

Planning for the management of the Centre Hills

WORKSHOP REPORT



September 12-15, 2006
Montserrat National Trust, Olveston



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PROJECT BACKGROUND

Since major volcanic eruptions and activity began in 1995, the Centre Hills are home to the largest intact area of forest remaining on Montserrat. It is the last viable enclave for most of the island's wildlife, including those of global conservation concern, including the critically threatened Montserrat oriole, galliwasp lizard, "mountain chicken" frog, and an endemic orchid. The Centre Hills also provide essential environmental goods and services to the people of Montserrat. They contain the main water catchments on the island and provide protection from soil erosion, landslides, and flooding during severe weather events.

The Centre Hills are under increasing threat as the island's infrastructure is rebuilt in the North. The reduction in land is placing increasing pressure on Montserradians to convert previously natural areas for agriculture. Additionally, the overharvesting of some species, presence of invasive species (e.g., rats and pigs), soil erosion, and poor condition of trails and access points to natural areas have contributed to habitat fragmentation, habitat degradation, and declines in populations of some threatened species. Tourism and development in general can threaten the environment if not done in a sustainable manner.

In June 2005, the Centre Hills Project (CHP) was launched. The primary project goal is to enable the people of Montserrat to effectively manage the Centre Hills and associated resources. The project will run through March 2008, by which time project partners aim to have integrated into their workplans all relevant pending and planned activities.

The project is a collaboration of six partner organisations, including:

- Ministry of Agriculture, Lands, Housing, and Environment
- Montserrat National Trust
- Montserrat Tourist Board
- Royal Society for the Protection of Birds
- Royal Botanic Gardens, Kew
- Durrell Wildlife Conservation Trust

The CHP adopts an integrated approach to conservation and natural resource management which involves all levels of society, including resource users, managers, owners, vendors, and the general public. In this way, the interests of both wildlife and people will be considered and included in a management strategy. Key CHP activities relate to six main areas of work:

- An assessment of socioeconomic values of land use within the Centre Hills will advise policy-makers about these critical factors. The primary socioeconomic uses of the Centre Hills are tourism and agriculture.
- Review and revision of environmental legislation is being conducted. Environmental legislation in Montserrat is outdated and does not reflect recent research findings or the obligations of regional and international environmental agreements. Improved environmental legislation will be developed that is modern, relevant, and enforceable.
- An outreach programme targets diverse audiences, including politicians, teachers, students, farmers, tourists, and the general public. Knowledge, attitudes, and behaviours relating to the natural environment will be enhanced, resulting in a more environmentally literate and responsible citizenry.
- An assessment of biological resources complements data collected for years by the Montserrat Forestry Department and other scientific partners. Information about threatened species and habitats is critical in determining where human activities have the most negative impact.
- Ecological research into relevant aspects of how the forest functions is another important aspect of the project, in particular the impact of invasive rats on forest ecology. Rats are suspected as having a major affect on tree regeneration and breeding capacity of certain species. Understanding these interactions is a critical part of the planning process.
- Using Geographic Information Systems (GIS), the project is able to illustrate features and characteristics of the Centre Hills in a way that greatly assists in planning. Being able to combine maps of land use, land ownership, physical features, and biological resources of the area will help to identify areas of potential conflict between humans and the natural environment.

WORKSHOP GOAL AND OBJECTIVES

The primary goal of the workshop was to develop a shared vision and framework for management of the Centre Hills and the broad strategies and institutional arrangements needed to achieve this vision.

This goal was achieved through the participatory:

- Analysis of key lessons from the stakeholder analysis, the biodiversity and socioeconomic research, and the legislative and institutional review;
- Development of a shared vision for the Centre Hills;
- Identification of a framework and broad strategies needed to manage the Centre Hills to achieve this vision;
- Mapping of the institutional arrangements for management of the Centre Hills;
- Extraction of the key policy recommendations for management of the Centre Hills to guide drafting of the legislation.

The following were the anticipated workshop outputs:

1. Vision and guiding framework to inform the management of the Centre Hills
2. Recommendations for a policy framework for management of the Centre Hills to form the foundation for the drafting of legislation on protected area management
3. Recommendations for facilitating equitable and effective stakeholder participation in the planning process for management of the Centre Hills
4. Recommendations for future activities in the Centre Hills Project (CHP)

The workshop agenda appears as Appendix 2, though note that some modifications were made to accommodate pace and participant needs.

PARTICIPANTS

The workshop sought to facilitate the equitable and effective participation of all key stakeholders in the process, in particular building ownership by the project's three local partners – the Montserrat National Trust, the Montserrat Tourist Board, and the Ministry of Agriculture, Lands, Housing, and Environment. The workshop targeted representatives of all key stakeholders, though not all stakeholder groups attended. Opportunity was made for wider stakeholder participation on the second day, which was open to the public. A complete list of workshop participants appears as Appendix 1. Participants were asked to identify their key interest and/or burning issue for the Centre Hills. Responses were written on pink cards and posted on a wall for all to see – thus illustrating a wide range of backgrounds and reasons for participation. These responses appear as Appendix 2.

METHODS

The workshop was participatory and interactive. There were several informational presentations made throughout the workshop by various partners and consultants, including results of the biological and socioeconomic assessments, ecological research, and preliminary legislative review. A field trip was held on the second day to allow participants a chance to observe some of the key Centre Hills' values and threats in the field. Both plenary discussions and small group work were employed to bring out the key issues and topics. The workshop agenda appears as Appendix 3.

WORKSHOP OUTPUTS

Based on the original four workshop objectives, the following outputs were produced at the workshop:

1. Vision and guiding framework to inform the management of the Centre Hills

The group developed the following draft 20-year vision of the Centre Hills, which will be circulated widely for public comment before being amended and adopted:

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

2. Recommendations for a policy framework for management of the Centre Hills to form the foundation for the drafting of legislation on protected area management

Participants in the workshop identified recommendations for a policy framework for management of the Centre Hills in the areas of:

- a. Guiding principles
- b. Protected area classification
- c. Institutional arrangements (laws, policies, capacities, organisations, structures)
- d. Key capacity issues
- e. Management objectives, needs, priority actions, and institutional issues
- f. Problem analysis and identification of management actions needed

2a) Guiding principles

The group agreed the following principles to guide management of the Centre Hills:

- Biological and ecological resource conservation
- Sustainable use
- Participatory management
- Adaptive management
- “User pays”
- Scientific research

2b) Proposed protected area classification

A whole group discussion was conducted to discuss the most suitable protected area classification and what terminology should be used in the legislation for designation of the Centre Hills protected area.

Participants reviewed the protected area categories used by the World Conservation Union (IUCN):

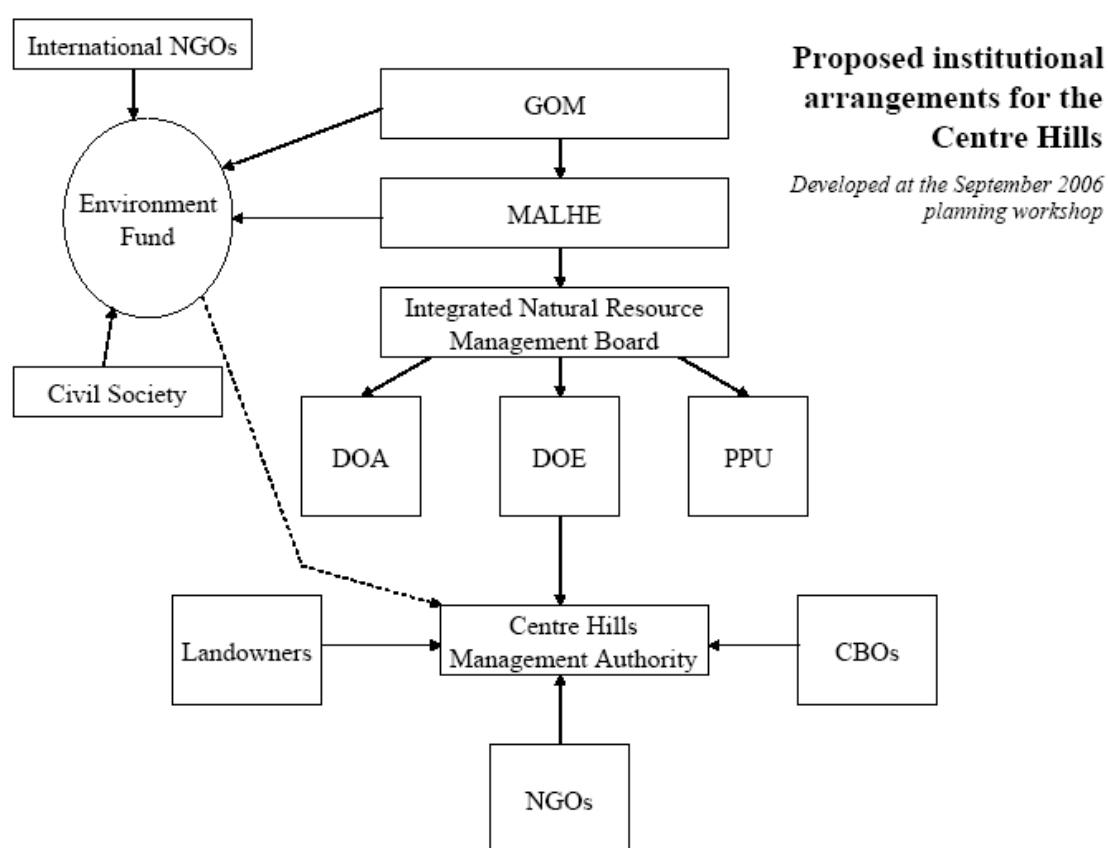
- I. Strict protection (i.e. Strict Nature Reserve / Wilderness Area)
- II. Ecosystem conservation and recreation (i.e. national park)
- III. Conservation of natural features (i.e. natural monument)
- IV. Conservation through active management i.e. habitat / species management area
- V. Landscape / seascape conservation and recreation (i.e. protected landscape / seascape)
- VI. Sustainable use of natural ecosystems (i.e. management resource protected area)

Group analysis and development of consensus was facilitated through a ranking activity to assign priorities to different management objectives as illustrated in the following table and analysis of how this matched with the various IUCN definitions.

From this analysis and discussions, participants felt that the Centre Hills protected area seems to be either category II or V. The UNESCO Biosphere Reserve concept (with core and buffer areas) was suggested as an alternate designation possibility. It was noted that for the purpose of local naming and legal designation in national law, the name could be the Centre Hills National Park.

IUCN management objectives <i>0= Not relevant, 1=primary objective, 2=secondary objective, 3=potentially applicable objective</i>	Group consensus on CH priority
Scientific	2
Wilderness Protection	0
Preservation of species and genetic diversity	1
Maintenance of environmental services	1
Protection of specific natural / cultural feat	2.5
Tourism and recreation	1.6
Education	2
Sustainable use of natural resource	1
Maintain cultural / traditional attributes	3

2c) Proposed institutional arrangements



2d) Key capacity issues

Some of the key issues that emerged from discussions regarding capacity to manage the Centre Hills included:

Institutional

- Political will is weak, environment is not seen as a priority
- Decision-making is held in the hands of a few “experts” and not shared among other stakeholders
- Too many other priorities, not enough time
- Poor coordination and communication between agencies
- Not enough staff to carry out the work
- Inadequate networking on regional and international levels to share knowledge and skills

Human

- People wear many hats and environment is not always a priority given other demands on time
- Training opportunities inadequate – cost, time required, etc.
- Community capacity is weakened as a result of the crisis, groups need to be strengthened and encouraged to come on board
- Some stakeholder groups don't know how to be heard

Financial

- Not enough internal (national) funds for equipment, training, materials, staff
- Not enough access to external (international) funds
- Insufficient capacity to leverage external funds (i.e., project development, grant writing, etc.)
- OTs don't qualify for some funds, limited resources available

2e) Management objectives, needs, priorities and institutional issues

Participants were divided into small groups to begin developing management objectives and analysing management needs. The four groups were:

1. Extractive uses
2. Tourism, recreation, awareness, education
3. Management of ecosystems and species / ecological services / science research / monitoring and adaptive management
4. Institutional arrangements (laws, policies, organisations, structures)

For each management objective, participants were asked to identify:

1. The management objective
2. What are the priority issues (problems)?
3. What are the types management actions needed?
4. What are the gaps with what is taking place now?
 - Who is doing it?
 - Who could / should do it?
 - Who else needs to be involved?

Groups were asked to include ideas already recorded by workshop participants during earlier sessions, which were recorded on blue and green cards and posted on the wall. Statements written on blue cards indicated problems/issues and statements on green cards indicated potential solutions. Cards were later grouped according to key themes which were then used as a starting point for the development of the draft management objectives. The contents of the blue and green cards appear as Appendix 4.

The following are the ideas regarding management objectives identified by the four small groups. These form a sound basis for the drafting of specific and measurable objectives in a management plan for the Centre Hills.

<i>Focus area</i>	<i>Draft management objective</i>
<i>Extractive use</i>	All extraction from the Centre Hills is sustainable and non-detrimental to the health of the ecosystem.
<i>Tourism, recreation, awareness, education</i>	To develop and implement a visitor management plan that incorporates community and marketing / education and awareness <ul style="list-style-type: none">– Access and visitor control / safety– Types of suitable activities– User amenities / services / parking– Overnight accommodations– Human resources – that results in high quality use– Experiences without compromising ecological, social, and cultural integrity of the area

<i>Management of ecosystems and species / ecological services / science research / monitoring and adaptive management</i>	<ul style="list-style-type: none"> – Key species have viable populations / favourable conservation status – Centre Hills deliver optimal, sustainable ecosystem services – To conserve a fully functioning ecosystem and the full range of existing habitats in good condition which are ecological connected – To limit adverse impacts of external factors on Centre Hills ecosystems – To facilitate ongoing research and monitoring to provide knowledge for management decision making
<i>Institutional arrangements</i>	– A well funded and effective legislative and institutional structure is in place to support sustainable management of the Centre Hills.

2f) Problem analysis and identification of management actions needed

The table below is a compilation of the small group analysis and illustrates the priority issues and actions for management that will need to be included in a management plan for the Centre Hills.

<i>Issue</i>	<i>Action</i>	<i>Who should be doing it</i>	<i>Who is doing it</i>	<i>Who else needs to be involved</i>
EXTRACTIVE USES				
FARMING				
Management (MALHE) – Untimely response – not enough support – Not enough staff, funding, communication, enforcement, meetings (and poor attendance)	Improve management capacity and response time; more support, tools, land, training; designated time for meetings	Farmers, MALHE, CARDI	MALHE, Farmers	Horticulture Society / MNT / Lending Agencies
Management (land owner) – Restrict access, deny leases – Government to have more land on behalf of farmers	More land for lease agreement to allow access.			
Management (users) – Non sustainable practices	Training, tools, etc., Demonstration sites	NGO's (Farmers Ass'n), community groups		
Land availability	Open new areas, improve existing areas			
Use of chemicals	Training alternatives (organics / pest control)	Sellers of chemicals		
Access (roads, paths)	Better maintenance of existing access			
Finance / lack of priority				
HUNTING				
Non sustainable	Open / close season			
Lack of licences / lack of data	Laws need to be updated and enforced.			
LIVESTOCK				

<i>Issue</i>	<i>Action</i>	<i>Who should be doing it</i>	<i>Who is doing it</i>	<i>Who else needs to be involved</i>
Loose	Enforce existing law update law (for particular areas) have fodder banks alternatives	MALHE	MALHE	DWCT
Not enough staff		Hunters	Landowners	
No pen to house them		Livestock tenders, landowners	Citizens	
TIMBER				
Illegal extraction	Laws not updated to reflect important plants	Lumberjacks	Forestry (when asked)	PWD, utility companies
No information as to who is taking	Plant more trees	MALHE, Forestry		
No enforcement/inadequate laws/lack of awareness of the law	Designate areas for extraction			
	Licence for saw mill businesses			
PLANTS				
Don't know if and how much is being taken, where, or when	Law, licence, enforcement, education, research	Ministry	No one	MACA, MALHE, Kew, MNT
Lack of data, lack of legislation, lack of resource		Extractors (horticulturalists, medicinal plant collectors, livestock owners, craft material collectors)		
TOURISM, RECREATION, AWARENESS, EDUCATION				
Not clear what activities appropriate = compatible with vision	Identify appropriate activity	MALHE, MNT, MTB	CHP, MTB (tourist survey)	Other local stakeholders, landowners, tour guides, farmers, investors, MWA, tourists
What infrastructure/superstructure is needed?	Develop program of works (costing etc)	Team	MTB & MNT (signs), Forestry (trail clearing)	S/A
How to communicate and market CHP to publics / target audiences	Develop community and marketing plan	Team	Darwin MTB MNT	Rose, Chadd, media, etc.
How to educate and build awareness of importance and value of Centre Hills Services, etc	Education and awareness programme	Team, MALHE, EOC, DMCA	Ad hoc, guides	Others outside experts, tour guides, land owners

<i>Issue</i>	<i>Action</i>	<i>Who should be doing it</i>	<i>Who is doing it</i>	<i>Who else needs to be involved</i>
What human resources are required?	Training and certification (guides and rangers)	Team	MTB (soon)	Outside training, NDF, etc
	Training management / administration team	Chamber of Commerce		OECS / CBD
	Microcredit	Lending institutions, NDF		
MANAGEMENT OF ECOSYSTEMS & SPECIES				
ECOSYSTEMS & SPECIES				
What are key species and viable populations	Define key species and viable populations	CH staff Specialists		
Invasive alien species (mammals / plants / other pests)	Design and implement long term strategy for management of invasive alien species	CH staff and MALHE, experts		
Lack of information on status of key species and the source and amount of pressure	Write and implement species action plans for key species			
Some habitats not well covered by current core area	Include unrepresented habitats in management	CH staff		
Human disturbance	Research needed on impacts and acceptable levels			
Habitat destruction / degradation	Restoration of degraded habitats	CH staff and stakeholders		
Off take	Research to determine sustainable harvest			
	Moratorium on mountain chicken hunting until action plans in place			
EXTERNAL FACTORS				
Lack of information	Research			
Risk of introduction of diseases	Introduce legislation on bio-security Increased bio-security measures including surveillance			
Lack of resources and finance to contain diseases	Measures taken to increase staffing and finance			
Climate change and its potential effects	Evaluate likely impacts and then monitor			

<i>Issue</i>	<i>Action</i>	<i>Who should be doing it</i>	<i>Who is doing it</i>	<i>Who else needs to be involved</i>
Some Centre Hills populations depend on unprotected habitat outside core area	Research to identify resources Management prescriptions for external resources			
Activities surrounding core area could have negative impacts on species and habitats	Buffer zone with management prescriptions			
Natural disasters (volcano and hurricanes) can have negative impacts on species and habitats	Manage habitats to maximise resilience and reduce adverse impacts			
RESEARCH AND MONITORING				
Lack of local skills for design, analysis, and interpretation of research data	Build and increase local scientific skills			
Insufficient local capacity to conduct ongoing monitoring and research	Ensure Centre Hills is adequately staffed			
Insufficient monitoring to meet demand for data				
Informed management not possible due to lack of knowledge	Design and implement a strategic natural resources monitoring plan			
ECOLOGICAL SERVICES				
Lack of information	Implement monitoring of water input			
Not yet economically valued	Commission economic valuation study			
Water supply contamination	Physical fencing of spring sources Feral livestock and invasive mammal control			
Conflict between human water requirements and ghaut ecosystem condition	Review and enforce current legislation			
Soil erosion (flood control)	Implement hydrogeological study			
	Implement soil and water conservation measures in agricultural sector			
INSTITUTIONAL ARRANGEMENTS				
HUMAN RESOURCES				

<i>Issue</i>	<i>Action</i>	<i>Who should be doing it</i>	<i>Who is doing it</i>	<i>Who else needs to be involved</i>
Capacity skill set numbers	Needs assessment to include organogram review and succession planning	Public Service Review – Administration & Consultants		Departments
Level of remuneration	Technical cooperation between developing countries (increase interest in TCDC modality, workshops, training, sharing experience)	OECS, CARDI, CEHI		CARICOM, OECS, CARIForum, UNDP
Inequity of remuneration between permanent and contract staff	Career guidance in schools (start early)	Community Services, All Min. and Departments		Parents
Limited career opportunities in skills set	Recruiting Montserratians from overseas (website, regional recruitment)	Chief Ministers office, Administration, Departments, UK Govt rep.		Overseas organisations
Job security may breed incompetence	Equity among all staff (phase out inequitable salary scale over long term)	Administration, PS		Civil Service Association
	Distance training/learning encouraged (scholarships, paid leave)	UWI, London, Education & Administration		All departments
	Incentives for public servant who get training on their own	Administration		Civil Service Association
	Remuneration in line with similar position within the region	Administration		Civil Service Association
SECURED FUNDING				
	Earmarking financial resources for CH management from tour guides etc		Tour Guides, MALHE	
	Access international funds			
	Set up fund that is attractive to donor agencies	Legislation		Trust/Board, local gov't, NGOs, international NGOs, MALHE

<i>Issue</i>	<i>Action</i>	<i>Who should be doing it</i>	<i>Who is doing it</i>	<i>Who else needs to be involved</i>
	Public pays for the production of environmental services	Finance, EXCO, MWA		Economist
	Financial incentives coupled with management goals	Legislation		Finance, MALHE
	Financial compensation for traditional users			
	User fees			MTB, users, tour guides
	Environmental levies			AG, Exco, MALHE
	Carbon markets	Energy Task Force, UK Govt.		Public, CC Conv.
MATERIAL RESOURCES				
Office space, tools and equipment, transportation etc	Donations/wavers from international companies			
	Timesharing			
SUITABILITY OF EXISTING LEGISLATION				
Needs to be a part of a larger legal system	Redraft legislation	CHP, GOM, CTA		
PUBLIC PARTICIPATION				
Can be unidirectional, consultative or true participation	Strengthen legislation			
	Communication strategy for information dissemination			
	Consultative processes			
	Modalities			
	Integrated environment management board instead of centre hills board	Several boards under different legislation	1 board for all	
NGO's AND CBO's				
Low existence	Partnership with regional & international NGOs	CHP, RSPB, Kew		Reestablish Caribbean partnerships – CCA, CNTA
Limited capacity	Charitable status (allows tax free donations)		MNT	
Limited funding	Agents abroad			

<i>Issue</i>	<i>Action</i>	<i>Who should be doing it</i>	<i>Who is doing it</i>	<i>Who else needs to be involved</i>
Unreliable revenue stream	Strengthen Planning Act so NGOs benefit from gov't expertise / equipment (cultural & natural)			
Volunteerism-dependent	Tax free equipment			
Competing for funds internationally	Government should share training opportunities with NGOs			
Difficulty gaining interest of international NGO's				
ACCESS TO AND MANAGEMENT OF INFORMATION FROM CONSULTANTS				
	Permits for scientific research & int'l media			
	Update legislation to include intellectual property rights			
	Identify target audiences, ensure info is presented in appropriate form			
ACCESS TO INFORMATION BY THE PUBLIC				
	Freedom of Information Act			

3. Recommendations for facilitating equitable and effective stakeholder participation in the planning process for management of the Centre Hills

Key issues and strategies for addressing these were identified as outlined below.

- Weak ownership of planning process by some local stakeholders
- Limited capacity of stakeholders to participate in planning
- Some key stakeholders not yet identified fully (e.g., extractors of non-timber products)
- Some key stakeholders not equitably involved (e.g., land owners)
- Some key stakeholders may not take to "traditional" means of consultation such as an evening consultation or a formal meeting
- Weak/absent mandate for decision-making at the government level to include private sector/civil society (e.g., land owners, farmers)
- Too many other demands on people's time, environment may not always be the priority

The primary strategy to facilitate equitable participation of all stakeholders in the planning process for the Centre Hills was identified to be the creation of a Management Committee of **local** (from Montserrat) stakeholders. This Committee would function to guide the planning process and would involve stakeholders from government, civil society and private sector. The existing Steering Committee was recognised to have limited representation from many key stakeholder groups and thus this additional structure would seek to address this and would also take on a much more active role in directing and implementing the planning process and day-to-day decision-making for the Centre Hills. The Steering Committee would remain a grouping of both local and overseas stakeholders that would continue to play a strategic and advisory role at the policy level.

It was recognised that in order to perform its function, the Management Committee (CHMC) would need to meet on a more regular basis than the existing Project Steering Committee (PSC). The existing PSC would remain in place and meet once or twice a year.

The Permanent Secretary of MALHE agreed to chair the CHMC. Terms of Reference need to be developed. The Centre Hills Project staff would perform Secretariat functions. The key players to be included in the CHMC include (* denotes new additions to the committee process):

- MALHE (DOA, DOE, PPU)
- MTB
- MNT
- MWA*
- AG's Office*
- Landowners*
- Private sector*
- Civil society*

Additional recommendations for stakeholder participation were identified as:

- Include mandate to include private sector and civil society in all future policy and legislation, and create effective mechanisms to do this
- Employ a variety of means to reach wide audiences and various stakeholders such as one-on-one meetings, radio, newspaper, community meetings, focus groups, etc.
- Engage different stakeholders in a way that is tailored to meet their interests (e.g., some stakeholders may only care about what affects them and don't want to hear the whole story, just the part that affects them)
- Be proactive about informing stakeholders about activities that may affect them, don't wait for a crisis or conflict to arise (e.g., send land owners regular updates about government-sanctioned trail use on private land)
- When legal rights and interests are involved, use written communication to document intent and activity
- Create incentives for participation where possible (e.g., opportunities for a farmer to learn about more effective vector control methods while taking part in a discussion about invasive species management)

A report from CANARI will be submitted in October that will outline a recommended public participation and consultation strategy for the coming months. In particular, this will focus on soliciting feedback and involvement in the legislative review and revision process.

4. Recommendations for future activities in the CHP

Participants recognised the need for a complete economic valuation exercise should be undertaken to better appreciate 1) the existing value of ecological services and non-use/market values and 2) the potential value of market/use values in certain sectors (e.g., tourism, agriculture) given the possibilities of the island's growth and development. A funding proposal for this work will be put together shortly by CHP staff.

The need to set up an environment fund to address protected area financing options was identified. It was noted that the fund requires local and international trustees make it attractive to donors. The fund can be supported by four mechanisms:

1. Appropriations
2. Taxes/Levies
3. User fees/Licenses/Fines
4. Donations

More research and/or expertise is needed to inform the design of a protected areas financing scheme. Some of this will be covered in the Legal Consultant's recommendations for revised environmental legislation.

In November, the Consultation Specialist from CANARI will be available to provide some guidance in forward planning. Potential activities for the visit include assistance with:

- Holding a one-day workshop to prepare partners for community visits
- Holding a meeting with land owners to discuss their participation
- Discussing legal recommendations made by the Legal Consultant

- Facilitating discussion about roles and terms of reference for both CHMC and PSC members

The following basic timetable was prepared to guide management planning activities in the coming months.

<i>Action</i>	<i>Who</i>	<i>When</i>
1. Establish the Centre Hills Management Committee (CHMC)	– MALHE (Permanent Secretary to Chair)	Late Oct
2. Hold the CHMC inception/planning meeting (to identify members, roles and prepare Terms of Reference)	– CANARI to facilitate	Nov 06
3. Share the draft vision (newspaper, radio, TV, websites (GOM, CHP, MTB), group meetings)	– All workshop participants	Oct 06
4. Fine tune the management objectives through consultation process	– Rosetta West: Tourism, recreation, and outreach – Lavern Rogers: Sustainable extractive use – Gerard Gray: Ecosystems, habitats, species, services, research, monitoring – Eugene Skerritt: Legal and institutional arrangements	Oct 06
5. Facilitate landowner meetings	– Roy Lee and Florence Griffith Joseph, CHP and CHMC	Oct 06
6. Create Centre Hills Troup for the Festival	– Florence Griffith Joseph	Xmas
7. Conduct a capacity Assessment (for implementation of the Centre Hills Management Plan)	– CHP	Feb 07
8. Develop a budget for implementation of the Centre Hills Management Plan	– CHP	Mar 07
9. Finalise the Centre Hills Management Plan	– CHP	Mar 07
10. Secure funding for a Valuation Study of the Centre Hills	– CHP	June 07

KEY OUTCOMES

Some of the key outcomes of the workshop included:

- Increased understanding of the role of the Centre Hills project as a catalysing structure to address needs of Montserratians
- Facilitated stakeholder validation of the need for and commitment to a participatory process in planning for the Centre Hills, including equitable involvement of stakeholders who are now excluded or under-involved (e.g. private landowners, civil society)
- Built stakeholder consensus on, ownership of, and commitment to a vision and management priorities for the Centre Hills
- Increased involvement and ownership by key local stakeholders (in particular some stakeholders previously under-represented) in the planning process for the Centre Hills
- Catalysed key local change and management agents to act as owners and champions of the process
- Built consensus on key issues that need to be addressed in the management framework
- Encouraged greater collaboration and communicating between government, the private sector, and civil society stakeholders
- Built mutual understanding between stakeholders of interests and roles, including between local and overseas partners

APPENDIX 1: Participants

Name	Affiliation	Tu	W	Th	F
1. Steadroy Meade	Attorney General's Office	X	X	X	X
2. Nicole Leotaud	Caribbean Natural Resources Institute	X	X	X	X
3. Carole McCauley	Centre Hills Project	X	X	X	X
4. Stephen Mendes	Centre Hills Project	X	X	X	X
5. Calvin Fenton	Centre Hills Project	X	X	X	X
6. Jervaine Greenaway	Centre Hills Project	X	X	X	X
7. Christine Toppin-Allahar	Centre Hills Project	X	X	X	X
8. Elijah Silcott	Cudjoehead Community Group	X	X		
9. Matt Morton	Durrell Wildlife Conservation Trust	X	X	X	X
10. Rich Young	Durrell Wildlife Conservation Trust	X	X	X	X
11. Ellen Lindsay	Farmers	X	X	X	X
12. Claude Browne	Farmers	X	X		
13. John Martin	Farmers	X	X		X
14. HE Deborah Barnes Jones	Governor's Office	X			
15. David Sharp	Governor's Office			X	
16. Florence Griffith Joseph	Hospitality Association	X	X	X	X
17. Candia Williams	Independent	X	X	X	X
18. Clarice Barnes	Independent		X	X	X
19. Judith Dawkins	Independent		X		
20. Roy Lee	Land owner	X			X
21. Eugene Skerritt	MALHE/Department of Agriculture	X			X
22. Melissa O'Garro	MALHE/Department of Agriculture		X	X	X
23. Anthony Breedy	MALHE/Department of Agriculture	X	X		
24. Rob Ferguson	MALHE/Department of Agriculture	X	X	X	X
25. Lloyd Martin	MALHE/Forestry Department	X	X	X	X
26. James Boatwain	MALHE/Forestry Department	X	X	X	X
27. Lloyd Aymer	MALHE/Forestry Department/saw mill	X	X		
28. James Daley	MALHE/Forestry Department/trail guide	X	X	X	X
29. Jerome Meade	MALHE/Physical Planning Unit/GIS Centre		X	X	X
30. Lavern Rogers	MALHE/Physical Planning Unit/GIS Centre/Rotaract	X	X	X	X
31. Bennette Roach	Media – Montserrat Reporter	X			
32. Keith Dyett	Media – Montserrat Reporter	X	X	X	X
33. Tanisha Christopher	Media – Radio Montserrat	X	X	X	X
34. Eudora Fergus	Montserrat National Trust	X	X	X	X
35. Gerard Gray	Montserrat National Trust	X	X	X	X
36. Donna Henry	Montserrat National Trust		X		
37. Philemon Murraine	Montserrat National Trust/trail guide	X	X	X	
38. Ernestine Cassell	Montserrat Tourist Board				X
39. Rosetta West	Montserrat Tourist Board	X	X	X	
40. Ishwar Persad	Montserrat Tourist Board			X	X
41. Bill Tonge	Montserrat Water Authority	X	X	X	X
42. Colin Clubbe	Royal Botanic Gardens, Kew	X	X	X	X
43. Martin Hamilton	Royal Botanic Gardens, Kew	X	X	X	X
44. Judith O'Brien	Royal Society for the Protection of Birds	X	X	X	X
45. Sarah Sanders	Royal Society for the Protection of Birds	X	X	X	X
46. Geoff Hilton	Royal Society for the Protection of Birds	X	X	X	X
47. Geoff Welch	Royal Society for the Protection of Birds	X	X	X	X
48. Ingrid Rapuano	Taxi and Tour Association	X	X	X	X

APPENDIX 2: Workshop participants key interest or burning issue (pink cards)

- Activities to be undertaken may adversely impact on the Centre Hills in water shed and major recharge
- Update of legislation on environment
- Sustainable management to improve livelihoods and quality of life
- My business issue... is to ensure that the full range of people who use the Centre Hills are involved, that their voice is heard, that outcomes are felt and we'll contribute to/ be compatible with sustainability for our biodiversity.
- I am here to represent the Flora and Fauna of MNI to express their wants and needs and to share vision and knowledge about Centre Hills.
- Sustainable management by and for the people of Montserrat. Green Terrorists Vs Indiscriminate users
- I am a farmer and I want that good for me and the Centre Hills
- Maintaining a reliable water resource and I am looking out for my children's future.
- Why I am here – I am here to make sure that, we protect the Centre Hills for the future generation.
- My burning issue for the management of the Centre Hills is to make sure my voice is heard, on behalf of the youth of Montserrat. I am here because I want to ensure that there is a future for the next generation.
- I want to see the Centre Hills managed for the long-term benefit of its biodiversity and for its sustainable use by people.
- That the activities that people (farmers) engage in making a livelihood in the Centre Hills are not sacrificed at the expense of preserving endangered species.
- Burning issue for management to safe guard Centre Hills for the benefit of all living creatures / plants for now and the future to ensure Montserrat's survival. Pass the word through our community and educate for this to happen / be reality.
- Sustainability. To see proper management for the Centre hills and that all could benefit from all the Centre Hills has to offer.
- To assist Montserrat (e.g. Finding resources, capacity building, strengthening, external support) so that they can develop a framework to protect the Centre Hills for now and beyond the project.
- To ensure that the Centre Hills survives long term to support its plant and animal communities and provide ecological services and goods for people.
- Need for sustainable management conserving globally important species and maintaining local livelihoods.
- I am here because I can help! I.e. create appropriate a legal / institutional framework for sustainable management of Centre Hills.
- I am here to see all the hard work done, could be managed in a sustainable way, so everyone can benefit, now and in the future.
- My burning issue is ensuring the forest remains useable resources for people and animals while protecting native plants.
- I am here because I think it is my duty to assist with formulating a vision for the Centre Hills as the area has been my home and will remain so. Sustainability of the Centre Hills is key.
- Conservation of native plants, animals and habitats.
- I am here because the world needs undeveloped green spaces like the gorgeous Centre Hills.
- That the Centre Hills project will be made to ensure that all Montserrattians and non-Montserrattians benefit from it. I am here because I would like to see what plans are there for proper management of protection of Centre Hills.
- I am here because I would like to have an input into the designation of Centre Hills as a "protected area" and the development of a management plan for this.
- I am here to participate in the Centre Hills Project. To share ideas to bring new ideas and to enhance issues in the management of the Centre hills in general. Especially Flora and Fauna and of course long-term benefits.
- Sustainability. I need to ensure that sound policies are established which allows for total people participation.

APPENDIX 3: Workshop agenda

Monday 11th September: Informal biodiversity slide show (optional)

7:00 – 9:00 pm	<ul style="list-style-type: none">Biodiversity presentation for general public LOCATION: St. Patrick's Cooperative Credit Union, Brades	Dr. Colin Clubbe, James Daley, Calvin Fenton, Jervaine Greenaway, Martin Hamilton, Dr. Geoff Hilton, Lloyd Martin, Dr. Rich Young
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Tuesday 12th September: Setting the context

8:30 – 9:45	Welcome and opening remarks <ul style="list-style-type: none">Carole McCauley, Centre Hills ProjectSarah Sanders, Royal Society for the Protection of BirdsEugene Skerritt, Permanent Secretary, Ministry of Agriculture, Lands, Housing, and EnvironmentH.E. Deborah Barnes Jones, The Governor	
9:45 – 10:30	<ul style="list-style-type: none">Overview of purpose and process for participatory planning for management of the Centre HillsWorkshop objectives and agendaParticipant introductions and expectations	Nicole Leotaud
10:30 – 10:45	<i>Break</i>	
10:45 – 12:30	<ul style="list-style-type: none">Brief overview of findings of stakeholder analysis from sectoral consultationsSmall group work to analyse who is using the Centre Hills, for what, and what are some of the emerging issues	Rosetta West, Rob Ferguson, Lloyd Martin, Carole McCauley, Stephen Mendes Nicole Leotaud
12:30 – 1:30	<i>Lunch</i>	
1:30 – 2:30	<ul style="list-style-type: none">Group presentations and discussion of emerging issues from stakeholder analysis	Nicole Leotaud
2:30 – 4:00	<ul style="list-style-type: none">Presentation of socio-economic studySmall group work to elicit key lessons	Carole McCauley, Stephen Mendes Nicole Leotaud

Wednesday 13th September: Reviewing impacts and needs for conservation of the resource

8:30 – 10:15	<ul style="list-style-type: none">Introductions and overview of the purpose and process for the wider group of stakeholdersKey results from Day 1 – emerging issues and discussion	Nicole Leotaud
10:15 – 10:30	<i>Break</i>	
10:30 – 12:30	<ul style="list-style-type: none">Impacts on biodiversity of the Centre Hills – presentation of research results	Dr. Colin Clubbe, James Daley, Calvin Fenton, Jervaine Greenaway, Martin Hamilton, Dr. Geoff Hilton, Lloyd Martin, Dr. Rich Young
12:30 – 1:30	<i>Lunch</i>	
1:30 – 3:30	<ul style="list-style-type: none">Small group work on developing a vision for the Centre HillsSharing of group visionsWhole group discussion on matching visions with different protected area management scenarios	Nicole Leotaud
3:30 – 5:30	<ul style="list-style-type: none">Field trip to review priorities for management	Stephen Mendes, Calvin Fenton, Jervaine Greenaway

Thursday 14th September: Planning for the way ahead

8:30 – 9:30	<ul style="list-style-type: none">Feedback on lessons from the field tripRevisiting / refining the vision	Nicole Leotaud
9:30 – 10:30	<ul style="list-style-type: none">Whole group activity – problem analysis	Nicole Leotaud
10:30 – 10:45	<i>Break</i>	
10:45 – 12:30	<ul style="list-style-type: none">Small group work – Review of problem analysis and refinement of specific areas	Nicole Leotaud
12:30 – 1:30	<i>Lunch</i>	
1:30 – 2:30	<ul style="list-style-type: none">Presentation and discussion of problem analysis and development of the strategic objectives	Nicole Leotaud
2:30 – 4:00	<ul style="list-style-type: none">Presentation and discussion on the review of existing policy statements & legislation and preliminary analysis of weaknesses, gaps, strengths and opportunities	Christine Toppin-Allahar
7:00 – 9:00	<ul style="list-style-type: none">Sharing the vision and strategic objectives – wider stakeholder consultation	Nicole Leotaud

Friday 15th September: Institutional arrangements and guidelines for the policy framework

8:30 – 9:30	<ul style="list-style-type: none">• Feedback from the wider stakeholder consultation	Nicole Leotaud
	<ul style="list-style-type: none">• Revisiting / refining the vision	
9:30 – 10:30	<ul style="list-style-type: none">• Review of current roles and responsibilities from stakeholder analysis• Small group work to examine strategic objectives and identify gaps in management	Nicole Leotaud
10:30 – 10:45	<i>Break</i>	
10:45 – 12:30	<ul style="list-style-type: none">• Feedback from small groups and whole group discussion on identification of desired roles and responsibilities• Whole group mapping of desired institutional arrangements for management of the Centre Hills	Nicole Leotaud
12:30 – 1:30	<i>Lunch</i>	
1:30 – 2:30	<ul style="list-style-type: none">• Discussion on recommendations for the policy framework for management of the Centre Hills	Nicole Leotaud
2:30 – 3:30	<ul style="list-style-type: none">• Discussion on recommendations for the way ahead with facilitating stakeholder participation in the planning process	Nicole Leotaud
3:30 – 4:00	<ul style="list-style-type: none">• Workshop evaluation• Vote of thanks• Closing remarks on behalf of the project partners	Nicole Leotaud Stephen Mendes Ernestine Cassell, Gerard Gray

APPENDIX 4: Brainstorming on burning issues and solutions

1. *Ecosystem or habitat management / environmental services / watershed / species management / restoration / scientific research / monitoring*

Issues (blue cards)

- Are there particular indicator species for (re impacts to) flora or fauna?
- Mountain chickens are being sold in Antigua and lots of stuff from Dominica coming in. Is customs / airport / port security really doing a good enough job?
- What measures are being taken to prevent the Chytrid Fungus from entering Montserrat?
- Worst pests for farmers are worst pests for conservationists.
- Impact of present dumpsite / future sites.
- Influencing quarantine procedure for animals e.g. Mountain chickens. Perhaps Darwin could assist in this venture.
- Are there historical land use maps from which changes in use could be measured?
- How do you prevent the Chytrid Fungus getting to Montserrat? ! Critical Issue!
- Removal of feral pigs and other “invasive” livestock.
- What development in the Centre Hills can affect the low lands? How do my bananas affect the Oriole?
- Disturbance likely to be a problem at some bat roosts.
- Bats are native wildlife that DO depend on non native fruit trees (mangos etc) consider replanting with NATIVE fruit trees for bats.
- I don’t like to know that the cut runaway?? Gut we may be humbugging the water and we are going to have soil erosion.
- Endemic plants very poorly represented with current forest boundary. Most important areas are outside.
- Preservation of areas outside of Centre Hills for other species of animals e.g. bats, which tend to travel within Centre Hills for food etc. but roost outside the Centre Hills.

Solutions (green cards)

- In scientific research or other area: Identification / determination of indicator species to detect changes in the ecology.
- Could the conservation value of the Centre Hills be improved by further reforestation or regeneration?
- A map showing the breakdown of land within the forest boundary as crown, private and unclaimed, may need to be produced. Visual display is important!
- Need for strict quarantine controls at all borders and training for staff to recognise invasive species threats.
- Establish inspection and quarantine facilities for all imports to protect Montserrat’s biodiversity.

2. *Non extractive uses – tourism /recreation/cultural/ Education / awareness*

Issues (blue cards)

- Need feedback and update of various projects / programmes etc. to the general community on a regular basis to maintain interest and give sense of involvement / ownership. Via radio “spot commercials” and talk shows; newspaper; email; newsletter; community meetings.
- Review target audiences and communication methods
- Lack of interest by other departments / ministries besides agriculture and forestry – where is education and common development etc. during this process?

Solutions (green cards)

- Network with other projects / programmes regarding education / awareness etc
- Develop tour guide market
- Camping to encourage backpackers – “ecotourism” needs facilities. I.e. WC’s also educate to return with garbage
- Develop “visitor / education centre” for Centre Hills focus but include all of Montserratians.
- Immediately start “training” of youth through regular school programmes, games, field trips etc geared towards getting children interested and excited about environment in general and especially Centre Hills.
- Develop idea of “education centre” in conjunction with existing partners. E.g. MNT, Cudjoehead

3. *Extractive uses – agriculture, medicinal, hunting etc*

Issues (blue cards)

- High unemployment – need for sustainable alternative livelihoods.
- Alternative livelihood as a result of change of management.
- All timber extraction should be managed – not just in vulnerable areas.

Solutions (green cards)

- Re-vamping honey production using the Centre Hills as the staging area?
- Landowner – MWA Bottling companies e.g. Fogarty Lite, Krankie Pure, Underwood’s Finest.
- Community based rolling ‘bush’ snackettes.
- Forest booklet.

4. *Legal and institutional / Coordination / participation of people*

Issues (blue cards)

Solutions (green cards)

- 79% of land in Centre Hills is owned by private persons – the majority by 4 persons
- participation in management is for those who are qualified.
- Tour guide income isn't going back into trail maintenance, maps, signage, etc.
- Currently no funds or commitments to fund the management of Centre Hills or necessary staff.
- Economic value of forests not being accurately estimated – non-wood forest products omitted.
- Intellectual Property – when will ALL existing data on Montserrat from Overseas Scientists and RETURNED and made available to Montserratians.
- Would the MWA be expected to pay the CHP Management Board for the value of water coming from the Centre Hills.
- Intellectual Property Vs Endemics (Montserrat's own). Why must I pay someone from overseas to use a picture of the Oriole which is Endemic to Montserrat.
- Hunting licences (provided for by AW) not in use – no control in place.
- Enforcement of laws and fines / penalties.
- Lack "identity" for the Centre Hills - is it a national park, forest reserve, nature area? Where is it?
- Perspective – little inadequate "permission" / "approval" given for building / land cleaning in terms of taking wildlife and envision control into consideration.
- Disruption of communities and social networks due to the volcanic activity – loss of roots.
- Insurance / liability / emergency response / health & safety / first aid
- Land owners need to be informed of forestry / tourism / research activities in writing – maybe once a year
- Emergency plans needed
- Legislation must go beyond fees and penalties. Holistic ecosystem management is advised.
- Participation in management is for those who are qualified??? C.H. Shield from the volcano. Emphasis should be placed to some degree on the silver hills as well – can't put all our eggs in one basket.
- It would be good if MTB & MNT had more environmental expertise on their staff – through training or more staff or both.
- Capacity building (Human) + Information = Access / sharing (data) local and abroad.
- Fund and hire dedicated permanent Centre Hills staff e.g. Centre Hills manager, Centre Hills Field Officers.
- Get more civic groups involved e.g. "adopt a trail"
- User fees needed – but different rates for tourists and residents – maybe a seasonal pass also?
- Do we know the full cost of water? Can revenue be used for water production i.e. watershed management?
- Can International (UK) private sector market for ecosystem services be used to fund Centre Hills Management?
- Carbon credits - as a mechanism for funding management of Centre Hills (offers access of international funds)
- Acknowledge less educated persons when presenting and explaining and sharing views.
- Pressure groups can assist in managing Centre Hills to some degree.

5. Forest Boundary

Issues (blue cards)

- Fixed boundary vs. buffer zone: feel we should base a way forward on the fixed boundary as it stands (it took over 5 years to get to this point). Adaptive measures could be taken at a later stage to deal with the buffer issue. It will become a sticking point.
- Does the forest boundary include all the areas that need to be protected?
- Can the land tenure system be addressed and in the context of a management plan for Centre Hills Project.
- Possibility of and actual closure of DTEZ and problem.
- We have "sold" the concept of Centre Hills around the premises of a physical boundary. How are we going to alter this concept at this late stage?
- Need to get agreement on the forest boundary.

Solutions (green cards)

- Because of differences in understanding of ecological terms. Perhaps glossary and explanation of terms at beginning of workshop.
- Traditional footpaths still in existence and use.
- Name the Centre Hills the "Montserrat National Park" to emphasize everything natural the island has to offer.
- The local understanding of a park differs from international understanding.
- The Centre Hills are a specific geographic area. The centre hill would need to be managed in a different way from the Silver Hills.
- Different versions of vision statement in technical and non technical documents but conceptually the same.
- Include the forest boundary all types of eco-systems including dry forest and coastal areas.
- Zone Centre Hills use areas according to sensitivity of biodiversity.
- Pro – Zone vs. Area. This will allow the more sustainable activity in none zoned areas. Possible Zone: Bio hotspots, Hazards, Agriculture, Agro forestry, Recreation, Resource (water)