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Component of a 10-year Management Plan

North-East Tobago
Man and the Biosphere Area

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Man and the Biosphere Programme

FOCUS: GOVERNANCE

AUGUST 2022

Component of a 10-year Management Plan

FOCUS: GOVERNANCE

for the

North-East Tobago Man and the Biosphere Area

Draft

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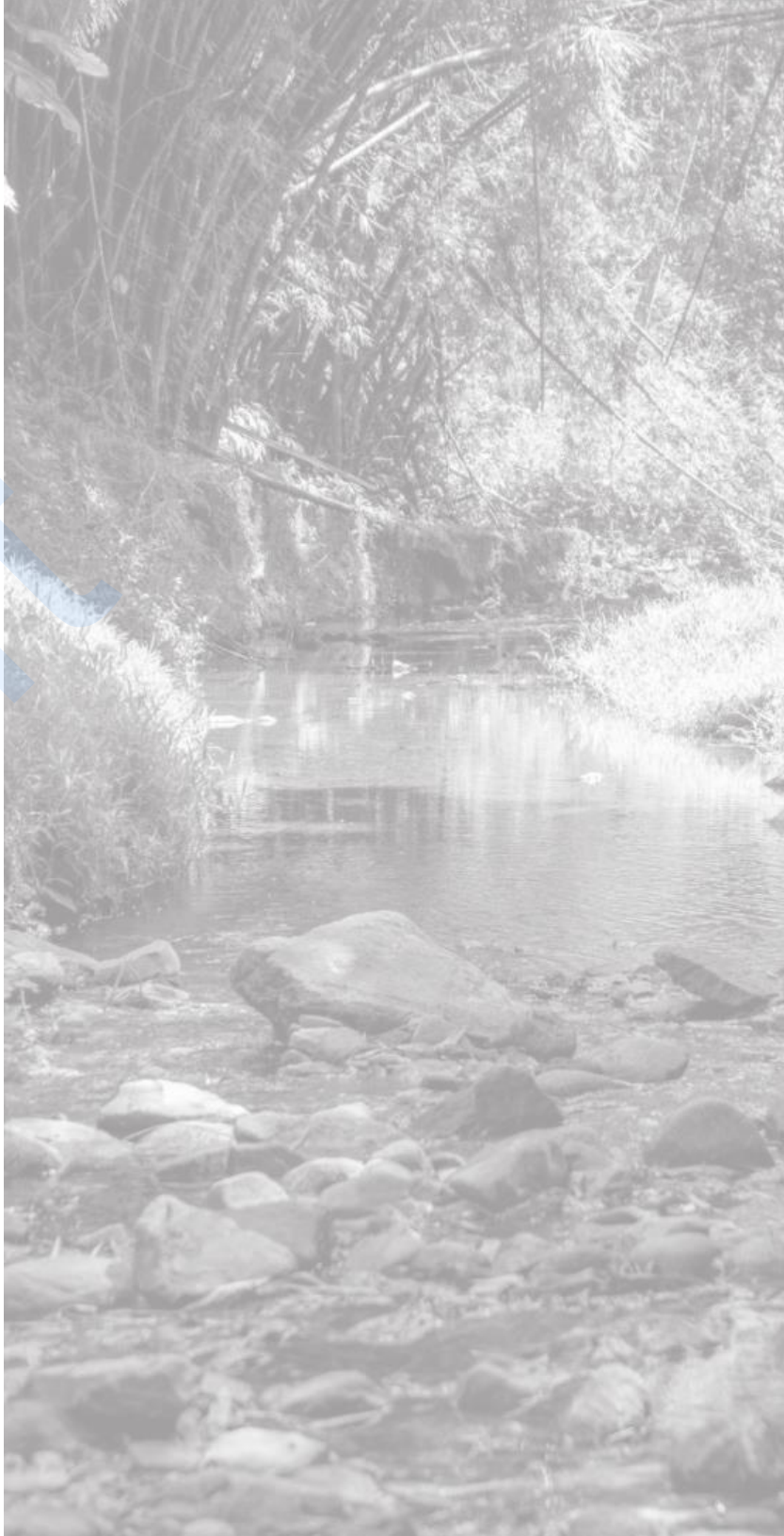


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1 EXECUTIVE SUMMARY

This document was developed as part of a project titled: *"Caribbean Small Island Developing States Trinidad Sub-Project Rehabilitation of Quarries"* (IWEco TT) with funding from the Global Environmental Facility, under approval of the United Nations Development Programme and via a contract with the Environmental Management Authority of Trinidad and Tobago. It is meant to be a guideline for the future management authority and staff of the North-East Tobago UNESCO Man and the Biosphere Reserve (NETMABR). While it will be open to all stakeholders, it is not meant to be an instrument for outreach activities; an outreach-friendly, intelligible version of the management plan will be developed in late-2022. The document represents the second component of the overall 10-year Management Plan for the NETMABR. The first, complementary component was finalised in December 2021 and a third and final one will be finalised under other interventions and consolidated in November 2022.

This draft plan was developed via review and analysis of primary and secondary literature as well as formal and informal stakeholder consultations between 2018 and 2022; major limitations were based on COVID-19 restrictions and significant primary data deficiencies. The draft plan at hand will be discussed with stakeholders between June and November 2022, revised and finalised accordingly.

This, second component of the Plan includes:

- Revision of previous Stakeholder and Communication Plans,
- Participatory Development of Vision, Mission, Objectives and Principles,
- Site Description,
- SWOT and PESTLE,
- Alignment with existing Legal and Regulatory Framework, Policies and International Conventions.

Furthermore, it includes situational analyses, high level goals, priorities, strategies and proposed actions for three management topics / components:

- Conservation Strategies, Programmes and Priority Projects
- Climate Change Resilience Strategies, Programmes and Proposed Actions
- Community-based, Green, Blue, Purple Economic Strategies, Programmes and Proposed Actions

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Next steps and two key recommendations are provided in the chapter below.

The ERIC team would like to thank the EMA Office, Trinidad and Tobago, specifically Alicia Aquing, GEF IWEco National Project Coordinator, and Mr Linford Beckles, Director, Department of the Environment, Tobago House of Assembly for facilitating this intervention and put trust in our technical capabilities.

North-East Tobago Man and the Biosphere Reserve Management Plan Components

SLM

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7. Sustainable Agriculture and Sustainable Land Management Practises
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2 THE WAY FORWARD

The ERIC has successfully applied to the UNDP Small Grants Programme, Trinidad and Tobago, to fund the final components of the Management Plan and create a knowledge sharing platform for the Plan via a project titled: "*Drafting the Final Components of the Management Plan for the North-East Tobago UNESCO Man and the Biosphere Reserve and Intelligible Knowledge Management*". The proposal was endorsed by the Department of the Environment, Tobago House of Assembly, which is the Focal Point for the UNESCO MAB Programme in Trinidad and Tobago and by Division of Ecological and Earth Sciences, UNESCO, Paris, France. This final component was approved in May 2022.

This timing aligns perfectly with a contract between the Inter-American Development Bank and Syntegra Change Architects Limited (Trinidad) with the following key objectives:

1. to structure the corporate governance framework of the NETPAMPT under a research-driven and participatory approach;
2. to structure the institutional framework of the NETPAMT, using components of an environmental and social management systems and including the foundations for a fund-raising strategy; and
3. to provide training and dissemination of i) the corporate governance framework; and ii) E&S institutional framework to key stakeholders.

Having started in February 2022, this intervention, of which the NETPAMT, and by extension the Tobago House of Assembly, is the direct beneficiary, will allow the NETPAMT, as future management organisation of the UNESCO Man and the Biosphere Reserve in North-East Tobago, to revise, refine, and apply the finalised management plan.

Based on these interventions, **the key recommendations** for advancing the sustainable development goals under the UNRESCO MAB Programme for NE Tobago are to:

1. **engage the Government of Trinidad and Tobago and the Tobago House of Assembly to provide the necessary budget allocations (2022-2024) for the operations of the NETPAMT until initial Green Fund funding and subsequent, self-financing is secured, and**
2. **facilitate stakeholder awareness and tangible benefits for communities in the NETMABR.**

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3 INTRODUCTORY REMARKS

This document was developed as part of a project titled: *"Caribbean Small Island Developing States Trinidad Sub-Project Rehabilitation of Quarries*" (IWEco TT) with funding from the Global Environmental Facility. It is meant to be a guideline for the future management authority and staff of the North-East Tobago UNESCO Man and the Biosphere Reserve (NETMABR).
The document represents a component of the overall 10-year Management Plan for the NETMABR. The additional, complementary components will be finalised under another intervention, and both consolidated in June 2022.
Amongst other guidelines, the Technical Guidelines for Biosphere Reserves (TGBR, UNESCO 2021) were taken into consideration for preparing this document.

The TGBR provides an indicative list of several main items a UNESCO Biosphere Reserve Management Plan should contain:

a. a recommendation for an organisational/governance structure responsible for implementation of the plan,
b. a situational analysis,
c. a vision,
d. medium-term goals,
e. management priorities,
f. proposed priority projects, and
g. monitoring indicators,

The document at hand covers, for the components under the contract with the EMA, items **b, c, d, e, and f**. Item **a** was covered under a previous assignment, item **g** will be covered under the above-mentioned complementary SGP project.
The components (topics) of the NETMABR Management Plan covered under this assignment included:

- Revision of previous Stakeholder and Communication Plans
- Participatory Development of Vision, Mission, Objectives and Principles
- Site Description, SWAT and PESTLE
- Alignment with existing Legal and Regulatory Framework, Policies and International Conventions
- Conservation Strategies, Programmes and Priority Projects
- Climate Change Resilience Strategies, Programmes and Proposed Actions

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- Community-based, Green, Blue, Purple Economic Strategies, Programmes and Proposed Actions
- Stakeholder Consultations, Local Capacity Building and Media Outreach

As discussed with the funding agency, stakeholder consultations were quite limited due to time- and COVID-19 restrictions. Furthermore, stakeholder consultations will be most efficient and effective when the full draft of the Management Plan will be available in 2022 and a more concise and intelligible version can be produced to meaningfully engage at all stakeholder levels. Once all documents will have been consolidated, the final layout will be polished using an advanced desktop publishing and page layout designing software application. Once funding permits, an intelligible and interactive website will be created to facilitate ease of access to and navigation through the Management Plan.



Figure 1. Fishermen in Castara Bay

4 METHODS

This draft document was developed via review and analysis of primary and secondary literature (see Annex 1) as well as formal and informal stakeholder consultations between 2018 and 2022. These consultations were conducted in relation to the drafting of the UNESCO Man and the Biosphere Nomination Form for NE Tobago, the drafting of the Dossiers for the Designation of NE Tobago's Main Ridge Forest Reserve, Islets and Reefs as Natural National Heritage Sites of Trinidad and Tobago and the drafting of a proposal to the Inter-American Development Bank titled: "Organisational Governance and Operational Strengthening of the North East Tobago Protected Area Management Trust (NETPAMT)".

It should be noted that this document applies the common writing style of UNESCO MAB Reserve Management Plans and, as such, does not claim to be or follow the writing style of a scientific research paper.

5 LIMITATIONS

The bulk of the document was prepared between November 2021 and June 2022 when restrictions regarding the COVID-19 pandemic prohibited workshops, group consultations and broader community involvement. Additionally, the extremely tight timeline for delivery of the draft and final document did not allow for the desired stakeholder participation. However, these limitations can be addressed in mid-2022, when the complementary components of the management plan will be finalised and a more intelligible version of the management plan can be developed, which will be more directed towards stakeholder engagement than programme management guidance (as it is the case for this document).

An additional, major limitation is the ubiquitous data deficiency for NE Tobago regarding all components of the management plan. Therefore, many statements in the situational analyses are based on recent, oral stakeholder reports and personal observations of the resident expert team. Hence the reason that baseline surveys, monitoring and evaluation interventions are essential to inform the future implementation organisation.

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6 VISION

MAB Vision: A world where people are conscious of their common future and their interactions with the planet, and act collectively and responsibly to build thriving societies in harmony within the biosphere.
To be based on stakeholder consultations.

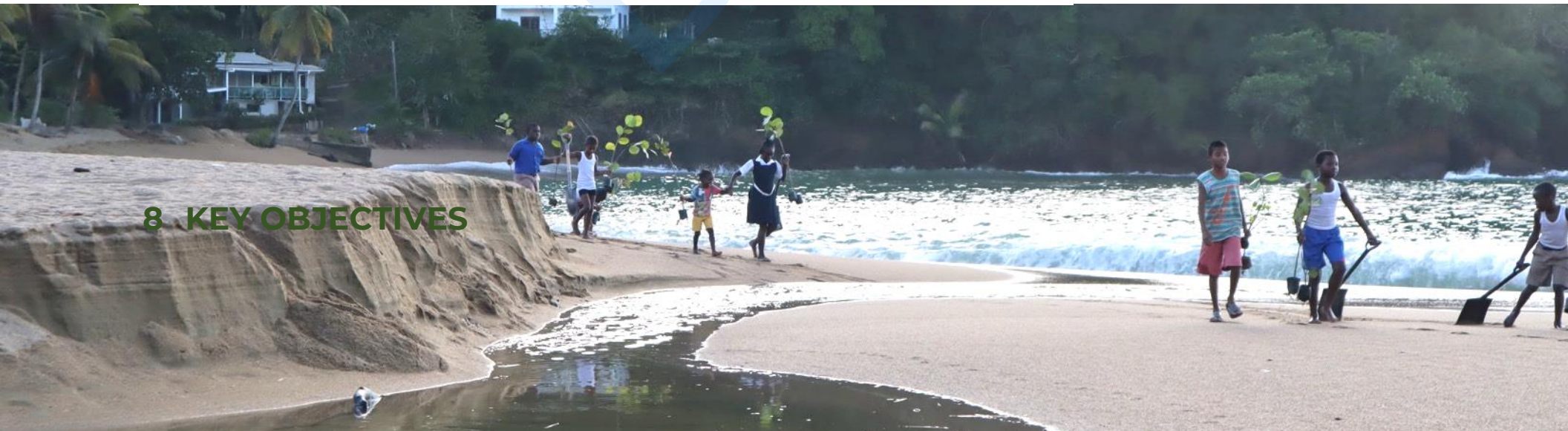
7 MISSION

The MAB Mission 2015–2025 is to

- develop and strengthen models of sustainable development through the WNBR;
- communicate experiences and lessons learned, and facilitate the global diffusion and application of these models;
- support evaluation and high-quality management of biosphere reserves, strategies and policies for sustainable development and planning, and accountable and resilient institutions;
- help Member States and stakeholders to achieve the Sustainable Development Goals by sharing experiences and lessons learned related to exploring and testing policies, technologies, and innovations for the sustainable management of biodiversity and natural resources and mitigation and adaptation to climate change.

To be adapted on stakeholder consultations.

Figure 2. Children planting trees in Parlatuvier Bay (Janina Ewals)



8 KEY OBJECTIVES

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In order to address NE Tobago conservation and sustainable development challenges through strengthening the functions of a BR, the technical team proposes the following **Main Objective** for the management of the NETMABR:

To successfully consolidate and co-manage interventions related to sustainable and regenerative development, research, capacity building, education and networking on landscape, human- and eco-system levels for the benefit of NE Tobago's cultural and natural heritage, communities, and people.

Note: To be adapted based on stakeholder consultations

This key objective is designed to address the 12 key barriers that were identified by previous management plans for NE Tobago and IFPAM documents further as follows:

1. outdated legal and regulatory framework for establishing and managing natural and cultural resources,
2. unclear, fragmented roles responsibilities of stakeholders, especially managing authorities,
3. disempowered and under-resourced management authorities,
4. inadequate funding,
5. willingness to participate if interventions seem to be too restrictive,
6. stakeholder conflicts,
7. lack of broad, bipartisan political will,
8. lack of technical capacity to identify and address issues,
9. minimal capacity on the ground with respect to practical approaches to effective natural and cultural heritage management,
10. inadequate law enforcement,
11. minimal experience with income-generating opportunities, and last but by no means least,
12. a lack of transparency, accountability and compliance with regulation and legislation by the Tobago House of Assembly.

While IFPAM and other programmes and projects were able to partially address these barriers, and while it can be stated that conservation status and efforts in NE Tobago have never been better, it remains a fact that all of the above barriers are still valid and need attention.

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The Management Plan at hand is based on the methodical approach that most of the above-mentioned barriers can be addressed by implementing strategies aligned with the three MAB functions.

These, below-described key strategies, are mainly based on the results of the recent Improved Forest and Protected Area Management Project (IFPAM, 2015-2020) which applied a participatory approach in identifying objectives and potential solutions to overcome conservation barriers; additionally, the ongoing interaction between the technical team and key stakeholders was used to refine recommendations included into the Management Plan.
These strategies are reoccurring and supported by proposed activities in the various components of the Management Plan at hand.
It should be noted that, while IFPAM continuously considered socio-cultural aspects of NE Tobago as essential to successful management of natural resources, there was, unfortunately, not a matching project to similarly address the management of NE Tobago's cultural heritage.

Figure 3. Iguana Bay (Janina Ewals)



9 WHAT IS THE UNESCO MAB PROGRAMME?

In 1971, United Nations Educational, Scientific and Cultural Organisation (UNESCO) launched the intergovernmental Man and the Biosphere programme (MAB) that aims to establish a basis for the improvement of relationships between people and their environments. It predicts the consequences of today's actions on tomorrow's world and thereby increases people's ability to efficiently manage natural resources for the well-being of both human populations and the environment (30).

The working unit of MAB is the Biosphere Reserve (BR), an international description of recognition from UNESCO for an area in the world, which is deemed to demonstrate a "balanced relationship between humans and the biosphere".

Biosphere Reserves are internationally recognised areas comprising terrestrial, marine and coastal ecosystems. Each reserve promotes solutions reconciling the conservation of biodiversity with its sustainable use by local communities. BRs are nominated by national governments and remain under the sovereign jurisdiction of the states where they are located.

BRs are intended to be model regions for demonstrating successful approaches to protection and sustainable development at a regional level. MAB sites are established with the goal to:

- harmonise conservation of biological and cultural diversity with economic and social development, and
- make a tangible contribution to the transition to green societies and support national governments' efforts to attain the Sustainable Development Goals (SDGs).

Biosphere Reserves have **three inter–connected functions**:

- **Conservation**: protecting cultural diversity and biodiversity, including genetic variation, species, ecosystems, landscapes, and securing services provided by such diversity.
- **Development**: fostering economic and human development that is environmentally and socially sustainable and culturally appropriate; and
- **Logistic Support**: facilitating demonstration projects, environmental education and sustainable development education and training, research and monitoring.

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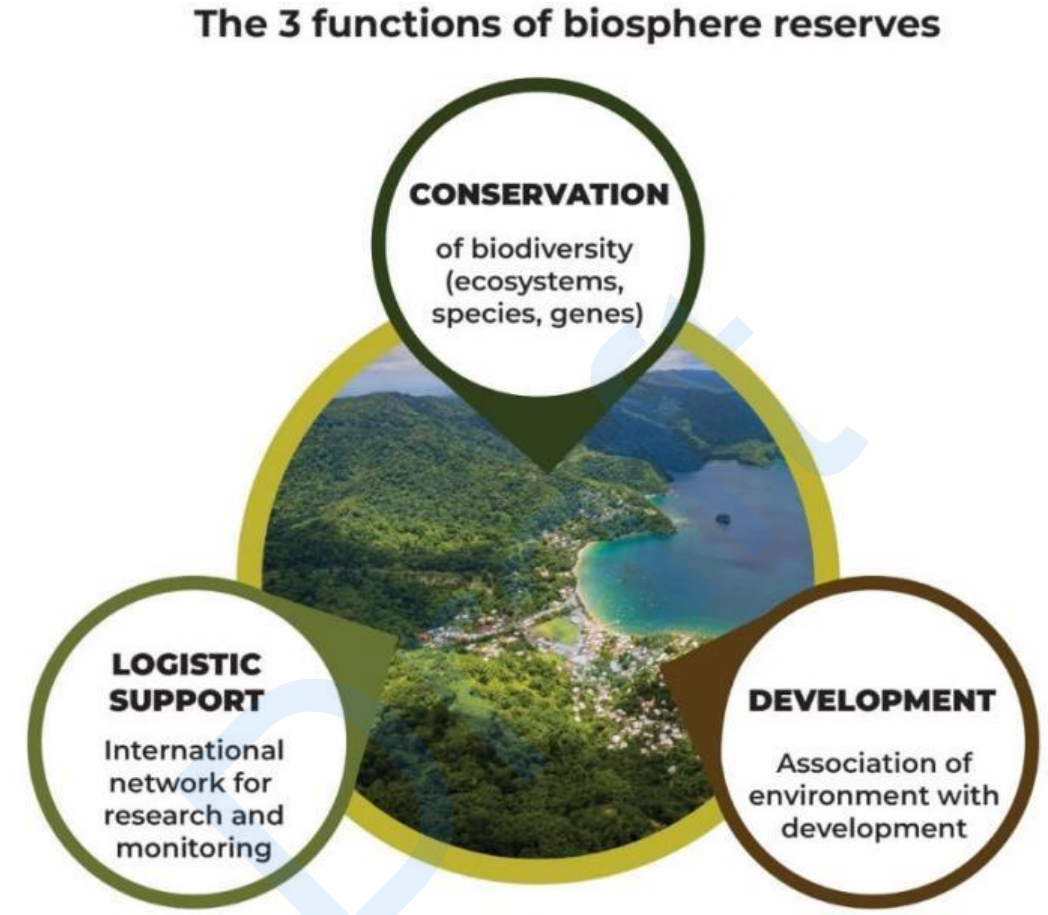


Figure 4. Schematic overview of 3 functions of biosphere reserves.

A BR consists of **three areas or zones – The core, buffer, and transition zones**.

The core zone is usually a legally protected area in which human activity is strictly limited and where monitoring of conservation priorities take place.

The buffer zone allows for appropriate activities such as research and scientific study, ecotourism, education and training.

The transition zone contains human settlements, agricultural and other commercial activities synonymous with human settlement.

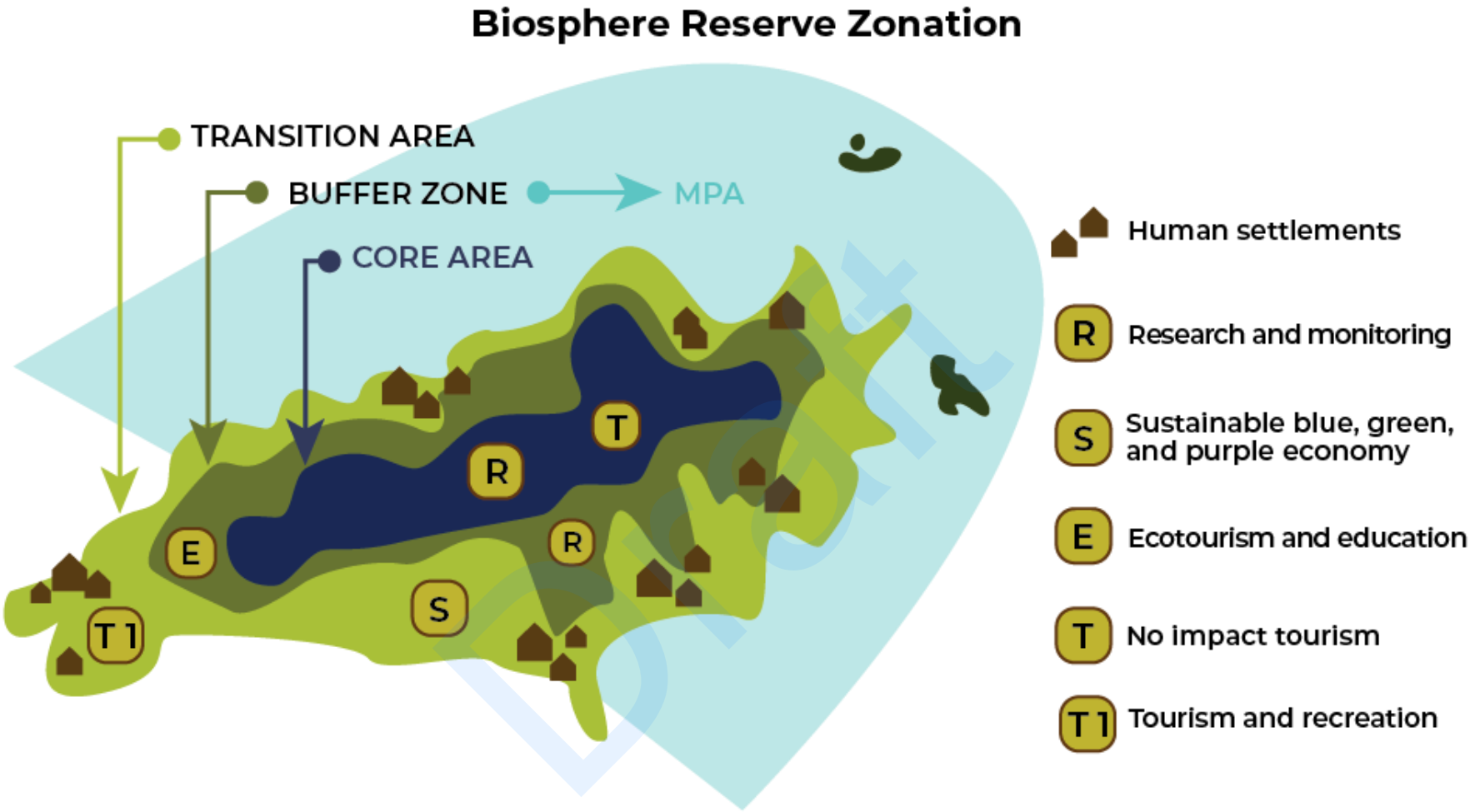


Figure 5. Schematic overview of NE Tobago Biosphere Reserve zonation (ERIC 2021).

The MAB Programme has a significant World Network of Biosphere Reserves (WNBR) which serves as a management tool for various municipal regions to improve strategies for sustainable development. As the pressures upon ecosystems increase with growing populations and climate change, the need for upgraded relationships between people and their natural surroundings only increases.

The **MAB Programme Mission** for the period 2015-2025 (31) is to:

- develop and strengthen models for sustainable development in the WNBR;
- communicate the experiences and lessons learned, facilitating the global diffusion and application of these models;
- support evaluation and high-quality management, strategies and policies for sustainable development and planning, as well as accountable and resilient institutions; and
- help member states and stakeholders to urgently meet the Sustainable Development Goals through experiences from the WNBR, particularly through exploring and testing policies, technologies and innovations for the sustainable management of biodiversity and natural resources and mitigation and adaptation to climate change. (MAB Strategy 2015-2025 & Lima Action Plan)

9.1 Administration

The international MAB Programme

The MAB programme is organised under an international agreement through UNESCO; state parties undertake actions within the MAB programme voluntarily and sites remain under national jurisdiction. At the global level, the MAB Programme is governed by its International Coordinating Council (ICC), under the overall authority of the UNESCO General Conference and its Executive Board.

The next level of governance is represented by regional and thematic networks. Governance at the national level is ideally through MAB National Committees.

The MAB institutional structure is outlined in Figure 6.

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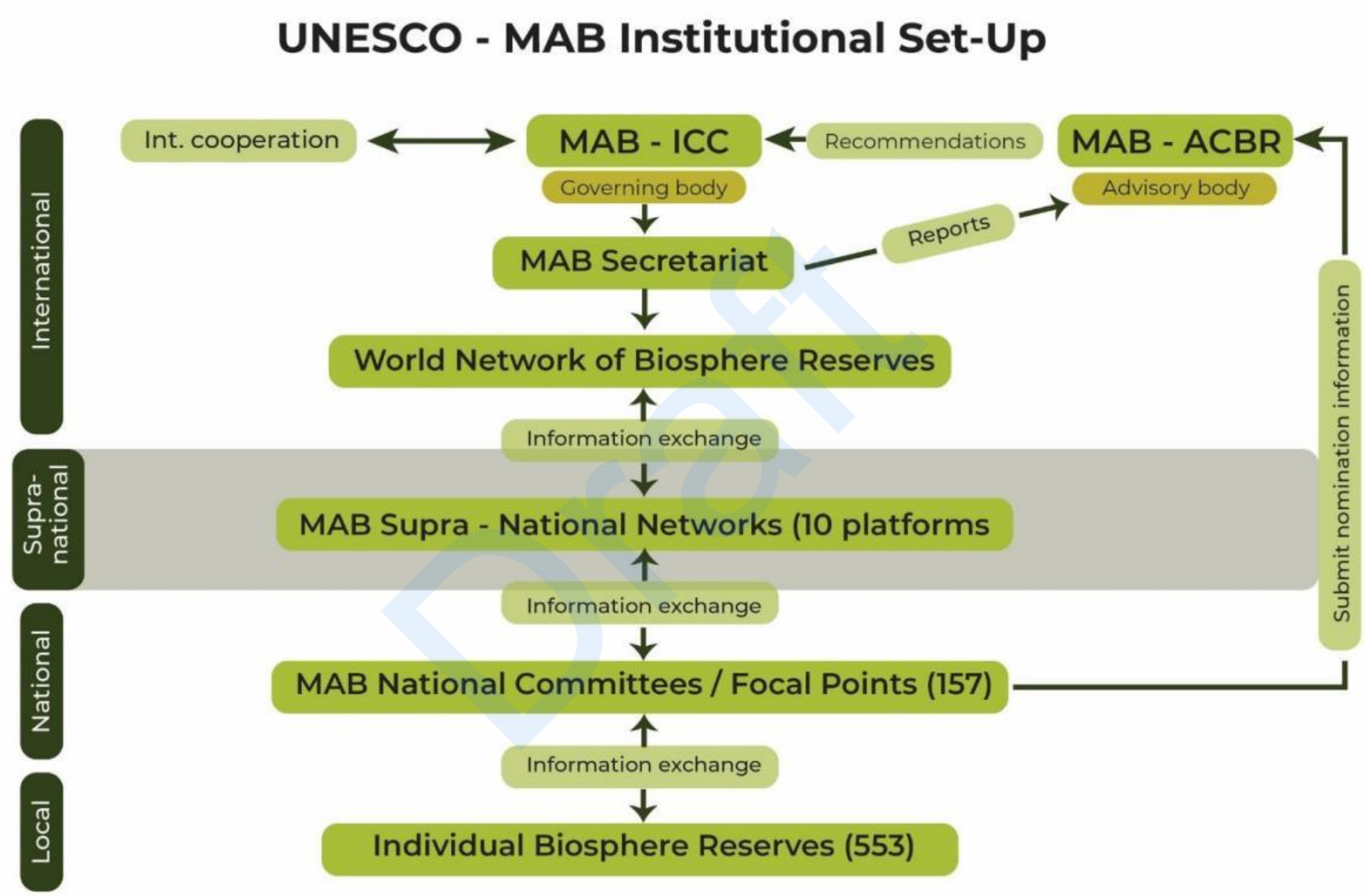


Figure 6. Diagram of the MAB institutional structure adapted from Schliep (24).

The MAB International Coordinating Council (ICC) is the governing body that meets biannually and consists of 34 Member States elected by UNESCO's General Conference. The ICC elects a chair and five vice-chairpersons from each of UNESCO's geopolitical regions that constitute the MAB Bureau which undertakes the responsibilities of the ICC between its biannual meetings. The MAB International Advisory Committee for Biosphere Reserves is the primary scientific and technical Committee body advising the ICC. The MAB Secretariat is the administrative centre for MAB based at UNESCO's Division of Ecological and Earth Sciences in Paris, the Secretariat work closely with the different field offices and Supranational Networks (e.g., IberoMAB – Iberian Peninsula and Latin America/ Caribbean region) around the world to coordinate the work of the MAB programme at the regional, national and individual Biosphere Reserve levels.

MAB is funded through the regular budget of UNESCO and mobilises funds-in-trust granted by Member States, bilateral and multilateral sources and extra-budgetary funds provided by countries, the private sector and private institutions.

UNESCO's intergovernmental structure provides MAB with a framework to help national governments support the planning and implementation of research and training programmes with technical assistance and scientific advice.

MAB-related activities are nationally financed however the programme can grant seed funding to assist countries in developing projects and/or to secure appropriate partnership contributions.

MAB offers fellowship opportunities co-sponsored by a number member states to assist the technical development of individuals seeking to build a profession within the field of the UNESCO programme priorities. These opportunities would be available to local staff to apply for.

Importantly, designation as a MAB Reserve does not necessarily require the formation of new laws.

9.2 Designation of NE Tobago

In September 2019, the Government of Trinidad and Tobago successfully submitted a Nomination Form to UNESCO with the request to consider NE Tobago as a Man and the Biosphere Reserve.

The eligibility criteria taken from the Biosphere Reserve Nomination Form are shown in Table 1.

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Table 1. The eligibility criteria taken from the Biosphere Reserve Nomination Form (2018).

	MAB Eligibility Criteria	NE Tobago
1	**Encompass a mosaic of ecological systems representative of major biogeographic region(s), including a gradation of human interventions**	✓
2	**Be of significance for biological diversity conservation**	✓
3	**Provide an opportunity to explore and demonstrate approaches to sustainable development on a regional scale**	✓
4	**Have an appropriate size to serve the three functions of biosphere reserves**	✓
5	**A legally constituted core area/s devoted to long term protection of sufficient size to meet long term conservation objectives**.	✓
6	**Buffer zone/s clearly identified & surrounding or contiguous to the core area/s, where only activities compatible with the conservation objectives can take place**".	✓
7	**Outer transition area where sustainable resource management practices are promoted and developed**	✓
8	**Organisational arrangements should be provided for the involvement and participation of a suitable range of inter alia public authorities, local communities and private interests in the design and the carrying out of the functions of a biosphere reserve**".	Ongoing
9	**Able to describe arrangements in place or foreseen**	✓
10	**Mechanisms to manage human use and activities in the buffer zone or zones**	✓
11	**Management policy or plan for the area as a biosphere reserve**	Currently developed
12	**Designated authority or mechanism to implement this policy or plan**	Department of the Environment, NETMAPT
13	**Programmes for research, monitoring, education and training**	✓

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In the Nomination Form, NE Tobago' values were described as follows:

"Covering over 835km^2, the proposed area encompasses three protected areas, one of which is the oldest protected tropical forest reserve in the world, a large planned Marine Protected Area (MPA) and 15 communities which are home to approximately 10,000 residents with a rich historical and cultural heritage. The area's rare and largely intact Caribbean Island Ridge-to-Ocean eco- and human-systems are well equipped to fulfil the three functions of a UNESCO Biosphere Reserve (BR): its biodiversity, range of ecosystems, and special-interest species are important on a regional and global scale (Conservation); the cultural heritage is a living example for the region's deeply rooted, historical, socio-economic and spiritual relationship between communities and natural resources (Development); and decades of regionally outstanding educational, research and networking activities (Logistic Support).

The close linkage between ecosystem services and natural resource use, active community groups, successful sustainable development projects, governmental initiatives and its closeness to Trinidad's resources provide the area with the prerequisites to successfully implement a BR and share lessons learnt with its Caribbean neighbours while serving as a regional role model. Being a hotspot for conservation related research for decades and having a track record of environmental education, capacity building and monitoring are well established cornerstones for providing and further increasing logistical support.

The legal, policy and institutional framework to manage a MAB area exist; current projects and programmes as well as those in the national and local development pipeline, and improved collaboration between government, civil society and private sector are demonstrably supportive of this BR nomination initiative. On varying levels, NE Tobago is already close to meeting the key conservation objectives of a successful BR as mentioned in the Seville MAB Strategy.

Coordinating future sustainable development efforts under a MAB umbrella and the inclusion of all relevant sectors of the society will significantly improve conservation and livelihoods through responsible use of our natural and cultural heritage which is the central goal of Tobago's guideline policy document, the Comprehensive Economic Development Plan."

On 28 October 2020, NE Tobago was officially declared a UNESCO MAB Reserve.

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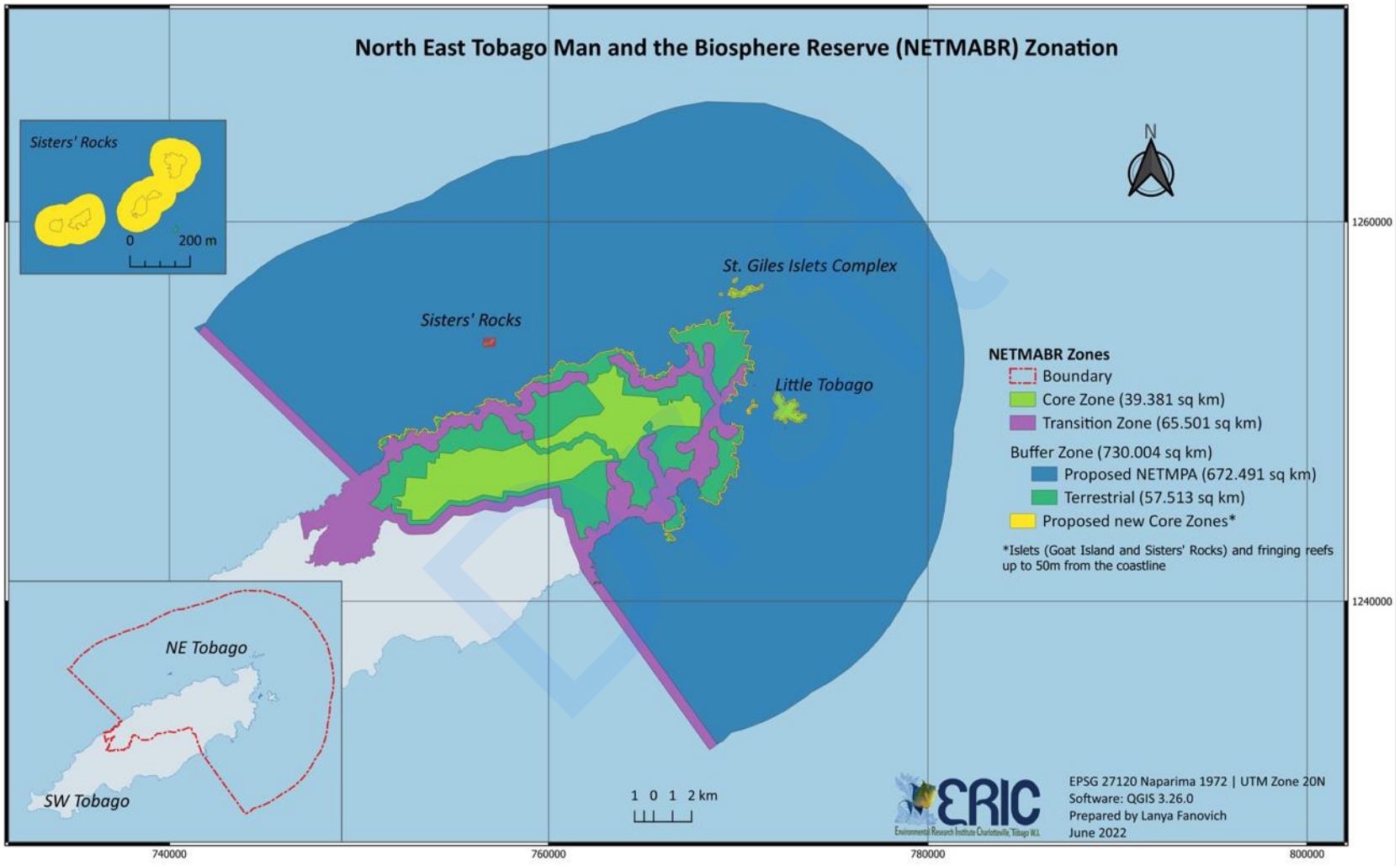


Figure 7. Zonation of the NE Tobago MAB Reserve (ERIC 2022)

The **Core Zone** of the NETMABR consists of three legally protected areas: the MRFR, Little Tobago and the St Giles Islet Complex, all of which are terrestrial.

It should be noted that, at the moment, the Core Zone does not include any marine areas, due to lack of protective legislation and regulations; however, work has started to designate high conservation value, coastal fringe reefs as Natural National Heritage Sites (which is the fastest way of to achieve legal protection) in 2021, and the National Protected Area Systems Plan was approved by Cabinet, which hopefully will result in the designation of the overall NE Tobago Marine Protected Area with some special, IUCN 1a category areas. Once these marine areas receive legal protection, they can, later on, switch from Buffer to Core Zone status within the BR.

The **Buffer Zone** for NETMABR was defined as:

- all lands between the Transition Zone and the MRFR Core Zone,
- a 125m belt on both sides of roads within the Core Zone (combining to a width of 250m)
- a 250m belt along the boundary between the Core Zone and the south-western area outside of the NETMABR,
- coastal areas between the boundaries of the NETMPA and the Transition Zone, and
- the entire marine realm of the proposed NETMPA.

As mentioned in the section above, some marine Buffer Zones might change to Core Zone as soon as legal protection can be provided. Therefore, the terrestrial, coastal Buffer Zones are crucial to protect sensitive marine ecosystems.

The **Transition Zone** was defined as all lands that are located within a 250m belt on both sides of all roads within the overall boundaries of the NETMABR; this includes all communities, and economic activities in the NETMABR (except for some micro-scale subsistence farming and hunting in the Buffer Zone). The result of this definition is a Transition Zone band, sandwiched between the terrestrial and marine Buffer Zones on which it has significant influence.

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10 MANAGEMENT PLAN COMPONENTS

The following chapter is subdivided into situational analysis, goals, strategies, and proposed activities. It is important to understand that the chapters are at different results framework levels therefore the subheadings are not necessarily on similar logic levels as well. This is the result of the High-Level Goal of each Component starting on a different logic level.

Table 2. Management plan component levels

Component level	Definition
Summary Situational Analysis	The current state of the BR respectively to the chapter subject, descriptively identifying strengths, weaknesses, opportunities and threats
High-Level Goal	The desired status achieved by the management plan
Priorities	Interventions that either significantly contribute to achieving the goal, or significantly reduce existing threats to the goal
Strategies	Long-term plans of action designed to achieve the goal
Proposed Activities	Programmes, projects, and other interventions that are aligned to the strategies and should be revised once the situational analysis significantly changes.

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10.1 Addressing Barriers to Sustainable Management

The NETMABR is subject to a series of interconnected, indirect threats to successful implementation of the MAB programme. Local residents and stakeholders are not commonly inspired to undertake conservation-relevant practices. This is partly because intelligible, adequate and continuous environmental education still requires improvement. While knowledge often exists, it is not successfully translated into a positive attitude and actual practise. This in turn is partially due to perceived and actual lack of ownership and empowerment on the part of residents in NE Tobago. On the other hand, and in certain cases, the sense of ownership is very well developed and strongly articulated; however, ownership rarely translates into stewardship.

Similarly, residents facing environmental challenges are often not informed enough to take appropriate actions against those perpetrating the violations (e.g., seek assistance from the Environmental Police and/or the Environmental Commission of Trinidad and Tobago).

Additionally, the lack of coherent and consistent conservation co-management and co-operation often undermines good efforts in some areas by neglect in others. For example, efforts of CSOs to protect nesting sea turtles are undermined by a lack of law-enforcement regarding the use of turtle nets and turtle meat consumption.

The principal barrier to addressing direct threats to the ecosystems of NE Tobago is fragmented management and use. The National Protected Areas Policy, the National Protected Area Systems Plan (7), the IFPAM Project (6) and ERIC's stakeholder assessments have all identified and prioritised this barrier for NE Tobago. Regulations and roles are unclear and consequently there is limited "enforcement / implementation of regulations concerning natural resource use" as stated in the NE Tobago Management Plan (2003). Fragmented, formal and informal, public and private, land management and use create an environment where it is nearly impossible for a single stakeholder to meaningfully influence the direct threats that are degrading NE Tobago's ecosystems.

This barrier has two components.

Government Sector

The ***government component*** involves the formal management of public lands and waters. This barrier includes outdated legislation and policy, a labyrinthine institutional structure and limited government capacity and resources. Repeated government initiatives since the 1970's have failed to address this issue; a case in point is the National Protected Areas Policy (2011) that called for a wide range of actions to be undertaken by 2016. These include the "*revision, development and declaration of supporting legal instruments [to] enact an enabling legislative framework*", the establishment of a centralised authority "*to administer the coordination and*

implementation of the National Protected Areas Policy for Trinidad and Tobago", and the establishment of protected areas under the new policy. Unfortunately, all efforts to declare the North East Tobago Marine Protected Area have failed since over half a decade.

Non-Government Sector

Fragmented management and use of land and waters also occurs in ***non-government sectors***. The absence of a national land use planning framework combined with outdated regulations and limited enforcement means that private land management and use is largely unrestricted. There is a concomitant lack of mechanisms and incentives for private land owners to engage in or benefit from conservation. The current, forested state of most private land in NE Tobago is therefore not a result of public policies or priorities, but an artefact of the priorities and preferences of individual owners. Although this speaks to the conservation commitment of some land owners, it is a highly vulnerable state for long-term conservation. Land owners may choose to develop their land with infrastructure or unsustainable agriculture that compromises the NETMABR.

Informal management and use of the land- and sea-scape, including public and private areas, is likewise unrestricted. As explained in the THA Comprehensive Economic Development Plan 2.0 (20), Tobago hosts "*longstanding insecure land tenure arrangements with as much as 83 percent of the lands of Tobago allegedly in informal tenure (the majority being family lands)*". Informal but long-standing family lands, squatting, small agricultural plots, unregulated dumping, hunting, harvesting of timber and other forest products, and harvesting of fish from the marine environment all represent often legitimate uses of public and private lands that can none the less contribute to fragmentation and degradation of ecosystems.

The implementation of the UNESCO MAB programme, including the operationalisation of the NE Tobago Protected Area Management Trust, offers a significant opportunity to de-fragment and consolidate the management of natural and cultural resources under one, overarching programme.

Although fragmented management is the principal barrier to conservation in NE Tobago, another critical barrier is a lack of monitoring and communication. This issue captures two hindrances to biodiversity conservation regionally as identified by the Caribbean Islands Biodiversity Hotspot assessment: limited technical and scientific knowledge and poor availability of information needed for effective decision-making, and lack of awareness of importance of biodiversity and ecosystem services. This similarly applies to the socio-cultural and economic development aspects of the NETMABR. Limited information and communication mean that it is difficult to:

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quantify threats, foster informed discussions, prioritise management actions, measure the success of interventions, and inspire stakeholders to take action. This barrier will be specifically targeted by strengthening the logistic function of the NETMABR.

In order to address the described challenges through strengthening the functions of a BR, the technical team proposes the following **Main Objective** for the management of the NETMABR:

To successfully consolidate and co-manage interventions related to sustainable and regenerative development, research, capacity building, education and networking on landscape, human- and eco-system levels for the benefit of NE Tobago's cultural and natural heritage and people.

In order to go into more depth, previous management plans for NE Tobago and IFPAM documents further detailed 12 key barriers to successful natural resource management in NE Tobago as follows:

1. outdated legal and regulatory framework for establishing and managing natural and cultural resources,
2. unclear, fragmented roles responsibilities of stakeholders, especially managing authorities,
3. disempowered and under-resourced management authorities,
4. inadequate funding,
5. willingness to participate if interventions seem to be too restrictive,
6. stakeholder conflicts,
7. lack of broad, bipartisan political will,
8. lack of technical capacity to identify and address issues,
9. minimal capacity on the ground with respect to practical approaches to effective natural and cultural heritage management,
10. inadequate law enforcement,
11. minimal experience with income-generating opportunities, and last but by no means least,
12. a lack of transparency, accountability and compliance with regulation and legislation by the Tobago House of Assembly.

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While IFPAM and other programmes and projects were able to partially address these barriers, and while it can be stated that conservation status and efforts in NE Tobago have never been better, it remains a fact that all of the above barriers are still valid and need attention.
The Management Plan at hand is based on the methodical approach that most of those barriers can be addressed by implementing strategies aligned with the three MAB functions.

These, below-described key strategies, are mainly based on the results of the recent Improved Forest and Protected Area Management Project (IFPAM, 2015-2020) which applied a participatory approach in identifying objectives and potential solutions to overcome conservation barriers; additionally, the ongoing interaction between the technical team and key stakeholders was used to refine recommendations included into the Management Plan.
These strategies are reoccurring and supported by proposed activities in the various components of the Management Plan at hand.

It should be noted that, while IFPAM continuously considered socio-cultural aspects of NE Tobago as essential to successful management of natural resources, there was, unfortunately, not a matching project to similarly address the management of NE Tobago's cultural heritage.

Figure 8. View from Speyside onto Little Tobago and Goat Island (Janina Ewals)



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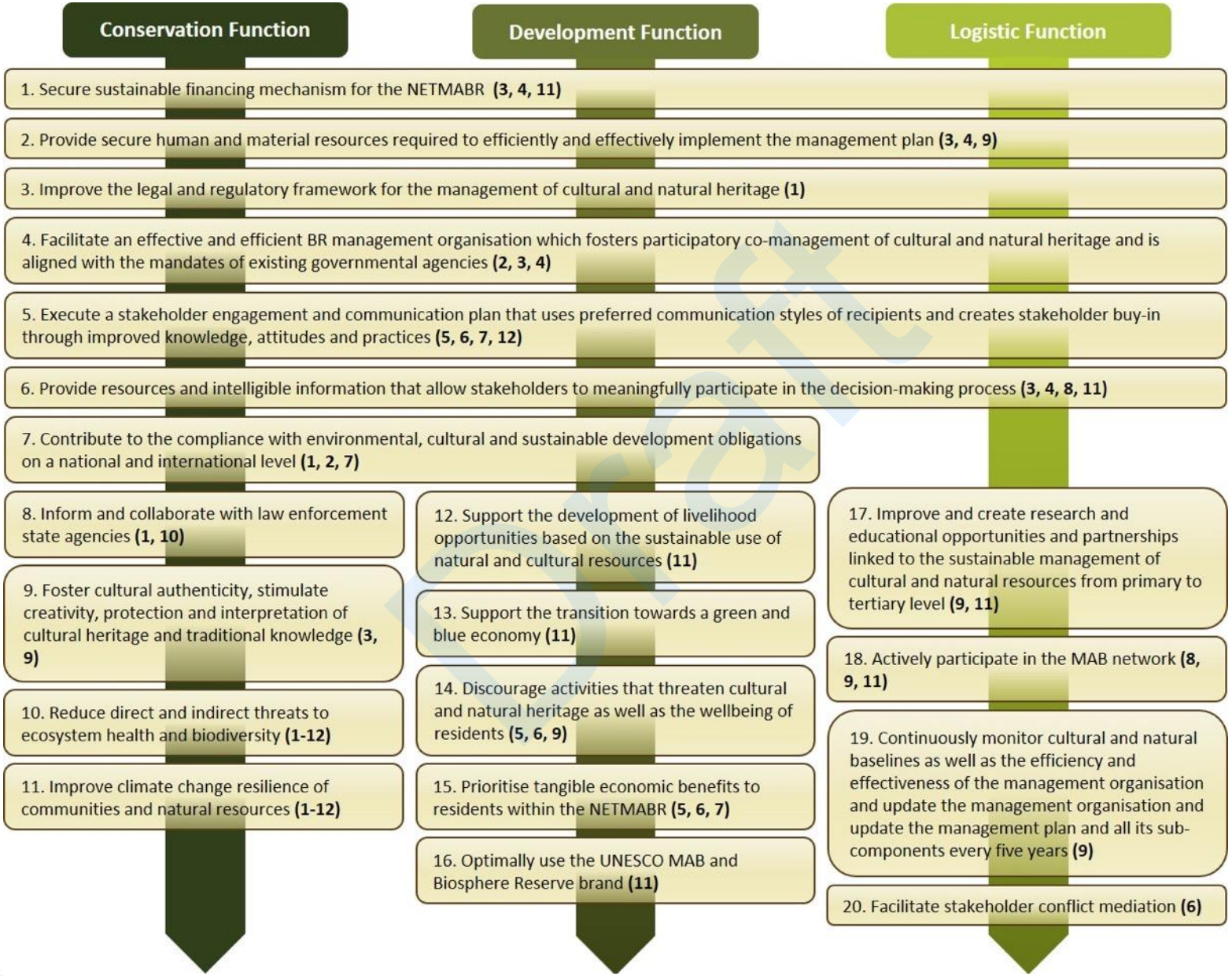


Figure 9. Proposed Main Strategies for the BR Management Plan, Addressed Key-Barriers in (brackets)

11 COMPONENT: GOVERNANCE

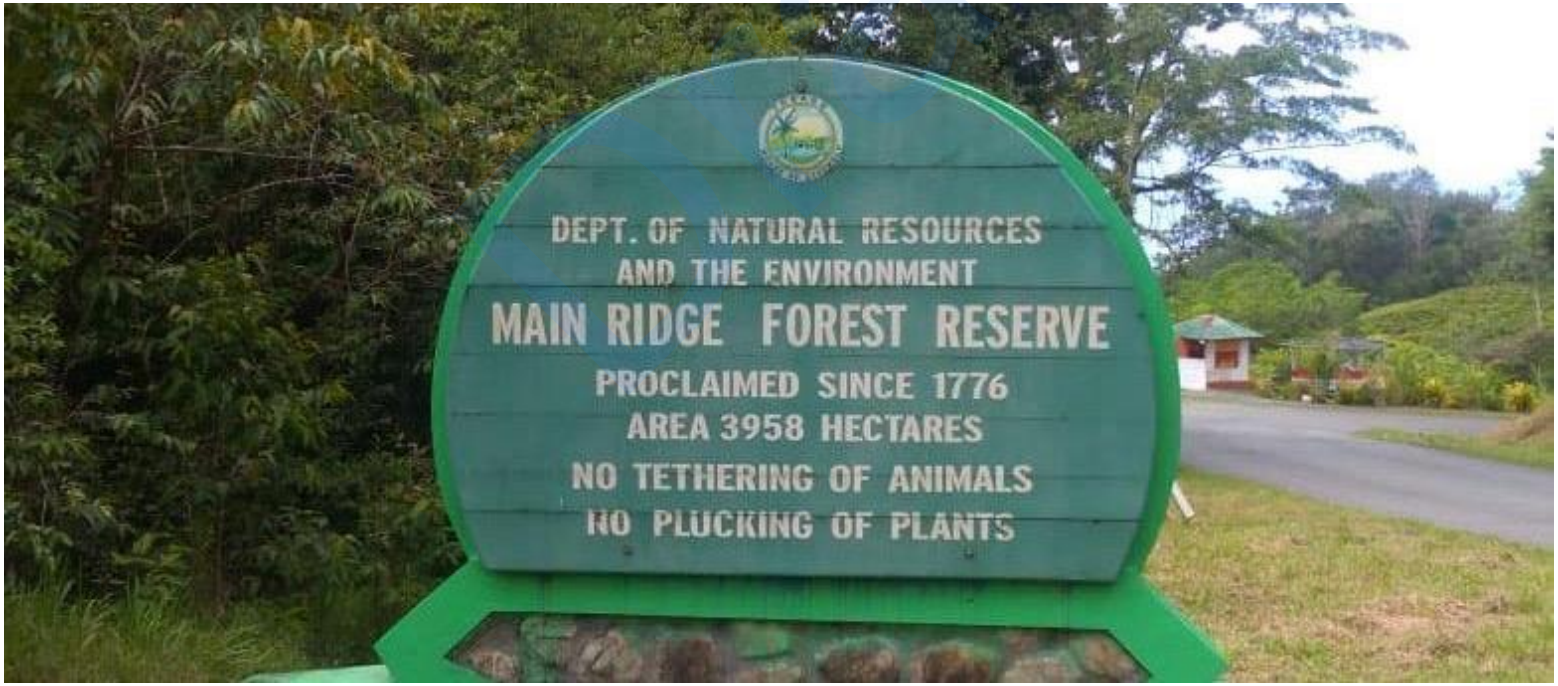
SUMMARY SITUATIONAL ANALYSIS

All areas/zones within the NETMABR are managed by various Divisions and Departments of the Tobago House of Assembly (THA). The Tobago House of Assembly Act provides significant independence regarding Tobago's internal affairs within the twin island state of Trinidad and Tobago.

It is important to note that a new Tobago Island Government Bill (2021) is currently being discussed to repeal the Tobago House of Assembly Act, which might, in its final form, change certain responsibilities and mandates of the THA.

Currently, the Department of the Environment, within the Division of Infrastructure, Quarries and the Environment, is the Focal Point for the UNESCO MAB Programme in Trinidad and Tobago and the Implementing Authority in the NE Tobago Man and the Biosphere Reserve.

Figure 10. Entrance sign to the Main Ridge Forest Reserve, NETMABR Core Zone (Jacob Bock)



In September 2017, the Tobago House of Assembly issued an Executive Council Note proposing the establishment of a Non-Profit Company called the NE Tobago Protected Areas Management Trust (NETPAMT) based on an inclusive management model. In February 2019, the NETPAMT was incorporated and envisaged to directly manage the protected areas (Core Zones) as well as coordinate UNESCO Programme related activities in Buffer and Transition Zone of the NETMABR. Unfortunately, the Trust became non-operational in the same year (see below). Under the MAB Programme, the current and envisaged Management Authorities will, inter alia, also be responsible to implement and/or coordinate sustainable land management practices in all three zones of the NETMABR.

As of October 2021, the following key legislation and policies apply to all three zones of the NETMABR:
The **Trinidad & Tobago Vision 2030 Development Agenda** is the national guideline policy document. It strongly emphasises sustainable development strategies such as:

- expanding exports and increasing foreign exchange earnings and employment,
- making Trinidad and Tobago more competitive and attractive to investors,
- transforming the existing economic growth model into one that is environmentally friendly while addressing climate change,
- protecting and sustainably using environmental resources, and
- institutional transformation by
    - strengthening the oversight, accountability and the autonomy of independent institutions, and
    - improving public sector institutions through performance management, modernised structures and strengthened coordination, capacity-building and devolution of certain powers of Central Government.

Furthermore, the guiding principles of Trinidad and Tobago's 2030 Development Agenda are fully aligned with the intentions outlined in the THA Executive Council Note regarding the establishment of the NETPAMT and the establishment of the NE Tobago UNESCO MAB Reserve including:

- placing the environment at the centre of social and economic development,
- inclusiveness by institutionalising participation and consensus building, and
- accountability, guaranteeing that initiatives meet their stated objectives and respond to the needs of the communities they are meant to benefit, thereby contributing to improved governance.

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THA Divisions and Departments operating within the NETMABR are furthermore guided by the **Green Government Policy** which is putting emphasis on the conservation of resources and the reduction of pollution thereby minimising the adverse effects of operations of governmental agencies and their contractors on the environment.

The National Environmental Policy (2018) (16) **is the** primary declaration regarding Trinidad and Tobago's policy direction as it relates to the environmental pillar of sustainable development**,** provides the overarching framework for environmental management and points out that a healthy and sustainably managed environment enables foreign investment, job creation, and an improved standard of living.

The **National Forest Policy (2011)** addresses the maintenance of biodiversity, forest management for optimum combinations of productive, protective, recreational, aesthetic, scientific and educational benefits, and to contribute to the national economy and livelihoods. In terms of national parks and other protected areas, the policy requires the protection in perpetuity of those areas of the country which represent significant examples of the country's natural heritage and encourage public understanding, appreciation and enjoyment of the heritage in ways which leave it unimpaired for future generations.

The **National Wetlands Policy (2002)** was developed to help manage the threats to wetlands and requires that the government protect, manage and restore wetlands (including reefs) in order to sustain and enhance their ecological and socio-economic values and function for current and future generations.

The **National Protected Areas Policy (2011)** is aimed at producing a coherent management approach to protected areas and national parks by consolidating them under the auspices of one overarching Act and Authority. Specifically, the policy provides a course of action for programmes concerned with the protection of the country's natural heritage and the provision of outdoor recreation activities.

The **National Wildlife Policy (2013**) provides guidance on the sustainable management of undomesticated animals and plants, whether introduced, resident or migratory, their parts or derivatives, and their habitats. It addresses issues related to endangerment and provides guidance on the management of threatened species. It also addresses key policy issues on the management of game species, wildlife habitat and the engagement of civil society in the management of wildlife



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The Comprehensive Economic Development Plan (CEDP) 2.0 is the current guiding policy document for Tobago that that focuses on sustainable development in Tobago. At the heart of CEDP 2.0 is diversification of the economy, preservation of the environment and a better standard of living for its people. A specific objective is the institutional strengthening of agencies (such as NETMAPT) with responsibility for the environment.

The following list includes key legal and documents specifically relevant for the external operations related to the management of protected areas of and implementation of the UNESCO MAB Reserve programme:

- **Agricultural Fires Act** Chap. 63:02, Act 20 of 1965;
- **Animal (Diseases and Importation) Act** Chap. 67:02, Act 19 of 1954 amended by 17 of 1997 (some pages authorised in 2006);
- **Conservation of Wildlife Act** Chap. 67:01, Act 16 of 1958 amended by 31 of 1980; an Act to make provision for the Conservation of Wild Animal Life in Trinidad and Tobago;
- **Continental Shelf Act** Chap. 1:52, Act 43 of 1969 amended by 23 of 2019; an Act to make provision as to the exploration and exploitation of the Continental Shelf; to enable effect to be given to certain provisions of the Conventions on the High Seas done in Geneva on 29th April 1958; and for matters connected with those purposes;
- **Environmental Management Act** Chap. 35:05, Act 3 of 2000; The EMA Act is legislation with the goal of ensuring the protection, conservation, enhancement and wise use of the environment of Trinidad and Tobago. The EM Act established the Environmental Management Authority (EMA) and provided for its composition, administration, financing and role; includes the **Environmentally Sensitive Species Rules** (2001);
- **Fisheries Act** Chap. 67:51, Act 39 of 1916 amended by 23 of 1975
- **Forest Act** Chap. 66:01, Act 42 of 1915 amended by 23 of 1999; an Act related to Forests and Forest Produce;
- **Land Acquisition Act** Chap. 58:01, Act 28 of 1994 amended by 73 of 2000;
- **Litter Act** Chap. 30:52, Act 27 of 1973 amended by 4 of 2014;
- **Marine Preservation and Enhancement Act** Chap. 37:02, Act 1 of 1970 amended by 37 of 1996; An Act respecting the Marine Areas of Trinidad and Tobago;
- **National Forest Policy** (2011); This National Forest Policy is not an isolated statement, and it builds on the existing policy framework for forest management and it supplements and enhances other public policies and plans;
- **National Protected Areas Policy** (2011); provides the main policy framework for the NPASP;

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- **National Protected Area Systems Plan** (2019), outlines recommendations for terrestrial and marine protected areas in NE Tobago and their various levels of protection;
- **National Trust of Trinidad and Tobago Act** Chap. 40:53, Act 11 of 1991 amended by 6 of 2015;
- **National Wildlife Policy** (2013) Draft; Despite the diversity and importance of wild organisms to the culture, recreation and sustainable livelihoods of the people of Trinidad and Tobago, there has never been a standalone National Wildlife Policy. To date, formal policy statements that address the management of the country's wildlife resources have been integrated into the National Environment Policy (NEP), the National Wetland Policy (NWP) and the National Forest Policy (NFP) and National Protected Areas Policy (NPAP). This policy framework has also been rapidly evolving to reflect the changes in the status of wild animals and plants nationally, changes of attitudes of the society towards wildlife use and value, and obligations under global international agreements on wildlife to which the country is a Party;
- **Planning and Facilitation of Development Act**, Act 10 of 2014; An Act relating to the planning and development of land and to repeal and replace the Town and Country Planning Act, Chap. 35:01;
- **Sawmills Act** Chap. 66:02, Act 35 of 1943 amended by 24 of 1999;
- **State Lands Act** Chap. 57:01, Act 32 of 1918 amended by 25 of 2006;
- **Summary Offences Act** Chap. 11:02, Act 31 of 1921 amended by 85 of 2000; An Act relating to offences punishable on summary conviction;
- **Territorial Sea Act** Chap. 1:51, Act 38 of 1969 amended by 22 of 1986; an Act to make provision with respect to the Territorial Sea of Trinidad and Tobago;
- **Tobago House of Assembly Act** Chap. 25:03, Act 40 of 1996 amended by 17 of 2006; which notably provides THA with the capacity to legislate for the protection of biodiversity and natural areas locally;
- **Tourism Development Act** Chap. 87:22, Act 9 of 2000 amended by 16 of 2006;
- **Vision 2030**: The National Development Strategy of Trinidad and Tobago 2016-2030.

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- **Water and Sewerage Act** Chap. 54:40, Act 16 of 1965 amended by 28 of 1994 and through the Prevention of Water Pollution (Courland Water Works) Byelaws, 1980; an Act to provide for the development and control of water supply and sewerage facilities in Trinidad and Tobago and matters of sanitation incidental thereto; the promotion of the conservation and proper use of water resources; and for the establishment of an Authority to administer the several purposes aforesaid and matters connected therewith.

Figure 11. Sign at visitor centre at the MRFR (Jacob Bock)



All NETMABR **Core Zones**: the MRFR, Little Tobago and St Giles are legally protected areas under the Conservation of Wildlife Act (Chap. 67:01), the Forest Act (Chap. 66:01), the National Forest Policy (2011) and the Forest (Prohibited Areas) Order. The management of these three PAs is also supported by the State Lands Act (Chap. 57:01).

Since late 2019, the MRFR is listed as a Natural National Heritage Site and hence additionally protected under the National Trust of Trinidad and Tobago Act.

Notably, in late 2021, the Department of the Environment submitted the required documentation to the National Trust of Trinidad and Tobago to consider listing the islets and reefs of NE Tobago as Natural National Heritage Sites; should this be the case, the Core Zone of the NETMABR could be increased by adding the proposed coastal fringe reefs, Goat Island (Speyside) and the Sisters Islets (Parlatuvier).

The **Buffer and Transition Zones** consist of public and private lands that are, in addition to the above-mentioned laws, governed by the laws of the Republic of Trinidad and Tobago such as Environmental Legislation, Summary Offences Legislation (criminal), etc.

As of late 2021, there was no finalised specific management or coordination structure, management plan, budget or financing plan for the planned NETMABR. However, the Department of the Environment, has successfully initialised and supported the following key interventions:

- drafting significant components of a 10-year Management Plan for the NETMABR, including budget estimates and financing suggestions financed by UNDP and UNEP,
- establishing a National Man and the Biosphere Committee with specific relevance to the nation`s only BR in NE Tobago, and
- approaching the Inter-American Development Bank for assistance regarding Organisational Governance and Operational Strengthening of the NE Tobago Protected Area Management Trust (NETPAMT);

It can be anticipated that these interventions will be completed in 2022.

The NE Tobago Protected Area Management Trust

Over the past seven years, a variety of civil society and governmental interventions opened a window of opportunity for institutional reform regarding the sustainable management of NE Tobago's natural and cultural resources. Notably, such opportunities often are decades apart and therefore worth to be taken advantage of.

Stakeholders agreed that a participatory management approach and facilitating the development of sustainable blue, green and purple economies are the appropriate answers to NE Tobago's challenges with positive spill over effects on the entire island and country.

As a result, as well as officially mandated by an Executive Council Note of the Tobago House of Assembly (THA), an interim, multi-stakeholder board incorporated the NE Tobago Protected Area Management Trust (NETPAMT) as a Non-Profit Company on 11 February 2019 with the Ministry of Legal Affairs of Trinidad and Tobago (company number: 5013965).

The THA committed to vest the management authority for nationally protected areas in NE Tobago with the NETPAMT which is envisaged to implement the NE Tobago UNESCO Man and the Biosphere Reserve programme through facilitating cooperation with state agencies, civil society and the private sector.

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The main functions of the Trust will be:

- monitoring and research regarding ecosystem health and services, biodiversity and other natural and cultural heritage,
- conservation of natural and cultural heritage,
- facilitating the development and operation of a sustainable green and blue economy, and
- building stakeholder capacity.

As expressed in an Executive Council Note (8 Sept 2017), the NETPAMT is to be based on an inclusive management model and will be the responsible body for the actual management of current and future protected areas and the coordination of the UNESCO (MAB) Programme on behalf of the THA with a view to improving the management of important ecosystems in the area and securing sustainable livelihoods for associated communities and stakeholders whose socio-economic wellbeing depend on these resources.

The role of NETPAMT is described as follows:

- Assume responsibility for Protected Area Management Plans;
- Implement projects and programmes that support the integrity, viability, sustainability of the ecosystems vested in the Trust;
- Secure other funding sources outside of THA subventions and collectable fees;
- Develop, implement and monitor plans, projects and programmes relating to the management of protected areas according to Protected Area Management Plans. This will include the submission of bi-annual reports specifying progress or setbacks in accomplishing goals;
- Develop an annual operational plan prior to October of each year informed by Protected Area Management Plans. This plan will be formulated in a participatory manner with stakeholders and contain a detailed budget identifying sources of funding;
- Promote public awareness of the ecological systems and natural resources of NE Tobago Protected Areas and their importance in sustaining livelihoods on the island;
- Promote and support sustainable livelihoods of community members in and around NE Tobago Protected Areas through aggressively pursuing synergies with established initiatives and utilising innovative approaches;
- Drive the development and promotion of NE Tobago Protected Areas as lead ecotourism products;
- Maintain in good order and repair all infrastructure in collaboration with the THA;

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- Contribute to the establishment and maintenance of a database to guide decision-making. This would include conducting visitor surveys and compiling information from study visits of researchers;
- Collect on behalf of the THA in a manner agreed upon, any fees payable by users of NE Tobago Protected Areas and use those fees as unrestricted funds according to its mandate.

It is further considered critical that the Trust should be truly inclusive providing stakeholders with the opportunity to participate meaningfully in decisions that impact their communities, socio-economic wellbeing and ultimately their lives. In this regard, it is important that the membership of the Board of the Trust be reflective of the major categories of stakeholders with an interest in the natural assets in NE Tobago. Accordingly, the composition of the board must allow for each of the following stakeholders to be represented:

- The THA
- NGOs with a mandate in NE Tobago
- Communities/Villages in NE Tobago
- The Private Sector
- Resource users e.g., tour guides, taxi operators, hotels and guest house operators etc.
- Academia

Subject to the work that will be done as part of this project, it is anticipated that the Board will be chaired by a nominee of the THA who will need to meet the published profile of the board and that of the role.

Guiding principles of good governance, accountability and transparency of the operations are critical to the image and integrity of the Trust. Adherence to these principles is important in the context of the duty of stewardship owed to the people of Tobago and by extension the country regarding the management of the natural assets over which the Trust will have control.

It is also critically important from the perspective of accessing funding from national and international donor agencies which is expected to help sustain the operations of the Trust independent of THA financing. Accordingly, adherence to and reporting on the application of the international benchmark guidance on good governance, ISO 37000 Guidance for the Governance of Organisations, the following measures will, amongst others, contribute significantly to the realisation of accountability and transparency:

- developing annual technical reports as well as Integrated Annual Reports, conducting independent financial audits which will be submitted to the THA and published on the website of the Trust so as to be accessible to the public,
- proper and consistent documentation of decisions made at meetings of the Board of the Trust,

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- compliance with all articles of incorporation under the Companies Act Ch. 81:01, and
- abiding by bylaws that govern the operations of the Trust, applicable local legislation and international donor-agency guidelines, particularly with reference to procurement.

The expected benefits of this institutional transition are described as follows:

- Improved income generation opportunities from direct and indirect employment which will be generated with the establishment of the Trust. There will also be enhanced opportunities for residents to provide services in areas such as food and beverage, accommodation, tour packages and tour guiding, art and craft, transportation and entertainment.
- There are also likely to be implicit benefits for the entire island which will come as a result of the protection for wildlife. Greater regulation in the extraction rates will ensure greater sustainability and will make NE Tobago including the Main Ridge Forest Reserve more attractive to both local and foreign nature lovers.
- The establishment of the Trust is likely to increase the amount of financial capital resources available for the management of the ecosystems in NE Tobago, since the Trust can access funding independent of the Assembly, including funding from international donor agencies that would be otherwise unavailable to the THA and other state agencies. This not only reduces dependence on State funding but also allows for predictability. Priority can therefore be placed in undertaking several development initiatives within the Reserve, such as marketing and promotion, the creation of new trails, the maintenance of existing trails, increased signage and training of forest guides and services personnel.
- Improved regional and international profile for NE Tobago as a result of instituting an inclusive and progressive management model with delivery of tangible benefits in terms of ecosystem integrity and sustainable livelihoods.
- The establishment of the trust will help in a significant way to support the proposed application for UNESCO MAB designation for NE Tobago, as an inclusive management arrangement is a requirement for designation.

  The THA and the Trust will gain the capacity to house and analyse up-to-date scientific data which can be used for decision-making to drive ecotourism. This initiative also supplies the island with a niche to retain its own experts and use their expertise to effect sustainable management of protected areas. Essentially, the capacity of civil society stakeholders and local government agencies for management of protected areas will be improved.

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- The THA's critical role is to make the necessary arrangements for important policy and administrative actions facilitating the successful administrative transitioning to and implementation of the Trust through the following actions described in the Executive Council Note:
- Transfer management power over the entrusted sites / areas to the Trust including enforcement powers (note: this refers to legally protected areas/Core Zone only);
- Nominate THA and other representatives to the Board of the Trust;
- Provide relevant information in a timely manner to the Trust to effectively perform the role of custodian;
- Monitor the progress of the implementation of the Protected Area Management Plans for the sites / areas;
- Authorise the Trust to collect on its behalf, in a manner agreed upon, any fees payable by users and to use such fees as unrestricted income within the boundaries of its mandate;
- Identify and assign a representative of the THA who shall be the official liaison between the Trust and the THA; and
- Provide yearly subventions to the Trust to effectively manage the sites / areas.

The success of the NETPAMT will depend on

- a stable governance framework for a NETPAMT Board to facilitate strategic planning,
- a strong, compact and sustainably financed Programme Coordination Unit, and
- experienced and resourced THA Departments collaborating with Empowered Civil Society Organisations implementing protected area co-management and improvement of sustainable livelihoods.

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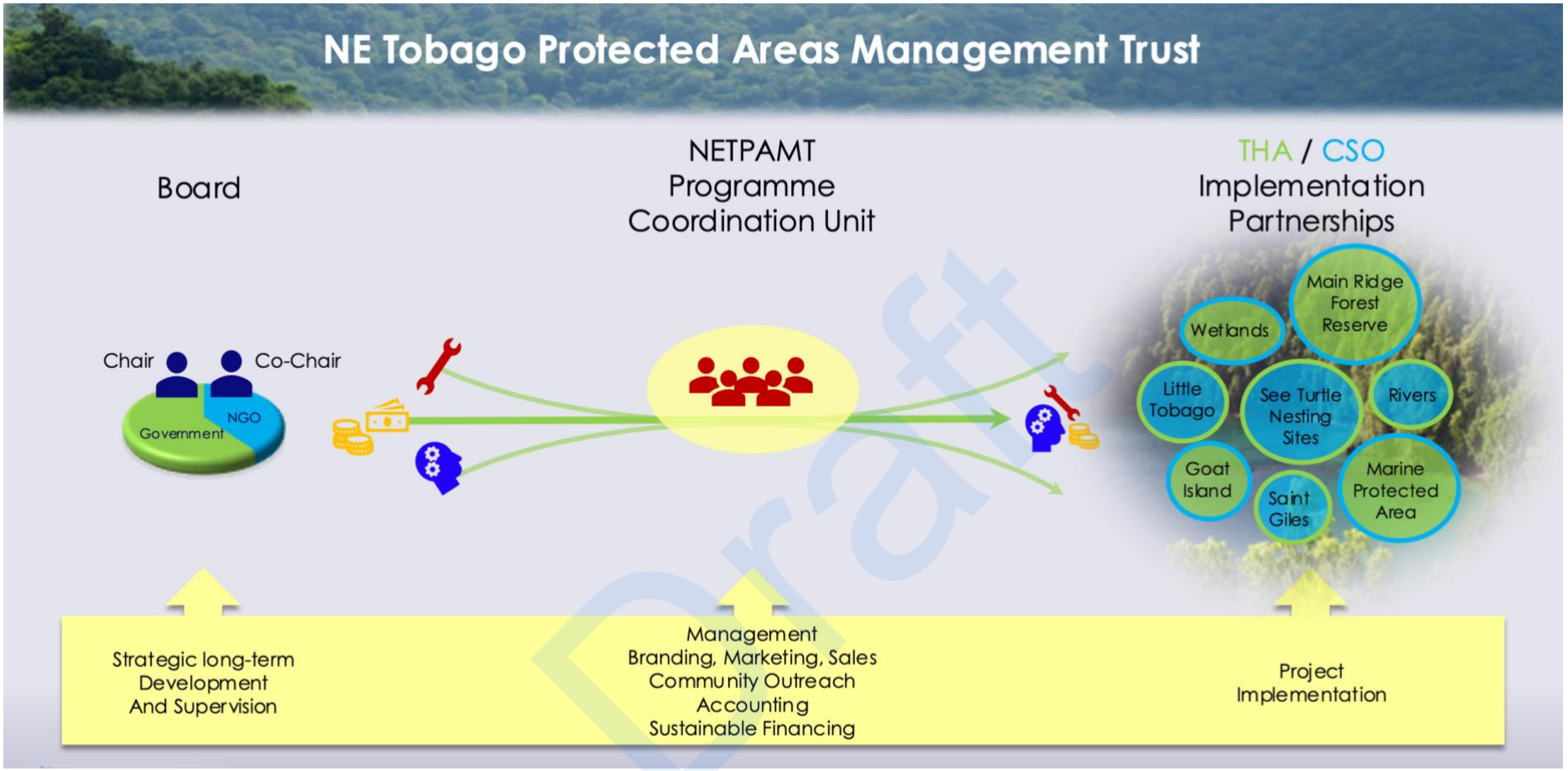


Figure 12. A proposed organisational model for the operation of the NETPAMT

In 2017 an Interim Board of the Trust was established to create the governance structure of the Board and clarify the relationships to various THA counterparts; it comprised of THA and civil society representatives and was instructed to deliver the following:

- registration of Trust with Registrar Generals Department in accordance with the Company's Act Ch. 81:01;
- clear organisational Mission, Vision, Values & Objectives;
- robust Governance Structure and Policies for the operation of the Trust;

- five-Year (5) Operational Plan;
- communication Plan;
- business Plan;
- five-Year (5) Year Budget; and
- appropriately constituted Secretariat for Interim and successive Boards of the Trust.

Unfortunately, of the above targets, only the registration of the Trust in 2019 was achieved.
The main reason for this failure was that the board of the Interim Trust lacked (to various degrees) the expertise, time, and motivation to voluntarily deliver the above listed items specifically designed for a trust model and in compliance with best international non-for-profit practise which is a governance combination that is rare in Trinidad and Tobago.

The Interim Board of the NE Tobago Management Trust became inactive in early 2019 and has not met since.

However, the successful designation of NE Tobago by UNESCO in late 2020, has awakened calls to revive the NETPAMT based on the framework outlined in the above cited Executive Council Note of the THA and guided by the senior technical experts in related fields with site specific and international experience.
This proposed, nationally unprecedented, institutional transition from a post-colonial natural resource management approach to a participatory, transparent, accountable co-management model is demonstrably international best practise and fully in line with government policies and the IDB country strategy for Trinidad and Tobago, which is a potential funder to assist with developing the governance structure.

HIGH LEVEL GOAL

The NE Tobago UNESCO Man and the Biosphere Reserve is governed according to best practice in terms of Participation, Rule of Law, Transparency, Responsiveness, Consensus, Equality and Inclusiveness, Effectiveness, Efficiency, and Accountability.

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PRIORITIES

- Seek funding to prepare an institutional and corporate governance framework for the NE Tobago Protected Area Management Trust.
- Nominate and train new Board Members of the Trust in 2022 according to the institutional and corporate Governance Framework.
- Secure sustainable financing mechanism for the 5-year financial plan of the NETPAMT (see main strategy 1).
- Operationalise the NETPAMT according the institutional and corporate Governance Framework.

STRATEGIES

- Follow up with the IDB on the progress regarding the RfP Project #: RG-T3496-P011, Technical Cooperation #: RG-T3496-P01:" Corporate governance structure and Environmental and Social (E&S) institutional framework for the NE Tobago Protected Area Management Trust (NETPAMT)".
- Approach other funders for complimentary funding to the IDB project: specifically, the development of a financing plan and a three-year mentoring intervention for board and staff.
- Institutionalise a corporate M&E programme for NETPAMT.

PROPOSED ACTIVITIES

Facilitate:

- implementation of a corporate communication and outreach programme;
- capacity building of the Board, staff and key stakeholder, including an initial, 3-year mentoring intervention;
- design and implement a M&E Programme;
- implementation of the NETMABR Management Plan.

Since most governance issues are long-term and not clearly defined in scope, there are no specific short-term project associated with the above-mentioned programmes as yet; furthermore, it would be premature to propose projects at this point since the anticipated institutional and corporate governance framework and associated interventions will define short-term projects that might be necessary to improve the governance of the NETPAMT.

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