scan of existing management plans, develop suggested template and language, determine management plan status and to provide recommendations for how site level management plans can be updated and improved.

The following nine protected areas wished to be part of this study:

- Hol Chan Marine Reserve, Belize
- Parque Nacional de Haitises, Dominican Republic
- Parque Nacional La Caleta, Dominican Republic
- Tobago Cay Marine Park, Saint Vincent and the Grenadines
- Sanctuary Cienega Grande de Santa Marta, Colombia
- Regional Natural Park "los Humedales enter los ríos León y Suriqui", Colombia
- Regional Seaflower Marine Protected Area, Colombia
- Bonaire National Marine Park, The Kingdown of the Netherland
- St Eustatius National Marine Park, The Kingdown of the Netherland

The project methodology combined a desk study and stakeholder consultations:

The analysis highlighted significant variability in the status and quality of management plans:

- 24% of SPAW protected areas had current management plans.
- 40% had outdated plans exceeding five years.
- High-scoring elements included biodiversity value identification, thematic scope, and threat analysis.
- Core weaknesses included resource allocation, time planning, and defining actionable objectives.

Managers emphasized the need for:

- Financial Support: Adequate funding to maintain and implement plans.
- Expertise and Training: Assistance in translating plans into actionable strategies.
- Stakeholder Engagement: Strengthening collaborative decision-making.

The findings underscored a critical gap between the availability of management plans and their practical application. Even well-designed plans face implementation barriers such as limited funding, insufficient

technical capacity, and stakeholder alignment challenges. Addressing these issues requires a holistic approach working on:

- Capacity Building: Develop training modules for area managers.
- Template Standardization: Establish a universal management framework tailored to Caribbean protected areas.
- Pilot Projects: Test and refine methodologies to update management plan in a few protected areas before broader adoption.

4. LIAISING WITH OTHER PROTECTED AREA NETWORKS

4.1 At a Caribbean scale

Over the last two decades, with the support of regional governments in partnership with international cooperation, Marine Protected Areas (MPA) Networks have emerged in North America and the Wider Caribbean Region. MPA Networks main goal is to strengthen individual MPA performance by addressing issues of common conservation and management concerns, including capacity building, sharing monitoring information, and research collaboration. MPA Networks connect MPA managers and member organizations throughout the region providing a collaboration platform and a high visibility to their activities.

Currently, 7 main networks are particularly active in the Caribbean, at a regional or subregional scale:

- Redparques
- RedGolfo
- the Dutch Caribbean Nature Alliance (DCNA)
- the MPA Connect Network
- the North American Marine Protected Areas Network (NAMPAM)
- The Mar Fund
- the SPAW-listed protected areas manager network

In 2020, a first reflection on these Caribbean networks was conducted by the Caribbean Environment Program (CEP) and conclude that "the six networks which currently operate on a separate basis, stand to gain from closer collaboration with each other".

In order not to duplicate efforts, SPAW RAC contacted all the 6 other Caribbean network while building the SPAW protected area manager network, conduction bilateral interviews.

A first in-person meeting was then organized as a side event of the 76th GCFI in order to:

- share a knowledge on "who is doing what and where?" in the Region
- clarify the need for a coordinating MPA managers network mechanism and the benefits that these networks bring to marine conservation efforts in the Wider Caribbean
- identify key partner to support and participate in the creation of a "Caribbean Marine Protected Area Networks Consortium" (eg. CBF, Ocean governance..)

The networks acknowledge that:

- There is a need for coordination among Caribbean protected area networks
- Networks are willing to have connections with other networks, and have an easy way to facilitate

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- exchanges and information
- It would be too much time & cost consuming to create a formal "network of networks" with a strong structure

The UNEP CEP decided to take the lead of the coordination of these Caribbean networks of protected area managers. They organized in 2024 a serie of online meeting, leading to an in-person meeting held aside from the 77th GCFI, in November.

4.2 At a Global scale

At a global scale, the SPAW Regional Activity Center (SPAW-RAC) as well as other Caribbean networks and partners is part of the Global Alliance for Marine Protection that carry out a global effort to unify a common vision and objectives through MPA networks, to help influencing the global political agenda and enhance the regional technical and financial capacity of MPAs.

5. COMMUNICATION & OUTREACH

5.1 Animated movie to present the SPAW network

A dedicated animated movie was realized and broadcast online in September 2024, it is available here:

- English subtitles https://www.youtube.com/watch?v=rLBKh9xB17s
- Spanish subtitles https://www.youtube.com/watch?v=2hG5wM5F-iI





Screenshots from the animated movie "The SPAW protected area manager network"

5.2 Participating in international events or fora

SPAW RAC team attended several meetings in order to show activities and progresses made on protected areas at a regional level.

Meeting	Date	Place	SPAW RAC participation
IMPAC5	Feb. 2023	Vancouver	2 non-formal presentations
Ocean Week	March 2023	Monaco	1 remote presentation
CBF workshop	June 2023	Barbados	1 presentation
Marine mammal toolkit webinar	Sept 2023	Online	1 presentation
MPA network twinning exchange	Sept 2023	Tarragona	2-day active participation
Ocean Governance Global Conference	Sept 2023	Tarragona	1 presentation
Network Twinning annual workshop	Oct. 2023	Puerto Madlyn	1 remote presentation
GCFI 76th Conference	Nov. 2023	Nassau	Session organized by SPAW RAC 1 presentation + 1 panel
Meeting of Caribbean PA networks	Nov. 2023	Nassau	Organized by SPAW RAC
Meeting of Caribbean PA Networks #1	March 2024	Online	Presentation of SPAW network progresses and first discussion on collaboration among the networks
Meeting of Caribbean PA Networks #2	June 2024	Online	Presentation of SPAW network progresses and participation to build a Caribbean MPA network roadmap
16th meeting of the Conference of the Parties to the CDB	October 2024	Cali, Colombia	Co hosting the side event "Caribbean MPAs managers networks lead the way: Towards a regional roadmap to reach Target 3"
GCFI 77th Conference	Nov. 2024	Guadeloupe, France	1 presentation accepted
Meeting of the SPAW PA manager network	Nov. 2024	Homestead, USA	Organized by SPAW RAC

6. LIST OF APPENDIXES

- Appendix I: Guidelines for effective management of the SPAW network of protected area managers
- Appendix II: Synthesis of bilateral interviews
- Appendix III: Synthesis report of first meeting of the SPAW protected area manager network
- Appendix IV: Synthesis report of first 2023 workshop of the SPAW protected area manager network
- Appendix V: Report of 2024 workshop of the SPAW protected area manager network