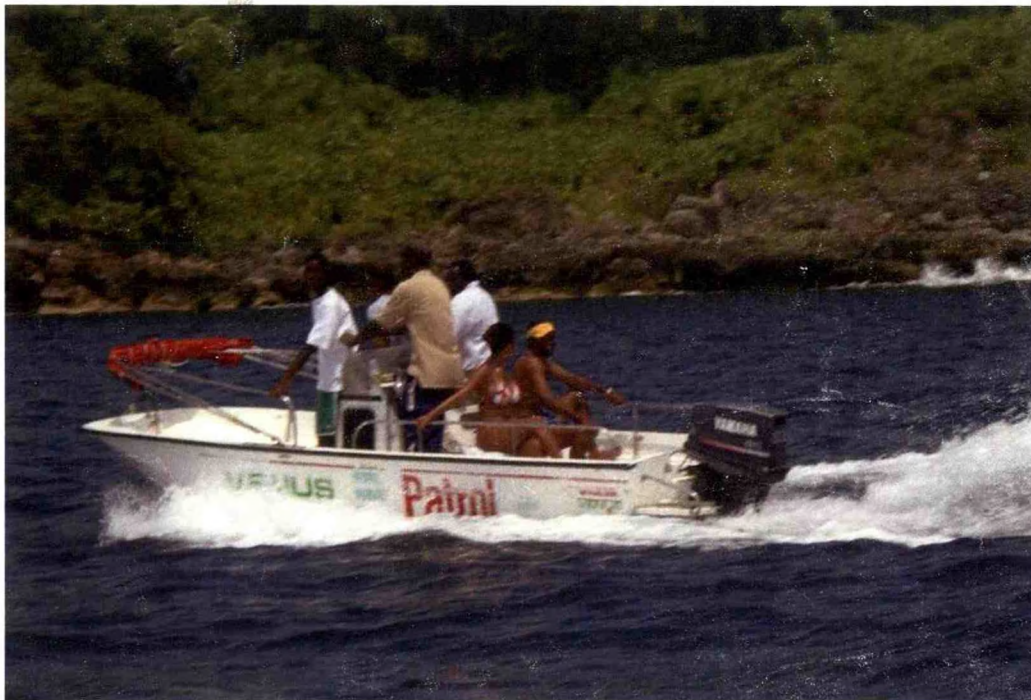


CERMES Regional Project on Enhancing Management Effectiveness at Three  
Marine Protected Areas in St. Vincent and the Grenadines, Jamaica & Belize

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**Inception Training Workshop for Enhancing the  
Management Effectiveness of the  
Negril Marine Park, Jamaica, 26-27 January 2006**



Centre for Resource Management and Environmental Studies (CERMES)  
University of the West Indies, Faculty of Pure and Applied Sciences  
Cave Hill Campus, Barbados

2006

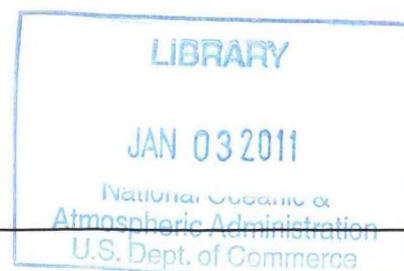
CERMES Regional Project on Enhancing Management Effectiveness at Three Marine Protected Areas in St. Vincent and the Grenadines, Jamaica & Belize

# Inception Training Workshop for Enhancing the Management Effectiveness of the Negril Marine Park, Jamaica, 26-27 January 2006



Centre for Resource Management and Environmental Studies (CERMES)  
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Citation

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Disclaimer

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## 1. INTRODUCTION

Participants were welcomed to the workshop by Erwin Caine, Treasurer of the Negril Coral Reef Preservation Society (NCRPS). Jean Brown, President of the NCRPS, delivered opening remarks, noting in particular the opportunity for information exchange among the three project sites. The NCRPS is an NGO that has been delegated since 2002 to co-manage the Negril Marine Park (NMP) with the government of Jamaica.

The context and background to the project, as appears in the announcement (Appendix 1), was outlined by Patrick McConney, the CERMES project manager. The workshop programme (Appendix 2) was agreed to by participants (Appendix 3) who came from within the Negril Environmental Protection Area (EPA), Montego Bay and Kingston. They were drawn from governmental, non-governmental and private sector organisations that are stakeholders in the management and use of the NMP.

All of the participants had attended workshops or meetings dealing with various aspects of NMP management, but none of these events addressed marine protected area (MPA) management effectiveness as its focus. Each participant received a copy of the guidebook *How is your MPA doing?* (Pomeroy et al. 2004) and its worksheets. The workshop was held in the conference room of the Negril Gardens Beach Resort with arrangements made by Elsa Hemmings of the NCRPS.

## 2. MANAGEMENT GOALS, OBJECTIVES AND INDICATORS

Bob Pomeroy, the lead author of the guidebook and the project's method trainer and adviser, introduced the marine protected area management effectiveness (MPA ME) methodology. He described how the methodology had evolved and had been applied in other locations around the world. Worksheet 1 (Appendix 4) is a checklist of the steps to be followed. A key point is that evaluation must be based on the goals and objectives of the particular MPA. The NMP has a detailed management plan with 12 goals (corresponding to their programmes), each with two or more objectives (Thacker and Hanson 2003). All of the goals and objectives were entered into Worksheet 2 (Appendix 5). Participants selected those that were most relevant and feasible to evaluate by a combination of discussion and open voting. The goal short titles, or programmes, and their prioritisation by vote are shown in Table 1 with the top four noted in brackets.

Some objectives from these four goals were then selected via discussion without voting. During this process of decision-making the participants discovered that there was duplication among several of the goals and objectives in the NMP management plan. Participants also needed to refer to the plan for explanatory notes, and to the NMP Project Manager for interpretation, where the intent of some objectives was ambiguous.

Following the methodological steps presented by Bob Pomeroy, the participants used the NMP management plan goals and objectives to identify overlapping goals and objectives in the guidebook, along with a selection of associated indicators. These are also shown in Appendix 5.

**Table 1 Results of voting to select management goals for evaluation**

Goal/programme	Votes awarded
1. Administration Programme [1]	13
2. Disaster Preparedness and Emergency Management	2
3. Education Programme	1
4. Enforcement Programme	6
5. Financial Sustainability Programme [3]	11
6. Lobbying Programme	1
7. Public Relations Programme [4]	10
8. Research and Monitoring Programme	5
9. Resource Management Programme [2]	12
10. Sustainable Community Development Programme	9
11. Visitor Management Programme	1
12. Zoning Programme	7

### 3. IMPLEMENTING THE EVALUATION

The indicators were examined in detail and prioritised (Appendix 6 with Worksheet 3). For each indicator participants then considered the following factors related to implementation:

- Human resource needs and the evaluation team (Worksheets 4 and 9)
- Equipment needs (Worksheet 5)
- Budget needs (Worksheet 6)
- Timeline
- Audience (Worksheets 7 and 8)
- Outputs

Handouts of the above additional worksheets prepared by the guidebook authors were used for guidance, but were not filled out in the workshop. The selected indicators are presented below.

#### 3.1 B8 Water quality

NEPT is collecting recreational water quality inshore near beaches and swimming areas (TSS, coliform) in Long Bay only. NCRPS now collects terrestrial-related data (nutrients, turbidity). Sampling under this activity must be related to reef restoration (Goal 9, Obj. 9.2) more than to human health. NCRPS must sample offshore sites related to coral reef health to continue sampling previously discontinued (maybe 3 sampling sites along reef edge). Offshore samples (24 samples in total) are to be sent with NEPT inshore samples for analysis elsewhere.

##### Human resources

Carl Hanson will lead with Nadia Ferguson, assisted by 4 rangers and Erwin Caine. NCRPS has sufficient human resources as part of its normal operations, including data management.

Equipment

- Boat gas and oil
- Lab glassware
- Maps at WRA
- Office equipment
- Chemical supplies
- Handheld GPS
- Transportation by truck (fuel and maintenance)

Budget

Based on monthly sampling and half-year of supplies

<b>Expense</b>	<b>Cost (USD)</b>
Boat gas and oil	500
Boat rental (optional/contingency)	160
Chemical supplies for analyses	1400
Sample analysis (nitrates, phosphates, ammonia)	700
Laboratory glassware	300
Handheld GPS	150
Maps at WRA (10 @USD10)	100
Land transportation (fuel and maintenance)	700
Administrative costs	150
<b>Total</b>	<b>4160</b>

Timeline

Monthly sampling (Feb-Sep) results in 8 sample events (boat trips). Sampling will be done in the first week of each month, and analysis in the second week. Mid-October is for report completion.

<b>Activity description</b>	<b>F</b>	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>
Water sampling	X								
Water sampling		X							
Water sampling			X						
Water sampling				X					
Water sampling					X				
Water sampling						X			
Water sampling							X		
Water sampling								X	
Preparation of report for GCFI meeting									X

Audience

- NCRPS Board
- NEPT
- Chamber of Commerce
- NGIALPA
- NEPA
- National Water Commission (Advisory Monitoring Committee)
- Jamaica Hotel and Tourism Association

Outputs

- Final technical report
- GCFI paper

- Executive summary
- NMP newsletter
- NEPT website

### 3.2 B9 Area showing signs of recovery (at habitat level)

Routine video belt transects will be done at reef nine sites (2 shallow and 2 deep transects at each). Total of 36 transects to be done. One site is done per half-day boat trip, making nine trips per month. The total is 27 sampling events.

#### Human resources

Carl Hanson will lead, assisted by 4 rangers. Brian LaPointe may serve as Scientific Adviser and for data analysis (payment for services may be required). Three (Mar, Jun, Sep) transect months.

#### Equipment

- Boat Fuel and Oil
- Underwater 100m tape
- Underwater paper
- Zip-loc and mesh bags
- Video tapes
- Underwater slates
- Refreshments
- Field guides

#### Budget

<b>Expense</b>	<b>Cost (USD)</b>
Fuel and Oil (27 half-day trips)	1500
Boat rental contingency	560
Video tapes (?)	100
Underwater 100m tape (1)	80
Underwater slates (10)	200
Underwater paper	60
Zip-loc and mesh bags	50
Boat trip refreshments	200
Field guides [3 at usd50 each]	150
LaPointe services	500
<b>Total</b>	<b>3400</b>

#### Timeline

<b>Activity description</b>	<b>F</b>	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>
Transect		X							
Transect					X				
Transect								X	
Preparation of report for GCFI meeting									X

#### Audience

- NCRPS Board
- Chamber of Commerce
- NEPT
- National Water Commission (Advisory Monitoring Committee)



- NEPA
- Fisheries Division
- MoBay marine park
- NGIALPA
- Jamaica Hotel and Tourism Association
- Dive operators
- GCFI

#### Outputs

- Final technical report
- Executive summary
- NCRPS website
- GCFI paper
- NMP newsletter

### **3.3 S3 Level of understanding of human impacts on resources and S14 Distribution of formal knowledge to community**

Suggested to do three short surveys of less than 15 questions. Targets are:

1. ~10 households in 10 communities (like SocMon), so 100 total,
2. ~ 200 tourists and
3. ~100 tourism workers who commute daily from outside the EPA (Lucea or Sav and beyond).

#### Human resources

Malden Miller will lead, assisted by Erwin Caine and the following.

1. ~5 interviewers, Keisha Spencer of NEPT (personal interviews)
2. Watersports operators used for beach interviews with visitors. (drop-off survey)
3. ~5 interviewers, Keisha Spencer of NEPT. (personal interviews)

Survey design will be assisted by Pomeroy, McConney and also Keisha-Ann Mullings of SDC. Martin Hughes from CREP is to be community liaison. CREP interviewers will do worker surveys with additional assistance. Jean Brown of NCRPS and Keisha-Ann Mullings of SDC will assist especially in Savanna-la-Mar. Data analysis and presentation may be assisted by CERMES, but Malden will check upon using a teacher with SPSS experience for analysis.

#### Equipment

- Office equipment
- Stationery

#### Budget

<b>Expense</b>	<b>Cost (USD)</b>
Interviewee stipends (JAD200/interview for 200 interviews)	615
Interviewer briefing meetings (before and after)	50
Interviewer transportation	100
Office supplies (stationery, printer cartridge)	100
Commercial copying (400 questionnaires)	60
Data analysis and reporting (NCRPS costs)	500
Transportation for survey leaders	100
Communications (phone)	50
Administrative costs	150
Communities validation meetings catering (10 meetings)	400
<b>Total</b>	<b>2125</b>

Timeline

Activity description	F	M	A	M	J	J	A	S	O
Survey design	X								
Interviewer training	X								
Visitor interviews		X							
Tourism worker interviews			X						
Community surveys				X	X				
Data analysis and interpretation						X	X		
Preparation of report for GCFI meeting								X	

Audience

- NCRPS Board
- NEPT
- Jamaica Hotel and Tourism Association
- Fisheries Division
- Montego Bay Marine Park
- Tourism workers
- Mass media
- NEPA
- Chamber of Commerce
- TPDCO
- Dive operators
- Communities
- GCFI
- NGIALPA

Presentations may be at meetings of tourism organisations and ‘environmental events’ at hotels.

Outputs

- Final technical report
- Executive summary
- Tourism stakeholders meetings presentations
- Community validation meeting communications
- GCFI paper
- NMP newsletter
- NCRPS website
- Press releases

**3.4 G2 Existence of a decision-making and management body**

Mainly collection of NCRPS existing documents and their analysis

Human resources

Erwin Caine will lead with administrative resources provided by NCRPS. Jean Brown will be consultant on the Junior Ranger programme. Carl Hanson is to ensure documents are available.

Equipment

Access to photocopier

Budget

Expense	Cost (USD)
Office supplies	50
Data analysis	50
Communications	50
Administrative costs	50
<b>Total</b>	<b>200</b>

Timeline

<b>Activity description</b>	<b>F</b>	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>
Document identification and location	X	X							
Content analysis and reporting			X	X					
Presentation to new Board						X			
Preparation of report for GCFI meeting							X		

Audience

- Board
- NEPA
- GCFI
- NGIALPA
- NCRPS staff
- NEPT
- Chamber of Commerce

Outputs

- Executive summary
- GCFI paper
- Final technical report

**3.5 G12 Level of stakeholder participation and satisfaction in management processes and activities**

Focus is on stakeholder (22 Board members, 8 member organisations and funding organisations like NEPA and EFJ) participation (contributing, lobbying) and satisfaction (with the activities undertaken and level of funds raised) in fundraising activities. Revenue and resources obtained to run the park. External evaluation preferred.

Human resources

Fisheries Division (June Masters and Tenile Grant) leads. Carl Hanson will facilitate with documentation for analysis. A short survey (perhaps by phone) is to be done with Board members, member organisations and funding organisations. Expenses include two trips of two days to examine documents.

Equipment

- Communications
- Office supplies
- Transportation

Budget

<b>Expense</b>	<b>Cost (USD)</b>
Communications	100
Office supplies	50
Transportation to Negril	100
Accommodation, meals	400
<b>Total</b>	<b>650</b>

Timeline

<b>Activity description</b>	<b>F</b>	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>
Inform Board of survey	X								
Identify and assemble documents on stakeholder identities	X								
Design short survey instruments in Feb	X								
Conduct surveys in March		X							
Data analysis in April			X						
Report results in June					X				
Prepare GCFI paper by August							X		

Audience

- NCRPS Board
- Staff
- Funding organisations
- NEPA
- NEPT
- NCRPS members

Outputs

- Final report
- Report for board and members
- GCFI paper

**3.6 [New] Success of fundraising strategies (revenue and diversity of sources) that form part of the business plan**

The focus will be on the fundraising strategy and activities as part of the business plan and annual operations plan. Projected and received revenue and resources obtained to run the park from various sources will be measured. External evaluation is preferred.

Human resources

NEPA (Bernard Blue) will lead, assisted by Rupert Price from NEPA's internal audit branch. Carl Hanson is to facilitate with documentation for analysis. Analysis is to cover financial years 2004-2005 and 2005-2006; maybe first quarter of 2006-2007. This will require one trip of two days to examine documents.

Equipment

- Communications
- Office supplies
- Transportation

Budget

<b>Expense</b>	<b>Cost (USD)</b>
Communications	25
Office supplies	25
Transportation to Negril	50
Accommodation, meals	400
<b>Total</b>	<b>500</b>

Timeline

<b>Activity description</b>	<b>F</b>	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>
Inform Board of analysis	X								
Identify and assemble financial and planning documents	X	X	X	X	X				
Data/document analysis in April			X						
Optional further data/document analysis (Q1 2006-2007)						X			
Report results							X		
Prepare GCFI paper								X	

Audience

- Board
- Staff
- Funding organisations
- NEPA
- NEPT
- NCRPS members

Outputs

- Final report
- Report for board and members
- GCFI paper

**3.7 G6 Availability and allocation of MPA administrative resources**

This consists mainly of collection of NCRPS existing documents and their analysis (personnel records, budget, operations plan, equipment inventory/assets)

Human resources

Erwin Caine leads with administrative resources provided by NCRPS. Jean Brown is to assist. Carl Hanson is to ensure documents are available.

Equipment

- Access to photocopier

Budget

<b>Expense</b>	<b>Cost (USD)</b>
Office supplies	50
Data analysis	50
Communications	50
Administrative costs	50
<b>Total</b>	<b>200</b>

Timeline

<b>Activity description</b>	<b>F</b>	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>
Obtain documents (2005-06 and 2006-07 operations plans)	X								
Data/document analysis	X								
Content analysis and reporting		X							
Presentation to Board		X							
Optional further data/document analysis (Q1 2006-2007)						X			
Presentation to new Board in July						X			
Presentation of results for GCFI by August							X		

Audience

- NCRPS Board
- NCRPS staff
- GCFI

Outputs

- Reports to the Board(s)
- Final technical report
- GCFI paper

**3.8 Evaluation team**

The evaluation team was assembled as the workshop progressed. Core members are the activity leaders under the overall coordination of Carl Hanson the park manager. He will be the contact person, administrative head and financial manager for all matters concerning the Negril Marine Park management effectiveness evaluation.

**4. CONCLUSION**

Informally, participants assessed the workshop as having been useful. An optional formal evaluation sheet was provided for those who wished to use it. Administrative setup of the project will take place in January and early February 2006. The field evaluation period will be February – September 2006 prior to the meeting at the Gulf and Caribbean Fisheries Institute (GCFI) in Belize in November 2006. After this phase, emphasis will be on documenting lessons learned and setting up the follow-up grants for adaptive management.

Patrick McConney thanked those attending for their very active participation and NCRPS for the assistance with local logistics. He noted that the summary workshop report would be circulated early in February during which month the inception training workshop in Belize is scheduled to take place. It was noted that the budget for the NMP evaluation probably exceeds the funding available under the MPA ME project alone. Once all three inception workshops and draft budgets were finished there may need to be trade-offs to ensure that implementation is feasible.

Participants were reminded that, besides this project, CERMES would continue to assist in NMP socio-economic monitoring and fisheries management planning through its outreach initiatives.

Jean Brown, President of the NCRPS, closed the workshop on a positive note by observing that despite the many challenges faced in establishing and sustaining the NMP, progress was being made. She noted the large number of partners that maintained an interest in the NMP and the dedication of staff to evaluating past and present management, learning from successes and failures, and implementing adaptive management to ensure sustainability under all conditions.

## **5. REFERENCES**

Pomeroy, R. S., J. E. Parks, and L. M. Watson. 2004. *How Is Your MPA Doing? A guidebook of natural and social indicators for evaluating marine protected area management effectiveness*. The World Conservation Union (IUCN). Gland, Switzerland. 230 pp.

Thacker, K. and C. Hanson. 2003. *Negril Marine Park Management Plan*. Negril Coral Reef Preservation Society. 130p.

## 6. APPENDICES

### Appendix 1: Project announcement

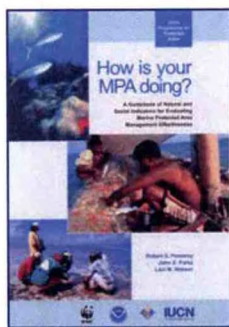
The Centre for Resource Management and Environmental Studies (CERMES) of the University of the West Indies (UWI) Cave Hill Campus is implementing a project to evaluate marine protected area (MPA) management effectiveness, and to learn lessons from this process, at three MPA sites in the Caribbean:

Belize — Sapodilla Cayes Marine Reserve (other Belize MPAs already have similar projects planned)

Jamaica — Negril Marine Park (currently doing a socioeconomic study which this should complement)

St. Vincent and the Grenadines — Tobago Cays Marine Park (currently rearranging its management)

#### Why a project about MPA management effectiveness?



MPAs are important ecological, economic, social and cultural assets for Caribbean countries and beyond, partly due to their significance to tourism earnings in the region. Despite many projects and proposals, and good intentions, management authorities and small field staffs have struggled with very inadequate capacity to manage most MPAs in the region. This situation needs to be remedied immediately.

A recent guidebook entitled "*How is your MPA doing?*" sets out new methods for evaluating how a marine park is being managed. Bio-physical, socio-economic and governance indicators of MPA management are assessed using existing information, natural and social science surveys, and various other means of data collection.

#### What will actually be done from October 2005 to March 2007?

The summary specific objectives for this project funded by a NOAA Coral Reef Conservation Grant are:

To conduct participatory management effectiveness research and evaluations by training at least 30 people across three MPA sites.

To improve MPAs in the region by monitoring outcomes documented in lessons learned combined with training and communication materials for coursework, research, management and coastal policy.

The project has four main components:

Inception site-specific training workshops in MPA management effectiveness and evaluation

Participatory management effectiveness research and evaluations at the three MPA locations

A terminal joint workshop on lessons learned and the consequent adaptation of management

Production of training materials based on experiences of the process and on lessons learned



### **What are likely to be the main benefits from this project?**

The goal is to promote and institutionalise improved and adaptive coastal management practices and policies in the Caribbean through use of applied research and interdisciplinary training. The project will contribute towards building capacity in MPA management effectiveness evaluation in the Caribbean. Project participants will assess MPA management effectiveness under three main headings:

Bio-physical ... status of the resources, fish populations, water quality, environmental conditions, etc.

Socio-economic ... value of the area to various users, culture, livelihoods, sources of income, etc.

Governance ... achieving goals and objectives, capacity for management, stakeholder groups, etc.

Knowing the strengths and weaknesses of management in the past facilitates making improvements. Integration with the university's communications network, teaching and research programmes, curriculum development and other initiatives will add value to the project and its regional impact through sharing lessons learned and disseminating output products. Participatory and community-based approaches will facilitate stakeholder involvement and adaptive management to ensure that the best practices are institutionalized based upon the lessons learned and the skills acquired during the project or afterwards.

## Appendix 2: Programme

When: Thursday 26<sup>th</sup> – Friday 27<sup>th</sup> January 2006

Where: Negril Gardens Beach Resort, Negril, Jamaica

### Workshop goals and objectives

The **goal** of this workshop is for marine protected area (MPA) managers and key stakeholders in the Negril Marine Park (NMP) to learn how to conduct an evaluation of management effectiveness for the MPA using the methods in the WCPA/WWF "*How Is Your MPA Doing?*" guidebook. There are **three objectives** associated with this inception training workshop:

1. To select the most appropriate biophysical, socioeconomic and governance indicators with which to assess the management effectiveness of the NMP
2. To understand the process, expected outputs, and resource needs to complete an evaluation
3. To develop a feasible work plan and timeline for the evaluation based on the Guidebook.

Day One: Thursday 26 January 2006

<i>Time</i>	<i>Agenda Items</i>
08:30	<u>Registration and document distribution</u>
08:45	Update on socioeconomic monitoring and fisheries management planning projects
09:00	<u>Welcome and Introduction</u> <ul style="list-style-type: none"> <li>▪ Welcome to participants and trainer</li> <li>▪ Review workshop goals and objectives</li> <li>▪ Workshop logistics, questions &amp; answers</li> </ul>
09:15	<u>Session One: Introduction to the guidebook</u> <ul style="list-style-type: none"> <li>▪ Overview of the MPA Management Effectiveness Initiative</li> <li>▪ Introduction to the indicators and evaluation process</li> </ul>
09:45	Break
10:00	<u>Session Two: Match your MPA aims against those in the guidebook</u> <ul style="list-style-type: none"> <li>▪ Overview of part 1; introduce and complete steps 1-1(a) through (e)</li> </ul>
11:00	<u>Session Three: Select a relevant set of possible indicators</u> <ul style="list-style-type: none"> <li>▪ Introduce and complete steps 1-2(a) and (b)</li> </ul>
12:00	Lunch
13:00	<u>Session Four: Review and prioritize which indicators you will measure</u> <ul style="list-style-type: none"> <li>▪ Introduce and complete steps 1-3(a) through (d)</li> </ul>
14:00	<u>Session Five: Identify how the selected indicators relate to one another</u> <ul style="list-style-type: none"> <li>▪ Introduce and complete steps 1-4</li> </ul>
15:00	Break
15:30	<u>Session Six: Assess Resource Needs for Conducting the Evaluation</u> <ul style="list-style-type: none"> <li>▪ Overview of Part 2; Introduce and complete steps 2-1(a) through (d)</li> </ul>

<i>Time</i>	<i>Agenda Items</i>
16:30	<u>Session Seven: Determine the Audience(s) for the Results</u> <ul style="list-style-type: none"> <li>▪ Introduce and complete steps 2-2(a) and (b)</li> </ul>
17:00	<u>Session Eight: Determine Who Should Participate in the Evaluation</u> <ul style="list-style-type: none"> <li>▪ Introduce and complete steps 2-3(a) through (d)</li> </ul>
17:30	Day wrap-up
1800	Social event

Day Two: Friday 27 January 2006

<i>Time</i>	<i>Agenda Items</i>
08:00	<ul style="list-style-type: none"> <li>▪ Review of previous day's activities</li> </ul>
08:30	<u>Session Nine: Indicator selection, prioritization and assigning the resources</u> <ul style="list-style-type: none"> <li>▪ Participants briefly present results of: (a) MPA goals &amp; objectives matched; (b) indicators selected and prioritized; (c) target audience(s); and (d) expected evaluation participants</li> </ul>
09:30	Break
10:00	<u>Session Ten: Develop an Evaluation Timeline and Work plan</u> <ul style="list-style-type: none"> <li>▪ Introduction to Steps 2-4(a) through (c)</li> <li>▪ Implementation of work: (1) biophysical indicators; (2) socioeconomic indicators; (3) governance indicators; (4) training materials and outreach communication</li> </ul>
12:00	Lunch
13:00	<u>Session Twelve: Collecting and Analyzing the Data; Using the Results</u> <ul style="list-style-type: none"> <li>▪ Overview of Parts 3 (Steps 3-1 through 3-5) and 4 (Steps 4-1 &amp; 4-2)</li> </ul>
14:30	<u>Session Thirteen: Next Steps</u> <ul style="list-style-type: none"> <li>▪ Short-term: finalizing implementing and work plans</li> <li>▪ Long-term: follow-up technical assistance and funds</li> </ul>
15:00	Break
15:30	<u>Session Fourteen: Workshop Evaluation and Close</u> <ul style="list-style-type: none"> <li>▪ Review progress against workshop goal and objectives, participant expectations</li> <li>▪ Closing remarks</li> </ul>
16:00	Departures or weekend stayover

### Appendix 3: Participants

<b>Name</b>	<b>Organisation or other affiliation</b>
Malden Miller	Caribbean Regional Environmental Programme (CREP)
Martin Hughes	Caribbean Regional Environmental Programme (CREP)
June Masters	Fisheries Division
Tenile Grant	Fisheries Division
Charles Campbell	Marine Police
Brian Zane	Montego Bay Marine Park (MBMP)
Clayton Powell	Montego Bay Marine Park (MBMP)
Linval Getten	NCRPS Chief Ranger
Lloyd Nelson	NCRPS director, Green Island fisher
Ceylon Clayton	NCRPS director, Little Bay fisher
Oscar Reckord	NCRPS director, Orange Bay fisher
Deanne Grant	NCRPS Peace Corps Volunteer
Jean Brown	NCRPS President
Carl Hanson	NCRPS Project Manager
Ansurd Carey	NCRPS Ranger
Vernon Sommerville	NCRPS Ranger
Erwin Caine	NCRPS Treasurer
Nadia Ferguson	Negril Area Environmental Protection Trust (NEPT)
Bridgette Williams	Negril Watersports Association
Cecil Brown	Negril Watersports Association
Keisha-Ann Mullings	Social Development Commission (SDC)
Robert Pomeroy	University of Connecticut
Patrick McConney	University of the West Indies, CERMES

Not all participants attended all workshop sessions. Some visited only for a short period.

## Appendix 4: Worksheet 1 — Form to use in tracking the steps of an evaluation

### Part 1: Selecting Your Indicators

- 1-1 Identify your MPA goals and objectives**
- 1-1a Locate the management plan and other relevant information relating to your MPA
- 1-1b Review the documents and identify the goals and objectives (see Box 4, The Goals and Objectives of an MPA)
- 1-1c List the goals and objectives of your MPA on the worksheet provided (Worksheet 2)
- 1-1d Identify the goals and associated objectives of your MPA that overlap with those listed in the summary tables of goals and objectives (see Figures 2, 3 and 4 in Section 2)
- 1-1e List the overlapping goals and objectives on the worksheet (using the numbers and names in the summary tables)
- 1-2 Match relevant indicators to your MPA goals and objectives**
- 1-2a Identify the indicators that match your list of goals and objectives (see Figures 2, 3 and 4 in Section 2)
- 1-2b List the relevant indicators on the worksheet (using the numbers and names in the summary tables)
- 1-3 Review and prioritize the indicators identified**
- 1-3a Review each indicator identified from the description in Appendix 1
- 1-3b Determine the feasibility of measuring the indicators identified
- 1-3c If it is not feasible to measure all indicators, prioritize them
- 1-3d Complete the list of selected indicators
- 1-4 Identify how the selected indicators relate to one another**

### Part 2: Planning your evaluation

- 2-1 Assess resource needs for measuring your indicators**
- 2-1a Determine the estimated human resources needed to measure and analyze the selected indicators
- 2-1b Determine the equipment needed to measure and analyze the selected indicators
- 2-1c Estimate the budget that will be needed for the evaluation
- 2-1d Analyze the available human resources, equipment and budget; if not sufficient, develop a plan to secure funds. Secure additional resources as necessary.
- 2-2 Determine the audience(s) who will receive the evaluation results**
- 2-2a Identify the target audience(s)
- 2-2b Determine and prioritize the primary audience(s)
- 2-3 Identify who should participate in the evaluation**
- 2-3a Determine the level of expertise that is needed to conduct the evaluation
- 2-3b Determine which staff or non-staff will conduct the evaluation
- 2-3c Determine how and when to involve the stakeholders

- 2-3d Create the evaluation team and determine the people responsible for each task
- 2-4 **Develop a timeline and a workplan for the evaluation**
- 2-4a Determine the amount of time needed for each activity
- 2-4b Determine when the data need to be collected
- 2-4c Develop an evaluation workplan

**Part 3: Conducting your evaluation**

*(The checklist may be open at this step for many months while the chosen indicators are evaluated, surveys carried out, and reports completed in accordance with the evaluation techniques suggested in Section 2)*

- 3-1 **Implement your evaluation workplan**
- 3-2 **Collect data**
- 3-2a Study and understand the data collection methods
- 3-2b Familiarize yourself with the best practices and principles for collecting data in the field
- 3-2c Determine the sampling approach
- 3-2d Ensure everything is in place for data collection
- 3-3 **Manage collected data**
- 3-3a Determine who will be the 'data manager'
- 3-3b Determine how collected data will be submitted to the data manager
- 3-3c Code the data
- 3-3d Develop a system for storing and entering the data
- 3-3e Collate and review the data set
- 3-3f Determine how to make the data available for analysis and sharing
- 3-4 **Analyze collected data**
- 3-4a Review the questions being asked by the evaluation
- 3-4b Complete a preliminary analysis
- 3-4c Determine and prepare analysis
- 3-4d Capture and prepare results
- 3-5 **Encourage peer review and independent evaluation of results**

**Part 4: Communicating results and adapting management**

- 4-1 **Share results with target audiences**
- 4-1a Determine which format to use to provide evaluation results and to reach the target audience most effectively
- 4-1b Develop a strategy and a timeline for delivery of results
- 4-1c Tell your story! Communicate your findings to the stakeholders
- 4-2 **Use results to adapt management strategies**
- (This step should never be closed since adaptive management is an open-ended tool).*

**Appendix 5: Worksheet 2 — Form on which to list your goals, objectives and indicators**

Items selected for the management effectiveness evaluation are in **bold**

GOALS RELATED TO YOUR MPA	OVERLAPPING GOALS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	OBJECTIVES RELATED TO YOUR MPA	OVERLAPPING OBJECTIVES FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	RELEVANT INDICATORS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)
<p><b>1. Achieve the mission of the Negril Marine Park through coordination of management programmes. (Administration Programme)</b></p>	<p><b>Gov Goal 1 Effective management structures and strategies maintained</b></p>	<p><b>1.1. Accountability and transparency of administration and financial systems.</b></p> <p>1.2. Collaboration between programmes.</p> <p>1.3. Establish a method by which staff can effectively plan and implement their responsibilities.</p> <p><b>1.4. Develop an active volunteer programme to assist Marine Park staff.</b></p>	<p><b>IC Decision-making and management bodies present, effective and accountable</b></p> <p>1E Local and/or informal governance system recognized and strategically incorporated into management planning</p> <p>1F Periodic monitoring, evaluation and effective adaptation of management plan ensured</p> <p><b>ID Human and financial resources sufficient and used efficiently and effectively</b></p>	<p><b>G2 Existence of a decision-making and management body</b></p> <p>???</p> <p>???</p> <p><b>G6 Availability and allocation of MPA administrative resources</b></p> <p><b>G12 Level of stakeholder participation and satisfaction</b></p>

GOALS RELATED TO YOUR MPA	OVERLAPPING GOALS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	OBJECTIVES RELATED TO YOUR MPA	OVERLAPPING OBJECTIVES FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	RELEVANT INDICATORS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)
		<p>1.5. Hire additional staff as permitted according to funding availability and space.</p>	<p>1D Human and financial resources sufficient and used efficiently and effectively</p>	<p>G6 Availability and allocation of MPA administrative resources</p>
		<p>1.6. Ensure that staff has the training, equipment and materials to facilitate their jobs.</p>	<p>1D Human and financial resources sufficient and used efficiently and effectively</p>	<p>G6 Availability and allocation of MPA administrative resources</p>
<p>2. Mitigate negative impacts on the natural and infrastructural resources of the park in the event of a disaster or accident. (Disaster Preparedness and Emergency Management)</p>		<p>2.1. Prepare a Disaster Preparedness Plan that will take into account the handling of all emergencies, including, but not limited to hurricanes and flooding, oil spills, and safety in general</p>		
		<p>2.2. Purchase and store supplies needed for emergency management, including a stretcher board, life rings, tarps, plastic containers, etc.</p>		
		<p>2.3. Train staff so that they are adequately prepared to handle any emergency.</p>		
<p>3. Provide the knowledge and skills needed for the development of appropriate attitudes and behaviour amongst park personnel, members of</p>		<p>3.1. Heighten awareness of the public on the importance of conservation of the marine environment.</p>		



GOALS RELATED TO YOUR MPA	OVERLAPPING GOALS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	OBJECTIVES RELATED TO YOUR MPA	OVERLAPPING OBJECTIVES FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	RELEVANT INDICATORS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)
<p>NCRPS and the general public, which will contribute to the conservation of coastal and marine resources within the Negril Marine Park. (Education Programme)</p>		<p>3.2. Make the public aware of existing rules and regulations within the park.</p> <p>3.3. Educate and train the youth in the area through school based and other structured programmes.</p> <p>3.4. Increase knowledge and action and affect change in terms of sustainable living and income generating practices within the Negril Environmental Protection Area (EPA), particularly as this relates to use of the marine and coastal environment.</p> <p>3.5. Establish visitor information and interpretation services that heighten awareness of the park's purposes and policies.</p>		

GOALS RELATED TO YOUR MPA	OVERLAPPING GOALS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	OBJECTIVES RELATED TO YOUR MPA	OVERLAPPING OBJECTIVES FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	RELEVANT INDICATORS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)
<p>4. Achieve one hundred percent compliance with Marine Park regulations and other laws designed to protect the natural resources within the boundaries of the Negril Environmental Protection Area. (Enforcement Programme)</p>		<p>4.1. Train and empower marine park staff to enforce the marine park regulations and management zones, other environmental laws within the boundaries of the Marine Park and Environmental Protection Area in collaboration with the Jamaica Constabulary Force, the National Environmental and Planning Agency, the Negril Area Environmental Protection Trust, Public Health Department/ Environmental Control Division, and other relevant agencies.</p> <p>4.2. Educate users and the general public about the resources within the park and how to protect them through voluntary compliance with regulations and laws.</p> <p>4.3. Develop a good working relationship with the Marine Police, Resort Patrol, Tourism Liaison police and Judiciary for effective enforcement of legislation.</p>		

GOALS RELATED TO YOUR MPA	OVERLAPPING GOALS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	OBJECTIVES RELATED TO YOUR MPA	OVERLAPPING OBJECTIVES FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	RELEVANT INDICATORS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)
<p>5. Develop and implement a financial sustainability plan which will ensure that adequate funds are available to manage the Negril Marine Park in a way that fulfills the objectives of the management plan. (Financial Sustainability Programme)</p>	<p>Gov Goal 1 Effective management structures and strategies maintained</p>	<p>4.4. Maintain a physical presence in the Park through regular patrols so that the public is encouraged to interact with and rely on Marine Park personnel for education and awareness as well as enforcement of regulations and laws.</p> <p>5.1. Generate sufficient income to support the maintenance and sustainability of the park.</p>	<p>1D Human and financial resources sufficient and used efficiently and effectively</p>	<p>G6 Availability and allocation of MPA administrative resources G12 Level of stakeholder participation and satisfaction in management processes and activities</p>
<p>6. Influence the community and government to adopt policies that support the Marine Park's goals and objectives. (Lobbying Programme)</p>		<p>5.2. [Through fundraising efforts] Heighten community awareness of the importance of financial sustainability as it relates to protection of the coral reef ecosystem, which is the tourism product. (See management plan)</p> <p>6.1. Develop a list of issues the Marine Park is actively lobbying for and can be used in correspondence with government, education programmes, and public relations.</p>	<p>[Nothing close in guidebook to this objective]</p>	<p>[New] Success of fundraising strategies (revenue and diversity of sources) that form part of the business plan</p>

GOALS RELATED TO YOUR MPA	OVERLAPPING GOALS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	OBJECTIVES RELATED TO YOUR MPA	OVERLAPPING OBJECTIVES FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	RELEVANT INDICATORS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)
<p><b>7. Create and maintain an awareness and understanding within the local community, among the tourist population, and throughout the international arena on the purpose, goals and objectives of the Negril Marine Park and Environmental Protection Area (EPA). (Public Relations Programme)</b></p>	<p><b>Socio Goal 6 Environmental awareness and knowledge enhanced</b></p>	<p>6.2. Participate on committees and other groups which influence policy and action in the area.</p>		
		<p>6.3. Provide information i.e. from research and monitoring activities to support action being promoted by the park.</p>		
		<p>6.4. Comment on all relevant, proposed policy, programmes and developments which may impact on the park.</p>		
		<p><b>7.1. Keep the public up to date and aware of the status of the park through its educational programmes and media recesses.</b></p>		<p><b>S14 Distribution of formal knowledge to community</b></p>
<p>7.2. Involve the public as much as possible on plans and decision making surrounding the Marine Park</p>			<p><b>6B Public's understanding of environmental and social 'sustainability' improved</b></p>	
<p>7.3. Use conflict as the fuel for constructive criticism and change rather than as an avenue for displaying negative and non productive behaviour.</p>				

GOALS RELATED TO YOUR MPA	OVERLAPPING GOALS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	OBJECTIVES RELATED TO YOUR MPA	OVERLAPPING OBJECTIVES FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	RELEVANT INDICATORS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)
<p>8. Gather, interpret and disseminate information pertinent to the Park on a continual, long term basis, so that changes can be noted over time, analyzed by appropriate scientific personnel and other technical experts, and used to make sound management decisions. (Research and Monitoring Programme)</p>		<p>7.4. Assist local groups and support their efforts with the understanding of the need for a balanced, well rounded community.</p>	<p>6B Public's understanding of environmental and social 'sustainability' improved</p>	<p>S3 Level of understanding of human impacts on resources S14 Distribution of formal knowledge to community</p>
		<p>8.1. Maintain current coral reef monitoring programme and database established in 1997 on a long term basis, so that seasonal as well as yearly changes can be recorded.</p>		
		<p>8.2. Maintain the Reef Check coral reef monitoring programme and database established in 1998 on a long term basis with the International Coral Reef Initiative (ICRI).</p>		
		<p>8.3. Maintain coastal water quality monitoring programme and database established in 1998 on a long term basis.</p>		

GOALS RELATED TO YOUR MPA	OVERLAPPING GOALS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	OBJECTIVES RELATED TO YOUR MPA	OVERLAPPING OBJECTIVES FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	RELEVANT INDICATORS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)
		<p>8.4. Expand the current capacity of the chemistry laboratory to include a microbiology component, so that coliform and other similar analyses can be performed.</p>		
		<p>8.5. Develop a plan so that the laboratory can offer services to the hotel and business community and become an income generating programme.</p>		
		<p>8.6. Work with appropriate technical experts in completing an ecological survey and benthic mapping of the Marine Park's natural resource base.</p>		
		<p>8.7. Maintain and further develop the scientific advisory council to oversee scientific aspects of the operations plan.</p>		
<p><b>9. Protect natural resources within the Marine Park, conserve existing biodiversity and wherever possible restore damaged ecosystems. (Resource Management Programme)</b></p>	<p><b>Bio –phys Goal 5 Degraded areas restored</b></p>	<p>9.1. Monitor, maintain and improve the Marine Park zoning programme that is designed to protect the natural resources in the Park.</p>		

GOALS RELATED TO YOUR MPA	OVERLAPPING GOALS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	OBJECTIVES RELATED TO YOUR MPA	OVERLAPPING OBJECTIVES FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	RELEVANT INDICATORS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)
		<p><b>9.2. Establish and maintain a reef restoration programme.</b></p>	<p><b>5C Habitat quality and/or quantity restored or rehabilitated</b></p>	<p><b>B8 Water quality</b> <b>B9 Area showing signs of recovery</b></p>
		<p>9.3. Improve fish stocks through the implementation of a fisheries management programme.</p>		
		<p>9.4. User information gleaned from research and monitoring programme to lobby government to make sound management decisions that protect the Park's natural marine resources.</p>		
<p>10. Implement programmes in collaboration with local citizens that benefit the community economically, while protecting the natural resources within the Marine Park. (Sustainable Community Development Programme)</p>		<p>10.1. Employ permanent and temporary staff for the Negril Marine Park from amongst the local community as much as possible.</p>		
		<p>10.2. Support and implement training programmes that promote projects designed to sustain the community economically and protect the resources.</p>		

GOALS RELATED TO YOUR MPA	OVERLAPPING GOALS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	OBJECTIVES RELATED TO YOUR MPA	OVERLAPPING OBJECTIVES FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	RELEVANT INDICATORS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)
<p>11. Encourage the use of the Park by visitors while minimizing damage to its resources and conflict between resident and non-resident users. (Visitor Management Programme)</p>		<p>10.3. Assist other organizations in the development of community based activities that promote the protection of the Marine Park and EPA's natural resource base.</p> <p>10.4. Maintain, expand and develop a marketing plan for current community based projects within the Negril Marine Park.</p>		
		<p>11.1. Develop and implement a carrying capacity for the Negril Marine Park in collaboration with the Tourism Product Development Company (TPDCCO).</p>		
		<p>11.2. Develop an educational tour programme that educates visitors about the Park's resources, promotes the natural attractions in a sustainable way, and provides income for the park.</p>		
		<p>11.3. Develop and implement a visitor's centre in the Headquarters that provides a place where visitors can obtain information about the Park and its attractions.</p>		



GOALS RELATED TO YOUR MPA	OVERLAPPING GOALS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	OBJECTIVES RELATED TO YOUR MPA	OVERLAPPING OBJECTIVES FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)	RELEVANT INDICATORS FROM SUMMARY TABLES (Figures 2, 3 and 4 in Section 2)
<p>12. Maintain a zoning programme within the Marine Park that provides the best possible protection for the natural resources in perpetuity. (Zoning Programme)</p>		<p>12.1. Provide protection for critical habitats and ecosystems (i.e. Coral reefs, seagrass beds, mangroves, fish stocks, etc.) as recommended by the scientific advisory council.</p> <p>12.2. Preserve areas of the marine park (as recommended by the scientific advisory council), undisturbed by humans except for purposes of scientific research or education.</p> <p>12.3. Allow regulated human activity with certain zones of the Marine Park, as recommended by the scientific advisory council, for specific activities. (i.e.: recreation, fishing)</p> <p>12.4. Minimize conflict between user groups.</p> <p>12.5. Clearly demarcate all zones for the convenience of users and enforcement personnel.</p>		

**Appendix 6: Worksheet 3 — Indicator prioritization**

<i>Relevant indicators identified (taken from worksheet 2)</i>	<i>Difficulty rating (1-5)</i>	<i>Known technical capacity gaps</i>	<i>Known requirement or equipment gaps</i>	<i>Feasibility (0-4)</i>	<i>Priority (hi/med/lo)</i>	<i>Selected</i>
<b>Biophysical</b> 1) B8 Water quality	3	NMP has people, but may need more training. NEPT does WQ sampling as does NEPA.	NMP lab, supplies. Cannot do heavy metals and coliforms (cost ~JAD\$1900 for set of replicates sent to Kingston).	3	hi	Yes
2) B9 Area showing signs of recovery (total habitat level)	3	Already doing habitat transects and Reef Check at determined sites in collaboration. Not yet using GIS for data management.	Basic equipment is available. Have access to own or rented boat. Need base maps (from Port Authority) and to buy handheld GPS. Need assistance to map from IKONOS image.	2	hi	Yes
<b>Socioeconomic</b> 1) S3 Level of understanding of human impacts on resources	3	Trained people available. No gaps if particular survey instrument is explained.	No known fieldwork gaps. SDC can assist with design. Consider a graduate student. Data analysis through student supervision or otherwise.	3	hi	Yes
2) S14 Distribution of formal knowledge to community	2	Trained people available. No gaps if particular survey instrument is explained. Need to address outputs (disseminated by NCRPS) and outcomes.	No known fieldwork gaps. SDC can assist with design. Consider a graduate student. Data analysis through student supervision or otherwise.	3	hi	Yes

<i>Relevant indicators identified (taken from worksheet 2)</i>	<i>Difficulty rating (1-5)</i>	<i>Known technical capacity gaps</i>	<i>Known requirement or equipment gaps</i>	<i>Feasibility (0-4)</i>	<i>Priority (hi/med/lo)</i>	<i>Selected</i>
<b>Governance</b>						
1) G2 Existence of a decision-making and management body	2	Documentation exists	No known gaps	4	hi	Yes
2) G6 Availability and allocation of MPA administrative resources	2	Documentation exists	No known gaps	4	hi	Yes
3) G12 Level of stakeholder participation and satisfaction in management processes and activities	3	Documentation exists on event participants. Some covered in SocMon	No known gaps	4	hi	Yes
4) [New] Success of fundraising strategies (revenue and diversity of sources) that form part of the business plan	???					Yes