

MPAs are managed under a variety of arrangements, of which the three most common are centralised, community-based (or locally managed) and collaborative (or co-managed). The differences relate mainly to the degree of stakeholder participation in the process and the location of the management authority and responsibility. This sheet describes the range of structures involved and provides advice on related issues such as advisory committees and co-management arrangements.

The management structure sets out the relationships between all the bodies and groups involved in the management of an MPA. This is often illustrated in an organisational chart or organogram showing lines of authority and responsibility (see Cousin Island example below from the Seychelles). Each of the bodies on the chart should have a person in charge and clearly defined functions and powers, usually described in TOR for the body, or the job descriptions for the individuals involved.

MPA MANAGEMENT AUTHORITIES

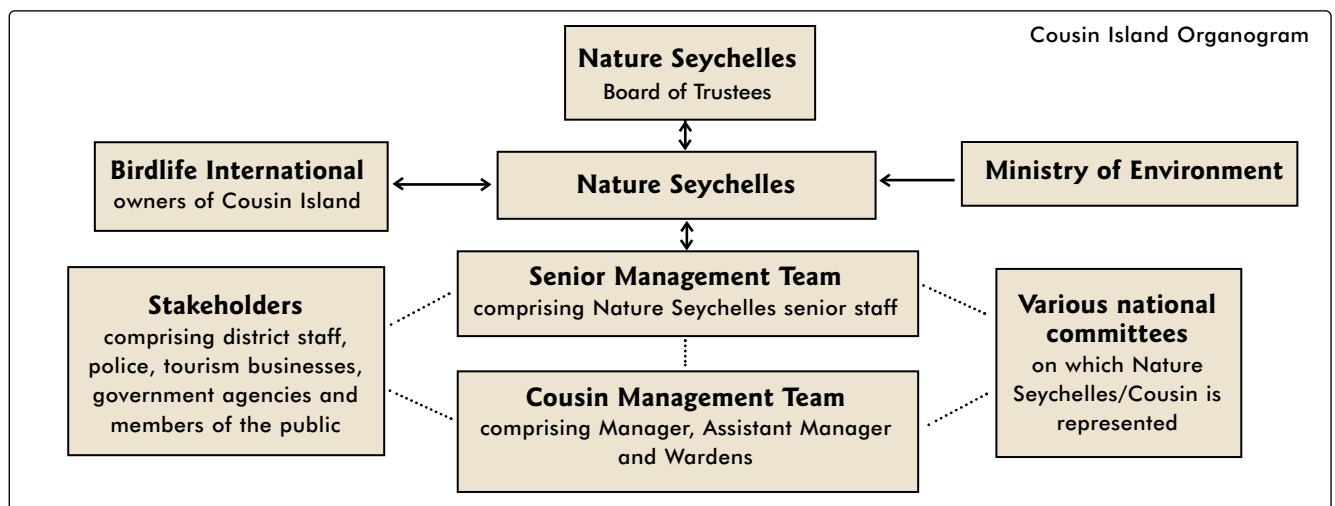
The organisational structure of an MPA varies according to the national political, legislative, cultural and socio-economic framework but even within a country, MPAs may have different arrangements. The government body responsible for MPAs is sometimes the same agency as for terrestrial protected areas, but sometimes several agencies may be able to establish MPAs. In Kenya, for example, all MPAs are the responsibility of Kenya Wildlife Service. By contrast, in Tanzania, the Marine Parks and Reserves Unit of the Department of Fisheries is responsible for Marine Parks and Reserves, and the Tanzania National Parks Agency is responsible for National Parks, even if the latter include marine habitat.

Fisheries Departments are often responsible for MPAs, but if they have no mandate to manage activities undertaken in the terrestrial areas where these impinge on the management of the MPA, problems may arise. Equally, if the role of a Fisheries Department is primarily to improve fisheries production, there can be a conflict of interest if it is also responsible for marine biodiversity protection. This will be an important issue for the MPA management authority to address by developing effective coordination between government agencies.

In large protected area management authorities, the various tasks and responsibilities may be delegated to different departments or divisions and it will be important for the MPA staff to fully understand the structure. The existence of a legally mandated MPA decision-making and management body, responsible for implementing the management plan, will lead to more professional management of the MPA. If it has decision making powers this is more effective than if it has to respond to directives from some higher authority. Local governments may also sometimes be responsible for MPA establishment, and their participation in the structure is in any case essential. They can often be more responsive to local needs and changing circumstances. However, since the national government usually has overall jurisdiction over marine waters, it generally has to be involved at some level.

DELEGATION OF MPA MANAGEMENT

MPAs are increasingly being set up with the management authority delegated to, or in the hands of, NGOs, local community groups or the private sector. This is beneficial where the government lacks capacity for protected area management or where land tenure is not in government hands. The Seychelles demonstrates a wide range of management arrangements. Two MPAs were set up and are managed by NGOs (Cousin Island, see below) and Aride Island Special Nature Reserves). The joint Seychelles Center for Marine Research and Technology and Marine Parks Authority (SCMRT – MPA) is responsible for the government-managed Marine National Parks. The Seychelles Fishing Authority (SFA) is responsible for Shell Reserves and the Island Development Company (IDC) for the African Banks Protected Area, but to date no active management arrangements have been implemented for these MPAs.



Some MPAs may be the responsibility primarily or entirely of local communities with no local or national government support. Such protected areas are, however, often difficult to maintain, although community-level local by-laws can partially help to provide legal backing.

In some cases, the private sector is responsible for management. On Zanzibar, the management of Chumbe Reef Sanctuary is delegated to a private company (Chumbe Island Coral Park Ltd., see organogram below). An agreement has been drawn up between the government and the company specifying the role of the company and a representative Advisory Committee has been established. In Mozambique, Inhaca Faunal Reserve is managed by the Universidade Eduardo Mondlane, having been set up through the Marine Biological Station. Such delegated organisations are generally responsible for personnel, revenue collection, day-to-day management, environmental education and visitor management.

COMMITTEES AND BOARDS

Many or most MPAs have a Board of Directors or Advisory Committee to assist with decision making, and this sometimes has executive powers. These bodies should represent key stakeholder groups, including local communities, scientists and academic institutions, the private sector and the various government agencies involved. Such boards and committees should be established as early on in the planning process as possible, and certainly at the beginning of development of the management plan. Members are usually appointed by the MPA administration or by a government authority such as a Minister, and their role, functions and procedures should be clearly defined in TORs or even in law. Depending on their legal or other structure, these bodies can have important roles in consultation, evaluation, reviewing progress and approving management plans, and authorising budgets and other specific expenditures. They should interact regularly, and it is often the responsibility of the MPA to organise and convene meetings. Many meetings and interactions demand participatory and conflict resolution skills since they may involve divergent parties and viewpoints.

Many MPAs also have other committees for specific purposes. Village level advisory committees are very important in some MPAs, where communities play an important role in decision-making, as in some of the Tanzanian Marine Parks. For example, in Mnazi Bay-

Ruvuma Estuary Marine Park, Village Environmental Committees play a key role. In other MPAs there may be committees and task forces for specific activities, such as the Scientific Committee for Aldabra Special Reserve and World Heritage Site. Where possible, it is advisable to use existing bodies of this kind, rather than establishing new committees that will take up time and may risk duplicating the activities of others.

ENFORCEMENT

The management structure may affect how enforcement and compliance activities are undertaken. Sometimes enforcement is carried out by MPA personnel, but other government personnel with 'powers of arrest' may have to be co-opted to arrest offenders. Links with the judiciary (e.g. police, magistrates), as well as government planning bodies and research institutes are important and should feature on the full organisational chart. Where appropriate, TOR should be drawn up describing their role in MPA management and relationship to other stakeholders.

KEY POINTS FOR THE MPA

- Be fully conversant with the organisational structure including policy and legal instruments.
- Interact regularly with all bodies and ensure that formal meetings are organised on a regular basis or as provided for in the MPA statutes and legislation, and develop skills for effectively managing these.
- Ensure speedy follow-up on decisions made at such meetings, circulate minutes promptly and promote continuous dialogue on a day-to-day basis.
- Build networks with other relevant agencies such as land use or physical planning.

Sources of further information

Borrini-Feyerabend, G. 1996. *Collaborative Management of Protected Areas: Tailoring the Approach to the Context*. Issues in Social Policy, IUCN, Gland, Switzerland. 67pp.

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