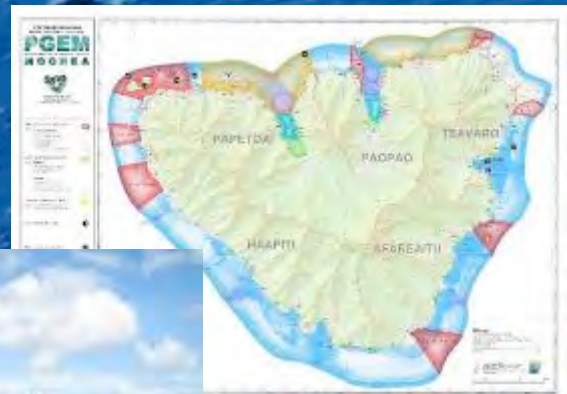




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## Governance & Management issues of Marine Managed Areas Report on Workshop Theme 1

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# Conférence régionale Pacifique des Aires Marines

## Governance & Management issues of Marine Managed Areas

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### Acronyms and definitions

LMMA or Locally Managed Marine Area: An area of nearshore waters and coastal resources that is largely or wholly managed at a local level by the coastal communities, land-owning groups, partner organizations, and/or collaborative government representatives who reside or are based in the immediate area.

MMA or Marine Managed Area: An area of marine, estuarine, and adjacent terrestrial areas designated using federal, state, territorial, tribal, or local laws or regulations intended to protect, conserve, or otherwise manage a variety of resources and uses.

*Photo credits: Clockwise from top centre – Delvene Boso (Kia, Solomon Islands), PGEM Moorea, Tevi Obed (Paonagisu, Vanuatu), Hugh Govan (Marau, Solomon Islands), Magali Verducci (Fakarava, Tuamotus), Timiri Hopuu (Teahupoo, Tahiti)*

# **Workshop Theme 1: Governance & Management issues of Marine Managed Areas**

## ***Introduction***

The first French National Congress on Marine Protected Areas, which took place in Boulogne-sur-Mer in November 2007, emphasised the need to strengthen overseas marine protected area networks and to merge them into regional settings by developing regional integration strategies between both French territorial entities and neighbouring English-speaking countries. Subsequently, Mr Georges Handerson, Minister for the Environment of French Polynesia, issued an invitation to a regional meeting on marine managed areas organised in French Polynesia.

The main purpose of the “Conférence régionale Pacifique des Aires Marines” was to pool efforts and develop synergies for the sustainable management and conservation of coastal and marine environments in the Pacific to:

- Capitalize on experience and strengthen what already exists.
- Draft a regional programme.
- Establish a regional network of MMAs.

This regional conference brought together managers of French MMAs in the region and their counterparts from the other Pacific Islands countries and territories as well as from Pacific rim neighbours such as Australia, the United States and New Zealand. Three major themes formed the framework for exchanges and action proposals:

1. Governance and management of MMAs. Review existing initiatives, assess difficulties and support stakeholders responsible for managing MMAs.
2. Monitoring environments and species in MMAs. Review experiences, issues and the role of monitoring in management and then identify suitable tools for practical monitoring of the status of environments and species and assess the effectiveness of MMAs.
3. Available knowledge on ecosystems - the issues concerning oceanic areas. Identify and coordinate sound knowledge in terms of biodiversity, ecosystem functionalities and uses.

The purpose of this report is to document the key deliberations and outcomes around the first theme: Governance and management of MMAs.

## ***Workshop on Governance & Management issues: Background***

The workshop on governance issues was in many ways regarded as the most crucial and accordingly it was allocated 3 half day sessions spanning the 16<sup>th</sup> and 17<sup>th</sup> of November. The goal was to exchange experiences and review existing initiatives, assess difficulties and develop support for stakeholders responsible for managing MMAs.

The outputs expected included an overview of needs and difficulties and proposals for actions at regional, national and local levels. The methodology consisted of targeted keynote presentations by regional MMA practitioners followed by breaking into mixed groups for more interactive discussions for the first two topics and into specialist subject groups for the final topic. The topics were:

1. Why we establish MMAs: the goals of MMAs
2. How well are MMAs working ?
3. Needs and priorities for support of MMAs

Four facilitators were selected in an attempt to cover some of the cultural and linguistic range of the Pacific, these were:

- Tamatoa Bambridge, CRIOBE CNRS, French Polynesia
- Etika Rupeni, FSPI/Pacific Islands Roundtable for Nature Conservation
- Jean-Brice Herrens Schmidt, IRD, New Caledonia
- Hugh Govan, LMMA Network / WCPA – Marine, North and South Pacific

Aude Chenet, Florence Troeng, Louise Heaps, Pip Cohen and Claire Dupré assisted as rapporteurs for the sessions.

## **Objectives of the governance and management theme**

The main target of this first workshop was to exchange experiences in order to review existing initiatives, assess difficulties and support for stakeholders responsible for managing MMAs including the adoption of priority action areas at both local and regional levels and in particular through cooperation projects.

Outputs expected:

- Needs and difficulties overview
- Proposals of actions at the different levels
- Priorities for a Regional Programme

## ***Topic 1: Why we establish MMAs: the goals and context of MMAs***

The first topic concentrated on the background to the existing and proposed MMAs in the Pacific and in particular the motivations behind the various stakeholders in promoting and supporting them.

### **Formal presentations: Goals of MMAs**

- Social and environmental background to Pacific MMAs (Jean-Brice Herrens Schmidt)
- Evolution of MMAs in French Territories (Francois Feral)
- Teahuupoo: Culture and resource management in Tairapu (Timiri Hopuu)
- The relations between land and sea (Papa Mape)
- Governance and Management: Building Common Goals - an example from Solomon Islands (Delvene Boso)
- Why do we establish MMAs - Objectives and goals (Hugh Govan)

## **Diversity in the Pacific**

The individual presentations and also the variety of examples given in these underlined a clear reality of the Pacific as a region – that although the Pacific is often cited as a single region, in fact the diversity encompassed by the waters of the Pacific Ocean is immense. This diversity is not only biological but also geographic, social, cultural and economic and, as befits the theme of the workshop, is reflected in existing and potential governance arrangements.

Examples that illustrate this diversity include the relatively well financed situations to be found in New Zealand, Hawaii or even French Polynesia with clear (if sometimes complex) government institutional roles in establishing and managing MMAs compared to countries such as Vanuatu and Solomon Islands in which hundreds of MMAs are established locally with often very little or no government support in a phenomenon that has been termed Locally Managed Marine Areas or LMMAs.



Figure 1. Enforcement issues and responses vary widely across the Pacific – Moorea, French Polynesia (C. Monier) and management committee and community meeting, Marau, Solomon Islands (H. Tafea)

### Different stakeholders, different objectives

The working groups agreed that while developing and managing MMAs it was essential to ensure that the interests of all relevant stakeholders were taken into account. Despite this consensus a large number of presentations noted that local stakeholders often felt that their needs were not addressed, that their expectations were not met or that the goals of MMAs were unduly biased towards “biodiversity conservation”.

This suggested that while the promoters of MMAs (including local and international NGOs, government agencies and regional organizations) are aware of the need to involve other stakeholders there is considerably less clarity regarding how this may be done to clearly identify the motivations of the various parties. However, there is a growing number of examples where processes have been developed that enable local stakeholders to be meaningfully involved throughout planning and management, for example in Samoa, Tonga, Fiji and increasingly the French Territories such as New Caledonia. It was noted that the proliferation of small locally managed MMAs seems to have occurred in part as a consequence of the willingness of MMA promoters to widen their objectives to include, at least partially, those of local communities and resource owners (Fig. 2).

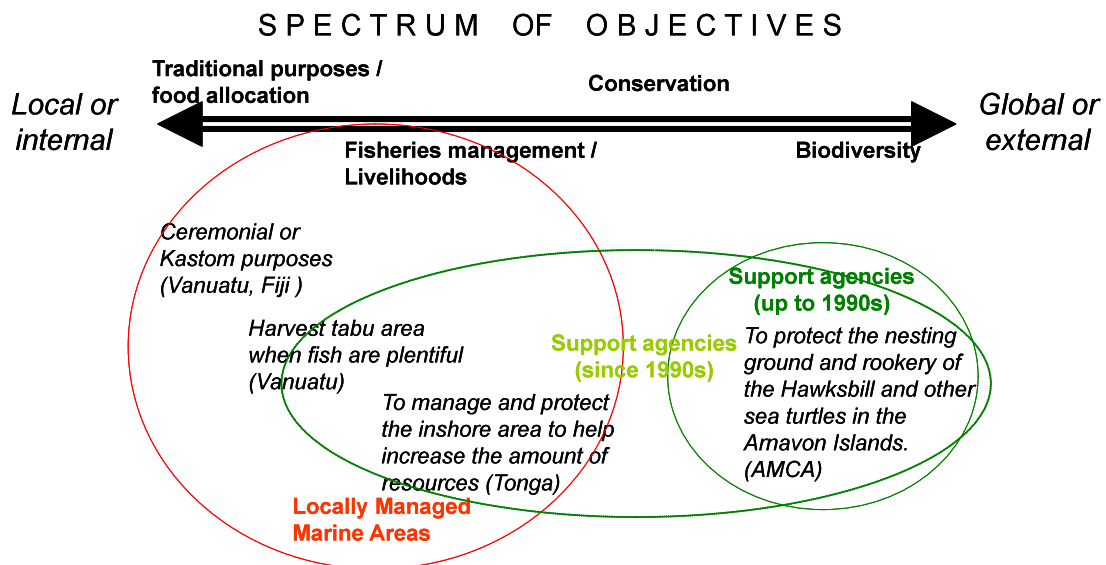


Figure 2. Simplified representation of the diversity of MMA objectives from the perspective of local stakeholders. It can be argued that the proliferation of MMAs in the Pacific over the last ten years has corresponded to a broadening of the objectives of support agencies to include some of the local objectives (Govan this conference).

The goals behind MMA promotion include the management of development (e.g. infrastructure developments associated with tourism) in the case of Moorea and biodiversity conservation commitments in the case of the Phoenix Islands Protected Area of Kiribati but the bulk of sites (albeit the smallest in area) address objectives of reducing over-exploitation of fishery resources, securing income sources (usually from fishery resources) and developing or protecting sustainable livelihoods.

A strongly emerging need is that of defining the roles of central government, local government and community in managing these areas in the different situations and countries. The institutional responsibilities are not always clear or most appropriately assigned – for example the role of mayors in French Polynesia or the role and capacity of central or provincial government in Solomon Islands and Vanuatu. Other stakeholders whose role needs to be clarified or enhanced is that of churches and the private sector which play such an important role in other aspects of Pacific Island life. A key point raised was that if management of MMAs is devolved to local or municipal levels then power and particularly financial and human resources also need to be allocated accordingly.

### **The social dimension and the role of culture**

The social dimension of MMA governance occupied most of the discussions, though this is usual in discussions of MMAs as the case of the Pacific is even more complicated with the majority of countries still reporting customary marine tenure and de facto local ownership of marine resources.

The role of culture in MMAs in the Pacific is therefore crucial. Some reported that their primary objective was the recovery or preservation of cultural links to the area such as in the case of the Papahānaumokuākea Marine National Monument (Hawaii). In many other countries the traditional culture is the mainstay of the conservation activities such as the implementation of closures (variously known as *tabu*, *ra'ui*, *rahui* for example) and the concept of care for the traditional territory as conceptualized by the terms *fenua* in French Polynesia and *vanua* in Fiji.

The concept of *fenua* also encompasses an emerging concern in Western culture which is that of the link between land and sea integral to the traditional stewardship as conceived in the *fenua*. Many of the emerging threats are land-based (soil erosion, logging, waste and urban development) and it is vital to ensure that these are considered when designing management of marine areas. The traditional value and concepts have much to offer in terms of stewardship and integrated management.



Figure 3. Traditional dancers inaugurate a closed area or *tabu* in Aneityum, Vanuatu (T. Obed, FSPI)

A number of issues were identified that emerge while working across or between cultures. In many cases the communication challenges represented by the dispersed geography seemed to exacerbate existing problems of communication between cultures – communication was therefore identified as a key challenge. The concept of preservation or conservation did not necessarily translate well from promoters of MMAs to local people nor are local or traditional concepts necessarily well understood by outsiders. For instance, it was noted that the concept of traditional closure may differ from western models of “protected area” in for example the duration or the possibility of occasional or specific harvests of the protected resources.

The increasing importance of the cash economy was also highlighted as an emerging concern in the context of traditional conservation approaches and it was reported that traditional governance and management systems may struggle to function adequately in these situations.

### **Topic 2: How well MMAs are working**

The second topic focused on the challenges affecting MMA function and success and relatively few conclusions were offered on the impacts of MMAs. MMAs are proliferating and functioning but their outcomes are hard to gauge due to the multiple objectives even at one site and challenges in monitoring these multiple objectives over such a wide range of sites.

#### **Formal presentations: How well MMAs are working**

- Simple and Low Cost Approaches in Solomon Islands (Hugo Tafea)
- Emua MMA, Vanuatu: Sharing experiences (Kenneth Lango and Nicolas Pascal)
- Fakarava Biosphere (Rahui) (Magali Verducci/Miri Tatarata)
- State of Management of Moorea MPA (Christian Monier)

### **Legal and institutional issues**

Legal and institutional issues affect all MMAs but to varying degrees. In situations such as French Polynesia and New Caledonia the already relatively complex legal frameworks and the variety of potentially responsible institutions need to be at the least clarified for the case of MMA management and implementation and possibly reformed. Specific examples included the role of mayors in French Polynesia and the ability to enforce sanctions.

The majority of countries in the Pacific rely on recognized resource rights of communities to manage their coastal resources and the bulk of management and enforcement is carried out by these communities. In some cases such as that of Rapa in French Polynesia the traditional rules and enforcement are sufficient for management purposes with a minimum of government support. Few, if any, countries clearly defined the role of communities in coastal resource management and this was identified as an emerging issue to a greater or lesser extent depending on the relative role that government plays in each country compared to the communities themselves (and other civil society organizations).

Participants urged that in any forthcoming reviews of legislation and institutional responsibilities local resource rights, traditional knowledge and practices be given high priority and that ways for communities to interact more effectively with governments should be explored. The resultant governance systems should provide platforms for communities to discuss their issues and needs directly with government.

## The adaptive management cycle



Figure 4. Adaptive management is a common feature in many of the Pacific MMAs. This example of the concept is being applied in Solomon Islands (D. Notere, WorldFish).

It was also noted that while there may be a pressing requirement for legal review in some few countries, in most there is still much opportunity for experimentation or trialing different approaches within or adapting existing institutional or legal frameworks. Such trials would be important first steps in informing any future legal review, an example of this is the process that Solomon Islands is currently undergoing in reviewing its coastal fisheries and protected areas legislation with the full involvement of NGOs and communities and the experiences these have gained in establishing over 60 LMMAs.

There is a great need for a strong push towards identifying the appropriate roles of communities and local and central government in resource management and adapting the respective systems to work together better. In many cases there is opportunity to formally delegate some government enforcement powers to specific community members maybe even to the extent of enabling the enforcement of sanctions or taking cases to the formal legal authorities. An example of this is the government sanctioned role of “Fish Wardens” in Fiji and designated community members in Tonga.

### Financial issues

Lack of funding is a common issue. More specifically, although there is an apparent or even actual shift of responsibilities for enforcement to a more local level there is not a comparable shift in the availability of funds or power.

Ensuring that financial resources are available at the local level for the management and enforcement of MMAs is a great challenge and one that governments and donors have so far not addressed. The mechanisms employed by donors including the so-called small-grants systems are not appropriate for the smooth disbursement of the relatively small amounts of financial support needed by potentially thousands of communities.

It was also noted that central and provincial governments are under-resourced to perform MMA support functions let alone more general resource management functions. Funding mechanisms rarely address the long term need for relatively small amounts of money while favouring relatively expensive projects over the short term in small areas or demonstration sites.



Figure 5. Tourism carrying capacity is a threat that while acute in Moorea has not yet affected many MMAs in the Pacific (C. Monier).

Areas that may be considered in improving financing of MMAs include:

- Engage with donors to improve accessibility and mechanisms of funding (e.g. longer term, smaller grants, more community friendly)
- Improve processes used for project identification and elaboration under the Global Environment Fund.
- Development of a Pacific trust fund.
- Promote and improve cost-effectiveness and potential for community self-funding
- Explore appropriate and novel sources of income such as “scientific user” tourism.
- Promote the use of trust funds for community and government long term funding
- Potential for investment of a proportion of income from offshore marine resource exploitation such as tuna to be invested in inshore management.
- Improve the alignment of donor criteria and priorities with local, national or regional priorities e.g. EU or GEF. Donor bodies need to be informed and supportive of specific regional and national approaches (e.g. networks of many locally managed areas) which do not match overseas models and assumptions.
- Elaboration of guidance and manuals for accessing donor funds, criteria and procedures, including contact addresses.
- Encourage donors to communicate and connect around funding strategies for local or national priorities.

### **Information, communication and capacity issues**

Information and communication are seen as priority issues particularly in the implementation of the large number of locally managed areas. In the cases where communities are more or less directly responsible for management and enforcement perhaps the major function of support agencies is ensuring that useful information on resources and their management reaches communities in a timely and appropriate manner as illustrated by examples from Fiji, Vanuatu and Solomon Islands.

Local management relies also on traditional and local knowledge and participants were particularly concerned to ensure that the relationship between traditional knowledge and scientific knowledge is respectful and constructive- this was termed “marrying traditional and scientific knowledge”.



Figure 6. Examples of information and communication tools suited to community resource management; posters in Solomon Islands Pijin (FSPI) and community theatre in Vanuatu (Wan Smolbag/G. Petro).

Awareness and information programs should also beware of over-promoting or generalizing the appropriateness of specific tools for management. Tools used by communities to manage their coastal resources should be based on their specific problems and objectives. Participants from Fiji and Vanuatu high-lighted cases in which MMAs or no-take areas were being widely promoted even in contexts where they were unlikely to resolve the specific management issues or problems.

Formal approaches to awareness-raising were also considered important and examples covered the inclusion of traditional marine knowledge and resource management into school curricula, feedback of MPA monitoring results to children and communities, issuing flyers and posters and road signs.

It was emphasized that long term investment is needed in the case of school programs and while this investment is vital it is a long term solution and more immediate tools will be needed for improving MMA enforcement in the short term.

### **Topic 3: Needs and priorities for support of MMAs**

Participants divided into groups to further discuss the priorities and develop recommendations for support of MMAs from the perspective of communities, national/provincial government and regional organizations.

#### **Formal presentations: Needs and priorities for support of MMAs**

- Financing Moorea's MPA (Mahe Charles)
- Aleipata MPA in Samoa (Pulea Ifopo)
- French Pacific Territories MMA Financing (Annie Aubanel)
- Community-Based Fisheries Management in Tonga (Poasi Ngaluafe)

### **Communications and awareness raising**

From the community perspective a number of additional areas were highlighted for attention.

- Community contact points: Appropriate contact people are vital for ensuring continual information flow between communities and support agencies and government. This person might be voluntary or require financing.

- Important to capture or recover traditional knowledge: The process of collecting this knowledge and passing it on needs to be appropriate and relevant to the target audience. This could be through stories, theatre, or computer games etc.
- Use of networks: Existing networks are one of the best means to disseminate information to communities and should be targeted.

Regional organizations also suggested that emphasis needs to be placed on NGOs, governments and other support agencies helping convey a clearer message of what local communities are doing and achieving so as to improve donor awareness.

### **Capacity building, scientific research and knowledge transfer**

Participants in the community working group highlighted the following in relation to knowledge transfer and capacity building:

- Experts need to disseminate information appropriately to communities and these experts need to understand the culture of the people that they work with.
- Research capacity is a limiting resource and what is carried out should be relevant to local communities and their management approaches. It was proposed that research permits should be required which include community agreement and conditions ensuring that objectives are relevant.
- Researchers should be obliged to disseminate final research reports to the communities where the research has taken place.
- As experts and researchers learn so should traditional leaders. Build the capacity and capture the knowledge of traditional leaders and scientists/marine managers – mutually.
- The dissemination of information to communities should go through traditional channels – i.e. through traditional leaders. This was particularly requested in the case of PGEM and PGA.

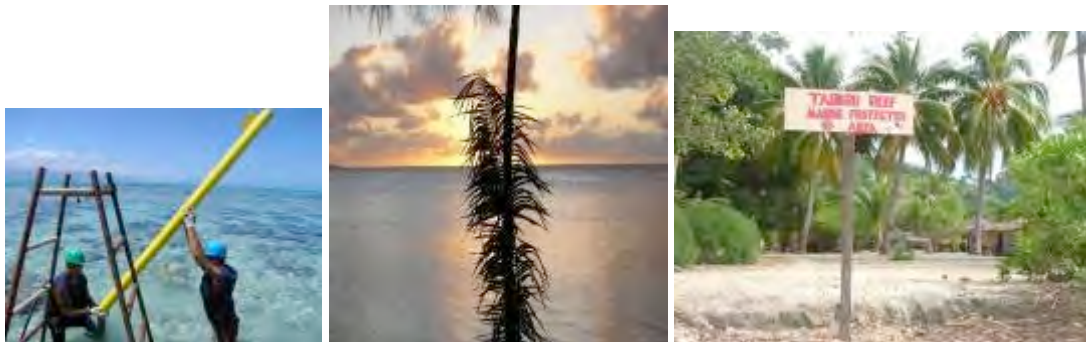


Figure 7. Markers used to designate MMA boundaries in Moorea (C. Monier) and Efate, Vanuatu (H. Govan and T. Obed)

Participants in general felt that more emphasis needed to be placed on integrated management across sectors and from ridge to reef looking beyond the confines of one particular tool – that of MPAs.

- More scientific support is required to look at land-water interface issues and identify more effective integrated management measures.
- Provide information to communities on the variety of tools for managing resources. MPAs are one solution, but not a panacea or always appropriate.
- Need to prepare good management plans which consider potential impacts and increasing populations. This is particularly important in terms of tourism where a carrying capacity study should be required before any development is undertaken.
- Need better management, availability and synthesis of information. This could be achieved through improved integration between departments – or even better – through either multidisciplinary bodies or individuals that can retain and better disseminate the broad amounts

of data available. Provide advice which takes into consideration a more holistic approach – cross-sectoral and well-informed.

## **National Policy**

All participants recognized the importance of policy and legal frameworks accommodating community based management approaches and additionally:

- Efforts need to be made to encourage the increased financing of MMAs by the government. This could include lobbying to ensure government budgets are allocated and the establishment of trust funds or other legal entities to administer funds that government and others can access.
- Efforts should ensure that PAs & MMAs are mainstreamed into the national development plan.
- Recommend a more integrated policy between the various arms of government (e.g. in the case of PGA and PGEM approaches in French Polynesia).
- Could consider setting up an agency which supports the establishment of 'Polynesian' Protected Areas. Can be a source of expertise and can have links with the French MPA Agency.

## **Local Governance**

- The importance of good leadership at the local and provincial level should not be ignored and efforts to improve this should be part of marine resource management and MMA approaches. In French Polynesia the role of the Mayor needs to be addressed.

## **Funding and finances**

- On improving access to small funds for large numbers of communities: Mechanisms need to find an honest broker NGO or organization in each country to ensure sub-granting and receive or provide financial administration training. Such brokers could include a local network (e.g. FLMMA) or a non-environmental NGO or even one especially established – but this needs to be on a case by case basis in each country or sub-region.
- Assisting in managing donor funds: Produce manual or guidance on how monies should be handled especially in relation to small projects and re: subgranting.
- Addressing the inadequacies of large donor mechanisms (e.g. GEF, EU, NZAID, ADB): Explore the constraints in regional and local access to these major funds and discuss how to improve. Examine existing good practice such as the Micronesian Challenge Trust.
- Donor cycles are too short: Existing approaches for channeling funds to the grass roots need to be evaluated or explored. Some particular models of Trust Fund e.g. sinking funds can be useful to support sites or even government commitments to networks or programmes of L/MMAs.
- Explore novel approaches to substantially increasing the support that the region gets for its stewardship of the vast ocean and reef resources: Such a "Blue fund" might explore REDD-type approaches in the marine area and more novel approaches such as "Polluter pays" fees for the increased levels of the pollutant CO<sub>2</sub> in the ocean and its expected damage to marine ecosystems. To start the ball rolling a 'Thinktank' could be a next step from this conference.

## **Networking and regional initiatives**

The importance of regional exchanges, training workshops and networking was highlighted by participants but it was also acknowledged to be expensive and complex to organize. A number of suggestions were made to improve these kinds of activities:

- Careful planning of "smart networking" should include gap analysis and strategic approaches e.g. Polynesia, Kiribati and French Territories are not active in the major networks at present.

- Networking should have more carefully designed objectives e.g. career-building for local and national MMA staff. Ensure that such networking does not pull staff away from their real jobs too much. Networking can be aimed at the leadership level and also provide specific learning at identified weak points for MMA managers.
- Coordination is needed to build on opportunities and ensure that exchanges and other activities are strategically targeted. More emphasis should be placed on people and peers and not on sites. Assumptions should be checked as to who the actual decision-makers and “leaders” are and ensure that these are engaged and active in networks of peers.

It was noted that the region does already have a fair number of initiatives and a clear institutional architecture at the regional level. It also has some negative experiences with previous initiatives which re-invent the wheel, distract from existing priorities or compete for funding. Participants welcomed the present conference as a step in the right direction but suggest that new initiatives should:

- Ensure gap analyses are performed and that roles and complementarities are clear to all at all stages.
- Lay out a clear and detailed process for the transparent development and selection of priority activities and next steps.
- Prioritize the strengthening of appropriate existing organizations such as CROP agencies
- Take into account existing initiatives and clarify the added value of any new activities.
- Keep all stakeholders informed of progress and criteria for selection and decisions taken.



Figure 8. Traditional fishing practices in Fakarava, French Polynesia (M. Verducci)

### ***Overall recommendations of workshop participants***

Recommendations were gleaned from all sessions and summarized for report back to plenary. After editing and incorporation of feed back the recommendations are as follows:

#### **Legal and policy: Support local and community management through improved legal, policy and institutional mechanisms**

- Need to explore and trial existing legal and policy opportunities for local management
- Where necessary review and improve legal and policy frameworks to support local management
- Improve the flexibility and adaptability of legal and institutional frameworks
- Need for a clear and harmonized multi-sectoral approach
- Need for recognition of customary / cultural organizations
- Need to include traditional knowledge

- Improve design of committees and ensure delegation of roles and responsibilities is appropriate for management
- Find ways to improve interaction of communities with governments in discussing their issues and needs
- Ensure multiple objectives are recognized and adequately addressed

### **Funding: Adapt funding mechanisms to support the “seagrass roots” approaches to management**

- Ensure that long term costs of support to MMAs are included in long term government budget
- Explore and identify means of sustainably financing MMAs including:
  - Promote cost effective approaches to achieving MMA objectives
  - Promote self financing of local/remote MMAs
  - Enhancing user contributions such as “Scientific users”, tourism, hospitality industry etc.
  - Divert income from benefits of other resource management such as tuna fishing
  - Funds from the new AMP agency?
  - Promotion of appropriate Trust Funds (e.g. sinking) to support MMAs
- Provide guidance and easily accessible information on accessing the variety of donor funds
- Enable access to small funds for larger numbers of communities possibly through identification of locally or nationally appropriate “honest brokers”
- Align and improve operation of major donors (EU, GEF and others) with characteristics and priority needs of the region including application procedures and funding duration.
- Regional expert group (think tank) to be formed to investigate existing and novel approaches to channeling major funding to the region for its stewardship of an important proportion of world’s marine resources. Include “carbon sink” but also environmental damage of CO<sub>2</sub> and compensation.

### **Strengthen information and communication for resource management**

- Traditional knowledge needs to be more effectively integrated with scientific knowledge in management and awareness at all levels
- Information on both natural resources and legal framework needs to be transferred to communities in appropriate ways (includes Guide on management and donors).
- Improve collection and storage of information at national level for management and future reference
- Support and utilize existing networks for wide dissemination of information
- Improve timely return of research information to the source communities
- Explore ways to improve communications between government and communities

### **Build capacity for MMA management and participatory processes**

- Support diversification to other productive activities e.g. agriculture, aquaculture
- Find ways to improve interaction of communities with governments in discussing their issues and needs
- Ensure that local communities are fully involved in planning and design of MMAs
- Support appropriate capacity building activities of MMA managers
- Ensure support for selection of appropriate design and MMA tools to meet specific objectives
- Build capacity of institutions (e.g. mayors, politicians)

### **Improving regional collaboration**

- Take into account existing initiatives and clarify the added value of any new activities.
- Layout a clear and detailed process for the transparent development and selection of priority activities and in particular the next steps.
- Prioritize the strengthening of appropriate existing organizations such as CROP agencies (e.g. SPREP, SPC, SOPAC, USP)
- New initiatives need to take account of existing national and regional policies