

MODULE 7

**MARINE PROTECTED AREA
MANAGEMENT**

OBJECTIVE

To improve management success through the application of general principles of organisational theory and behaviour

THEMES

- 7.1 General Principles and Steps of Management
- 7.2 Institutional Arrangements for MPA Management
- 7.3 Planning and Management
- 7.4 Human Resource Management
- 7.5 Revenue Generation
- 7.6 Work Planning, Reporting and Evaluation
- 7.7 Surveillance
- 7.8 Permitting, Licensing and Enforcement
- 7.9 Interpretation, Education, and Outreach
- 7.10 Principles of Public Relations
- 7.11 Maintenance
- 7.12 Linkages, Mutual Assistance, Cooperation and General Networking

**DELIVERY
TIME**

2.5 Days

MODULE 7	MARINE PROTECTED AREA MANAGEMENT
THEME 1	General Principles and Steps of Management
OBJECTIVE	To give the participants a general overview of the management process and how it relates to the development of a coherent management strategy for an MPA.
SIGNIFICANCE	There are many different ways to manage organizations effectively. Which is best depends on many different factors such as social conditions, ethnic traditional values, community standards, the type of resources to be managed, and many other parameters. However, even though good management styles can vary significantly from organization to organization, the basic principles of management apply to all and must be incorporated into everyone's management strategy to be effective.
PRESENTATION	Lecture
EQUIPMENT / MATERIALS	Overhead projector, blackboard or whiteboard, slide projector
EXERCISE	N/A
TIME	1 Hour

TUTOR'S NOTES

After welcoming the participants, review what the objective is and summarize what will be presented in each of the subsequent sections. This is a fairly short section. It should aim toward an academic review of the general principles of the management process and include a brief history and summary of major management concepts. The key point to bring out in this section is the ramification and importance of the reiterative process of planning and the importance of assessment in the overall management process.

INTRODUCTION

The most commonly accepted definition of management is “working with and through other people to accomplish the objectives of both the management agency and its members.” This definition emphasizes the importance of the human resources in the management agency, focuses on results and objectives rather than activities, and acknowledges the importance of integrating the personal objectives with those of the management agency.

Obviously, no plan is ever perfect, or static, because the conditions within the human and natural environments are continually changing. Although the goals and objectives rarely change appreciably, the tools and resources needed to achieve them, such as personnel, funding and available resources (facilities), do. Changes such as these often require a reassessment of management strategies, and may, in some circumstances, require significant revision of the plan itself. Separating the assessment process from the planning process terminates the planning process prematurely, and almost certainly ensures that achievement will fall short of the desired goal.

In the natural settings of marine protected area we need to be careful of how we interpret the term “goal.” Some see goals having hard end points such as the reduction of fishing pressure on natural stocks, halting the collection of “live rock,” or the installation of mooring buoys. Others, especially those in natural areas, see goals and objectives that restore and maintain an optimum condition within a resource, ecosystem or zone. For example, restoring and maintaining community structure, maintaining and increasing biodiversity, or even preserving cultural resources for scientific investigation and visitor enlightenment. In marine protected area both concepts have their place in the planning/assessment process.

With this reiterative planning/assessment process in mind, the keystone for effective management is a clear understanding of the management agency’s purpose coupled with a clear understanding of the management objectives in achieving that purpose. In other words, what are the objectives and goals of the management agency and what is the desired end

product? Only after these two questions are answered clearly can a manager move on to the next series of questions:

- ◆ How much time is allowed for achieving the management agency's goals?
- ◆ Who or what is the audience or market of the management agency?
- ◆ How much is it going to cost to get there?
- ◆ What resources are available to accomplish the task?
- ◆ What criteria are needed to determine when and how well the goals are achieved?
- ◆ What is going to happen when the management agency's goals are achieved?

Planning is the process of gathering of all the available information that relates to the purpose, objectives, and goals of the management agency and using this information to develop a strategy for achieving the objectives and goals of the management agency.

Planning is simply the process of gathering of all the available information that relates to the purpose, objectives and goals of the management agency and using this information to develop a strategy for achieving the objectives and goals of the management agency. The planning process is rarely an individual effort. Right from the beginning, managers need to incorporate the thoughts and ideas of all interested groups and individuals. Even though each group or individual participating in the planning process will have a slightly different idea about how the ultimate goal should be defined, the enabling legislation and management agency's purpose should allow a common set of goals to be defined. Because of this, it is often very difficult to get interest groups to buy into the planning process for the accomplishment of the management agency's goals. However, achievement of a management agency's goal is very often dependent on the support and cooperation of these interest groups. Thus revising the management agency's goal to one that has greater commonality with those of the interest groups has a greater chance of success. Failure to seek and incorporate outside assistance in the planning process usually ensures the development of conflict with these groups or individuals, putting the MPA's resources in jeopardy, and usually ensures failure of management objectives. It is effective conflict resolution and consensus building in the planning process that builds support for management efforts and ensures the best possible chances for success.

Organization is just that: developing the necessary infrastructure and support to implement and fund a management strategy. The "organization" or in our case the management agency, could be as simple as a single individual with a clear idea of how to proceed or a complex structure employing a large number of people. Countries in the Insular Caribbean rarely have the fiscal resources to develop a large managerial infrastructure for their MPA's and,

therefore, must rely heavily on the support of contractors, partners, volunteers, and regional and international organizations. Whatever is the optimal organizational make-up for a Caribbean managerial agency, it is important to point out that one person cannot do it all. The management agency must identify or find the people that can do the best job, assign the tasks, give them authority and responsibility needed to complete the task, and evaluate their performance in terms of the outcomes on the resources.

The assessment aspect of the planning process is the process of determining how well the management agency is progressing toward achieving its goals. **The results of the assessment process feeds back into the planning process to re-evaluate and re-define desired goals and strategies.** The key issue to point out here is that the criteria needed for the assessment of the plan's success should be developed as the plan is being developed, not after the planning process is largely done. This ensures that performance criteria for the plan are consistent with the objectives and goals of the plan. Establishing evaluation criteria after the bulk of the planning process is finished increases the potential for developing evaluative criteria that do not test for success correctly.

MODULE 7	MARINE PROTECTED AREA MANAGEMENT
THEME 2	Institutional Arrangements for MPA Management
OBJECTIVE	To explore the importance of maintaining and building the allegiance of governmental and non-governmental agencies instrumental in establishing the MPA, and enhancing environmental management through increased outreach and cooperation with governmental and non governmental agencies not involved with the establishment of the MPA.
SIGNIFICANCE	As part of the co-management process, every effort should be made to involve all of the players in the establishment of the MPA. While 100% involvement is rarely accomplished, it is important to identify the management agency's supporters and capitalize on what they can bring to the successful management of the area.
PRESENTATION	Lecture, presentations by participants, field trips
EQUIPMENT / MATERIALS	Overhead projector, blackboard or whiteboard, slide projector
EXERCISE	Mapping of coastal zone uses
TIME	2 Hours

TUTOR'S NOTES

After welcoming the participants, the Tutor should explain what will be covered in this section and detail what concepts the participants will be able to take back with them. There should be a fairly extensive discussion about the different types of organizations, special interest groups, and individuals that should be involved in various aspects of the MPA's management.

INTRODUCTION

Groups and organizations involved in MPA management should not be limited to non-profit organizations or special interest groups, but should include international and other governmental organizations. **These groups are important, if not critical, to the success of the MPA because of what they can bring to the MPA in terms of funding and in-kind assistance, as well as broadening apparent authority, assistance in seeking project funding, and easing individual workloads.** Close cooperation with local groups often provides an additional benefit; that is, community “policing” and minimization of resource sabotage by disgruntled individuals.

Interaction with these outside groups is not simply an occasional updating of priorities and goals, but rather something more intimate. There actually has to be a functional cooperation between the management agency and individuals or organizations. They are, or should be, functional partners working with the MPA staff toward resolution of the objectives and goals of the MPA and its employees.

The purpose of many of these partner organizations is to assist in acquiring funding for various projects that may range from the publication of educational materials to the restoration of damaged resources. The purpose of other partner organizations is to assist in the political process of strengthening, or supporting, the authority and management paradigms of the MPA. Still others, especially governmental agencies, offer assistance in enforcing management regulations, serving in some cases as the “eyes and ears” for the MPA.

Cooperative user groups and individuals can bring a lot into resolving MPA goals and objectives, but they can also create more work for the MPA staff. These groups and individuals need to be monitored and managed in much the same manner as employees. To this end, each needs a schedule of assigned tasks, complete with a clearly defined set of responsibilities, authorities and consequences to ensure that they act in a way that is within

the authority and responsibilities of the MPA.

Groups and individuals participating in PA activities need to be monitored and managed, for basically the same reasons that actual employees need to be managed.

There are many ways to manage organizations and individuals that are not legally responsible to the MPA. Some examples of potential management mechanisms are contracts, memorandums of understanding or agreement, specific legislation, and permit conditions. This is an area where the MPA manager needs to be a little creative. The key point is to maintain control and oversight to keep the partner group on track, productive, and within the authority of the MPA. Common goals and objectives, as well as individual roles and responsibilities for both the partners and the MPA, should be mutually agreed to and explicitly stated in whatever mechanism is used to formalize the cooperation between the partners. Failure to do so could lead to conflict with other organizations or individuals or, in the extreme case, possible legal action against the MPA or members of its staff.

On the other side, the management agency needs to be very careful to be fully accountable for all of its actions. Although partners, as collaborators in the management process, are generally fairly transparent to common operations of the MPA, they can at any time ask how their donated, or contracted, monies are being spend and how staff activities have been prioritized to achieve the goals and objectives of the management agency.

MODULE 7	MARINE PROTECTED AREA MANAGEMENT
THEME 3	Planning and Management
OBJECTIVE	To learn the process of identifying the purpose of the MPA and developing a mission statement and goal that is based on the legislative intent, natural and cultural resource needs, community concerns and needs, and local ethnic and traditional values.
SIGNIFICANCE	In this section the term “planning” takes on a slightly different meaning or context. In this section we are using the term “planning” to mean how an MPA manager implements the management paradigm, how the MPA management agency infrastructure should look to maximize the potential to achieve the MPA’s goals and objectives while staying within allowable budget and manpower constraints.
PRESENTATION	Lecture, presentations by participants
EQUIPMENT / MATERIALS	Overhead projector, blackboard or whiteboard, slide projector
EXERCISE	Participants should explain how a mission statement and goals were established in their areas and how management goals are periodically updated to address changing resource conditions and community pressures.
TIME	? Hours

TUTOR'S NOTES

After welcoming the participants to this section summarize what will be covered and discuss what the participants will be able to take back to their own areas to enhance or improve the management of their resources.

The early part of the session will be directed toward the basic skeletal elements of any management agency, how they are essentially the same and why they are important to the success of the MPA. Point out that all environmental management agencies should have five elements: administration, interpretation, maintenance, resource management, and law enforcement. Explain how in smaller management agencies (MPAs) many of these duties fall on the same person, whereas, in larger management agencies these operational elements break out into separate divisions, each with a number of employees and possibly even sub sections organized geographically or by management zone type.

Here again collaborating agencies become an important supporting force for the management agency. Collaborating agencies, partners and even volunteers can often perform one or more of these tasks, especially in interpretation and resource management, with just a little guidance from the management staff, a clearly defined mission statement and the agencies management plan.

It should be pointed out here that in the insular Caribbean, there may not be any clear legislative intent when establishing an MPA, but there is often clear national policy positions which normally serve as the bases for the creation of the appropriate legislation.

The session should conclude with a discussion on resource stewardship, what the basic elements of stewardship are and how they differ from resource management.

A good discussion point could be based on how the organizational structure should be developed to meet the varying needs of multiple MPA's, if any, under the jurisdiction or authority of the management agency. This subject becomes more problematic when the various MPA's differ in definition, such as coastal, estuary, or marsh.

INTRODUCTION

The organizational structure of an MPA should be based on the needs of the management and strategic plans for the area. Depending on the purpose and objectives of the MPA some structural elements can be emphasized or de-emphasized. The important thing to remember here is that the organizational structure needs to reflect the needs of the management agency's objectives and purpose.

The organizational structure should reflect the needs of the management agency's objectives and purpose.

As any management agency grows there is a greater and greater need for an organized infrastructure and hierarchy of authority. Many organizational structures falter when the staffing levels approach 50 and 300 employees. This is primarily because communications between activity groups fail. In essence, the left hand does not know, or understand, what the right hand is doing. Communication links that work well in smaller management agencies are not as effective in larger management agencies. The break down of communication links within the management agency disconnects different activities, they no longer track each other, individual objectives become more important than the management agencies objectives; objectives become confused and efficiency drops. **Effective communication between workers and work groups is critical to the health of the management agency.**

Another potential discussion point would be how to develop an effective management program when the staff is small and poorly trained to carry out one or more of the five critical functions: administration, interpretation, resource management, maintenance and law enforcement. This discussion should be extended to consider how the management agencies structure should change as the size and/or training levels increase.

In the MPA environments one of the primary responsibilities of the management and staff is resource stewardship. The concern for stewardship, like communication, seems to break down as the management agency grows. Emphasis shifts from resource management to issue management and some aspects of the resource environment are forgotten. Managers need to continually remind themselves, and their staff, that resource management is stewardship and that stewardship has essentially five components: knowing and understanding resource conditions and processes, restoring damaged components of the resource, maintaining the undamaged and restored areas, protecting the system from further or future damage, and informing the user groups about the status and trends within the resource.

MODULE 7	MARINE PROTECTED AREA MANAGEMENT
THEME 4	Human Resource Management
OBJECTIVE	To emphasise the crucial role the management of people plays in achieving mission goals.
SIGNIFICANCE	This section is important because it deals with the extremely difficult issue of managing how and how well people (employees) do their jobs. The section builds on the reasons for developing a clear mission statement and set of mission goals by demonstrating how employees, management partners and volunteers fit into achieving those goals. Maximizing output can only be accomplished if the employee, volunteer, or management partners recognize their importance and value in the process of achieving the MPA's mission goals.
PRESENTATION	Lecture, Field trip
EQUIPMENT / MATERIALS	Overhead projector, blackboard or whiteboard, slide projector, field notebooks for interviews
EXERCISE	Interviewing employees in a local park
TIME	? Hours

TUTOR'S NOTES

Welcome the participants to the session and explain that during this session we will be only introducing the extremely complex topic of people management, and not presenting any in depth presentation on the subject because we just don't have the time. People management as it relates to the management of various user and partner groups, as well as the management of MPA staff itself. The focus of this session will be the management of users, partners and staff to achieve the MPA's goals and objectives and to enhance the community's involvement and support of the MPA's activities.

Throughout the presentation, discussions, and workshop the participants will be exposed to different philosophies developed to motivate support and partner groups to higher productivity. The participants will also be presented with different philosophies on how to resolve conflict within user groups, or staff, and make them an active and meaningful part of the planning, implementation, and oversight process.

The instructor will delve into some of the major reasons that generate conflicts in MPA management. The instructor will discuss what the participants should know about their MPA partners, user groups, or staff to develop a conflict avoidance strategy and to properly plan for (anticipate) the problem before it arises.

Of course conflicts between cooperators and partners are inevitable and there should be some discussion about how to resolve the problem if possible. In this discussion there should be the realization that some conflicts will not be resolvable, forcing dissolution of the partnerships and loss of the cooperative support of the partner or agency. The discussion should be about what the management agency should do when this happens.

After the session, encourage the group to start practicing their conflict resolution skills by look for potential areas of conflict in the class and develop a reasonable strategy to head off, or resolve, the problem. Use the opportunity to evaluate the local MPA user and partner groups and develop a strategy to enhance support for MPA's management paradigm.

INTRODUCTION

There are two components to the management of people, the management of MPA staff and the management of user groups, partners, and other special interest groups. Each of these areas is equally important with respect to attaining desired long and short-term goals. Each is equally difficult, having numerous pitfalls that can quickly lead to intense conflict or totally

impede any progress to successful management of the MPA.

Management of the MPA staff starts when the positions are identified, not when the position is filled. It is called position management, and position management is critical to effective leadership and MPA management. Failure to manage MPA positions leads to ineffective management, lost time, increased costs and slower, if not disrupted, movement toward desired goals and management objectives.

When considering a new position, or filling a vacant position, the prudent manager will take the time to consider primary goal (purpose) of the position and how it fits into and supports the management strategy of the MPA. This is the time that the management agency needs to reassess its management goals and objectives and consider if the goal can be achieved without hiring more personnel, or using that position to fill a more important need in some other area. **No position is static, all positions change with time and advancing technologies.** The duties of the position need to be adjusted (tweaked) to meet changing needs and technologies. To ensure consistent progress toward management goals this should be always done before the position is filled and periodically once it is filled.

With a full understanding of the goals and purpose of a position, a careful analysis of the tasks and the time that it takes to do them must be defined. Duties, common to many positions in and outside governmental agencies, need to be identified and considered when determining the specific duties and requirements of the position. Collateral duties clearly affect the employee performance, motivation, and ability to accomplish assigned tasks. Collateral duties, however important, can and often do impede progress toward reaching management and position specific goals. However, they have also been effectively used to improve motivation and job satisfaction.

Training, career ladders, and employee development must also be considered when developing the position. These need to be considered with respect to enhancing an employee's skills, but also how these three activities can enhance the MPA's progress toward reaching management goals.

Only with all of this information in hand can a position description be written. When writing the description of the position the potential employer must start to consider and write down what skills are needed for the position. This present another good point for a group discussion with regard to the challenge of reconciling MPA management needs with available human and fiscal resources

The interview is a very important aspect of filling a position. It is a two-way exchange of information. The person hired could be in that position for a short time or a long time and if care is not exercised in selecting the individual it could become a long-term problem and

significant barrier to accomplishing MPA goals. The interview tells the prospective employee what the job and work environment is like and what his potential coworkers will be like. At the same time the interview tells the employer what the potential employee is like, his attitudes, his aptitude, his ability to fit into the MPA management structure, and his enthusiasm toward working within the MPA structure.

Care must also be exercised when working with users groups, partners and special interest groups. Unlike the employer-employee situation the MPA manager cannot choose what kind of personalities or attitudes the user groups, partners, or special interest groups might have. The management of these groups then requires the MPA manager and his staff be effective and careful strategists, carefully coordinating user groups and partners through effective communication and active listening. The management agencies staff need to be active listeners, ombudsmen and patient negotiators. In these situations, establishing clear goals and objectives is paramount.

Working with interest groups and partners requires the staff of the management agency to be effective communicators, arbiters, and patient negotiators. In this process, it is important to have clear objectives.

Every situation will be different and will require a different strategy. Some user groups will support some MPA management decisions and oppose others. To effectively minimize vacillation between support and opposition management must bring these groups into the planning process and even into the implementation arena to achieve maximum support for a particular management goal or objective.

Performance appraisals are another effective way of managing employees and cooperators. They can be very effective in improving the performance level of poor performers and if used incorrectly can reduce the performance level of high performers. As a result the performance appraisal is a can be a very effective tool to someone who knows how to use it or it can be a very dangerous tool in the hands of someone who doesn't. The objective of the performance appraisal is to provide a mechanism for the employer to determine the efficiency of an employee, identifying weak points that can be strengthened through training or recognition. The appraisal needs to clearly identify the employee's weaknesses to show both the employee and the employer areas that can be improved, but equally important, show the employer where the employee is strong. Using this information, the employer and the employee need to work together to maximize, or maintain, the employee's performance. Unfortunately, all too often the performance appraisal is used to only identify employee weaknesses. The appraisal process quickly becomes antagonistic,

adversarial, and counter-productive.

Exercise: 7.1

Travel to a local park with the assignment of interviewing employees about their understanding of, and importance to, the mission of the MPA.

Workshop: Round table discussion about the results of their interviews and how they would change the management of employees to improve productivity and employee moral.

<p>MODULE 7</p> <p>THEME 5</p> <p>OBJECTIVE</p> <p>SIGNIFICANCE</p> <p>PRESENTATION</p> <p>EQUIPMENT / MATERIALS</p> <p>EXERCISE</p> <p>TIME</p>	<p>MARINE PROTECTED AREA MANAGEMENT</p> <p>Revenue Generation</p> <p>To learn about different methods that have been used to generate operational and project funding. The students will be introduced to different options for financial and inventory management.</p> <p>Funding in all MPA's is always an important issue. Adequate funding is critical to an MPA, or any organization for that matter, achieving its management goals. In many cases, MPA managers are tasked with the responsibility of generating their own operational funds without a lot of guidance. This training session will introduce the students to a number of proven funding sources; review the important issues that need to be developed in funding proposals; and working with partners and friends groups to seek out project funding.</p> <p>Lecture</p> <p>N/A</p> <p>Presentations by participants on how their areas are funded and how they have sought out funding in the past</p> <p>? Hours</p>
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TUTOR'S NOTES

In this session the participants will be introduced to the various options for USE? to seek out additional funding to conduct specific projects or programs.

Fund raising is a complex and difficult topic to cover. Many books have been written on the subject and weeks can be spent studying various aspects of the process. This section is merely an introduction to the subject. Participants that have fund raising responsibilities should be encouraged to seek more extensive training programs on the subject.

The students will be expected to make a brief presentation of how funds are generated by their MPA. In the work session the participants will outline a tentative fund raising campaign generating a focused fact sheet that is intended to generate non-project specific funding for a marine protected area.

INTRODUCTION

The generation of operational and project specific funds is more of an art than a science. Some groups are very good at it while others seem to fall flat on their faces. Fund raising is not a simple or easy task. “The key to success is having a clearly defined goal, along with a specific action plan that sets realistic objectives, outlines strategies to achieve them and identifies the right people who can contact prospective donors.”(Smith, et. Al., 1994).

Having the right person, more often than not, is more important to successful fund raising than having a person with the right academic credentials. That “right” person is someone that has a certain charisma, someone who quickly establishes personal relationships with perspective donors, or with people who are influential in donor organizations. The “right person” needs to be someone that can recognize opportunities and respond to them quickly, while maintaining a focus on the objectives of the fund raising strategy.

This is half the equation to success; the other half is very hard work. Before even attempting to contact potential donors the MPA needs to clearly define its Fund-raising needs and ensure that its objectives are in line with its mission goals. A specific monetary goal should be established. This is what it would cost to achieve the desired end product keeping in mind that the cost to raise the funds should not exceed a reasonable percentage, normally 10-15 % of the total cost.

The funding strategy has to keep in mind any restrictions that may be in place through

the MPA's enabling legislation, governmental regulations, or fiscal oversight. The important aspect here is to know the target audience. Do the research on what programs or topics your target audience funds, what information do they need, and who are the principle personalities involved in the funding process.

Good record keeping is important, as it demonstrates sound fiscal responsibility. This is very important when dealing with potential donors.

Another important, if not critical, aspect of the fund rising process is good record keeping. Know where your money is being spent, where you plan on spending it. Be prepared to tell potential donors exactly how you intend to spend their money and what the final product will be. When possible it is very important to present potential donors with financial records demonstrating sound fiscal responsibility and management.

A good checklist for the beginner seeking donor funds is:

- ◆ Clearly identify your project or need;
- ◆ Develop a list of prospective donors;
- ◆ Prepare a professional written summary of your ideas;
- ◆ Carefully review potential funding sources;
- ◆ Prepare contact lists for personal visits or telephone calls;
- ◆ Identify an enthusiastic team to work on follow-up;
- ◆ Send personal letters of thanks immediately after your visit;
- ◆ When the donation arrives send a thank you promptly;
- ◆ Be prepared; and
- ◆ If you do not believe in the project, do not try to raise funds for it.

Exercise: 7.2

The class should discuss other potential sources of revenues, such as access or user fees, concession charges, bonds, endowments, fundraisers and tax rebates

MODULE 7	MARINE PROTECTED AREA MANAGEMENT
THEME 6	Work Planning, Reporting, and Evaluation
OBJECTIVE	To learn how to extract annual goals out of the mission goals and the MPA's long-term goals, and use these in the development of protocols and evaluation criteria to be used to quantify the success of the work plan.
SIGNIFICANCE	Work Plans are often developed on a daily basis, addressing what ever appears to be important at that point in time. This type of reactive management rarely moves efficiently toward completing established goals. More productive progress toward annual and long-term goals, with greater employee support, can be achieved through reasonable planning, proper work schedules, and appropriate feedback mechanisms.
PRESENTATION	Lecture
EQUIPMENT / MATERIALS	Mission statement, Mission Goals, Long-term goals, Brief history and a description of the park for which these plans were developed
EXERCISE	Use of case study to review of mission statement
TIME	? Hours

TUTOR'S NOTES

Explain to the participants that this is the work side of the management process. It is taking the General Management plan, Strategic Plan and other similar documents and translating them into actual work tasks. It is also a very complex issue and takes careful planning to properly account for project objectives, employee abilities, aptitudes, enthusiasm, and individual objectives and goals.

INTRODUCTION

Like many other aspects of the planning process the conversion of desired goals and objectives into a sequential list of work elements is fairly difficult and takes just as much thought and planning as it takes to develop the objectives and goals out of the MPA's purpose and mission objective. Considering the needs, abilities and individual objectives of the employees in addition to the time allowed for completing specific tasks and the funding availability further complicates the process.

Individual objectives as used here are defined as the goals and objectives that the employees establish when they are assigned a task. Everyone has different ways of accomplishing the same task. They establish their own milestones and goals to accomplish the assigned task. Occasionally, there will be minor modifications to the objective of the task, tolerable and as long as it is still in keeping with the overall objective of the mission.

Clearly, the manager together with the employee needs to develop specific work tasks with the goals and objectives of the management agency in mind. However some latitude must be given in defining the goals and objectives to account for the skills, abilities and individual objectives. Accounting for the employee's abilities, skills and interests employee morale and camaraderie within the management agency.

Along with developing work elements managers also need to define how the work will be evaluated and be able to communicate that to the employee at the time that the task is assigned. This lets the employee know exactly what is expected. The keeping of logs and journals of work activities in all divisions is an excellent way for a management agency to evaluate both an employee's and a division's performance toward accomplishing assigned goals. Since the work logs and journals are maintained by the employees, reviewing them to determine performance becomes a joint decision making process. The process, reviewing and discussing work journals and logs, becomes non adversarial and provides subtle feedback needed to enhance his own evaluation of his performance and efficiency. Dated journals and

logs are beneficial in documenting program efficiency and critical when the management agency is being evaluated or reviewed by potential donors and other support agencies.

Program evaluations should be fairly frequent, assessing progress and early determination where potential blocks to progress are occurring. The process should be non-adversarial and matter of fact, optimizing cooperation and employee effectiveness.

Periodic reports on the activities within the management agency is a useful mechanism for documenting the performance and efficiency of the management agency.

Periodic reports on the activities within the management agency is a useful mechanism for documenting the performance and efficiency of the management agency. They document progress toward mission goals and objectives and allow various user groups, individuals and special interest groups to reevaluate the management agency and their future level of support. Reports are generally required to support funding requests for many types of projects. Managers should work to enhance employee's report writing skills.

Exercise: 7.3

Review the mission statement, mission goals and long term goals and develop annual goals including report protocols and progress evaluation criteria. Identify potential areas for feedback to employees and supervisors

MODULE 7	MARINE PROTECTED AREA MANAGEMENT
THEME 7	Surveillance
OBJECTIVE	To learn how to develop surveillance protocols, clearly tying them to established MPA goals and accepted human resource management philosophies as appropriate.
SIGNIFICANCE	Surveillance can be viewed from several different perspectives. However, from a law enforcement perspective it is observing visitor and other user activities for potential resource, civil, or criminal violations.
PRESENTATION	Lecture
EQUIPMENT / MATERIALS	Staff from MPA
EXERCISE	Development of surveillance protocol
TIME	2 Hours

TUTOR'S NOTES

The tutor should point out in the lesson the importance of surveillance and the attendant record keeping and data analysis and how the results of this type of activity can determine the status and subtle trends in the health and use of the resources in the area.

INTRODUCTION

To exercise effective stewardship and management of the various resources that an MPA is charged to protect it is imperative that the area managers routinely monitor the activities and uses of the area's resources.

Monitoring is frequently used by law enforcement to detect and eliminate illegal activities. However, the benefits of surveillance go way beyond the needs of law enforcement. It is the tool to evaluate progress, determine successes and identify failures. Appropriately used the surveillance process is the only way to quantify the long-term health and status of the areas natural and cultural resources as well as to detect subtle changes in recreational and commercial use of the area.

Surveillance can also be an effective public awareness tool for the manager in his interactions with various user and special interest groups. Surveillance is a very powerful way to bring the community and special interest groups into the management process. For example, a well-designed program to monitor commercial fishing activities could be implemented by the fishermen themselves and analyzed by an organization mutually agreeable to both groups. The results can then be used by everyone to develop a joint management paradigm to implement a sustainable use protocol for the fishery. This type of process minimizes the adversarial aspects by including the users group into the management process. Not only that, but the user group has a greater buy in since they are the ones that collected the data and by collecting the data they have a better chance at understanding management's need to develop regulations to control or regulate the activity. More often than not the adversarial group may argue against a management paradigm on the grounds that the data or analysis was biased, or even altered by the management agency

Even if an interest group is not involved in the actual monitoring process, the sharing of information derived from monitoring can do much to keep interest groups and individuals interested in the management process. The sharing of information garners credibility management agency and the respect of the partner or special interest group that received the information.

The key to responsible resource stewardship is knowing your resource, whether it is natural or cultural. The only way to know your resource is to watch it through time (monitoring), learning what it responds to, what its needs and threats are, and how and by whom is it being used.

Exercise: 7.4

With the staff of the local MPA acting as knowledgeable about local user and special interest groups and individuals, the class will develop a surveillance programme for the local MPA

MODULE 7	MARINE PROTECTED AREA MANAGEMENT
THEME 8	Permitting, Licensing, and Enforcement
OBJECTIVE	To learn how to achieve management long and short-term goals through prudent use of mandated enforcement authorities and through partnering with those governmental agencies that have the necessary authorities. The student will also learn how to use the permitting process to gather statistically valid resource data and baseline information without the need for additional staff.
SIGNIFICANCE	This topic is critical to the implementation and effective completion of a MPAs management paradigms and goals. However, In the Wider Caribbean, this topic is very wide-ranging and somewhat specific to land and people management issues. The legal authorities of MPA staffs range widely from a broad and far-reaching scope of authorities to the other end of the spectrum, no law enforcement authority.
PRESENTATION	Lecture
EQUIPMENT / MATERIALS	N/A
EXERCISE	Discussion on permitting systems
TIME	? Hours

TUTOR'S NOTES

The point of this session is to explore the range of experiences of permitting and licensing have in the Wider Caribbean and determine how the permitting and licensing processes are used to achieve management goals.

INTRODUCTION

Permitting, licensing, and enforcement tools that managers can use to regulate the level And location of resource use. However in the Wider Caribbean the extent of authorities for issuing permits and licenses varies widely. Many areas have no authority to either issue or enforce permit and licenses while other areas have full authority for both.

Permitting and licensing activities are regulatory and require specific authorities to implement. These authorities are generally issued by government agencies. In many cases permits and licenses are issued by one agency and enforced by another agency and quite often there is little communication between the two groups. In some of these cases there is even less communication between management and the issuing agency of the enforcement group.

Ideally, the MPA manager should have the authority to both issue and enforce permits and licenses. This level of authority allows the manager to both monitor regulated activities and control where those activities are occurring within the MPA. Participants that do not have this level of authority should be encouraged to get it.

In the Wider Caribbean the level of regulatory authority varies widely. This would be a good time to discuss what authorities are really needed and what are the impediments to securing that authority. Then allowing for some brainstorming on how these impediments might be over come.

Not having full authority within the permitting and licensing areas presents a number of other opportunities to build partnerships between regulatory bodies. Inter agency cooperation can be formalized through cooperative agreements, memorandums of understanding (MOU's), or contracts. It is important to have the cooperation formalized to ensure that legal actions that might arise do not fall through because of jurisdictional conflicts.

MPA managers, or their staff, need to be a prominent part of the permit or licensing process to ensure that the permitted activities are in accord with the management objectives and

activities. For example, issuing permits to harvest live rock from a protected area would not optimize the re-establishment of a stable, mature, benthic community.

The key to effective permitting is to ensure that the MPA is closely involved with the evaluation and development of permit conditions to ensure protection of the resources by preventing conflicts with different management prescriptions.

Exercise: 7.5

Open a discussion on the concept of permits, their use, and benefits as a users control tool, and as a mechanism for gathering data. Many areas in the Caribbean do not have any sort of permit system in place so it would be beneficial to include a discussion on how a permit program could be implemented.

<p>MODULE 7</p> <p>THEME 9</p> <p>OBJECTIVE</p> <p>SIGNIFICANCE</p> <p>PRESENTATION</p> <p>EQUIPMENT / MATERIALS</p> <p>EXERCISE</p> <p>TIME</p>	<p>MARINE PROTECTED AREA MANAGEMENT</p> <p>Interpretation, Education, and Outreach</p> <p>To learn about the various options for developing, or coordinating the development of, interpretive programs and projects. The student will learn how other areas are accomplishing this activity and what other outside agencies and organizations they can call upon to assist them in developing and implementing interpretive programs</p> <p>Interpretation and outreach are two of the most important activities within an MPA. While some MPAs have a strong legislative mandate to preserve and protect natural and cultural resources in an unimpaired state, others have mandates to just protect things the way they are. In either case, all MPA's have a mandate to educate visitors and other MPA users about the MPA's resources through public education and community outreach.</p> <p>Lecture, Participants' presentations</p> <p>N/A</p> <p>Development of a community outreach programme</p> <p>? Hours</p>
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INTRODUCTION

Although there is no fully acceptable definition for interpretation the U.S. National Park Service commonly uses one put forward by Freeman Tilden in 1957, “An educational activity which aims to reveal meaning and relationships through the use of original objects, by first hand experience, and by illustrative media, rather than simply to communicate factual information.” (Tilden, 1957)

The interpreter is a revealer of facts, a storyteller synthesizing seemingly unrelated facts to reveal a clear picture of times past, and a soothsayer of future times. The interpreter is the teacher of future generations.

Interpretation is the education of people about the activities and conditions within the management agency as well as the resources it is charged to preserve.

Interpretation is the education of one or more groups of people about the activities and conditions within the management agency as well as the resources it is charged to preserve. It is the interpreter’s responsibility to learn as much about the management agency as possible and then to transfer that information to various users, individuals and special interest groups. Interpretive activities have to cover a very wide spectrum of community interests to educate the community about the purpose of the management agency, the accomplishments of the management agency and how the activities of the management agency will benefit them. The goal is to provide a connection between the individual and the resource of the protected area.

The interpreter has to use a wide spectrum of tools and teaching aids to tailor outreach programs to the needs of targeted audiences. **To accomplish this the interpreter needs to learn and understand the community, social and ethnic values of the target group to maximize his efforts.** Although the objective of outreach and educational programs are generally to teach groups and individuals about the activities, accomplishments and benefits of the management agency toward resource preservation and protection it is important that the presentation is correlated with the needs of the environment and the community.

Interpretative activities also involve the development of educational material that can be sold to or given to the visitors and interest groups alike. This educational material needs to have a high focus and purpose and contain enough information to understand the purpose but not to the point of boring the audience.

A well-developed interpretative program needs to know what, and how many, target audiences there are, how to reach each of them and what their primary focus is. With this information the interpreter can locate the material and media that are most appropriate to reach these target groups.

Building collaborative arrangements is an effective way of meeting the demands for the range of interpretive skills and materials necessary for MPA management.

Unfortunately, the number of target audiences, the differences between target audiences and the complexities within target audiences is beyond the reach of even the most affluent interpretive program. **To meet the needs of the local community and area visitors, interpreters have to develop and maintain partnerships with a wide spectrum of agencies, users, and special interest groups to attempt to fill this information gap.**

Exercise: 7.6

Students will, using the resource of the local MPA, develop a strategy, and implementation outline for a community outreach program.

<p>MODULE 7</p> <p>THEME 10</p> <p>OBJECTIVE</p> <p>SIGNIFICANCE</p> <p>PRESENTATION</p> <p>EQUIPMENT / MATERIALS</p> <p>EXERCISE</p> <p>TIME</p>	<p>MARINE PROTECTED AREA MANAGEMENT</p> <p>Principles of Public and Media Relations</p> <p>To learn the importance of effective and prudent use of public and media relations, as well as how public relations differs from public education and outreach.</p> <p>Developing and maintaining the image of responsible resource management is crucial to developing strong public support and funding for an MPA. A weak or negative public image significantly lessens chances for achieving the goals of the MPA, whether funded through legislative actions, philanthropic donations, or grants. An MPA's public image and credibility are developed through successful management actions and the modest public marketing of those accomplishments and information sharing.</p> <p>Lecture, Discussion</p> <p>N/A</p> <p>Open discussion about how to market the accomplishments of the MPA, what media to use, how to develop it and how to time the action for maximum impact</p> <p>? Hours</p>
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TUTOR'S NOTES

The participants should be informed that the objective of this session is only to examine the pros and cons of public, media and interpersonal relations and relationships. It is not intended to teach them the skills needed to effectively interact with public and media to accomplish management and interpretive objectives. That level of knowledge needs to come from a more extensive public relations class like those offered through local universities or colleges.

INTRODUCTION

The MPA manager's ability to effectively communicate with groups and individuals will often determine how successful he/she is in reaching a desired objective. Effective public relations head off many of the problems that are often encountered in fund raising, community awareness, users and special interest support for management concepts, and crisis management.

What are public relations? The activity is nothing more than image building. Successful image building results in improved stature and prestige in the community. It begins by listening to the constituency that the management agency wants to get something from, then responding appropriately to those concerns, thoughts, or wishes.

The effective communicator is a listener, a talker and a mediator. Whether the communicator is dealing with subordinates, superiors, the general public, or individuals they need to hear and understand what is being said. Only then can an answer or appropriate response be formulated. More often than not, the average person starts to formulate a response as soon as the person they are listening to starts talking, and we know how we are going to respond before they are finished. The good manager listens very carefully to everything that is said, and understands it, before formulating a response. There is nothing wrong with asking questions when a statement is not very clear.

Managers need to develop presentations that are clear, concise and focused on the issue, or topic, at hand. They need to make use of audiovisual aids to maximize the impact of the presentation and most importantly they need to develop their skills in managing the audience.

This is especially true in media relations where reporters tend to redirect the focus of press conferences to issues that might have greater public interest.

Another important skill within the media and public relations arena is knowing how much

and what to say. How many times can you think of when a public meeting was going very well until either too much information was provided, or the wrong thing was said? What happens when this occurs? The focus of the meeting, or presentation, is diverted to a smaller issue within the context of the presentation or to a totally irrelevant issue.

Before making any presentation, it is a good idea to know something about your audience. Get an idea about the audience's perception of you, your management agency, and the topic being presented. Be prepared for derailing questions, or questions that could change the focus of the presentation. Again it is important that the manager is able to manage the audience rather than the audience leading the manager.

MODULE 7	MARINE PROTECTED AREA MANAGEMENT
THEME 11	Maintenance
OBJECTIVE	To learn that “maintenance” does not only mean keeping equipment and buildings operational, but includes the “maintenance” of natural and cultural resources, information, databases and even human resources.
SIGNIFICANCE	Both resource use and natural forces act to produce stresses on MPAs. The integrity of natural areas, facilities, supporting systems, and partnerships has to be actively maintained. As such, in addition to the development of maintenance plans for facilities and equipment, maintenance components should be built into each of the sub-programmes of the MPA management plan.
PRESENTATION	Lecture
EQUIPMENT / MATERIALS	N/A
EXERCISE	N/A
TIME	? Hours

TUTOR'S NOTES

Let the participants know that this session will not delve into the nuances of building or equipment maintenance, save to say that record keeping and documentation (INVENTORY) are important. What the session will cover is how to maintain resources, harmony within the staff, and reinforcing the relationships between various partners.

INTRODUCTION

With respect to the natural and cultural resources, maintenance has two meanings. There is the obvious understanding, the maintenance of trails, campsites, deteriorating buildings, and crumbling walls, and even the removal of nuisance species. The other meaning is the restoration of resource damage, restoring the resource to a condition expected by the visitor or described in the management and strategic plans. In some cases this is comparatively easy, the restoration of a fishery through stock enhancement, in other cases is very difficult, if not impossible, such as the restoration of a coral reef damaged by a ship grounding. Yet this all falls within the boundaries of maintenance, "...the work of keeping something in suitable condition."

Maintaining proper staff relationships is as difficult as maintaining a damaged or degraded resource, if not more. It requires an extensive, and sometimes innate, ability to manage people. Management decisions affecting an individual or a small group will ultimately affect the entire staff. How large, or far-reaching, that effect will be depends on the situation. The point to understand here is that before a manager makes a decision, some thought should be taken about how it will be reflected, if at all, through the rest of the staff. For example, giving a monetary award to one staff member and only a recognition award to another, both for work well done could potentially raise a great deal of conflict.

Maintenance of partnerships, be they individuals, groups, or corporations is very important, if not critical to the continued success of the management agency. If a manager expects to have the continued help of volunteer workers and organizations then he needs to maintain a healthy level of communication between that group and the staff. They need to understand their benefit to the management agency, the value of their efforts and the importance of their continued efforts. Even if it is a one time assistance, the manager and the staff, should still try to maintain a good relationship with the partner because there may come a time in the future when their help and support will be needed again. Uncomfortable, or poor, interactions with individuals, groups or partners just indicate poor people management and public relation skills. They can be improved, even if it means having someone else interface with the partner.

MODULE 7	MARINE PROTECTED AREA MANAGEMENT
THEME 12	Linkages, Mutual Assistance, Cooperation and General Networking
OBJECTIVE	To improve cooperation with outside agencies, groups, and individuals.
SIGNIFICANCE	For most MPAs in the Wider Caribbean, this topic is the most important issue in maintaining, or establishing, the image and credibility of the MPA. Participation by outside organizations, individuals and the general public is critical to generating the support and funding needed to implement many conservation, restoration and stabilization strategies.
PRESENTATION	Lecture
EQUIPMENT / MATERIALS	N/A
EXERCISE	N/A
TIME	? Hours

TUTOR'S NOTES

The importance of this section cannot be emphasized enough, rarely can a manager do the job by himself or with just his staff. This is especially true with respect to the management of protected areas where designated areas have little conformity to ecological boundaries or distributions. To maximize the potential for resource preservation and protection, managers will find themselves working harder on issues that are outside the managed area than inside. Environmental management actions are always reflected through the entire ecosystem, never just a portion.

Participants will discuss various options of working with other environmental groups, governmental agencies, industry and local communities. They will discuss how deeply a manager needs to get involved and what the potential pitfalls could be from getting involved.

INTRODUCTION

Managing a portion of an ecosystem is one of the most difficult things anyone to do. Ecosystems respond as a whole and this is especially true in marine systems. Occasionally something like a disease will pass through the system as a wave, or it may stop before getting all of the way through the system, but the whole ecosystem will eventually feel the impact in one way or another.

Managing a marine system is one area that mandates that the manager work with other managers to develop the best management paradigms. In the Wider Caribbean the interconnectivity of the marine resources is so high that managers actually need to cooperate at the international or regional level. Most MPA managers recognize this but either do not want to, or more likely, feel overwhelmed by their own site responsibilities, and have little or no time to develop external relationships. Funding is also another important issue. To get involved in the international scene means going to meetings outside their own country. Rarely are there enough funds for this kind of travel, and if there are they are generally earmarked for a different purpose. So, how does a manager work with other managers at an international level with the time and means at his disposal?

There are a number of excellent starts to resolving this dilemma, involving the use of networks such the Caribbean Marine Protected Area Managers (CaMPAM) and the Marine Protected Area Network (MPANET), and tools such as the Internet. There are also a number of non-governmental organizations that are available to provide managers with advice and

assistance on a number of issues. Some of these NGO groups have enough expertise on their staff to offer management and resource management training courses and will work with MPA managers to find creative funding options to make it happen. Ultimately, though, managers need to work and talk with other managers about management issues. Managers need to start using the experiences of others. Managers need to understand how decisions that they make in their own areas affect the resource of the entire region. For example, the uncontrolled harvest of lobsters in Columbia could affect the level of lobster recruitment in Mexico and hence the lobster fishery. The key here is managers need to start talking about each other's resources to start to get an understanding of how each is responding.

CARICOMP and AGRA are international organizations of marine scientists that are starting to move toward elucidating international correlations of resource responses to environmental changes. The unfortunate part is that they both lack a good representation of managers.

Finally managers need to work together to identify common issues. These issues can then be brought before the scientific community for research and resolution. At present there is very little communication between managers and scientists. Managers are not telling scientists what their issues are and scientists are just researching issues that they feel are academically, or environmentally, interesting. MPA managers need to be more proactive about their research needs, to identify what is important and what is not, while scientists need to be more applied in their research activities.

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APPENDIX 7.1: DEFINITIONS OF MANAGEMENT

Definition:

- **To have charge of/direct/conduct/administer an organization (with its people and activities).**

MPA MANAGEMENT IS IMPLEMENTING THE ACTIONS AND STRATEGIES DEFINED IN THE MANAGEMENT PLAN;

IT IS AIMED AT ACHIEVING THE GOALS AND OBJECTIVES OF THE MPA

**APPENDIX 7.2:
ELEMENTS OF DAY-TO-DAY MPA MANAGEMENT**

- ◆ "Paper Work": report writing, record keeping, filing, correspondence.
- ◆ Work planning and supervision.
- ◆ Personnel management: supervision, evaluation, conflict management; recruitment, interviewing, job descriptions, training, use of volunteers.
- ◆ Financial management: budgeting, payments/disbursements accounting, reporting, purchasing, sales, inventory.
- ◆ Revenue generation/fund raising and proposal writing.
- ◆ Surveillance patrolling, enforcement, prosecuting.
- ◆ Interpretation, education and outreach.
- ◆ Research and monitoring.
- ◆ Maintenance.
- ◆ Advisory function (feedback to decision makers based on R&M)
- ◆ Licensing, permitting, concessions.
- ◆ Crisis management.
- ◆ Emergency response, disaster management.
- ◆ Collaboration, meetings and networking.
- ◆ Infrastructure.

APPENDIX 7.3: PERSONNEL RECRUITMENT

- ◆ Compare tasks and duties with actual achievements and identify gaps
- ◆ Identify skills needed to cover gaps
- ◆ Determine number of staff needed to fill gaps
- ◆ Prepare job descriptions
- ◆ Advertise
- ◆ Interview
- ◆ Select and hire

**APPENDIX 7.4:
INTERPRETATION/EDUCATION/OUTREACH**

- ◆ What is the message you want to convey?
- ◆ Which audience(s) you want to reach?
- ◆ What is the social and cultural background of these audiences, their knowledge of the subject, and what methods and media are suitable for each?
- ◆ What resources are available?

APPENDIX 7.5: POSSIBLE EXERCISEES

1. Personnel Recruitment Exercise

Candidate 1

- High school graduate
- 4 years experience as a sergeant in the Marine Police
- Knowledge of environmental laws
- Has powers of arrest
- Experience in boat handling and navigation
- SCUBA (advanced)
- Search and rescue
- Driver's licence

Motivation for applying: wants a change; job with the Marine Police is too monotonous, learning about MPAs is a challenge.

Candidate 2

- High school graduate
- BSc marine biology
- 5 years experience as technician at the Discovery Bay Marine Lab
- Familiar with coral reef monitoring and reef fish census techniques
- Experience with data analysis
- Experience in small boat handling and navigation
- SCUBA (rescue)
- Driver's licence

Motivation for applying: has great interest in marine conservation and MPAs and wants to apply knowledge and expertise to that field; willing to be trained in law enforcement techniques.

2. Interpretation/Education/Outreach Exercises

1. Address the problem of local and visiting boaters continuing to anchor on coral and to use moorings inappropriately.
2. Address the problem of snorkelers (taken out by local tour boat operators) trampling the reefs.
3. Address the problem of CITES-listed items being offered for sale by local vendors and foreign visitors buying them.
4. Persuade politicians and decision makers of the need to extend the system of MPAs.