Evaluation of the Caribbean Marine Protected Area Management Network and Forum (CaMPAM) Activities

Evaluation of the Caribbean Marine Protected Area Management Network and Forum (CaMPAM)

- *An analysis of the last 15 years of operation and recommendations to improve its services in the Wider Caribbean Region-*

Produced by: Dr. Ligia Collado-Vides
Senior Lecturer Researcher

Florida International University

September 29th, 2016.

Executive summary

- An assessment of the activities conducted by CaMPAM for the last 15 years was requested by UNEP-CEP as per decision of SPAW Protocol COP8.

- The assessment is based on A) the analysis of online information, and other documents available for general public; B) Four questionnaires conducted online targeted to B.i) Users of the Forum-Email-List, B.ii) Beneficiaries of grants, B.iii) ToT courses alumni, and B.iv) Instructors of ToT. C) Six in depth interviews to individuals with close participation with CaMPAM, were conducted via email; and seven members or ex-members of the Executive Team via phone conversations.

- CaMPAM is managed under the framework of the SPAW Protocol and its programme which is administered by UNEP/CEP. Currently support provided through CaMPAM is prioritized to SPAW Contracting Parties, as decided by Parties to the Cartagena Convention and SPAW Protocol in 2012. While the institutional attachment to UNEP-CEP has brought sustainability and professional management to the network, it also brings administrative restrictions and management constraints.

- Since its establishment CaMPAM has played a very important role building capacity at the MPA ground level. The network created a forum and Email-List to strengthen communications among MPA managers and practitioners, as well as serving as a source of information about events, opportunities and research findings related with the management of MPA's in the region. CaMPAM has built capacity through its ToT programme, including the local follow up training activities and the mentorship programme and is playing a key role in the training of MPA practitioners. In addition CaMPAM has been supporting attendance to annual MPA sessions at the Gulf and Caribbean Fisheries Institutes meetings, as well as addressing local needs through grants. All of which has contributed to strengthening capacities for the last 15 and plus years.

- A key strength of CaMPAM has been its continued and sustained presence and its region-wide approach to all its activities.

- Even though CaMPAM has played a key role with communications and building capacity, new approaches could improve and maintain its leadership as a capacity building programme: 1) the Forum email-L needs to be an interactive list with easy access to read, reply and promote discussions creating a feeling of ownership instead of a unidirectional information source;. 2) the ToT is strongly supported by CaMPAM members as its flagship programme, it can benefit from further analysis and possibly enrichment to include up to date topics and more technological resources.

- CaMPAM's role as a capacity building programme on the ground has reached a large audience; furthermore, it was found that respondents support the idea of maintaining the course. Nevertheless, global issues affecting local processes are becoming more intertwined requiring updates or short dedicated workshops addressing concrete topics.

- In order to maintain and improve CaMPAM's delivery of services it will require sustained funding for at least the core activities and renewed investment that will promote technological improvements, at all levels, under a non-burocratic agile but institutional coordination and a strong active revamped executive team plus an active group of advisors.

- CaMPAM has a strong presence and is well positioned to reach practitioners in the region. It has the basis, strength and leadership required to continue delivering its services. Improving requires

rethinking and updating the strategic plan that would include securing resources and staff that will support the coordinator's work and facilitate communication with all partners of the region. Develop a strategy and efforts to engage the community at large through efficient communication. The CaMPAM's vision and mission for the next 15 years, needs to come from a fully engaged community that understands the new reality that the world and the Caribbean are facing.

- It is noteworthy that CaMPAM's founder and coordinator were recently recognized and awarded by the international community with the Fred Packard Award for outstanding service to protected areas during the IUCN Conservation Congress 2016.

PROLOGUE

The Caribbean Marine Protected Areas Management Network and Forum (CaMPAM) was developed in response to the objectives of the Specially Protected Areas and Wildlife (SPAW) Protocol under the Cartagena Convention, administered by the UN Environment Program (UNEP) and its Caribbean Environment Programme (CEP). Following a decision of the Eighth SPAW Conference of the Parties (COP8, December 2014) the present study aims to conduct an assessment and analysis of CaMPAM's achievements with a view to identify gaps and provide recommendations to improve CaMPAM delivery of services.

INTRODUCTION

At its creation in 1997, CaMPAM's mission was to strengthen capacities of Caribbean Marine Protected Areas (MPA), through sharing information, promoting collaboration, building capacity, providing technical assistance and promoting networking across managers of marine resources in protected areas.

In order to fulfill this mission, CaMPAM developed four main programmes:

1.   Information and communication: An electronic forum or email list with the purpose to serve as a communication and outreach platform for MPA managers and other interested individuals that subscribe to the list. This forum shares information related to marine conservation, including information of courses and other type of training activities, research results, important books or publications, scientific meetings, grant opportunities, job vacancies, news from MPAs and relevant national and international programs. The list is also open to managers that seek advice from peers and experts. In addition, CaMPAM has developed an MPA Database that can be used as a template to search for, or provide detailed and standardized information of MPA across the Caribbean. This is a living database that can be improved by managers and was expected to become a valuable source of information for students, managers and policy makers of the region.

2.   Training- A programme to increase knowledge of MPA practitioners on the basis of MPA using the existing expertise within the region. It comprises the Training of Trainers (ToT) and mentorship programme and the technical assistance provided individually to the network members through different forms of communication. The ToT programme includes a regional course and follow-up local trainings by the trainees, and promotion of networking among participants. The main objective of this program is to build capacity of managers and other MPA practitioners by bringing together instructors and managers from across the Caribbean region. The ToT is based on lectures and hands-on activities that help students learn the basics of MPA planning and management, including communication, revenue generation, promotion of citizen participation, marine ecosystems characterization and their environmental services, the threats to the environment and research and monitoring. This course also addresses aspects of regional policy and emerging issues to be decided on demand, depending on the needs, captured through the previous courses, and the CaMPAM forum information exchange. In addition, this program

promotes capacity building through a follow-up program with managers that will implement different activities (training, consultation meetings, etc.) using the knowledge acquired at the ToT. The follow-up activities are partially supported by grants from UNEP-CEP. In addition, a mentorship program has been recently launched that uses a team of expert MPA managers as mentors and course instructors, in a one-to-one base, or in larger arrangements.

3.   Financial resources - A small to medium size grant programme to provide resources (financial and technical assistance) to implement small-to-large size projects that promote better practices on the ground, exchanges between sites and networking among the beneficiaries in different countries of the region. The grants programme is administered by the UNEP-CEP itself, in partnership with the SPAW Regional Activity Center (RAC), or other institutions, including the Gulf and Caribbean Fisheries Institutes (GCFI).

4.   Sharing of lessons-learnt and networking- In addition, CaMPAM organizes and coordinates yearly face-to-face meetings at a dedicated MPA session during the GFCI Annual Meetings, which is the largest gathering of marine scientists, managers and conservationists of the Caribbean. These meetings allow users of the CaMPAM services to have the opportunity to meet personally, interact and discuss relevant marine scientific findings, and share their experiences and lessons learnt. Some of the attendees are sponsored by UNEP-CEP. Periodically, and depending on the existing projects, UNEP-CEP and its SPAW-RAC organize meetings of relevant partners (e.g. the Caribbean Challenge project country focal points in 2010, 2011 and 2012; SPAW-listed MPA managers, mentors in 2013, etc.).

Through an exhaustive search including collection and analysis of written documents and web sites, and a series of surveys using written questionnaires and personal email and phone interviews, this report provides an assessment of the impact of CaMPAM's programmes on the Caribbean marine protected areas community in the last 15+ years. In addition, the report includes an analysis of detected gaps and suggests a series of possible strategies to improve CaMPAM's services delivery.

METHODS

In order to have a comprehensive evaluation of the CaMPAM program three different levels of information collection were used. 1) Analysis of written reports, documents and websites. 2) Four surveys addressed to different categories of users and beneficiaries of CaMPAM's products and 3) Interviews to individual informants that have participated in CaMPAM's Executive Team, in the management of important related activities with the program and the designers and founders.

1) Documents and websites

In order to evaluate the impact of CaMPAM as a source and platform of information related with MPAs, a search of documents and websites available to all audiences was conducted. The analysis included observations on the type of document, for example it could be a report, or a publication.

Written documents

From CaMPAM website, different documents were downloaded and examined. The major documents analyzed were: CaMPAM work plans, ToT manual and 2004, 2006, 2007, 2009, 2010, 2012, and 2015 courses reports; and grants reports, including small, medium and ECMMAN grants.

Website search

The following websites were visited and examined, and under each website, a series of links were followed to understand the spread of available information for users. The visited sites were:

1- http://campam.gcfi.org/campam.php

2- http://campam.gcfi.org/CaribbeanMPA/CaribbeanMPA.php

Grants

3- http://campam.gcfi.org/SGF/SGFEng.php

4- http://campam.gcfi.org/CaribbeanChallenge/MidGrants.php#AntiguaBarbuda (information of projects implemented in the 8 countries)

5. CaMPAM-ECMMAN SG sites (4)

6- Other sites for protocols and marine protected areas

  http://www.cep.unep.org/content/about-cep/spaw/spaw

  http://www.car-spaw-rac.org/?lang=en

2) Surveys

In order to evaluate perceptions and opinions about CaMPAM's programs impact on the region's managers, information was collected directly from CaMPAM's resources beneficiaries. Four different surveys were designed using the Qualtrix software (see Appendix 1), and applied to different categories of users: 1) Forum-email-List and MPA database, 2) ToT beneficiaries, 3) Grants beneficiaries and 4) ToT instructors. Surveys were conducted using semi-structured questionnaires with close-end multiple choice questions, and one or two open-end questions to allow participants to express points not addressed in the surveys.

This type of survey has been previously used to evaluate perceptions and attitudes towards the implementation of protected areas in the Caribbean (Heinen *et al.*, 2016). As per suggestions of the reviewers of the assessment method, instead of one questionnaire for all members, different questionnaires were designed and sent to categorized groups as follows: calls to answer one type of questionnaire to capture information on the CaMPAM List and the Caribbean MPA Database was sent to Forum-Email-List in order to reach out to all CaMPAM members, estimated in a total of 1000 members; the other three questionnaires were sent to the same Forum-Email-List but also to specific email addresses provided by CaMPAM coordinator using her contact groupings for each Training of Trainer course's alumni (57 email addresses) and instructors (12 email addresses); and the Small Grant program (69 email addresses). Surveys were open from July 31st to September 20th, 2016; three reminders were sent during this time period.

To learn about the origin, history and evolution of CaMPAM's programme as well as perceptions and opinions about its programme's impact in the region, a survey with a series of open-ended questions (see Appendix 1) was developed and submitted in two formats. Direct and personalized email were send to individuals (27) that have played some important role in CaMPAM's work over the last 15 years; and phone call interviews were made to some members of the Executive Team (7). Results of these interviews are integrated across the different sections of the report.

Results were organized beginning with the most important topic addressed by the majority of the interviewees. Then the analysis of documents and websites is presented, followed by the description of results obtained from the four surveys, quantitative results were analyzed using descriptive statistics; tables and bar graphs are reported in the Appendix 2. The results of the in-depth email survey and specific informants' phone interviews are integrated in a descriptive format. The discussion describes the strengths, gaps and suggestions on possible strategies to improve the program.

RESULTS

The most important strength of CaMPAM mentioned by the majority of informants is the continuity of the programme and its ability to secure funding for more than 15 years. CaMPAM is a recognized programme in the region; managers know about it, and rely in the services it provides for keeping informed, promoting networking and building capacity.

The support from GCFI to maintain the website and Forum-Email-List, plus the constant input and moderation of the forum, even through the initial years without a formal coordinator due to lack of funding, has sustained this programme as no other one in the region. Differences on perspectives, and the lack of a full understanding of institutional restrictions, have resulted in some differences of opinion and approach among some members of the Executive Team that was active during 2008 to 2011. However CaMPAM has remained relevant and since 2010 has grown and served as model for other initiatives, for example the Mediterranean MPA network (MedPAN).

CaMPAM was created in 1997 by UNEP-CEP, and the Specially Protected Area and Wildlife (SPAW) Protocol of the Cartagena Convention. In the early stages (1997-1999) CaMPAM was supported by Biscayne National Park and by other irregular fundings from other donors, primarily project driven (e.g. the training programme, exchanges etc). In 2004, CaMPAM was relaunched establishing partnerships with several organizations. However, only GCFI remained committed and so was supported by UNEP-CEP for hosting the website, CaMPAM List, MPA forum, the MPA Regional Database, and assisting with project management. Through a partnership with US NOAA and its critical support in 2008, CaMPAM had a new boost with the creation of a permanent coordinator position. Due to some differences in approaches, institutional mandates and priorities, NOAA's support to CaMPAM ceased in 2012. Thereafter, other funding from different donors was secured through UNEP-CEP/SPAW, including several organizations (e.g. SIDA, UN Foundation, OECS, the governments of Spain and Italy, IUCN, TNC, Bucooo Reef Trust, etc.).This platform and continuous support for all CaMPAM activities have allowed CaMPAM to gain strength and established itself as the regional MPA capacity building programme in the Caribbean region, and consolidate collaborations with other partners such as GCFI, TNC and IUCN.

In 2010 the launch of the Caribbean Challenge Initiative by The Nature Conservancy (TNC) provided CaMPAM an opportunity to create a new partnership. UNEP-CEP/SPAW supported this initiative through a project supported by the Italian government "Regional support for the Caribbean Challenge initiative: Networking, consolidation and regional coordination of MPA management". This project allowed supporting managers of member countries of the SPAW Cartagena Protocol and Caribbean Challenge objectives. Subsequently, in 2014, UNEP-CEP/SPAW was able to secure funds again from the Italian Ministry of Foreign Affairs to improve CaMPAM's capacity building and promote a larger application of the ecosystem-based approach around MPAs. Funds will be used as well to support a wider application of a decision-support system for sustainable management of coastal areas including training and pilot studies.

Furthermore, CaMPAM is running its medium-small size grants in collaboration with TNC- Eastern Caribbean Marine Managed Area Network (ECMMAN) since January 2014. Several other donors have supported CaMPAM at different levels and with different objectives, maintaining CaMPAM the core building capacity program in the Caribbean. However the region is growing, environmental problems are globalizing and land-based local stressors have increased. CaMPAM's services are needed; to respond to these demands, the 4 programmes require proper funding to ensure their implementation in a regular basis. Only with a solid and permanent funding and strong partnerships will CaMPAM be able to continue its programme's activities each year. CaMPAM has the option to keep the 4 programmes with secure funding, and/or grow into a stronger and wider programme that will require the support of governments of the region and solid donors. An example of an equivalent but larger regional programme is the UNEP Regional Seas programme in the Mediterranean (www.medpan.org/en/home), which was first inspired by CaMPAM's structure and functioning.

Another factor considered is the decision of SPAW Protocol of the Cartagena Convention Parties to prioritize support to SPAW Parties. This restriction, mentioned by almost all interviewees, limits

members of countries that have not yet signed the SPAW Protocol to receive funding and support. In order to have a fully regional programme some creative ways to overcome the above mentioned limitations will need to be worked out; including a "campaign" to increase the number of countries committed the SPAW Protocol. Some respondent mentioned their constant work towards trying to convince their governments to sign the Cartagena Protocol, while other might have got discouraged. Clear and sustained benefits need to be recognized the Caribbean region in order to increase the support to the SPAW Protocol.

Documents and website

The web site is very user friendly, even though is not the most "sexy" website is very clearly organized and provide the reader a very easy access to working links. All the information about CaMPAM's origin, mission and vision is in the home page giving a clear idea of the programme to the reader. Documents are open to all public without a need of membership. This is a real free service to the community. This website is hosted by www.GCFI.org and funded by UNEP-CEP. In addition, the SPAW RAC has a website and a newsletter published quarterly, including CaMPAM's quarterly activities. This newsletter is also distributed to the general community through CaMPAM's Forum-Email-List. With all these resources, the interested community in MPAs of the Caribbean Region is kept informed.

CaMPAM has produced along the 15 years a significant amount of documents (see CaMPAM website), in the form of reports (uploaded for all ToT courses) or documents in partnership with other institutions. For example, see the 2011 Coral Reef Conservation Program in the Caribbean, a management capacity assessment report conducted by NOAA with the input of CaMPAM.

Of high importance at the beginning, was the role of the GCFI-CaMPAM-Library. This resource is not in a very user- friendly format, however provides a series of selected papers rapidly available to managers. These resources are particularly important to countries that have difficult access to scientific journals or digital literature in general. However for those that have rapid access to published papers this library is obsolete.

Each ToT course conducted produced a report available online through CaMPAM's website. The ToT reports, all produced by CaMPAM' coordinator (in its double capacity of Training coordinator) with the exception of 2002 and 2011, have a clear pattern describing the venue, the program, the participants (students and lecturers and coordinators), clear directions of the course, and most importantly each one has a report of alumni evaluation and the coordinator's recommendations for its improvement based on the evaluation and her/his own course experience.

Even though the ToT program has been in place since 1999, the report from ToT 2015 still has a very positive and strong evaluation suggesting that this course is important as a capacity building in the ground. In 2007 Imbach conducted an independent evaluation of the ToT course; Imbach concluded, after an in depth analysis of participants, that program should continue to exist

recommending essentially three major aspects: *"to improve follow-up activities, to extend monitoring and evaluation beyond the actual implementation of the Courses and to deal with the merging training needs through other mechanisms different than to just add them to current TOT".*

Responding to some of the needs detected in 2007, a questionnaire addressing potential impacts of the ToT program, in 2013 a questionnaire was applied to alumni from the 2010 ToT. All respondents agreed that the ToT helped the improvement of their work and communication. All of the respondents reported follow-up activities such as sharing materials, knowledge acquired during the course, and organizing courses in their own areas.

All supported projects have their reports open to the general public making this process completely transparent. Further, the availability of these documents serves to share findings with all the community. These documents being local and specific to their corresponding ToT or project have an international reach.

Also available to users are the email-List archives. These resources open to the public might not have a very strong impact to the day to day manager, but has a very important historical value. The day to day information on the left side of the website has a rapid link to relevant information distributed through the email-list.

In summary, CaMPAM course materials, course evaluations, manual and programs, and resources in general, plus documents are available through a working and well organized website.

Surveys

A total of 59 questionnaires and feedbacks were collected, with 15 responses from Forum and MPA database users, 8 from grants beneficiaries, 7 from instructors and 29 from ToT alumni (Table 1). All results, graphs and comments of respondents can be found in the appendix 2.

Forum and MPA Database.

A total of 15 respondents from more than 1500 subscribed members were obtained (1% of potential participants). This is a very low participation considering that three reminders were sent, however responses include a total of 11 countries. From the 15 responses collected, 67% were from females and 33 % from males; and only 13% of those were actual MPA managers and 27% working for academia with 60% working for other industries. A 33% of respondents have the power to make decisions about resource management, which implies that this forum is actually used and have an impact in people making decisions in the ground. A 73% of the Forum members, in addition to the email-List, visit the website with 33% of them visiting once a month and 33% consider CaMPAM website as an important source of information for their everyday work. And 33% use the CaMPAM List archives to get information about events, but 27% do not find it useful. However 54% relay on CaMPAM's Forum-Email-List to be informed.

They expressed that the main reason to use the CaMPAM Forum-Email-List and website was to keeping informed and up to date on news and events as well as to keep connected and informed of what is happening in the MPAs of the Caribbean. Several comments included the "*wish of having the Forum-Email-List more open with easier access and facility to downloading posts*". The format of the received emails is not helpful to encourage debates, or simply download attached information easily. This is consistent with the fact that 40% of respondents do not use the Forum-Email-List to send information or debate topics. The Forum-Email-List is a good source of information but needs to be modified in order to become a platform for debate and conversation among users.

Only 21% of respondents use the MPA database and only 14 % find it useful. For this group of respondents (Forum-Email-List/Database) the most important service that CaMPAM provides is the Forum-Email-List (67%) followed by the ToT courses (20%). This might reflect that large amount of members that receive the emails, comparatively to the amount of participants that have attended the ToT courses. Therefore this last evaluation might be biased by numbers of users of each service.

Grants

The questionnaire to evaluate the impact of grants was sent to the full Forum-Email-List, three reminders were also sent during the period that the surveys were open. In addition 63 target individual emails were sent in September to increase the participation. A total of 8 (12.7%) questionnaires were collected, a very low participation considering the importance of the support received. This low participation might be due to the fact that the survey used CaMPAM Forum-Email-List that seems to be working as a unidirectional source and members are not used to interact with the site. Another possible explanation is that four different questionnaires were sent simultaneously instead on a single one, possible, creating some confusion and/or survey fatigue.

The 8 respondents come from a total of 7 countries, and from those 62.5% were female and 37.5% male, and 50% working on public sector while 25 % were from private sectors and 25% from non-lucrative organizations. Four respondents were MPA managers with full capacity to make decisions on resource management, one staff working at an MPA and the 3 work at other type of organization. Sixty seven per cent received awards in the range of $4000.00 to $10,000.00, and 16.67% received awards in the range of $10,000 to $45,000, and 16.67% received above $45,000.00 (Fig. 1).

From the total of respondents, 33% used the funds for ToT follow-up activities, 50% used the funds to attend learning exchange visits, and 16% to support research projects. Almost all respondents (83.3%) found that the award helped them to improve the communication with stakeholders and supported imperative needs in the research and management of their MPAs, with 20% not finding the support impacting their performance as managers. The exchange programme has been a very important service that certainly (86% strongly agree and 14% somehow agree) changed

beneficiaries' perspective about MPAs uniqueness towards a more common understanding of problems in the region.

ToT

A total of 29 questionnaires were responded from a total of 57 targeted emails (51% participation). This is the largest pool as emails were sent to individuals directly to their email, and not through CaMPAM's Forum-Email-List. From the total, 62% of participants were male while 38% were female. The majority (58%) working in the public sector; 55% working in MPAs and 35% in other type of organizations and 7% in academia. In terms of responsibility, 66% have the power to make decisions on resource management.

The ToT course has been taught at different countries and respondents attended courses implemented from 2004 to 2015. (Fig.2). This diverse representation reflects an effort to bring the course to different areas increasing the regional perspective for participants and instructors. Clear benefits were expressed by respondents reporting increasing their understanding about how MPAs work (98%) and acquiring strong skills that improved their communication with staff and stakeholders (97%). The ToT also had impact on sharing and discussing best practices to solve local problems by sharing personal experiences with other managers of the region (99%).

Even though strong connections were established during the course, 27% of respondent report to interact with their peers only by chance, and 14% report to connect once a week or more frequently, and 21% interact around every six months. ToT network impact lasts after the course is completed in differential ways. The support to recommend the course is 100%, and 74% report that they have repeated the experience locally using material such as the ToT manual available at CaMPAM website. In general comments are very positive and suggest keeping the course alive, and promoting more exchange of experiences after the course.

Instructors

A total of seven questionnaires were received out of 12 targeted instructors contacted via email. This is the highest ratio (58.3%) of respondents in relation of number of targeted emails. Respondent instructors were from different courses (Fig 3) being representative from courses from 2004 up to 2015. The majority of respondents were males (71%) with only 30% females. The majority of instructors work in the private (43%) and public sectors (43%) with 29% of them being managers, 14% report to work with the tourism industry and 57% with other type of organizations. Only 29% of instructors have the power to make decisions about the management of resources while 71% do not have that power. Instructor's responses suggest that the ToT manual is not up to date (86%).

As for the online support for students before the course 28% of instructors are toward a positive opinion, while 71% are neutral. In contrast, instructors think that the materials provided to them

are relevant and useful for their work (57% strongly agree and 43% somehow agree, giving a positive 100% opinion). Different opinions were collected when suggesting that the course should be longer allowing students to develop written projects during the course, a 43% strongly agree, 14% somehow agree, giving a 57% positive opinion towards a longer course. However 14% are neutral and a 29% disagree with a longer course. Instructors think that a revision of the pedagogical and learning activities (85%) is needed while 14% disagree.

The perspective of instructors (100%) is that the course should continue as a key tool for building capacity by CaMPAM. A very rich series of comments can be found in appendix 2, a general positive opinion was expressed; while main suggestions to improve the course are to include the exercise of producing projects during the course, including for example business plans for MPAs with active tourism; it is noteworthy that the topic addressing business plans has been incorporated to the ToT since 2010. More interaction among instructors could be promoted by facilitating overlapping time. Strengths of the course are its flexible format and the invitation of local participants.

In depth interviews

A total of eight email interviews, and six phone interviews were conducted during the month of August. The selected informants were requested to answer open-ended questions, both via email and phone conversations were following the same set of questions (Appendix 1).

Several respondents have devoted important time and energy to the development of CaMPAM's programmes and were very detailed in their own perception and opinion of the program. Many of those comments were mentioned in the first section of results. In this section, I concentrate solely on the direct questions and useful critics and suggestions for the improvement of the programme.

1) What are CaMPAM's strengths?

The majority of respondents coincide that the permanence, continuity and longevity of the program as well as its wide geographic (regional) reach are the most important CaMPAM's strengths. The fact that CaMPAM is run by a "*small, dynamic and flexible team leading efforts*" makes this program locally and regionally successful.

The permanence of the website and Forum-Email-List keeps CaMPAM in the region, not only as a course provider, but as a source for every-day activities and networking. Other comments made emphasis in the diversity of programmes available to support managers' capacity building, including the ToT, follow up activities, and other supported activities through small or medium size grants.

Very important is the session organized during the GCFI meeting for managers, including the support to attend this meeting to some managers, again through small grants. A major achievement is the networking capacity that CaMPAM has provided, during ToT courses, GCFI meeting and

email-List. CaMPAM has had the ability to promote best operational practices training transversally between tourism and social issues. It brings together great experts from different regions. A very clear strength is the GCFI work, funded by UNEP, to CaMPAM program and to the coordinator in particular. In collaboration with CaMPAM's coordinator, GCFI runs the website, provides the platform for the email-List, and runs the administration of grants and in the organization of the GCFI session for managers.

3) What are CaMPAM's weaknesses?

- All respondent mentioned that the big weakness is a permanent funding source and reduced staff, a comment that summarized the general opinion of interviewees is: *"Limited staffing and funding to develop, facilitate and/or otherwise oversee important programs".* Having more staff would result in an increase and diversification of communication between partners, instructors and other participants.

- A second comment is the lack of an active and productive Executive Team supported by a working group/team of advisors. Part of the problem results from the sometimes conflicting vision of the partners which made the Executive not operational. A revamped and committed Executive Team with a comprehensive vision discussed and accepted by all core partners is necessary to develop and make the strategic plan operational. This Executive Team could use CaMPAM strengths and support its growth; this team needs to be a strong group of committed people working also towards the increase of funding sources and partnerships.

- A third comment, from three of the 15 respondents (1.3%) suggest that ToT is no longer serving the region's audience, or that topics are not addressed in depth to provide a good training to managers. Even though this opinion was expressed, the rest of the respondents (80%) plus all survey's responses differ from that comment. Plus 100% of all other surveys support and demand the continuity of the ToT Programme. Therefore the above mentioned comments are not backed by the community addressed in this assessment.

- A fourth comment is the need to offer small workshops addressing focal and emergent topics. Increasing CaMPAM programme to include this type of courses should be analyzed carefully because it requires opening a new activity into the training programme, and there are several regional initiatives that provide this type of course.

- A fifth common comment was in relation to the Forum-Email –List has become a unidirectional communication tool instead of an open forum for sharing and discussing. Even though the email-List is great tool to keep the community informed; it is not promoting open debates or a sense of belonging for users.

- A sixth common comment was about misunderstandings, or misinterpretation by some partners of the institutional constraints posed by Cartagena's SPAW Protocol and UNEP to CaMPAM's approaches and regional actions affecting such partnerships. CaMPAM is part of the biodiversity

program of UNEP-CEP (i.e. SPAW) which is mandated by the Parties of the Cartagena Convention and SPAW Protocol. This is a reality that needs to be embraced by any potential partner or member of the Executive Team. This institutional framework should not be viewed as a weakness but as strength; however so far it has been perceived as a weakness by some respondents.

The message that CaMPAM has an institutional working plan developed by SPAW Parties seems not to reach the community across all participants. However, not all organizations view this as a constraint but as an asset. It gives CaMPAM intergovernmental and institutional legitimacy and support, which is viewed as an institutional platform by other donors. CaMPAM has been successful in engaging European donors and NGOs such as the Italian Ministry of Foreign Affairs, TNC and IUCN among others. The flexibility and agility of CaMPAM's management is also recognized by respondents. This weakness/strength will need to be addressed in depth by all concerned members of a revamped Executive Team, and considered in the strategic plan.

4) Do you think CaMPAM has played an important role building capacity in the Caribbean region?

The majority of the respondents (90%) agree that CaMPAM has had a key role in the capacity building in the region, and should keep its leadership (80%). While some respondents think that CaMPAM role is no longer as important due to the new needs that are not addressed in the course (3 respondents), the majority (12 respondents) think that CaMPAM, *"more than any other entity, has connected the network of professionals working on important coastal and marine resource management issues throughout the Caribbean. Moreover, the mechanisms that support this connection (e.g. trainings, exchange programs etc.) have facilitated a multiplier effect of knowledge transfer and sharing of lessons learned among hundreds of practitioners on a range of important issues related to MPA management"*.

Further, 87% of respondents directly mentioned the need to keep the ToT course alive, as managers move to different jobs, and there are always new young people that will benefit from this course.

5) Which are, from your perspective, ways to improve CaMPAM's work?

Several respondents suggested that energy has to be devoted to the organization of CaMPAM's structure adding more staff to diversify communications and interactions among participants. For example secure funds for long-term core operations that will include hiring more staff to help an improvement of coordination and communications, establish a renewed, committed and active Executive Team and team of advisors.

The majority of respondents (87%) suggested to promote workshops or include in the ToT courses several topics: Climate change, Invasive/introduced species, assessment and monitoring with "national reporting on regional and international commitments (Conventions, MEAs and SDGs, etc.)", management planning, stakeholder engagement and participatory management, integration

of MPA assessments and monitoring with new trainings on EBM, IAS, blue finance, new financing mechanisms. Other topics suggested are to address "*the role of national and international politics and transform the best practices in elements for transversal politics*" and the impact of climate change on the coastal tourism development. This assessment is already working as a survey of topics that are perceived as the most important, to be addressed in future courses, from managers in the ground.

DISCUSSION

CaMPAM has had and still has a leadership role in the Caribbean community through the delivery of a diverse portfolio of programs. The membership and recognition of its work is strong, however several changes in environmental conditions (Bruno and Valdivia 2016), economic and social realities in the region (Shah *et al*. 2016), plus advances in the management needs of MPAs (Sale et al 2014) are demanding a revision and growth of building capacity tools and programs. This growth can only happen under a strong structure and regional partnerships with committed people and governments. The revamping of a committed Executive Team could be the starting point to revisit a strategic plan and a road map of actions.

Gathering the 15+ years of experience, and the large membership, CaMPAM is in a good position to have a regional Executive Team that will help the program develop a transition plan to continue to grow more sustainably. CaMPAM is a major and important program that could follow some ideas from another large UNEP Regional Seas programme in the Mediterranean (www.medpan.org/en/home), while maintaining its flexibility and regional perspective. It is important to note that the successful MedPAN exists under the Barcelona Convention, equivalent to the Cartagena Convention in the Wider Caribbean, and that this program used CaMPAM as an inspiration when first developed.

Capacity building

About ToT, interestingly during the Executive Team interviews, many reflected over the length of the course suggesting that shorter workshops could be more valuable than this long course. However analyzing ToT reports and students comments, that sentiment is not mentioned, on the contrary students seems to value the length of the course, even more some request more field trips and more free time (see Imabch 2007 and further ToT reports).

From this analysis ToT is a course that should keep its mission and vision. Suggested improvements are to include more biological and biophysical aspects, for example on monitoring and scientific findings; and continue with the inclusion of important relevant topics such as climate change, invasive species management, and business and tourism management. Another suggestion is to have parallel short workshops that will address specific topics, however it is NOT recommended to transform the ToT into a short workshop. CaMPAM is not the sole building capacity program in the

Caribbean; several of these suggestions are already being covered by programs such as Health Reefs, MARFund, GEF and NOAA that organized with different perspectives and reach different audiences. The role of CaMPAM is well defined and even though it could increase its leadership and services by providing short workshops, it has to keep its ToT core course.

Consistent with results presented by Imbach (2007), this study found that it is recommended to update the manual, which can be done step by step, or by a group of advisors. In addition it is recommended to increase the technological support, such a good education platform for example Blackboard, and have the ToT website interactive with strong educational perspective.

It is evident that the increase of complexity in the management of MPAs, and the complexity of ecological responses of marine resources to climate, in a region with a tourism dependent economy is challenging managers. The position of a manager of a marine protected area requires individuals with a multidisciplinary training and support from scientific and socioeconomic advisors.

Having different alternative courses, including the ToT, plus specific workshops will allow this community to keep track of the scientific advances, technological possibilities and economic problems and solution for a successful management that will result in the benefit of local stakeholders. A careful delimitation of CaMPAM services is required, as one programme is not the solution to all needs in the region. However CaMPAM can partnership with other capacity building programs in the region to optimize efforts.

Needs expressed by different levels of surveys and interviews.

The reported topics, by managers and instructors in the ground, that should be included in ToT, or specific workshops are problems related at the integrated coastal zone management, emphasis was put in including full watersheds, design and management of hotel development under climate change adaptation, food security and sustainable financing.

In another line of topics, a request from the community was to cover in detail monitoring and data gathering to evaluate MPA management, also under climate change scenarios, and expand the study to adjacent areas that are under no protection, and offering trainings in GIS were suggestions that needs to be taken in consideration.

It is difficult to think a good management of resources without a geographic perspective of distribution of resources and the potential regulations for protection and use. All participants recognized that these topics are not in opposition or proposed to substitute the ToT. Therefore there is a clear need to expand CaMPAM's role as a building capacity programme. It is noteworthy that the ToT is not only a course but a full program that has an extended impact even after the course is over. Through the follow-up activities supported by small grants, alumni of the ToT conduct training activities in their own localities.

The main conclusion is that CaMPAM has played a key role in the Caribbean region as a network, forum and building capacity in the ground. The needs and complexities in the region require a consolidation of the already well established four programmes. This consolidation is necessary through the growth in number of staff and funds which will allow to function and plan under more stable and solid grounds. At the present time, this growth is possible as CaMPAM has developed a strong base and membership, it needs to create a new platform, stronger and wider to accomplish this regional demand. It is noteworthy that during the IUCN-congress in Hawaii both founder and coordinator of CaMPAM received the 2016 Fred Packard Award for Outstanding service to protected areas.

Overall list of gaps

1. Organization of CaMPAM with a revamped Advisory and an Executive Teams. The Advisory Team has to be regional and participants should come from different countries and institutions to secure the widest representation of the SPAW participant countries. The Execute Team should be an small group of people that will implement all CaMPAM actions, it has to have a clear definition of roles for each member.

2. A permanent source of funding that will ensure the continuity of the program with annual improved activities of its 4 main tools: communication, training, grant awarding, and forum. Even though it has been able to survive the las 15 years, a more solid funding is required.

3. Need to increase staffing adequate to the demands of a large programme that is expanding.

4. The Forum-Email-List requires a user-friendly and more suitable format that promotes discussion and ownership among users.

5. ToT requires an update and development of an educational-web platform that will facilitate the delivery of materials, provide chat rooms and allow for online activities. It already exists, but need to have a permanent one that will be available for every ToT course.

6. Include focal topics in the capacity building program

RECOMMENDATIONS

Wide vision

1. Develop a new strategic working plan with a revised Mission and Vision under the UNEP/CEP-SPAW framework. It requires a long-term vision that will include the large experience of the last 15 successful years, and a perspective of a world that has global stressors in addition to local recognized stressors. It is necessary to recognize the need to prepare and adapt to the environmental consequences of climate global change and to engage more key actors, such as those from the private sector. Managing for resilience and adapting to global stressors are the challenges of our present and future.

2. Develop a road map to accomplish clear objectives and goals for long, mid and the short term.

3. Develop a financial strategy to secure funds from donors and governments. CaMPAM is now in the perfect time to use as leverage its recognition in the region and in the world. In addition, the world's recognition of the immediate need to coastal adaptation to new challenge imposed by climate change might be another leverage to support CaMPAM's activities. The need of leadership and capacity building on marine resources management has never been so strong.

4. Support and enrich the active and flexible but strong institutional structure that has provided the platform for a sustained delivery of services. This can begin by revamping the Executive Team with members from countries that signed the Cartagena Protocol. These members are expected to have a clearly understanding of SPAW's policies, mandates and restrictions; and should feel the responsibility to support CaMPAM. In parallel a committed team/group of advisors, that can come from countries all along the region. It is important to CaMPAM to have the ability to learn and listen from members from the entire region independent of the Cartagena Protocol.

Long Term Action

1. Support and enrich the agile flexible CaMPAM organization that had proved to work; and promote a strong institutional structure by increasing staff and funds to support all CaMPAM activities.

2. Keep a clear impact at the ground level, this will require a constant evaluation of present advances in the science, management and policy of MPAs.

3. Find funding that could create a Foundation or endowment that will ensure the minimum funding to support the coordinator and staff salaries and core programs. And work towards possible long term donors including strong commitment from governments.

Medium-Term Action

1. Update ToT manual is a required action that will need time and money investment. If this is not a viable strategy, it will be necessary to make a selection of manuals and materials that will maintain the educational materials up-to-date in the understanding of MPAs. In addition it is recommended to analyze the creation of an educational platform that will be used every year by instructors. This website/educational platform can serve as the online support material for courses, chatroom, and online assignments before the face-to-face course. Having a website specific for the ToT can also serve for the follow-up activities. If creating this website proves to be too expensive, maintaining.an active library linked to the ToT where new literature can be uploaded and made available to uses can help to include some topics suggested by the managers and instructors.

2. Develop workshops to address specific topics/themes requested by the community or recognized by the Executive Team to be necessary. Those workshops could be online or in person, inviting specialists in the topic. Some examples are GIS and space planning, monitoring, understanding climate change threats and how to adapt and manage to increase MPA resilience. Other requests were focused on the future of the hotel industry and coastal development interactions with the watershed, and how those interactions will be affected by climate change.

   If developing short workshops is considered beyond CaMPAM training objectives, it is suggested to maintain a list of workshops provided by other training organization and promote them through the Forum and website. However it is suggested that CaMPAM has the platform to promote this kind of training as it grows in staff and funding.

3. Websites and education are hand by hand now days. The education revolution includes adopting new pedagogical approaches (Bowen, 2012), as well as possibilities such as teaching online (Raykov 2016). Hiring a website manager will work towards maintaining and interactive website for all users, plus facilitating the creation of a website specific for the ToT program and the follow-up activities. This website should have a learning-teaching approach where recent literature can be uploaded, and online courses, as well as ToT materials can be maintained.

4. The evaluator suggests to explore the possibility to create a Master degree program in collaboration with local universities in order to support the capacity building at all levels. Several academic institution have implemented "Professional Masters Degrees" such as the Coastal Zone Management program at University of Miami (http://mps.rsmas.miami.edu/degree-program/coastal-management/), or the program in Environmental Policy and Management (https://earthenvironment.fiu.edu/programs/graduate/psm-epm-professional-science-masters-environmental-policy-and-management/course-description/), or the undergraduate program in "Manejo sustentable de zonas costeras" (http://www.sisal.unam.mx/lmszc/) could be an interesting institution to work and develop a professional degree. Equally interesting are the online courses such as those developed by Duke University

(https://nicholas.duke.edu/programs/masters/mem-online), examples that are worth analyzing to come with a unique program for the region.

It is evident that any of the suggested degrees satisfies the needs of an MPA manager, but the door is open to negotiate with universities and probably develop a target degree for marine resources managers and policy makers.

Short Term Action

1. Revamp an active and committed Executive Team that will understand, and be willing to work under the framework and priorities of Cartagena's SPAW Protocol. This Executive team needs to revisit the strategic plan and create a road map to make accomplish its goals. The strategic plan and road map should be consistent and ensure a programmatic and financial sustainability of CaMPAM.

2. The capacity building program should maintain the ToT program, develop a strategy for the revision and updated of the manual; and respond to regional and local issues through short courses or webinars or courses online.

3. Modify the Forum email-List to make it more user-friendly and promote debate among MPA managers and other members of the list. Several Email-list can be used as example: Coral Reef-List, Algae-List etc. Those lists promote the dissemination of information, debate among participants, help solving problems, just to mention some of the interactions among users.

4. Promote the feeling of ownership among users. An interactive Forum-Email-List will make members feel an ownership when they actually can easily respond to emails. Another way to promote ownership could be by inviting members of CaMPAM to promote short workshops, online webminars, online courses etc. discussed and analyzed with CaMPAM Executive Team. These "community based online courses" should be supported by a strong educational online platform managed by CaMPAM.

5. Use the momentum generated at the IUCN Conservation Congress to find strong partnerships and increase funding sources. The international recognition can serve as leverage and "certificate" of CaMPAM's quality and commitment.

6. Start conversations with academic institutions to create educational partnerships.

SUGGESTED CAMPAM ORGANIZATIONAL STRUCTURE

CaMPAM is a programme for strengthening MPAs that responds to SPAW's goals, mission and vision. Therefore the role of who establishes goals, general objectives and activities will be dictated by SPAW COP, given that the main clients and "directors" are the Parties to SPAW.

In order to provide support to the SPAW Secretariat with the management of CaMPAM, it is suggested that two major tools/mechanisms be established:

1. **An Advisory Committee**: The Advisory Committee (AT) will provide guidance to the ET and CaMPAM management in general, however it will not have the power to make decision.

2. **An Executive Committee**: The executive Committee (EC) that will oversee, support and promote all of CaMPAM activities on the ground.

The Advisory Committee

The Advisory Committee will include representatives of different partner organizations that are involved and/or are relevant to CaMPAM's mission. It is recommended to invite representatives from organizations, donors, and scientists that will provide guidance to the EC and CaMPAM management in general. It is important for this group to be inclusive, maintain clear communication, and accept that CaMPAM is part of SPAW; this implies meeting operational guidelines established in the Cartagena Convention.

Individuals for the Advisory Committee could come from organizations such as: SPAW-RAC, GCFI, NOAA's MPA Center, TNC, OECS, UICN. Other proposed advisors include individuals who have influenced CaMPAM previously or who do similar work as CaMPAM. It is also recommended that the AT include members of academia or the scientific community actively working or teaching on topics related to marine protected Areas and marine conservation.

The Advisory Committee should be a versatile and dynamic committee with ability to change and adapt to the needs of CaMPAM. A coordinator of this committee will be in charge of coordinating communication and invitation to annual GCFI meetings. The coordinator of this committee should also serve as a point of contact to the Executive Committee, and could be also a member of EC (if so agreed).

The Executive Committee

The Executive Committee (EC) will be formed by a small but dynamic and proactive group of people that will deliver SPAW COP decisions with the advice of the Advisory Committee. This small group

should maintain a permanent high level of communication, commitment, and all members should understand and accept the SPAW and Cartagena Convention as the working framework.
The suggested organizational structure is 5 people:

1. *Executive Director* (rotating every 2 years if so agreed): This person will be the direct point of contact to SPAW brining to CaMPAM annual vision and strategy. This person will be the responsible point of contact for biannual meetings of the EC, should have extended experience with the programme, and should have capabilities to raise funds for CaMPAM operation. The Executive Director will be responsible for the highest level decisions, communication of CaMPAM's strategy and goals, and enable his/her decision making with the expertise of the Advisory Committee and fellow Executive Team members.

2. *Technology & Information Coordinator*: This person will oversee and implement the web site, introduce new technologies that will support all CaMPAM activities, will develop and oversee a permanent online platform that will support the ToT and other education programmes. This person will maintain the Forum-Email-List, and will promote any communication among the parties of the ET and CaMPAM members in general.

3. *Training & Education Coordinator:* This person will oversee the successful ToT courses, will ensure the highest quality of speakers, and maintain a continual search of education and training materials. This person will explore the development of courses online to address specific topics that are beyond the ToT. They will have to work closely with the Technology and Information Coordinator to enable a successful online learning platform.

4. *Grants Coordinator*: This person should oversee the successful implementation of grants and follow up with grantees that goals are accomplished. This person will also oversee the follow-up programs as well as the mentor program. This person will oversee the participation of CaMPAM in the GCFI annual meeting, for grantees, as well as members of the Executive Committee. This person will be in close coordination with the Finance Coordinator to plan for implementation of new projects and funds.

5. *Finances Coordinator*: This person should strongly promote fund raising, will be responsible for maintaining financial communication with donors. This person will be also in charge of developing a fund raising strategy to ensure the sustainable access to funds and CaMPAM financial sustainability. This person will work closely with the Grants Coordinator to address continuity of funds with existing projects.

All members of the Executive Committee's responsibility will be to maintain communication with fellow coordinators, and serve as decision makers to ensure accountability and expertise in their areas that will enable informed collective decisions. Notably, all final and substantial decisions will be under the SPAW framework.

SIMPLIFIED CaMPAM ORGANIZATIONAL STRUCTURE

Following the same principles of the above structure, this simplified version recommends a reduced executive committee:

1. Executive Director (rotating every 2 years if so agreed): This person will be the direct point of contact to SPAW brining to CaMPAM annual vision and strategy. This person will be the responsible point of contact for biannual meetings of the EC, should have extended experience with the programme, and should have capabilities to raise funds for CaMPAM operation. The Executive Director will be responsible for the highest level decisions, communication of CaMPAM's strategy and goals, and enable his/her decision making with the expertise of the Advisory Committee and fellow Executive Team members.

2. Operational Director (now Coordinator): This person will be responsible to coordinate all the CaMPAM's activities with the support of a sub-coordinator. It is recommended that the coordinator and sub-coordinator create a group of people that will systematically support CaMPAM's coordinator work. That group would contribute with: A) Technology and forum activities presently covered by GCFI. B) ToT and educational activities, and C) Grants and financial activities. It is recommended that all supporting people will maintain strong and agile communication and will follow the Executive Director and Operational Coordinator work.

The major and important difference between the first and second version is the role of the operational director, presently known as CaMPAM coordinator. In the first recommended structure each coordinator would have full responsibility for its designated tasks. The second structure is based on the present structure, it is recommended to add a sub-coordinator to help with the large amount of work presently run by the coordinator. It is recommended to strength and enrich the present body of supporters, and maintain those supporters that are doing a very good job in maintaining CaMPAM as a leader group in the Caribbean.

References

Bowen, Jose A. 2012. Teaching Naked: How Moving Technology Out of Your College Classroom Will Improve Student Learning. Wiley Press 352 pp.

Bruno, John F., and Abel Valdivia. 2016."Coral reef degradation is not correlated with local human population density." Scientific Reports 6

Heinen, J., Roque, A., and Collado-Vides, L 2016.Managerial Implications of Perceptions, Knowledge, Attitudes and Awareness of Residents Regarding the Puerto Morelos National Marine Park, Mexico.*Environmental Conservation.*
Raykov, V. 2016 How To Build Your Successful Online Teaching Business (Online Entrepreneurship Book 1). Free for Kindle

Sale, Peter F., Tundi Agardy, Cameron H. Ainsworth, Blake E. Feist, Johann D. Bell, Patrick Christie, Ove Hoegh-Guldberg et al. "Transforming management of tropical coastal seas to cope with challenges of the 21st century." Marine Pollution Bulletin 85, no. 1 (2014): 8-23.

Shah, K. U., Arjoon, S., and Rambocas, M. (2016) Aligning Corporate Social Responsibility with Green Economy Development Pathways in Developing Countries. Sust. Dev., 24: 237–253. doi: 10.1002/sd.1625.

Websites
http://campam.gcfi.org/CaribbeanMPA/CaribbeanMPA.php
http://campam.gcfi.org/campam.php
http://campam.gcfi.org/SGF/SGFEng.php
http://campam.gcfi.org/CaribbeanChallenge/MidGrants.php#AntiguaBarbuda
http://www.cep.unep.org/content/about-cep/spaw/spaw
http://www.car-spaw-rac.org/?lang=en
www.medpan.org/en/home

Tables and Figures

Table 1. Quantitative distribution of surveys per countries and users

Countries	Forum/ Data Base	ToT	Instructors	Grants
Antigua and Barbuda	1	1	0	1
Bahamas	1	2	0	0
Barbados	1	1	0	0
Belize	0	2	0	0
Canada	2	0	0	0
Caribbean Netherlands	0	1	0	0
Colombia	1	4	0	1.5
Cuba	1	2	0	2
Dominica	1	0	0	0
Dominican Republic	0	3	0	0
France (metropole and Guadeloupe)	2	0	0	0
Grenada	0	1	2	0
Guatemala	0	1	0	0
Haiti	1	0	0	0
Jamaica	0	1	0	0
Mexico	0	2	2	1
Puerto Rico	0	0	1	0.5
Saba	0	0	0	1
Saint Lucia	0	3	0	0
Saint Vincent and the Grenadines	0	0	0	1
Saint Maarten (east Caribbean Netherlands)	0	1	0	0
Switzerland	0	1	0	0
USA	3	1	2	0
Venezuela	1	2	0	0
Total	**15**	**29**	**7**	**8**

Figure 1. Number of grants per size.
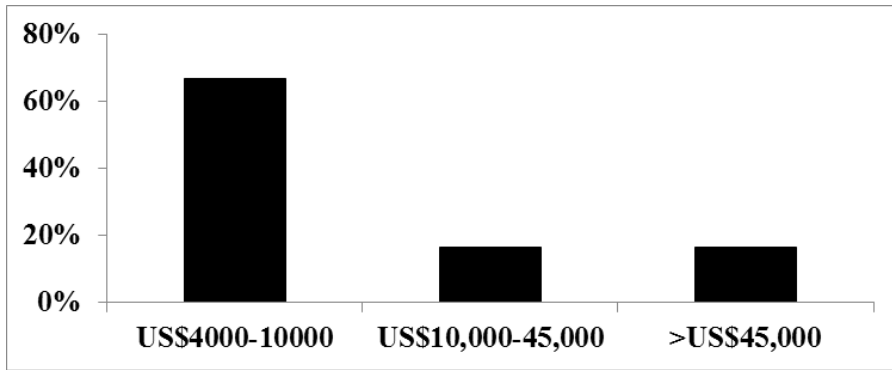
Figure 2. Number ToT participants per year and country.
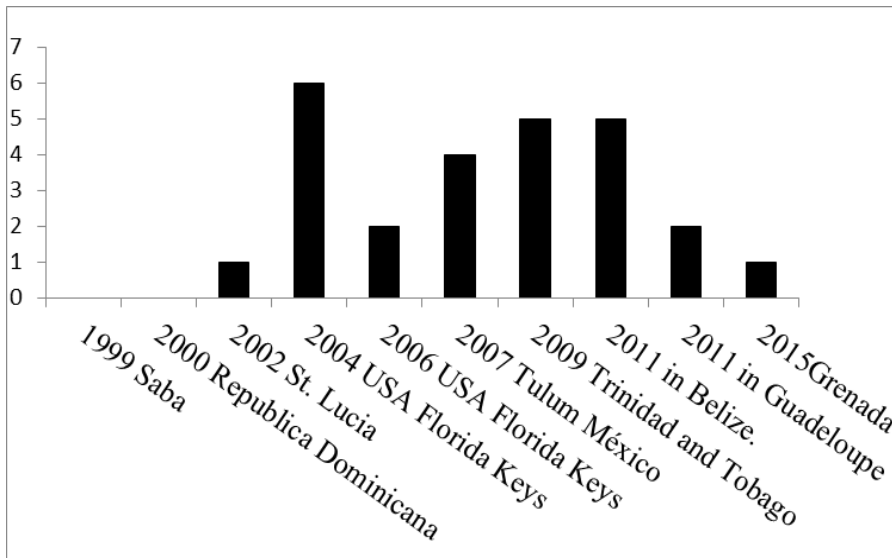
Figure 3. Instructors' year of participation
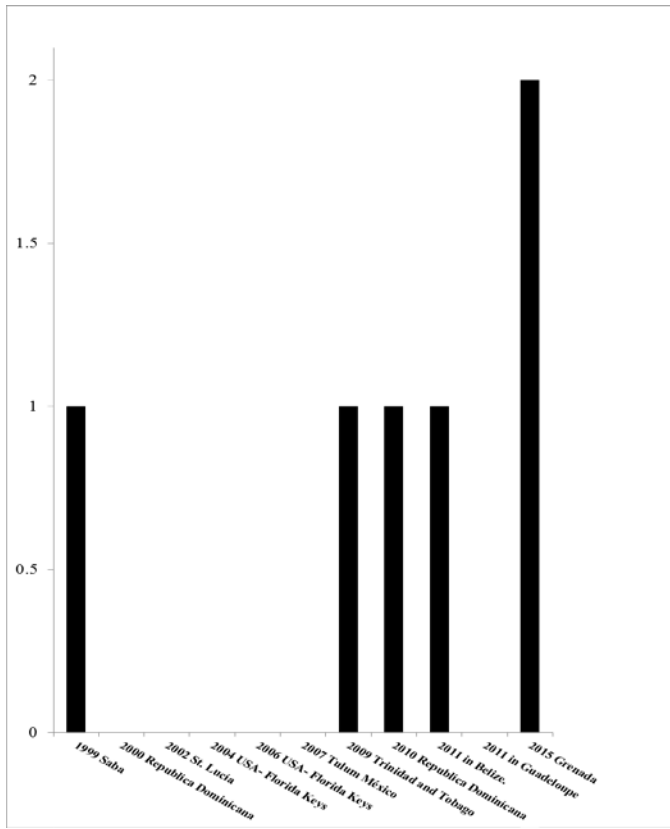
List of in- depth interviewees

Phone Interviews

1) Alessandra Vanzella-Khouri, SPAW UNEP- CEP, CaMPAM
2) Georgina Bustamante, CaMPAM Coordinator
3) Robert Glazer, GCFI
4) Billy Causey, NOAA Sanctuary Programe
5) Dana Wusinich-Mendez, NOAA Coral Reef program
6) Scott Frew, NOAA Coral Reef program

Email Interviews

1) Rich Wilson, Executive Director, Seatone Consulting (2014 ToT Coordinator, Mentorship programme)
2) Emma Doyle, GCFI
3) Francisco Ricardo Gomez Lozano, CONANP, México (MPA director and CaMPAM mentor)
4) Franck Goudin, SPAW-RAC
5) Maria Pena, CERMES, University of the West Indies
6) Martha Prada, GCFI- CaMPAM consultant (ToT 2016 Coordinator)
7) Ruben Torres, Reef Check Dominican Republic
8) Hyacinth Armstrong Vaughn, BIOPAMA-IUCN

APPENDIX I

APPENDIX I

This appendix includes the original surveys applied via online and sent via email

1- Forum English and Spanish
2- Grants English and Spanish
3- Instructors English and Spanish
4- ToT English and Spanish

_____
_____

CaMPAM-Forum

Q1 In which country you live?

Q2 What is your gender?
○ Male (1)
○ Female (2)

Q3 What type of institution you work?
○ Private (1)
○ Public (2)
○ Non-Lucrative (3)

Q4 What type of position you have?
○ Manager of a MPA (1)
○ Staff of a MPA (2)
○ Fisher (3)
○ Tourist industry related (4)
○ Transportation (5)
○ Academia/University (6)
○ Other (7)

Q5 What is your level of responsibility in your position?
○ I have the power to make decision about resources' management (1)
○ I do not have power to make decisions about resources management (2)

Q6 Do you visit CaMPAM web site and use its documents?
○ Yes (1)
○ No (2)

Q7 How frequently do you contact CaMPAM website and or consult its documents?
- ❍ never (1)
- ❍ more than once a week (2)
- ❍ once a week (3)
- ❍ once a month (4)
- ❍ once every six months (5)
- ❍ once every year (6)
- ❍ only once (7)

Q8 CaMPAM is an important source of information that supports my work practice
- ❍ Strongly agree (1)
- ❍ Agree (2)
- ❍ Somewhat agree (3)
- ❍ Neither agree nor disagree (4)
- ❍ Somewhat disagree (5)

Q9 I use the CaMPAM email-list archives as a source of information form previous events, or for networking
- ❍ Strongly agree (1)
- ❍ Agree (2)
- ❍ Somewhat agree (3)
- ❍ Neither agree nor disagree (4)
- ❍ Somewhat disagree (5)

Q10 I strongly relay on CaMPAM's email list to get the most important information about MPA events, funding sources, scientific meetings, courses, and general opportunities available for me and my staff.
- ❍ Strongly agree (1)
- ❍ Agree (2)
- ❍ Somewhat agree (3)
- ❍ Neither agree nor disagree (4)
- ❍ Somewhat disagree (5)

Q11 I recommend the use of CaMPAM's email list to colleagues, staff, friends and any person I think could benefit from this service
- ❍ Strongly agree (1)
- ❍ Agree (2)
- ❍ Somewhat agree (3)
- ❍ Neither agree nor disagree (4)
- ❍ Somewhat disagree (5)

Q12 I use the CaMPAM's email list to send information from my MPA or institution to the Caribbean and receive feedback from members of the community.
- ○ Strongly agree (1)
- ○ Agree (2)
- ○ Somewhat agree (3)
- ○ Neither agree nor disagree (4)
- ○ Somewhat disagree (5)

Q13 What is the main reason you surf the CaMPAM web site:

Q14 I frequently use the data base localized in CaMPAM web site
- ○ Yes (1)
- ○ No (2)

Q15 The database has been very useful in my every day work
- ○ Extremely useful (1)
- ○ Very useful (2)
- ○ Moderately useful (3)
- ○ Slightly useful (4)
- ○ Not at all useful (5)

Q16 The database is useful as a template for my proposals
- ○ Extremely useful (1)
- ○ Very useful (2)
- ○ Moderately useful (3)
- ○ Slightly useful (4)
- ○ Not at all useful (5)

Q17 The data base not very useful the way it is, but could become a great tool to share information across the region.
- ○ Extremely useful (1)
- ○ Very useful (2)
- ○ Moderately useful (3)
- ○ Slightly useful (4)
- ○ Not at all useful (5)

Q18 If you have to select one, which is the most important service you have received from CaMPAM has resulted in an improvement of your work
- ○ Training of trainers course (1)
- ○ Email list (2)
- ○ Grant (3)
- ○ Support to attend GCFI (4)
- ○ Exchange experience (5)
- ○ Data base (6)
- ○ Never received anything from CaMPAM (7)

Q19 Please add any comment you find useful to this study

CaMPAM-Forum

Q1 En que país vive

Q2 Cuál es su géneo
- ○ Masculino (1)
- ○ Femenino (2)

Q3 En que tipo de organización trabaja?
- ○ Privada (1)
- ○ Pública (2)
- ○ De no lucro (3)

Q4 Que tipo de posición tiene?
- ○ Manejador de AMP (1)
- ○ Personal de AMP (2)
- ○ Pescador (a) (3)
- ○ Relacionado a la industria turística (4)
- ○ Transportació (5)
- ○ Academia/Universidad (6)
- ○ Otro (7)

Q5 Cuál es el nivel de responsabilidad en su trabajo?
- ○ Tengo el poder de tomar decisiones respecto al manejo de recursos (1)
- ○ No tengo poder de tomar decisiones respecto al manejo de recursos (2)

Q6 Visita Ud. las páginas web y los documentos de CaMPAM?
- ○ Si (1)
- ○ No (2)

Q7 ¿Con qué frecuencia se comunique con el sitio web y CaMPAM o consultar a sus documentos?
- ○ Nunca (1)
- ○ Mas de una vez a la semana (2)
- ○ una vez por semana (3)
- ○ Una vez al mes (4)
- ○ Una vez cada seis meses (5)
- ○ Una vez al año (6)
- ○ Solamente la he visitado una vez (7)

Q8 Es CaMPAM una fuente de información imporante que apoya su práctica laboral?
- ⭕ Totalmente de acuerdo (1)
- ⭕ De acuerdo (2)
- ⭕ Maso o menos de acuerdo (3)
- ⭕ Neutral (4)
- ⭕ Mas o menos en desacuerdo (5)

Q9 Yo uso los archivos y la lista de correo electrónico de CaMPAM como una fuente de información sobre eventos anteriores , o para la mi red de conexiones sociales
- ⭕ Completamente de acuerdo (1)
- ⭕ De acuerdo (2)
- ⭕ Mas o menos de acuerdo (3)
- ⭕ Neutral (4)
- ⭕ Mas o menos en desacuerdo (5)

Q10 Yo me apoyo en gran medida en la lista de correo electrónico de CaMPAM para obtener la información eventos importante acerca de las AMP, posibles fuentes de financiación, reuniones científicas, cursos y oportunidades generales disponibles para mí y mi personal.
- ⭕ Totalmente de acuerdo (1)
- ⭕ De acuerdo (2)
- ⭕ Mas o menos de acuerdo (3)
- ⭕ Neutral (4)
- ⭕ Mas o menos en desacuerdo (5)

Q11 Recomiendo el uso de la lista de correo electrónico de CaMPAM a los colegas, empleados, amigos y cualquier persona que creo que podría beneficiarse de este servicio
- ⭕ Totalmente de acuerdo (1)
- ⭕ De acuerdo (2)
- ⭕ Mas o menos de acuerdo (3)
- ⭕ Neutral (4)
- ⭕ Mas o menos en desacuerdo (5)

Q12 Yo uso la lista de correo electrónico del CaMPAM para enviar la información de mi MPA o institución para el Caribe y recibir retroalimentación de los miembros de la comunidad.
- ⭕ Completamente de acuerdo (1)
- ⭕ De acuerdo (2)
- ⭕ Mas o menos de acuerdo (3)
- ⭕ Neutral (4)
- ⭕ Mas o menos en desacuerdo (5)

Q13 Cual es la razón principal por la que Ud. navega en la pagina web de CaMPAM

Q14 Yo utilizo con frecuncia la base de datos localizada en el sitio web de CaMPAM
- ❍ Si (1)
- ❍ No (2)

Q15 La base de datos ha sido muy útil en mi trabajo cotidiano
- ❍ Extremadamente útil (1)
- ❍ Muy útil (2)
- ❍ Moderadamente útil (3)
- ❍ Mas o menos útil (4)
- ❍ Para nada útil (5)

Q16 La base de datos es de gran utilidad como modelo o guía para mis propuestas
- ❍ Extremadamente útil (1)
- ❍ Muy útil (2)
- ❍ Moderadamente útil (3)
- ❍ Un poco útil (4)
- ❍ No es útil (5)

Q17 La base de datos no es muy útil en la forma es que existe, pero podría llegar a ser una gran herramienta para compartir información a través de la región.
- ❍ Extremadamente útil (1)
- ❍ Muy útil (2)
- ❍ Moderadamente útil (3)
- ❍ Un poco útil (4)
- ❍ Para nada útil (5)

Q18 Si usted tiene que seleccionar uno, cuál es el servicio más importante que ha recibido de CaMPAM y que se ha traducido en una mejora de su trabajo
- ❍ Curso Capacitación de capacitadores (1)
- ❍ Lista de correo electróncio (2)
- ❍ Donaciones (3)
- ❍ Apoyo para asistir a un GCFI (4)
- ❍ Experiencia de intercambio (5)
- ❍ Base de datos (6)
- ❍ Nunca he recibiod apoyo de CaMPAM (7)

Q19 Por favor, escriba cualquier comentario que encuentra útiles para este estudio

CaMPAM-Grants

Q1 In which country you live?

Q2 What is your gender?
❍ Male (1)
❍ Female (2)

Q3 Which is your present working position?
❍ Private (1)
❍ Public (2)
❍ Non-Lucrative (3)

Q4 What type of position you have?
❍ Manager of a MPA (1)
❍ Staff of a MPA (2)
❍ Fisher (3)
❍ Tourist industry related (4)
❍ Transportation (5)
❍ Academia/University (6)
❍ Other (7)

Q5 What is your level of responsibility in your position?
❍ I have the power to make decision about resources' management (1)
❍ I do not have power to make decisions about resources management (2)

Q6 Have you or your institution received any financial support through CaMPAM?
❍ Yes (1)
❍ No (2)

Q7 I have received
❍ US$4000-10000 grant (1)
❍ US$10,000-45,000 grant (2)
❍ larger than US$45,000   (3)

Q8 The funding was for
❍ to support a training activity as local follow-up of the ToT course (1)
❍ a learning exchange visit (2)
❍ to support reseach project (3)

Q9 The funding received was used at the individual level (attend a meeting, course, exchange) or at the institutional level (Improve MPA practices, i.e. monitoring, management outreach and education, research
○ Individual (1)
○ Institutional (2)

Q10 CaMPAM funding has helped improve my individual capacity as manager of an MPA or the national system.
○ Yes (1)
○ No (2)

Q11 CaMPAM funding has helped my MPA to run imperative improvements in the research and management section
○ Yes (1)
○ No (2)

Q12 CaMPAM funding has helped my MPA to improve its communication with stakeholders through educational or outreach programs
○ Yes (1)
○ No (2)

Q13 Have you participated in an exchange program supported by CaMPAM?
○ Yes (1)
○ No (2)

Q14 Participating in the exchange program changed my perspective about MPAs, I understand we have many common and unique problems at each site.
○ Strongly agree (1)
○ Somewhat agree (2)
○ Neither agree nor disagree (3)
○ Somewhat disagree (4)
○ Strongly disagree (5)

Q15 Exchange programs should be a priority for CaMPAM above other programs.
○ Strongly agree (1)
○ Somewhat agree (2)
○ Neither agree nor disagree (3)
○ Somewhat disagree (4)
○ Strongly disagree (5)

Q16 If you have to select one, which is the most important service you have received from CaMPAM has resulted in an improvement of your work
- ❍ Training of trainers course (1)
- ❍ Email list (2)
- ❍ Grant (3)
- ❍ Support to attend GCFI (4)
- ❍ Exchange experience (5)
- ❍ Data base (6)
- ❍ Never received anything from CaMPAM (7)

Q17 Please add any comment you find useful to this study

CaMPAM-Grants

Q1 En que país vive

Q2 Cuál es su género
○ Masculino (1)
○ Femenino (2)

Q3 Which is your present working position?
○ Private (1)
○ Public (2)
○ Non-Lucrative (3)

Q4 Que tipo de posición tiene
○ Manejadro de AMP (1)
○ Personal de AMP (2)
○ Pescador (ara) (3)
○ Relaciona a la industria turística (4)
○ Transportació (5)
○ Academia/Universidad (6)
○ Otro (7)

Q5 What is your level of responsibility in your position?
○ I have the power to make decision about resources' management (1)
○ I do not have power to make decisions about resources management (2)

Q6 Usted o su institución han recibido algún apoyo financiero a través de CaMPAM
○ Si (1)
○ No (2)

Q7 He recibido
○ US$4000-10000 donativo (1)
○ US$10,000-45,000 donativo (2)
○ mas que US$45,000 (3)

Q8 La donación fue para
○ Apoyo para un cursot ToT local a partir de mi participación en un ToT (1)
○ Un visita de intercambio (2)
○ Apoyoa para proyecto de investigación (3)

Q9 The funding received was used at the individual level (attend a meeting, course, exchange) or at the institutional level (Improve MPA practices, i.e. monitoring, management outreach and education, research

○ Individual (1)
○ Institutional (2)

Q10 La financiación deCaMPAM me ha ayudado a mejorar mi capacidad individual como manejador de una AMP o de un sistema nacional.

○ Si (1)
○ No (2)

Q11 CaMPAM funding has helped my MPA to run imperative improvements in the research and management section

○ Yes (1)
○ No (2)

Q12 El financiamiento de CaMPAM ha ayudado a mi AMP a mejorar nuestra comunicación con los usuarios a través de programas educativos o de divulgación.

○ Si (1)
○ No (2)

Q13 Have you participated in an exchange program supported by CaMPAM?

○ Yes (1)
○ No (2)

Q14 La participación en el programa de intercambio cambió mi perspectiva sobre las AMP, me ha servido para entender que tenemos muchos problemas comunes y únicos en cada sitio.

○ Totalmente de acuerdo (1)
○ Mas o menos de acuerdo (2)
○ Neutral (3)
○ Mas o menos en desacuerdo (4)
○ Totalmente en desacuerdo (5)

Q15 Exchange programs should be a priority for CaMPAM above other programs.

○ Strongly agree (1)
○ Somewhat agree (2)
○ Neither agree nor disagree (3)
○ Somewhat disagree (4)
○ Strongly disagree (5)

Q16 Si usted tiene que seleccionar uno, cuál es el servicio más importante que ha recibido de CaMPAM que se ha traducido en una mejora de su trabajo
- ❍ Curso capacitando capacitadores (1)
- ❍ Foro-lista de correo electrónico (2)
- ❍ Donaciones (3)
- ❍ Apoyo para asistir al GCFI (4)
- ❍ Experiencia de intercambio (5)
- ❍ Base de datos (6)
- ❍ Nunca he recibido apoyo de CaMPAM (7)

Q17 Please add any comment you find useful to this study

CaMPAM-Instructors

Q1 In which country you live?

Q2 What is your gender?
○ Male (1)
○ Female (2)

Q3 Which is your present working position?
○ Private (1)
○ Public (2)
○ Non-Lucrative (3)

Q4 What type of position you have?
○ Manager of a MPA (1)
○ Staff of a MPA (2)
○ Fisher (3)
○ Tourist industry related (4)
○ Transportation (5)
○ Academia/University (6)
○ Other (7)

Q5 What is your level of responsibility in your position?
○ I have the power to make decision about resources' management (1)
○ I do not have power to make decisions about resources management (2)

Q6 As an expert in Marine Protected Areas I think the manual is up to date with respect to advances in in management practices and policies
○ Strongly agree (1)
○ Somewhat agree (2)
○ Neither agree nor disagree (3)
○ Somewhat disagree (4)
○ Strongly disagree (5)

Q7 As an expert in Marine Protected Areas, I think the manual is up to date with respect to advances in science and ecological understanding of Caribbean coastal ecosystems
○ Strongly agree (1)
○ Somewhat agree (2)
○ Neither agree nor disagree (3)
○ Somewhat disagree (4)
○ Strongly disagree (5)

Q8 The online section of the course prepares participants well; they arrive to the course with the minimum information to take full advantage of the face-to-face section of the course.
- ○ Strongly agree (1)
- ○ Somewhat agree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat disagree (4)
- ○ Strongly disagree (5)

Q9 The provided material is relevant to help managers improve their work by learning up to date best practices and policies related with the management of MPAs.
- ○ Strongly agree (1)
- ○ Somewhat agree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat disagree (4)
- ○ Strongly disagree (5)

Q10 The provided material is relevant to help managers improve their work by learning up to date basic scientific understanding of coastal ecosystems. That knowledge allows participants to organize good monitoring and use regulations(zonation/critical habitat selection) for their MPA.
- ○ Strongly agree (1)
- ○ Somewhat agree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat disagree (4)
- ○ Strongly disagree (5)

Q11 The design of the course is very good and facilitates networking and communication among participants
- ○ Strongly agree (1)
- ○ Somewhat agree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat disagree (4)
- ○ Strongly disagree (5)

Q13 What year did you attend the ToT course
- ❍ 1999 Saba (1)
- ❍ 2000 Republica Dominicana (2)
- ❍ 2002 St. Lucia (3)
- ❍ 2004 USA- Florida Keys (4)
- ❍ 2006 USA- Florida Keys (5)
- ❍ 2007 Tulum México (6)
- ❍ 2009 Trinidad and Tobago (7)
- ❍ 2010 Republica Dominicana (11)
- ❍ 2011 in Belize. (8)
- ❍ 2011 in Guadeloupe (9)
- ❍ 2015 Grenada (10)

Q14 As instructor/coordinator I understood what the coordinator wanted from me and was able to deliver material and talk about my experience within my comfort zone
- ❍ Strongly agree (1)
- ❍ Somewhat agree (2)
- ❍ Neither agree nor disagree (3)
- ❍ Somewhat disagree (4)
- ❍ Strongly disagree (5)

Q15 As instructor/coordinator I think the course should be longer and allow students to develop written products to implement in their MPAs.
- ❍ Strongly agree (1)
- ❍ Somewhat agree (2)
- ❍ Neither agree nor disagree (3)
- ❍ Somewhat disagree (4)
- ❍ Strongly disagree (5)

Q16 As instructor/coordinator, from a pedagogic point of view I think that the course needs to be reshaped and implement more active learning elements.
- ❍ Strongly agree (1)
- ❍ Somewhat agree (2)
- ❍ Neither agree nor disagree (3)
- ❍ Somewhat disagree (4)
- ❍ Strongly disagree (5)

Q17 As instructor/coordinatorI think the course is a key tool that CaMPAM should continue and spread in the region
- ○ Strongly agree (1)
- ○ Somewhat agree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat disagree (4)
- ○ Strongly disagree (5)

Q18 As instructor/coordinator I benefited from participating in the ToT course by enriching my connection in the region and improved my work in general.
- ○ Strongly agree (1)
- ○ Somewhat agree (2)
- ○ Neither agree nor disagree (3)
- ○ Somewhat disagree (4)
- ○ Strongly disagree (5)

Q19 As instructor/coordinator how satisfied are you with the course
- ○ Extremely satisfied (1)
- ○ Somewhat satisfied (2)
- ○ Neither satisfied nor dissatisfied (3)
- ○ Somewhat dissatisfied (4)
- ○ Extremely dissatisfied (5)

Q20 What were, from an instructor/coordinator point of view, the weakest and strongest deliveries of the course.

Q21 What are your suggestions to improve the course.

CaMPAM-Instructors

Q1 En que país vive

Q2 Cuál es su género
○ Masculino (1)
○ Femenino (2)

Q3 En que tipo de institución trabaja?
○ Privada (1)
○ Pública (2)
○ No lucrativa (3)

Q4 Que tipo de posición tiene
○ Manejadro de AMP (1)
○ Personal de AMP (2)
○ Pescador (ara) (3)
○ Relaciona a la industria turística (4)
○ Transportació (5)
○ Academia/Universidad (6)
○ Otro (7)

Q5 Cuál es su nivel de responsabilidad en el trabajo?
○ Tengo el poder de tomar decisione sobre el uso de recursos (1)
○ No tengo el poder de tomar decisione sobre el uso de recursos (2)

Q6 Como experto en áreas marinas protegidas, considero que el manual está actualizada con respecto a los avances en las prácticas y políticas de manejo
○ Completamente de acuerdo (1)
○ Mas o menos de acuerdo (2)
○ Neutral (3)
○ Mas o menos en desacuerdo (4)
○ Completamente en desacuerdo (5)

Q7 Como experto en áreas marinas protegidas considero que el manual está actualizado con respecto a los avances en la ciencia y la comprensión ecológica de los ecosistemas costeros del Caribe
○ Completamente de acuerdo (1)
○ Maso menos de acuerdo (2)
○ Neutral (3)
○ Mas o menos en desacuerdo (4)
○ Totalmente en desacuerdo (5)

Q8 La sección en línea del curso prepara bien a los participantes. Ellos llegan al curso con la información mínima para sacar el máximo provecho de la sección de la sección cara-a-cara del curso.
○ Completamente de acuerdo (1)
○ Mas o menso de acuerdo (2)
○ Neutral (3)
○ Mas o menos en desacuerdo (4)
○ Completamente en desacuerdo (5)

Q9 El material proporcionado en el curso es relevante para ayudar a los manejadores para mejorar su trabajo. Ellos apren las mejores prácticas y políticas relacionadas con la gestión de las zonas marinas protegidas actuales.
○ Completamente de acuerdo (1)
○ Mas o menos de acuerdo (2)
○ Neutral (3)
○ Mas o menos en desacuerdo (4)
○ Completamente en desacuerdo (5)

Q10 El material proporcionado es relevante para ayudar a los manejadores a mejorar su trabajo mediante. A través del aprendizaje de conceptos científicos sobre el funcionamiento de los ecosistemas costeros. Ese conocimiento permite a los participantes organizar buenas regulaciones de control y uso (zonación / selección de hábitat crítico) para su AMP.
○ Completamente de acuerdo (1)
○ Mas o menos de acuerdo (2)
○ Neutral (3)
○ Mas o menos en desacuerdo (4)
○ Completamente en desacuerdo (5)

Q11 El diseño del curso es muy bueno y facilita la creación de redes sociales y la comunicación entre los participantes
❍ Completamente de acuerdo (1)
❍ Mas o menos de acuerdo (2)
❍ Neutral (3)
❍ Mas o menos en desacuerdo (4)
❍ Completamnte en desacuerdo (5)

Q13 En que año asistió a curso de Capacitación de Capacitadores?
❍ 1999 (1)
❍ 2000 (2)
❍ 2002 (3)
❍ 2004 (4)
❍ 2006 (5)
❍ 2007 (6)
❍ 2009 (7)
❍ 2010 Republica Dominicana (11)
❍ 2011 en Belice (8)
❍ 2011 en Guadeloupe (9)
❍ 2015 (10)

Q14 Como instructor / coordinador del curso, comprendí lo que la coordinadora quería de mí; y fuí capaz de entregar el material y hablar de mi experiencia dentro de mi zona de comfort.
❍ Completamente de acuerdo (1)
❍ Mas o menos de acuerdo (2)
❍ Neutral (3)
❍ Mas o menos en desacuerdo (4)
❍ Completamente en desacuerdo (5)

Q15 Como instructor / coordinador considero que el curso debe ser más largo y permitir a los estudiantes a desarrollar productos escritos para poner en práctica en sus zonas marinas protegidas.
❍ Completamente de acuerdo (1)
❍ Mas o menos de acuerdo (2)
❍ Neutral (3)
❍ Mas o menso en desacuerdo (4)
❍ Completametne en desacuerdo (5)

Q16 Como instructor / coordinador, desde un punto de vista pedagogico, yo piendo que le curso requeire de una remodelación y una implementación de elemetnos de aprendizaje activos.

- ○ Completamtne de acuerdo (1)
- ○ Mas o menos de acuerdo (2)
- ○ Neutral (3)
- ○ Mas o menos en desacuerdo (4)
- ○ Completamente en desacuerdo (5)

Q17 Como instructor / coordinator creo que el curso es una herramienta clave que CaMPAM debe continuar y propagar en la región

- ○ Completamete de acuerdo (1)
- ○ Mas o menso de acuerdo (2)
- ○ Neutral (3)
- ○ Mas o menos en desacuerdo (4)
- ○ Completamente en desacuerdo (5)

Q18 Como instructor / coordinador me he beneficiado de la participación en el curso ToT, enriqueciendo mis conexiones en la región y mejorado mi trabajo en general.

- ○ Completamente de acuerdo (1)
- ○ Mas o menso de acuerdo (2)
- ○ Netural (3)
- ○ Mas o menos en desacuerdo (4)
- ○ Completamente en desacuerdo (5)

Q19 Como instructor (a) / coordinador (a), estoy satisfecho (a) con el curso

- ○ Extremadamente satisfecho (1)
- ○ Mas o menos satisfecho (2)
- ○ Netural (3)
- ○ Mas o menos insatisfecho (4)
- ○ Extremadamente insatisfecho (5)

Q20 ¿Cuáles fueron, desde un punto de vista de instructor / coordinador los prodcutos/entregas más débiles y fuertes del curso.

Q21 Cuales son sus sugerencia para mejorar el curso

CaMPAM-ToT

Q1 In which country you live?

Q2 What is your gender?
- ○ Male (1)
- ○ Female (2)

Q3 Which is your present working position?
- ○ Private (1)
- ○ Public (2)
- ○ Non-Lucrative (3)

Q4 What type of position you have?
- ○ Manager of a MPA (1)
- ○ Staff of a MPA (2)
- ○ Fisher (3)
- ○ Tourist industry related (4)
- ○ Transportation (5)
- ○ Academia/University (6)
- ○ Other (7)

Q5 What is your level of responsibility in your position?
- ○ I have the power to make decision about resources' management (1)
- ○ I do not have power to make decisions about resources management (2)

Q6 What year did you attend the ToT course
- ○ 1999 Saba (1)
- ○ 2000 Republica Dominicana (2)
- ○ 2002 St. Lucia (3)
- ○ 2004 USA Florida Keys (4)
- ○ 2006 USA Florida Keys (5)
- ○ 2007 Tulum México (6)
- ○ 2009 Trinidad and Tobago (7)
- ○ 2011 in Belize. (8)
- ○ 2011 in Guadeloupe (9)
- ○ 2015Grenada (10)

Q7 Attending the CaMPAM,ToT course increased my knowledge about what an MPA is, and how it works.
❍ Strongly agree (1)
❍ Somewhat agree (2)
❍ Neither agree nor disagree (3)
❍ Somewhat disagree (4)
❍ Strongly disagree (5)

Q8 Attending the CaMPA ToT course gave me strong skills that helped me improve my communication with my staff.
❍ Strongly agree (1)
❍ Somewhat agree (2)
❍ Neither agree nor disagree (3)
❍ Somewhat disagree (4)
❍ Strongly disagree (5)

Q9 Attending the CaMPAM, ToT course gave me strong skills that helped me improve my communication with the stakeholders associated with the MPA I manage.
❍ Strongly agree (1)
❍ Somewhat agree (2)
❍ Neither agree nor disagree (3)
❍ Somewhat disagree (4)
❍ Strongly disagree (5)

Q10 Attending the CaMPAM, ToT course helped me to better understand my job, and I feel more confident about my managerial decisions.
❍ Strongly agree (1)
❍ Somewhat agree (2)
❍ Neither agree nor disagree (3)
❍ Somewhat disagree (4)
❍ Strongly disagree (5)

Q11 Attending the CaMPAM, ToT allowed me to share and discuss issues of my MPA and find solutions and implement best practices applied in other MPA of the region.
❍ Strongly agree (1)
❍ Somewhat agree (2)
❍ Neither agree nor disagree (3)
❍ Somewhat disagree (4)
❍ Strongly disagree (5)

Q12 Attending the CaMPAM, ToT helped me to create a network and social support for my every day work. I have since the course a series of colleagues that I can consult, discuss and share problems and get a new fresh perspectives
○ Strongly agree (1)
○ Somewhat agree (2)
○ Neither agree nor disagree (3)
○ Somewhat disagree (4)
○ Strongly disagree (5)

Q13 From all your important working connection how many were developed during or through the ToT course?
○ Almost all of them (1)
○ The majority (2)
○ Some of them (3)
○ Only a few, (4)
○ No one (5)

Q14 How frequently you contact the people you met during theToT course?
○ more than once a week (1)
○ once a week (2)
○ once a month (3)
○ once every six months (4)
○ once every year (5)
○ only once (6)
○ randomly only by chance (7)

Q15 I recommend colleagues and/or friends to attend a ToT course.
○ Strongly agree (1)
○ Somewhat agree (2)
○ Neither agree nor disagree (3)
○ Somewhat disagree (4)
○ Strongly disagree (5)

Q16 I have reproduces the ToT experience in my area following ToT manual.
○ Yes (1)
○ No (2)

Q17 If you have to select one, which is the most important service you have received from CaMPAM has resulted in an improvement of your work
❍ Training of trainers course (1)
❍ Email list (2)
❍ Grant (3)
❍ Support to attend GCFI (4)
❍ Exchange experience (5)
❍ Data base (6)
❍ Never received anything from CaMPAM (7)

Q18 Please add any comment you find useful to this study

CaMPAM-ToT

Q1 En que país vive

Q2 Cuál es su género
- ◯ Masculino (1)
- ◯ Femenino (2)

Q3 En que tipo de institución trabaja?
- ◯ Privada (1)
- ◯ Pública (2)
- ◯ No lucrativa (3)

Q4 Que tipo de posición tiene
- ◯ Manejadro de AMP (1)
- ◯ Personal de AMP (2)
- ◯ Pescador (ara) (3)
- ◯ Relaciona a la industria turística (4)
- ◯ Transportació (5)
- ◯ Academia/Universidad (6)
- ◯ Otro (7)

Q5 Cuál es su nivel de responsabilidad en el trabajo?
- ◯ Tengo el poder de tomar decisione sobre el uso de recursos (1)
- ◯ No tengo el poder de tomar decisione sobre el uso de recursos (2)

Q6 En que año asistió a curso de Capacitación de Capacitadores?
- ◯ 1999 (1)
- ◯ 2000 (2)
- ◯ 2002 (3)
- ◯ 2004 (4)
- ◯ 2006 (5)
- ◯ 2007 (6)
- ◯ 2009 (7)
- ◯ 2011 en Belice (8)
- ◯ 2011 en Guadeloupe (9)
- ◯ 2015 (10)

Q7 Asistir a la CaMPAM, curso de CpC aumentó mi conocimiento acerca de lo que es un AMP, y cómo funciona.
○ Completamente de acuerdo (1)
○ Mas o menos de acuerdo (2)
○ Netural (3)
○ Mas o menos en desacuerdo (4)
○ Completamente en desacuerdo (5)

Q8 Asistir al curso de Capacitación de Capacitadores de CaMPAM me dio habilidades fuertes que me ayudaron a mejorar mi comunicación con mi equipo.
○ Completamente de acuerdo (1)
○ Mas o menso de acuerdo (2)
○ Neutral (3)
○ Mas o menos en desacuerdo (4)
○ Totalmente en desacuerdo (5)

Q9 Asistir al curso de Capacitación de Capacitadores de CaMPAM, me dio habilidades fuertes que me ayudarón a mejorar mi comunicación con los usuarios del AMP que manejo.
○ Completamente de acuerdo (1)
○ Mas o menos de acuerdo (2)
○ Netural (3)
○ Mas o menos en desacuerdo (4)
○ Totalmetne de acuerdo (5)

Q10 Asistir al curso de CaMPAM, me ayudó a entender mejor mi trabajo, y me siento con más confianza en mis decisiones de gestión.
○ Completamente de acuerdo (1)
○ Mas o menos de acuerdo (2)
○ Neutral (3)
○ Mas o menso en desacuerdo (4)
○ Completamente en desacuerdo (5)

Q11 Asistir al curso de Capacitación de Capacitadores de CaMPAM, me permitió compartir y discutir temas de mi AMP y encontrar soluciones e implementar las mejores prácticas aplicadas en otros AMP de la región.
○ Completamente de acuerdo (1)
○ Mas o menos de acuerdo (2)
○ Neutral (3)
○ Mas o menos en desacuerdo (4)
○ Completamente en desacuerdo (5)

Q12 Asistir al curso de CaMPAM, me ayudó a crear una red de apoyo social para mi trabajo diario. Desde que tomé el curso cuento con una serie de colegas que puedo consultar, debatir y compartir problemas y obtener perspectivas nuevas sobre temas de manejo.

- ◯ Completamente de acuerdo (1)
- ◯ Mas o menos de acuerdo (2)
- ◯ Neutral (3)
- ◯ Mas o menos en desacuerdo (4)
- ◯ Totalmente en desacuerdo (5)

Q13 De todas su conexiosnes de trabajo importantes, cuantas fueron desarrolladas durante o a través del curso de Capacitación de Capacitadores?

- ◯ Casi todas (1)
- ◯ La mayoría (2)
- ◯ Alugnas de ellas (3)
- ◯ Solo una cuantas (4)
- ◯ Ninguna (5)

Q14 Con que frecuencia entra en contacto con personas que conoció durante el curso de capaciatación?

- ◯ Mas de una vez a la semana (1)
- ◯ Una vez a la semana (2)
- ◯ Una vez al mes (3)
- ◯ Una vez cada seis meses (4)
- ◯ Una vez al año (5)
- ◯ Solamente una vez (6)
- ◯ Ocasionalmente (7)

Q15 Yo recomiendo a mis colegas y personal que asistan al curso de Capacitación de Capacitadores de CaMPAM

- ◯ Completamente de acuerdo (1)
- ◯ Mas o menos de acuerdo (2)
- ◯ Neutral (3)
- ◯ Mas o menos en desacuerdo (4)
- ◯ Completamente en desacuerdo (5)

Q16 He reproducido la experiencia del curso de Capcaitación de Capacitadores utilizando su manual en mi área.

- ◯ Si (1)
- ◯ No (2)

Q17 Si usted tiene que seleccionar uno, cuál es el servicio más importante que ha recibido de CaMPAM que se ha traducido en una mejora de su trabajo
- ○ Curso capacitando capacitadores (1)
- ○ Foro-lista de correo electrónico (2)
- ○ Donaciones (3)
- ○ Apoyo para asistir al GCFI (4)
- ○ Experiencia de intercambio (5)
- ○ Base de datos (6)
- ○ Nunca he recibido apoyo de CaMPAM (7)

Q18 Por favor escriba cualquier comentario o sugerencia que consdere de utilidad a este estudio

APPENDIX II

This appendix includes the raw data of each one of the surveys conducted via online
1- Forum
2- Grants
3- Instructors
4- ToT

Forum
CaMPAM-Forum
September 2nd 2016, 4:48 pm EDT

Q1 - In which country you live?
Q1 - In which country you live?

In which country you live?

Barbados

Antigua & Barbuda

US

Guadeloupe , France

Canada

Bahamas

France

Haiti

Colombia

United States

Canada

Dominica

Venezuela

Cuba

USA

In which country you live?

Barbados

Antigua & Barbuda

US

Guadeloupe , France

Canada

Bahamas

France

haiti

Colombia

United States

Canada

Dominica

Venezuela

Cuba

USA

Q2 - What is your gender?

Answer	%	Count
Male	33%	5
Female	67%	10
Total	100%	15

Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
What is your gender?	1	2	2	0	0	15

Q3 - What type of institution you work?
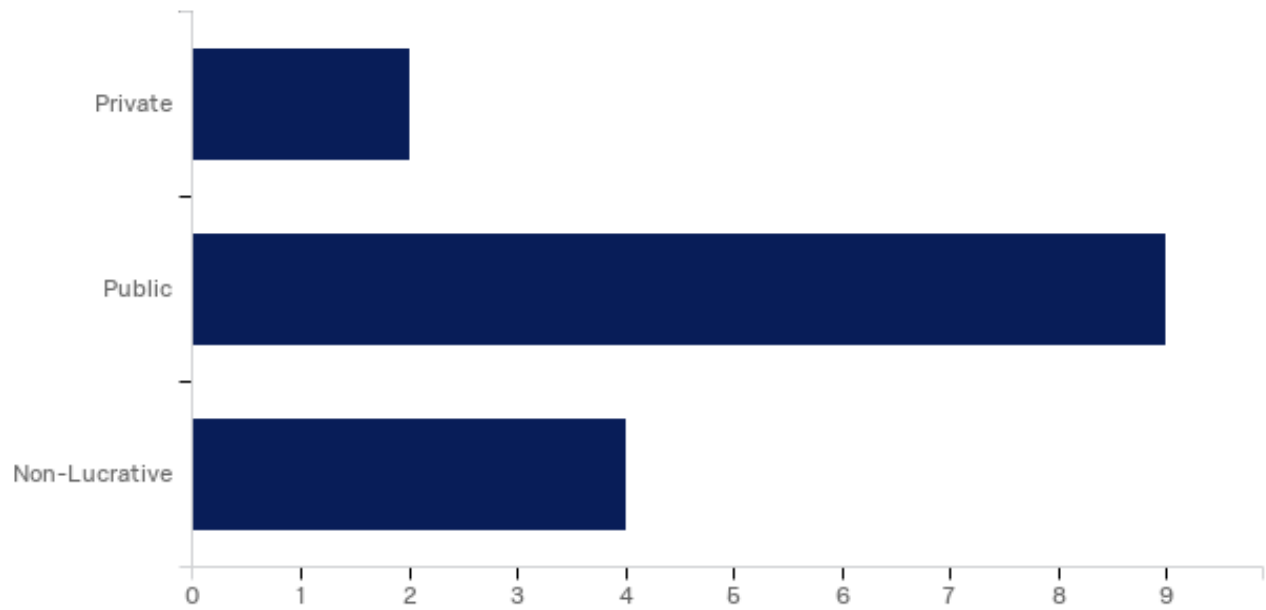
Answer	%	Count
Private	13%	2
Public	60%	9
Non-Lucrative	27%	4
Total	100%	15

Q4 - What type of position you have?
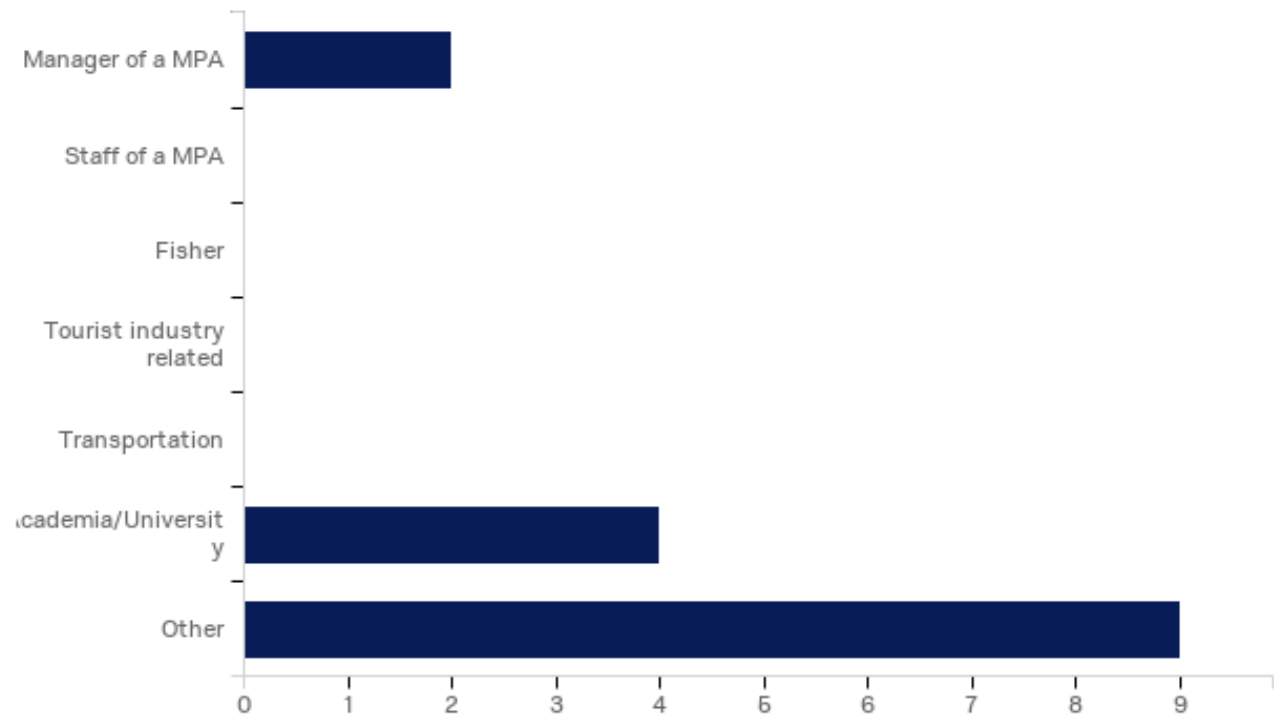
Answer	%	Count
Manager of a MPA	13%	2
Staff of a MPA	0%	0
Fisher	0%	0
Tourist industry related	0%	0
Transportation	0%	0
Academia/University	27%	4
Other	60%	9
Total	100%	15

Q5 - What is your level of responsibility in your position?
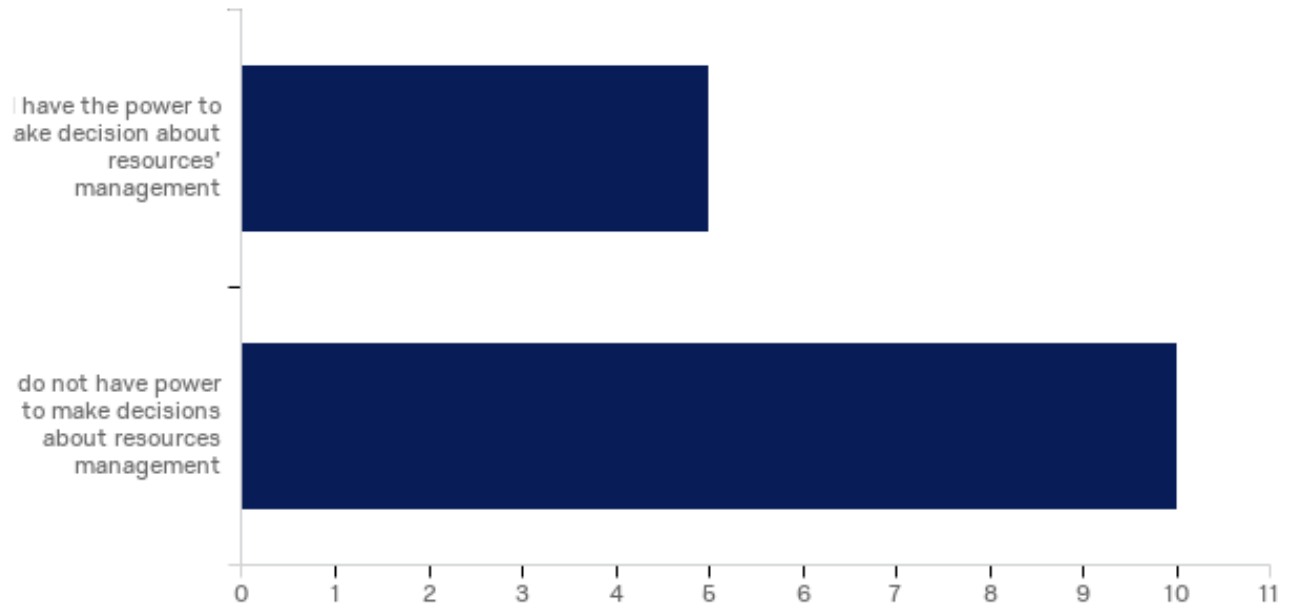
Answer	%	Count
I have the power to make decision about resources' management	33%	5
I do not have power to make decisions about resources management	67%	10
Total	100%	15

Q6 - Do you visit CaMPAM web site and use its documents?
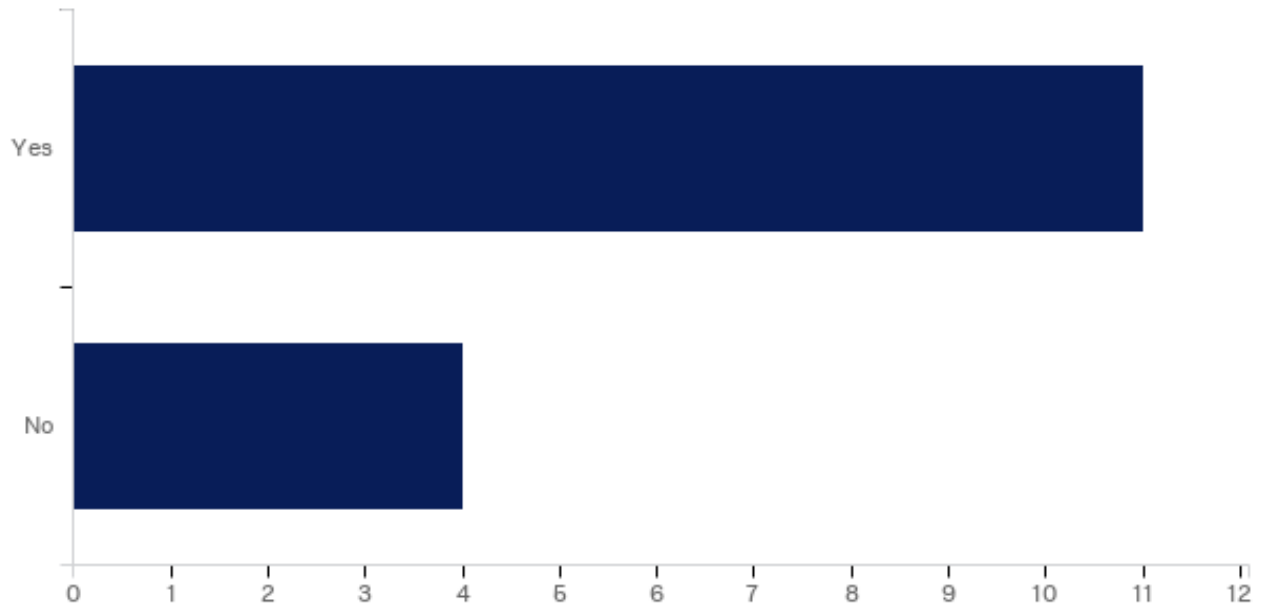
Answer	%	Count
Yes	73%	11
No	27%	4
Total	100%	15

Q7 - How frequently do you contact CaMPAM website and or consult its documents?
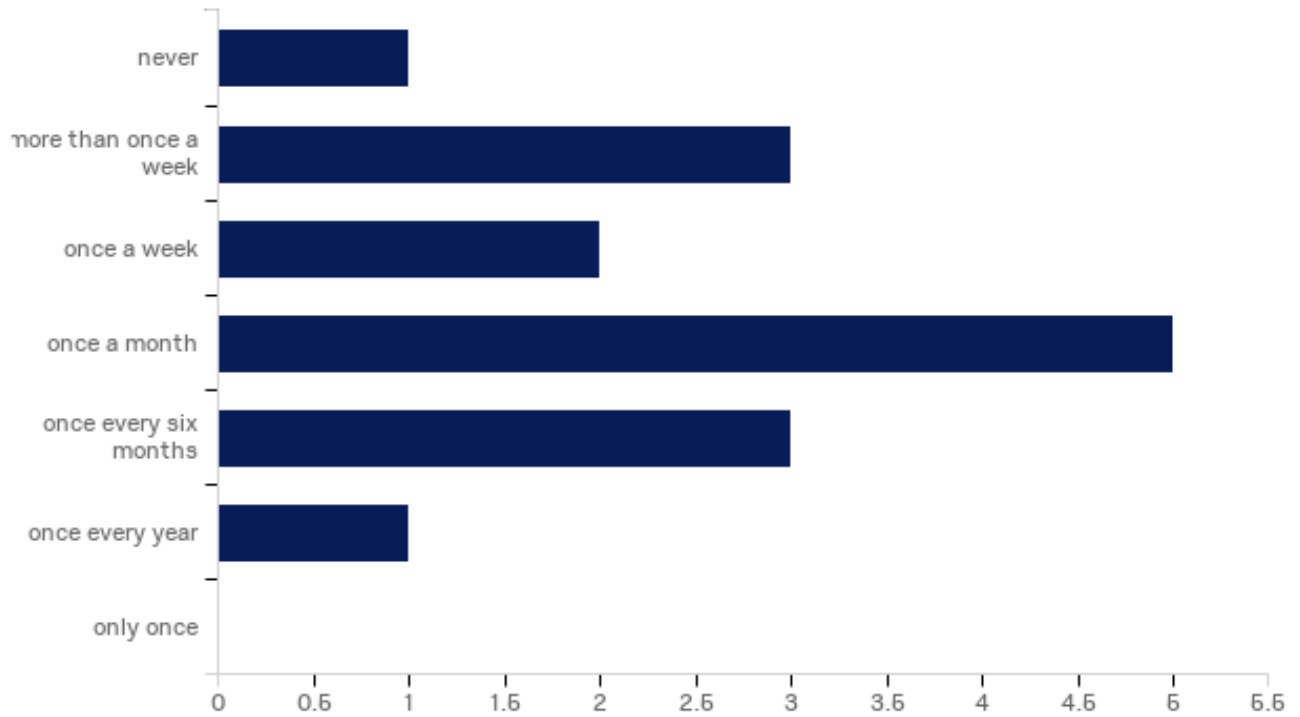
Answer	%	Count
never	7%	1
more than once a week	20%	3
once a week	13%	2
once a month	33%	5
once every six months	20%	3
once every year	7%	1
only once	0%	0
Total	100%	15

Q8 - CaMPAM is an important source of information that supports my work practice
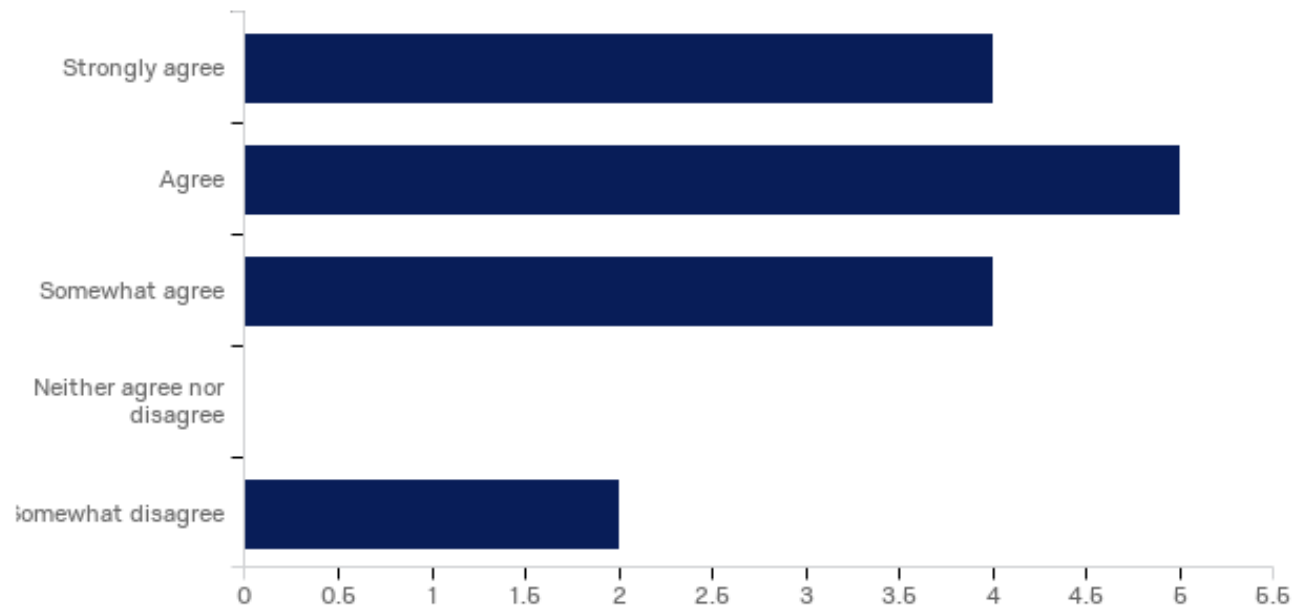
Answer	%	Count
Strongly agree	27%	4
Agree	33%	5
Somewhat agree	27%	4
Neither agree nor disagree	0%	0
Somewhat disagree	13%	2
Total	100%	15

Q9 - I use the CaMPAM email-list archives as a source of information form previous events, or for networking
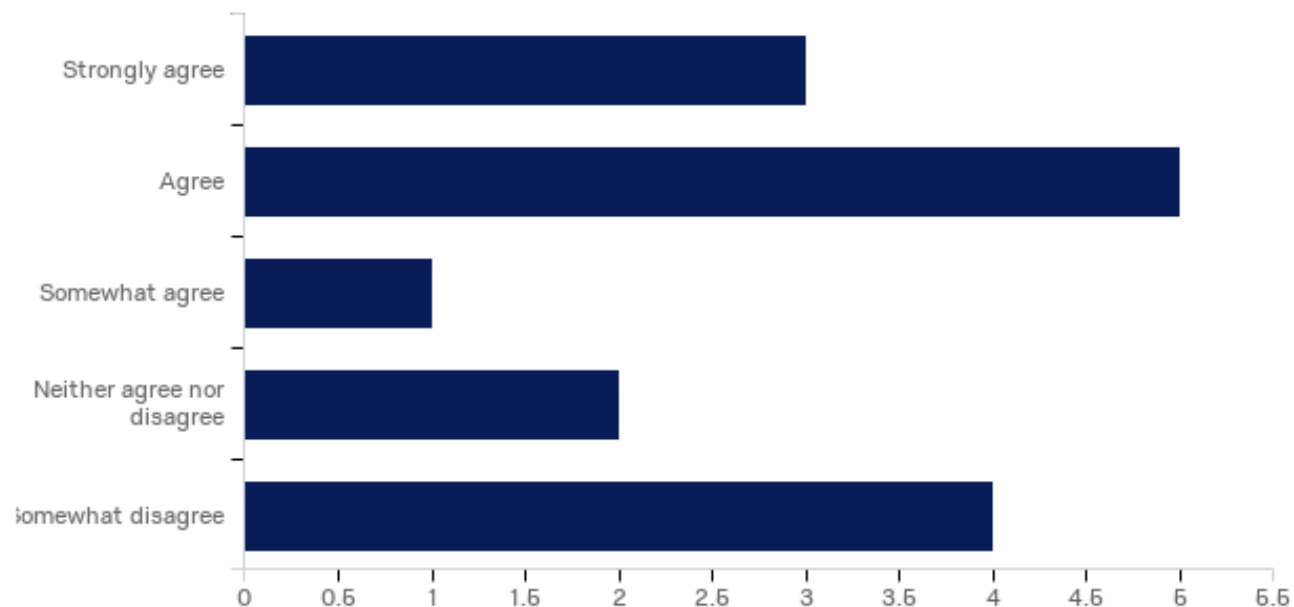
Answer	%	Count
Strongly agree	20%	3
Agree	33%	5
Somewhat agree	7%	1
Neither agree nor disagree	13%	2
Somewhat disagree	27%	4
Total	100%	15

Q10 - I strongly relay on CaMPAM's email list to get the most important information about MPA events, funding sources, scientific meetings, courses, and general opportunities available for me and my staff.
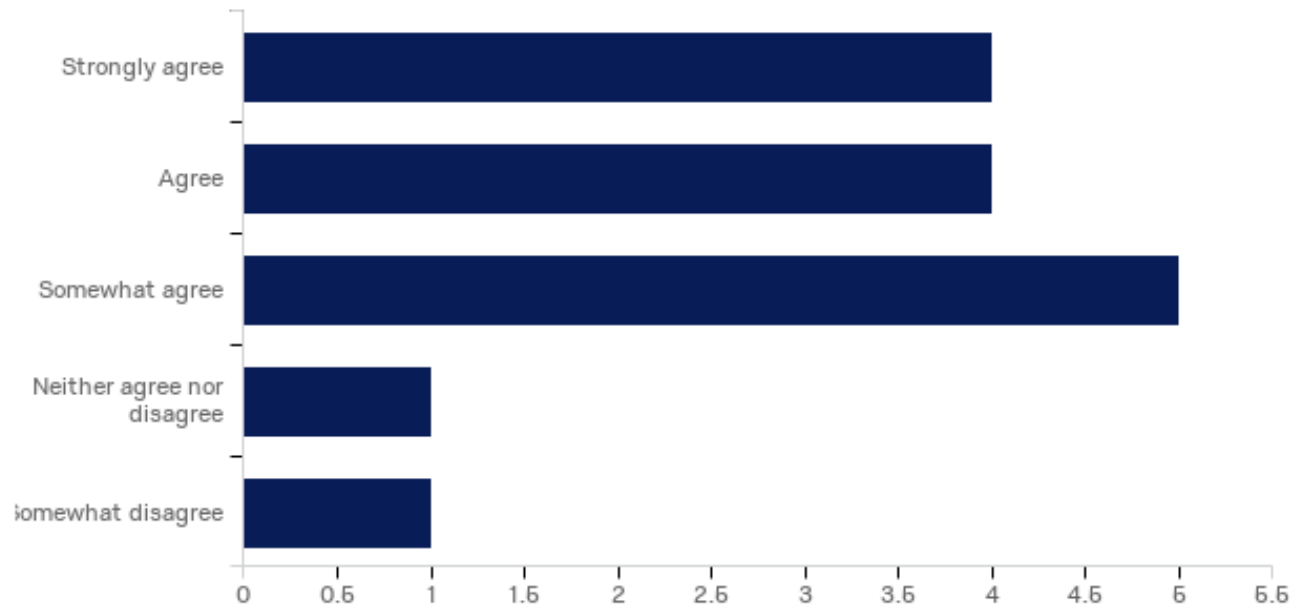
Answer	%	Count
Strongly agree	27%	4
Agree	27%	4
Somewhat agree	33%	5
Neither agree nor disagree	7%	1
Somewhat disagree	7%	1
Total	100%	15

Q11 - I recommend the use of CaMPAM's email list to colleagues, staff, friends and any person I think could benefit from this service
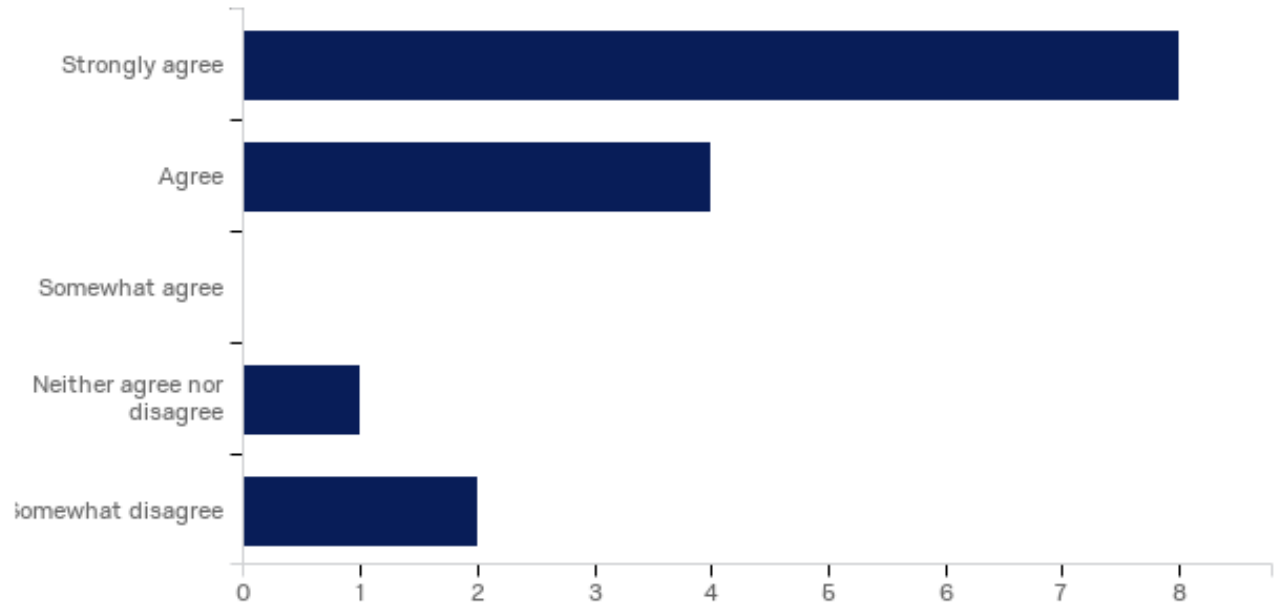
Answer	%	Count
Strongly agree	53%	8
Agree	27%	4
Somewhat agree	0%	0
Neither agree nor disagree	7%	1
Somewhat disagree	13%	2
Total	100%	15

Q12 - I use the CaMPAM's email list to send information from my MPA or institution to the Caribbean and receive feedback from members of the community.
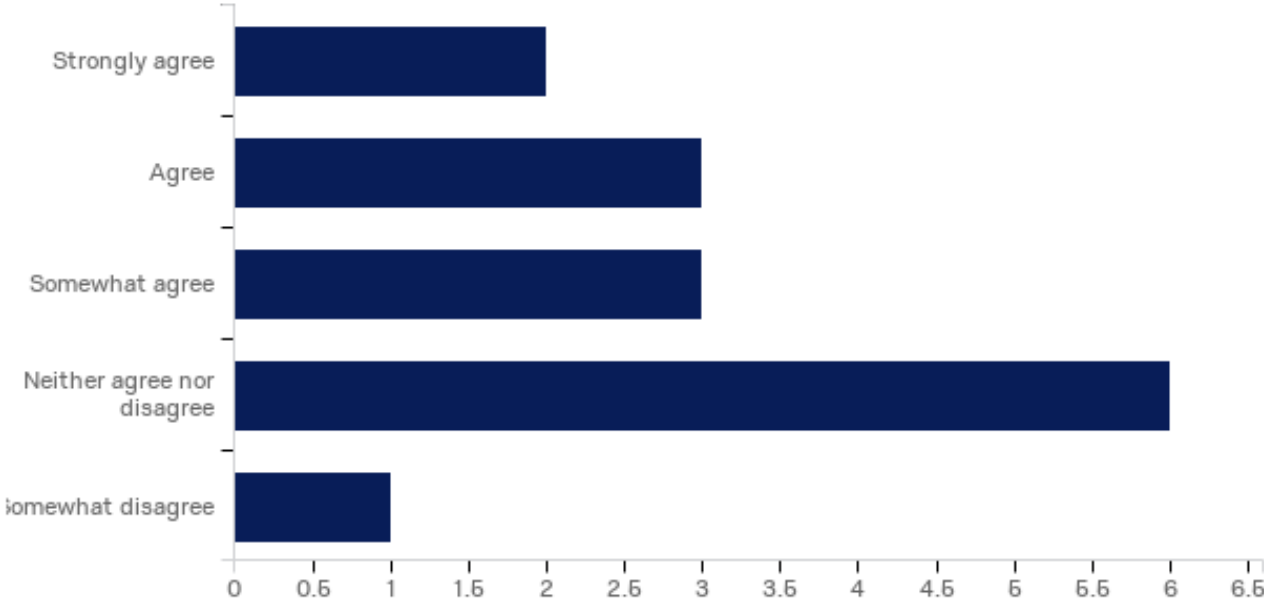
Answer	%	Count
Strongly agree	13%	2
Agree	20%	3
Somewhat agree	20%	3
Neither agree nor disagree	40%	6
Somewhat disagree	7%	1
Total	100%	15

Q13 - What is the main reason you surf the CaMPAM web site:

What is the main reason you surf the CaMPAM web site:

To get information on past trainings

Information, updates

I do not surf CaMPAM web site

To find out whats going on in MPA communities

Estar informada de lo que esta pasando en la region del caribe.

relevant news, information data, opportunities

Reviso la información que llega al correo electrónico, no navego en la web.

Information and to keep up with what is happening in the Caribbean related to MPAs.

para estar conectada con colegas trabajando en temas similares

general opportunities

Information on MPA management, courses, news and events

Porque contiene información muy actualizada sobre las AMP de la región, sobre todo en lo relativo a informes técnicos, publicaciones, eventos y resultados relevantes de las AMP.

I don't. I might if the "database" mapping application worked, but it does not on my browser.

Q14 - I frequently use the data base localized in CaMPAM web site
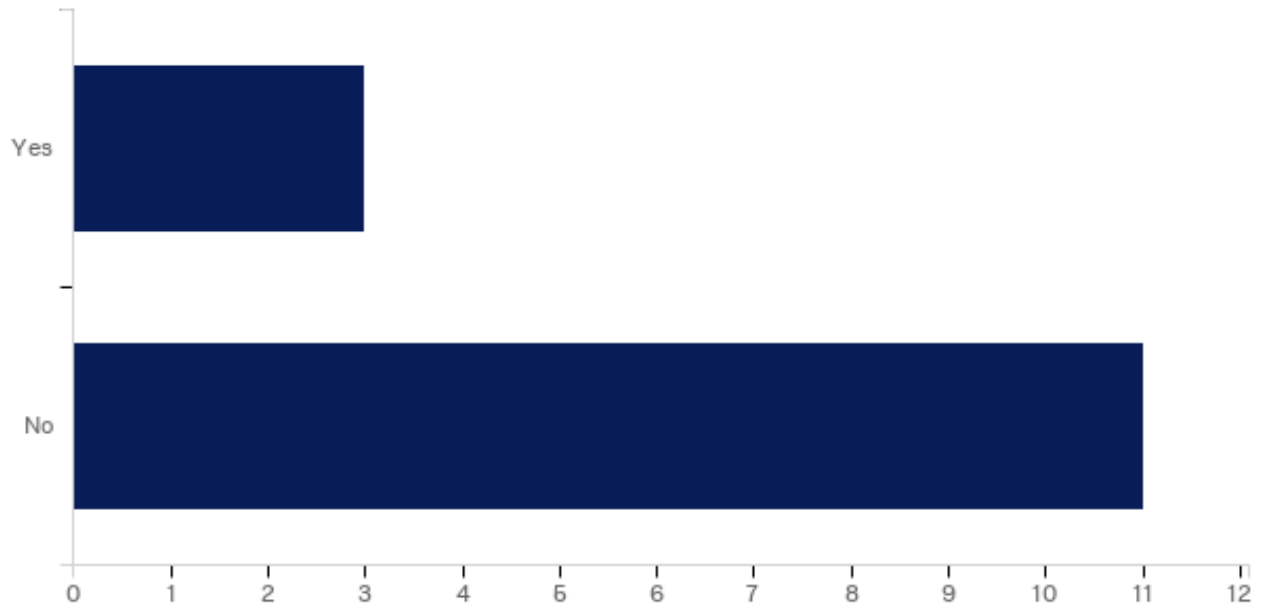
Answer	%	Count
Yes	21%	3
No	79%	11
Total	100%	14

Q15 - The database has been very useful in my every day work
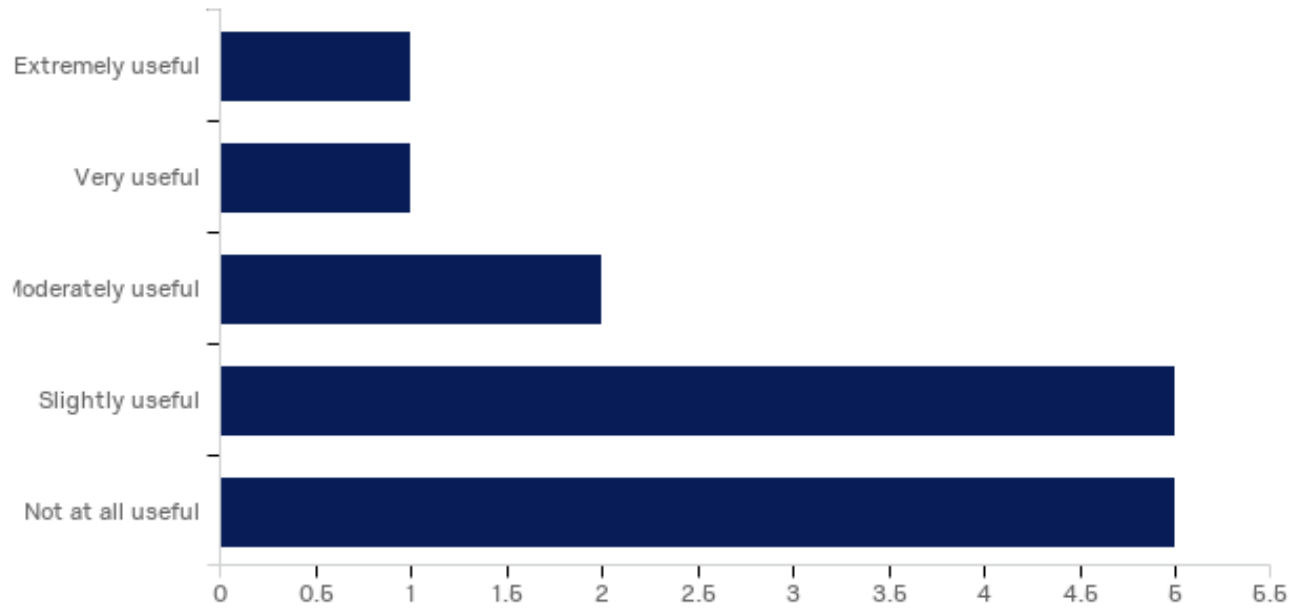
Answer	%	Count
Extremely useful	7%	1
Very useful	7%	1
Moderately useful	14%	2
Slightly useful	36%	5
Not at all useful	36%	5
Total	100%	14

Q16 - The database is useful as a template for my proposals
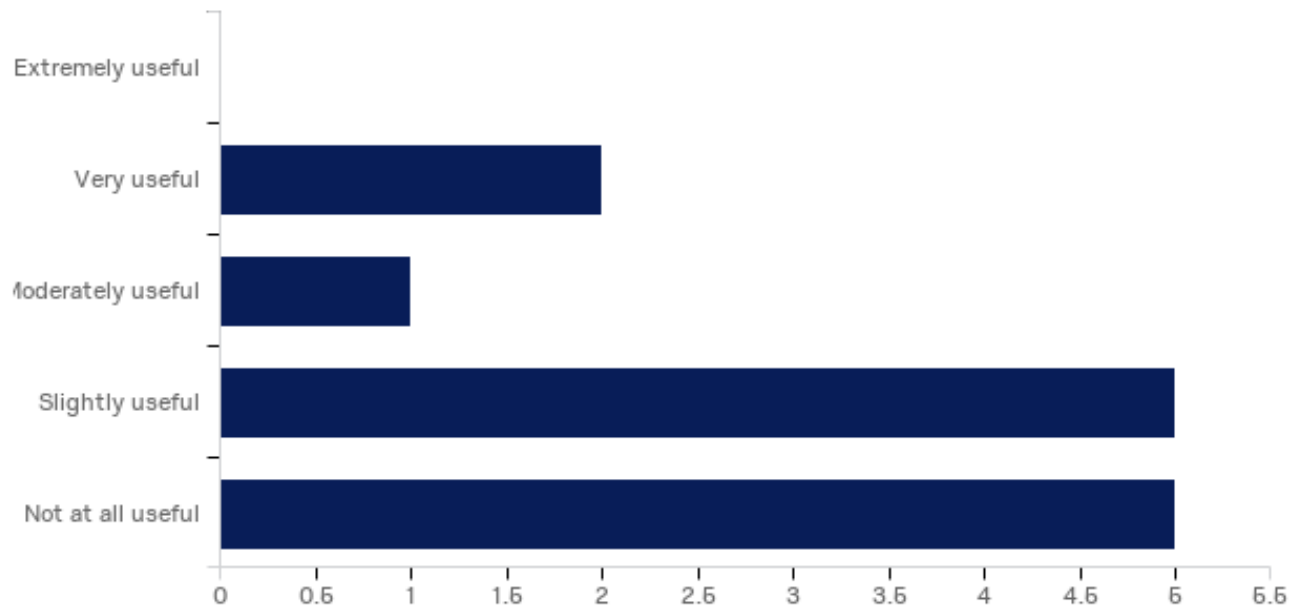
Answer	%	Count
Extremely useful	0%	0
Very useful	15%	2
Moderately useful	8%	1
Slightly useful	38%	5
Not at all useful	38%	5
Total	100%	13

Q17 - The data base not very useful the way it is, but could become a great tool to share information across the region.
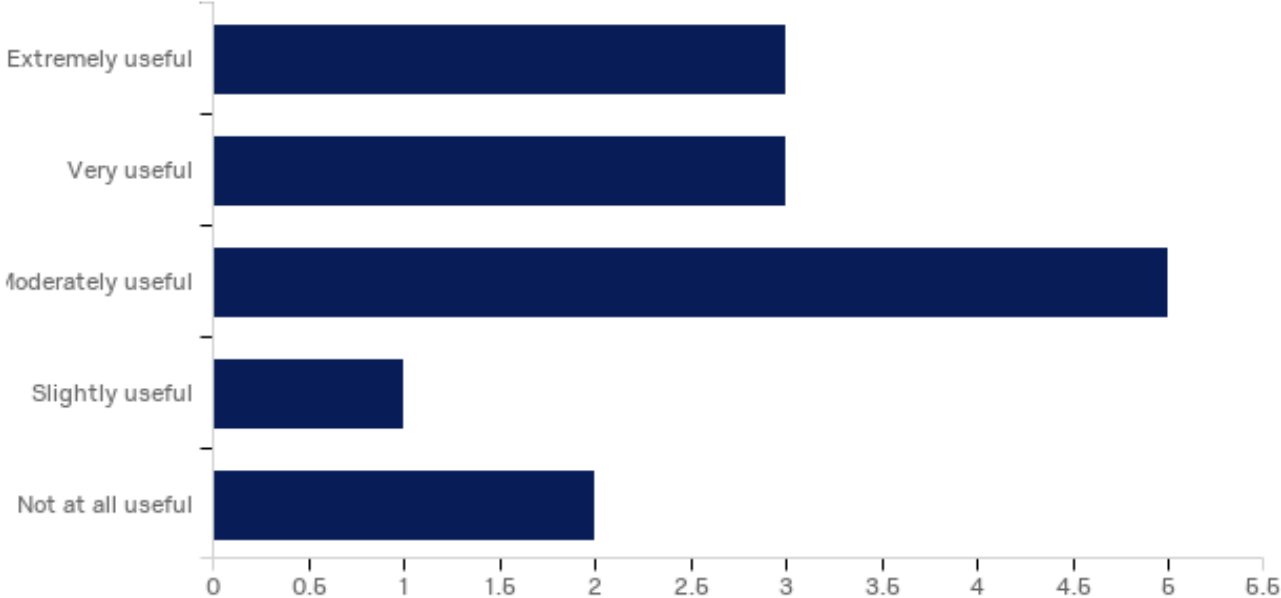
Answer	%	Count
Extremely useful	21%	3
Very useful	21%	3
Moderately useful	36%	5
Slightly useful	7%	1
Not at all useful	14%	2
Total	100%	14

Q18 - If you have to select one, which is the most important service you have received from CaMPAM has resulted in an improvement of your work
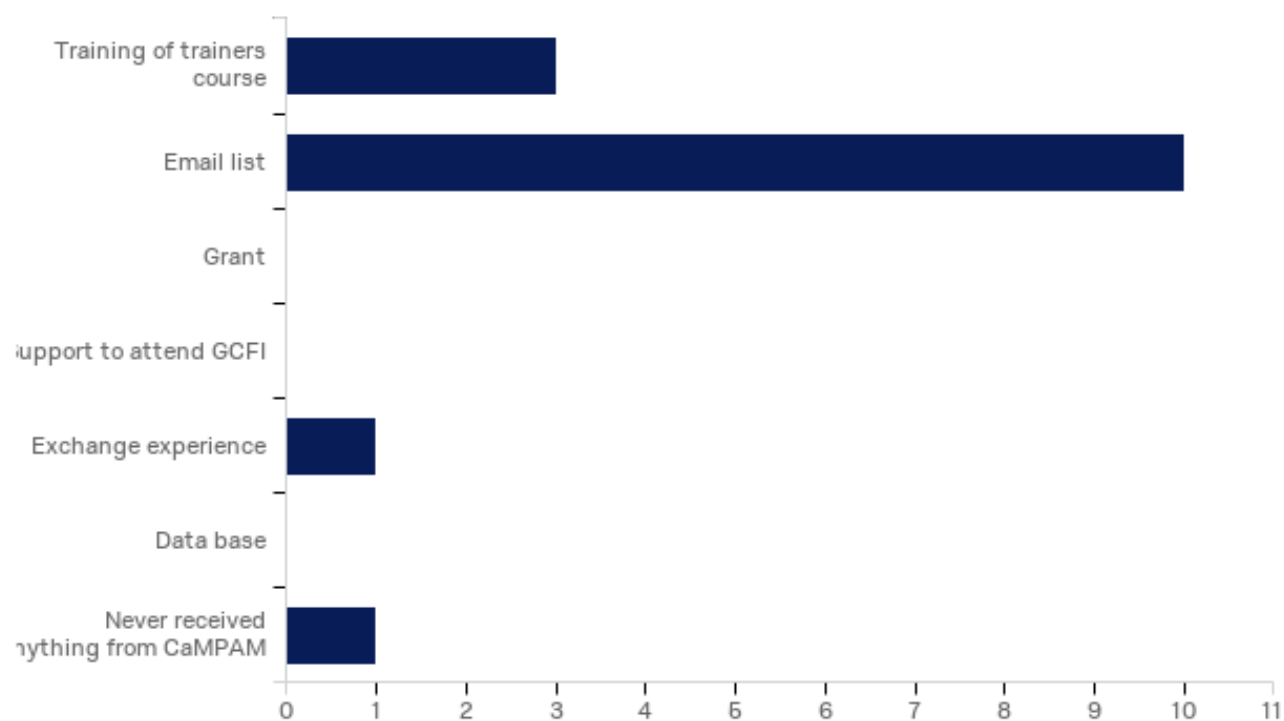
Answer	%	Count
Training of trainers course	20%	3
Email list	67%	10
Grant	0%	0
Support to attend GCFI	0%	0
Exchange experience	7%	1
Data base	0%	0
Never received anything from CaMPAM	7%	1
Total	100%	15

Q19 - Please add any comment you find useful to this study

Please add any comment you find useful to this study

Tot extremely beneficial

This can be a great tool for communication but need to change its format. Easy thing wiht great results.

CaMPAM has increased my ability to network with others in my region in a very useful way.

No trabajo en la region del Caribe, es solo para tener información de lo que esta pasando.

I receive too many e mails from Campam. They fill up my inbox. There needs to be an option to select a Weekly digest, or a system to divide e mails up into thematic categories to make it easier to access the content. Its overwhelming right now.

Tal vez sesgo mi respuesta en Q15, Q16 y Q17 pues no accedo a la web, y no habia otra opción como neutral o no las uso. Con relación a la Q4, posición, creo que falto la opción de asesores o apoyo técnico a las AMP, ya que muchos profesionales no trabajan en un AMP pero si a través de por proyectos específicos, o temas se hacen trabajos conjuntos para las AMP o coordinación de proyectos, entre otros, que en mi caso es en el turismo.

Considero que CaMPAM ha resultado una experiencia dinamizadora de gran utilidad para la gestión de las AMP de la región. Aprecio que su principal y gran virtud es servir como una plataforma para el intercambio y la difusión de información entre los manejadores y técnicos de las AMP. Destaco en particular la sistematicidad conque ha estado trabajando, la diseminación de información actualizada y la creación de un ambiente de colaboración y trabajo entre los gestores de AMP de la región.

I wish the e-mail list was more open, with easier access and facility in downloading posts. It would be good to see more evaluative labelling of posts, such as, "This report on global MPAs ignores enforcement problems of small-island-managed MPAs."

Grants September

CaMPAM-Grants
September 24th 2016, 3:47 pm EDT

Q1 - In which country you live?

In which country you live?
México
Antigua and Barbuda
Saba
Cuba
Colombia / Puerto Rico
St. Vincent and the Grenadines
Colombia
Cuba

Q2 - What is your gender?
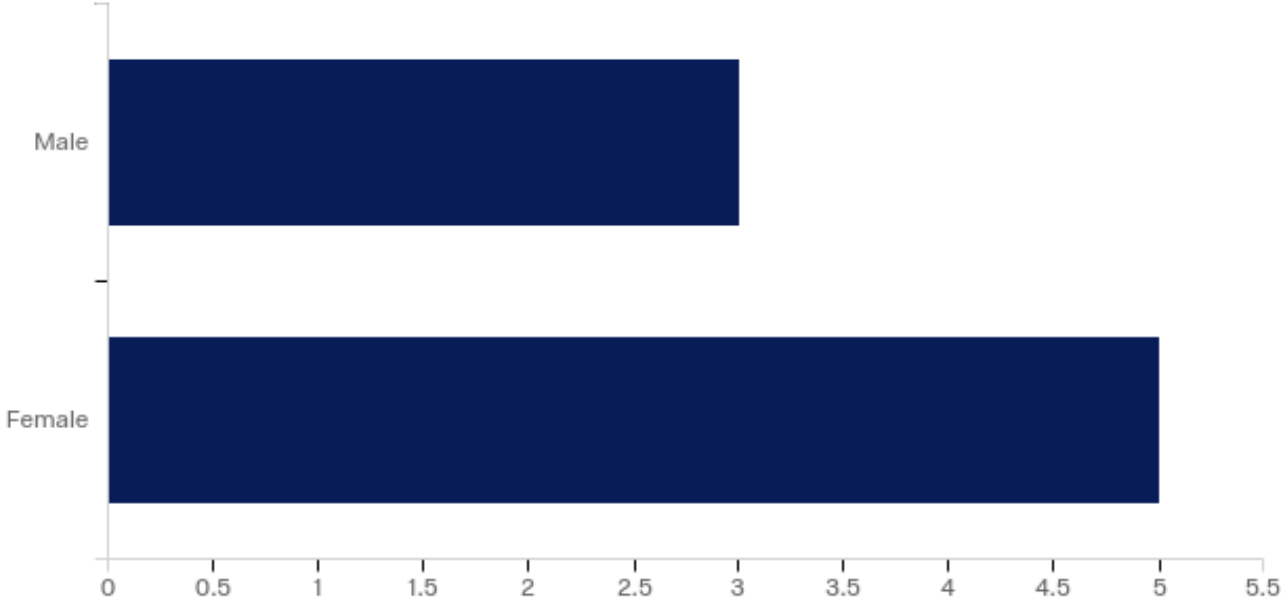
Answer	%	Count
Male	37.50%	3
Female	62.50%	5
Total	100%	8

Q3 - Which is your present working position?
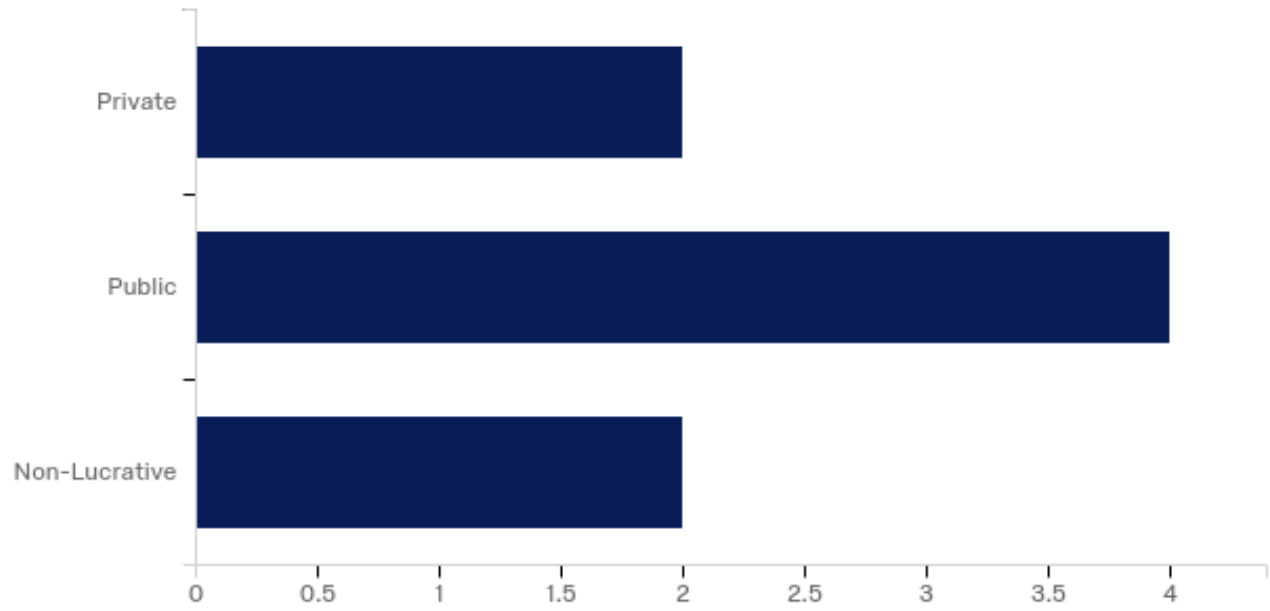
Answer	%	Count
Private	25.00%	2
Public	50.00%	4
Non-Lucrative	25.00%	2
Total	100%	8

Q4 - What type of position you have?
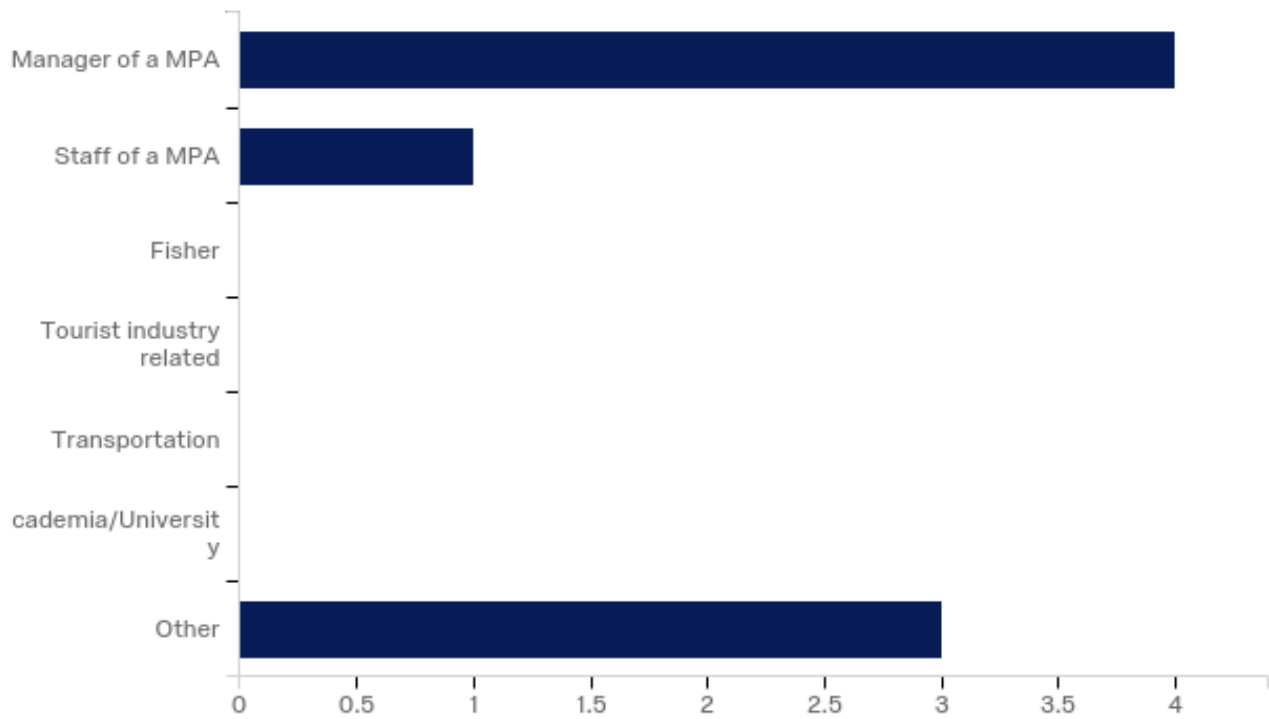
Answer	%	Count
Manager of a MPA	50.00%	4
Staff of a MPA	12.50%	1
Fisher	0.00%	0
Tourist industry related	0.00%	0
Transportation	0.00%	0
Academia/University	0.00%	0
Other	37.50%	3
Total	100%	8

Q5 - What is your level of responsibility in your position?
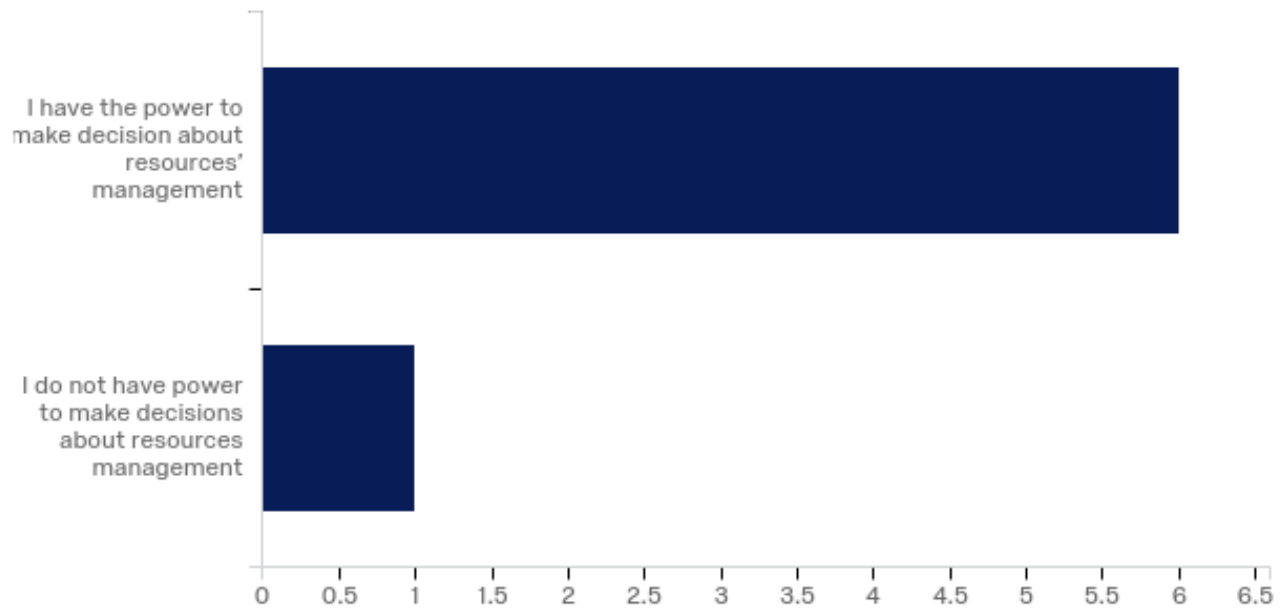
Answer	%	Count
I have the power to make decision about resources' management	85.71%	6
I do not have power to make decisions about resources management	14.29%	1
Total	100%	7

Q6 - Have you or your institution received any financial support through CaMPAM?
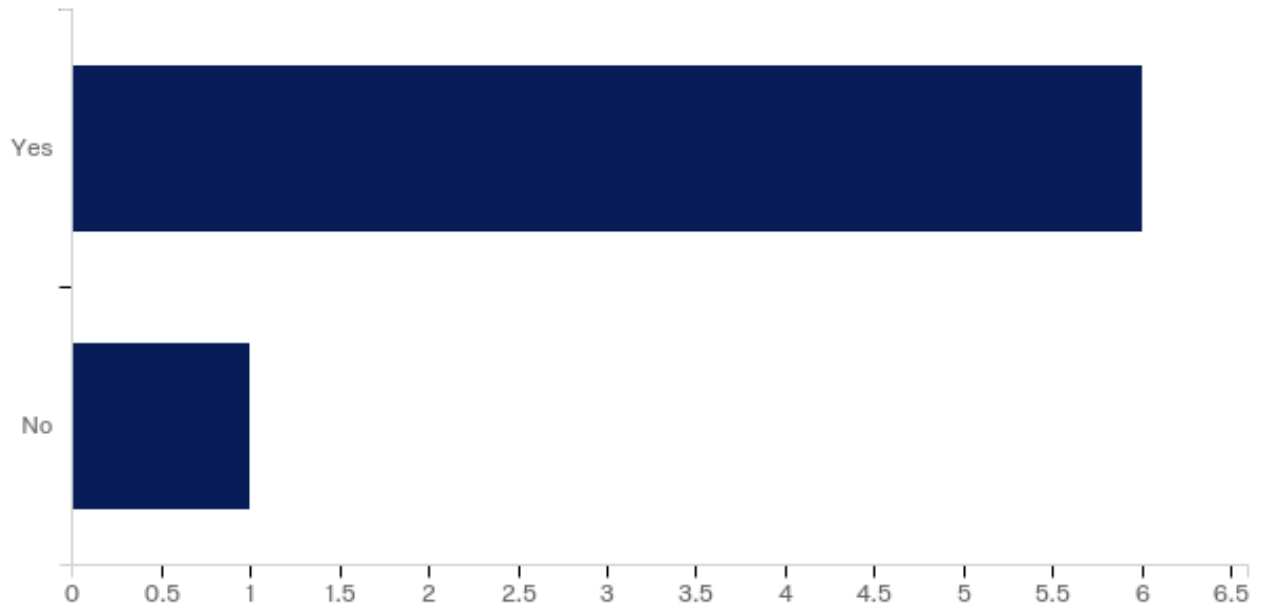
Answer	%	Count
Yes	85.71%	6
No	14.29%	1
Total	100%	7

Q7 - I have received
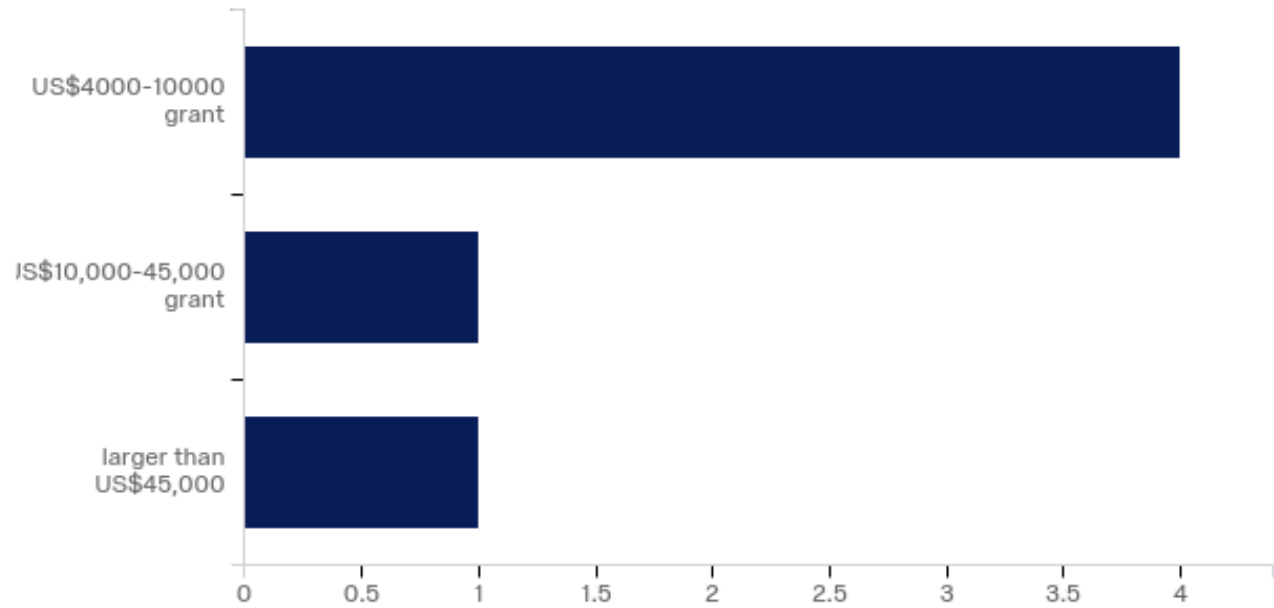
Answer	%	Count
US$4000-10000 grant	66.67%	4
US$10,000-45,000 grant	16.67%	1
larger than US$45,000	16.67%	1
Total	100%	6

Q8 - The funding was for
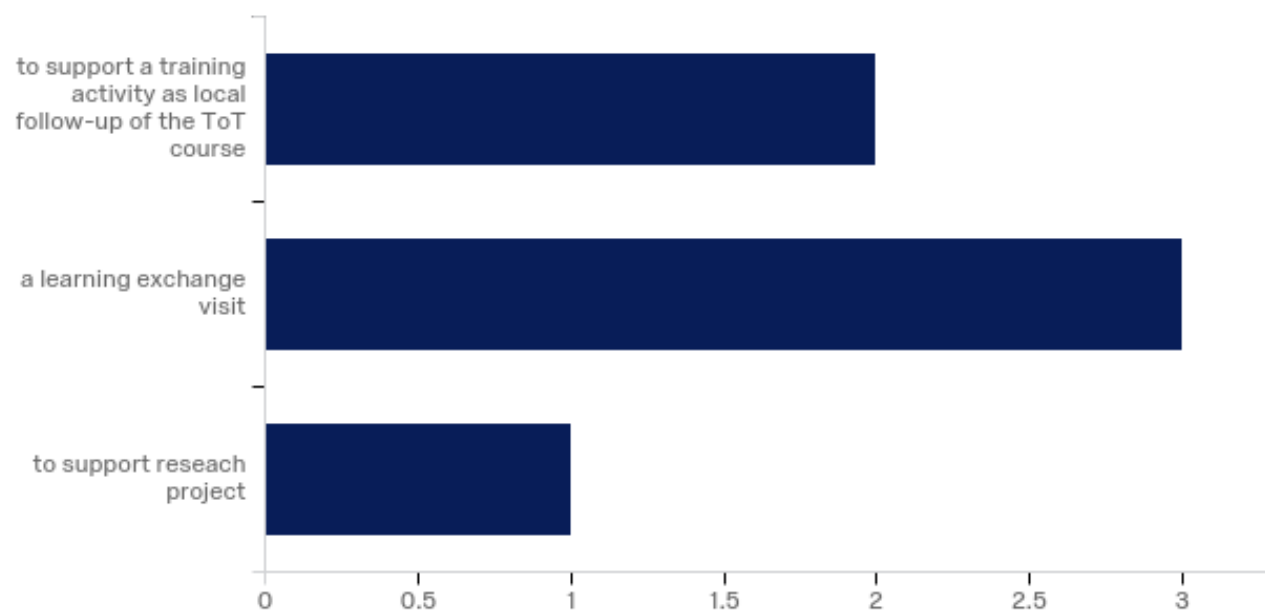
Answer	%	Count
to support a training activity as local follow-up of the ToT course	33.33%	2
a learning exchange visit	50.00%	3
to support reseach project	16.67%	1
Total	100%	6

Q9 - The funding received was used at the individual level (attend a meeting, course, exchange) or at the institutional level (Improve MPA practices, i.e. monitoring, management outreach and education, research
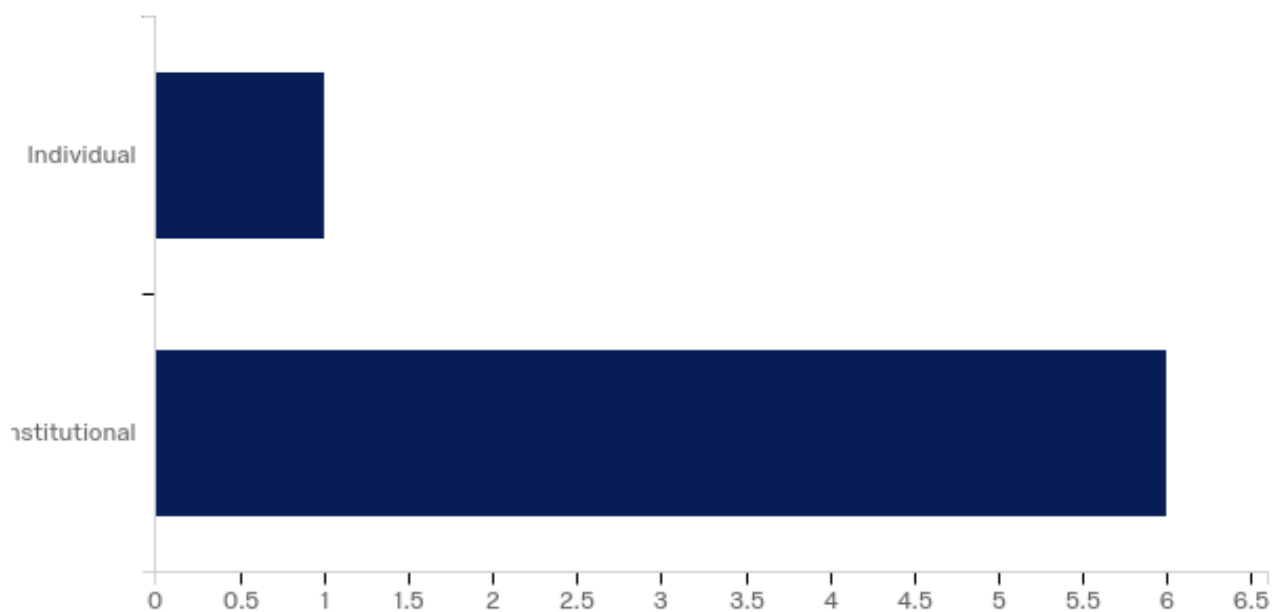
Answer	%	Count
Individual	14.29%	1
Institutional	85.71%	6
Total	100%	7

Q10 - CaMPAM funding has helped improve my individual capacity as manager of an MPA or the national system.
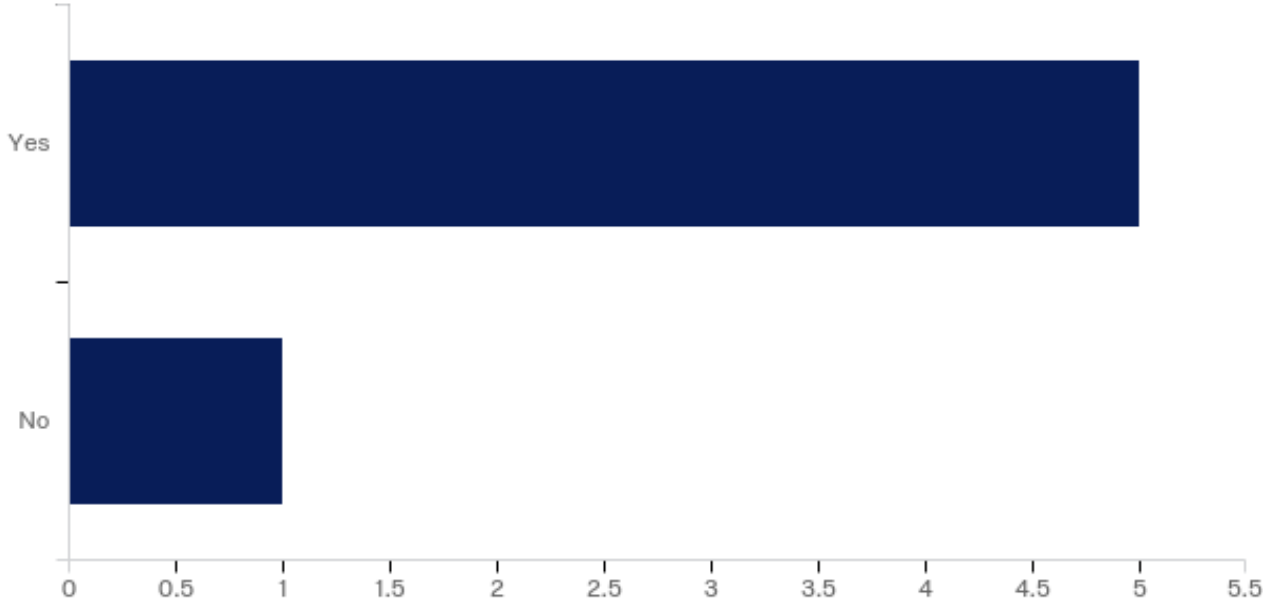
Answer	%	Count
Yes	83.33%	5
No	16.67%	1
Total	100%	6

Q11 - CaMPAM funding has helped my MPA to run imperative improvements in the research and management section
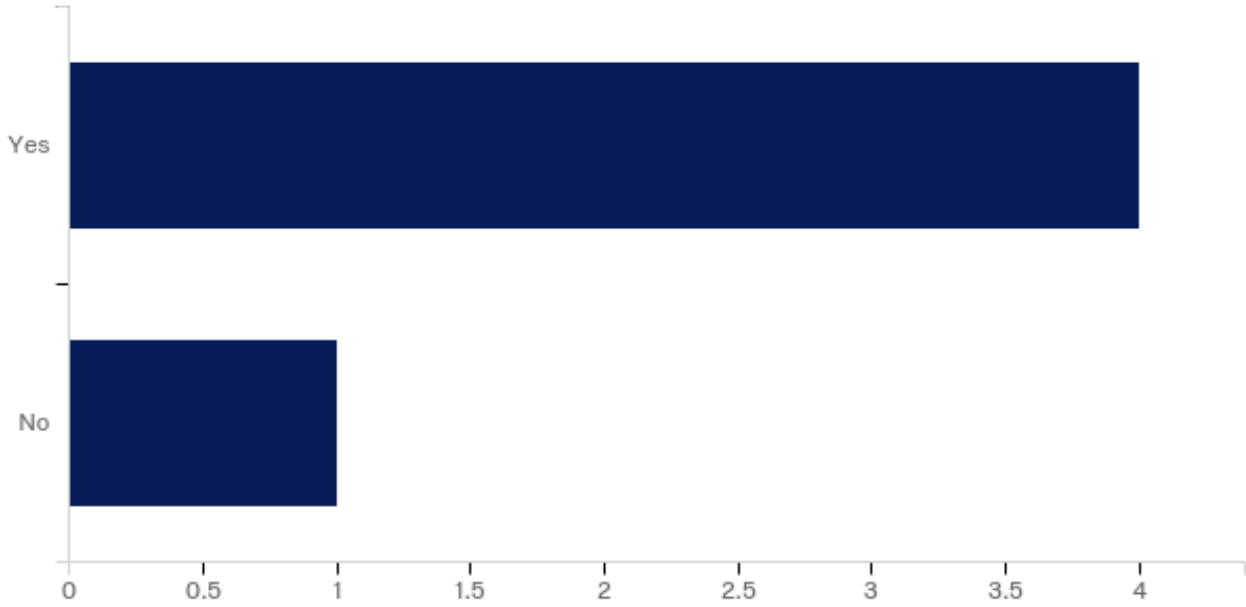
Answer	%	Count
Yes	80.00%	4
No	20.00%	1
Total	100%	5

Q12 - CaMPAM funding has helped my MPA to improve its communication with stakeholders through educational or outreach programs
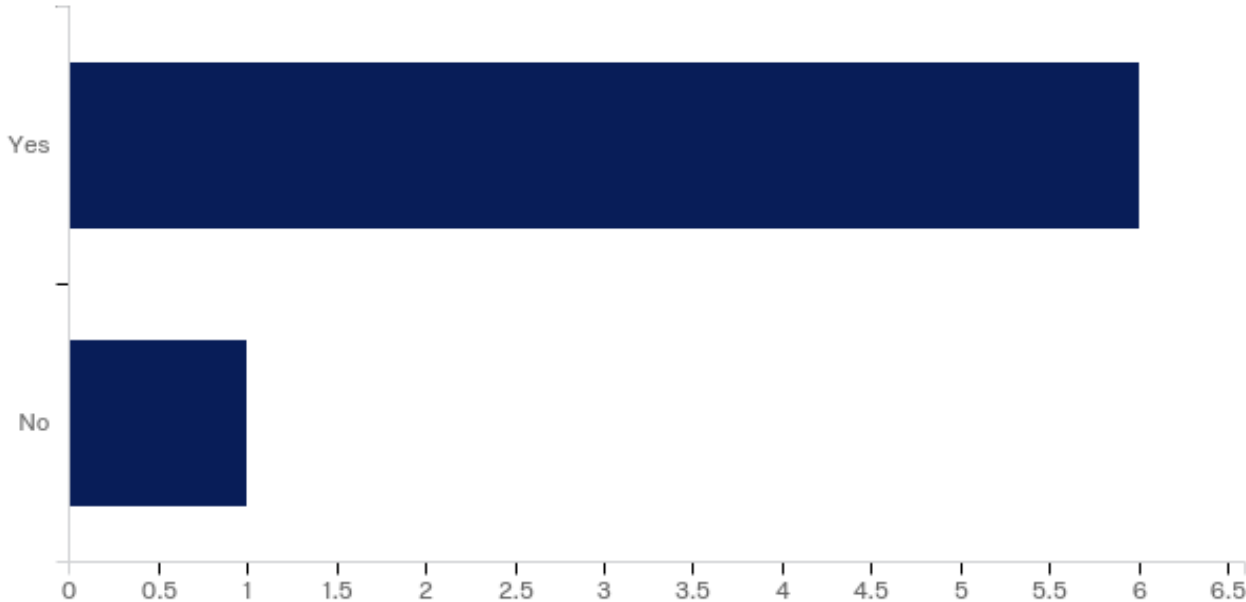
Answer	%	Count
Yes	85.71%	6
No	14.29%	1
Total	100%	7

Q13 - Have you participated in an exchange program supported by CaMPAM?
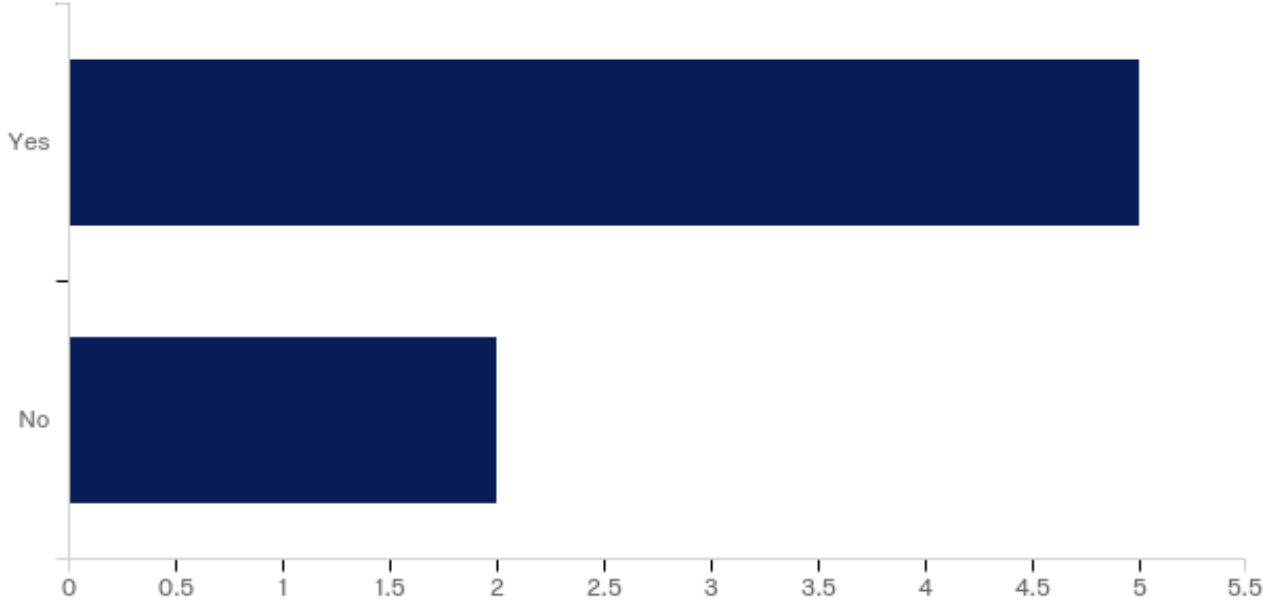
Answer	%	Count
Yes	71.43%	5
No	28.57%	2
Total	100%	7

Q14 - Participating in the exchange program changed my perspective about MPAs, I understand we have many common and unique problems at each site.
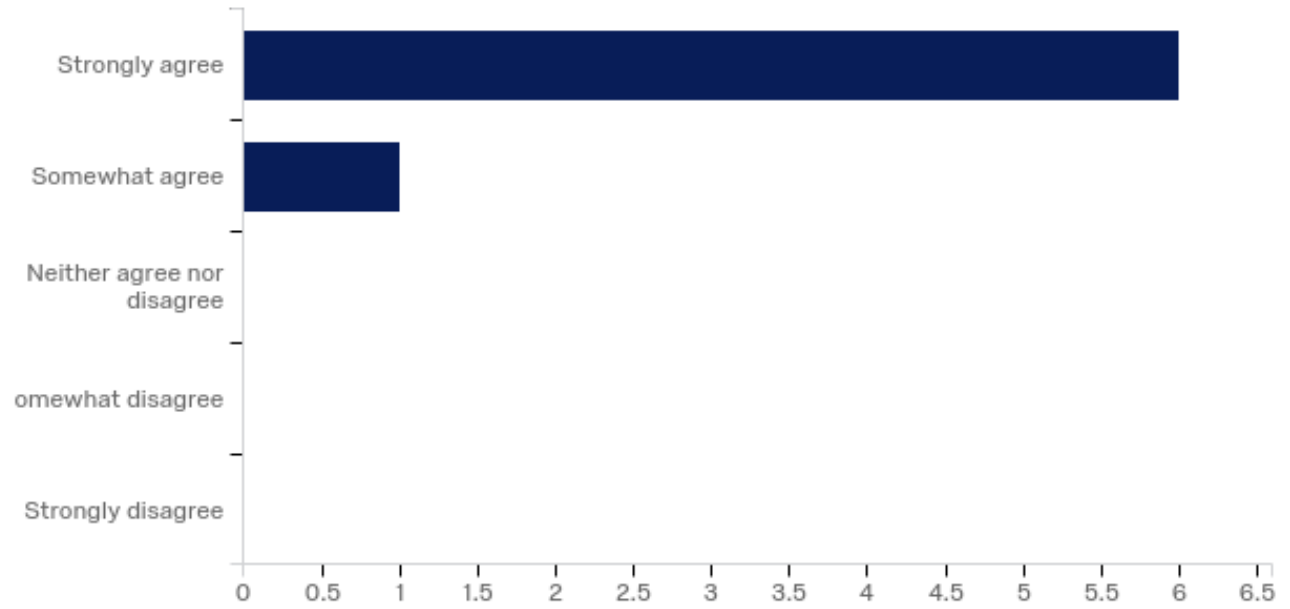
Answer	%	Count
Strongly agree	85.71%	6
Somewhat agree	14.29%	1
Neither agree nor disagree	0.00%	0
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
Total	100%	7

Q15 - Exchange programs should be a priority for CaMPAM above other programs.
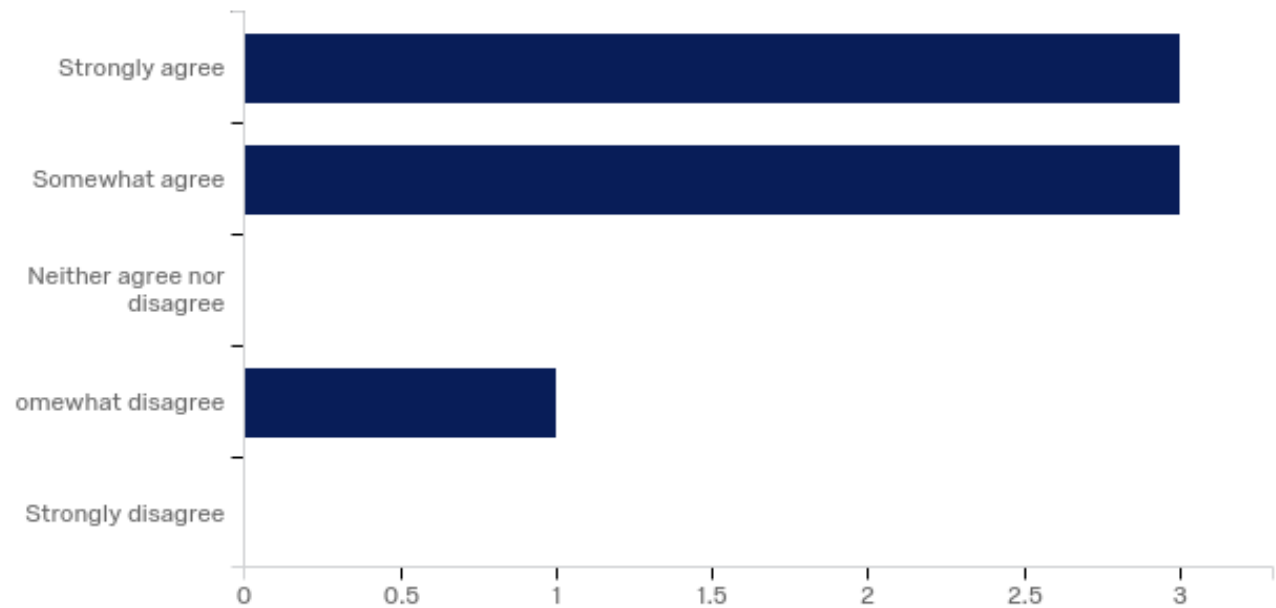
Answer	%	Count
Strongly agree	42.86%	3
Somewhat agree	42.86%	3
Neither agree nor disagree	0.00%	0
Somewhat disagree	14.29%	1
Strongly disagree	0.00%	0
Total	100%	7

Q16 - If you have to select one, which is the most important service you have received from CaMPAM has resulted in an improvement of your work
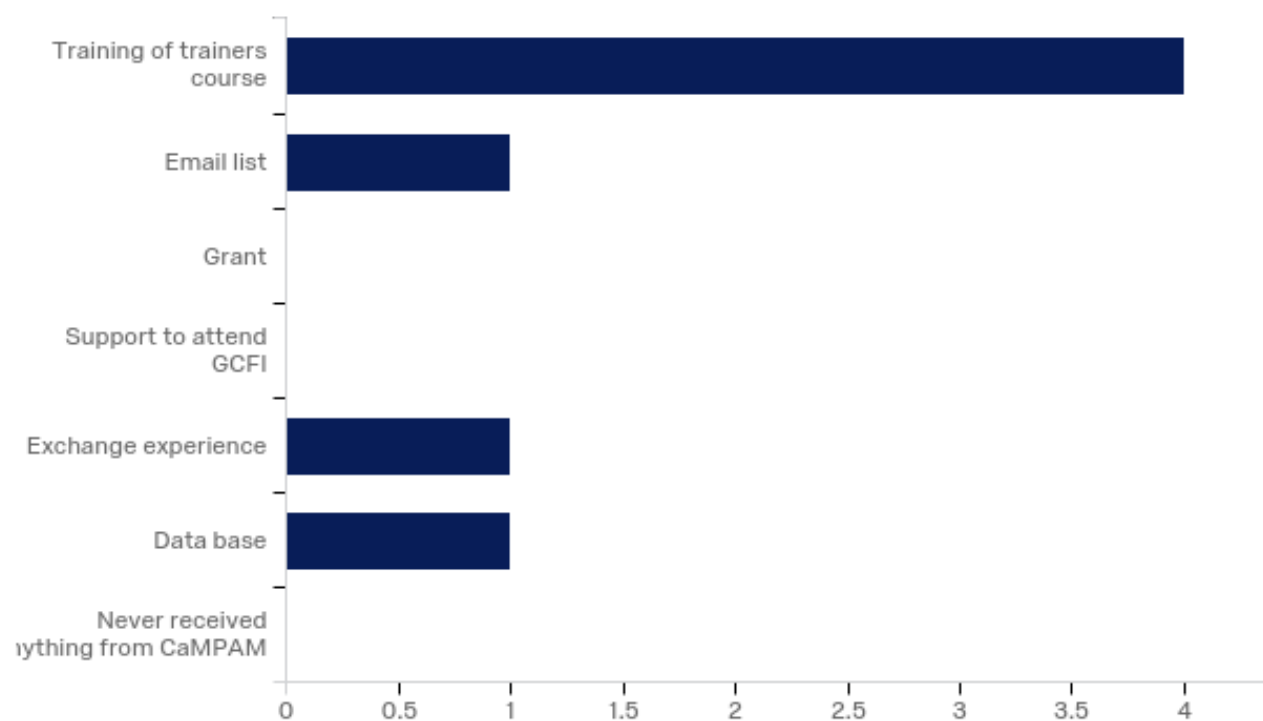
Answer	%	Count
Training of trainers course	57.14%	4
Email list	14.29%	1
Grant	0.00%	0
Support to attend GCFI	0.00%	0
Exchange experience	14.29%	1
Data base	14.29%	1
Never received anything from CaMPAM	0.00%	0
Total	100%	7

Q17 - Please add any comment you find useful to this study

Please add any comment you find useful to this study

Ha sido muy enriquecedor para las personas que han tomado el curso y su replica ha permitido homologar criterios y mejorar las capacidades del personal

The country and many of the participating agencies has benefited and a team approach has been built and this approach is used to share our messages in a unified approach

Thanks to the small grant ICRI Colombia improved the lionfish control involving fishermen community and the fisheties was studied on citixen science basis

Considero que el programa de CaMPAM que gestiona el otorgamiento de subvenciones financieras para realizar proyectos que promueven mejores prácticas de gestión y propician la comunicación en red entre los beneficiarios ha tenido un impacto real y duradero en la gestión de las AMP y ha permitido obtener resultados relevantes que propiciarán el fortalecimiento de la gestión de las AMP en la región. Destaco en particular el impacto positivo del intercambio de experiencias entre gestores y especialistas de las AMP como herramienta insustituible para replicar buenas prácticas y aplicar lecciones aprendidas.

Q17 - Topics
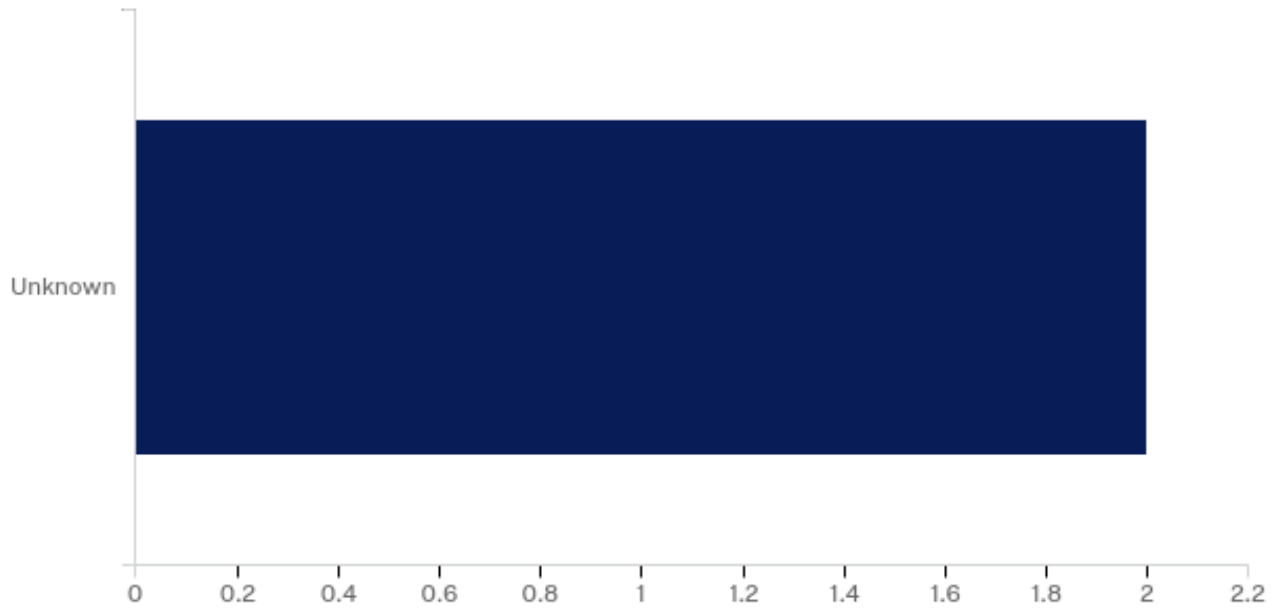
Answer	%	Count
Unknown	100.00%	2
Total	100%	2

Instructors

Q1 - In which country you live?

In which country you live?
Mexico
USA
Grenada
Grenada
México
Puerto Rico
USA

Q2 - What is your gender?
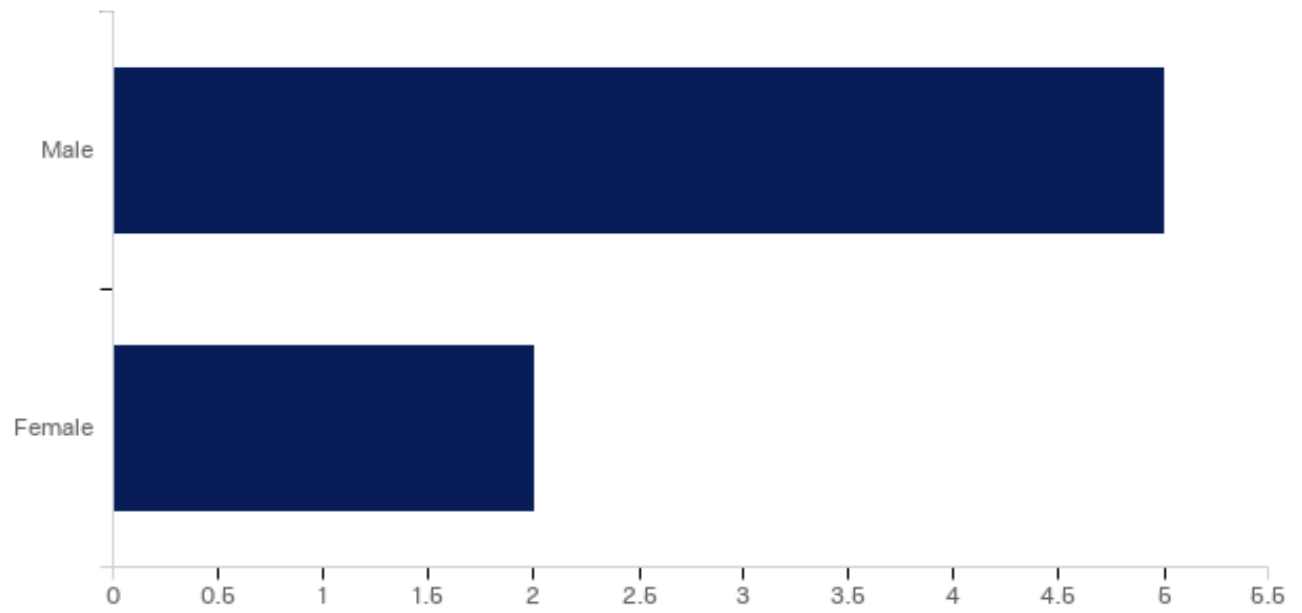
Answer	%	Count
Male	71%	5
Female	29%	2
Total	100%	7

Q3 - Which is your present working position?
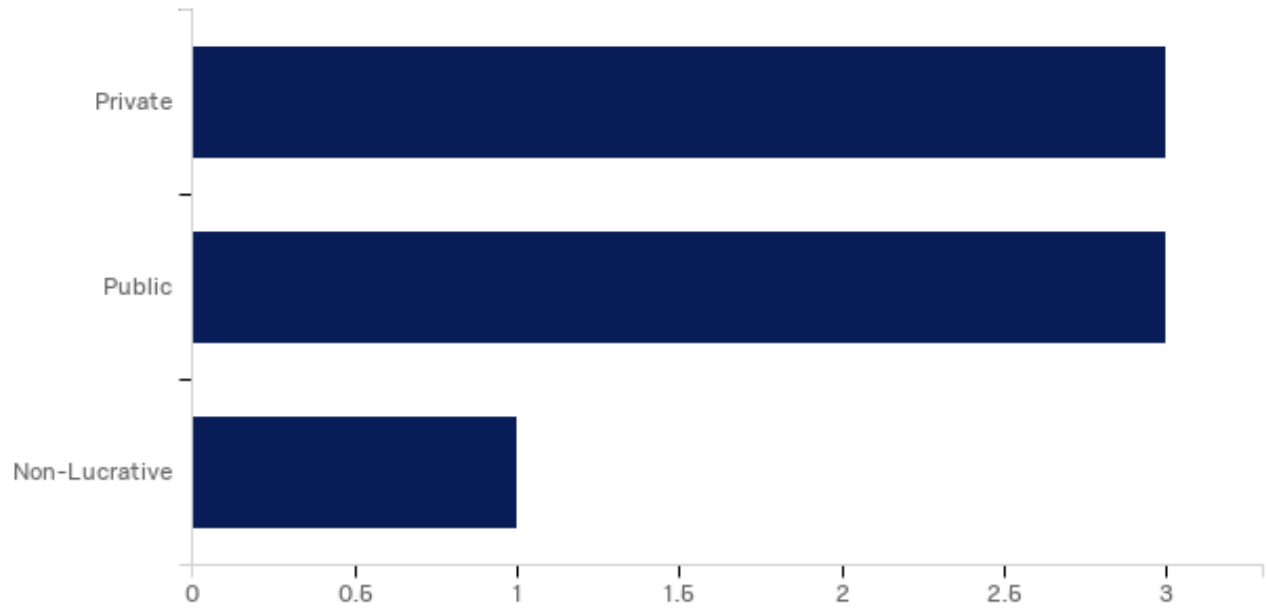
Answer	%	Count
Private	43%	3
Public	43%	3
Non-Lucrative	14%	1
Total	100%	7

Q4 - What type of position you have?
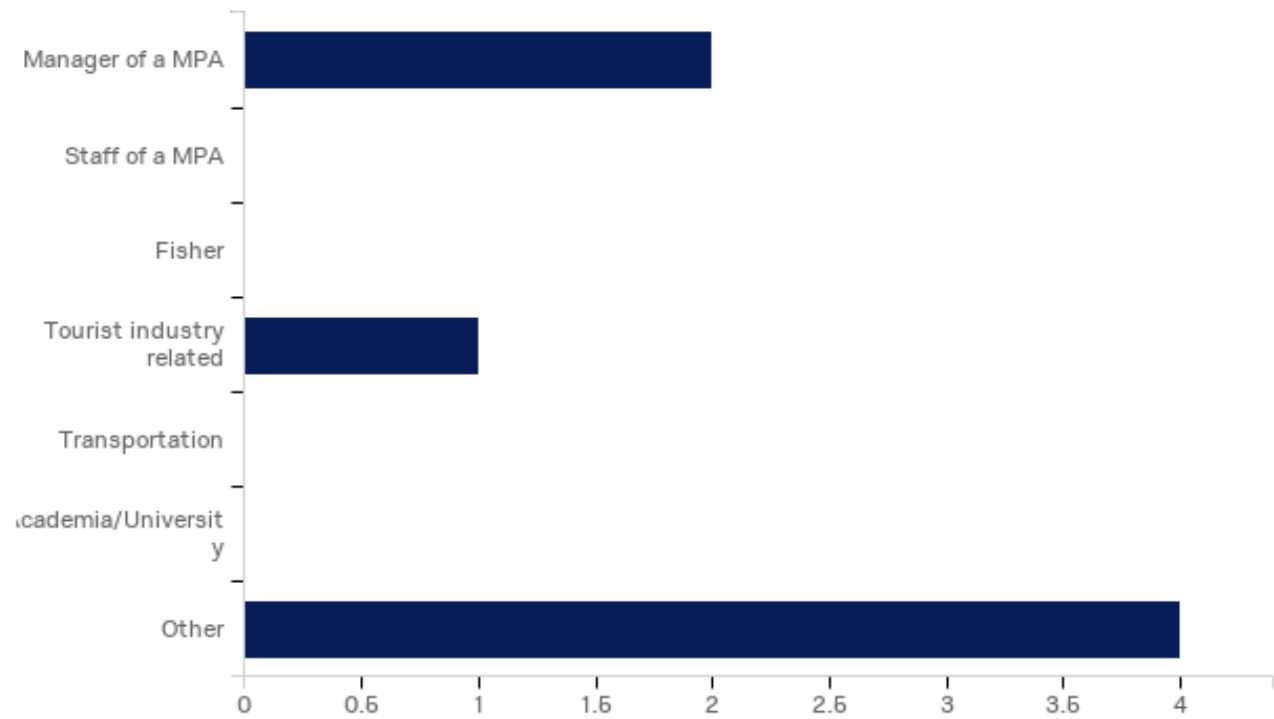
Answer	%	Count
Manager of a MPA	29%	2
Staff of a MPA	0%	0
Fisher	0%	0
Tourist industry related	14%	1
Transportation	0%	0
Academia/University	0%	0
Other	57%	4
Total	100%	7

Q5 - What is your level of responsibility in your position?
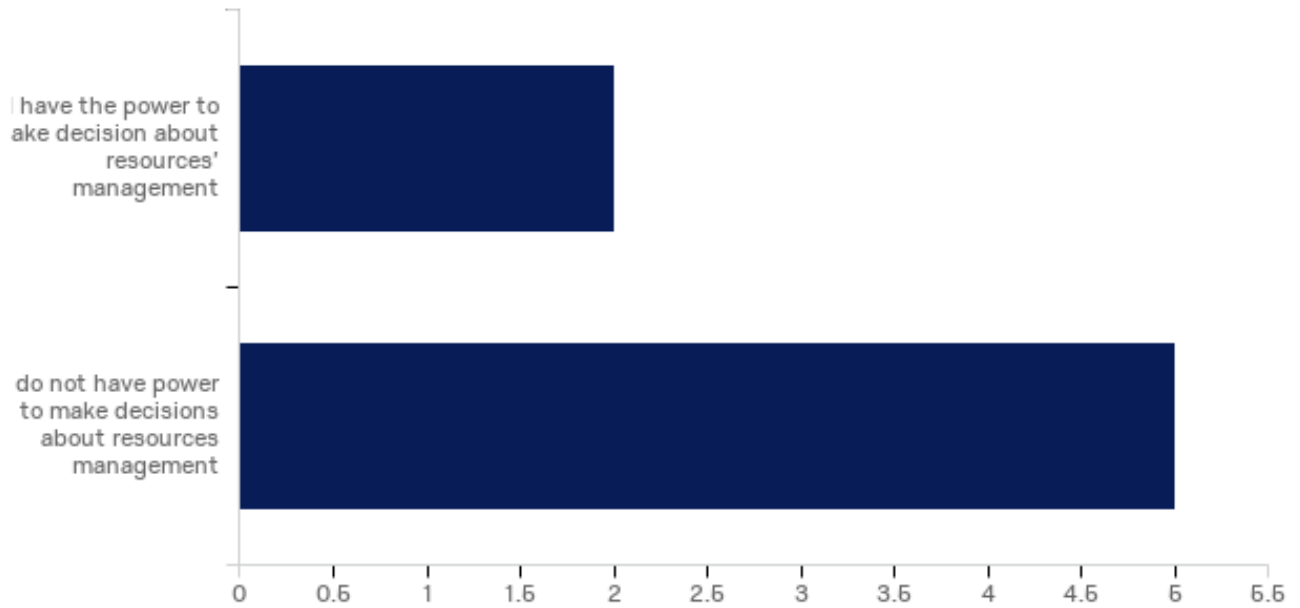
Answer	%	Count
I have the power to make decision about resources' management	29%	2
I do not have power to make decisions about resources management	71%	5
Total	100%	7

Q6 - As an expert in Marine Protected Areas I think the manual is up to date with respect to advances in in management practices and policies
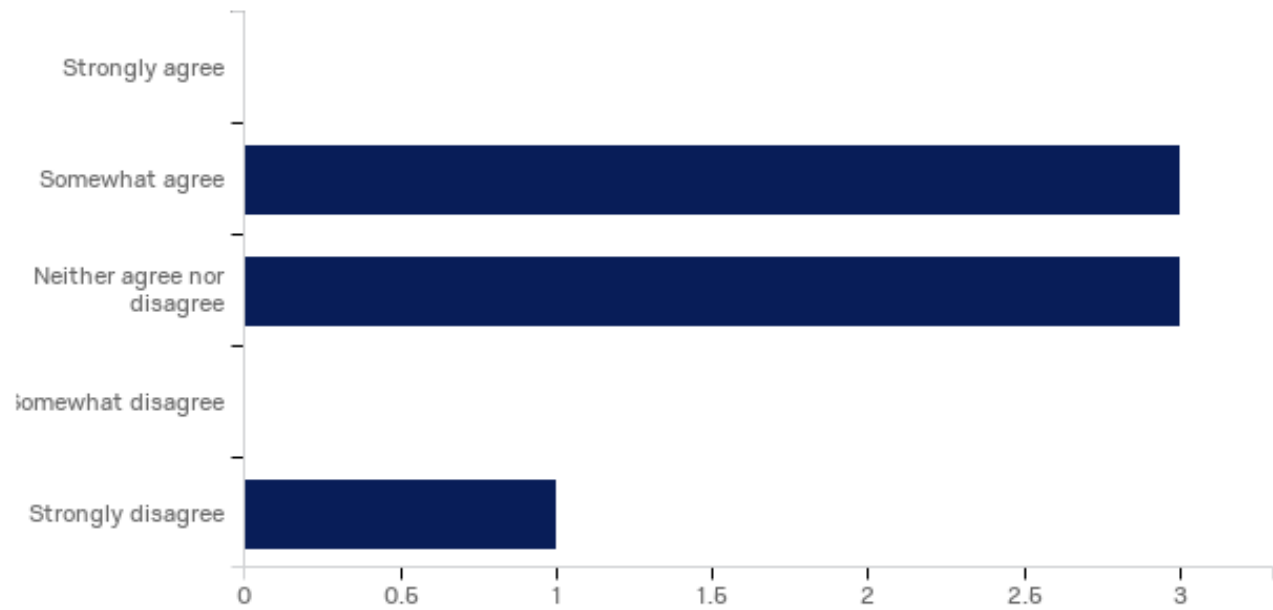
Answer	%	Count
Strongly agree	0%	0
Somewhat agree	43%	3
Neither agree nor disagree	43%	3
Somewhat disagree	0%	0
Strongly disagree	14%	1
Total	100%	7

Q7 - As an expert in Marine Protected Areas, I think the manual is up to date with respect to advances in science and ecological understanding of Caribbean coastal ecosystems
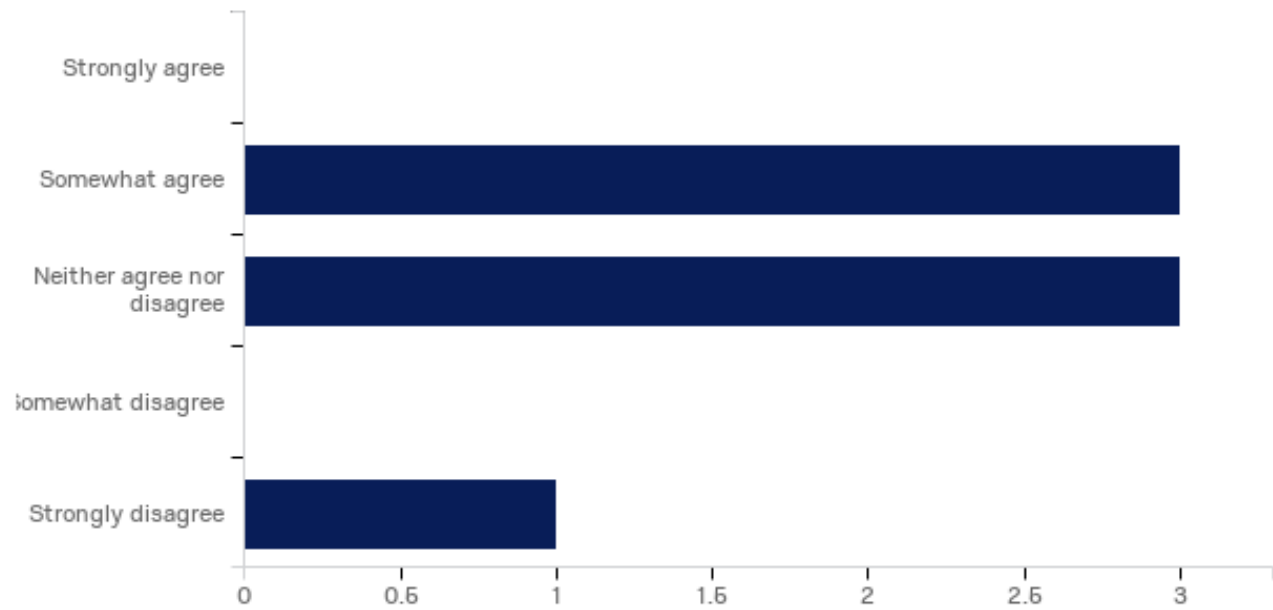
Answer	%	Count
Strongly agree	0%	0
Somewhat agree	43%	3
Neither agree nor disagree	43%	3
Somewhat disagree	0%	0
Strongly disagree	14%	1
Total	100%	7

Q8 - The online section of the course prepares participants well; they arrive to the course with the minimum information to take full advantage of the face-to-face section of the course.

Answer	%	Count
Strongly agree	14%	1
Somewhat agree	14%	1
Neither agree nor disagree	71%	5
Somewhat disagree	0%	0
Strongly disagree	0%	0
Total	100%	7

Q9 - The provided material is relevant to help managers improve their work by learning up to date best practices and policies related with the management of MPAs.
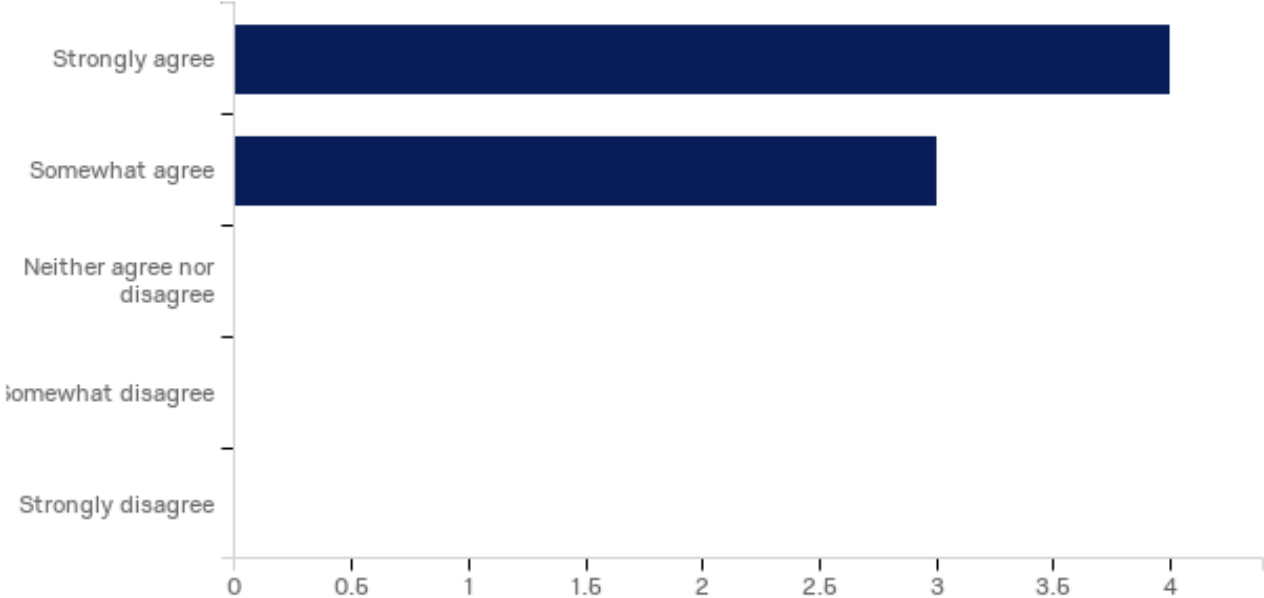
Answer	%	Count
Strongly agree	57%	4
Somewhat agree	43%	3
Neither agree nor disagree	0%	0
Somewhat disagree	0%	0
Strongly disagree	0%	0
Total	100%	7

Q10 - The provided material is relevant to help managers improve their work by learning up to date basic scientific understanding of coastal ecosystems. That knowledge allows participants to organize good monitoring and use regulations(zonation/critical habitat selection) for their MPA.
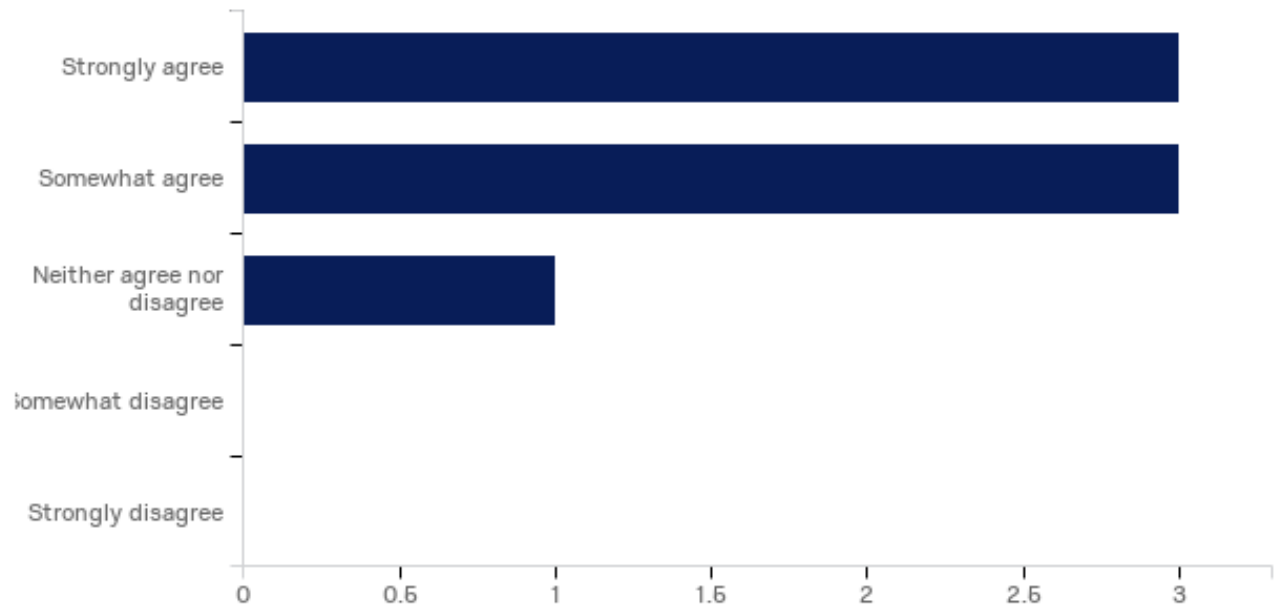
Answer	%	Count
Strongly agree	43%	3
Somewhat agree	43%	3
Neither agree nor disagree	14%	1
Somewhat disagree	0%	0
Strongly disagree	0%	0
Total	100%	7

Q11 - The design of the course is very good and facilitates networking and communication among participants
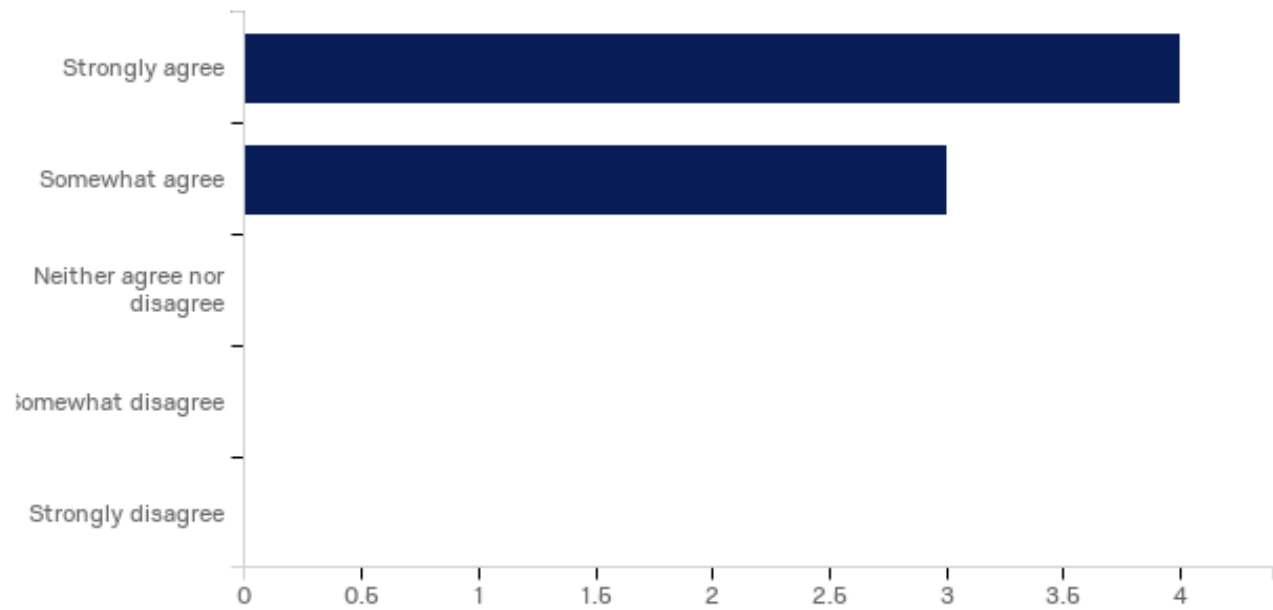
Answer	%	Count
Strongly agree	57%	4
Somewhat agree	43%	3
Neither agree nor disagree	0%	0
Somewhat disagree	0%	0
Strongly disagree	0%	0
Total	100%	7

Q13 - What year did you attend the ToT course
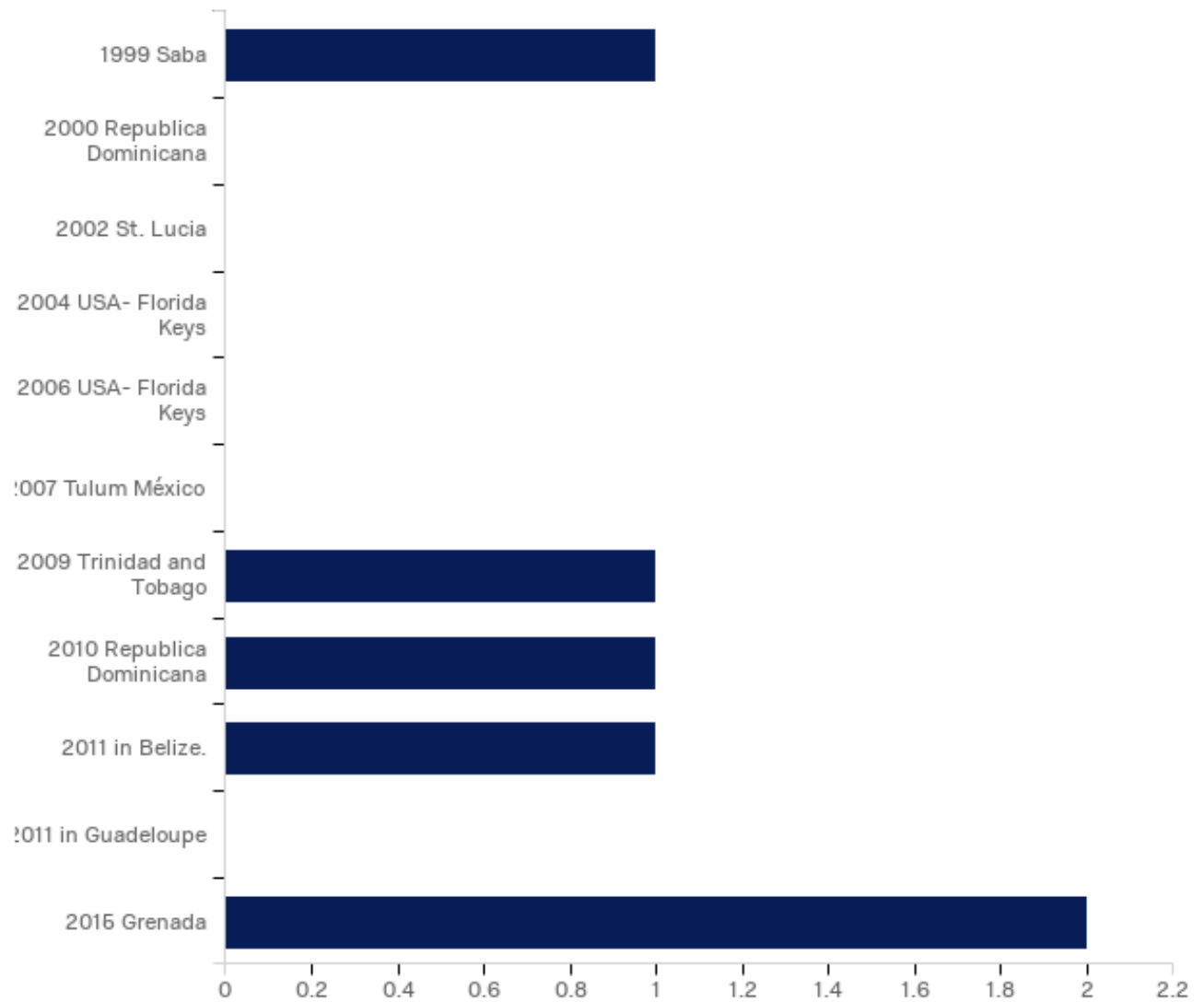
Answer	%	Count
1999 Saba	17%	1
2000 Republica Dominicana	0%	0
2002 St. Lucia	0%	0
2004 USA- Florida Keys	0%	0
2006 USA- Florida Keys	0%	0

2007 Tulum México	0%	0
2009 Trinidad and Tobago	17%	1
2010 Republica Dominicana	17%	1
2011 in Belize.	17%	1
2011 in Guadeloupe	0%	0
2015 Grenada	33%	2
Total	100%	6

Q14 - As instructor/coordinator I understood what the coordinator wanted from me and was able to deliver material and talk about my experience within my comfort zone
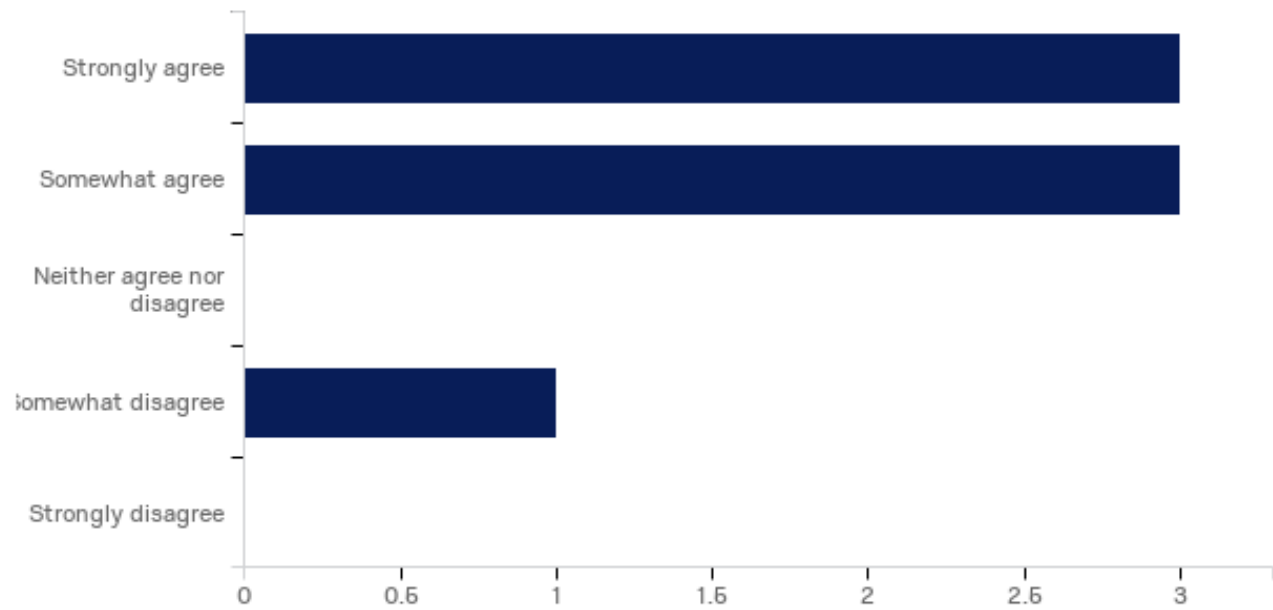
Answer	%	Count
Strongly agree	43%	3
Somewhat agree	43%	3
Neither agree nor disagree	0%	0
Somewhat disagree	14%	1
Strongly disagree	0%	0
Total	100%	7

Q15 - As instructor/coordinator I think the course should be longer and allow students to develop written products to implement in their MPAs.
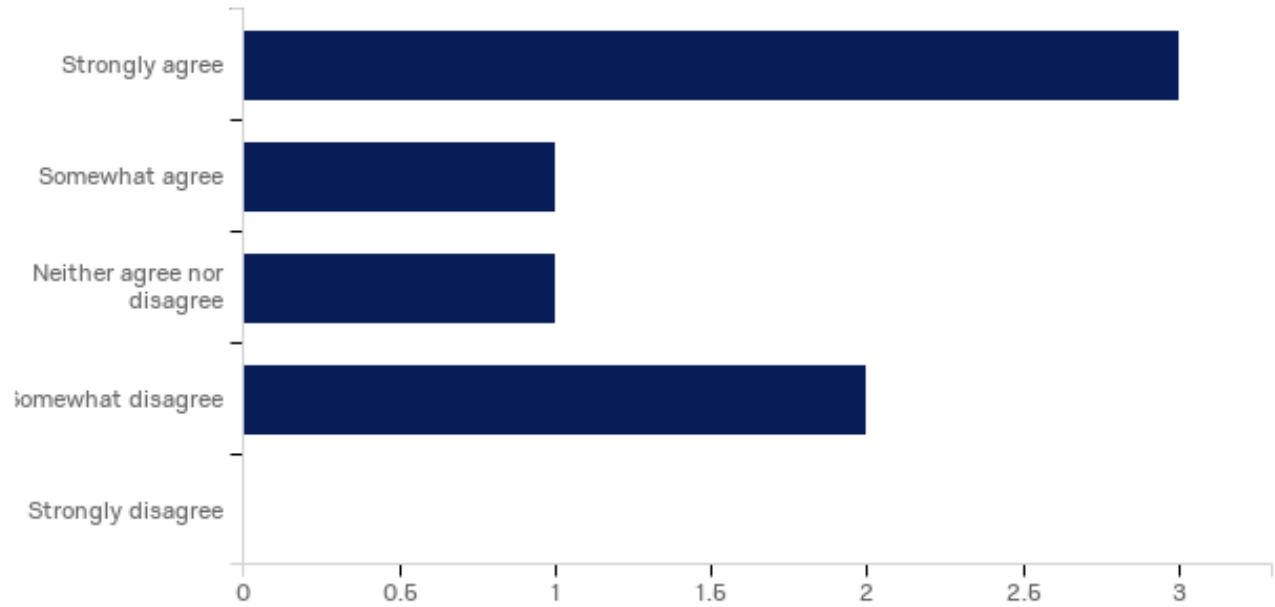
Answer	%	Count
Strongly agree	43%	3
Somewhat agree	14%	1
Neither agree nor disagree	14%	1
Somewhat disagree	29%	2
Strongly disagree	0%	0
Total	100%	7

Q16 - As instructor/coordinator, from a pedagogic point of view I think that the course needs to be reshaped and implement more active learning elements.
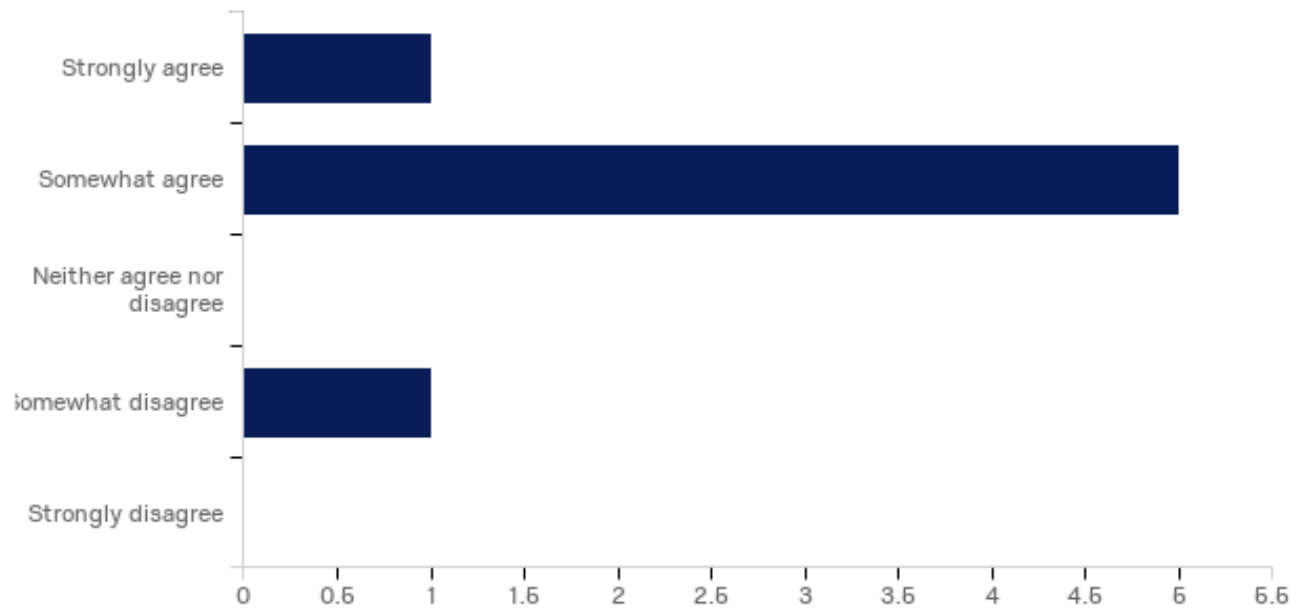
Answer	%	Count
Strongly agree	14%	1
Somewhat agree	71%	5
Neither agree nor disagree	0%	0
Somewhat disagree	14%	1
Strongly disagree	0%	0
Total	100%	7

**Q17 - As instructor/coordinatorI think the course is a key tool that CaMPAM should continue and spread in the region**
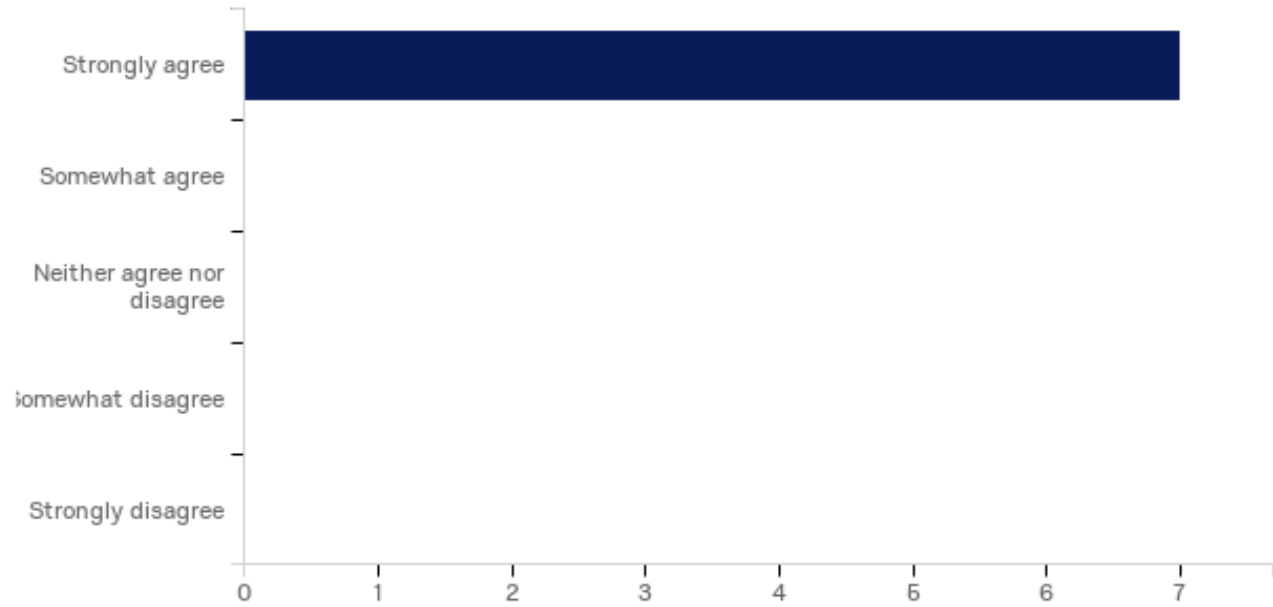
Answer	%	Count
Strongly agree	100%	7
Somewhat agree	0%	0
Neither agree nor disagree	0%	0
Somewhat disagree	0%	0
Strongly disagree	0%	0
Total	100%	7

Q18 - As instructor/coordinator I benefited from participating in the ToT course by enriching my connection in the region and improved my work in general.
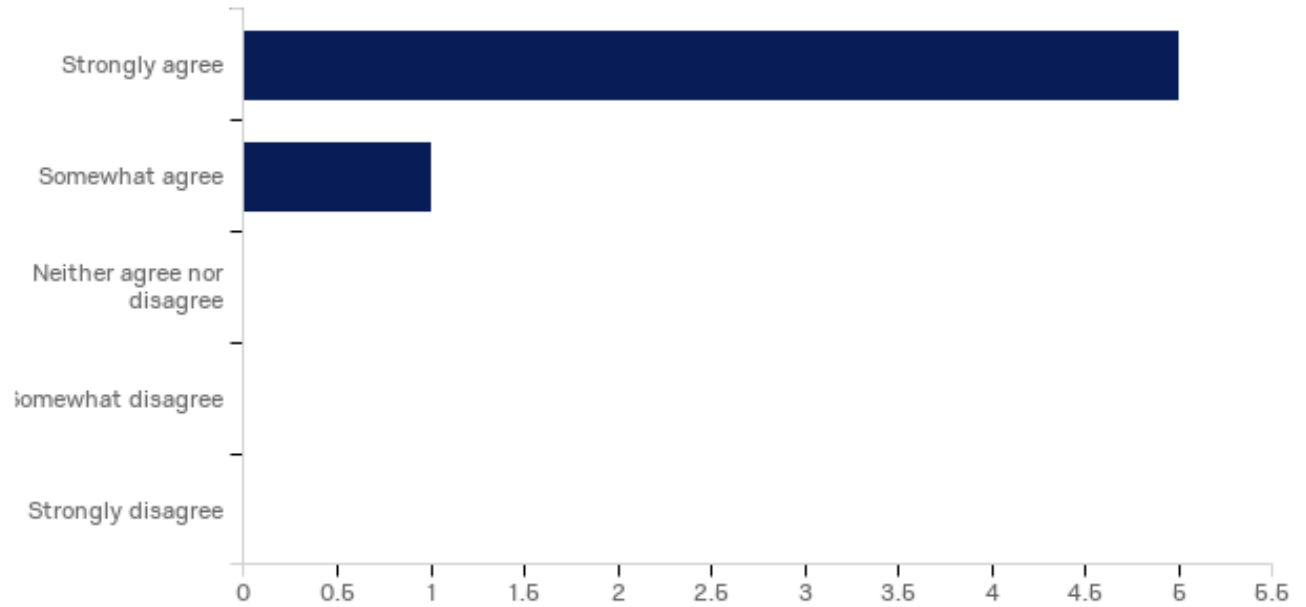
Answer	%	Count
Strongly agree	83%	5
Somewhat agree	17%	1
Neither agree nor disagree	0%	0
Somewhat disagree	0%	0
Strongly disagree	0%	0
Total	100%	6

Q19 - As instructor/coordinator how satisfied are you with the course
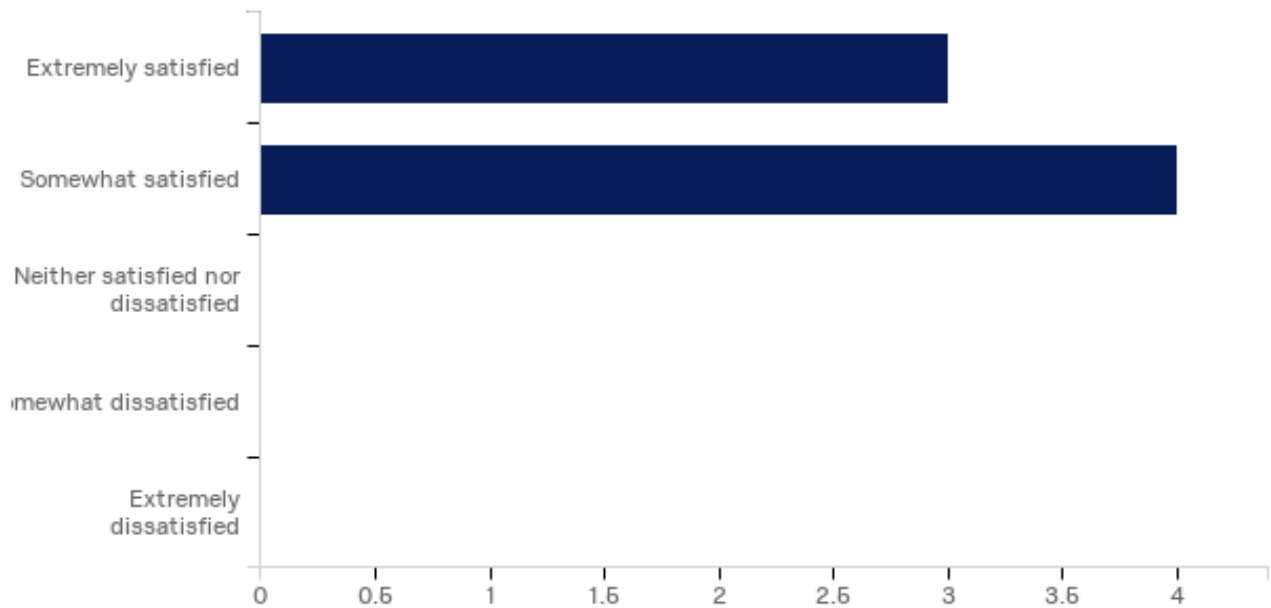
Answer	%	Count
Extremely satisfied	43%	3
Somewhat satisfied	57%	4
Neither satisfied nor dissatisfied	0%	0
Somewhat dissatisfied	0%	0
Extremely dissatisfied	0%	0
Total	100%	7

Q20 - What were, from an instructor/coordinator point of view, the weakest and strongest deliveries of the course.

What were, from an instructor/coordinator point of view, the weakest and st...

Staggering instructors does not allow for exchanges among us.

STRONGEST in Belize 2011 (my only experience): Diversity of Belizean MPA leaders/experts that were brought in to present and share experiences; also, participation of students from all over the Caribbean, adding another important element of diversity, networking and mutual learning; two weeks was a good length as there is a lot of material to cover; also strong in that the course provided significant time for students to develop, discuss and improve their project proposal ideas; WEAKEST: not much, as it was a strong course -- travel was difficult for some (long flights and delays); more presence from UNEP staff would have been a big value add, but I wouldn't necessarily call that a weakness, just a gap in 2011

Debería ser posible un mayor seguimiento a las replicas del curso en los lugares de origen de los participantes

As an instructor, I would have benefited by attending sections different from the one I was responsible for. I work with communication skills and it is important that I see the concepts and issues under discussion to make the best communication strategy.

It has been a long time since I did the instruction, but the weakest was probably budgeting and fundraising. The strongest aspect was bringing in local experts from MPAs to discuss their experiences and case studies of specific topics.

Q21 - What are your suggestions to improve the course.

What are your suggestions to improve the course.

Expand to other countries.

Keep is going -- if possible an English and Spanish course annually in the region; continue networking and strengthening relationships with local groups that could help host the course and provide local lessons learned and perhaps even some instructors; it would be good to re-write the course manual, but I'm not sure that's the best direction, perhaps there just need to be certain courses developed by key experts and those form the foundation of the course. There will always be additional presentations and mini-courses based on where the course is located, what are the latest progressive issues, what is the theme of a particular ToT. It's very important for the course to remain nimble and flexible. Some topics may be central at multiple ToTs, but one of the best aspects of this training course is that it's often driven by what the need is in any given year or the needs of the practitioners who may attend or host the event. So my suggestion is to maintain and even improve these strong elements of the course. One last suggestion: Whoever coordinates the event always benefits from someone at the local level, so there always needs to be a budget for hiring this kind of person. Also, experts instructors should get paid for putting together and delivering presentations, and it should be something more than, say, a $50 - $100 honorarium. I'm thinking specifically of local folks that are often brought in to teach; these folks have worked years to develop and share their expertise. Even if they work for other organizations it's only fair to compensate then for the significant time and effort it takes to prepare material and deliver a presentation or training. Main suggestion is keep is going! It's very valuable to MPA practitioners in the region.

The participants shoud prepare a project during the course and implemented with remote help or support from the instructor. In the case of tourism in portected areas would help them a great deal to prepare business plans or hot to develop tourism products.

Have more sessions on sharing solutions to challenges faced by MPA Managers in the region

Actualizar al manual, ya que aparentemente la última versión es de 2007

I have not participated in the course for some years. However I think that if a meeting (personal or online) of all the resources is facilitated before the course it will be excellent. We will have the opportunity to adapt our content to the whole course.

Make sure instructors are teaching topics in their areas of expertise, even if they are not part of the existing curriculum.

Q1 - In which country you live?

In which country you live?

Colombia

Republica Dominicna

Switzerland

Guatemala

Cuba

USa

Sint Maarten

Cuba

Belize

colombia

The Bahamas

Mexico

Dominican Republic

The Bahamas

República Dominicana

Barbados

Colombia

Saint Lucia

venezuela

México

Belize

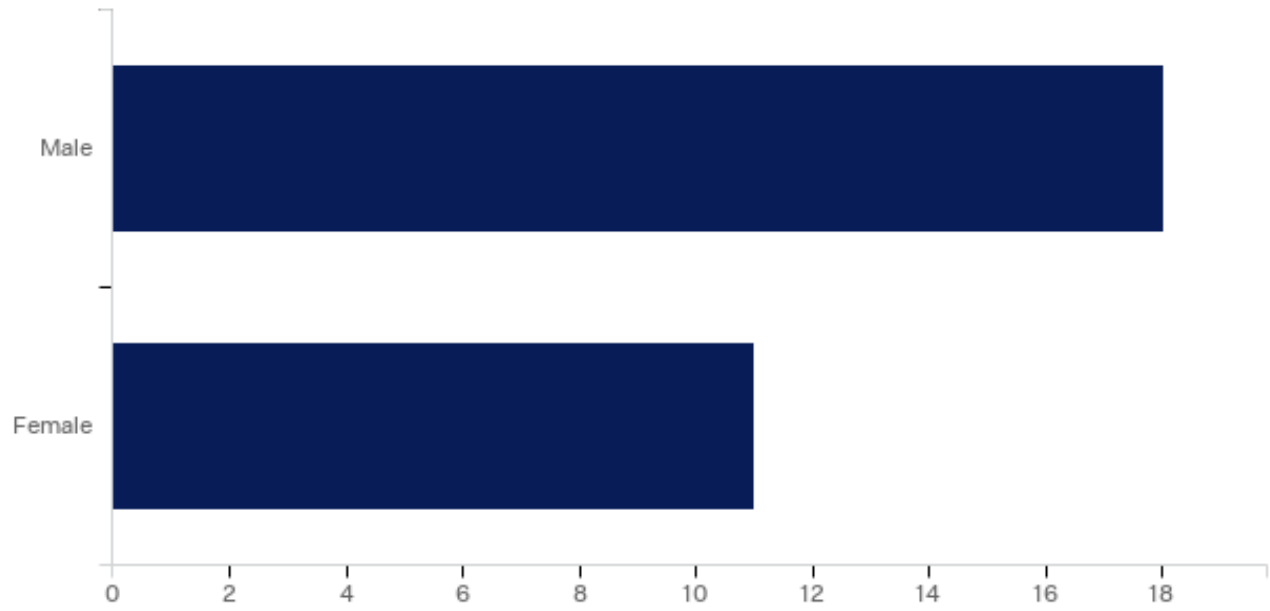Saint Lucia

Saint Lucia

jamaica

Grenada

Antigua and Barbuda
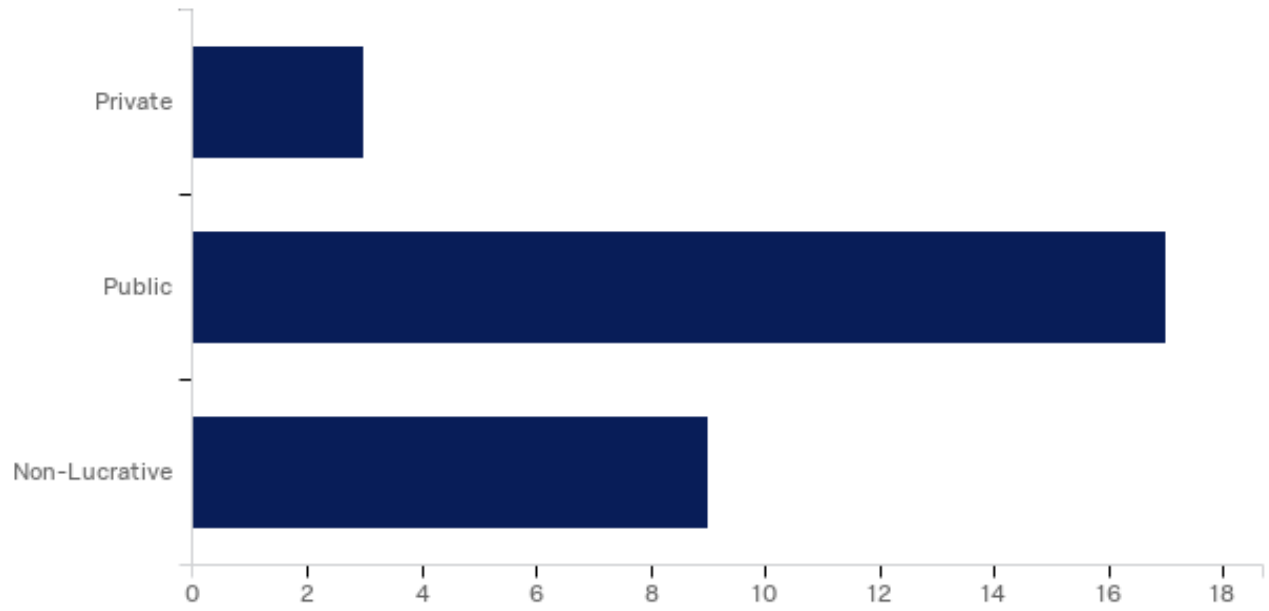
Caribbean Netherlands

Colombia
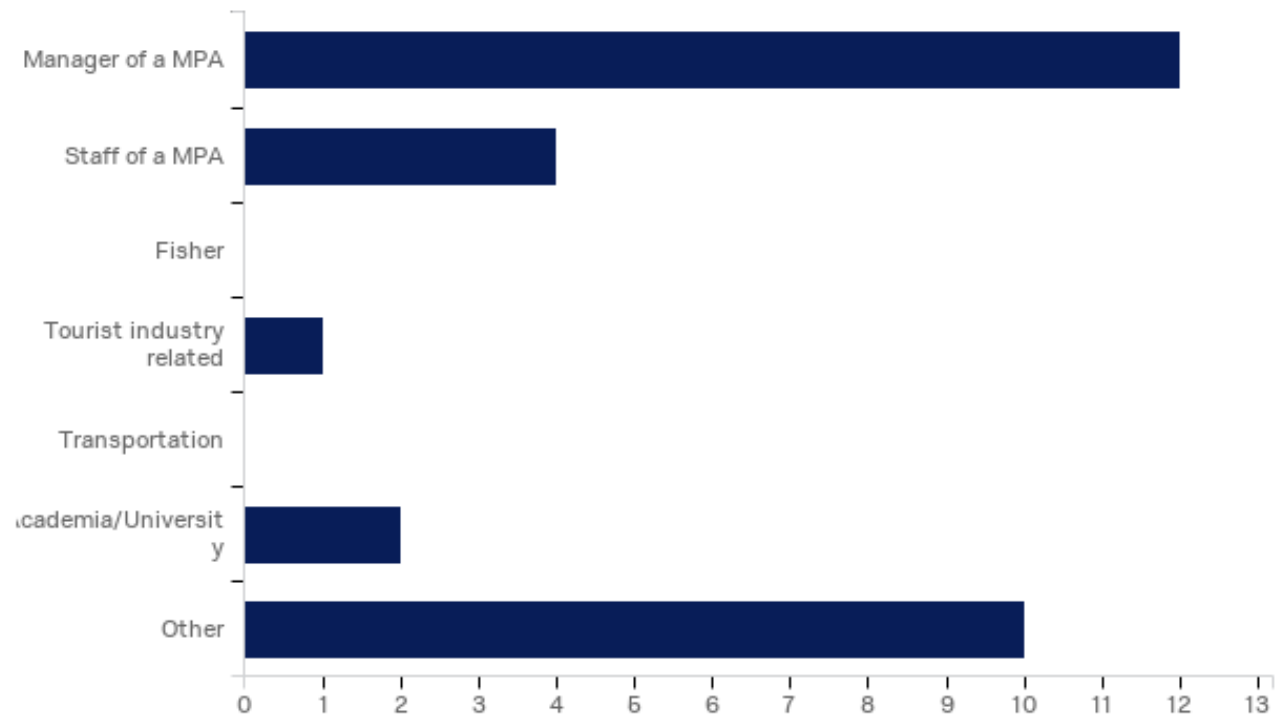
Venezuela

Q2 - What is your gender?

Answer	%	Count
Male	62.07%	18
Female	37.93%	11
Total	100%	29

Q3 - Which is your present working position?

Answer	%	Count
Private	10.34%	3
Public	58.62%	17
Non-Lucrative	31.03%	9
Total	100%	29

Q4 - What type of position you have?

Answer	%	Count
Manager of a MPA	41.38%	12
Staff of a MPA	13.79%	4
Fisher	0.00%	0
Tourist industry related	3.45%	1
Transportation	0.00%	0
Academia/University	6.90%	2
Other	34.48%	10
Total	100%	29

Q5 - What is your level of responsibility in your position?
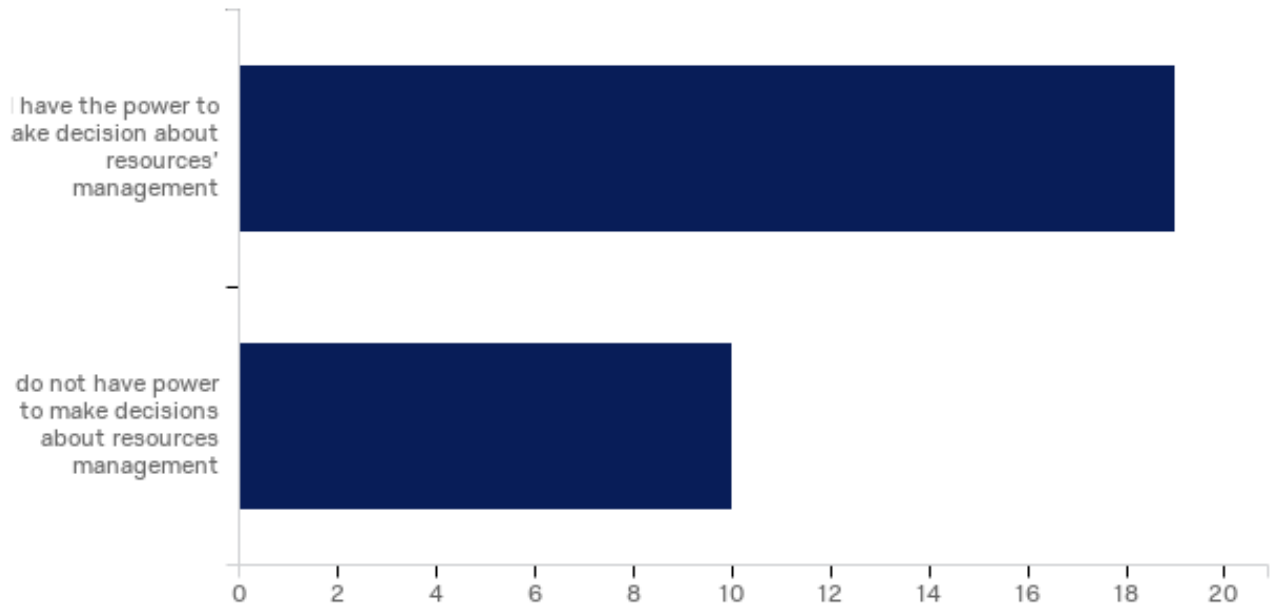
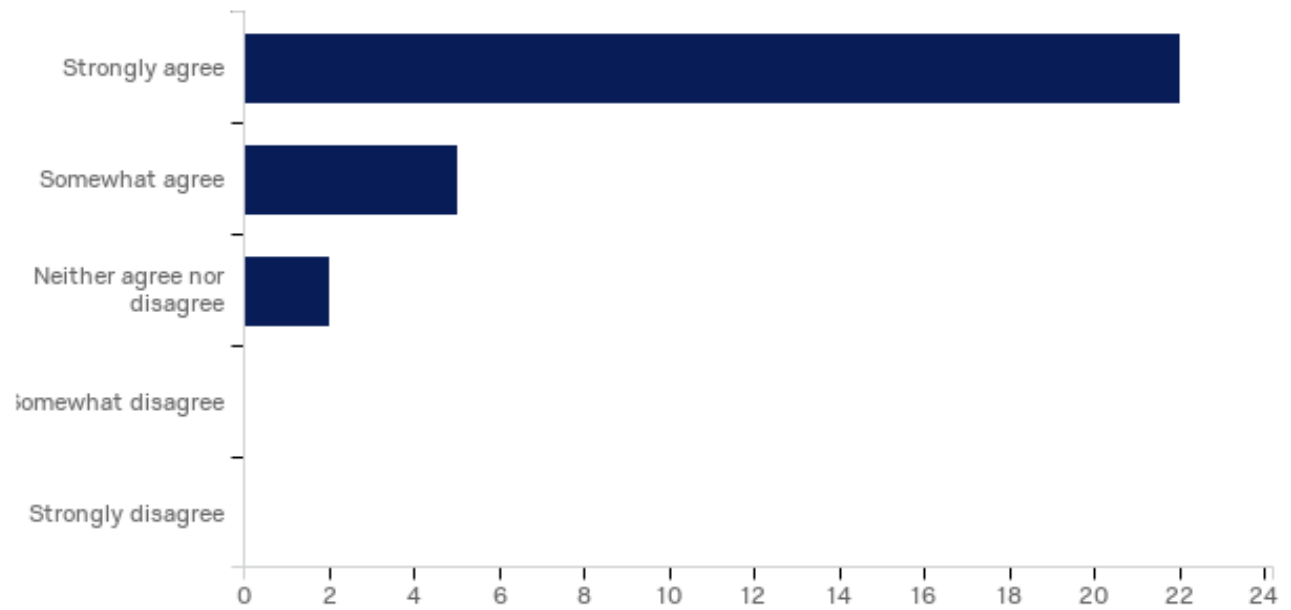| Answer	%	Count
I have the power to make decision about resources' management	65.52%	19
I do not have power to make decisions about resources management	34.48%	10
Total	100%	29

Q6 - What year did you attend the ToT course
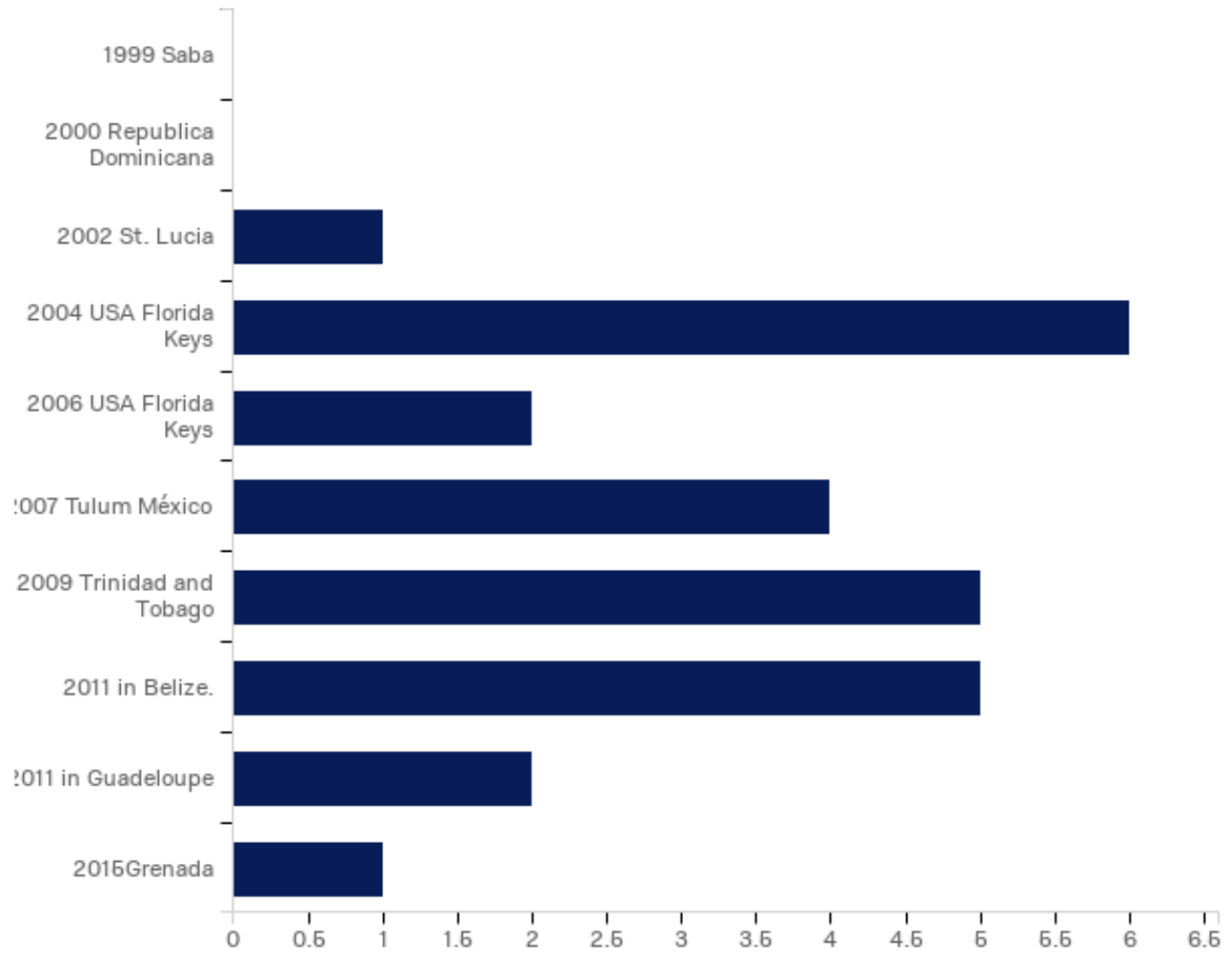
Answer	%	Count
1999 Saba	0.00%	0
2000 Republica Dominicana	0.00%	0
2002 St. Lucia	3.85%	1
2004 USA Florida Keys	23.08%	6
2006 USA Florida Keys	7.69%	2
2007 Tulum México	15.38%	4

2009 Trinidad and Tobago	19.23%	5
2011 in Belize.	19.23%	5
2011 in Guadeloupe	7.69%	2
2015Grenada	3.85%	1
Total	100%	26

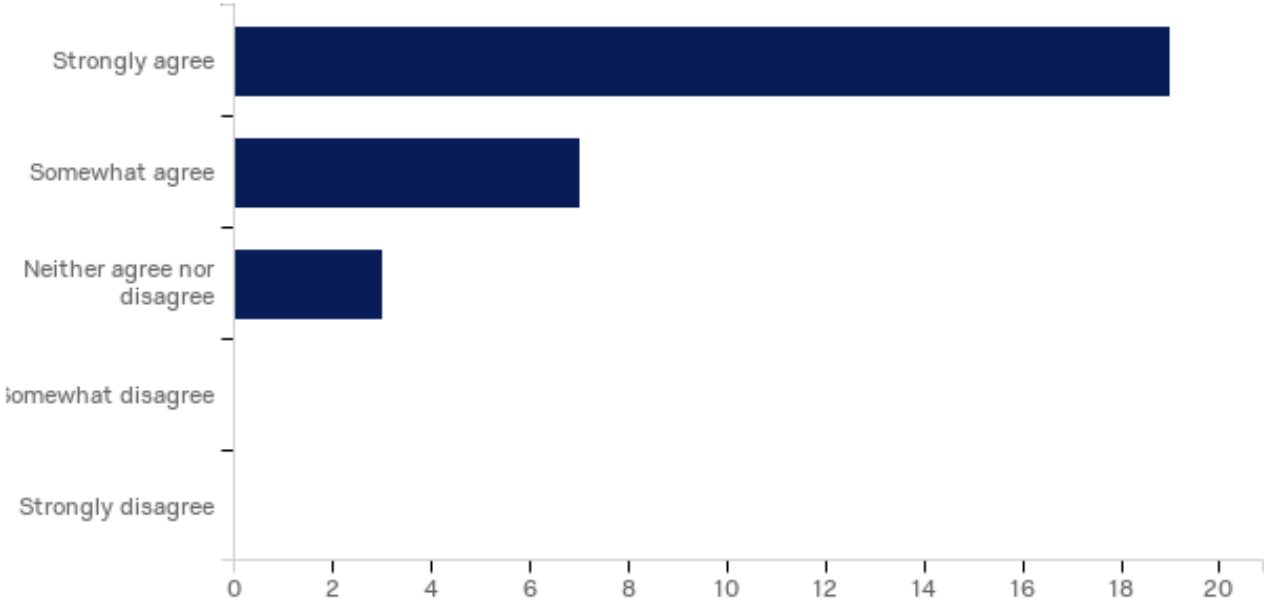**Q7 - Attending the CaMPAM,ToT course increased my knowledge about what an MPA is, and how it works.**

Answer	%	Count
Strongly agree	75.86%	22
Somewhat agree	17.24%	5
Neither agree nor disagree	6.90%	2
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
Total	100%	29

**Q8 - Attending the CaMPA ToT course gave me strong skills that helped me improve my communication with my staff.**
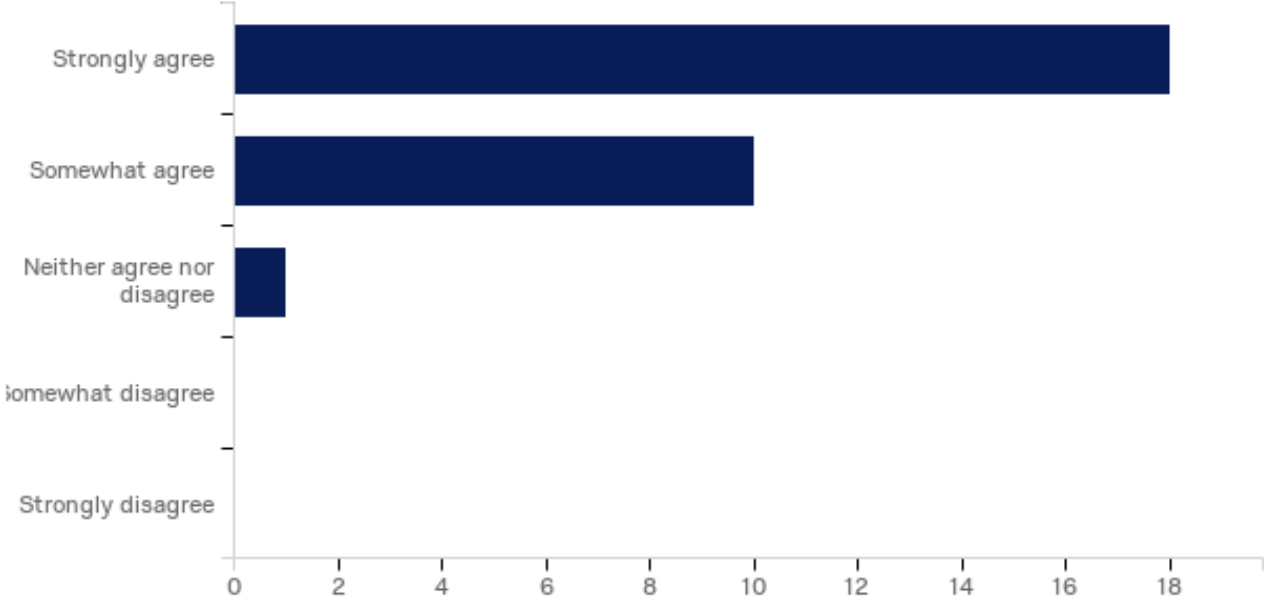
Answer	%	Count
Strongly agree	62.07%	18
Somewhat agree	34.48%	10
Neither agree nor disagree	3.45%	1
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
Total	100%	29

Q9 - Attending the CaMPAM, ToT course gave me strong skills that helped me improve my communication with the stakeholders associated with the MPA I manage.
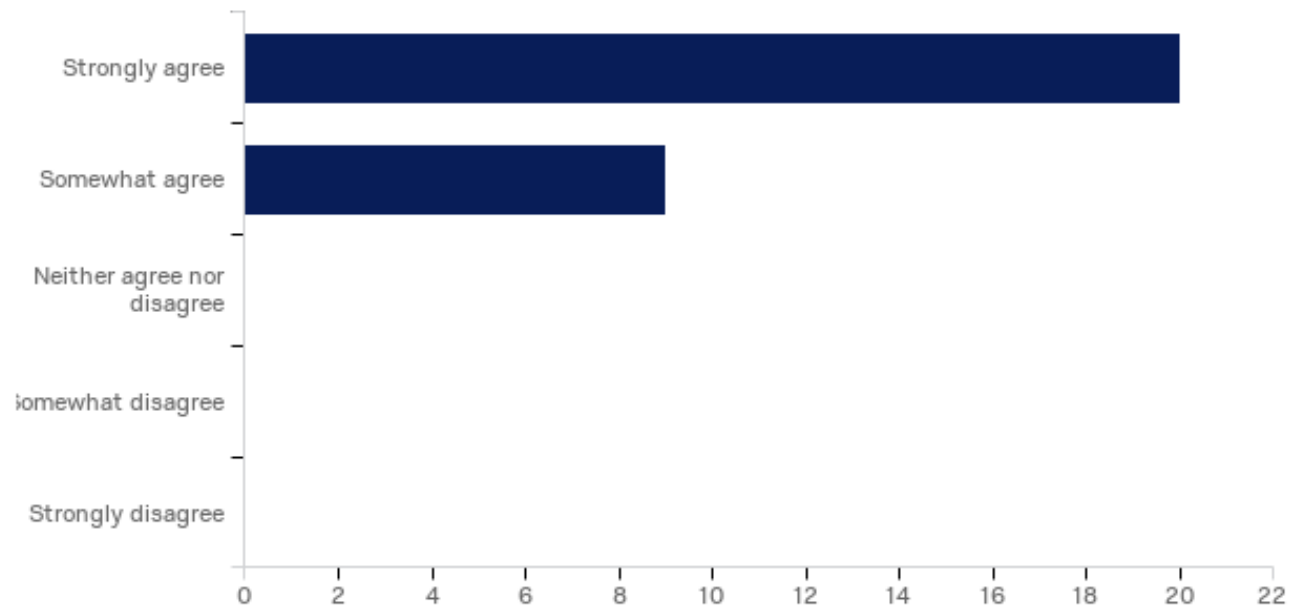

Answer	%	Count
Strongly agree	65.52%	19
Somewhat agree	24.14%	7
Neither agree nor disagree	10.34%	3
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
Total	100%	29

Q10 - Attending the CaMPAM, ToT course helped me to better understand my job, and I feel more confident about my managerial decisions.
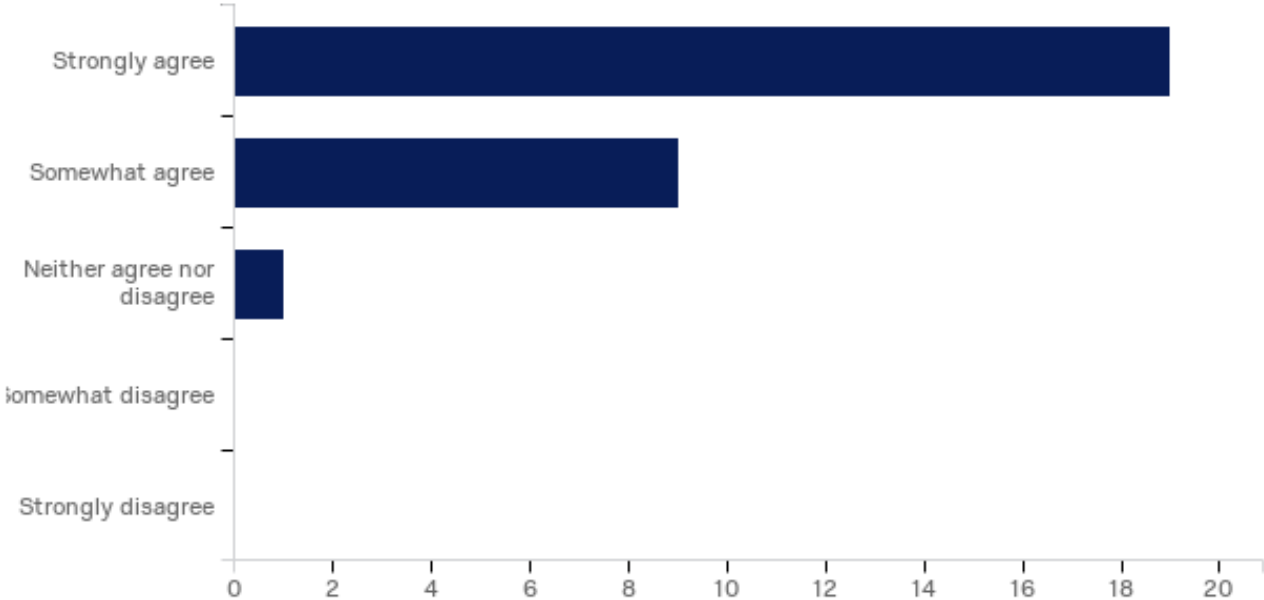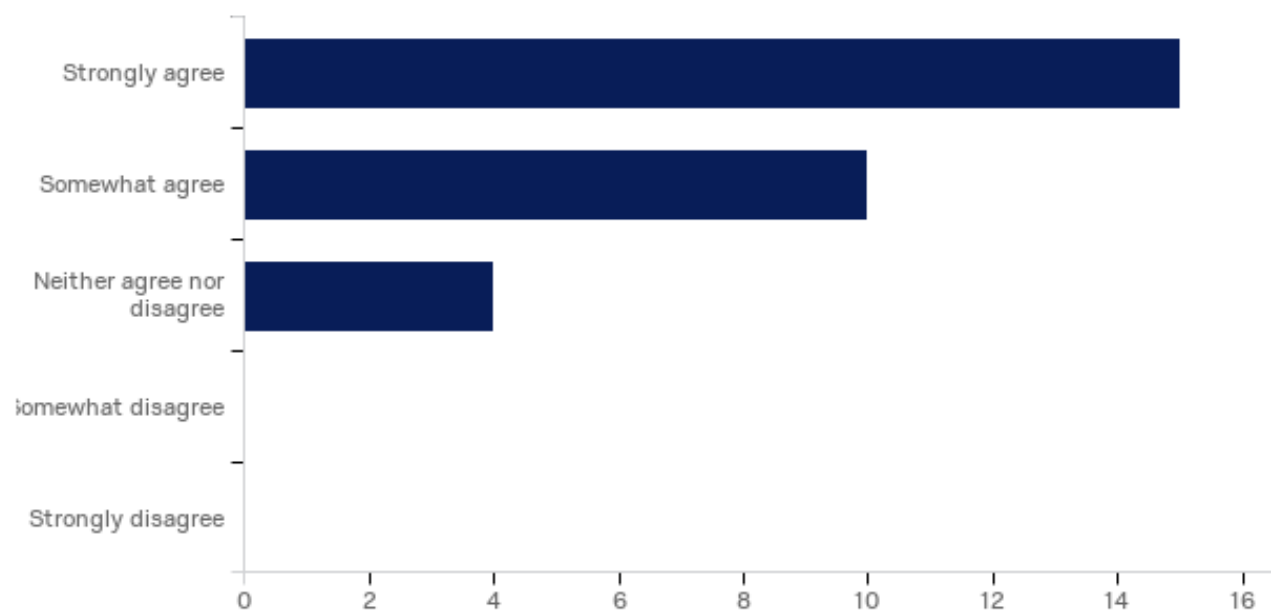

Answer	%	Count
Strongly agree	65.52%	19
Somewhat agree	31.03%	9
Neither agree nor disagree	3.45%	1
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
Total	100%	29

Q11 - Attending the CaMPAM, ToT allowed me to share and discuss issues of my MPA and find solutions and implement best practices applied in other MPA of the region.
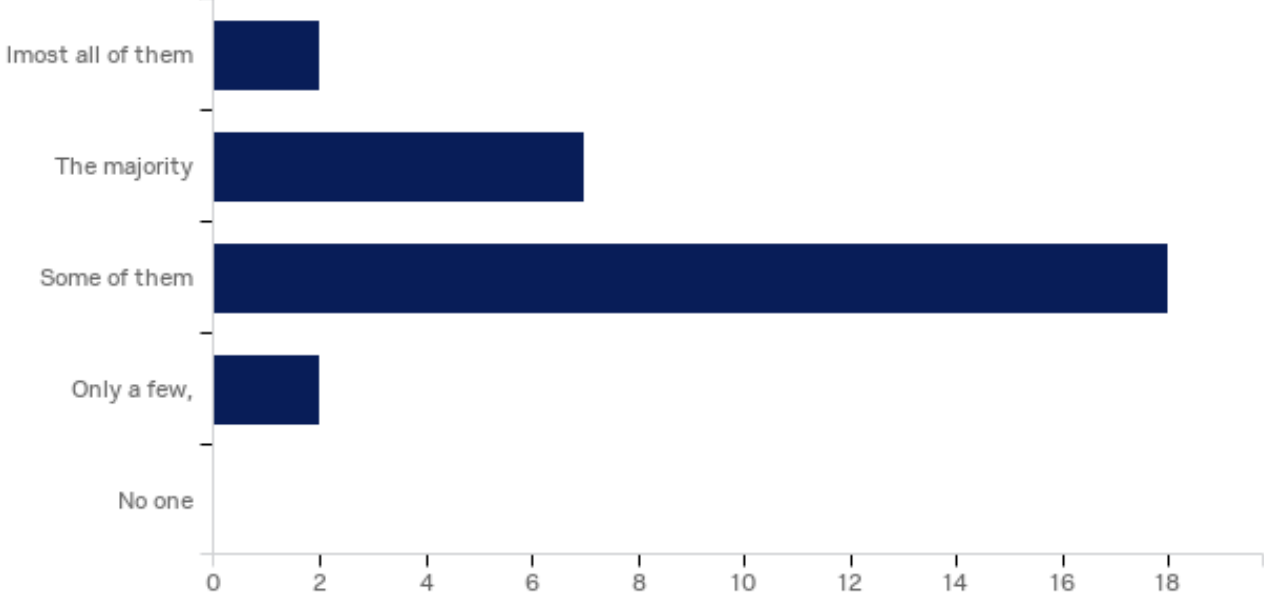

Answer	%	Count
Strongly agree	68.97%	20
Somewhat agree	31.03%	9
Neither agree nor disagree	0.00%	0
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
Total	100%	29

Q12 - Attending the CaMPAM, ToT helped me to create a network and social support for my every day work. I have since the course a series of colleagues that I can consult, discuss and share problems and get a new fresh perspectives
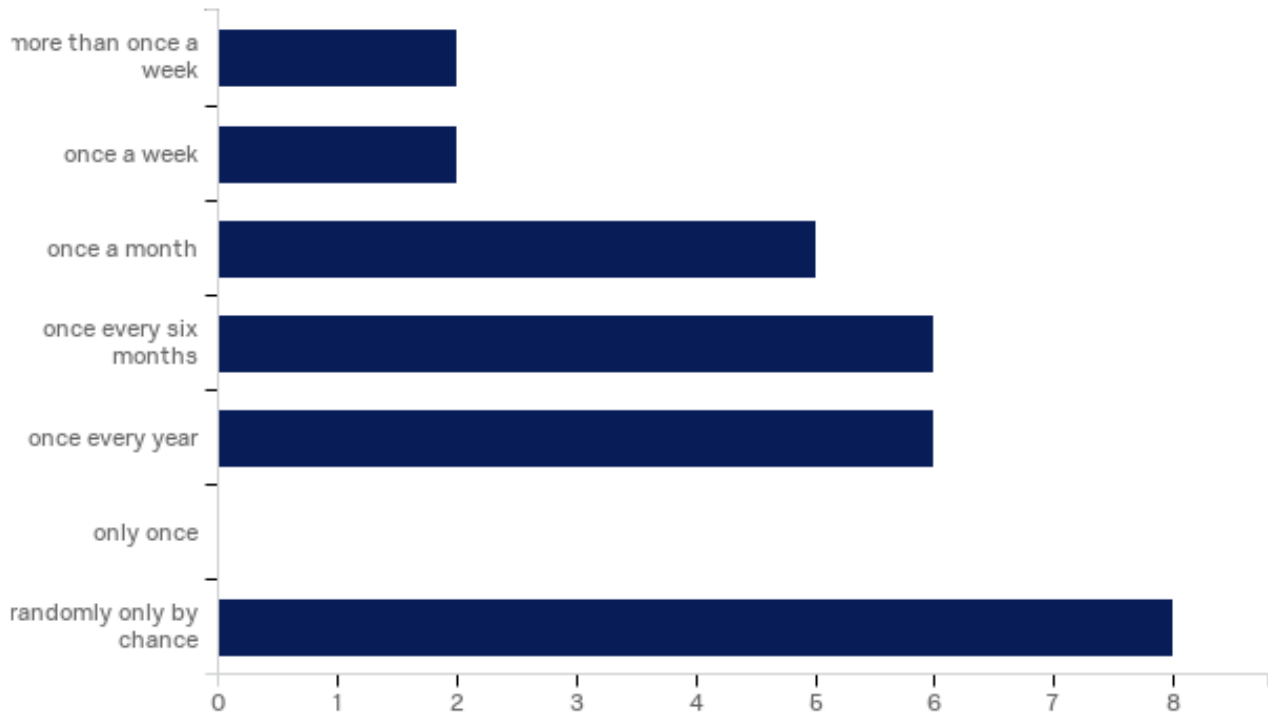

Answer	%	Count
Strongly agree	51.72%	15
Somewhat agree	34.48%	10
Neither agree nor disagree	13.79%	4
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
Total	100%	29

**Q13 - From all your important working connection how many were developed during or through the ToT course?**

Answer	%	Count
Almost all of them	6.90%	2
The majority	24.14%	7
Some of them	62.07%	18
Only a few,	6.90%	2
No one	0.00%	0
Total	100%	29

Q14 - How frequently you contact the people you met during theToT course?

Answer	%	Count
more than once a week	6.90%	2
once a week	6.90%	2
once a month	17.24%	5
once every six months	20.69%	6
once every year	20.69%	6
only once	0.00%	0
randomly only by chance	27.59%	8
Total	100%	29

Q15 - I recommend colleagues and/or friends to attend a ToT course.
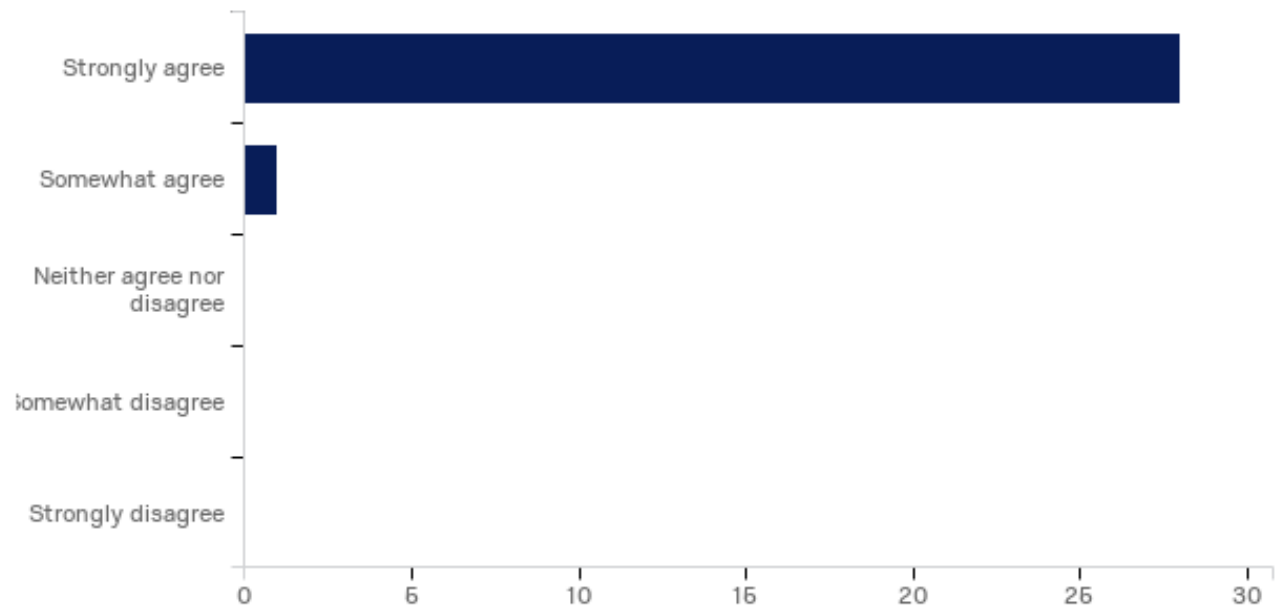
Answer	%	Count
Strongly agree	96.55%	28
Somewhat agree	3.45%	1
Neither agree nor disagree	0.00%	0
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
Total	100%	29

Q16 - I have reproduces the ToT experience in my area following ToT manual.
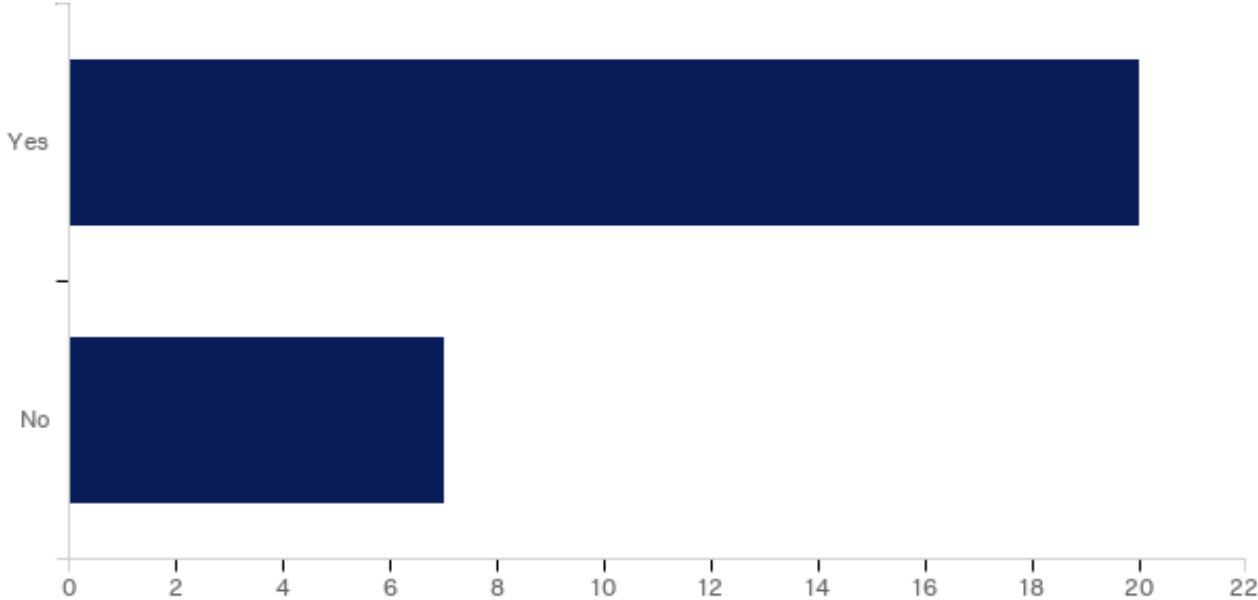
Answer	%	Count
Yes	74.07%	20
No	25.93%	7
Total	100%	27

Q17 - If you have to select one, which is the most important service you have received from CaMPAM has resulted in an improvement of your work
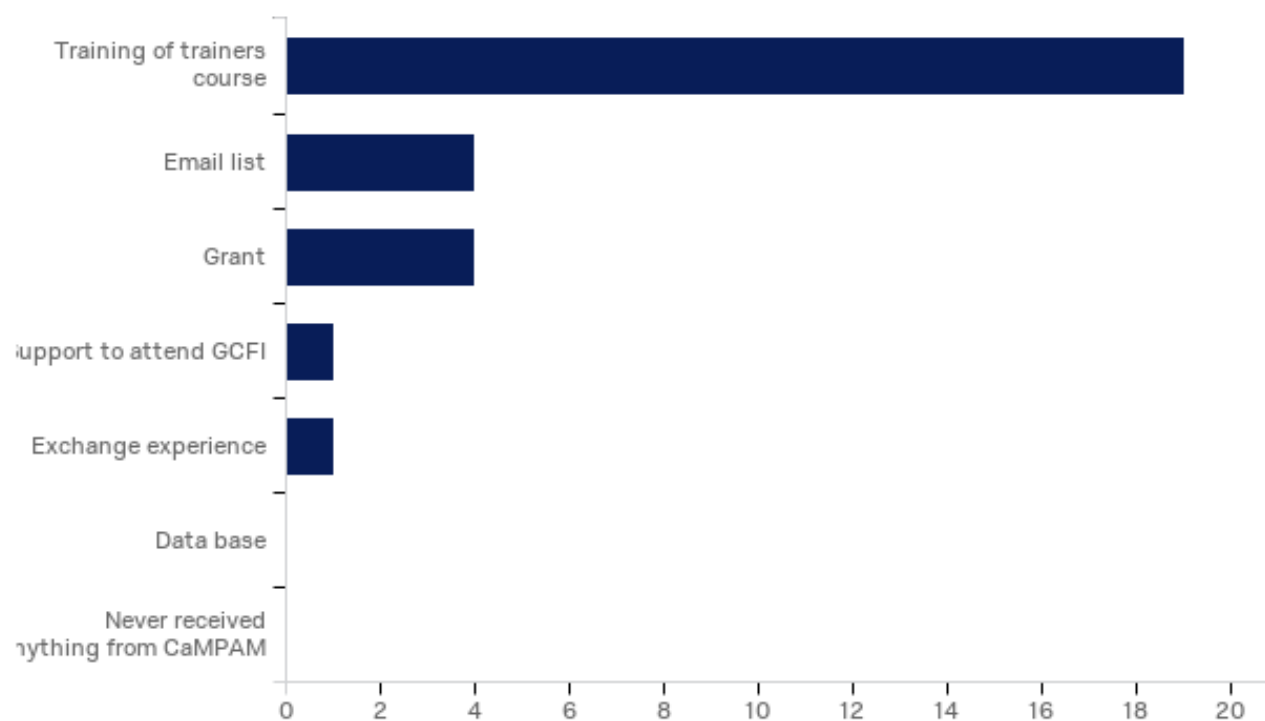
Answer	%	Count
Training of trainers course	65.52%	19
Email list	13.79%	4
Grant	13.79%	4
Support to attend GCFI	3.45%	1
Exchange experience	3.45%	1
Data base	0.00%	0
Never received anything from CaMPAM	0.00%	0
Total	100%	29

Q18 - Please add any comment you find useful to this study

Please add any comment you find useful to this study

I have resigned my MPA position in French Guiana 8 years ago, now working for a swiss based foundation, but I have filled the survey in the context of the following years after the course.

Considero que es una de las mejores iniciativas regionales que existe sobre esta temática en la Región del Caribe,

More focus on capacity building support rather than on the forum

Participé en el Curso convocado en Bayahibe República Dominicana, mi nombre es Reinaldo Borrego Hernández. Los cursos son de gran importancia a nivel regional pues permiten elevar los conocimientos de los participantes sobre AMP, además permite realizar répilcas en los países del participante una experiencia que es prácticamente única en la región a partir del apoyo financiero de CAMPAM. En nuestro caso posibilitó realizar el cursillo local e iniciar la Serie Documental "Al Sur de la Isla" la cual ha tenido una excelente acogida a nivel nacional y territorial, donde se muestran los valores de nustras AMPs, además se fortaleció el intercambio con los comunitarios que habitan en dicha área. Sugiero que está idea se mantenga por siempre en el área de América Latina y el Caribe.

Me entere que existía otras personas que piensan igual o mejor que yo, sobre AMP, además, logro entender como debería actuar con comunidades locales o que se encuentran viviendo y usando recursos naturales dentro de las AMP y como se deberá usar el Co-manejo en Colombia .

The course provides good exposure and experiences for new MPA Managers and practitioners, and should be continued to build capacity for Caribbean MPAs

Es un excelente curso, estaria dispuesta a asistir nuevamente a uno

Tot Trainer of trainers has helped to olen my eyes to the practices of MPAs throughout the region and constant communication with colleagues whom i have met because of Tot has enhanced some of the techniques that i use on a day to day basis.

.Agradezco la oportunidad y es fundamental el apadrinamiento que hacen a personas que pueden desarrollar su profesión en torno al tema de las AMPs. Asi mismo serìa bueno una retroalimentaciòn del personal que continua en este entorno, las experiencias que se han desarrollado (compartidos en artículos o notas informativas).   Los beneficios de esta capacitación son enormes y sobre todo gratificantes a nivel personal y laboral. Después de 12 años y a pesar de no estar vinculada un tiempo al tema, el retomar el área ambiental reconfirmas que el conocimiento es fundamental, siendo màs fàcil aplicarlo y apoyar la labor diaria en torno a las AMPS.

Es importante la divulgación permanente de los estudios y trabajos realizados en el manejo de áreas protegidas del caribe y auspiciados por CaMPAM

Es importante considerar un intercambio con egresados del curso de capacitadores o valorar una invitación de actualización en el tema de manejo de área marinas protegidas y como han evolucionado las políticas de manejo en los diferentes países

I also found that the email listing to be very important as a form of knowledge sharing among experts and practitioners.

This is an important clearing house for information obtianing assistance with issues relating to MPAs in General. It is an important link between pracitcioners around the world and serves to further link new and up coming managers with experienced indivduals who can help them navigate through the many pitfalls in the journey of MPA management

Overall the course was good

ToT produces tangible results on the ground

I think CaMPAM is very useful for MPA managers in the Caribbean.

Seria interesante fomentar el encuentro de las personas que han asistido a los cursos, que permita evaluar y consolidar más el intercambio de experiencias postcurso

Deberia desarrollarse un curso que permita el manejo de areas marinas en ambitos externos a las Areas Protegidas, ya que muchas veces descuidamos esas otras areas que pudieran reforzarse.