

Grenada Protected Area System Plan Part 2

**Legislation, Institutional Organization,
Management Planning, Financing,
Capacity Development and Training**

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0 1,000 Kilometers

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This second part of the system plan builds on Grenada's existing management of protected areas, as well as previous work conducted by the OAS, the OPAAL Program and The Nature Conservancy. As more financial resources come available to Grenada, this plan, if approved, will allow the designated protected areas to be better managed. It is my hope that these management proposals directly serve the needs of the Government and people of Grenada and indirectly others, globally, who care about protected areas and people's livelihoods in the Caribbean and the relationship between the two.

Table of Contents

1. INTRODUCTION	6
2. LEGISLATION ARRANGEMENTS	9
a) Background	9
b) Objectives	9
c) Key Actions	10
3. INSTITUTIONAL ORGANIZATION	10
a) Background	10
b) Objectives	13
c) Key Actions	14
4. MANAGEMENT PLANS and POLICIES	14
a) Background	14
b) Objectives	15
c) Key Actions	15
5. FINANCIAL ARRANGEMENTS	16
a) Background	16
b) Objectives	19
c) Key Actions	19
6. CAPACITY BUILDING and TRAINING	20
a) Background	20
b) Objectives	22
c) Key Actions	22
7. SUMMARY	23
Bibliography	24

LIST OF FIGURES

Figure 1	Existing and Proposed Protected Areas.....	8
Figure 2	Proposed Organization Structure.....	12

1. INTRODUCTION

This part of Grenada's overall plan for a system of protected areas, Part 2, is a companion document to the July 2009, *Grenada Protected Area System Plan-Part 1*. It is intended to be read as part of that plan but approval of the system plan and this report can be considered independent of one another. Part 1 of the system plan outlines those significant marine and terrestrial environments of Grenada that ought to be designated immediately as protected areas, Figure 1, specifically national park, protected areas, forest reserves and marine reserves. It also identifies those areas that ought to be considered, both as a priority and as part of an overall local planning area process, as protected area candidates, all in an effort to meet Grenada's declaration of conserving at least 25% of its marine and terrestrial resources by 2020. Part 1 of the system plan can be approved and implemented using Grenada's existing delivery system of administrative and management programs for protected areas. Meeting of international commitments, government policy and the protection of Grenada's environments are dependent on that approval and action.

Part 2 provides an alternative to those existing administrative and management programs in an effort to address stated and recognized challenges. Its approval, in whole or in part, can occur now or, like other countries in the world, as Grenada's development allows her to devote the financial resources to deliver a higher standard of management to her protected areas.

Previous studies (OAS, 1988, Agriconsulting, 1993, Jackson, 1998, Gardner, 2006, Knechtle, 2007) have well documented the challenges in legislation and institutional arrangements and issues that have affected Grenada's efforts to establish and manage a national protected area system. Conflicting legislation, lack of clear policy direction and inter-agency coordination and lack of resources, both human and financial, have been cited as issues to be addressed. However, the difficulty has not been a lack of legislative and strategic tools: some would say there are too many resulting in overlap and divided responsibilities. Nor has there been a lack of recommendations over the last two decades. Indeed, the successive governments of Grenada have shown leadership of intent by signing international agreements and participating actively in international initiatives. Despite the need to address these overlapping policies and legislation, other more-pressing demands, such as dealing with health, education, housing and natural disasters, have been placed on government resources and the ability to adequately implement and fund a protected area system has not occurred.

Grenada's situation is common in protected area management throughout the world.

The following initiatives are recommended in order to implement Part 1 of the system plan and each has key actions identified to reach the objectives. The key actions have been prioritized: in bold. For the most part, all these key actions, with the exception perhaps of the studies and management plans, can be implemented using present and anticipated Department and Ministry forces. The studies and plans can be supported by

the proposed partnerships with educational institutions, conservation organizations and the private sector.

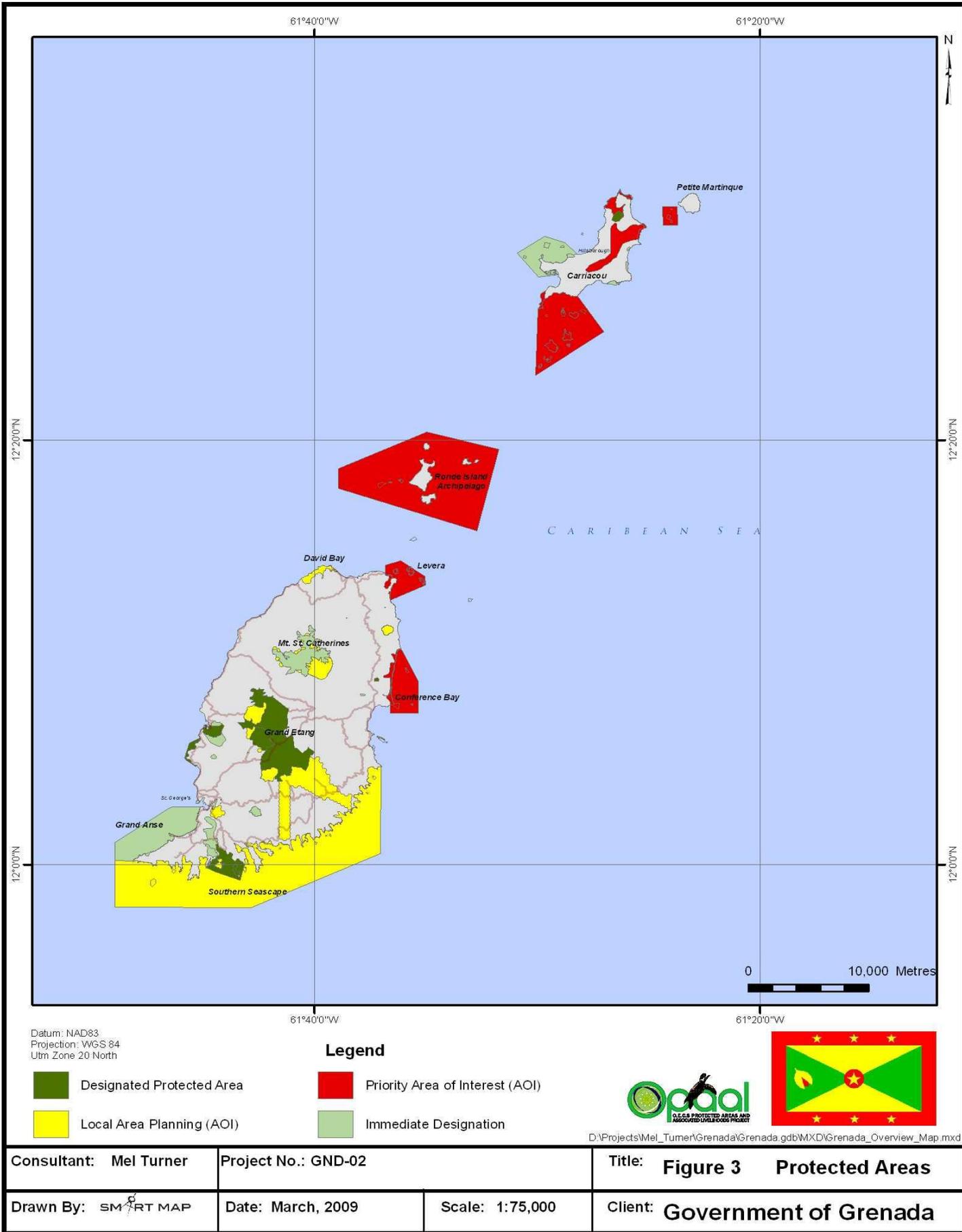


FIGURE 1 EXISTING and PROPOSED PROTECTED AREAS (from Part

2. LEGISLATION ARRANGEMENTS

a) Background

As referred to in Part 1, in fact, existing legislation is quite well defined. The 1990 *National Heritage Protection Act*, 1991 *National Parks and Protected Areas Act* and the 1986 *Grenada Fisheries Act* and its accompanying *Fisheries (Marine Protected Areas) Regulations 2001* offer significant powers. The 1991 *National Parks and Protected Area Act* has no regulations but sections of the *Act* account for that lack. Its implementation has not yet occurred because there is only one protected area, Perseverance Protected Area, currently established.

Implementation of the *National Parks and Protected Areas Act*, along with the *Fisheries Act* and *Marine Protected Area Regulations* and the *Forest, Soil and Water Conservation Act*, currently provide the legislative tools to manage the system of parks and protected areas although the issues and concerns cited in previous studies would remain and clarity would still be lacking.

Efforts were made in 2003 to address some of the documented concerns of overlapping legislation associated with protected areas, forestry and wildlife and draft legislation was prepared (Protected Area, Forestry and Wildlife Act). This draft (Cirelli, 2003) is awaiting the preparation of accompanying regulations. Most recently, in 2008 and 2009, as part of the OPAAL project, ENCAPD project and OECS/UNEP project, model protected area, environmental management, biodiversity conservation and sustainable use legislation has been prepared for consideration by member states to assist them in their review of their existing legislation. For Grenada, a draft environment and biodiversity conservation act and a draft natural and cultural heritage preservation act is in the final preparation stage (Knetchtle and Nichols, 2007).

In total, the four existing pieces of protected area legislation and the recent reviews all offer components to address the legislative shortcomings previously documented.

b) Objectives

- To ensure legislative authority to manage the parks and protected areas proclaimed by the Governor General or declared by the Minister in keeping with the phased implementation of Part 1 of the system plan
- To review the existing legislation, in particular the 1991 *National Parks and Protected Areas Act* and the 1986 *Grenada Fisheries Act* and associated 2001 regulations on marine protected areas, as well as the legislative initiatives from 2003 and 2009 and provincial park legislation from British Columbia, and draft single-act legislation that retains significant powers currently in the existing legislation and that reflects the best practices of protected area management and meets Grenada's social and environmental needs. Based on the review of the draft

and progress made on protected area establishment, consider the enactment of the draft.

c) Key Actions

- **Formally announce the implementation of the *National Parks and Protected Areas Act***
- **Conduct a review of the existing legislation and other relevant work with the intent to propose and enact single-act legislation that addresses all issues associated with Grenada’s system of marine and terrestrial parks and protected areas as well as forest reserves**

3. INSTITUTIONAL ORGANIZATION

a) Background

Although the *National Parks and Protected Areas Act* requires the appointment of a Director of National Parks and staff necessary for the proper administration of the national parks system, the establishment of only one park, Perseverance, has understandably made this a low priority. Currently, terrestrial and marine protected area programs, including provision and permitting of tourism and recreation opportunities and protection of natural and cultural resources, are provided by the Ministry of Agriculture through the Department of Fisheries and the Department of Forestry and National Parks, the Ministry of Tourism and the Grenada Board of Tourism. In the case of the Ministry of Agriculture, legislation administered by both the Fisheries Department and the Forestry and National Parks Department calls for establishment of a management committee in the case of marine protected areas and an advisory committee for parks and protected areas. The intent of these committees is to advise government on issues other than day-to-day.

For day-to-day management, the Department of Fisheries has one FTE¹ dedicated to marine protected areas. Although a marine park warden is proposed, at present there are no field staff to directly support marine protected area management although provision of equipment and other Department staff are available on an as-need basis. The Grenada Board of Tourism intends to support the warden with a patrol boat.

The Department of Forestry and National Parks is responsible for the two forest reserves and the Perseverance Protected Area and related forest initiatives. Currently, 16 FTE’s are dedicated to department objectives, including administrative management of protected areas. There are 24 field staff providing forest ranger and foreman duties. The annual budget, including capital, is \$2 million². In Carriacou, one forest officer and the equivalent of two field staff provide forest management for High North Forest Reserve

¹ Full Time Equivalent (FTE) equates to one person for one year of employment

² All figures are in Eastern Caribbean dollars

and other Crown lands. These staff report to the Ministry of Carriacou and Petite Martinique Affairs.

The Ministry of Tourism manage 13 tourism sites, including the heritage sites at Fort George and Fort Frederick, as well as the visitor complex in the Grand Etang Forest Reserve. Currently, 3 FTE's are dedicated to the administrative management of tourism and heritage "protected areas". There are 37 field staff including booth attendants, interpreters, labourers, cleaners and security personnel providing management services and five staff under contract for security. The annual budget for this component of the Ministry of Tourism is some \$1,100,000. In addition, Camerhogne Park is managed under a \$70,000 cooperative contract.

The Grenada Board of Tourism currently supports maintenance at Grand Anse and Morne Rouge beaches and, on occasion, supplies capital funding for tourism initiatives. With support funding from government, \$400,000 in 2008, the Grenada Tourism Board hires beach cleaners and permits vendors.

The total effort of the three government agencies to the overall protected area programs is approximately 80 FTE's and some \$3.5 million. In addition, contract services and support outside of government but sourced by government approximate \$500,000. In total, current direct and indirect government financial commitment to its designated and considered-designated protected areas is some \$4 million.

This current delivery of protected area management by the various government agencies has led to the cited concerns of lack of coordination, lack of co-operation, lack of resources and conflicting policies. Presently, the government has indicated its intent to address these concerns by transferring the tourism sites to the Department of Forestry and National Parks in an effort to streamline responsibility, coordinate effort and create efficiency.

The present institutional structure in both the Departments of Forestry and National Parks, including the transfer of the tourism sites, and Fisheries is workable at the present level of management responsibility for the seven existing protected areas. However, as protected area system develops and includes some 40 sites and some 25% of the Grenada's terrestrial and marine environment, reorganization will have to be considered in an effort to deliver effective management. Management of protected areas is most efficient when it is delivered by a single agency with efficiencies realized in decision-making, resourcing and coordination.

In an effort to deliver those efficiencies and address the long-standing concerns expressed by previous studies, the implementation of the *National Parks and Protected Areas Act* would see the appointment of a Director of National Parks and Protected Areas and appropriate staff. The following organizational chart (Figure 2) is one that could be considered once the 16 additional sites, currently accepted as undesignated protected areas, recommended in Part 1 are designated. The proposed organization would

reorganize the present Department of Forestry and incorporate the marine protected area component of the Department of Fisheries

Acceptance and enactment of single-act legislation as recommended in the preceding section would see all marine and terrestrial protected areas managed under this institutional arrangement.

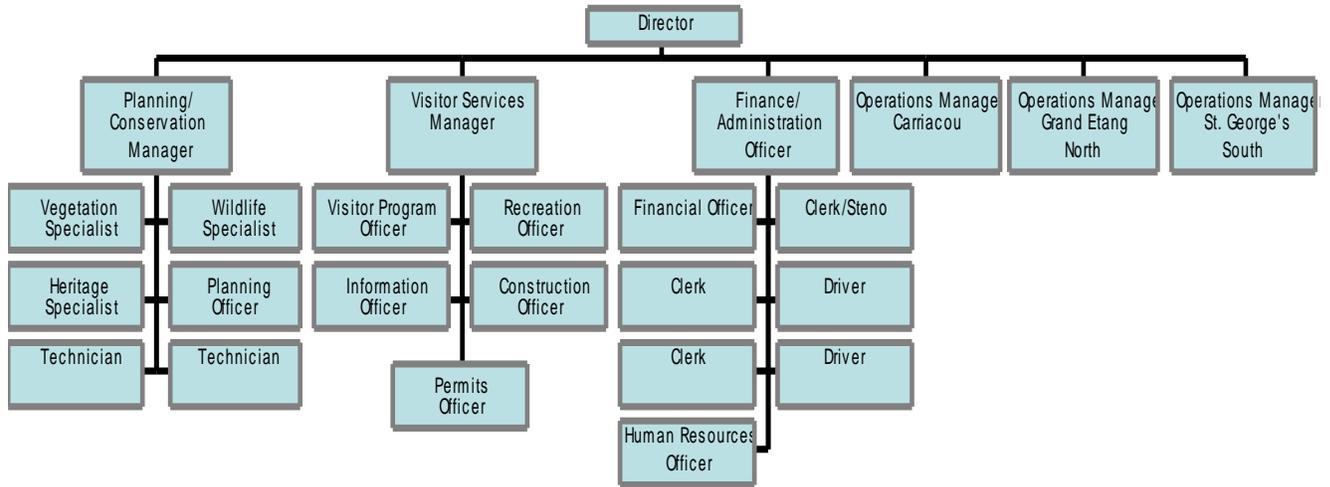


FIGURE 2 PROPOSED ORGANIZATIONAL STRUCTURE

This organizational structure for designated marine and terrestrial protected areas includes an operational arm and a central services, headquarters arm.

Reporting to the Director, the three operational managers would be responsible for the delivery of day-to-day management of both marine and terrestrial programs in geographical regions in Carriacou, and the north and south parts of Grenada. Support operational staff beyond the current staffing levels, some 60 in total, would be sought as the priority sites are established and the local area plans are completed.

The central services arm will include a Planning and Conservation section, a Visitor Services section and a Financial and Administration section, each with a manager reporting to the Director and providing support to the operational arm.

The Planning and Conservation section, consisting of specialists in planning and land acquisition, heritage and marine and terrestrial vegetation and wildlife, will be supported by two technicians with GIS skills. This section will prepare protected area proposals, management plans, natural and cultural resource policies and support operational management on a day-to-day issues.

The Visitor Services section will include a visitor program officer responsible for establishing education and interpretation programs for protected areas. The recreation

officer's responsibility will include facility development planning and design, which in turn will be delivered by a construction officer. Providing information, media relations and community liaison, except at the protected area operational level, will be the responsibility of the information officer. A permits officer will oversee the preparation of all permits necessary for concessions, visitor services and resource use.

The Finance and Administration section will include a financial officer to oversee the National Parks Development Fund, budgets and to conduct internal audits. The human resource officer will be responsible for such duties as time management, training, and employee agreement issues. The section, and the entire Department, will be supported by clerical staff and drivers.

In total, 24 FTE's are identified for this organization. Currently, 21 FTE's support the existing delivery of protected area management in the Department of Fisheries, the Department of Forestry and National Parks and the Ministry of Tourism. The proposed organization is basically a reorganization, uniting both Departments, the Ministry of Tourism's tourism sites component and the Forestry section on Carriacou in the Ministry of Carriacou and Petite Martinique.

Although all protected areas should be dedicated by legislation, management does not have to be delivered only by government agencies. In Grenada, non-government agencies, educational institutions, the tourism sector, communities and Grenadians have always supported the establishment and management of protected areas. In some instances, these groups, acting as a protected area management board and with limited government support, can provide effective management in excess of the government's ability.

In an effort to capture and nurture this support, co-management institutional arrangements should be explored and, if appropriate, adopted and included in the proposed legislation review recommended in Section 2. In turn, co-management boards, if adopted and established by revised legislation, should be appointed by the Minister for those protected areas that would benefit from this management option.

b) Objectives

- On an interim basis and prior to the designation of Part 1 undesignated and accepted sites, to manage the existing protected areas under the existing Department of Fisheries and Department of Forestry and National Parks organizational structure.
- To encourage support for protected area management by establishing the National Parks Advisory Council as called for in the *National Parks and Protected Areas Act* and the Management Committee as called for in the *Fisheries (Marine Protected Areas) Regulations* for marine reserves

- Based on existing or revised legislation recommended in Section 2, to establish a single protected area management structure within the Ministry of Agriculture that manages all components of terrestrial and marine protected areas.
- Based on revised legislation, establish co-management boards to manage selected protected areas

c) Key Actions

- **Appoint a Director of National Parks and Protected Areas**
- **Appoint the members for the National Park Advisory Council and the Management Committee for marine protected areas**
- If, and once legislation is revised as recommended in Section 2, consolidate the existing government staff and resources providing protected area management services into one Department in the Ministry of Agriculture and establish co-management boards
- Consider revising the organization as recommended in Figure 2 and appoint staff to fill vacant positions as government resources allow

4. MANAGEMENT PLANS and POLICIES

a) Background

The *National Parks and Protected Areas Act* and the *Fisheries (Marine Protected Areas) Regulations* both reference the preparation of protected area management policies and individual protected area management plans.

Currently, a comprehensive set of policies does not exist for conservation of the natural and cultural resources captured by marine and terrestrial protected areas nor do policies exist for management of visitors and those whose livelihood, in whole or in part, depend on the protected areas. Policy direction is generally provided by the applicable legislation which, to date, has focussed on the three existing Forest Reserves.

Management plans are in place for three of the five designated terrestrial protected areas: Grand Etang and Annandale Forest Reserves and Perseverance Protected Area. In addition, a management plan was prepared for Mt. Hartman in 1998, based on the boundary at that time. A draft plan has been prepared for the proposed Levera protected area. Neither of the two marine protected areas has a management plan in place, however the legislation establishing both includes zoning in keeping with the *Regulations*. A management plan has been prepared for the proposed Sandy Island/Oyster Bay Marine Protected Area.

The preparation of protected area management plans and associated natural and cultural resource policies is fundamental to protected area management. The responsibility for

preparation of these plans and policies will fall to the Planning and Conservation section of the proposed organization outlined in Figure 2. Similarly, the preparation of plans and policies for visitor management will fall to the Visitor Services section.

With the issues of existing institutional arrangements and legislation, combined with the level of resourcing for protected areas and the small number of them, a business plan has not been prepared for Grenada's protected areas. A business plan is important to guide the overall management of protected areas and address both long-term and short-term issues.

Finally, public support and active public engagement is fundamental to the success of protected areas. The establishment of the National Parks Advisory Council and the Management Committee for marine reserves, or their equivalent under revised legislation, will greatly assist in ensuring public support for protected areas. Further engagement in policy establishment and management planning will also assist. However, the greatest assistance could be the establishment of Ministerial-appointed, volunteer-based park boards to manage selected sites.

All of these groups will need a strategic plan to coordinate and guide their efforts.

b) Objectives

- To adopt an annual business plan for the Department(s) outlining priorities
- To adopt management policies for conservation of natural and cultural resources and management of visitors in protected areas
- To adopt management plans for individual, designated protected areas
- To establish partnerships with educational institutions, non-government organizations and the private sector to manage, in all aspects, the national protected area system
- To establish strategic plans for groups delivering or advising on protected area management

c) Key Actions

- **Based on existing and proposed legislation and best practices for protected area management, prepare draft policies for conservation of natural and cultural resources and visitor management and consult with the public. Based on the public review, seek Ministerial approval for the policies**
- Prepare draft management plans for protected areas and consult with the public. Based on the public review, seek Ministerial approval for the plans

- Formally review approved policies and plans every 10 years or sooner if significant issues arise affecting the policy or the plan
- **Establish partnerships with educational institutions, including St. George's University and the University of the West Indies, non-government organizations and the private sector to facilitate planning and policy development**
- Prepare strategic plans, reviewed and updated on an annual basis, for management and advisory groups

5. FINANCIAL ARRANGEMENTS

a) Background

Section 3, Institutional Arrangements, of this report recognized the general financial resources currently employed and invested to provide the overall, existing protected area programs. All of these financial resources came from the Government of Grenada's Consolidated Revenue Fund after votes from the Legislature and from grants and loans from outside organizations and institutions.

In 2006, The Nature Conservancy (TNC) conducted a comprehensive review of Grenada's financial support of its protected area system as part of the Convention on Biological Diversity's goal to ensure signatories provide financial sustainability to their commitments. The review resulted in the preparation of the *Sustainable Finance Plan for Grenada's Protected Area System* (Sector, 2006). The background to the sustainable finance plan reviewed existing administrative and financial arrangements for managing Grenada's existing protected area system and proposed a financial plan to sustain the Grenada Declaration's proposed goal of protecting at least 25% of both its marine and terrestrial environments by 2020.

The plan noted that, in 2005, the government allocated directly some EC\$2 million on the management of protected areas.³ In 2006, the government received some EC\$1.3 million in outside donations in support of protected area programs. The plan projected that Grenada would need to invest some EC\$14 million to financially manage its Grenada Declaration goal and put forward a number of options that could be implemented to meet the goal including government vote, donor contributions, user fees⁴ and tourism taxation. The plan also proposed a five year strategic plan to implement the options selected. The Government has not acted on any of the options in the TNC report as yet.

³ This figure only represents budgets of the Department of Forestry and National Parks and not the marine protected areas of the Department of Fisheries or the Ministry of Tourism's tourism site's management.

⁴ In 1992, the *National Parks and Protected Areas (Fees) Order* established fees for persons entering a national park or protected area. Fees are also included in Schedule II of the *Fisheries (Marine Protected Areas) Regulations*.

As noted in Section 3, in the last fiscal year, the government, directly and indirectly, allocated \$4 million for the management of protected areas.

On the revenue side, in the last fiscal year, the Ministry of Tourism collected \$250,000 in fees from six of the 13 undesignated sites that they manage and some \$10,000 is collected by the Grenada Tourism Board and the Department of Forestry and National Parks in permit fees. The Fisheries Department has not yet collected fees for use of the two designated marine reserves but plans to implement the fee Schedule in the *Marine Protected Area Regulations*.

Although the fee and permit collection is modest, there is much room for growth. Annandale Falls currently does not charge an entrance fee due to the remnant damage of the facilities by Hurricane Ivan and the two existing and one proposed marine protected areas are yet to charge scheduled fees for moorage or diving. The proposed national parks, recommended in Part 1 of the system plan, at Grand Anse and at Fort George have significant potential to contribute entrance and permit fees. Sector (2006) estimated that if the existing entrance fees, considered low by Caribbean standards (Turner, 2007), were charged at Grand Etang, Annandale Falls and Mt. Hartman as well as for diving and snorkelling at the marine protected areas, user fees would be in excess of \$1 million.

The financial contribution from government to support its protected area system should reflect, to some extent, the contribution that protected areas make to the economy of Grenada. To date, no economic studies have been conducted however there are some indications of economic value based on existing situations in both Grenada and St. Lucia. At the Grand Etang Forest Reserve visitor complex, direct government revenues exceed expenditures by \$20,000. Indirect government revenues contributed by the service industry to deliver the visitors to Grand Etang or visitor expenditures once there would be in addition. As an example in the marine environment, at Soufriere Marine Management Area in St. Lucia, revenue from annual mooring fees and permits exceeds expenditures for protected area management by \$135,000.

In an effort to fully understand the contribution of the existing and proposed marine and terrestrial protected area system to Grenada's economy, an economic study should be conducted. The conclusions of the study would guide the government's financial support to the system.

Although TNC report on sustainable financing noted that the implementation of the Grenada Declaration would require some \$14 million to adequately manage the protected areas in 2020, the actual government contribution needed will depend upon revenues that can be generated by fees and licences, recognition and acceptance of the direct and indirect contributions that the protected areas make to Grenada's economy, the cost of protected area acquisitions, the costs for resource studies and recreation developments identified in management plans, the level of protected area management as reflected in operations and the contributions from outside donors.

Once the designation of protected areas identified in Part 1 of the system plan has commenced, the existing or enhanced fee structure is in place and operational, an institutional arrangement is adopted, an understanding of the economic contribution is realized and management plans have been prepared indicating financial needs for resource studies and protected area developments within individual, designated protected areas, the level of financing that will be required from government will become clearer.

The formal implementation of the *National Parks and Protected Areas Act* as recommended in Section 2 accomplishes much more than providing the legislative mechanism for management of protected areas or the appointment of a Director of National Parks and Protected Areas. In keeping with some of the strengths of the existing *Act*, of which there are many, the legislation calls for the establishment of the National Parks Development Fund.

Currently, the Fund, like a system of protected areas, does not exist as only one protected area has been established. The legislation defines the Fund as comprising monies borrowed, entrance fees paid and contributions to the National Park Advisory Council. This Fund, where monies from fees and licences that are generated by protected areas flow directly into a targeted fund and not into the government's consolidated revenue fund is unusual within governments and often envied by park agencies world-wide as funding by the world's governments for their protected areas is often inconsistent or an afterthought and not reflective of the economic contribution that protected areas generate. In addition, monies contributed to this Fund, subject to an annual audit, can only be used to promote the purposes of national parks and protected areas, thus guaranteeing certainty and security to prospective donors. Like other positive elements in the *Act*, Grenada already has the legislative mechanism in place to establish this Fund.

In addition to operational costs and capital costs for development and maintenance, achievement of the Grenada Declaration and implementation of the protected areas system outlined in Part 1 of this system plan will require the support of private land owners, both individuals and corporations, as many of the protected area proposals involve private land. Purchase, lease, exchange, land development approvals and donation are the common methods to acquire land and interests for protected area designation. In Grenada, under the *National Parks and Protected Areas Act*, the government can acquire land through purchase, lease, exchange or donation.

The total costs of outright acquisition of proposed protected areas have not been estimated as specific proposals have not been prepared but it would be substantial. As such, other methods through land development approval should be explored. Currently, under the *Physical Planning and Development Control Act*, the government is able to make provisions for the preservation of amenities, including protected areas and natural and cultural resources, as part of the development approval process. However, no policy exists on the application of this section of the legislation as it relates to proposed or existing protected areas.

b) Objectives

- To consider financial support to protected areas as a public social, economic and environmental investment
- To work towards financial sustainability for the management of protected areas
- Where appropriate to the purpose of an individual protected area, to encourage livelihood opportunities associated with commercial recreation opportunities and/or commercial forest/marine or non-forest/marine products within the context of the protected area's zoning plan
- To maximise the return on entrance, service agreement concession and permit fees to the Government
- To investigate methods for protected area land acquisition through land development approvals

c) Key Actions

- **Establish the National Parks Development Fund as part of the formal implementation of the *National Parks and Protected Areas Act***
- **Conduct a study on the current and potential economic tourism value of the existing and proposed protected areas to the Government's treasury**
- **Based on the economic study and social policy considerations, establish entrance fees that reflect the costs of provided public services**
- **Establish a permit fee policy and permit fees that reflect administrative costs and a fair return to the Crown**
- **Once the economic tourism value is understood and is reflected in government support to the National Parks Development Fund and once the fee schedule is fully implemented and known, consider supplemental means, such as those identified by the TNC, to ensure financial sustainability**
- **Encourage local communities and the private sector to develop or upgrade gateway sites on the protected area boundary for guiding services and food and beverages and craft concessions**
- **Encourage the Ministry of Works and Environment's Physical Planning Unit to investigate methods, including protected area land dedication through subdivision, to acquire protected areas through the land development approval process and enact suitable methods as amendments to the *Physical Planning and Development Control Act***

6. CAPACITY BUILDING and TRAINING

a) Background

The delivery and subsequent management of the system of protected areas for Grenada will be a collaborative effort of government, non-government organizations, the private sector and individuals.

Within government, and under the current organizational structure, staff have a long history of protected area management of forest reserves and tourism sites. Although staff levels in the past have been challenged due to other government priorities, the implementation of the Grenada Declaration will require additional commitment. Recruitment and retention of staff will need to be a priority as will training for those who experience additional or altered responsibilities.

The proposed establishment of the supportive National Park Advisory Council for national parks and protected areas and the Management Committee for marine protected areas will also require opportunities for training of those respective members in legislation, policy and best protected area management practices. Staff training and opportunities for staff to upgrade their knowledge of protected area management will be part of their individual, annual performance plan.

Training and assessment needs have previously been identified (Parsram, 2007) as part of the Capacity Building component of the OPAAL Program. The assessment recommended the following training:

At the protected area system level

- organizational management and leadership
- communications
- project management
- fundraising
- protected areas financing
- identifying and building partnerships
- networking techniques
- community outreach and management
- integrated conservation and development planning
- participatory processes
- planning methods and management plan development
- protected areas regulation protection and enforcement
- protected areas systems and network planning
- tourism/associated livelihoods strategic planning operations
- education and awareness strategy/methods/tools

At the protected area level

- product development and marketing
- organizational management and leadership
- tour guiding skills
- cooperation/collaboration partnerships
- communication
- business management
- project development
- environmental education
- customer service training
- communication and negotiation skills
- protected areas planning methods and management plan development
- site operations and management

Also in 2007, TNC, in association with Grenada's National Implementation Support Program, prepared a capacity development plan that identified and prioritized goals, objectives and actions to guide 13 strategic directions on protected area management, ranging from protected area designation to public awareness (MacLeod, 2007). The plan was based on a management effectiveness assessment and identified integrated management, government policy, human resource capacity and sustainable financing as the strategies requiring immediate action.

The plan addressed each of the 13 strategies with a comprehensive action plan identifying objectives, performance indicators and responsibility.

The 2007 capacity building assessment also identified livelihood training needs for those wishing to provide commercial recreation services in protected areas. The needs included:

- product development
- project development and management
- communications
- negotiation and conflict resolution
- environmental education
- cooperation and collaboration
- marketing
- organization management and leadership
- tour guiding
- strategic planning
- customer service
- financial resources management
- business management
- health and safety

In addition to government staff, opportunities for capacity building go beyond staff training.

The future of Grenada's protected areas lies in its youth. Programs, both educational and labour-related, need to be considered including a youth crew program that would enable Grenada's youth to learn about managing their protected areas at the same time as learning life and employment skills.

To assist capacity development, formal educational partnerships should also be established with both educational institutions and outside park agencies to assist in capacity development and training and opportunities in the form of time and financial support should be afforded to staff for professional development.

b) Objectives

- To formally review the *National Parks and Protected Areas Act* with staff in the Department of Forestry and National Parks and other Ministries of Government, assuming its implementation as identified in Section 2
- To ensure staff have access to training programs that will enable them to effectively carry out their duties
- To ensure the National Parks Advisory Council and the Management Committee members have access to training opportunities to assist them in understanding relevant legislation, regulation and policy
- To assist potential commercial recreation service providers in meeting their training needs.
- To encourage Grenada's youth in the management of protected areas
- To encourage partnerships with educational institutions and other park agencies

c) Key Actions

- **Adequately fund training as a Department budget item**
- **In light of a revised organization chart, prepare individual training plans for each staff member and integrate training into their individual work plans**
- **Conduct training based on training plans**
- **Conduct a training program for Advisory Council and Management Committee members on relevant legislation, regulation and policy**
- **Allow for the Department's succession planning**

- **Liaise with the Board of Tourism and other agencies to encourage appropriate training and certification for prospective permittees**
- **Establish a youth crew program**
- **Establish an employee exchange program with a world-leading park agency**
- **Establish partnerships with educational institutions and non-government organizations**

7. SUMMARY

Grenada has taken a bold step forward in committing to conserve at least 25% of its terrestrial and marine resources in protected areas: a 400% increase to its present situation. To achieve this commitment, protected areas will need the support of Grenadians and will need to contribute to individual and community livelihoods and to the social, economic and environmental health and well-being of Grenada and the Caribbean.

The existing support systems outlined in this part of the system plan will need to be reviewed and amended to meet this commitment but the amendments will need to ensure that they conserve and build upon those elements that are already in place and fully applicable to serve the four-fold increase. This part of the system plan offers alternatives to the existing governance and management systems for Grenada's protected areas; alternatives intended to address the documented challenges presented by the existing system and intended to provide the necessary tools to deliver an internationally-recognized system of parks, protected areas and reserves

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