

**Civil Society
& Governance**



**Caribbean Natural Resources Institute
Technical Report
No. 400**



**Participatory Approaches to Biodiversity
Conservation: a case study of the Montserrat
Centre Hills Project**



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Caribbean Natural Resources Institute (CANARI)

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Acronyms

ARLG	Action Research and Learning Group
CANARI	Caribbean Natural Resources Institute
CHMC	Centre Hills Management Committee
CHP	Centre Hills Project
DoE	Department of Environment
DWCT	Durrell Wildlife Conservation Trust
MNT	Montserrat National Trust
MTB	Montserrat Tourist Board
OT	Overseas Territory
RSPB	Royal Society for the Protection of Birds
TEV	Total Economic Valuation
UK	United Kingdom

1. Introduction

This case study reviews the participatory approaches used in projects implemented between 2005 and 2008, which were designed to improve the management of the Centre Hills in Montserrat. The core project, “Enabling the people of Montserrat to conserve the Centre Hills” (but generally just referred to just as the ‘Centre Hills Project’ [CHP]), was implemented by the Royal Society for the Protection of Birds (RSPB), in partnership with a number of United Kingdom (UK), regional and local partners (see Table 2 below), with funding of GBP 160,900 (approximately USD 280,000 at 2005 rates) from the Darwin Initiative of the UK Department for Environment, Food and Rural Affairs (see <http://darwin.defra.gov.uk/project/14027/>).

The purpose of the CHP was “to strengthen the capacity of the people of Montserrat so that they are better able to take targeted action to conserve the Centre Hills”. The project built on earlier research and capacity building initiatives in the Centre Hills undertaken by RSPB and project partners. During the project, additional needs were identified and additional funding of GBP 153,100 (approximately USD 266,000 at 2005 rates) was secured from the UK Overseas Territories Environment Programme for the following activities:

- Legislative Review
- Economic Valuation
- Capacity Building for Species Action Plans
- Development of Environmental Regulations

CANARI identified a case study of the participatory planning and management process undertaken in the Centre Hills as a valuable contribution to research being conducted under two of its current projects that are examining the enabling factors for effective civil society participation in biodiversity conservation in the islands of the Caribbean:

- the “*Building civil society capacity for conservation in the Caribbean United Kingdom (UK) Overseas*

Territories (OTs)” project, funded by the Darwin Initiative of the UK Department for Environment, Food and Rural Affairs and co-implemented by CANARI and the Commonwealth Foundation; and

- the “*Going from strength to strength: Building capacity for equitable, effective and sustained participation in biodiversity conservation in Caribbean islands*” project, funded by the John D. and Catherine T. MacArthur Foundation.

The Centre Hills case study is complemented by other documented activities and research studies under the two projects mentioned above, including:

- field visit to John and Blue Crow Mountains National Park in Jamaica and analysis of the institutional and power structures for co-management (CANARI 2008);
- field visit to the Ebano Verde protected area in Dominican Republic and analysis of the factors that facilitate management of this private park (CANARI 2009a);
- case study of CANARI’s thirty years in support of participatory natural resource management (CANARI 2009b);
- case study of the *Consortio Ambiental Dominicano*, an environmental network in the Dominican Republic, (Buglass 2011);
- case study of fifty years of civil society participation in biodiversity and protected areas management in Bonaire (Cooper 2011).

The Centre Hills case study will be of particular interest to civil society organisations working in biodiversity conservation and protected areas and their government partners in the other Caribbean UKOTs. However, the analysis of the approaches used and their impacts are equally relevant to participatory protected area planning and biodiversity conservation in other small island developing states.

2. Methodology



Panellists discuss the Centre Hills participatory process with members of the Action Research and Learning Group in March 2011. Source CANARI

The case study was developed through a mix of desk and primary research, including:

- desk-based literature review, mainly of RSPB project reports and CANARI unpublished documents;
- field visit in March 2011 to the Centre Hills National Park in Montserrat, including a panel discussion with key stakeholders and analysis of the participatory planning process during the second Action Research and Learning Group (ARLG) meeting under CANARI's Darwin project (CANARI 2011, see also Acknowledgements);
- interviews with key local stakeholders and international partners based on an open-ended survey instrument (see Acknowledgements for those who contributed and Appendix 1 for copy of the interview guide); and
- feedback from and editing by Nicole Leotaud, the CANARI Senior Technical Officer (now Executive Director) who provided the independent neutral facilitation by CANARI for the various Centre Hills projects.

3. Framework for analysis

Box 1

Stakeholder participation is now accepted as essential in all aspects of development and environmental management. The purposes and objectives of participation can be defined as follows:

- to contribute to improved management by incorporating the knowledge and skills of all stakeholders;
- to increase the likelihood of stakeholder compliance and support through involvement in decision-making;
- to incorporate a wide range of perspectives and ideas, resulting in improved management decisions and actions;
- to provide a forum for identifying conflicts between users and negotiating solutions to them;
- to contribute to stakeholder empowerment and local institutional development, especially when the sharing of management responsibility is involved.

Source: Geoghegan et al. 2004

The rationale for the strong emphasis on stakeholder participation in the CHP is not stated explicitly in the project application form or final report but can be inferred from other project documents to include many of the reasons outlined by Geoghegan et al. in Box 1, namely that:

- it would increase awareness of the value of the Centre Hills, which in turn would lead to a greater sense of ownership;
- “data from these [participatory] assessments [of biological resources and socio-economic use] and consultation processes [would] inform the participatory management plan that conserves the environmental integrity of the Centre Hills, whilst also taking into account the needs and concerns of the wider Montserratian community” (RSPB 2005);
- it would address some of the identified barriers to effective management, such as:
 - o “conflicts [that] have arisen over the Centre Hills Forest Boundary”;
 - o “people are not aware of their rights and responsibilities”;
 - o “a range of stakeholders are involved in the management of the Centre Hills but communication between them is poor” (all RSPB 2005).
- about 65 percent of the land in the Centre Hills is privately owned so stakeholder buy-in to the management plan was particularly critical.

The Participation Strategy for the CHP (CANARI 2006a, see Appendix 2) developed during the project states the following explicit objectives:

- to elicit equitable and effective stakeholder participation into the vision, objectives, principles, strategies and institutional arrangements to guide the management and conservation of biodiversity resources in Montserrat;
- to elicit equitable and effective stakeholder participation into the drafting of natural resource management legislation for Montserrat;

Table 1: Typology of participation: how people participate in development programmes and projects

Type	Characteristics
1. Manipulative participation	Participation is simply a pretence, with 'people's' representatives on official boards but who are unelected and have no power.
2. Passive participation	People participate by being told what has been decided or has already happened. It involves unilateral announcements by an administration or project management without any listening to people's responses. The information being shared belongs only to external professionals.
3. Participation by consultation	People participate by being consulted or by answering questions. External agents define problems and information gathering processes, and so control analysis. Such a consultative process does not concede any share in decision-making, and professionals are under no obligation to take on board people's views.
4. Participation for material incentives	People participate by contributing resources, for example labour, in return for food, cash, or other material incentives. [People] ... are involved in neither experimentation nor the process of learning. It is very common to see this called participation, yet people have no stake in prolonging technologies or practices when the incentives end.
5. Functional participation	Participation is seen by external agencies as a means to achieve project goals, especially reduced costs. People may participate by forming groups to meet predetermined objectives related to the project. Such involvement may be interactive and involve shared decision-making, but tends to arise only after major decisions have already been made by external agents. At worst, local people may still only be co-opted to serve external goals.
6. Interactive participation	People participate in joint analysis, development of action plans and formation or strengthening of local institutions. Participation is seen as a right, not just the means to achieve project goals. The process involves interdisciplinary methodologies that seek multiple perspectives and make use of systemic and structured learning processes. As groups take control over local decisions and determine how available resources are used, so they have a stake in maintaining structures and practices.
7. Self-mobilization	People participate by taking initiatives independently of external institutions to change systems. They develop contacts with external institutions for resources and technical advice they need, but retain control over how resources are used. Self-mobilization can spread if governments and NGOs provide an enabling framework of support. Such self-initiated mobilization may or may not challenge existing distributions of wealth and power.

Source: Bass et al. 1995, quoted in Geoghegan et al. 2004

- to build the capacity of the CHP staff to facilitate participatory processes.

The Participation Strategy for the Department of Environment (DoE) (CANARI 2006), developed shortly after the CHP, also sought to reflect the intentions of and effective practices used in the earlier Centre Hills projects, as captured in its vision and goal:

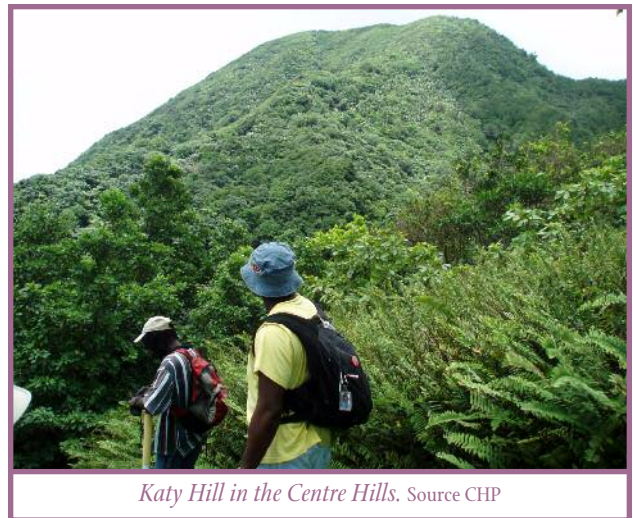
VISION: Local, regional and international stakeholders are effectively engaged in decision-making about environmental management and sustainable development in Montserrat as appropriate to their interests, rights and responsibilities so that they can contribute to conservation and wise use of Montserrat's natural resources, sound environmental management and the achievement of sustainable livelihoods, economic equity, social justice and enhanced capacity.

GOAL: In order to achieve this vision, the DoE will effectively and equitably engage stakeholders (from the public, private and civil society sectors both in Montserrat and overseas) in its work by facilitating effective two-way communication, developing partnerships, ensuring coordination, and promoting collaboration.

The case study therefore examines whether both the implicit and explicit objectives were achieved and whether there were any other intended or unintended results. It also assesses the nature of the participatory process used, guided by the typologies of participation outlined in Table 1.

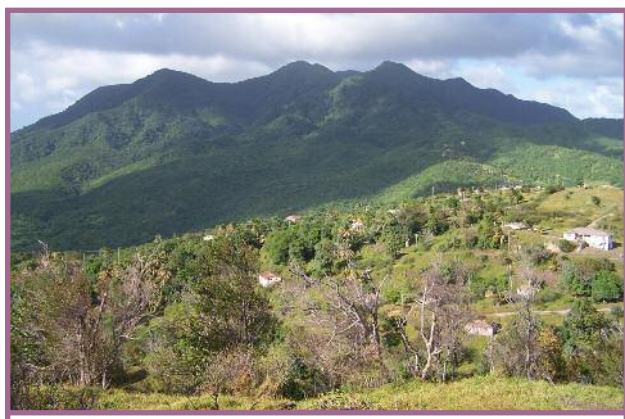
Finally, the analysis incorporates consideration of the extent to which the project met the basic characteristics of effective participation described in Geoghegan et al. 2004, such as:

- the early, active and continual involvement of all stakeholders;
- the incorporation of the views and opinions of individuals as well as stakeholder groups;
- provision of information to allow stakeholders to form opinions and make decisions;
- accommodation for the inequities in power among stakeholders;
- respect for the process and the decisions that are reached.



Katy Hill in the Centre Hills. Source CHP

4. Overview of the Centre Hills project



View of the Centre Hills from the south of the island. Source CHP

4.1. Location

Montserrat lies at the northern end of the Lesser Antilles, about 43 km south-west of Antigua. It is about 18 km long and 11 km at the widest point, with a total land area of 102 km². However, as a result of the 1995-1997 eruptions of the Soufriere Hills volcano, which remains active, the southern part of the island, including the former capital Plymouth and main airport, is currently in an exclusion zone, in which people are not allowed to live or work (except for studies of seismic activity). After the eruptions, the population fell from 12,000 to 3,000, with the de jure population (i.e. including visitors in the island on census day) now estimated at 4,882 (Government of Montserrat 2011). Montserrat is a UKOT with a British Governor and a locally elected government led by the Premier (formerly Chief Minister). There is a Cabinet and a Legislative Assembly with nine elected members including four ministers of government. Montserrat is also a full member of the Organisation of Eastern Caribbean States.

The Centre Hills lie in the central part of the island, mostly outside the exclusion zone. Following the near total destruction of the Soufriere Hills forest by volcanic activity, the Centre Hills became the largest remaining forest in the island and “the last viable refuge for the island’s wildlife and the unique species found here” (Holliday 2009). The mid-to-upper elevations of the forest have received statutory protection since 2000 under the

Protected Forests Order and Forest Reserve Order of the Forestry, National Parks and Protected Areas Act (Holliday 2009). The Centre Hills cover an area of 11.3 km² (Holliday 2009) with about 65 per cent of the land in private ownership and the remainder owned by the Crown.

4.2. Rationale for the project

The project application form describes the rationale for the project as follows: “The Centre Hills are of global biodiversity importance, supporting many of Montserrat’s key endemic species. The volcanic eruptions of 1996/7 destroyed almost all the forests of the southern hill ranges, resulting in the total loss of about 60% of Montserrat’s forest ecosystem. The Centre Hills now holds much the largest intact forest area remaining on Montserrat. It is the last viable enclave for most of the island’s wildlife, including those of global conservation concern, including the critically threatened Montserrat Oriole *Icterus oberi*, Montserrat Galliwasp *Dipoglossus montisserrati*, and Mountain Chicken *Leptodactylus fallax*. The Centre Hills forests also provide essential environmental goods and services to the people of Montserrat. They are the main water catchment area on the island and provide protection from soil erosion, landslides and flooding during severe weather events.



A male Montserrat Oriole. Source CHP

Table 2: List of main project partners

Partner	Role
<i>International</i>	
RSPB (UK)	Overall responsibility for project implementation and reporting.
Durrell Wildlife Conservation Trust (UK)	Coordinated the biological assessment. Also independently supported six months of intensive research on the galliwasp and led an OTEP-funded project to build capacity for Species Action Planning in Montserrat.
Joint Nature Conservation Committee (UK)	Provided advice on the economic valuation.
Montana State University (USA)	Assisted with the biological assessment.
Royal Botanic Gardens Kew (UK)	Assisted with the biological assessment.
South Dakota State University (USA)	Assisted with the biological assessment.
<i>Van Beukering Consultants</i> (Netherlands)	Conducted the economic valuation.
<i>Regional</i>	
<i>CANARI</i>	Assisted with and advised on facilitation of stakeholder participation in the project. This included development of a Participation Strategy for the project and facilitation of several workshops held under the project.
<i>Christine Toppin-Allahar, Legal Consultant</i>	Reviewed the existing legal framework for environmental management in Montserrat and drafted the proposed new Conservation and Environmental Management legislation.
<i>Montserrat</i>	
Centre Hills Management Committee (formed under the project but continues post-project)	Provided advice on process, plans and reports. Thirteen-member advisory group comprising representatives from government, civil society, resource user associations, private sector associations, landowners association and two major landowners who are not members of the Landowners Association (see Terms of Reference at Appendix 4).
Ministry of Agriculture, Lands, Housing and the Environment <ul style="list-style-type: none"> • Forestry Department; • DoE after it was formed in late 2006. 	Supported the biological assessments. Maintain the databases in conjunction with national GIS. DoE took responsibility for Centre Hills Secretariat and assumed post-project lead on implementation of the management plan.
Montserrat National Trust	Provided office and administrative services for the Centre Hills Secretariat and field assistance.
Montserrat Tourist Board	Provided funding to develop a trail map and guide to the Centre Hills ¹ .

¹ Halliday, S.H., 2009. Montserrat, A Guide to the Centre Hills. Brades: Montserrat Tourist Board



The elusive Montserrat Galliwasp. Source CHP

Despite this importance, recent research by the project partners indicates the Centre Hill forests are currently in relatively poor ecological health, due to a combination of historical factors and increasing pressure as the island's infrastructure is rebuilt in the North. Historically the area was cleared for plantations so most of the forest is secondary. Non-native species such as rats and pigs have been introduced. These are having a devastating impact on the ecology of the forest, and are major predators of native wildlife; little is known of the impacts of alien plant invasives, but they are known to be widespread. The Centre Hills now provides the sole water supply for the people on Montserrat and there is substantial water abstraction for human use, which may be adversely affecting forest ecology" (RSPB 2004). The Centre Hills are also an important nature tourism product (Sanders 2008).



The Mountain Chicken. Source CHP

During the early stages of the project it was also recognised that there was an urgent need to review the existing legislation for conservation and protected area management and update it to reflect new scientific data and the increased pressures as a result of people migrating to the northern part of the island following the eruption of the volcano. Updated legislation was also needed to facilitate Montserrat signing up to the Convention on Biodiversity. Additional funding of GBP 21,690 (approximately USD 37,700 in 2005) was secured to conduct this review, which was incorporated into the Year 1 activities of the CHP.

4.3. Project implementation arrangements and partners

The CHP was coordinated by RSPB, in conjunction with a wide range of partners whose roles are outlined in Table 2 below. The six main partners (shown in bold text in the table) signed a memorandum of collaboration at the start of the project (see Appendix 3). Contracted consultants are shown in italics. The CHP project team in Montserrat comprised an RSPB-appointed project manager; a local counterpart project manager to build local project management capacity and ensure continuity at the end of the project (with the counterpart project manager taking over responsibility for the third year of the project); and two field officers. Project partners contributed expertise, complementary funding and in-kind support.

4.4. Design and implementation of the Centre Hills Participation Strategy

CANARI was contracted under the CHP to assist with and advise on facilitating stakeholder participation in the project.

CANARI was contracted under the legislative review to:

- advise on and assist with stakeholder identification and analysis;
- develop a Participation Strategy to guide project implementation; and
- advise on and facilitate stakeholder consultations.

In the context of the wider management planning exercise, CANARI was also contracted to:

- facilitate the participatory Centre Hills management planning workshop in September 2006;

- assist with the facilitation of stakeholder consultations on the economic valuation component; and
- develop a communication strategy for the economic valuation component.

The Participation Strategy (CANARI 2006a, see Appendix 2) was designed for the CHP by CANARI with input from stakeholders and implemented by the project management team, in consultation with the multi-stakeholder Centre Hills Management Committee (CHMC). The Strategy was comprehensive and encompassed establishment of the CHMC, public meetings, sectoral meetings, one-on-one meetings with resource users and other key stakeholders, circulation of meeting notes to those unable to attend and media

“There were a lot of meetings...one of the amazing things I still wonder about is how we got so many people to all of those meetings” Gray, pers.comm.

coverage of key meetings and issues. An outreach and facilitation sub-committee comprising volunteers was also established and trained to carry out certain aspects of the participation strategy. The strategy was comprehensive and encompassed public meetings, sectoral meetings, one-on-one meetings, circulation of meeting notes to those unable to attend and media coverage of key issues (see Appendix 5 for full list of meetings).

5. Evaluation of the participatory process

5.1. The typology of the process

The participatory process, as described in the project documents and by interviewees, indicates that it was a process of facilitated *interactive participation* moving gradually towards *self mobilisation* (see Table 1). The Director of the DoE, for example, said people found that [the process] “was something good and wanted to be part of it” (Gray, pers. comm.) and the former local counterpart project manager added that “it was clear from the outset that the outcome was not pre-determined and that there was scope for inputs. There was constant dialogue and people felt listened to” (Mendes, pers. comm.). Others described it as a process where “everyone had a chance to speak” (Young, pers. comm.), so that by the end, “a family had been created” (McCauley, pers. comm.).

Some people indicated that, while widespread stakeholder participation had been the intention from the outset, there was a distinct shift in process from the pre- and early project meetings, coordinated and to some extent

dominated by UK scientific partners, to the creation of an atmosphere in which a much wider range of stakeholders felt empowered to make contributions and have them valued by others.

In terms of enabling factors, several interviewees identified the value of the systematic, documented Participation Strategy (see Appendix 2), which included the principles underlying the participatory process; critical issues; identification of the key stakeholders; a suggested methodology for carrying out an assessment of stakeholders’ capacity to participate; the key elements of the implementation of the strategy; and a suggested timeframe.

Interviewees also consistently identified the value of having an external, neutral, experienced facilitator from CANARI for key workshops, noting, for example, that she was able to put all types of stakeholder at ease, ensure that no single individual or interest dominated, draw on relevant examples from other countries in the Caribbean, and was rigorous yet able to use humour to defuse

Centre Hills Participation Strategy Principles

- Equity in decision-making.
- Respect among all stakeholders for rights, responsibilities and interests of all stakeholders – this will include respect for differences of interests and willingness to negotiate to achieve consensus.
- Trust among all stakeholders – this is important to facilitate the free and open exchange of information and ideas.
- Local ownership of the process – Montserratians must drive the process for planning and management of their resources, while recognising the interests of overseas stakeholders.
- Building capacity of stakeholders – a commitment to building the capacity of all stakeholders to participate in the planning process is essential – this may mean special attention to building the capacity for the participation of disadvantaged or marginalized groups.
- Sustainability of impact – sustainability will be achieved only through building stakeholder capacities and facilitating stakeholder ownership.



Stakeholders participated in a workshop in July 2006 to do the stakeholder analysis. Source CANARI

potentially difficult situations.

Other factors that were deemed to have contributed to the authenticity and effectiveness of the process were:

- the support of the Minister of the Environment, Reuben Meade (subsequently Chief Minister and now Premier);
- the evident commitment of both the lead government agency (MAHLE/DoE) and the in-country project team to ensuring that all stakeholders were included in decision making;
- willingness of the project team to adapt the strategy as needed to ensure that everyone had an opportunity to participate, for example, through house visits and the dissemination of meeting notes to both attendees and stakeholders who were not present;
- good inter-departmental collaboration, which the Director of the DoE described as “a willingness to work together”, which he attributed in part to the fact that “we went to the same secondary school” (Gray, pers. comm.).

The project documents also confirm that many of the basic characteristics of effective participation were met, including:

- early and effective involvement of key stakeholders in the design of various aspects of the project, such as the socio-economic survey and total economic valuation methodology;
- negotiation of conflicts leading to built consensus on key issues, such as the vision and management plan;

- presentation of information at meetings in clear and accessible formats, reinforced by widespread coverage of meetings in the media, and in particular on popular radio programmes that featured interviews and panel discussions with key stakeholders;
- project updates and coverage of key issues in a series of well-distributed newsletters;
- strategies to ensure that unaffiliated stakeholders were kept informed and able to input both within and outside meetings (e.g. through house calls or submission of written views). This was particularly important as some of the most powerful stakeholders, the large landowners, fell into this category.

5.2. Were the process objectives of the Participation Strategy achieved?

5.2.1 Equitable and effective stakeholder participation in the vision, objectives, principles, strategies and institutional arrangements to guide the management and conservation of biodiversity resources in Montserrat.

Although the Participation Strategy describes this objective broadly, the process focused mainly on the Centre Hills rather than on wider issues of management and conservation of Montserrat’s biodiversity resources. The process was incremental, with growing public interest and (formal or informal) participation as the project gained momentum.

Project reports confirm that *a wide range of stakeholders were identified, and engaged*. For the

initial stakeholder identification and analysis, the project team started with a brainstorming session to identify partners and other major stakeholders. These people were then invited to participate in a workshop to identify additional individuals or organisations with rights, responsibilities or interests in the Centre Hills. The initial list of stakeholders totalled about 80 organisations and individuals, with a further 13 landowners being identified through a mapping process. All those identified were invited to meetings to validate whether they had a stake in, and to discuss their vision for, the Centre Hills (CANARI 2011). A few additional stakeholders were identified during the course of the project and factored into the process. The CHP Project Manager also noted that the exercise was complex because one person could be wearing more than one stakeholder hat, for example, as a guesthouse owner but also a farmer (McCauley, pers. comm.).

The meeting reports indicate that there was **a high level of stakeholder participation**. The initial meetings were attended by a total of 65 people, with active participation rising from 45 percent at the first meeting to “most of the people attending [making] valuable contributions” at the second two (CANARI 2006b). The range of stakeholders at these meetings was extremely broad including:

- the Chief Minister and other Ministers;
- Permanent Secretaries and technical staff of a number of government agencies and departments;
- tourism interests (taxis, hospitality, trail guides);
- non-governmental and faith-based organisations;
- media representatives;
- unaffiliated individuals (mostly resource users);
- international aid agency;
- land owners;
- business owners; and
- resource users.

Additionally, **key stakeholders were engaged in high-level planning and decision-making**. The consultations and subsequent process of analysis resulted in the identification of 30 key stakeholders, who were then invited to attend a September 2006 management planning workshop at which a 20-year ‘consensus vision’ for the Centre Hills was developed, based on the inputs from the

Vision statement

The Centre Hills National Park is the heart of the green island of Montserrat – a biologically rich and diverse forest supporting unique plants and animals – secure for enjoyment, education and study. The government and people of Montserrat share ownership and management of these valuable resources to support sustainable populations of species, environmental services, and local livelihoods for the benefit of present and future generations” MAHLE 2008.

earlier meetings. This was subsequently validated and slightly revised through a series of wider stakeholder consultations in the following months.

The CHMC was established, which acted as the main standing multi-stakeholder committee, with detailed terms of reference (see Appendix 5).

Special effort was made to give a voice to stakeholders whose livelihoods would be most affected and to identify and manage conflicts.

Panellists at the March 2011 ARLG meeting (CANARI 2011) indicated that it had been difficult to achieve consensus in the initial stages of stakeholder engagement because many people felt that the CHP would try to take away their land or livelihoods. In order to give stakeholders a voice and start to build consensus, the project team organised:

- focus group discussions;
- small group meetings;
- one-on-one meetings with certain groups, such as farmers; and
- call in programmes and panel discussions on the radio.

A range of different processes were facilitated and communication methods used to reach all audiences.

Over a three year period, the project team facilitated or co-facilitated:

- twenty-seven outreach and presentation activities related to the Centre Hills, of which 15 were targeted exclusively to Montserratian stakeholders, with a total of 312 attendees (although some persons may have participated in more than one activity);

- nine survey development meetings (for two different surveys);
- twelve ecological meetings or workshops;
- four sectoral meetings with agriculture stakeholders;
- thirteen sectoral meetings with tourism stakeholders, with a particular focus on trail development and mapping;
- six sectoral meetings with education, science, culture and recreation stakeholders;
- sixteen meetings with landowners/property owners association.
- twenty meetings and one workshop related to legislative matters; (see Appendix 4 for a full list of workshops and outreach activities).

The meetings and discussions were held at different venues and times to ensure that as many stakeholders as possible had the opportunity to be part of the planning process. Many meetings were not in formal settings, with team members going to farms to engage the farmers or homes to meet the landowners. The CHP also produced a regular newsletter (see http://www.malhe.gov.ms/centre_hills/documents.html) and tried to make sure that its members remained visible and approachable throughout the life of the project. The team also documented all inputs in writing so that stakeholders would recognise that their inputs were valued.

The effectiveness of the process is evidenced by the ***buy-in, commitment and increased capacity to implement the management plan***. At the end of the project, management of the Centre Hills was subsumed under the DoE, a department that was created under MAHLE during the project period and which has now adopted its own Participation Strategy. This was developed with support and advice from CANARI, which facilitated an internal planning workshop with members of the Department to develop the Strategy and build capacity to implement it.

Various other government agencies are involved in implementing activities identified in the management plan, for example, the Montserrat Tourist Board (MTB) is responsible for the maintenance of trails while the Ministry of Agriculture has responsibility for the farmers in the area.

The proposed Conservation and Environmental Management legislation provides for an advisory committee similar to the CHMC, the National Environment and Conservation Council, with representation of the same interests and agencies (Toppin-Allahar 2008). Stakeholders felt that CHMC members would be able to draw on their experience and had built capacity (including experience functioning as a team) to function in the Council when it was established (Leotaud pers. comm.).

5.2.2 Equitable and effective participation in the drafting of natural resource management legislation

The participatory processes outlined above were also applied to the legislative review and drafting process, and the Attorney General's Office considered it to be most consultative piece of legislation ever drafted on Montserrat. But interviewees were more ambivalent about the success of the process, noting that it started well but fizzled out towards the end. Some attributed this simply to 'consultation fatigue', while others felt it was related more to the administrative complexity of the process for developing legislation and the need for technical inputs. The Director of the DoE, for example, explained that "people felt they had had their say and started to think the government was not willing to make decisions", concluding that once people's inputs had been gathered about what they wanted to see in the legislation, it was questionable how much value there was in consulting widely on technical issues, such as what trees to plant, on which most people were not well-informed (Gray, pers. comm.).

6. Results of the participatory process

6.1. Outputs

The main tangible outputs of the participatory processes described above were:

- the **stakeholder identification and analysis**;
- the **Participation Strategy**;
- the **2008-2010 management plan for the Centre Hills** (MAHLE 2008), which includes estimates of the funding needed to implement it and a detailed work-plan;
- the **draft Montserrat Conservation and Environmental Management Bill** (Toppin-Allahar 2008) which, amongst other things, establishes the institutional framework for environmental management; provides for the establishment of protected areas and the development of a national parks and protected areas plan; and establishes an Endowment Trust Fund “to provide stable, adequate, secure and sustainable funding to finance the management of the environment in Montserrat”.
- the **economic valuation of the Centre Hills** (van Beukering et al. 2008);
- a **communication strategy** to facilitate the integration of the findings of the economic valuation study into policy processes;
- the **baseline assessment of knowledge, attitudes, perceptions, and behaviours of Montserrat residents in relation to the natural environment and the Centre Hills**, also referred to as the socio-economic assessment (McCauley 2008);
- the **baseline biodiversity assessment of the Centre Hills**²; and
- enhanced capacity of the CHP staff to facilitate participatory processes.

In several cases, these documents contain a continuing commitment to participatory processes and to

consideration of people’s livelihoods. For example, the management plan:

- identifies as its first objective “To promote sustainable livelihoods of resource users in and around the Centre Hills” (MAHLE 2008); and
- includes an activity specifically to “develop a Public Participation Policy that will identify where public engagement should be formally worked into the environmental planning and management process. This would include mention of the legal obligations for fostering public participation in decision-making that are mandated in the Conservation and Environmental Management Act, Stakeholder membership on the Centre Hills Management Committee, as well as the proposed Conservation and Environmental Management Board and Environment Trust Fund Board of Trustees, will ensure that there is representation in decision-making from outside of government” (MAHLE 2008).

Similarly, the draft Conservation and Environmental Management Bill mandates the formation of the National Environment and Conservation Council and identifies the stakeholders who will sit on it, including

- the Permanent Secretary, MAHLE;
- representatives from of nine government agencies or departments at the level of Director or Chief Officer;
- a representative of Montserrat Utilities Limited;
- a representative of the Montserrat National Trust (MNT), nominated by the Trust;
- a representative of the Landowners Association, nominated by the Association; and
- two other persons appointed by the Governor in Council from civil society organizations or the private sector having relevant knowledge or experience; and

² Young, R.P. (ed.), 2008. *A Biodiversity Assessment of the Centre Hills, Montserrat*. Durrell Conservation Monographs No. 1. Jersey: Durrell Wildlife Conservation Trust. Available at http://www.kew.org/science/directory/projects/annex/Durrell_Cons_Monogra.pdf



The orchid Epidendrum montserratense is unique to Montserrat. Source CHP



Rondeletia buxifolia, a member of the coffee family, is unique to Montserrat. Source CHP

- an Executive Secretary appointed by the Governor after consultation with the Public Service Commission. (Toppin-Allahar 2008)

However, in this instance, there is no explicit mention of the resource users who derive their livelihoods from the Centre Hills, although some of them may be members of the Landowners Association.

The participatory processes also achieved the third objective of the participation strategy, **enhanced capacity of the CHP staff to facilitate participatory processes.**

Most interviewees specifically alluded to the effectiveness of the project manager and counterpart project manager in implementing the Participation Strategy, pointing to the scale and scope of the interventions as evidence of their high commitment to the process.

The project manager indicated that she had a theoretical understanding of participatory processes and a little experience gained in Antigua before the project started. However, both she and the local counterpart manager had learned a great deal on the job, through practical experience in the field, involvement in the design of the Participation Strategy and discussions with and observation of the CANARI facilitator. The project manager was also able to use the socio-economic research component in her thesis for her M.Sc. in Environmental Education.

Additionally, a member of the CHP project team and a member of the Forestry Department attended a CANARI workshop in participatory forest management in Dominica during the project. Both the Director of the DoE and the local counterpart project manager also attended a CANARI Training of Facilitators workshop in

Trinidad, which focused on facilitating participatory processes; one interviewee specifically noted that the local counterpart project manager applied these skills to good effect on his return (Colin Clubbe, pers. comm.).

The project manager also highlighted her increased understanding of the importance of building mutual trust and respect with other stakeholders, noting that she learned the hard way when she inadvertently lost the respect of a group of farmers while conducting a pilot survey because she called them ‘guinea pigs’, to which they took offence because they interpreted it to mean she thought they were stupid. After that, she took great care not only in her use of language but also in determining who would be the best people to conduct surveys, using local people wherever possible, which created “greater ease and comfort” (Carole McCauley, pers. comm.).

The project also generated or catalysed a number of other outputs which involved contributions from local stakeholders though not necessarily consultations on the scale of the legislative review and economic valuation:

- a teacher’s resource pack on the Centre Hills;
- a database of biodiversity data (through funding secured by Durrell Wildlife Conservation Trust [DWCT]);
- a land ownership map;
- boundaries and trails mapped;
- establishment of a repository of botanical (herbarium) samples, currently lodged at Royal Botanic Gardens Kew (RBGK) in the UK but with the intention that a duplicate set be repatriated to Montserrat eventually;
- establishment of a small herbarium at the Montserrat Botanic Garden;
- development of five species action plans; and

- the Guide to the Centre Hills, published by the MTB with contributions from many of the project partners

6.2. Outcomes

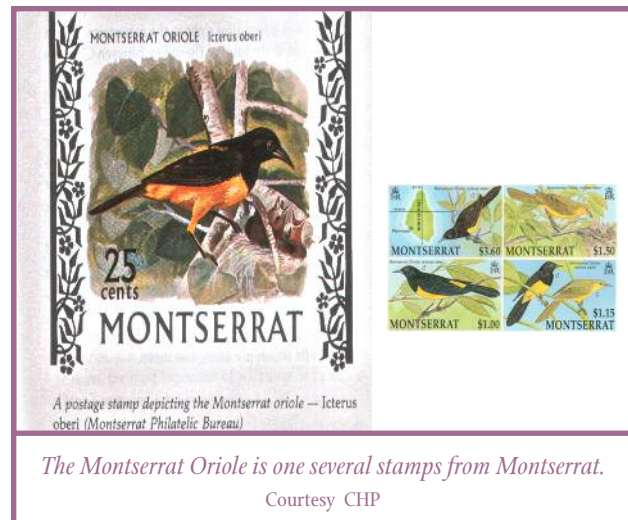
The participatory processes were also widely perceived to have contributed towards the following outcomes:

Increased public awareness of the value of the Centre Hills and the rationale for legislation to turn it into a national park.

The baseline socio-economic assessment found that 90% of those interviewed felt Montserrat needed a national park but that understanding of what that meant was very varied, ranging from those who felt it should be a place for sporting activities, such as cricket, to those who felt it should be a place where nature is preserved and human activity highly regulated (McCauley, 2008).

The interviewees and panellists from Montserrat all indicated that the CHP had increased public awareness of the Centre Hills and of the value of protected areas. This increased buy-in for the management plan and legislation so that by the end of the project, “the Centre Hills had become part of the national consciousness” (Mendes, pers. comm.). One panellist at the ARLG also commented that one of the more difficult stakeholders had moved from a position of hostility to the CHP initially to claiming “we all in this together” by the end (CANARI 2011). While nobody explicitly stated that people had gained an increased understanding of the value of a protected area or national park, this can be inferred from inputs at the workshops.

The economic valuation contributed significantly to increasing people’s understanding of environmental goods and services and the critical contribution that the Centre Hills make to human wellbeing. The tentative estimate of the total economic valuation (TEV) of the Centre Hills came in at around US\$1.4 million per year, with a minimum and maximum value of US\$0.9 million and US\$2 million per year. Because the Centre Hills are the only source of drinking water on Montserrat, 30% of the TEV of the Centre Hills relates to water services. The most important value, however, is the tourism value which represents 32% of the TEV. Species abundance (18%) and forest products for domestic consumption (15%) are also highly valued ecosystem services in Montserrat (van Beukering *et al* 2008). Through participation in workshops and review of the draft documents, stakeholders analysed what information from the



economic valuation meant for policy and practice in Montserrat.

Policy and decision makers more aware of the economic importance and potential of the Centre Hills

The final CHP report notes that “the economic valuation of the Centre Hills has increased understanding in a range of government departments and amongst decision makers about the value of the Centre Hills for Montserrat, not just in biological terms but also because it is an important product to attract tourists and currently the sole source of water on the island” (Sanders 2008). The report cites as indicators a radio interview with a development economist from the government development unit in which he explained the integral role of the Centre Hills in economic development and the allusion by the Minister of Agriculture, Lands, Housing and Environment (who subsequently became the Chief Minister) to the management plan at the Reunion international conference on biodiversity conservation in the UKOTs (Sanders 2008). Increased awareness was also evident among the participants (mainly technical staff) at the workshop to develop the communication plan for communicating the results of the economic valuation in a way that would influence policy and practice (Leotaud pers. comm.). The adoption of user fees in the proposed new legislation was also an outcome of the economic valuation and a clear indication that policy makers recognised the revenue-generating potential of the Centre Hills.



The Centre Hills is an important watershed providing all of the water for the people of Montserrat. Source Carrie Howard

Increased public involvement in decision making about the Centre Hills and biodiversity conservation.

The baseline socio-economic assessment found that “the vast majority of residents reported that they have a great or moderate degree of appreciation for the natural environment, and that everyone has a role to play in protecting it. Despite this, most persons did not regularly spend time in the Centre Hills and most report that they have never taken part in any environmental decision-making or planning activity” (McCaughey 2008).

By the end of the project, this had changed as several hundred people had played an active role in the management and legislative planning processes and recreational use of the Centre Hills by locals had increased. Also, people have become much more conscious of and vocal about environmental issues in general, feeling that they have a right to have a say, which they regularly do via radio call-in programmes. And this applies not just to environmental issues, but other areas of development and government policy (Gray, pers. comm.), indicating that the process gave people not only increased awareness of the value of the Centre Hills but generally a greater overall sense of empowerment.



Field trips like this one in September 2006 were conducted to explain the issues to stakeholders so that they could better participate in the planning process. Source CHP

Increased stakeholder capacity to participate in decision making about and management of the Centre Hills and biodiversity conservation

The two participatory assessments (biological and socio-economic) and the economic valuation process have enhanced local knowledge of the ecology and socio-economic use of the forest and provide the basis to guide management of the Centre Hills. The project also involved a wide range of people in training activities, both locally and overseas (25 persons receiving 67.4 weeks of training). This contributed significantly to effective implementation of the project and its longer term legacy of increased local capacity in the areas of decision making, GIS, Multilateral Environmental Agreements and strategic planning, environmental education, plant conservation, participatory forest management, project management, ecological monitoring, economic valuation and tour guiding (Sanders 2008).

Project team members who benefitted from the training subsequently became permanent members of staff in the DoE, “significantly bolstering its technical and professional capacity and ensuring that the institutional memory built during the project is not lost” (Sanders 2008), while other trainees have been employed on temporary assignments (Gray, pers. comm.). Interviewees particularly emphasised the increased local capacity to collect biological data, although some noted that the capacity to manage the database remained inadequate.

However, some concern was expressed that the MNT was not able to take full advantage of opportunities to build its capacity for and play a central role in the future

management of the Centre Hills, as had been envisaged in the original design of the project (and was the reason for situating the CHP Secretariat there).

Conflicts identified and negotiated

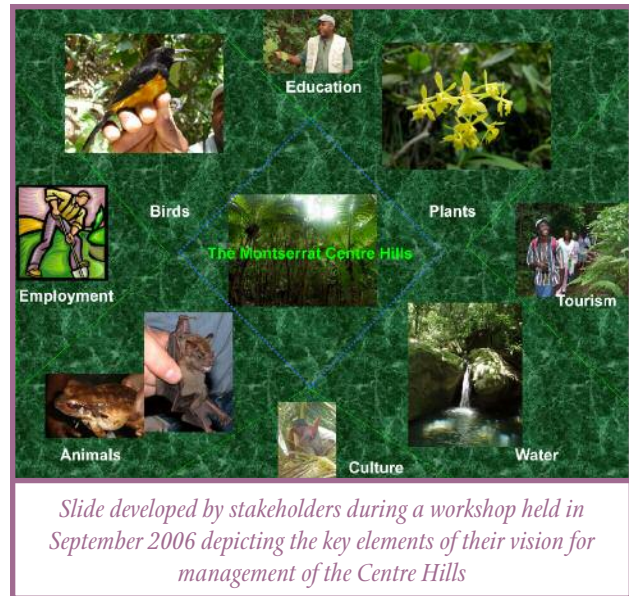
Both landowners and extractive resource users were initially apprehensive about the idea of a new legislative and management regime, fearing that it would take away their land, prevent them from developing it for housing or restrict traditional use, such as hunting mountain chicken, grazing livestock and hillside agriculture. However, panellists at the 2011 ARLG meeting stated that as a result of the efforts put into engagement of the landowners by the CHP, “there is little or no conflict between the private landowners and the government on the protection of the lands”. An indicator of this is that landowners now report any illegal activity to the DoE. One of the trade-offs that was negotiated is that in return for agreeing not to develop lands within the boundaries of the Centre Hills, landowners do not have to pay property taxes. It is also intended that landowners should receive a percentage of the user fees, once the legislation has been passed to establish a fee system.

Consensus built on the vision and key objectives for management of the Centre Hills

In spite of initial apprehension about the intentions and likely outcomes of the participatory planning process, particularly on the part of landowners and resource users, consensus was built fairly rapidly on a common vision for the Centre Hills and four key objectives of the management plan:



Terraced hillside agriculture along the boundaries of the Centre Hills National Park. Source CANARI



Slide developed by stakeholders during a workshop held in September 2006 depicting the key elements of their vision for management of the Centre Hills

1. to promote sustainable livelihoods of resource users in and around the Centre Hills;
2. to conserve biodiversity, habitats and ecosystem services of the Centre Hills;
3. to provide recreational and educational opportunities in the Centre Hills for the people of Montserrat and visitors; and
4. to enable effective legislative, institutional, and fiscal structures and systems to support sustainable management and stewardship of the Centre Hills.

Partnerships consolidated and new partnerships developed

One of the obvious strengths of the CHP was its ability to bring together a wide range of partner organisations, with complementary capacities and contributions. While many of these organisations and agencies had worked together before, in Montserrat and elsewhere, the participatory approach was deemed by interviewees to have enhanced these working relationships. It also engaged new stakeholders and brought in additional organisations, such as CANARI, whose involvement in Montserrat has extended beyond the project timeframe, including the development of a Participation Strategy and Research Protocol for the DoE.

The main external partners (RSPB, DWCT and RBGK) are all highly committed to the long-term objectives of the CHP and have since implemented projects which

³ http://www.kew.org/science-research-data/directory/projects/UKOT_MONbotgdn.htm

contribute to these, such as:

- OTEP-funded *Strengthening capacity for Species Action Planning in Montserrat*, implemented by RSPB, DWCT and RBGK;
- OTEP-funded *Enabling Montserrat to save the Critically Endangered mountain chicken*, implemented by DWCT;
- Darwin-funded *Reducing the impact of feral livestock in and around the Centre Hills* project implemented by RSPB; and
- OTEP-funded *Establishing Montserrat Botanic Garden* implemented by RBGK³;
- Darwin-funded *Mountain Chicken Recovery Programme* co-led by the Durrell Wildlife Conservation Trust and DoE⁴.

Nevertheless, the RBGK representative noted that at times when they are not involved in a specific project, it is difficult to work out how to continue playing an effective strategic role (Clubbe, pers. comm).

Increased use of the Centre Hills for recreation

The MTB and the Forestry Officers indicated that use of the trails in the Centre Hills, by both locals and visitors, had increased as a result of stakeholder involvement in the CHP and the publication of the guide to the trails. This was validated by an airport exit survey of 424 visitors conducted during the project, which found that all eight trails were being used whereas only two were in regular use before the project started.

Institutional arrangements for management of the Centre Hills and Montserrat's biodiversity conservation strategies developed and piloted

As noted above, the institutional arrangements for the management of the Centre Hills are clearly outlined in the proposed legislation and build on those established under the CHP, and particularly the advisory role of the CHMC. Several interviewees also saw the CHP as having served as a catalyst for the creation of the DoE and its role as the agency with the overall responsibility for management of the Centre Hills and implementation of commitments under Multilateral Environmental Agreements, and particularly the Convention on Biological Diversity.



Start of the Blackwood Allen Nature Trail, one of the many trails being used in the Centre Hills by locals and visitors. Source CHP

Partner organisations' understanding of and capacity to facilitate participatory processes enhanced

Interviewees from UK partner organisations indicated that the process had reinforced their understanding of the necessity and value of incorporating participatory processes into projects. It had also variously increased their appreciation of the value of facilitation as opposed to coordination; of developing a systematic participation strategy; and of distilling key messages for policy makers in a communications strategy. Some also noted that they would in future approach the order of implementation a bit differently, conducting the TEV and the legislative review before the management plan. Local agencies, such as the DoE, have applied the skills learned in this project to other policy processes, such as the consultations on energy.

Participation strategy and research protocol developed for the Department of the Environment

As a result of the CHP, the DoE engaged CANARI to assist it with the development of its Participation Strategy to provide a framework for engaging stakeholders in environmental management in Montserrat. This was again facilitated in a participatory manner, involving internal and external stakeholders in the Department's work.

⁴ <http://mchicken.zslblogs.org/>

7. Challenges and uncertainties

7.1. Length of time taken to enact the legislation

Although the final draft of the Conservation and Environmental Management Bill was drafted in October 2007, it has still not been enacted or the regulations finalised. This has had a spin-off effect on several critical aspects of implementing the Centre Hills management plan, such as securing financing (see 7.2 below) and the formal establishment of the National Environment and Conservation Council, the multi-stakeholder advisory body. Several interviewees also expressed concern that this had contributed to a loss of momentum in terms of stakeholder engagement and interest in the management of the Centre Hills, particularly as they are not yet seeing any financial benefits accruing from the proposed arrangements.

The delays arose in part because the original intention of the Darwin project was to focus only on biodiversity conservation legislation so that the Centre Hills could be designated a National Park. However, it rapidly became apparent that the review and strengthening of legislation needed to be more comprehensive and encompass wider environmental issues (Sanders, pers. comm.). The delay was attributed by most interviewees to limited financial resources and human capacity. However, while agreeing that limited legal drafting capacity on-island was a key factor, the Director of the Environment added that the delays were in part because the legislation needed to be upgraded to include environmental impact assessments. He also indicated that the consultants hired to develop the regulations had raised a lot of valuable points, which led to changes in the proposed legislation to avoid future problems, for example, with cumbersome enforcement procedures involving the courts (Gray, pers. comm.).

7.2. Financing the implementation of the management plan

The management plan estimated that it would cost a little over ECD 10.5 million (around USD 3.9 million) to implement all aspects of the management plan over three years (2008-2010). A detailed estimate of the funds needed to implement the first year of the plan indicated that GBP 829,326 would be needed (approximately USD 1.6 million⁵) or GBP 366,766 (USD 723,000³) excluding ‘non-essential’ costs, which were described as including “external contracts, ‘wish list’ items and the improvement of infrastructure for farmers” (Sanders 2008). The plan also notes that “currently, there are not enough dedicated funds in Montserrat or coming in from other sources to implement the plan [but] it is hoped that the shortfall illustrated in the analysis may provide rationale for relevant implementing agencies to petition for additional funds and to solicit grants” (Sanders 2008). However, no resource mobilisation plan was developed, perhaps in part because it was expected that the Endowment Fund and the user fees proposed under the new legislation would come into force earlier.

The financial estimates have enabled MAHLE, the DoE and MTB to factor priority activities in the Centre Hills into their annual recurrent budget estimates, but this is not sufficient to keep the plan on track. A combination of the delay in implementing the legislation and the fact that the main local agencies have secured very little grant funding over the past three years means that many aspects of the plan have not been implemented. Some interviewees questioned whether the root cause is a lack of capacity to write proposals, lack of time or that securing grants has not been prioritised.

The communication strategy for the economic valuation must also be seen as only partially successful since the original hope was that it would persuade policy makers (for example, Montserrat Utilities and Ministry of

⁵ At May 2008 rates (the date the management plan was finalised)

Finance) to put more resources into the conservation of the Centre Hills in recognition of the services it provides to the island, particularly in terms of water.

7.3. Limited number of people with the necessary technical skills on-island

Although financial resources are the main problem, members of the DoE also noted that, in spite of the capacity building under CHP, it would still be impossible to implement the Centre Hills management plan without sourcing external expertise. However, they noted that the Department had been quite successful in securing such people in the past, for example, on the feral livestock and mountain chicken projects (Gray, Mendes, pers. comms.). This problem is, of course, exacerbated in Montserrat by the high level of emigration after the volcanic eruption and it remains to be seen whether the current trend of people returning home will continue.

7.4. Buy-in of the largest landowners uncertain

Three estates account for 89% of the private land within the Centre Hills. Some interviewees expressed uncertainty as to the extent to which the participatory processes had influenced the thinking of the large private landowners, making it difficult to gauge the extent of their buy-in. Of the three largest landowners, one had taken a hands-off approach, indicating that he just wanted to be kept informed; the second had participated actively and constructively in the process but has since indicated that he felt that some important stakeholders (e.g. older persons with traditional knowledge) were not consulted; and the third participated initially but then dropped out so it is not clear where he stands (Gray, pers. comm.).

7.5. Capacity of the Montserrat National Trust to play an active role in decision-making about and management of protected areas

Some interviewees expressed surprise or concern that the MNT, whose mandate includes conservation of the natural environment, had not played a more active and strategic role in the management planning process, in spite of the CHP Secretariat being housed there. This was variously perceived as a lack of interest, uncertainty about the respective roles of the newly-established DoE and MNT, or lack of capacity in this area. Some had anticipated that the MNT would become the management authority for the Centre Hills (particularly as the DoE was not established at the start of the project), following the model of civil society management that prevails in several of the other Caribbean UKOTs. MNT's failure to engage fully in the process and secure a key role in the management was seen as a lost opportunity to generate revenue from user fees and increase the organisation's financial sustainability.

7.6. Areas the management plan doesn't address

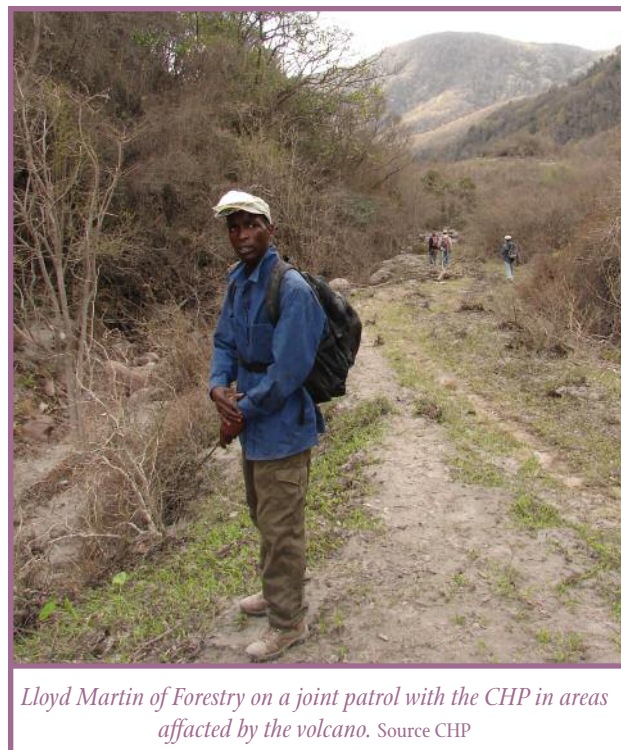
The DWCT representative expressed concern that some key biodiversity features were located outside the boundaries of the Centre Hills but redefining the boundaries "didn't seem to be a conversation we could have", probably for pragmatic reasons. He also noted that the issue of introduced species had not really been addressed, even though they are a 'massive' problem and the key driver of biodiversity loss (Young, pers. comm.) However, this was subsequently addressed in part by the Darwin-funded project to address the issue of feral livestock, implemented by RSPB.

8. What can we learn from the Centre Hills participatory planning process?

Implementing participatory processes effectively takes time, resources and commitment but results in more sustained stakeholder engagement. The list of meetings and workshop in Appendix 5 is testimony to the extent to which the project team went to secure the inputs of all stakeholders and to keep them informed throughout CHP implementation. While this was facilitated in part by securing funding for both a project manager and a local counterpart project manager, it also reflects the individuals' high commitment to the process and their willingness to consider others' preferences in terms of venues and timing, even if this meant working long hours. But the legacy is also much greater than from shorter or less systematic processes of stakeholder engagement, as evidenced, for example, by the number of people now calling into radio programmes about environmental issues and the landowners reporting illegal activity within the Centre Hills.

Establishing mutual trust and respect between stakeholders is essential and was facilitated in this instance by the fact that many of the partner agencies had worked in Montserrat before, often in close collaboration with each other and with local agencies and individuals. The Forestry Department also had established relationships with many of the farmers and landowners. However, trust can easily be lost, for example as a result of inadvertent cultural misunderstandings, as in the case where the farmers were offended at being called 'guinea pigs' by the 'foreign' project manager because they interpreted this to mean 'stupid'.

Developing a written participation strategy, including jointly negotiated values and objectives can contribute both to the process of establishing trust and transparency and to building the capacity of the team charged with implementing it. Both partner agencies and members of the project team pointed to the value of having a systematic participation strategy, which served as a guide for project implementation and could be shared with others.



Lloyd Martin of Forestry on a joint patrol with the CHP in areas affected by the volcano. Source CHP

A participatory economic valuation exercise, combined with a communication strategy targeting policy makers, is an effective tool for raising stakeholder awareness and securing political buy-in. Although the socio-economic survey indicated that Montserratians valued the Centre Hills and were aware that it was an important source of water, few seem to have recognised its full importance or potential to support livelihoods, particularly through eco-tourism. The TEV brought this to light in a language every one could understand – money. Or as the Director, DoE expressed it, “it proved what we have been saying and provided figures to back it up” (Gray, pers.comm). One outcome has been a greater focus on tourism development and the incorporation and prioritisation in the management plan of capacity building for sustainable livelihood activities such as training and demonstration workshops for livestock and crop farmers.



Prince Charles visited Montserrat and learnt about the Centre Hills work. Source CHP



Calvin "Blacka" Fenton conducted field research using Geographic Information Systems. Source Carrie Howard

An experienced, neutral facilitator can add value to the process, particularly where there are conflicts between stakeholders. Particularly in a small society like Montserrat, people are likely to attribute certain biases or interests to a local facilitator, however skilled. Conversely, a neutral facilitator can ensure that the conflicts are identified and negotiated, which is an essential part of any participatory planning process, without being perceived to benefit from the outcomes. A skilled facilitator can also help to build the capacity of the project team and project partners, as was the case with the CHP.

Effective inter-departmental collaboration and the backing of the political directorate contribute to the effectiveness and visibility of the participatory process and to its lasting legacy. The willingness of the various departments with a stake in the Centre Hills to work together and negotiate their respective roles was unusually high, and it is interesting to note that the Director of the DoE attributes this in part to relationships established during their school years. The Minister of Environment acted as a champion of the Centre Hills and the participatory process throughout the project (subsequently becoming the Chief Minister in September 2009 and the island's first Premier in September 2011). While it is rare to find such an enabling environment, the ***strategy of identifying a powerful champion and departments that have a history of working closely together*** could be applied more widely.

Establishing implementing partnerships and networking can contribute to securing both

additional funding and a broader range of technical expertise. This is particularly important as the participatory process may unearth new needs that were not identified in the original project design, necessitating new funding and additional skills. The success of the Centre Hills project owes much to the partnership approach, which enabled the CHP to build on earlier work and relationships. It also stimulated new and long-lasting partnerships, such as that which developed between CANARI and the Department of the Environment. ***Formally clarifying key partners' roles and responsibilities in a memorandum of collaboration***, as was done under the CHP, can also prevent misunderstandings and avoid unnecessary conflict.

Participatory biological surveys facilitate the integration of traditional and scientific knowledge. Both the DWCT and RBGK interviewees identified the importance of and value derived from working with local knowledgeable and interested individuals on the biological survey, which resulted in a vast increase over the number of species previously identified. Conversely, they had been able to build local knowledge, for example, by identifying *Rondeletia buxifolia* as a species endemic to Montserrat so that it has now become a national emblem and is grown in a demonstration plot in the Botanic Gardens at the MNT (Clubbe, pers. comm.)⁶.

The media can play a vital role in implementing a participation strategy. Radio, and to a lesser extent newspapers, are very effective ways of reaching a wide

⁶ See also Clubbe, C., Hamilton, M., and Corcoran, M. (2009). *Rondeletia buxifolia*, Rubiaceae. Plant in Peril 32. Curtis's Botanical Magazine 26(1&2): 131-141.

audience in the Caribbean. Montserrat is fortunate to have journalists that demonstrated a high level of interest in and commitment to reporting on the Centre Hills participatory planning process. They covered a wide range of meetings, conducted numerous interviews with different members of the project team and visiting specialists, and hosted panel discussions and call-in programmes on related issues. A total of 28 articles appeared in the press and Centre Hills was featured in 34 radio programmes (Sanders 2008). Radio, in particular, can foster wider and more equitable participation, with people feeling more at ease making their points on radio rather than at public meetings...even though the population in Montserrat is so small that you can usually identify the caller (Gray, pers. comm.).

There is a fine line between effective and excessive consultation and it is important to use the stakeholder identification and analysis to avoid ‘consultation burn-out’ through inviting people to meetings which they have little interest in or capacity to contribute to. In the case of the CHP, the consultations on the detail of the legislation not only started to turn people off the process but risked breaking down some of the mutual trust and respect because the meetings were interpreted as government avoiding its decision-making responsibilities. One interviewee also noted that when there is consultation fatigue or meetings are too lengthy, it tends to skew the process with technical people remaining while others drift away (Clubbe, pers. comm.).



The RSPB project manager Carole McCauley (left) and the local counterpart project manager Stephen Mendes (right) conducting research on the impact of the volcanic ash. Source CHP

Planning for the transfer of skills from external to national stakeholders is a critical element of ensuring the sustainability of the outcomes. While it was considered necessary to hire an external project manager initially, due to the shortage of relevant expertise on-island, the CHP made provision for the appointment of a local counterpart project manager, whose capacity was systematically built over the first two years to facilitate him taking over the role in the third year and eventually to joining the DoE as a member of staff after the project ended.

9. In conclusion



Sunset from the Centre Hills. Source CHP

The case study of the CHP reinforces and refines many of the findings of earlier case studies and technical reports produced under the Darwin and MacArthur projects (including CANARI 2009b). It validates the contention that ***the promotion of equitable and participation and effective collaboration in managing the natural resources critical to development remains highly relevant to the sustainable development of the Caribbean*** and demonstrates the necessity and value of ***adequate and appropriate support from external agencies, including donors, over a long period*** in achieving this. It provides an excellent example of ***funding agencies and other external partners making strategic investments aimed at building local***

institutions at community and national level. The project also evolved from one designed primarily by the international and local technical partners to one that was ***driven by needs and priorities on the ground***, notably those related to livelihoods.

The case study also highlights many practical tools and models that could be adapted to similar processes in other islands, such as the ***partner memorandum of collaboration***; the ***clear terms of reference for the advisory committee***; the ***participation strategies*** (both for the project and the DoE); ***the participatory development of new legislation***; ***the participatory economic valuation and the communication strategy highlighting key policy messages.***

As with other case studies in this series (Buglass 2011, Cooper 2011), the Montserrat experience also highlights ***the value of effective partnerships and networking in achieving collective goals.***

This case study documents how participatory processes contribute to achieving conservation results while addressing concerns and needs of people. More of this type of analysis and documentation is needed to enable sharing of lessons learned and wider application across the Caribbean islands. CANARI will continue to promote and build capacity for facilitation of participatory approaches to natural resource management, to provide independent neutral facilitation where needed, and to document and communicate findings and lessons through facilitating regional and national dialogue, peer exchange and action learning of the kind featured under CANARI's Darwin and MacArthur-funded projects.

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Appendix 1: Centre Hills Case Study: Focus Group/Individual Interview Guide

Q1. Role Played

What role did you/your organisation play in the process of developing and/or implementing the Centre Hills Management Plan?

Q2. Analysis of the participatory planning process

What elements/aspects of the participatory planning process did you think worked well?

What would you do differently if you were implementing a similar participatory planning process in future?

Was your organisation's thinking about or practice of participatory planning influenced in any way by what you observed in the Centre Hills planning process? If so, how?

Q3. Analysis of the participatory planning outcomes

What have been the main short and medium-term outcomes of the Centre Hills planning process in terms of changes to people's or organisations' or institutions' perceptions, capacities, behaviours/actions?

Q4. Analysis of the implementation phase

Has the Plan been implemented to the extent and within the timeframe you anticipated?

If so, what have been the enabling factors? If not, what have been the challenges?

Specifically, has the participatory planning process helped or hindered the implementation?

Q5. Wider lessons

What lessons have been learned from the development of the Centre Hills Management Plan that it would be useful to share with others (e.g. decision-makers and planners in the UKOTs and other Caribbean islands, protected areas managers, NGOs involved in biodiversity conservation nationally and internationally, facilitators of participatory processes, donor agencies)?

Q5. Other comments

Do you have any other comments on the Centre Hills planning process that you think are relevant to the case study?

Appendix 2: Centre Hills Participation Strategy

Developed by the Caribbean Nature Resources Institute (CANARI), October 2006.

1. Background

The Centre Hills Project (CHP) aims to enable the people of Montserrat to effectively manage the Centre Hills. The major components of this project are:

- An assessment of socioeconomic values of land use within the Centre Hills
- A review and revision of natural resource management legislation
- An outreach programme targeting diverse audiences
- An assessment of biological resources
- Ecological research into relevant aspects of how the forest functions
- Use of Geographic Information Systems (GIS) to illustrate features and characteristics of the Centre Hills to assist planning

As part of the *review and revision of natural resource management legislation*, the project includes a process to facilitate stakeholder participation in developing a consensus on the vision, objectives, principles, strategies and institutional arrangements that should guide the use, management and conservation of natural resources of the Centre Hills in Montserrat.

The primary focus of this process is:

- to elicit equitable and effective stakeholder participation into the vision, objectives, principles, strategies and institutional arrangements to guide the management and conservation of biodiversity resources in Montserrat;
- to elicit equitable and effective stakeholder participation into the drafting of natural resource management legislation for Montserrat;
- to build the capacity of the CHP staff to facilitate participatory processes.

The primary outputs of the process are:

1. Policy guidance on the vision, objectives, principles, strategies and institutional arrangements for inclusion in the natural resource management legislation;
2. Public comment on draft natural resource management legislation.

Other outputs will include:

- identified areas of existing and potential conflict in land and biodiversity use
- negotiated agreements on key issues
- an agenda for further policy research on any outstanding or emerging issues
- a greater awareness of natural resource conservation issues and objectives among all sectors of society
- improved communication and collaboration among stakeholders
- recommendations on institutional arrangements for management of natural resources

The CHP has contracted the Caribbean Natural Resources Institute (CANARI) as Consultation Specialist to facilitate the participatory process, with assistance to be provided by the CHP staff.

A stakeholder analysis and visioning workshop was held in July 2006 to:

1. Develop a partnership of key institutions to lead the process of planning for the participatory management of Centre Hills.
2. Begin a process of developing a shared vision for management of the Centre Hills through participatory analysis of who are the stakeholders in the Centre Hills, what are their interests and needs, and how will they be impacted by a change in management.

A further planning workshop was held in September 2006, which aimed to develop a shared vision and framework for management of the Centre Hills and the broad strategies and institutional arrangements needed to achieve this vision.

This Participation Strategy outlines:

1. The overall goal and scope of the participatory process
2. Principles of the participatory process
3. Critical issues
4. The key stakeholders being targeted
5. Capacity assessment needs

Table 1: Definition of interactive participation and self mobilisation⁷

Interactive participation	People participate in joint analysis, development of action plans and formation or strengthening of local institutions. Participation is seen as a right, not just the means to achieve project goals. The process involves interdisciplinary methodologies that seek multiple perspectives and make use of systemic and structured learning processes. As groups take control over local decisions and determine how available resources are used, so they have a stake in maintaining structures and practices.
Self-mobilisation	People participate by taking initiatives independently of external institutions to change systems. They develop contacts with external institutions for resources and technical advice they need, but retain control over how resources are used. Self-mobilisation can spread if governments and NGOs provide an enabling framework of support. Such self-initiated mobilisation may or may not challenge existing distributions of wealth and power.

6. Key elements of the Participation Strategy
7. Implementation of the Participation Strategy (including a draft workplan of main activities for CANARI as Consultation Specialist)

2. Overall goal and scope

As determined by stakeholders at the July workshop, the participatory process for the *CHP review and revision of natural resource management legislation* aims to facilitate and build capacity for interactive participation and self-mobilisation in developing a consensus on the vision, objectives, principles, strategies and institutional arrangements that should guide the use, management and conservation of natural resources of the Centre Hills in Montserrat.

Interactive participation and self-mobilisation are defined in table 1.

Analysis of the potential, capacity needs, and institutional arrangement needs for participatory management of the Centre Hills is an integral part of the review and revision of natural resource management legislation. Therefore the scope of this consultancy, including the Participation Strategy, is interpreted to include addressing, to the limited extent possible, stakeholder participation both in **planning** for (through the CHP process) and in future **management** of the Centre Hills which would take place upon implementation of revised policy, legislation and management plans.

3. Principles of the participatory process

The participatory process aims to facilitate stakeholder participation in the planning and management of the Centre Hills. There are several fundamental principles which guide how the process should be facilitated. These include:

- Equity in decision-making
- Respect among all stakeholders for rights, responsibilities and interests of all stakeholders – this will include respect for differences of interests and willingness to negotiate to achieve consensus
- Trust among all stakeholders – this is important to facilitate the free and open exchange of information and ideas
- Local ownership of the process – Montserratians must drive the process for planning and management of their resources, while recognising the interests of overseas stakeholders
- Building capacity of stakeholders – a commitment to building the capacity of all stakeholders to participate in the planning process is essential – this may mean special attention to building the capacity for the participation of disadvantaged or marginalized groups
- Sustainability of impact – sustainability will be achieved only through building stakeholder capacities and facilitating stakeholder ownership

⁷ From Bass, S., Dalal-Clayton, B. and Pretty, J. (1995) *Participation in Strategies for Sustainable Development*. International Institute for Environment and Development. Environmental Planning Issues No. 7

4. Critical issues

1. *Transference of the CHP process to local stakeholders is extremely important to increase empowerment and long-term sustainability*

- There was a significant perception of local stakeholders shared in the July and September workshops that there was weak local ownership and control of the CHP process and weak mechanisms for equitable input of local stakeholders in decision making about the project. The September workshop did much to bridge this gap but it remains critical that a balance be maintained between the input of few powerful stakeholders (including overseas partners) and other stakeholders in terms of participation in decision-making. Related to this, it is not certain to what degree local stakeholders participated in conceptualising the needs and the CHP approach and focus. Effort should continue to be placed on seeking validation from local stakeholders of the CHP process and activities.

2. *Balancing the short term demand for outputs (arising out of the project focus) and the critical need to focus on process, capacity building, ownership, and long-term sustainability*

- In part the CHP process is driven by a project timeline and set deliverables that have been pre-determined as part of the Darwin Centre Hills Project. There is a risk that this project focus will not adequately recognise and allow for the slow pace and intensive resource-demands of a participatory process nor is sufficiently flexible to adapt to changing stakeholder needs and interests.
- Development and dissemination of information on externally-driven or externally-derived management vision, objectives and activities will de-rail efforts to facilitate meaningful and equitable participation of stakeholders in the vision and policy framework for management of the Centre Hills. It is recommended that consideration be given to ensuring that project activities and deliverables within other areas of the CHP are sensitive to these issues.

3. *Limited human resource capacity in Montserrat for participatory natural resource and protected area planning and management*

- Stakeholders have repeatedly drawn attention to the very limited human resource capacity in Montserrat. The CHP calls for considerable stakeholder participation for a meaningful process but there are two main challenges to this. Firstly, some

stakeholders require capacity building in technical skills for protected area planning and management. Secondly, some stakeholders require capacity building to be involved in participatory processes. This Participation Strategy therefore must address capacity building as well as ensuring that the CHP process is relevant to existing demands on and responsibilities of key stakeholders.

- Weak capacity in government agencies results in a limited ability to facilitate participatory natural resource management, which causes frustration by civil society, who feel that they are not always equitably included in decision-making processes. Civil society also has an important, and partially related, frustration that government agencies are not always fully meeting their responsibilities and obligations.
- Civil society often has relatively high commitment to and skills in participatory processes, but may need specific assistance with building technical skills and knowledge in natural resource management.

5. Key stakeholders targeted

This Participation Strategy is aimed exclusively at local stakeholders as overseas partners are able to effectively participate in the process through their critical role on the CHP Steering Committee and by their inherent high levels of capacity. Through the July workshop and further sectoral stakeholder consultations and meetings, a comprehensive stakeholder analysis was developed. Key local stakeholders were selected from this analysis and these will be the primary target groups addressed in this Participation Strategy. The target groups can be broken down into the following categories as shown in Table 2. Other stakeholders should be addressed opportunistically and through outreach to the general public.

6. Capacity assessment needs

The analysis of capacity needs of stakeholders for their participation is a critical step in development and implementation of a Participation Strategy. CANARI has developed a framework of the capacity needs of stakeholders for participation in natural resource management and this is shown in Table 3.

From the interactions with stakeholders in the July and September workshops and review of some of the key documents prepared for the project, a preliminary analysis suggests the following key needs for effective stakeholder

Table 2: Target group categories and key stakeholders

Category	Key stakeholders
Governmental natural resource management agencies	Ministry of Agriculture, Land, Housing and Environment (MALHE) – Departments of Forestry, Agriculture, Physical Planning Unit Ministry of Health – Department of Environmental Health
Governmental agencies benefiting from the Centre Hills	Montserrat Water Authority Montserrat Tourist Board (MTB) Department of Education Disaster Management Coordination Agency
Governmental and other agencies with key roles	Attorney General & Legal Department FCO and Governor’s Office Development Unit Potential funding agencies – DFID, OTEP, GEF/SGP, etc.
NGOs and CBOs with key interest in the Centre Hills	Montserrat National Trust (MNT) Community Groups - Cudjoehead, WSG10, St. Peter’s, St. John’s, Spanish group, etc. Youth Council Christian Council
Academia / education	Montserrat Community College & UWI School of Continuing Studies Primary and secondary schools Montserrat Union of Teachers
Resource users	<p>Consumptive use: Hunters Farmers Association and any other farmers Livestock Association and any other livestock tenders Montserrat Arts and Crafts Association, any other craft producers or collectors of craft materials Agri-processors Vendors of local produce Harvesters of “abandoned” crops, medicinal plant collectors and users Horticultural collectors Charcoal producers, fish-pot builders, furniture makers, other wood product users</p> <p>Non-consumptive use: Tourists, hikers, bird watchers</p>
Private sector	Trail, taxi, tour guides, Taxi & Tours Association Hotel, guest house and villa owners Hospitality Association Utility companies Chamber of Commerce Water bottling company
Media	Radio Montserrat, Montserrat Reporter, CTV, Government Information Service
Individuals	Private landowners Property Owners Association General public

Table 3: Capacity building needs of stakeholders for participation in natural resource management⁸

Stakeholder	World View	Culture	Structure	Adaptive Strategies	Skills	Material Resources	Linkages
Non state partners and resource users	Need for a general culture of participation at a national level	Need for respect between stakeholders	Need to acknowledge power relations within community structures Need to develop CBO structures	Need for processes that facilitate necessary organisational changes	Need for access to technical knowledge about resources	Need for communities to have influence over decisions related to resources access to technical knowledge	Need for linkages outside immediate community
Resource management agencies (usually public sector)	Need to make paradigm shift towards participatory management	Need to have benefits of participatory approaches demonstrated		Need for emphasis on processes as well as products in projects		Need for longer funding cycles that allow processes to develop	Need to be able to work more effectively across departments and disciplines
Applicable to all resource management partners	Need for clear and explicit vision including conservation and livelihood issues Need for facilitated processes that bring stakeholders together for purposes of planning and review	Need for positive experiences of participatory approaches Need for participatory management to be presented in a non threatening way			Need for specialist training, models, examples and case studies to transfer skills Need for organisational skills		

participation in planning and management of the Centre Hills:

1. Demonstrating the value of the Centre Hills
2. Demonstrating the relevance of participation in a planning process for the Centre Hills
3. Building a culture of participation at a national level and within key government agencies
4. Facilitated processes that bring government and civil society stakeholders, including stakeholders who are often marginalized and excluded, together for purposes of planning and review
5. Externally facilitated negotiation among stakeholders to manage existing conflicts, especially with regard to private land and resource extraction
6. Development of formal mechanisms and structures to facilitate stakeholder participation in natural resource decision-making
7. Sharing of models, examples and case studies of participatory protected area management demonstrating the value of participatory approaches (for examples see www.canari.org)

⁸ Krishnarayan, V., T. Geoghegan & Y. Renard (2002). Assessing capacity for participatory natural resource management. CANARI Guidelines Series 3. Caribbean Natural Resources Institute.

8. Building the capacity of NGOs and CBOs to engage in participatory processes
9. Building the technical skills of some stakeholders to participate in protected area planning and management
10. Building the skills of individuals in key government agencies, change agents in civil society and the CHP staff and partners to facilitate participatory processes

Validation of these capacity needs should be conducted early on in implementation of the participation strategy. A capacity analysis should be done for all key stakeholders to identify areas of strength as well as areas requiring capacity building. A suggested matrix of probing questions for this analysis under key capacity areas identified in the CANARI framework is outlined in Table 4.

Table 4: Suggested capacity analysis matrix

Capacity area	Potential probing questions
World view / culture	<p>Do the stakeholders have (demonstrate) a commitment to participatory processes?</p> <p>Are the stakeholders aware of the benefits of participatory processes?</p> <p>Do the stakeholders believe in the benefits of participatory processes?</p> <p>Is there a culture of participation in decision making?</p> <p>Do the stakeholders demonstrate respect for and trust in other stakeholders' rights, interests and responsibilities?</p>
Structure	<p>Are there structures and mechanisms that facilitate multi-sectoral and multi-stakeholder (including government, civil society and private sector) communication and collaboration for decision making?</p> <p>Do the stakeholder organisations have structures (mechanisms) that facilitate communication and collaboration with other stakeholders for decision making within the organisations?</p> <p>Do the stakeholder organisations have structures and mechanisms that facilitate their communication and collaboration with other stakeholders?</p> <p>Do the stakeholder organisations have sufficient capacity for effectiveness and sustainability?</p>
Adaptive strategies	<p>Are the stakeholders flexible in structure and process to adapt to changing needs and interests shared by other stakeholders?</p> <p>Are the national institutional structures and mechanisms flexible and adaptive to allow for evolving regimes of participatory management?</p>
Skills and knowledge	<p>Are the stakeholders aware of the status of the natural resources of the Centre Hills?</p> <p>Are the stakeholders aware of what is needed to sustainably manage the natural resources of the Centre Hills?</p> <p>Are the stakeholders aware of participatory models in natural resource and protected area management?</p> <p>Do the stakeholders have technical skills in natural resource and protected area planning and management?</p> <p>Do the stakeholders have skills in facilitation of participatory processes (e.g. stakeholder mobilisation, communication, negotiation, conflict management)?</p>
Material resources	<p>Is there sufficient funding and other materials resources to support participatory processes?</p>
Linkages	<p>Do the stakeholders have functioning relationships with each other, including across sectors and among civil society, government and the private sector?</p>

7. Key elements of the Participation Strategy

In light of the limitations on resources and mandate of the CHP and the critical issues and capacity needs highlighted above, it is recommended that the CHP adopt a strategic approach to:

- Facilitating stakeholder participation in planning for the Centre Hills
- Analysing the capacity needs for stakeholder participation in management of the Centre Hills
- Disseminating information on the capacity needs and, to the extent possible, seeking support from other partners for capacity building

The CHP should achieve this through focusing on the following critical areas:

a) *Creating structures and mechanisms for equitable, broader and effective participation in decision making in the planning process in the CHP*

- Establishment of a Centre Hills Management Committee (CHMC) comprised of local (from Montserrat) stakeholders. This Committee should function to guide the planning process and should involve stakeholders from government, civil society and private sector. The Permanent Secretary of the MALHE has agreed to Chair the CHMC. The CHP staff should perform Secretariat functions until the project ends in 2008, at which time a new Secretariat would be designated. A planning meeting should be held (proposed for November 2006) to identify stakeholders to serve on the Committee, Terms of Reference clarifying the roles and responsibilities of the entire Committee and individual members, mechanisms for operation of the CHMC (including meetings, decision-making processes, etc.), and to begin the development of a workplan for the Committee.
- Expert Teams can be developed as needed by the CHMC, with additional members co-opted, to address specific needs of the CHP for stakeholder input, including for:
 - Development of the Centre Hills Management Plan
 - Coordination of the specific programmes as defined under the draft Management Plan (e.g. scientific research & monitoring, extractive use, tourism and recreation, education, etc.)

- Facilitating outreach, stakeholder participation and stakeholder capacity building
- Developing partnerships to support participatory planning and management

The use of these Expert Teams will create specific avenues for meaningful stakeholder participation in planning and management, build local capacity, take advantage of local expertise, build local ownership, and spread the responsibilities of the Management Committee.

- The existing Centre Hills Steering Committee (CHSC) should continue to play a strategic and advisory role at the policy level. The CHSC was recognised to have limited representation from many key stakeholder groups and thus consideration should be given to broadening membership through the inclusion of some or all of the members of the Management Committee. Terms of Reference clarifying the roles and responsibilities of the CHSC and individual members should be developed in consultation with all members.
- Promotion of inter-agency and inter-sectoral communication and coordination between government agencies with responsibilities, interests and rights in management of the Centre Hills should be done through participation on the CHMC as well as facilitation of separate initiatives at the policy and technical levels.

b) *Assessment / validation of key capacity needs for stakeholder participation and seeking additional capacity building support*

- The CHMC should lead a process to use the CANARI framework to assess local capacity needs for participating in natural resource planning and management (Table 3 above). This will result in a comprehensive assessment of local capacity priorities, which can then be used as a foundation to inform the Centre Hills Management Plan as well as the development of additional capacity building proposals and sharing of information on key needs with local and overseas partners.

c) *Building the capacity of individuals in key government agencies, change agents in civil society and the CHP staff and partners in facilitation of participatory processes*

- Given limited resources and time, the approach should focus on building the capacity of local experts to serve as facilitators of the participatory process. Using local stakeholders as far as possible will increase validity of the process, increase local ownership, make most effective

tive use of local expertise and contacts, and increase the likelihood of buy-in, implementation and long-term sustainability. This should be done through the development of a Facilitator Team (as a sub-committee of the CHMC) that is given specific roles in the process and that is given the capacity to implement these roles (through providing information and training if needed and the provision of materials and logistical and other support from CHP staff and the CHMC).

- Several government agencies are playing an extremely critical role in management of the Centre Hills and already have a clear legal mandate. An investment in capacity building for key individuals within government agencies and civil society will enhance their capacity to facilitate development of a culture of participation in their agencies and directly facilitate participatory processes themselves. Given the limited human resource capacity in Montserrat, this investment in human resources could also be significant when new structures are created (e.g. the proposed Department of Environment and any agency created with responsibility for management of the Centre Hills as a protected area).
- Recognising the concerns expressed by local stakeholders regarding a dominance of externally-driven decision-making, it is essential that the key issues and sensitivities of facilitating participatory processes be communicated to overseas partners. Coordination of additional activities under the CHP (e.g. research, development of a Management Plan) should be facilitated to ensure that participatory processes underway are not derailed and an appropriate balance and is maintained between the rights and power of local and overseas stakeholders to ensure mutual respect and trust.

d) *Dissemination of information and facilitation of participation*

- Given existing and potential conflict with private landowners, some of whom feel that they have been marginalized from decision-making processes, external facilitation is needed to begin the process of negotiation and conflict management.
- **Local** facilitators should be used to outreach to key target groups in appropriate fora so that the methods and media used for sharing of information and solicitation of input need to be tailored to different target groups. This should be developed, coordinated and conducted by the Management Team and the relevant

Expert Teams (including the Facilitator Team) with support from CHP staff. This could include:

- Presentations to NGOs, CBOs, resource-user associations, service clubs, etc. at meetings of these organisations
- Meetings in communities
- Technical and training workshops for technical staff of government and civil society
- Individual meetings with marginalized stakeholders (e.g. landowners, resource users)
- Continued talk shows on the radio to reach the general public, including stakeholders who are not willing or able to participate in public fora
- Continued and increased use of the local newspaper and radio
- Policy briefs for policy makers and senior technical staff in government and other agencies
- Technical reports for technical staff in government, other agencies, and civil society
- Use of the Internet for some audiences (e.g. use of the CHP website and a Listserve)
- Simple posters and fact sheets for specific target groups – these could be developed by students at the Community College and UWI School of Continuing Studies

8. Implementation of the Participation Strategy

Given the limited resources and mandate of the CHP and CANARI as consultant in the *legislative review and revision*, implementation of the Participation Strategy should be at several levels:

Short term (within the timeframe of the CHP):

- Activities and processes to be supported directly by the CHP legislative review and revision;
- Activities and processes to be undertaken by the outreach and research programmes and other initiatives within the CHP;
- Inclusion of capacity building needs for stakeholder participation in planning and management in the development of the Centre Hills Management Plan being undertaken by the CHP;

Short to medium term (within the timeframe of the CHP and beyond):

- Although there is no specific funding for comprehensive stakeholder capacity building in participatory natural resource and protected area management, in the short term the CHP should provide some degree of capacity building through partnerships, mentoring and engagement of stakeholders in project activities;
- Development of proposals and applications and networking with local and overseas partners to seek additional support for capacity building for stakeholder participation in planning and management by the CHP;
- Communication and collaboration with development partners (in Montserrat and overseas) to share information on key capacity needs for participation and to advocate for the development and implementation of

complementary activities and programmes to build capacity for participation in planning and management of the Centre Hills in the medium and long term.

The implementation of this Participation Strategy should be via:

- Activities directly facilitated by CANARI as Consultation Specialist to the CHP
- Activities facilitated by the Management Committee, Facilitator Team, other Expert Groups and the CHP staff

A draft workplan of activities to be facilitated by CANARI is in Table 5 below and will be finalised in consultation with CHP staff. This is anticipated to include facilitating the development of workplans for the Management Committee, Facilitator Team, Expert Groups and the CHP staff to implement the Participation Strategy.

Table 5: Draft workplan of key activities to be facilitated by CANARI

	Action	Reference*	Timeframe
1	Facilitate meetings with landowners	7d)	Nov 06 visit
2	Facilitate first planning meeting of the CHMC to develop Terms of Reference, propose membership, appoint Expert Teams and begin development of a workplan for the Committee	7a)	Nov 06 visit
3	Conduct orientation and training session for Facilitator Team and CHP staff, to include stakeholder capacity assessment and development of workplan for Facilitator Team and CHP staff	7b) 7c) 7d)	Nov 06 visit
4	Facilitate presentation of final draft legislation and institutional framework to key stakeholders (in collaboration with Legal Consultant)		March 07 visit

**This refers to the discussion section in this Participation Strategy.*

Appendix 3: MEMORANDUM OF COLLABORATION

CONSERVATION OF THE MONTSERRAT CENTRE HILLS

1. Parties
 - 1.1 This Memorandum of Collaboration (hereafter referred to as “MoC”) is agreed between the Department of Agriculture Montserrat (“DOA”), the Montserrat National Trust (“MNT”), the Montserrat Tourist Board (“MTB”), the Durrell Wildlife Conservation Trust (“DWCT”), the Board of Trustees of the Royal Botanic Gardens Kew (“Kew”) and the Royal Society for the Protection of Birds (“RSPB”) (hereafter collectively referred to as the “Parties”).
2. Need & Obligations
 - 2.1 *Recognising* the sovereign rights of States over their own biological resources and the letter and the spirit of the 1973 Convention on International Trade in Endangered Species of Wild Fauna and Flora (“CITES”), the 1992 Convention on Biological Diversity (“CBD”), the 2002 Global Strategy for Plant Conservation and relevant national laws and regulations concerning biodiversity;
 - 2.2 *Appreciating* that the Centre Hills are the largest intact forest area remaining on Montserrat and are an area of outstanding natural beauty;
 - 2.3 *Recognising* that the Centre Hills are the last viable enclave for most of the island’s wildlife, including the globally threatened Montserrat Oriole *Icterus oberi*, Montserrat Galliwasp *Dipoglossus montisserrati*, and Mountain Chicken *Leptodactylus fallax*;
 - 2.4 *Further recognising* that the Centre Hills provide essential environmental goods and services to the people of Montserrat and are an important asset to tourism;
 - 2.5 *Aware* that Montserrat is a signatory to the UK Environment Charter and St George’s declaration and thus are committed to ensuring the protection and restoration of key habitats, species and landscape features through legislation and appropriate management structures and mechanisms, including a protected areas policy;
 - 2.6 *Noting* there is wide public concern about the plight of the Centre Hills and corresponding hope that conservation efforts will be successful;

3. Organisation Missions
- 3.1 *Given* that the DOA as a **department within the Ministry of Agriculture, Land, Housing and the Environment** is the national authority for the management and conservation of all species and forests and forest protected areas so gazetted under relevant legislation;
- 3.2 *Given* that the MNT is the leading non-government organisation involved in environmental conservation and education on Montserrat;
- 3.3 *Given* that the MTB is committed to conserving the unspoiled scenery of Montserrat for the enjoyment of visitors and residents alike;
- 3.4 *Given* that Kew's mission is to ensure better management of the Earth's environment by increasing knowledge and understanding of the plant and fungal kingdoms - **the basis of life on earth** and that Kew is one of the leading centres for advice and action on plant conservation in the UK and worldwide;
- 3.5 *Given* that the DWCT is committed to saving species from extinction worldwide, through their extensive experience and expertise in field research, conservation management and captive breeding;
- 3.6 *Given* that the RSPB as the BirdLife Partner in the United Kingdom of Great Britain and Northern Ireland **is committed** to the assistance of the UK Overseas Territories in the furtherance of its Mission to conserve wild birds and their habitats and has relevant experience in research and conservation management activities both in the UK and worldwide;
4. The Project
- 4.1 *Given* that the Parties have jointly developed a three (3) year collaborative project; "Enabling the people of Montserrat to conserve the Centre Hills" (the "Project"). The Project will be funded, in part, by the **United Kingdom Darwin Initiative** and aims to empower the people of Montserrat to take targeted action to conserve the Centre Hills Forest Reserve for present and future generations;
5. Collaboration
- 5.1 The Parties hereby agree to work together to implement the Project through an equal and open collaboration, especially through the sharing of information and ideas and in their relationship with other stakeholders.

6. Project Management and Reporting
- 6.1 The Project will be co-ordinated by the RSPB, represented by Sarah Sanders, Claude Gerald, DoA, Eudora Fergus, MNT, John Skippings, MTB, Dr. Colin Clubbe, Kew, and Dr Richard Young, DWCT will be deemed the “Project Collaborators”.
- 6.2 The RSPB in consultation with the Project Collaborators will appoint a Project Manager based in Montserrat to undertake day to day management of the Project.
- 6.3 A Project Steering Committee (the “Committee”) consisting of the RSPB, the Project Collaborators and other experts will be established. Members of the Committee will communicate regularly to monitor implementation of current Project activities, plan future activities, agree the annual budget and to help the RSPB to prepare bi-annual reports for the Darwin Initiative (due 30 April and 31 October of each year). The Committee will meet twice a year. It is anticipated that, over the course of the Project, the Committee will evolve into a National Parks Working Group.
- 6.4 Scientific papers based wholly or in part on scientific data gathered during the Darwin Project and/or the biodiversity assessment shall be produced collaboratively between all Project Parties. All Parties shall be given the opportunity to comment on draft manuscripts. Each Party shall have the right to co-authorship where it has contributed significantly to the data gathering, analysis or write-up, or has had significant intellectual input.
7. Project Activities
- 7.1 Subject to the terms and conditions set out in this MoC, the Parties will work together to realise the Project outputs listed at Annex 1.
- 7.2 Key project activities include the following:
- a. *The undertaking* of a biological assessment led and funded by DWCT, with technical support from DOA, Kew, RSPB and MTB;
 - b. *The production* of a participatory management plan. The planning process will include identification and inclusion of all relevant stakeholders and will be facilitated by a mutually agreed independent person or persons at a management plan workshop, held in 2006;
 - c. *The development* of draft protected areas legislation to establish the Centre Hills as Montserrat’s first National Park;

- d. *The production* of educational and promotional materials to raise awareness of Montserrat's critical biodiversity.
- e. *Training activities* in Montserrat and in the UK to help build local capacity.
- f. *Joint fundraising* by all Parties, where relevant.


- | | |
|-----------------------------------|---|
| 8. Key Roles and Responsibilities | <p>8.1 RSPB will provide Darwin funds until March 2008 according to the project budget listed at Annex 1 for the Project outputs listed at Annex 2. RSPB will lead on the research into ecological processes and the socio-economic assessment. They will facilitate the review of legislation and work towards securing private landowner support;</p> <p>8.2 DWCT will lead and fund the biological assessment due to be completed in June 2006;</p> <p>8.3 Kew will undertake the plant survey and produce a habitat map for the Centre Hills;</p> <p>8.4 DOA will provide relevant permissions for all necessary activities within the Centre Hills and will undertake or lead all components related to the implementation of research recommendations as well as forest and habitat management;</p> <p>8.5 MTB will produce a promotional national parks brochure; conduct surveys and collect information on the tourists that visit the Centre Hills; and, support the development of a field guide;</p> <p>8.6 MNT will provide office space for the Project manager and Counterpart Project Manager and assist with the consultation process.</p> |
| 9. Publicity | <p>9.1 The Parties agree that there will be recognition of all participating organizations, including the Darwin Initiative, in all Project publications, web pages and media releases concerned with the Project.</p> <p>9.2 The Darwin Initiative, RSPB, BirdLife International, DWCT, Kew, MNT, MTB and GoM logo must appear on the front cover and title page of any reports, which substantially use material from the project.</p> <p>9.3 Any press release with reference to this MoC or the relationship</p> |

established between the parties to this MoC shall be subject to the prior approval of the Parties.

- | | |
|----------------------------|--|
| 10. Duration and Amendment | 10.1 This MoC will come into force on the date of the final signature. It will be valid for three (3) years from that date. |
| | 10.2 It can be amended at any time through mutual agreement expressed in writing. Such amendments, once approved all by the Parties, will become part of this MoC. |
| 11. Termination | 11.1 This MoC may be terminated by one party giving three (3) months notice in writing to the other Parties. |
| | 11.2 On termination, any unspent yearly advances shall be returned to RSPB on a pro rata basis. |

Signatures

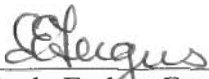
For and on behalf of The Ministry of Agriculture, Housing, Lands, and Environment:



Eugene Skerritt
Permanent Secretary

25/10/05
Date


For and on behalf of The Montserrat National Trust:



Lady Eudora Fergus
Director

24/10/05
Date


For and on behalf of The Montserrat Tourist Board:



Ernestine Cassell
Director

4/11/05
Date

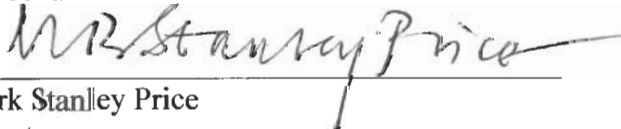
For and on behalf of the Board of Trustees of the Royal Botanic Gardens Kew:



Professor Sir Peter Crane FRS
Director

6/12/05
Date


For and on behalf of The Durrell Wildlife Conservation Trust:



Mark Stanley Price
Director

17 Jan. 2006
Date

For and on behalf of The Royal Society for the Protection of Birds:



John O'Sullivan
Head of Global Programmes

29/1/06
Date

Annex 1

	2005/2006	2006/2007	2007/2008	TOTAL
Rents, rates, heating, cleaning, overheads				
• Darwin funding	0	0	0	0
• Other funding	3,297	3,126	3,011	9,434
Office costs e.g. postage, telephone, stationary				
• Darwin funding	1,000	1,000	1,000	3,000
• Other funding	0	0	0	0
Travel and subsistence				
• Darwin funding	16,000	15,500	6,500	38,000
• Other funding	4,400	4,000	4,000	12,400
Printing				
• Darwin funding	2,000	4,000	1,000	7,000
• Other funding	2,000	2,000	0	4,000
Conferences, Seminars etc				
• Darwin funding	5,200	4,200	1,500	10,900
• Other funding	0	0	0	0
Capital items/equipment (please break down)				
• Darwin funding	(20,500)	(0)	(0)	(20,500)
Desktop Computer	1,000	0	0	1,000
Laptop Computer	1,000	0	0	1,000
GPS/GIS	500	0	0	500
Software (General)	1,500	0	0	1,500
Second Hand Vehicle	10,000	0	0	10,000
Field Sampling Equipment	3,000	0	0	3,000
Camping Equipment	2,000	0	0	2,000
PowerPoint Projector	1,000	0	0	1,000
Mobile Phones	500	0	0	500
• Other funding	(11,000)	(0)	(0)	(11,000)
Software (Mapping)	11,000	0	0	11,000
Other costs (including Audit costs to a maximum of £500) (Please specify and break down)				
• Darwin funding	(2,167)	(667)	(666)	(3,500)
Website Costs	1,000	500	500	2,000
Legal Advice	1,000	0	0	1,000
Audit Costs	167	167	166	500
• Other funding	(0)	(0)	(5,000)	(5,000)
Implementing Management Plan Activities	0	0	5,000	5,000
Salaries (from previous table)				
• Darwin funding	23,000	39,000	16,000	78,000
• Other funding	144,683	43,826	29,748	218,257
TOTAL PROJECT COSTS	235,246	117,319	68,425	420,990
TOTAL COSTS FUNDED FROM OTHER SOURCES	165,379	52,952	41,759	260,090
TOTAL DARWIN COSTS	69,867	64,367	26,666	160,900

Annex 2

PROPOSED PROJECT OUTPUTS

Year/Month	Standard output no.	Description
Oct '05 – Mar '08	8	Geoff Hilton = 27 weeks Sarah Sanders = 15 weeks Colin Clubbe = 10 weeks Project Manager = 77 weeks Forest Ecologist = 24 weeks Durrell Experts = 45 weeks
Jun '07	9	1 Management plan for the Centre Hills
Dec '07	10	1 Guide to the Centre Hills
Jan '06 Jul '06 Nov '06 Jun '07	11 B	1 Summary report biological assessment 1 Summary report of social, cultural and economic assessment 1 Summary report of consultation process 1 scientific paper to be submitted to a peer reviewed journal on impact of invasives on forest ecology of Centre Hills
Mar '07	12 A 12 B	1 Plants of Montserrat specimen database established 1 Plants of Montserrat specimen database handed over to Montserrat 1 Computer database handed over to Montserrat
	13 A	1 Plant herbarium reference collection established
Jul '05 - Oct '06	14B	2 – representation at 2 international conferences
Oct '05 – Mar '08	15 A	6 - At least two national press releases per year on Montserrat
Oct '05 – Mar '08	15 C	3 - At least one national press release in the UK per year
May '05 – Mar '08	16 A	3 – One newsletter to be produced per year
	16 B	500 of each newsletter circulated on Montserrat
	16C	50 of each newsletter circulated in the UK
Oct '05 – Mar '08	17 B	The Montserrat Biodiversity e-group will be strengthened
Oct '05 – Mar '08	19 A	6 - At least two national radio interviews in Montserrat per year
Mar '08	20	£31,500 worth of computer, equipment etc. to be handed over
Oct '05 – Mar '07	22	Number not known at present but likely to be less than 12
May '05 – Mar '08	23	RSPB - £87,003 (mostly in staff time) DWCT - £106,028 (biological assessment) Kew – £10,549 (mostly in staff time) MTB - £11,000 (support production of promotional materials and guide) MNT - £1,500 (staff time) MAHLE - £44,010 (staff time)

Appendix 4:

Draft 12 September 07

TERMS OF REFERENCE for the Centre Hills Management Committee

1. Justification for establishment

The Centre Hills Management Committee (CHMC) is a group of key stakeholders in Montserrat representing government, civil society, and the private sector. The group was formed as a result of a participatory process of management planning for the Centre Hills under a Darwin-funded initiative being coordinated by the Centre Hills Project (CHP), a collaborative effort between local and overseas partners. The overall goal of the project is to conserve the biodiversity of the Centre Hills for present and future generations. The purpose of the project is to strengthen the capacity of the people of Montserrat so that they are better able to take targeted action to do this. The project identified and brought together all of the identified key stakeholders with interests, rights and responsibilities in management of the Centre Hills. At a workshop in September 2006 and following consultations, stakeholders agreed that mechanisms needed to be developed to facilitate stakeholder communication and collaboration for effective coordinated and participatory management of the Centre Hills. The CHMC was thus developed as one mechanism to facilitate this.

Management planning and institutional and legislative review and development is taking place to establish the Centre Hills National Park within an enabling institutional and legal framework. The legal authority responsible for managing the Centre Hills National Park will be the Department of Environment under the Ministry of Agriculture, Lands, Housing, and Environment. It is hoped that the CHMC will eventually evolve into a legally constituted advisory Board, possibly one of the Standing Committees for the Sustainable Development Board proposed under the Conservation and Environmental Management Bill.

2. Overall purpose and vision

The purpose of the CHMC is to facilitate the input of and collaboration among key stakeholders for coordinated participatory planning and management of the Centre Hills.

The CHMC is operating with a vision for the Centre Hills identified by stakeholders at planning workshops in September 2006 and following consultations. This vision is:

“The Centre Hills National Park is the heart of the green island of Montserrat – a biologically rich and diverse forest supporting unique plants and animals – secure for enjoyment, education and study. The government and people of Montserrat share ownership and management of these valuable resources to support sustainable populations of species, environmental services and local livelihoods for the benefit of present and future generations.”

3. Objectives

The specific objectives of the CHMC are to:

- Provide advice and make recommendations to the Minister of Agriculture, Lands, Housing, and Environment regarding policy, legislative, institutional and capacity building needs to enable effective management of the Centre Hills
- Propose, review and input into the development of policy, legislation, structures, programmes and projects to support management of the Centre Hills

Draft 12 September 07

- Advise on and guide planning and management of the Centre Hills, including the development and implementation of a Management Plan
- Monitor and evaluate the implementation of management initiatives in the Centre Hills and provide recommendations for any adaptive management actions required
- Promote and facilitate sharing of information and expertise for management of the Centre Hills
- Promote and facilitate the wider participation of stakeholders in planning and management of the Centre Hills, including the effective dissemination of information to and communication with stakeholders
- Promote and facilitate collaboration among governmental, non-governmental, community-based and private sector organisations in Montserrat for coordinated and integrated management of the Centre Hills

4. Geographical scope

The scope of interest of the CHMC is the Centre Hills. However, where other issues affect, are affected by, or are otherwise linked with the Centre Hills, the CHMC will take these into consideration.

5. Composition

The CHMC is composed of governmental agencies and non-governmental, community-based and private sector organisations and individuals. The members shall be the following:

Government agencies:

- Permanent Secretary, Ministry of Agriculture, Lands, Housing, and Environment (MALHE) (Chair)
- Department of Environment, MALHE
- Forestry Unit, Department of Environment, MALHE
- Department of Agriculture, MALHE
- Department of Physical Planning, MALHE
- Montserrat Tourist Board
- Montserrat Utilities, Ltd.

Non-Governmental and community-based organisations:

- Montserrat National Trust
- Cudjoehead Community Organisation
- Farmers Association
- Livestock Association

Private sector organisations:

- Hospitality Association
- Landowners Association

Draft 12 September 07

- Taxi & Tours Association

Individuals:

- The 2 major private land Estates in the Centre Hills not represented by the Landowners Association; these are the Farrell (Taylor) and Hollender Estates

6. Appointments and responsibility of member representatives

Member organisations shall democratically appoint a representative and an alternate representative to serve when the representative is not available (with the exception of the Landowners Association which shall appoint two representatives and one alternate) and shall notify the Chair in writing of the nomination and any changes to the representation.

Two individuals with major private land holdings in the Centre Hills and not represented by the Landowners Association, shall be nominated by the CHMC.

The CHMC shall have the power to co-opt additional members as necessary and invite other stakeholders to attend meetings or input into processes of the CHMC.

Duly appointed representatives of member organisations are required to effectively communicate with their organisation and other constituents regarding the activities of the CHMC and shall solicit and report on views and issues of their organisation and other constituents to the CHMC.

7. Operations

The CHMC as a body shall report to the Minister of Agriculture, Lands, Housing, and Environment on a quarterly basis or as needed.

Secretariat services for the CHMC will be provided by the Centre Hills Project until March 2008, after which time a new Secretariat will be designated.

The CHMC may appoint sub-committees to deal with specific issues as needed. Sub-committees shall report to the CHMC Chair.

The CHMC shall operate through meetings, workshops, electronic or written communications or other agreed mechanisms and shall regulate its own procedures.

Regular and special meetings shall be convened by the Chair or upon the request of any three members in writing to the Chair. A quorum shall consist of 7 members.

Decisions of the CHMC shall be reached by consensus. Where consensus cannot be negotiated, differences of opinion shall be duly reported. If consensus cannot be negotiated, a special meeting may be called. Members who cannot attend meetings may submit their comments in writing to the Chair in advance of the meeting.

Communications from the Secretariat will be by email unless otherwise requested by a CHMC member, in which case provision will be made for regular mail to be used.

8. Financial and other provisions

Membership on the CHMC is considered voluntary or in-kind and therefore there is no financial compensation for members.

Funding sources for operation of the CHMC and execution of specific initiatives shall be determined by the CHMC upon submission of workplans, proposals, and/or budgets as relevant.

Appendix 5:

STATUS AS OF JUNE 2008

Outreach/presentations (excluding media)

- Cudjoehead Community Group (5 attendees), October 6, 2005 at Cudjoehead Community Centre
- Rotary Club (12 attendees), October 12, 2005 at Little Bay
- Brades Primary School (25 attendees), October 11, 2005 at MNT
- Mental Health Patients (25 attendees), November 22, 2005 at St. John's Clinic
- Hike to Spring Ghaut/Killicrankie (3 attendees), November 30, 2005
- Hike to Fairy Walk/Corbett Springs (4 attendees), December 7, 2005
- Hike to Oriole Walkway (15 attendees), January 3, 2006
- Montserrat Secondary School (5 attendees), February 10, 2006 at MNT
- Evergreen Senior Citizens Centre (25 attendees), March 1, 2006 at Lookout Community Centre
- Hike to Duberry-Cassava (80 attendees), March 11, 2006
- Rotary Club, July 5, 2006 (15 attendees) at Tropical Mansion
- MNT Annual General Meeting, July 6, 2006 (60 attendees) at Vue Pointe Hotel
- Biodiversity slide show and demonstration (30 attendees) September 11, 2006 Credit Union House
- Briefing with DFID – meeting/consultation with MDC folks (4 attendees) Oct. 19, 2006 at CHP office
- CHP presentation to environmental science students (14 attendees) Oct 24, 2006 at Montserrat Community College
- CHP field presentation to UKOTF MEA work shop Montserrat Jan 07
- CHP presentation to Guadeloupe secondary school students (22 participants), April 23, 2007
- CHP X 2 presentations to host training programme July and September 07 (20 participants total)
- CHP X 2 presentations to host training programme April and May 08 (1 day each 44 participants total)
- Presentation to Darwin workshop March 07
- Presentation at SCSCB meeting in Puerto Rico July 07
- CHP presentation to RSPB October 07
- CHP presentation to DFID & FCO October 07
- Presentation to Hackney Caribbean Elders Assoc., London, May 08
- CHP presentation on EVP RSPB /JNCC June 08

Training workshops

- GIS training, January 31 - February 2, 2006 at GIS Unit
- Wetlands workshop Society for the Conservation and Study of Caribbean Birds April 2006
- Global Strategy for Plant Conservation (Kew) workshop May 2006
- BirdLife Caribbean in Puerto Rico June 06 (project planning)
- CANARI/Participatory Forest Management in Dominica July 06
- MEA's and strategic planning workshop – Montserrat and Anguilla, January 07
- Centre Hills environmental education materials workshop (with Barrie Cooper RSPB) July 07
- Participatory forest management workshop Trinidad (CANARI) August 2007
- (OT's Caribbean) valuation workshop October 2007
- Economic Valuation training workshop (survey training November 2007)
- Economic Valuation training workshop (valuation techniques March 2008)
- Developing a communication strategy for the Economic Valuation Report (June 11th & 12th, 2008)

Meetings, workshops, consultations

GENERAL PUBLIC SURVEY

- Survey development meeting (8 attendees), January 19, 2006 at MNT
- Survey development meeting (5 attendees), January 27, 2006 at Statistics
- Survey development meeting (5 attendees), January 31, 2006 at Statistics
- Survey development meeting (4 attendees), February 23, 2006 at Statistics
- Survey development meeting (3 attendees), February 28, 2006 at CHP
- Survey development meeting (4 attendees), March 6, 2006 at CHP office
- Survey development meeting (4 attendees), June 2, 2006 at Statistics
- Survey development meeting EVP (4 attendees), July 30th 2007 at Statistics
- Survey development meeting EVP (5 attendees), November 15th 2007 at Statistics

ECOLOGICAL

- MWA meeting (3 attendees), October 4, 2005
- Ecological planning, general (16 attendees), November 1, 2005 at Farmers Resource Centre
- Ecological planning, Kew (10 attendees), November 7, 2005 at Forestry
- Ecological planning, Geoff and DWCT (15 attendees), January 12, 2006 at Farmers Resource Centre
- MWA meeting (7 attendees), January 18, 2006 at MWA
- Ecological planning, Kew (10 attendees), February 22, 2006 at Forestry
- Ecological assessment planning (4 attendees + Geoff conf. call), March 24, 2006 at CHP office
- Consultation with MWA (7 attendees), July 21, 2006 at MWA
- Species Action Planning Workshop Mountain Chicken (Durrell) October 2007
- Species Action Planning Workshop Galliwasp (Durrell) April 2008
- Species Action Planning field work Plants (Kew) May 2008
- Montserrat National Trust Invasive Species workshop (CHP co-facilitated) January 08

AGRICULTURE

- SEA meeting, Agriculture (3 attendees) June 7, 2006 MALHE
- Agriculture subgroup (8 attendees), August 1, 2006 at MALHE
- Public consultation to discuss agriculture, forest use (18 attendees), August 22, 2006 at Credit Union House.
- Met with PS. MALHE to give progress report on CHP (3 attendees) May 4, 2007

TOURISM/TRAILS

- Survey development meeting (4 attendees), November 15, 2005 at MTB
- Survey development meeting (5 attendees), November 22, 2005 at Statistics
- Survey development meeting (3 attendees), January 17, 2006 at MTB
- Trails meeting (14 attendees), February 7, 2006 at MNT
- Trails meeting (4 attendees), March 1, 2006 at CHP
- Tourism subgroup (10 attendees), July 27, 2006 at MTB
- Public meeting to discuss tourism and the Centre Hills (31 attendees), August 16, 2006 at Credit Union House
- Trail map/guide meeting (7 attendees), Sept. 28 2006 at MTB
- Trail map meeting (7 attendees), Oct. 2 2006 at MTB
- Trail map meeting (2 attendees), Oct 5, 2006 at GIS
- Trail map meeting (5 attendees), Oct 17, 2006 at MTB
- Trail map meeting (5 attendees), Oct 23, 2006 at MTB
- Trail map meeting (3 attendees), May 3, 2007

GIS

- GIS planning, Kew (8 attendees), November 17, 2005 at GIS Unit
- GIS planning (5 attendees), November 29, 2005 at GIS Unit
- GIS planning (6 attendees), December 8, 2005 at GIS Unit
- GIS planning, Geoff (5 attendees), January 18 (?), 2006 at GIS Unit
- GIS planning, Kew (7 attendees), February 22, 2006
- GIS GPS training Kew (10 attendees), September 17/18 MALHE (MH)

EDUCATION, SCIENCE, CULTURE, RECREATION

- Education, science, culture, recreation subgroup (7 attendees), July 27, 2006 at PPU
- Consultation with Community Services Department (5 attendees), August 15, 2006 Community Services Dept.
- Public consultation to discuss science, education, recreation, and culture (16 attendees), August 17, 2006 at Credit Union House
- Meeting to discuss field guide production (4 attendees), March 30, 2007 at MTB
- National environmental management strategy NEMS meeting (10 attendees) April 19, 2007
- Montserrat environmental education programme (6 attendees) July 27, 2007

LEGAL

- Legal discussion (5 attendees), October 20, 2005 at Governor's Office
- Legal discussion (5 attendees), November 8, 2005 at Governor's Office
- Legal discussion (6 attendees), February 17, 2006 at Governor's Office
- Legal discussion (2 attendees), March 20, 2006 at Attorney General's Office
- Legal discussion (6 attendees), March 24, 2006 at Governor's Office
- NEMS meeting with Rob Ferguson (4 attendees), May 04, 2006 at MALHE
- NEMS meeting (8 attendees), May 25, 2006 at MALHE

- Legal discussion (5 attendees incl. Nicole Leotaud), July 12, 2006 at Attorney General's Office
- Legal discussion with PS MALHE (6 attendees, incl. CTA), September 11, 2006 at PPU
- Legal discussion (4 attendees, incl. CTA), September 11, 2006 at Attorney General's Office
- Legal discussion (4 attendees, incl. NL, SM SM), November 21, 2006 at Attorney General's Chambers
- Legal draft discussion (6 presons incl FG, GG, LM, CM, SM, JM) Mar 28, 2007 at PPU
- Workshop to discuss draft legislation (22 attendees), April 1, 2007 at DMCA
- Meeting with Minister to discuss land owner feedback (4 attendees), April 30, 2007 at PPU
- Legal discussion (with CTA) Ministry of Health (4 attendees) May 23, 2007
- Legal discussion (with CTA) Land owners (10 attendees) May 23 2007
- Legal discussion (with CTA) MALHE ,DOE,PPU (8 attendees) May 24, 2007
- Legal discussion (with CTA) farmers and livestock Assoc. May 24, 2007
- Legal Discussion with legal chamber re draft CEMA March 10th 2008
- Legal Discussion with DOE re Draft CEMA May 2008
- Legal Discussion with legal chamber re draft CEMA 9th June 2008

MANAGEMENT PLAN

- Meeting to discuss draft management plan (6 attendees), March 21, 2007 at PPU

LAND OWNERS

- Brian Hollender, October 26, 2005 at Waterwork
- Brian Hollender, November 16, 2005 at Woodlands home
- Roy Lee, November 23, 2005 at Woodlands home
- Roy Lee, December 1, 2005 at Upper Blakes
- Brian and Dyann Hollender and kids, Decem,ber 2, 2005 at Waterwork
- Laura Scotland, December 13, 2005 at Woodlands home
- Julian Daniel, December 13, 2005 at CHP
- Florabelle Allen, December 14, 2005 at ground in Baker Hill
- Franklyn Edwards, December 20, 2005 at Montserrat Company office in Old Towne
- Brian Hollender, John and Betty King, February 2, 2006 at Waterwork Managers House
- John King (Hollender), February 9, 2006 at CHP
- Brian & Dyann Hollender, Betty & John King (various times), phone calls/emails, approximately 1-2x per month
- D R V Frank Edwards (3 attendees), August 29, 2006 at his office
- Dr. Roy Lee (3 attendees), August 30, 2006 at his home
- Laura Taylor Scotland (2 attendees), September 4, 2006 at her home
- Property Owners Association meeting, Minister attended (19 attendees) Oct. 11, 2006 at old Cudjoehead police station

Funding Applications

- Year 1 OTEP Legislative review (CEMA)
- Year 2 OTEP Economic valuation
- OTEP Species action plans
- Invasive species, pig eradication proposal (written but not submitted)
- Year 3 OTEP Environmental regulations

OTHER

- Courtesy call with Jasmin Garraway, Association of Caribbean States (3 attendees) at CHP office July 25, 2006 CHP office
- Consultation with UK DFID staff - Lindo/Wilson (5 attendees) August 16, 2006 CHP office
- Consultation with Public Works Department (4 attendees), August 9, 2006 PWD
- Consultation with DMCA re: disaster mitigation (4 attendees), August 14, 2006 at DMCA
- Consultation with Development Unit (3 attendees), August 15, 2006 at Dev. Unit
- Consultation with Christian Council (3 attendees), August 16, 2006 at Forestry
- Consultation with local DFID staff (4 attendees), September 5, 2006 at DFID
- Consultation with DFID UK and Local to discuss funding re: Field guide Feb 02/07
- Consultation with DFID staff – Dick Beales, Steve Arthur, Peter Wilson (5 attendees), May 25, 2007 at CHP office
- Meeting with Sue McCarthy Gov's Office –CHP update, Legal funding for regulation possibilities November 13th 2007
- Meeting with new HE Governor – CHP overview, November 15th 2007
- Meeting with Rob Wilde (Darwin)- CHP and its link to the Marine Env.November 16th 2007-11-26
- Meeting with Carol Cullen (FCO) RE; Status of CHP update March 2008
- SS & GG meet to discuss contract for CF March 2008

- GH & GG meet to finalise contract for CF and work programme for JG RE: ecological experiment
- SS & SM meet with Rob Ferguson to hand over OTEP MEEP project to SM March 2008

FUNDING

- GEF/SGP (2 attendees), September 26, 2005
- OTEP bid planning (7 attendees), November 15, 2005 at Governor's Office
- OTEP with Shaun Earl (4 attendees), June 6, 2006
- OTEP with Dick Beales and Steve Arthur (X attendees), May 28, 2007 at CHP office
- SS & GG met to finalize hand over of equipment to DOE from CHP March 2008

PSC/CHMC

- PSC meeting (8 attendees), September 26, 2005 at MNT
- PSC meeting (10 attendees), March 14, 2006 at Government Training Centre
- Courtesy call with Janice Panton, March 21, 2006 at CHP office
- PSC meeting (21 attendees), September 11, 2006 at Tropical Mansion Suites
- Courtesy call with Janice Panton, May 17, 2007 at CHP office
- Meeting CHMC, Nov 22, 2006 (17 attendees)
- Meeting CHMC expert group outreach, Nov 23, 2007 (12 Attendees)
- Meeting CHMC, Feb 1, 2007 (16 attendees)
- Meeting CHMC, April 5, 2007 (12 attendees)
- Meeting CHMC, July 26, 2007 (13 attendees)
- Meeting CHMC, September 9, 2007 (14 attendees) (special meeting to close CM tenure at CHP)

MEDIA VISITS

- Carmel Haynes, Nation News Barbados, September 27, 2006 at CHP office
- Irish journalist Oct. 16, 2006 CHP office
- Sail magazine journalist (mar 07)
- Chris Doyle, author of Leeward Island Cruising Guide, April 07 at CHP office
- Meeting with HRH Prince Charles and press on St. Georges Hill to discuss status of the environment re: Centre Hills March 08



Caribbean Natural Resources Institute

The Caribbean Natural Resources Institute (CANARI) is a regional technical non-profit organisation, which has been working in the islands of the Caribbean for over 20 years.

Promoting and facilitating equitable participation and effective collaboration in the management of natural resources critical to development in the Caribbean islands, so that people will have a better quality of life and natural resources will be conserved, through action learning and research, capacity building and fostering partnerships.

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