



# MONTSERRAT

## Blue Economy Scoping Study Initial Action Plan

## OVERALL OBJECTIVE

The overall objective of this Initial Action Plan is to provide actions that will assist Montserrat in charting the way forward toward implementing an equitable blue economy. The set of actions presented were developed based on recommendations made by key informants (n=16) and outcomes of group foresight and visioning exercises (n=3). Implementing the actions outlined would enable Montserrat to develop its ocean-based economic sectors in a more integrated manner contributing to inclusive, environmentally sustainable, blue growth.

The plan can serve as a precursor to a gender-responsive blue economy roadmap that sets out an integrated approach to ocean-based sustainable development which brings together economy, environment and society, consistent with the Sustainable Development Agenda (2030), Aichi Target 11 of the Convention on Biological Diversity and the Paris Agreement on Climate Change (2015).

This Initial Action Plan is just one element of a broader set of activities being undertaken in Montserrat to strengthen and support the management of its maritime space. If effectively coordinated, the implementation of this plan will create a strong enabling environment within which a blue economy-based development framework can be developed in Montserrat.

## STRUCTURE AND APPROACH

This Initial Action Plan focusses on five thematic areas mirroring the key themes presented in the *Montserrat Blue Economy Scoping Study* report:

- 1) **Enabling Environment:** the conditions and activities that are needed to support a well-functioning blue economy, including good governance, innovation, and capacity-building.
- 2) **Sustainable Fisheries Sector:** the conditions and activities necessary to improve the governance and management of marine capture fishery resources and to build resilience into the fisheries sector along the value chain.
- 3) **Coastal and Marine Tourism:** activities that develop the linkages between the tourism and leisure sector and the services provided by the marine environment and other key maritime sectors.
- 4) **Ports and Shipping:** activities that contribute to the overall sustainability and resilience of port infrastructure and management, and strengthen the maritime transport sector.
- 5) **Renewable energy:** activities that improve knowledge about and the management of onshore and offshore renewable energy systems.

Action Areas have been identified for each thematic area, that are fulfilled by specific activities. Table 1 below, summaries the five thematic areas and associated action areas that are elaborated in more detail in the subsequent Action Plan tables.

Table 1: Initial Action Plan elements and actions

THEMATIC AREA	ACTION AREAS
<p>1. Enabling Environment</p>	<p><b>Action Areas:</b></p>
	<p>1.1 Sustainable and Equitable Blue Economy Development</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Develop a socio-economic research strategy that investigates socio-economic components of the Blue Economy.</li> <li>• Develop a human resources management strategy that is aligned with economic development for the expansion of blue economy sectors and the reduction of occupational sex segregation.</li> <li>• Create an enabling legal, regulatory, and institutional framework for supporting decent work and gender responsive enterprise.</li> </ul>
	<p>1.2 Integrated approaches to ocean governance</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Amalgamate existing intersectoral committees and establish a single National Ocean Governance Committee (NOGC)</li> <li>• Develop a National Ocean Governance Policy to establish a strategic framework for integrated marine planning and management</li> <li>• Undertake a comprehensive review of the existing legal framework to address gaps, reduce duplication and strengthen the rules for management of the marine environment</li> <li>• Establish a national marine spatial planning and zoning programme</li> </ul>
	<p>1.3 A healthy, resilient &amp; productive marine environment</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Conserve and enhance the overall quality of the marine environment through protection, maintenance or restoration of habitats</li> <li>• Establish a system of marine managed areas with a view to achieving at least the 10% Aichi target</li> </ul>
	<p>1.4 Sustainable finance &amp; investment</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Work collaboratively with regional development partners and financial institutions to examine a range of emerging innovative finance options</li> <li>• Undertake a comprehensive review of the various existing fees, levies and charges that are received from marine related activities</li> <li>• Reform the current funding model for marine managed areas</li> </ul>
	<p>1.5 Equitable Business development</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Examine the mechanisms to improve local business engagement in the blue economy</li> <li>• Streamline, harmonise and standardise blue economy statistics</li> </ul>
<p>1.6 Human capacity development</p>	

	<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Build capacity for gender responsive entrepreneurship development in the Blue Economy</li> <li>• Develop a gender responsive recovery and response plan for equality of access to alternative livelihoods opportunities for men and women for rebuilding of blue economy sectors most affected/regaining jobs lost.</li> <li>• Link Blue Economy Development to the Social and Solidarity Economy in Montserrat</li> </ul> <p>1.7 Research &amp; marine information</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Assess the options for collating and mapping existing baseline data in a centralised data management system.</li> <li>• Undertake an assessment of existing research data relating to Montserrat’s maritime waters held by overseas research institutions.</li> <li>• Develop a clear marine research strategy that identifies key data requirements for decision making.</li> </ul> <p>1.8 Public awareness &amp; engagement</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Support and promote strategies to build public awareness</li> <li>• Establish a process to identify and stimulate the engagement of local communities and local industries in stewardship initiatives</li> <li>• Establish and report on an analytics framework to measure the uptake and outcomes of communication</li> </ul> <p>1.9 Maritime surveillance, monitoring &amp; enforcement</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Establish a national maritime monitoring control and surveillance system to strengthen compliance with and enforcement of national legal requirements</li> <li>• Review options to strengthen maritime domain awareness in Montserrat including the application of new technology</li> </ul>
<p><b>2. Sustainable Fisheries sector</b></p>	<p><b>Actions:</b></p> <p>2.1 Formulate a national fisheries policy and update the existing Fisheries Management Plan and associated legislation to integrate the concepts of EAF, CCA and DRM</p> <p>2.2 Upgrade existing fisheries infrastructure to provide facilities to support processing and marketing and options for creating value from the waste generated from fish processing</p> <p>2.3 Expand and build the accredited capacity of the current staff complement at the Fisheries and Ocean Governance Unit</p> <p>2.4 Improve data collection methodology (frequency of collection, new metrics, integration of technology) to support evidence-based decision making</p> <p>2.5 Diversify existing fisheries to include new or underutilised fish species (e.g. diamondback squid)</p>

3. Coastal and maritime tourism	<b>Actions:</b>
	2.1 Create linkages between the tourism sector and marine conservation (Paid turtle research internships, Adopt- a-coral initiatives, lionfish derbies)
	2.2 Diversify the existing tourism product to capitalise on Blue wealth e.g. Dive and Fish/seafood festivals, Water sports, Blue economy conferences
	2.3 Expand and update existing accommodation in a sustainable manner
	2.4 Establish a sustainable tourism training programme for tourism businesses and policymakers
4. Ports & Shipping	<b>Actions:</b>
	4.1 Prepare a business development plan that targets niche marine tourists and activities e.g. high net worth yacht owners, luxury yachts companies and yacht shipping
	4.2 Collaborate with the Tourism Division to develop a dockside spatial plan to enhance marine tourist experience
	4.3 Explore options for renewable energy sources to provide low carbon shore-based power for visiting ships
	4.4 Climate-proof infrastructure to withstand extreme weather events and climate hazards (sea level rise)
5. Renewable Energy	<b>Actions:</b>
	5.1 Undertake a comprehensive review of the existing environmental regulatory functions that relate to the installation of onshore and offshore renewable energy systems
	5.2 Conduct feasibility studies to determine offshore renewable energy development suited to Montserrat’s context
	5.3 Update existing energy policy to make provisions for offshore renewable energy development
	5.4 Develop training and capacity building programmes to support installation, maintenance and repairs of renewable energy systems
	5.5 Explore public-private partnerships to accelerate the sustainable deployment of ocean renewable energy

2 ACTION PLAN TABLES

Within the action plan tables, potential partners and funding opportunities are recommended as opportunities that can be explored in order for Montserrat to sustainably develop their blue economy.

THEMATIC AREA 1: Sustainable and Equitable Blue Economy Development					
Action Area 1.1: Develop a socio-economic research strategy that investigates socio-economic components of the BE including the construction of labour markets and corresponding worker's rights and protections, value chains and other socio-economic networks impacting the ecological environment					
Desired Outcomes:					
<ul style="list-style-type: none"> <li>• A comprehensive socio-economic research strategy that supports equitable blue economy development</li> <li>• Improve the legal, regulatory, and institutional framework for supporting gender responsive enterprise development,</li> <li>• Increase decent employment and enterprise opportunities for women and men in non-traditional and growth sectors of the blue economy</li> <li>• Improve access of communities to blue growth and strengthening of local economies through support for the social and solidarity economy in Montserrat</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
1.1.1 Develop a socio-economic research strategy that investigates socio-economic components of the BE including the construction of labour markets and corresponding worker's rights and protections, value chains and other socio-economic networks impacting the ecological environment	<ul style="list-style-type: none"> <li>• Undertake a rapid needs assessment to determine priority areas for the research strategy</li> <li>• Identify specific agencies and organisations responsible for each aspect of the strategy</li> <li>• Develop the strategy using a participatory development process to engage stakeholders</li> <li>• Develop a participatory monitoring and evaluation framework for measuring success</li> </ul>	Short term	<ul style="list-style-type: none"> <li>• CDB</li> <li>• JNCC</li> <li>• IDB</li> <li>• ECLAC</li> <li>• CANARI</li> <li>• UWI-CERMES</li> </ul>	<ul style="list-style-type: none"> <li>• IDB</li> <li>• CDB</li> </ul>	<ul style="list-style-type: none"> <li>• This research strategy should be developed in collaboration with physical and interdisciplinary scientists with the view of exploring synergies with ecological studies.</li> </ul>

**THEMATIC AREA 1: Sustainable and Equitable Blue Economy Development**

Action Area 1.2: Develop gender responsive human resources management plans to accompany economic and sectoral plans - this would include economic assessments/projections which include human resources and look to match economics planning with human resource requirements in a targeted way.

- Desired Outcomes:
- A comprehensive socio-economic research strategy that supports equitable blue economy development
  - Improve the legal, regulatory, and institutional framework for supporting gender responsive enterprise development,
  - Increase decent employment and enterprise opportunities for women and men in non-traditional and growth sectors of the blue economy
  - Improve access of communities to blue growth and strengthening of local economies through support for the social and solidarity economy in Montserrat

**Recommended Actions**

Action	Key implementation steps	Time frame	Potential partners	Indicators	Comments, critical conditions, and linkages
1.2.1 Develop gender responsive human resources management plans to accompany economic and sectoral plans - this would include economic assessments/projections which include human resources and look to match economics planning with human resource requirements in a targeted way.	<ul style="list-style-type: none"> <li>• Implement gender responsive training sessions on decent work and sustainable development for government staff in blue economy related sectors including but not limited to the Department of Labour, Ministry of Education, Ministry of Finance, Port Authority, Immigration</li> <li>• Hold consultations/awareness raising activities with relevant stakeholders in education and training institutions, business owners/private, NGOs/civil society including youth groups, on gender responsive training and curriculum development on blue economy current and growth sectors</li> <li>• Revise relevant policies and training programmes to inform approaches to targeting women and men, boys and girls in</li> </ul>	Short term	<ul style="list-style-type: none"> <li>• UN Women</li> <li>• ILO</li> <li>• Relevant Government Agencies</li> <li>• Relevant NGOs, training institutions, etc.</li> <li>• Linking with relevant projects being undertaken through development programmes</li> <li>• UWI-CERMES Gender in</li> </ul>	<p>Number of gender responsive training sessions on decent work and sustainable development for government staff in blue economy related sectors including but not limited to the Department of Labour, Ministry of Education, Ministry of Finance, Port Authority, Immigration</p> <p>Evidence of gender responsive trainings conducted on decent work and sustainable development including materials and participant pre- and post-testing results (including by ministry/government unit</p>	<ul style="list-style-type: none"> <li>• Human resources would be needed for the expansion of the economy in general, specialised skills would be required, not yet being addressed by the educational institutions on island.</li> <li>• Education and training reform should include attention to the gender division of labour and how it promotes segregation in employment, limiting opportunities for men and women</li> <li>• This aims to address inequality of access of women to jobs typically employing men for example construction, waste management, operation, and maintenance technical work and technical jobs in renewable energy</li> </ul>

	<p>education and training on blue economy current and growth sectors</p> <ul style="list-style-type: none"> <li>• Develop gender responsive human resources management plans to accompany economic and sectoral plans - this would include economic assessments/projections which include human resources and look to match economics planning with human resource requirements in a targeted way.</li> <li>• Conduct relevant research and stakeholder consultations with public and private stakeholders and NGOs/civil society to inform the development of a gender responsive education and economic development plan which looks to align education including training programmes with economic objectives</li> <li>• Develop and implement a gender responsive education and economic development plan which looks to align education including training programmes with economic objectives</li> <li>• Establish a working group to develop the specifics to support the integration of sustainability/blue economy details in the national curriculum. Ideally the working group will include teachers, blue economy practitioners and parents who explore the level of content that should be delivered in each class and its integration into the general curriculum.</li> </ul>		<p>Fisheries Team</p>	<p>and specifying number of male and female government staff attending gender responsive training)</p> <p>Evidence of consultations held with relevant stakeholders in education and training institutions, business owners/private sector on gender responsive training and curriculum development on blue economy current and growth sectors (disaggregation of information in reports on number of females and males attending, their organisation/business and corresponding position, NGOs/civil society including youth groups)</p> <p>Number of relevant policies and training programmes revised based on consultations to inform approaches to targeting of women and men, boys and girls in education and training on blue economy current and growth sectors</p> <p>Number of gender responsive human</p>	<ul style="list-style-type: none"> <li>• There is not a targeted human resource management plan that clearly articulates the existing capacity, gaps, challenges and opportunities, ensuring to link economic planning with human resources management and education. This is resulting in uneven development, brain drain and reliance on immigrant labour. It also reduces the scope for innovation and economic growth as these are limited by existing human resources capacity</li> <li>• The Ministry of Education is currently undertaking a curriculum review, which includes attention to sustainable development and climate change among other current issues. This could lead to the building of an educational foundation for sustainable blue growth and innovation in the economy in general. The importance of linking education with economic developments is critical for reducing brain drain and expanding the sustainable development potential on the island.</li> </ul>
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			<p>resources management plans developed to accompany economic and sectoral plans - this would include economic assessments/projections which include human resources and look to match economics planning with human resource requirements in a targeted way.</p> <p>Evidence of implementation of gender responsive human resources management plans for sectoral planning</p> <p>Evidence of gender responsive education and economic development plan aligning economic development related to blue economy planning to education including for training programmes</p> <p>Evidence of implementation of gender responsive education and economic development plan aligning economic development related to blue economy planning to education including for training programmes</p>	
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THEMATIC AREA 1: Sustainable and Equitable Blue Economy Development					
Action Area 1.3: Create An enabling legal, regulatory, and institutional framework for supporting decent work and gender responsive enterprise is developed					
Desired Outcomes:					
<ul style="list-style-type: none"> <li>• A comprehensive socio-economic research strategy that supports equitable blue economy development</li> <li>• Improve the legal, regulatory, and institutional framework for supporting gender responsive enterprise development,</li> <li>• Increase decent employment and enterprise opportunities for women and men in non-traditional and growth sectors of the blue economy</li> <li>• Improve access of communities to blue growth and strengthening of local economies through support for the social and solidarity economy in Montserrat</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Indicators	Comments, critical conditions, and linkages
1.3.1 Create an enabling legal, regulatory, and institutional framework for supporting decent work and gender responsive enterprise is developed	<ul style="list-style-type: none"> <li>• Develop and implement a gender equality policy and corresponding action plan.</li> <li>• Convene and implement an institutional mechanism for the implementation of the gender equality policy and action plan.</li> <li>• Assess the current policy and programme environment and corresponding implementation of relevant labour and immigration policies related to decent work and the protection of human rights, and make recommendations for reform, including but not limited to provisions for parental leave and the provision of flexi-time.</li> <li>• Identify opportunities for the achievement of gender equality and sustainable development targets through business investment opportunities for example, including targets for equality in employment for persons starting businesses, including potential investors who are granted citizenship in Montserrat through the citizenship by</li> </ul>	Short term	<ul style="list-style-type: none"> <li>• ILO</li> <li>• UN Women</li> <li>• IADB</li> <li>• Credit Unions, Banks</li> <li>• Chamber of Commerce</li> <li>• Relevant Government Agencies</li> <li>• Relevant NGOs, training institutions, etc.</li> <li>• Linking with relevant projects being undertaken through development programmes</li> </ul>	A Gender Equality Strategy and Action Plan are essential and have been recommended in the Country Gender Assessment for Montserrat as mentioned previously in this assessment. It should address decent work for women and men, as well, include attention to sustainable development inclusive of climate change adaptation and mitigation issues, in addition to addressing gender-based violence, and harassment in the work place, including sexual harassment. It	<ul style="list-style-type: none"> <li>• Explore and support legislative reform to encourage the enactment of parental leave legislation (maternity only places burden of care on women, parental leave gives flexibility of planning for parents in general for the best possible outcome for them), and provision of flexi time to support caregiving for children and the elderly so that women’s employment/occupational choices are not limited by traditional gender roles as caregivers</li> <li>• Economic growth is often undertaken without attention paid to human rights and the protection of the most vulnerable populations. The rights of women, youth, as well as migrant workers, are of concern in blue economy expansion, as pertains to protection from exploitation regarding pay as well as</li> </ul>

	<p>investment initiative; public procurement requiring firms/individuals applying to have experience/expertise in sustainable development and gender responsive work.</p> <ul style="list-style-type: none"> <li>• Development and implementation of protocols for workplaces related to proper implementation of labour code provisions including but not limited to equal pay for equal work, sexual harassment, maternity leave, occupational health and safety and equality of opportunity in recruitment and hiring.</li> <li>• Development and implementation of an inter-ministry and private sector monitoring committee to provide oversight of gender responsive human resources management and the protection of the rights of women and men workers in both formal and informal jobs and sectors, including migrant workers.</li> <li>• Gender responsive awareness raising seminars offered for women and men workers and business owners on human rights as pertains to access to decent work and on opportunities for business development including financing.</li> <li>• Inter-ministry planning and review of the following documents to ensure that they are gender responsive:             <ul style="list-style-type: none"> <li>• The Montserrat Sustainable Development Plan 2008-2020: Journey to Sustainable Prosperity, A Healthy and Wholesome Montserrat</li> <li>• Montserrat Economic Growth Strategy and Delivery Plan</li> </ul> </li> </ul>			<p>should address male and female youth, migrant workers and other vulnerable groups and how they can be protected in the context of economic growth as well as in the context of addressing inequality overall.</p> <p>Evidence of implementation of current policy and programmes of relevant labour and immigration policies related to decent work and the protection of human rights, and recommendations for policy reform (reports, participant feedback, diverse stakeholder feedback including government and private sector/business sector)</p> <p>Number of policies, programmes and other relevant documents reformed to address decent work and the protection of human rights.</p> <p>Number of policies, programmes, planning</p>	<p>sexual harassment, transactional sex and occupational health and safety (especially on constructions sites, on boats and in other areas where safety is easily compromised)</p> <ul style="list-style-type: none"> <li>• The policy and planning landscape for economic development and corresponding physical development planning is largely gender blind, that is, not acknowledging the differential participation of men and women in the labour market and their corresponding needs. The potential for unequal growth and the creation of new socio-economic vulnerabilities is strong given Montserrat's tendency towards occupational sex segregation, leading to marginalisation of women in accessing the benefits of the most productive employment</li> <li>• Implementation of labour code provisions for the treatment of sexual harassment, revealed that complaints are not being made to the Ministry of Labour, with the exception of employers addressing disputes over remuneration with employees. There has been public awareness done about the Labour Code and its provisions. Of concern therefore is that the complaints mechanism is not being used as it should be, as it is reasonable to assume that workplace harassment has taken place.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Physical Development Plan for Montserrat 2012-2022</li> <li>• Montserrat National Environment Action Plan 1994</li> <li>• National Environmental Management Strategy and Action Plan 2006-2008</li> </ul>			<p>documents, public procurement documents mandating the mainstreaming of sustainable development and gender equality targets in implementation of business investment opportunities, public procurement and others</p> <p>Number of protocols developed for workplaces related to proper implementation of labour code provisions including but not limited to equal pay for equal work, sexual harassment, maternity leave, occupational health and safety and equality of opportunity in recruitment and hiring</p> <p>Evidence of implementation of protocols developed for workplaces related to proper implementation of labour code provisions including but not limited to equal pay for equal work, sexual harassment, maternity</p>	
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			<p>leave, occupational health and safety and equality of opportunity in recruitment and hiring</p> <p>Evidence of a functioning monitoring mechanism to provide oversight of gender responsive human resource management and for the protection of the rights of women and men workers in both formal and informal jobs and sectors, including migrant workers</p> <p>Number of women and men workers, and business owners participating in gender responsive awareness raising seminars on human rights as pertains to access to decent work and on opportunities for business development including financing</p> <p>Evidence of gender responsive revisions of key policy documents including but not limited to:</p>	
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				<ul style="list-style-type: none"> <li>-The Montserrat Sustainable Development Plan 2008-2020: Journey to Sustainable Prosperity, A Healthy and Wholesome Montserrat</li> <li>-Montserrat Economic Growth Strategy and Delivery Plan</li> <li>-Physical Development Plan for Montserrat 2012-2022</li> <li>-Montserrat National Environment Management Plan 1994</li> </ul>	
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THEMATIC AREA 2: ENABLING ENVIRONMENT					
Action Area 2.1: Integrated approaches to ocean governance					
Desired Outcomes: <ul style="list-style-type: none"> <li>• Authoritative lead Ministry responsible for Blue Economy and Ocean Governance formally identified</li> <li>• A single multi-agency function to coordinate implementation of the blue economy in Montserrat</li> <li>• Greater focus on integrated marine planning and management across all sectors.</li> <li>• Agreement of an overarching national policy, providing a common basis for detailed future policies, strategies and action plans.</li> <li>• Updated and strengthened legal framework addressing and providing for the full range of maritime activities.</li> <li>• A comprehensive, EEZ-wide spatial planning framework to inform and support marine planning decision making.</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
2.1.1 Amalgamate existing intersectoral committees and establish a single <i>National Ocean Governance Committee (NOGC)</i> that oversees all future maritime activities and decision making, and provides a coordinated institutional mechanism for integrated marine management across all relevant sectors.	<ul style="list-style-type: none"> <li>• Mandate the Minister for MALHE to establish and coordinate a single, cabinet-appointed inter-sectoral marine coordination group (National Ocean Governance Committee) to function as the sole high-level government advisory committee that also features youth, fisherfolk and NGO representation.</li> <li>• Appoint members that are in good standing and committed to the implementation of the blue economy in Montserrat</li> <li>• Update existing Terms of Reference drafted based on guidance in ECROP for the Committee that reflects the broad scope of its mandate.</li> <li>• Undertake a mapping and review of all known initiatives relevant to the development of the blue economy in Montserrat to identify synergies, gaps and possible areas of duplication.</li> <li>• Promote a shift across government from the traditional sector-specific management approaches to a more integrated ‘whole of government’ approach.</li> </ul>	Short term	<ul style="list-style-type: none"> <li>• Commonwealth Secretariat</li> <li>• UNDP</li> <li>• OECS</li> <li>• CLME+ Strategic Action Programme (SAP Interim Coordination Mechanism</li> <li>• CEFAS</li> <li>• MMO</li> <li>• JNCC</li> <li>• UWI-CERMES</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP – Technical Assistance.</li> <li>• Commonwealth Fund for Technical Cooperation</li> <li>• CLME+ / GEF</li> <li>• Darwin Plus</li> </ul>	<ul style="list-style-type: none"> <li>• Before establishing the NOGC, an authoritative lead ministry responsible for Blue Economy and Ocean Governance should be formally identified. This ministry will be responsible for the administration and coordination of the NOGC and holding the committee accountable to the implementation of this initial action plan.</li> <li>• Implementation of an integrated blue economy will require, and lead to, institutional changes. An important first step will be the amalgamation of existing intersectoral committees and the establishment of an effective multi-sectoral coordination mechanism to coordinate the numerous activities and initiatives being undertaken and proposed within Montserrat.</li> <li>• National intersectoral coordinating mechanisms like the NOGC can be seen as an operational arm of good and effective governance, nested within multi-level policy cycles that can span several issues and economic sectors. Since NICs for marine affairs</li> </ul>

THEMATIC AREA 2: ENABLING ENVIRONMENT					
	<ul style="list-style-type: none"> <li>Establish a framework to monitor and evaluate the effectiveness of the NOGC.</li> </ul>				<p>play key roles in national and regional ocean governance processes they are permanent assets of regional governance arrangements. They should also be components of these processes.</p> <ul style="list-style-type: none"> <li>Countries can monitor governance by assessing how well their institutions perform, therefore within the policy cycle, reviews and evaluations should be a critical focus for the NOGC to foster learning and adaptation.</li> <li>Bringing together existing marine coordination and advisory functions into a single, consolidated National Ocean Governance Committee will provide an important multi-sector focal group through which to engage with all existing and planned activities.</li> <li>Ensure equal representation of men and women to promote equitable interactive governance.</li> </ul>
<p>2.1.2. Develop a National Ocean Governance Policy (NOGP) to establish a strategic framework for integrated marine planning and management of the nation's marine space and the activities that occur within it.</p>	<ul style="list-style-type: none"> <li>Revisit the policy recommendations for a sustainable ocean policy and marine spatial planning developed under the Blue Halo Montserrat project.</li> <li>Align the NOGP with the International Ocean Strategy for UK and the Overseas Territories.</li> <li>Follow guidance outlined in the updated ECROP and CCCFP and adapt it to Montserrat's context</li> <li>Agree on priorities and trade-offs for the development of Montserrat's maritime space with wide stakeholder consultation.</li> <li>Prepare a draft multi-use NOGP.</li> <li>Undertake consultation with stakeholders.</li> <li>Revise and adopt NOGP.</li> </ul>	<p>Medium term</p>	<ul style="list-style-type: none"> <li>Commonwealth Secretariat</li> <li>UNDP</li> <li>OECS</li> <li>CEFAS</li> <li>MMO</li> <li>JNCC</li> <li>CRFM</li> </ul>	<ul style="list-style-type: none"> <li>UNDP –Technical Assistance.</li> <li>Commonwealth Fund for Technical Cooperation</li> <li>Darwin Plus</li> </ul>	<ul style="list-style-type: none"> <li>The NOGC must take leadership of the development of the NOGP, its adoption and implementation.</li> <li>An overarching national ocean policy can provide a framework defining the policy guidance for the future management of the Montserrat's ocean space and marine resources.</li> <li>It allows the government to broaden its existing policy scope from integrated coastal zone management to an EEZ-wide focus, which would set in place the framework for integrated and ecosystem-based planning and management and define strategies for achieving the goals and objectives defined in the process.</li> </ul>



THEMATIC AREA 2: ENABLING ENVIRONMENT					
					<ul style="list-style-type: none"> <li>• The NOGP should make provisions for gender quality through the promotion of equal ease of access to resources and opportunities regardless of gender in all ocean-related activities</li> <li>• The recommendations of the Montserrat Marine and Fisheries Sector report can provide guidance for policy interventions.</li> </ul>
<p>2.1.3 Undertake a comprehensive review of the existing legal framework to address gaps, reduce duplication and strengthen the rules for management of the marine environment.</p>	<ul style="list-style-type: none"> <li>• Review and revise the existing legislation addressing management of the coastal and marine environment and resources.</li> <li>• Strengthen planning controls and enforcement for land-based activities that impact the coastal environment (e.g. coastal development, reclamation, earthworks, pollution control, waste management).</li> <li>• Introduce new legislation controlling access and benefit sharing (ABS) from the use of marine genetic resources.</li> <li>• Update the Shipping Act to ensure that Montserrat can give full effect to Coastal and Port State rights and obligations in addition to their obligations as a Flag State.</li> <li>• Update the legislation relating to the authorisation of marine scientific research in the EEZ and territorial sea.</li> <li>• Endorse the new and updated Fisheries, Aquaculture and Ocean Resources Management Act</li> </ul>	Medium term	<ul style="list-style-type: none"> <li>• Commonwealth Secretariat</li> <li>• OECS</li> <li>• CEFAS</li> <li>• MMO</li> <li>• JNCC</li> </ul>	<ul style="list-style-type: none"> <li>• Commonwealth Fund for Technical Cooperation</li> <li>• Darwin Plus</li> </ul>	<ul style="list-style-type: none"> <li>• Legislation formulated under the Blue Halo project should be used as guidance.</li> <li>• Many existing activities, particularly land-based activities, lack effective controls to avoid adverse effects to the marine environment. The current Conservation and Environment Management Act requires revisions to address pollution and habitat degradation occurring as a result of land-based sources of pollutants</li> <li>• The government needs to focus on strengthening the existing legal framework, better enforcement and greater education of local communities in order to strengthen the overall protection of Montserrat’s marine environment.</li> <li>• The legal framework should also make provisions for strategies that build climate resilience.</li> <li>• This links to Actions under Action Area 1.8.</li> </ul>
<p>2.1.4. Establish a national marine spatial planning (MSP) and zoning programme to provide strategic oversight for future marine uses and activities.</p>	<ul style="list-style-type: none"> <li>• Revisit the existing MSP developed under the Blue Halo Montserrat project.</li> <li>• Confirm the MSP methodological approach, in line with regional and international best practice.</li> </ul>	Medium term	<ul style="list-style-type: none"> <li>• CEFAS</li> <li>• MMO</li> <li>• JNCC</li> <li>• OECS</li> <li>• TNC</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP – Technical Assistance</li> <li>• Commonwealth Fund for</li> </ul>	<ul style="list-style-type: none"> <li>• It is understood that the MSP is being evaluated as part of Blue Belt Initiative building upon the outcomes of the Waitt Foundation’s Blue Halo Montserrat project.</li> <li>• While there is a need to assess activities throughout the entire EEZ, it is clear that most</li> </ul>

THEMATIC AREA 2: ENABLING ENVIRONMENT					
	<ul style="list-style-type: none"> <li>• Confirm stakeholder interests and priorities and key user conflicts.</li> <li>• The draft MSP Framework should address, at a minimum, the following:                             <ul style="list-style-type: none"> <li>– Overarching Vision and Goals for MSP</li> <li>– Principles and approaches to be adopted</li> <li>– Institutional arrangements for MSP</li> <li>– Legal basis for MSP in Montserrat</li> <li>– Geographic scope and levels of detail (EEZ versus coastal MSP)</li> <li>– Key sectors to be included</li> </ul> </li> <li>• Standardisation of approaches for MSP at the coastal level across different counties/parishes.</li> <li>• Revisit initial zoning plans for stakeholder input and endorsement.</li> <li>• Undertake comprehensive stakeholder consultation.</li> <li>• Develop legal authority to support implementation of the zoning plan.</li> </ul>		<ul style="list-style-type: none"> <li>• Waitt Foundation</li> <li>• CLME+ SAP ICM</li> <li>• Commonwealth Secretariat</li> <li>• UNDP</li> </ul>	Technical Cooperation <ul style="list-style-type: none"> <li>• CLME+ / GEF</li> </ul>	activities, and most knowledge, is focussed in the relatively narrow coastal zone. The lack of information for offshore waters makes detailed planning more difficult, and it is clear that those areas that are subject to greater activity, and therefore pressure, warrant greater scrutiny. <ul style="list-style-type: none"> <li>• The undertaking of a national EEZ-scale MSP process would address this gap and provide local communities with an indication of those national development priorities that they must consider at the local planning level.</li> <li>• The planned next phase of the CLME+ Project will also include a focus on MSP.</li> <li>• A sustainable financing mechanism should be established to support the programme and associated activities.</li> <li>• Equal opportunities for men and women should be provided throughout the stakeholder engagement process during the development of the MSP.</li> </ul>
Action Area 2.2: A healthy, resilient & productive marine environment					
Desired Outcomes:					
<ul style="list-style-type: none"> <li>• Greater protection and sustainable use of Montserrat’s ocean space and resources through effective cross-sectoral coordination, application of protective measures and greater use of surveillance and enforcement tools.</li> <li>• The development of a management framework that explicitly reflects the principle that the health of the oceans is inextricably linked to the sustainability of economic livelihoods for coastal communities and the economy generally.</li> <li>• Better legal protection of marine ecosystems and enforcement of legal measures.</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages

THEMATIC AREA 2: ENABLING ENVIRONMENT					
<p>2.2.1. Conserve and enhance the overall quality of the marine environment through protection, maintenance or restoration of habitats and the sustainable use of marine resources.</p>	<ul style="list-style-type: none"> <li>Review and update as appropriate, legislation concerning the regulation of activities that affect the marine environment.</li> <li>Enact legislation imposing a nation-wide ban on single-use plastic and Styrofoam and develop the supporting legislative framework to ensure successful implementation</li> <li>Update and expand existing coastal resources mapping with a view to identifying critical habitats, biodiversity sites and social capital.</li> <li>Prioritise specific habitats and locations to be protected, either through MMAs (which have specific ecological conservation objectives) featuring fishing priority areas and no take zones (NTZs).</li> <li>Strengthen the system of environmental compliance monitoring and enforcement, and promote ecosystem stewardship.</li> </ul>	<p>Short term</p>	<ul style="list-style-type: none"> <li>Commonwealth Secretariat</li> <li>CEFAS</li> <li>MMO</li> <li>JNCC</li> <li>UWI</li> <li>TNC</li> <li>Waitt Foundation</li> <li>CLME+ SAP ICM</li> <li>TOS</li> <li>CANARI</li> </ul>	<ul style="list-style-type: none"> <li>Darwin Plus</li> <li>TNC</li> <li>Waitt Foundation</li> <li>Commonwealth Fund for Technical Cooperation</li> <li>CLME+ / GEF</li> <li>GEF-IWEco</li> </ul>	<ul style="list-style-type: none"> <li>Ridge-to-reef approaches need to be considered in the review process.</li> <li>Mapping social conditions and capital supported by the latest sex disaggregated socio-economic data is paramount to promoting the sustainable use of marine resources.</li> <li>Montserrat’s marine environment and the ecosystem services it supports are a key national asset. Such essential services would be extremely costly or impossible to restore or replace once lost. If utilisation of these resources is well managed, they can meet broad range of economic, social and cultural aspirations.</li> </ul>
<p>2.2.2. Establish a system of marine managed areas (MMAs), with a view to achieving at least the 10% Aichi target, taking into account the need to better protect key coastal habitats and the resources they support.</p>	<ul style="list-style-type: none"> <li>Undertake an assessment of all critical habitat areas identified from 1.2.1 above.</li> <li>Develop a nationwide framework for marine managed areas guided by the MSP.</li> <li>Consult with stakeholders to define management framework for each of the MMAs.</li> <li>Prepare draft management plans for each area identified as a potential MMA that specify areas where specific activities (e.g. fishing and anchoring) are permitted/prohibited.</li> <li>Consult with stakeholders to develop appropriate regulation of permitted/prohibited activities within zones (e.g. fishing, anchoring, discharges).</li> </ul>	<p>Medium term</p>	<ul style="list-style-type: none"> <li>CEFAS</li> <li>MMO</li> <li>JNCC</li> <li>UWI</li> <li>TNC</li> <li>Wait Foundation</li> <li>Local NGOs</li> <li>UN Environment</li> <li>IUCN</li> <li>Local business and community groups</li> <li>CANARI</li> <li>CRFM</li> </ul>	<ul style="list-style-type: none"> <li>TNC</li> <li>Waitt Foundation</li> <li>UN Environment</li> <li>Expanded visitor fees and tourism revenue</li> <li>Possible support through the Commonwealth Blue Charter MPA Action Group</li> </ul>	<ul style="list-style-type: none"> <li>At present, there is no network of MMAs in Montserrat that supports the diversity of areas that require additional protection. The area under protection in Montserrat is well below the target of 10%.</li> <li>Formal management planning arrangements and enforcement are needed after MMAs are established</li> <li>Institutional arrangements may need to be revised and expanded to support drafting of management plans and implementation.</li> <li>There is a need to better understand the full range of coastal and marine habitats that require protection. It is also important to understand the social conditions in coastal communities that depend on marine resources. This Action links closely with</li> </ul>

THEMATIC AREA 2: ENABLING ENVIRONMENT					
	<ul style="list-style-type: none"> <li>• Develop adaptive management plans and regulatory frameworks for designated managed areas that integrate EAF, CCA and DRM.</li> <li>• Develop partnerships with local communities and the private sector to participate in protected area management.</li> </ul>				Actions under Action Area 1.5 relating to marine knowledge and information management.
Action Area 2.3: Sustainable finance & investment					
Desired Outcomes:					
<ul style="list-style-type: none"> <li>• Financing the blue economy through a diversified portfolio of funding opportunities, taking advantage of international private sector investors' appetite for investment in sustainability; and ensuring greater efficiency of revenue raising mechanisms.</li> <li>• Increase revenue streams for blue economy initiatives including through a review and update of the existing user fees systems.</li> <li>• A framework consisting of a portfolio of separate but complementary funding streams including payments for ecosystem services and user fees for marine conservation sites.</li> <li>• A legal and institutional framework that can deliver targeted investment finance to the blue economy.</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
2.3.1 Work collaboratively with regional development partners and financial institutions to examine a range of emerging innovative finance options that could be applied in Montserrat.	<ul style="list-style-type: none"> <li>• National Ocean Governance Committee to engage with financial institutions to develop a picture of the range of instruments available.</li> <li>• Consult best practices in the region e.g. Bonaire to get insight into challenges and successes.</li> <li>• Prepare an inventory of possible sources of sustainable finance including examples from overseas and the potential to apply finance from other sectors (e.g. Green Climate Fund).</li> <li>• Identify a portfolio of potential projects that could be eligible for concessional funding or public-private partnership investments.</li> </ul>		<ul style="list-style-type: none"> <li>• CEFAS</li> <li>• MMO</li> <li>• JNCC</li> <li>• UNDP</li> <li>• CDB</li> <li>• IDB</li> <li>• TNC</li> <li>• CLME+ SAP ICM</li> <li>• Commonwealth Secretariat</li> <li>• BIOPAMA</li> <li>• MPA Connect</li> <li>• CRFM</li> </ul>	<ul style="list-style-type: none"> <li>• Darwin Plus</li> <li>• UNDP – Blue Invest</li> <li>• Green Climate Fund</li> <li>• GEF</li> <li>• Commonwealth Fund for Technical Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable financing mechanisms should be established before undertaking implementation to avoid the risk of the dormancy early in the initial phase.</li> <li>• Administrative reform and capacity building programmes may be necessary to support proposal writing, project management and establishing and sustaining relationships with development partners.</li> <li>• A range of financial instruments are increasingly being deployed to support the blue economy, both public and private. Montserrat should assess the suitability of the full range of financial instruments and determine how best to access the most</li> </ul>

THEMATIC AREA 2: ENABLING ENVIRONMENT					
	<ul style="list-style-type: none"> <li>• Develop an overarching blue economy investment strategy and action plan, which would include an appropriate set of project profiles.</li> <li>• Develop two full project proposals to take to the domestic and international markets.</li> <li>• Outline the design of a sustainable blue economy finance portfolio: including legal measures required, institutional framework, staffing, and operational procedures, to manage disbursement, monitor investments, and ensure transparency etc.</li> </ul>				<p>suitable to support the development of existing and emerging blue sectors.</p> <ul style="list-style-type: none"> <li>• A number of regional initiatives could be leveraged to support this including the next phase of CLME+, The UN Environment Finance Initiative, as well as Blue Invest for the Eastern Caribbean, developed by UNDP.</li> </ul>
2.3.2. Undertake a comprehensive review of the various existing fees, levies and charges that are received from marine related activities, especially cruise shipping, fishing and yachting. Such a review should include a benchmarking exercise to compare the level of fees and levies with international norms as well as examining areas where no fees are currently collected	<ul style="list-style-type: none"> <li>• Review existing fees under the range of different legal instruments.</li> <li>• Review the actual amounts collected by different agencies under each legal instrument.</li> <li>• Undertake a benchmarking exercise to compare fees with international norms as well as examining areas where no fees are currently collected or not cost effective.</li> <li>• Identify options to increase resource rent from the use of marine resources (focusing on tourism and fisheries in the first instance) and develop access rights commensurate with resource value.</li> <li>• Propose legislative and administrative reform to improve compliance and enforcement (e.g. disclosure provisions).</li> <li>• Improve capacity to administer fees taxes and levies through E-government, including compliance and enforcement.</li> </ul>	Short term	<ul style="list-style-type: none"> <li>• IDB</li> <li>• CDB</li> <li>• UWI</li> <li>• Commonwealth Secretariat</li> <li>• BIOPAMA</li> <li>• MPA Connect</li> </ul>	<ul style="list-style-type: none"> <li>• IDB</li> <li>• CDB</li> <li>• Commonwealth Fund for Technical Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• This is closely linked to 1.3.1. above but is broader in scope since it looks at the full range of fees, levies, charges and duties that are derived from maritime activities.</li> <li>• The use of technology in facilitating digital payments for fee collection should be explored. A centralised platform for accounting should also be considered.</li> </ul>
2.3.3. Reform the current funding model for marine managed areas to ensure that users of marine reserve contribute a fair amount to the	<ul style="list-style-type: none"> <li>• Revisit the funding model (ocean fund) established under the Blue Halo Project</li> <li>• Undertake a review of existing fees charged for maritime activities in Montserrat including a</li> </ul>	Long term	<ul style="list-style-type: none"> <li>• CEFAS</li> <li>• MMO</li> <li>• JNCC</li> <li>• TNC</li> </ul>	<ul style="list-style-type: none"> <li>• Green Climate Fund</li> <li>• GEF Small Grants Facility</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance on the fund established under the Blue Halo Montserrat should be consulted</li> <li>• It will be crucial that there is a ringfenced fund to support future marine conservation</li> </ul>

THEMATIC AREA 2: ENABLING ENVIRONMENT					
<p>maintenance and upkeep of the marine reserves.</p>	<p>benchmarking exercise against regional and international practice.</p> <ul style="list-style-type: none"> <li>Determine fee structures based on global comparisons.</li> <li>Establish new fees in statute through consultation with stakeholders.</li> <li>Formulate a communication strategy and plan to inform stakeholders about the establishment of new fees.</li> </ul>		<ul style="list-style-type: none"> <li>UN Environment</li> <li>IUCN</li> <li>BIOPAMA</li> <li>CLME+</li> </ul>	<ul style="list-style-type: none"> <li>Conservation International Ventures</li> </ul>	<p>activities and that visitor fees (and other revenue) are channelled into this fund.</p> <ul style="list-style-type: none"> <li>Block chain technology can also be considered as a framework to increase efficiency and reduce corruption.</li> </ul>
Action Area 2.4: Business development					
<p>Desired Outcomes:</p> <ul style="list-style-type: none"> <li>An accurate and easily updateable assessment of the direct and indirect economic contribution of key marine sectors and marine ecosystem services in Montserrat.</li> <li>Better prioritisation of blue economy investment potential.</li> <li>Support the equitable and sustainable growth of Micro, Small &amp; Medium Enterprises (MSME) within the blue economy.</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
<p>2.4.1. Examine the mechanisms to improve local business engagement in the blue economy through <i>inter alia</i> streamlining of regulation and procedures, improved access to technology and innovation, addressing gender inequalities in accessing affordable finance, training and support for local entrepreneurs.</p>	<ul style="list-style-type: none"> <li>Map out and promote areas of opportunity of ocean-based sectors for local investment and SMEs.</li> <li>Develop frameworks to stimulate MSME innovation and research:                             <ul style="list-style-type: none"> <li>Legislation, licensing, regulations etc;</li> <li>Facilitate gender responsive targeting for equitable participation in knowledge and skills transfer</li> </ul> </li> <li>Assess options for fiscal incentives to facilitate local investment in MSMEs including credit mechanisms.</li> <li>Promote investment and innovation to support the development of new sectors e.g. sargassum uses.</li> <li>Assess the feasibility of establishing a gender responsive "National Blue Economy Business</li> </ul>	<p>Short term</p>	<ul style="list-style-type: none"> <li>UWI</li> <li>CDB</li> <li>IDB</li> <li>CANARI</li> <li>UNEP-CEP</li> </ul>	<ul style="list-style-type: none"> <li>CDB</li> <li>IDB</li> <li>Conservation International Ventures</li> <li>Katapult Ocean</li> <li>UNDP Blue Labs</li> <li>Compete Caribbean</li> <li>Branson centre of entrepreneurship, Caribbean</li> </ul>	<ul style="list-style-type: none"> <li>Occupational sex segregation requires mitigating actions to ensure that women and men have access to non-traditional jobs within the blue economy which tends to have overrepresentation of men in the sector/within technical and specialised jobs within the sector</li> <li>The blue economy offers opportunities for private sector engagement. Realising these opportunities requires strategies to support goods and services diversification and value chains of existing sectors, investment in research and innovation and legislation and policy to support the development of new sectors. This is important since large parts of the economic activities such as services take</li> </ul>

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	Incubator” in conjunction with the University of the West Indies and regional development partners.				<p>place not in core sectors themselves, but in adjacent economic activities.</p> <ul style="list-style-type: none"> <li>• It is paramount to recognise the important role MSMEs play in value chains as innovators and job creators, but also the need for capacity building and other assistance to raise their performance. MSMEs can bring innovative niche products to market and play an important role in value chains as they touch many crosscutting areas in society.</li> <li>• There is a need to empower local entrepreneurs and support the growth of local MSMEs to take advantage of Blue Economy opportunities. In particular there are clear opportunities in Montserrat for MSMEs to develop in fisheries, tourism, the blue biotechnology and mariculture sectors and associated activities.</li> </ul>
2.4.2. Streamline, harmonise and standardise blue economy statistics (e.g. GDP contributions direct and indirect from BE sectors), employment, social and environmental datasets to inform decision-making and develop standardised data collection, analysis, methodologies and reports to facilitate tracking progress on implementation of Blue Economy.	<ul style="list-style-type: none"> <li>• Undertake a comprehensive, sector-by sector analysis of key economic indicators to quantify the value of the blue economy in Montserrat. These indicators may take into account the needs of people being met without overshooting earth’s ecological ceiling.</li> <li>• Implement capacity building for the Statistics Department on the production of gender statistics and the generation of corresponding reports with a focus on the Labour Force Survey, the Census and the Survey of living Conditions and Household Budgets</li> <li>• Develop/define a replicable methodology for undertaken an assessment of the direct and indirect economic contribution of key sectors.</li> </ul>	Medium term	<ul style="list-style-type: none"> <li>• UWI</li> <li>• CDB</li> <li>• IDB</li> <li>• UN Women</li> <li>• OECS</li> </ul>	<ul style="list-style-type: none"> <li>• CDB</li> <li>• IDB</li> <li>• OECS</li> </ul>	<ul style="list-style-type: none"> <li>• It will not be possible to “grow” the blue economy if the value of the blue economy is not known or measured. There is a need to establish minimum metrics to evaluate the size of the blue economy as a baseline and against which to set future targets and measure future growth.</li> <li>• Gender statistics are critical to equitable and sustainable blue growth. <i>Gender statistics are not only sex disaggregated data. They are statistics that adequately reflect differences and inequalities in the situation of women and men in all areas of life ....[G]ender statistics are defined by the sum of the following characteristics:<sup>1</sup> a) Data are collected and presented by sex as a primary and overall</i></li> </ul>

<sup>1</sup> [Integrating a Gender Perspective into Statistics](#): United Nations Department of Economic and Social Affairs, Statistics Division. United Nations 2016.

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	<ul style="list-style-type: none"> <li>Review existing economic indicators and statistics held by the Government of Montserrat.</li> <li>Design a data system for collecting and measuring the direct economic contribution of different sectors and sub-sectors.</li> <li>Undertake further data disaggregation and collection activities to support the analysis.</li> <li>Prepare a national blue economy financial audit for Montserrat to provide a comprehensive summary of the total economic contribution of Montserrat's blue economy.</li> </ul>				<p><i>classification; b) Data reflect gender issues; c) Data are based on concepts and definitions that adequately reflect the diversity of women and men and capture all aspects of their lives; d) Data collection methods take into account stereotypes and social and cultural factors that may induce gender bias in the data</i></p> <ul style="list-style-type: none"> <li>This activity will allow the Government to better understand where the greatest potential growth opportunities lie within the blue economy and to target interventions at those areas that are likely to generate the greatest growth potential with the minimum environmental impact.</li> <li>This should be considered to be a key element under the IDB-supported Blue Economy Initiative.</li> <li>Consideration should be made to exploring doughnut economics as a visual framework for sustainable development. GDP may not be ideal indicator for determining the contributions of blue economy sectors.</li> </ul>
<b>Action Area 2.5: Human capacity development</b>					
Desired Outcomes					
<ul style="list-style-type: none"> <li>Improve the legal, regulatory, and institutional framework for supporting gender responsive enterprise development.</li> <li>Increase decent employment and enterprise opportunities for women and men in non-traditional and growth sectors of the blue economy.</li> <li>Improve access of communities to blue growth and strengthening of local economies through support for the social and solidarity economy in Montserrat.</li> </ul>					
<b>Recommended Actions</b>					
Action	Key implementation steps	Time frame	Potential partners	Indicators	Comments, critical conditions, and linkages
2.5.1. Build capacity for gender responsive entrepreneurship	<ul style="list-style-type: none"> <li>Financial institutions to provide business development services targeting women, and</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>-ILO</li> <li>-UNCTAD Blue Bio project</li> <li>-UN Women</li> </ul>	Number of public and private sector business/financial	<ul style="list-style-type: none"> <li>Whilst there are some targeted programmes that are happening for women, youth and other vulnerable and marginalised groups, it</li> </ul>



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<p>development in the Blue Economy is increased</p>	<p>for support in non-traditional jobs in emerging blue economy sectors</p> <ul style="list-style-type: none"> <li>• Support for women’s access to the whole of blue economy sectors value chains through gender responsive value chain analysis and linking the same to the development of blue sector plans and employment initiatives</li> <li>• Increased membership of women in private and informal workers’ associations and the development of a Women’s Business Association</li> <li>• Increased employment of women in both the formal and informal sectors of the blue economy</li> </ul>		<p>-IADB Credit Unions, Banks Chamber of Commerce Relevant Government Agencies Relevant NGOs, training institutions, etc. -Linking with relevant projects being undertaken through development programmes</p>	<p>institutions providing business development services targeting women, including for support in non-traditional jobs in current and emerging blue economy sectors</p> <p>Evidence of implementation of gender responsive business development services, including on supports provided for non-traditional jobs in current and emerging blue economy sectors</p> <p>Evidence of increased employment of women in both the formal and informal sectors of the blue economy (Labour Force Survey Data)</p> <p>Evidence of increased women’s access to the whole</p>	<p>is not part of a structured, strategic process. Programmes are also not linked to the achievement of sustainable and equitable development.</p> <ul style="list-style-type: none"> <li>• Women are typically relegated to traditional jobs and enterprise development, and are excluded from the more financially viable business opportunities along value chains in sectors with overrepresentation of males.</li> <li>• Equitable inclusion of women in the blue economy would involve a gender responsive design to economic planning and sector development, including attention paid to value chain access and women’s position in the same.</li> <li>• Preliminary findings of the Caribbean Fisheries Gender Scoping Report (which included Montserrat) notes that “Like other small-scale fisheries throughout the world, gender roles in the Caribbean fisheries are established along the lines that recognise most of the activities, rights and responsibilities of men. There is an absence of data and documentation on women’s roles and the value of these roles to the entire value chain. Generally, where women are well known or recognised is in the postharvest part of the value chain.”</li> <li>• UNCTAD notes that “Innovative financial instruments like blue bonds, debt-for-nature</li> </ul>

THEMATIC AREA 2: ENABLING ENVIRONMENT					
				<p>of blue economy sectors value chains (gender responsive value chain analysis reports, gender responsive sectoral plans and reports)</p> <p>Evidence of the development and implementation of a Women’s Business Association (Website and organisational vision and membership structure related documents, meeting minutes, activities and programme reports). (disaggregated by age, area of work/employment)</p>	<p>swaps, CSR investment, and blended financing - which combines development finance with philanthropic funds - are needed to finance this transition.” Further: Fisheries and aquaculture have huge potential, but deep changes are needed for these industries to become sustainable. Collaboration between government, communities, business and finance is crucial to developing high standards of transparency and traceability. The momentum is growing for companies to shift to become sustainable enterprises. This means addressing the entire value chain. For the fisheries industry, there cannot be sustainability unless there is traceability, which guarantees not only conservation outcomes, but also ensures human rights are respected. UNCTAD’s Blue BioTrade initiative promotes trade and investment in marine resources, in line with social, economic and environmental criteria, and helps developing countries keep a greater share of the benefits. A pilot project is to come in the Caribbean, which aims to empower small-scale producers and develop sustainable, gender-inclusive businesses.”</p>
<p>2.5.2. Link Blue Economy Development to the Social and Solidarity Economy in Montserrat</p>	<ul style="list-style-type: none"> <li>Support the development of blue economy networks between NGOs, Credit Unions, Banks, Government, Development agencies, entrepreneurship and business programmes, and targeting female and male youth and other marginalised groups and for developing diaspora related initiatives for strengthening of</li> </ul>		<p>-ILO -UNCTAD – Blue Bio project -UN Women -IADB Credit Unions, Banks Chamber of Commerce</p>	<p>Evidence of the development and functioning of blue economy social and solidarity economy (SSE) networks including between but not limited to</p>	<ul style="list-style-type: none"> <li>The recommendation of supporting the social and solidarity economy (SSE) is based on the success of this model as highlighted by the International Labour Organisation (ILO) as follows: The ILO’s commitment to the advancement of the SSE is grounded on its <a href="#">Constitution</a>, on the <a href="#">ILO Promotion of Cooperatives Recommendation, 2002 (No.</a></li> </ul>

THEMATIC AREA 2: ENABLING ENVIRONMENT					
	<p>local economies and building in sustainability into blue economy initiatives through:</p> <ul style="list-style-type: none"> <li>Community led gender responsive and participatory discussion on the range of blue economy services available for development specific to their communities for example – inland community opportunities for relevant blue economy related waste management, and coastal community opportunities related to coastal protection and renewable energy development</li> </ul>		<p>Relevant Government Agencies Relevant NGOs, training institutions, etc. Linking with relevant projects being undertaken through development programmes</p>	<p>NGOs, Credit Unions, Banks, Government, Development agencies, entrepreneurship and business programmes</p> <p>Number of female and male youth and other marginalised groups participating in Blue Economy SSE Networks disaggregated by sex, age, area of work/employment</p> <p>Number of and type of organisations participating in Blue Economy SSE (organisational information to include sex disaggregated data on ownership, leadership boards, membership, type of organisation and area of work/focus)</p>	<p><a href="#">193</a>), on the <a href="#">2008 ILO Declaration on Social Justice for a Fair Globalization</a> and on the <a href="#">2019 Declaration for the Future of Work</a> in which it is indicated that the ILO should concentrate its effort in “<i>supporting the role of the private sector as a principal source of economic growth and job creation by promoting an enabling environment for entrepreneurship and sustainable enterprises, in particular micro, small and medium-sized enterprises, as well as cooperatives and the social and solidarity economy, in order to generate decent work, productive employment and improved living standards for all</i>”.</p> <ul style="list-style-type: none"> <li>The ILO has noted that “Recent global economic and political instability has served to underline the shortcomings of our current development system and further confirm the necessity for an alternate or complementary development paradigm. The social and solidarity economy (SSE) is a viable solution to re-balancing economic, social and environmental objectives.” The SSE can be defined as a “concept designating enterprises and organisations, in particular cooperatives, mutual benefit societies, associations, foundations and social enterprises, which have the specific feature of producing goods, services and knowledge while pursuing both economic and social aims and fostering solidarity”<sup>2</sup>.</li> </ul>

<sup>2</sup> International Labour Organisation at [https://www.ilo.org/global/topics/cooperatives/WCMS\\_546299/lang--en/index.htm](https://www.ilo.org/global/topics/cooperatives/WCMS_546299/lang--en/index.htm)

THEMATIC AREA 2: ENABLING ENVIRONMENT					
				<p>Evidence of the development and implementation of gender responsive diaspora related initiatives for strengthening of local economies and building in sustainability into blue economy initiatives</p> <p>Number of community led gender responsive and participatory discussions on the range of blue economy services available for development specific to participating communities for example – inland community opportunities for relevant blue economy related waste management, and coastal community opportunities</p>	<ul style="list-style-type: none"> <li>• Inclusion of the diaspora movement can support additional economic support, as well as potential human resource base for expansion</li> <li>• There are opportunities for blue development in the priority areas identified for support within the Memorandum of Understanding for Non-Budget financial and Capital investment Programme for Resilient Economic Growth (CIPREG) (ARTES 204712), i.e. Education, WATSAN and renewable energy, as well as with the Port Development Project</li> </ul>

THEMATIC AREA 2: ENABLING ENVIRONMENT					
				<p>related to coastal protection and renewable energy development</p> <p>Evidence and number of gender responsive blue economy SSE action plans developed</p> <p>Evidence of implementation of gender responsive blue economy SSE action plans (reports, multi-media evidence of programmes, sex disaggregated data on beneficiaries)</p>	
<p>2.5.3 Women and men benefit equitably from employment and livelihood opportunities during recovery and reconstruction post disaster/socio-economic shocks, related to the blue economy</p>	<ul style="list-style-type: none"> <li>Taking into account the impact of and response to the current crises created by the COVID19 disease pandemic, undertake research and in close consultation with the Department of Labour, Ministry of Finance and Social Services to develop a gender responsive recovery and response plan for equality of access to alternative livelihoods opportunities for men and women for rebuilding of blue economy sectors most affected/regaining jobs lost.</li> <li>Review any existing social protection policies and programmes, and identify any gaps to ensure that the blue economy sectors are</li> </ul>	<p>Short term</p>	<ul style="list-style-type: none"> <li>Disaster risk management agencies</li> <li>ILO</li> <li>UNCTAD – Blue Bio project</li> <li>UN Women</li> <li>IADB</li> <li>Credit Unions, Banks</li> <li>Chamber of Commerce</li> <li>Relevant Government Agencies</li> </ul>	<p>Assessment report of the COVID19 response the COVID19 response processes and services. This should include addressing the impacts on the job market and the socio-economic conditions of Montserratians, example looking at</p>	<ul style="list-style-type: none"> <li>Differences in female and male vulnerability to risk from social, economic and environmental shocks are compounded by socioeconomic status, geographic context, cultural and religious beliefs related to gender roles and migration status among others. Gender responsive and human rights based recovery and response is therefore critical to reducing deprivation, income poverty, abuse and violence and the psychological trauma of social, economic and environmental shocks.</li> </ul>

THEMATIC AREA 2: ENABLING ENVIRONMENT					
	<p>adequately covered, especially as it relates to vulnerable groups in these sectors.</p> <ul style="list-style-type: none"> <li>Support the development of gender responsive blue economy social and solidarity economy (SSE) networks between NGOs, Credit Unions, Banks, Government, Development agencies, entrepreneurship and business programmes, and targeting female and male youth and other marginalised groups and for developing diaspora related initiatives for strengthening of local economies and building in sustainability into blue economy initiatives through:</li> <li>Community led gender responsive and participatory discussions on the range of blue economy services available for development specific to communities, to inform SSE based action plans for example – inland community opportunities for relevant blue economy related waste management, and coastal community opportunities related to coastal protection and renewable energy development</li> <li>Development of community-based gender responsive blue economy SSE action plans</li> <li>Implementation of community-based gender responsive blue economy SSE action plans</li> </ul>		<ul style="list-style-type: none"> <li>Relevant NGOs, training institutions, etc.</li> <li>Linking with relevant projects being undertaken through development programmes</li> </ul>	<p>the burden of care on social services systems, and also addressing increases in crime and violence as reported to the police and health authorities</p> <p>Evidence of research undertaken to inform the development of a gender responsive recovery and response plan for equality of access to alternative livelihoods opportunities for men and women for rebuilding of blue economy sectors most affected/regaining jobs lost.</p> <p>Developed gender responsive recovery and responsive plan for equality of access to alternative livelihoods opportunities for men and women for</p>	<ul style="list-style-type: none"> <li>The blue economy has been noted by many including the European Union as providing an opportunity for social and economic strengthening in light of the COVID19 disease pandemic.</li> <li>Their Blue Economy Report released in June 2020 elaborates on this. It notes that the “Blue Economy emerging and innovative sectors include some <i>Marine renewable energy</i> (i.e. <i>Ocean energy, floating solar energy and offshore hydrogen generation</i>), <i>Blue bioeconomy and bio- technology, Marine minerals, Desalination, and Submarine cables</i>.</li> <li>The recommendation of supporting the social and solidarity economy (SSE) is based on the success of this model as highlighted by the International Labour Organisation (ILO) as follows: The ILO’s commitment to the advancement of the SSE is grounded on its Constitution , on the ILO Promotion of Cooperatives Recommendation, 2002 (No. 193) , on the 2008 ILO Declaration on Social Justice for a Fair Globalization and on the 2019 Declaration for the Future of Work in which it is indicated that the ILO should concentrate its effort in “<i>supporting the role of the private sector as a principal source of economic growth and job creation by promoting an enabling environment for entrepreneurship and sustainable enterprises, in particular micro, small and medium-sized enterprises, as well as cooperatives and the social and solidarity economy, in order to generate decent work,</i></li> </ul>

THEMATIC AREA 2: ENABLING ENVIRONMENT					
				<p>rebuilding of blue economy sectors most affected/regaining jobs lost.</p> <p>Review and make recommendations on the COVID19 response processes and services. This should include addressing the impacts on the job market and the socio-economic conditions of Montserrations, example looking at the burden of care on social services systems, and also addressing increases in crime and violence as reported to the police and health authorities</p>	<p><i>productive employment and improved living standards for all</i>". The ILO has noted that "Recent global economic and political instability has served to underline the shortcomings of our current development system and further confirm the necessity for an alternate or complementary development paradigm. The social and solidarity economy (SSE) is a viable solution to re-balancing economic, social and environmental objectives." The SSE can be defined as a "concept designating enterprises and organisations, in particular cooperatives, mutual benefit societies, associations, foundations and social enterprises, which have the specific feature of producing goods, services and knowledge while pursuing both economic and social aims and fostering solidarity<sup>3</sup>"</p> <ul style="list-style-type: none"> <li>• Inclusion of the diaspora movement can support additional economic support, as well as potential human resource base for expansion</li> <li>• There are opportunities for blue development in the priority areas identified for support within the Memorandum of Understanding for Non-Budget financial and Capital investment Programme for Resilient Economic Growth (CIPREG) (ARTES 204712), i.e. Education, WATSAN and renewable energy, as well as with the Port Development Project.</li> </ul>

<sup>3</sup> International Labour Organisation at [https://www.ilo.org/global/topics/cooperatives/WCMS\\_546299/lang--en/index.htm](https://www.ilo.org/global/topics/cooperatives/WCMS_546299/lang--en/index.htm)

THEMATIC AREA 2: ENABLING ENVIRONMENT					
Action Area 2.6: Research & marine information					
<p>Desired Outcomes:</p> <ul style="list-style-type: none"> <li>Facilitate and support research to increase understanding of the marine environment, its natural processes and cultural marine heritage.</li> <li>Authoritative GIS data layers representing human uses and key marine environment layers.</li> <li>Identification of future data requirements to support marine decision making and management.</li> <li>New research, innovation and knowledge about Montserrat’s ocean space and management needs to facilitate more informed decision making.</li> <li>Ensure that data sharing arrangements made with organisations undertaking research in Montserrat waters facilitate the free transfer of all data collected to the Government at the conclusion of the research programme.</li> <li>Train technical officers in the civil service to ensure sustainability of research programmes</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
2.6.1. Enhance the existing centralised data management system for collating and mapping existing baseline data.	<ul style="list-style-type: none"> <li>Collect and map information about social, ecological, environmental, oceanographic and climatological conditions.</li> <li>Collect and map information about human activities.</li> <li>Document traditional knowledge possessed by fisherfolk and other stakeholders.</li> <li>Identify potential conflicts &amp; compatibilities.</li> <li>Develop a centralised GIS-based spatial data management system for marine data management.</li> <li>Procure the necessary hardware and software needed to store and analyse data.</li> <li>Identify the gatekeeper of the hardware, software and data sets.</li> </ul>	Short term	<ul style="list-style-type: none"> <li>CEFAS</li> <li>MMO</li> <li>JNCC</li> <li>TNC</li> <li>UWI</li> <li>CLME+</li> <li>UNESCO-IOC</li> <li>BIOPAMA</li> <li>CIMH</li> <li>WMO</li> </ul>	<ul style="list-style-type: none"> <li>TNC</li> <li>GEF</li> <li>Caribbean Biodiversity Fund</li> <li>Darwin Plus</li> </ul>	<ul style="list-style-type: none"> <li>Montserrat already has some data sets of key coastal/nearshore habitat types. However, this data requires updating and extended further offshore.</li> <li>In order to manage future development of the blue economy, there is a need to develop a current baseline of the state of marine habitats and the marine environment in general. This will also allow better decision making in terms of the nature and geographic scope of future maritime activities.</li> <li>A central repository with several back-ups is important for sustaining research efforts.</li> </ul>
2.6.2. Undertake an assessment of existing research data relating to Montserrat’s maritime waters and held by overseas research institutions and commence a process of data repatriation.	<ul style="list-style-type: none"> <li>Create a data use and sharing policy that outlines how data should be collected, managed, stored and exported.</li> </ul>	Short term	<ul style="list-style-type: none"> <li>CEFAS</li> <li>MMO</li> <li>JNCC</li> <li>UWI</li> <li>UNESCO-IOC</li> </ul>	<ul style="list-style-type: none"> <li>Darwin Plus</li> </ul>	<ul style="list-style-type: none"> <li>Automation of data analysis processes that can be visualised on a user-friendly platform will encourage the use of data.</li> <li>Despite the paucity of data currently available for Montserrat’s offshore waters, various international research expeditions have been</li> </ul>



THEMATIC AREA 2: ENABLING ENVIRONMENT					
	<ul style="list-style-type: none"> <li>• Determine datasets that will be made freely available and select datasets that can be sold to private sector companies.</li> <li>• Explore partnership opportunities with third party research organisations and the private sector to address data/research gaps identified by the Government.</li> <li>• Review research permit system and develop protocols to capture international and national research conducted in Montserrat including conditions to ensure local capacity is built, raw data collected and reports are returned to Montserrat as a condition of research permits.</li> <li>• Ensure that data collected through marine scientific research and environmental monitoring is made available to the Government.</li> <li>• Ensure that metadata is also made available for easy retrieval, use and preservation.</li> <li>• Explore options for developing an EEZ-wide marine landscape map using existing (known) marine datasets.</li> <li>• Conduct training for technical officers in data collection, analysis and reporting</li> </ul>		<ul style="list-style-type: none"> <li>• Possible bi-lateral support from UK</li> <li>• BIOPAMA</li> </ul>		<p>undertaken to the area in the past. The purpose and application of the research varies on a case-by-case basis but in most cases the data acquired during the research cruises may be used for a number of different purposes. However, there is no clear, consolidated picture of what information has been collected.</p> <ul style="list-style-type: none"> <li>• Under international and local law, such researchers are obliged, upon request, to provide copies of their data to the host country. However, this is rarely proactively shared and, in most cases, requires a formal request from the host country.</li> <li>• Provisions contained within the LOSC gives States the right to request data acquired during marine scientific research within that States' maritime area. It is, however, becoming increasingly apparent that such provisions are alien to many States. As a result, data that are key to enabling responsible use of marine waters are not being made available to the appropriate responsible agencies.</li> <li>• A programme of identifying marine data, in particular bathymetry, via a number of academic and other sources will help address this shortcoming.</li> <li>• Cost recovery mechanisms for data collection efforts need to be explored to support the sustainability of data management.</li> </ul>
2.6.3. Develop a clear marine research strategy that identifies key data requirements for decision making and supports investment for new and emerging opportunities.	<ul style="list-style-type: none"> <li>• Determine existing marine and social datasets that are held by the various agencies in Montserrat as well as known research institutions.</li> <li>• Identify critical existing gaps in existing datasets.</li> </ul>	Medium term	<ul style="list-style-type: none"> <li>• CEFAS</li> <li>• MMO</li> <li>• JNCC</li> <li>• UWI</li> <li>• UNESCO-IOC</li> </ul>	<ul style="list-style-type: none"> <li>• Darwin Plus</li> </ul>	<ul style="list-style-type: none"> <li>• To avoid future duplication of effort, and maximise use of the current knowledge base, there is a need to better understand what information is currently available and design a system to make that information available to</li> </ul>

THEMATIC AREA 2: ENABLING ENVIRONMENT					
	<ul style="list-style-type: none"> <li>Determine the critical data needs and gaps that will need to be filled over time.</li> <li>Identify possible sources or mechanisms through which to procure the data.</li> <li>Develop a strategy that identifies, as a minimum, key data needs, where the data exists or can be obtained from, the mechanism for obtaining / procuring the data.</li> </ul>		<ul style="list-style-type: none"> <li>CANARI</li> <li>CRFM</li> </ul>		<p>decision makers and users of the marine environment.</p> <ul style="list-style-type: none"> <li>This should involve all users of the marine environment and those organisations and institutions involved (both past and present) in studying the marine environment.</li> <li>Opportunities to undertake research are extremely limited due to the cost of mounting research expeditions to the area. In order to benefit fully from any future research opportunities that may occur, there is a need for the government to clearly define its future research priorities and needs to better inform future research planning activities.</li> <li>Future research needs should be defined in a Marine Scientific Research Strategy.</li> </ul>
<b>Action Area 2.7: Public awareness &amp; engagement</b>					
<p>Desired Outcomes:</p> <ul style="list-style-type: none"> <li>Local communities are more educated and aware of the importance and value of the marine environment to the national development and livelihoods in Montserrat.</li> <li>Greater engagement of local community in environmental stewardship initiatives.</li> <li>Greater level of education of school children of the value of the ocean and the threats it is under.</li> <li>Montserrat’s population and key sectors are strong supporters of the blue economy and act as champions promoting the blue economy nationally and internationally as an example of best practice.</li> </ul>					
<b>Recommended Actions</b>					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
2.7.1 Support and promote strategies to build public and visitor awareness of the importance of the sea and its resources and protection of the marine environment.	<ul style="list-style-type: none"> <li>Develop a communications plan and strategy to guide public awareness and education initiatives.</li> <li>Integrate messaging into existing public awareness campaigns.</li> <li>Use existing events like Carnival to raise awareness (e.g. Costume designs inspired by the sea)</li> </ul>	Short term	<ul style="list-style-type: none"> <li>JNCC</li> <li>OECS</li> <li>IDB</li> <li>Waitt Foundation</li> <li>CANARI</li> <li>Aqua Montserrat</li> </ul>	<ul style="list-style-type: none"> <li>IDB</li> <li>CDB</li> <li>Compete Caribbean</li> <li>CLME+</li> </ul>	<ul style="list-style-type: none"> <li>Science communication initiatives in the Caribbean have commonly used traditional modes of communication to inform, educate and raise awareness of science-related topics. However, it is evident that these initiatives have not been effective in raising the public’s awareness and effecting change based on practices observed. Innovative mediums of</li> </ul>

THEMATIC AREA 2: ENABLING ENVIRONMENT					
	<ul style="list-style-type: none"> <li>• Develop outreach programmes that create public awareness of the importance of the sea and its resources to our livelihood, quality of life and well-being.</li> <li>• Implement a visitor marine awareness programme at entry points to the country (e.g. cruise ship berths, marinas, airports, Customs and Immigration).</li> <li>• Develop dedicated communication products and activities for local stakeholder and interest groups as well as policy makers such as: social media campaigns, Blue Guerrilla marketing campaigns, Radio shows, podcasts, videos, thematic art shows, symposia and expos, conferences.</li> <li>• Conduct training programmes for media personnel to raise their awareness.</li> <li>• Incorporate marine education and learn to swim programmes in school curricula.</li> <li>• Conduct a baseline evaluation before implementation of the communication plan and strategy.</li> <li>• Train government officers and representatives of key stakeholder groups in the effective use of communication tools and platforms.</li> </ul>		<ul style="list-style-type: none"> <li>• Local NGOs</li> <li>• Youth groups</li> </ul>	<ul style="list-style-type: none"> <li>• Darwin Plus</li> </ul>	<p>communication are needed to inform and educate the public to effect behavioural change.</p> <ul style="list-style-type: none"> <li>• Communication products need to be tailored to different audiences for effective engagement.</li> <li>• Lack of awareness and environmental education opportunities for local and visitors to the island is a risk to the long-term sustainable development of the blue economy.</li> <li>• An informed public ensures the social acceptability that will enhance ocean governance decision making and implementation. Moreover, community participation is a key to promoting and instituting a duty of care for the marine environment. Awareness creation, participation and consultation will assist in promoting understanding and stewardship by all stakeholders.</li> <li>• A well-designed baseline evaluation before activities begin (even if informal) will provide enough information to design a realistic, achievable communications programme using small achievable outcomes at the beginning and larger more complex objectives to build on successes.</li> </ul>
2.7.2. Establish a process to identify and stimulate the engagement of local communities and local industries in stewardship initiatives and cooperating to find	<ul style="list-style-type: none"> <li>• Identify a Minister who will champion the blue economy in Montserrat</li> <li>• MALHE to act as lead agency and provide resources to provide a focal point for local communities and lead community-based initiatives.</li> </ul>	Short term	<ul style="list-style-type: none"> <li>• IDB</li> <li>• Local NGOs</li> <li>• CLME+</li> <li>• CANARI</li> <li>• Private sector</li> </ul>	<ul style="list-style-type: none"> <li>• IDB</li> <li>• CLME+</li> <li>• Darwin Plus</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient capacity exists within government agencies to effectively monitor and manage the marine environment.</li> <li>• A strong case can be made for greater involvement of civil society and local communities to engage in stewardship initiatives that will benefit all Montserratians.</li> </ul>

THEMATIC AREA 2: ENABLING ENVIRONMENT					
environmental and sustainable development solutions.	<ul style="list-style-type: none"> <li>Identify a national network of “ocean ambassadors” to champion the importance of the marine environment in Montserrat.</li> <li>Promote greater engagement between government agencies and local communities.</li> <li>Support local NGOs and community groups to develop small-scale community-based environmental projects around Montserrat.</li> <li>Engage with local companies to sponsor and directly support local community activities as part of their corporate social responsibility.</li> </ul>				
2.7.3. Establish and report on an analytics framework to measure the uptake and outcomes of communication	<ul style="list-style-type: none"> <li>Develop an analytics framework including indicators (e.g. Web and social media analytics and metrics, # of products disseminated) to track uptake of communication products</li> <li>Conduct Knowledge, Attitude and Practices (KAP) Studies to study and monitor behavioural changes.</li> </ul>		<ul style="list-style-type: none"> <li>UNDP</li> <li>UNEP-CEP</li> <li>Local NGOs</li> <li>UWI</li> <li>CANARI</li> </ul>	<ul style="list-style-type: none"> <li>GEF</li> <li>CLME+</li> </ul>	<ul style="list-style-type: none"> <li>It is important to survey key stakeholders to determine whether there have been any changes in communication practices; the level of up-take of supplied information, and products, whether products are being used effectively and if goals are being met.</li> <li>Qualitative evaluation methods such as highlighting the active network participating in the campaign, the buzz created, stronger working relationships and partnerships developed can also support reporting.</li> </ul>
<b>Action Area 2.8: Maritime surveillance, monitoring &amp; enforcement</b>					
<p>Desired Outcomes:</p> <ul style="list-style-type: none"> <li>Greater protection of Montserrat’s maritime waters from unlawful activities.</li> <li>Greater awareness of activities being undertaken in Montserrat’s waters.</li> <li>Greater protection and sustainable use of Montserrat’s ocean space and resources through effective cross-sectoral coordination, application of protective measures and greater use of surveillance and enforcement tools.</li> </ul>					
<b>Recommended Actions</b>					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages

THEMATIC AREA 2: ENABLING ENVIRONMENT					
<p>2.8.1 Establish a national maritime monitoring control and surveillance system to strengthen compliance with and enforcement of national legal requirements.</p>	<ul style="list-style-type: none"> <li>• Undertake a review of Montserrat’s existing MSC capability with a particular focus on maritime domain awareness and fisheries compliance.</li> <li>• Develop the current capacity of existing maritime monitoring and enforcement agencies.</li> <li>• Upgrade current on water and remote monitoring capabilities.</li> <li>• Upgrade current monitoring, compliance and enforcement capabilities at sea and at ports of entry/landing sites.</li> <li>• Develop a National Programme of Action on Illegal, Unreported and Unregulated (NPOA-IUU) fishing informed by the WECAFC/regional RPOA-IUU</li> </ul>	<p>Short term</p>	<ul style="list-style-type: none"> <li>• CDB</li> <li>• IDB</li> <li>• IMO</li> <li>• Possible bi-lateral support from countries such as Canada, UK</li> <li>• WECAFC</li> <li>• CRFM</li> </ul>	<ul style="list-style-type: none"> <li>• CDB</li> <li>• IDB</li> </ul>	<ul style="list-style-type: none"> <li>• This is necessary in order to protect Montserrat’s marine resources and fragile marine habitats. A range of pressures need to be addressed across all sectors. This will require greater coordination across government agencies as well as collaboration with the private sector.</li> </ul>
<p>2.8.2. Review options to strengthen maritime domain awareness in Montserrat including the application of new technology and the option of sharing capability across a number of neighbouring countries.</p>	<ul style="list-style-type: none"> <li>• Assess the utility of Automated Identification Systems (AIS) in monitoring and surveillance.</li> <li>• Continue the installation of Vessel Monitoring Systems (VMS) as a way of carrying out surveillance for Montserrat’s maritime space.</li> <li>• Assess the feasibility of partnering with global technology leaders to run pilot projects focused on large scale deployment of remote sensing technology for EEZ surveillance and monitoring activities (e.g. Global Fish Watch).</li> </ul>	<p>Short term</p>	<ul style="list-style-type: none"> <li>• CDB</li> <li>• IDB</li> <li>• Global Fishing Watch</li> <li>• Possible bi-lateral support from countries such as Canada, UK</li> <li>• WECAFC</li> </ul>	<ul style="list-style-type: none"> <li>• CDB</li> <li>• IDB</li> </ul>	<ul style="list-style-type: none"> <li>• Critical to achieving this will be an assessment of the opportunities to deploy technological solutions (such as AIS, VMS and satellite monitoring) on vessels operating in Montserrat’s waters. A greater focus on monitoring and enforcement at landing sites will also be necessary.</li> </ul>

THEMATIC AREA 3: SUSTAINABLE FISHERIES SECTOR					
Action Area 3.1: Formulate a national fisheries policy and update the existing Fisheries Management Plan to integrate the concepts of EAF, CCA and DRM.					
Desired Outcomes: <ul style="list-style-type: none"> <li>• Provides guidance on the sustainable development of the fisheries sector</li> <li>• Greater focus on Ecosystem Approach to Fisheries (EAF), Climate Change Adaptation (CCA) and Disaster Risk Management (DRM)</li> <li>• Mainstream CCA into fisheries governance and management in Montserrat</li> <li>• Provides information to fisherfolk/investors about what investment strategies might be the most appropriate.</li> <li>• Assist in developing climate mitigation strategies for the future – building climate resilience into the fisheries sector.</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
3.1.1. Develop a fisheries policy to establish a strategic framework for integrated fisheries governance and management	<ul style="list-style-type: none"> <li>• Identify stakeholders and technical experts to participate in the process.</li> <li>• Revisit the policy recommendations for a sustainable ocean policy developed under the Blue Halo Montserrat project.</li> <li>• Agree on priorities and trade-offs for the development of Montserrat’s fishing industry</li> <li>• Prepare a draft fisheries policy guided by the SSF Guidelines and CCCFP that integrates EAF, CCA and DRM. Gender considerations and youth involvement should also be included.</li> <li>• Undertake consultation with stakeholders.</li> <li>• Revise and adopt Fisheries Policy.</li> <li>• Seek Cabinet approval.</li> </ul>	Mid term	<ul style="list-style-type: none"> <li>• OECS</li> <li>• FAO/WECAFC</li> <li>• UWI</li> <li>• CRFM</li> <li>• CANARI</li> <li>• Waitt Foundation</li> <li>• NGOs</li> <li>• Youth groups</li> </ul>	<ul style="list-style-type: none"> <li>• FAO technical cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• The development of the National Ocean Governance Policy will guide the strategic direction of the fisheries policy</li> <li>• The Caribbean Community Common Fisheries Policy and associated protocols (SSF and CCA and DRM) offer guidance on the principles that should be integrated</li> <li>• SSF Guidelines and the 1995 FAO code of conduct for responsible fisheries should be integrated into the policy</li> </ul>

THEMATIC AREA 3: SUSTAINABLE FISHERIES SECTOR					
3.1.2. Update the existing Fisheries Management Plan to integrate EAF, CCA, and DRM	<ul style="list-style-type: none"> <li>Revisit template produced under the Darwin Plus/CANARI CCA Fisheries project to guide the revision process</li> <li>Prepare draft Fisheries management plan that aligns with the SSF Guidelines and CCCFP and associated protocols</li> <li>Undertake consultation with stakeholders.</li> <li>Revise and adopt Fisheries management plan (FMP).</li> <li>Develop a sargassum adaptive management strategy (SAMS) as an annex to the FMP.</li> <li>Seek Cabinet approval.</li> </ul>	Mid term	<ul style="list-style-type: none"> <li>OECS</li> <li>FAO/WECAFC</li> <li>UWI</li> <li>CRFM</li> <li>CANARI</li> <li>Waite Foundation</li> <li>NGOs</li> <li>Youth groups</li> </ul>	<ul style="list-style-type: none"> <li>FAO technical cooperation</li> </ul>	<ul style="list-style-type: none"> <li>Although there is no universal blueprint for formulating a fisheries management plan (FMP), to facilitate communication with a wide range of state and non-state small-scale fisheries stakeholders the plan should be a short document that contains pertinent information and realistic goals and objectives that can be achieved in a reasonable timeframe.</li> <li>The FMP must be periodically reviewed in order to accommodate changes in Montserrat's fisheries system and important changes at regional and international levels. The review should be based on an analysis of progress made towards meeting the objectives of the plan, using indicators and performance measures defined for each objective. Participatory Monitoring and Evaluation (PM&amp;E) should be an integral part of the FMP with a clear process and timeline established.</li> </ul>
<p>Action Area 3.2: Upgrade existing fisheries infrastructure to provide facilities to support processing and marketing (ice machine, processing hall, stalls) and options for creating value from the waste generated from fish processing (fish emulsion, silage, biogas)</p>					
<p>Desired Outcomes:</p> <ul style="list-style-type: none"> <li>Climate-smart, State-of-the-art zero-energy fishing complex to support processing and marketing of fish/seafood products</li> <li>Create employment opportunities for youth and women in processing and marketing of fish products</li> <li>Improved building standards of fisheries infrastructure to withstand extreme weather events and climate hazards.</li> <li>Greater availability of high value fish for the domestic and tourism market thereby reducing the need for imports.</li> <li>Introduce new species to the market in general</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
3.2.1. Construct a climate-smart state-of-the-art fisheries complex	<ul style="list-style-type: none"> <li>Develop architectural designs and plans for the construction of the fisheries complex</li> <li>Secure waterfront land</li> </ul>	Long term	<ul style="list-style-type: none"> <li>FAO</li> <li>CRFM</li> <li>IADB</li> <li>Private sector investment</li> </ul>	<ul style="list-style-type: none"> <li>FAO fisheries improvement project</li> <li>IDB</li> <li>CDB</li> </ul>	<ul style="list-style-type: none"> <li>Delayed action in adapting to a changing climate will result in significant increases in the social, environmental and economic costs of responding.</li> <li>Environmental facets to be considered in relation to waterfront development are water quality; coastal hydrology; bottom</li> </ul>

THEMATIC AREA 3: SUSTAINABLE FISHERIES SECTOR					
	<ul style="list-style-type: none"> <li>• Perform social and environmental impact assessments</li> <li>• Construct fisheries complex</li> <li>• Outfit complex with a solar-powered ice machine, blast freezer, processing hall and stalls</li> <li>• Install PVC panels and an on-site biogas system using fish waste as a feedstock to power the complex</li> <li>• Incorporate back-up systems for water, energy and data storage to ensure quick recovery after a disaster.</li> <li>• Construct Haul out facility and safe harbour</li> <li>• Appoint a property manager and other staff members to support operations and upkeep of the complex.</li> <li>• Consider a public/private/fisherfolk organisation partnership for management and operation of the complex.</li> </ul>			<ul style="list-style-type: none"> <li>• EU</li> </ul>	contamination; marine and coastal ecology; air quality; noise and vibration; waste management; visual quality; and socio-cultural impacts.
Action Area 3.3 Expand and build the accredited capacity of the current staff complement at the Fisheries and Ocean Governance Unit					
Desired Outcomes: <ul style="list-style-type: none"> <li>• Improved knowledge and understanding of the coupled natural-human marine ecosystem</li> <li>• Improved knowledge, understanding and potential benefits of utilizing technological advances in fisheries governance and management</li> <li>• Equip staff with skill sets necessary to advance ocean governance and management</li> <li>• Strengthened collaborative relationships and knowledge exchange between fisheries departments in the Caribbean</li> </ul>					
Recommended Actions					



THEMATIC AREA 3: SUSTAINABLE FISHERIES SECTOR					
<p>3.3.1. Strengthen the human and institutional capacity of the unit to advance ocean governance and management</p>	<ul style="list-style-type: none"> <li>• Conduct a rapid needs assessment to determine capacity gaps of staff in the fisheries and ocean governance unit</li> <li>• Conduct training workshops to build capacity in areas identified in the assessment.</li> <li>• Improve the capacity of the staff complement and fisherfolk in EAF, CCA, DRM and stewardship.</li> <li>• Capacity-building of staff including through refreshment courses, study tour abroad and partnership with regional and/or international institutions in relation to responsible fisheries management, and climate change, and as well as through fisheries learning exchanges (FLEs), fishing campaigns on local boats to deepen their knowledge about issues and challenges from the local fisher's standpoint;</li> <li>• Develop a succession planning strategy to identify and develop future leaders who can replace old leaders when they leave or retire.</li> <li>• Develop an online training platform so that staff can</li> </ul>	<p>Mid term</p>	<ul style="list-style-type: none"> <li>• FAO</li> <li>• CRFM</li> <li>• OECS</li> <li>• CEFAS</li> <li>• MMO</li> <li>• JNCC</li> </ul>	<ul style="list-style-type: none"> <li>• FAO</li> </ul>	<ul style="list-style-type: none"> <li>• Training programmes need to be conducted biannually so that staff are aware of the latest concepts and technologies in ocean governance and management.</li> <li>• Staff should be encouraged to attend Regional Fisheries related conferences e.g. Gulf and Caribbean Fisheries Institute to network with scientists, fisheries management officials and fisherfolk in the region.</li> <li>• FLEs are a relatively recent innovation, and the evidence base is still emerging. But researchers and practitioners are finding that they can be a valuable way to advance fisheries management efforts. The hands-on, peer-to-peer learning environment created by a learning exchange helps participants to learn better, improves their information retention, and may also increase their enthusiasm for the topic. The sharing of challenges as well as benefits helps communities to prepare for, or even avoid completely, these challenges themselves.</li> </ul>

THEMATIC AREA 3: SUSTAINABLE FISHERIES SECTOR					
	complete courses at their own pace.				
Action Area 3.4 Improve data collection methodology (frequency of collection, new metrics, integration of technology) to support evidence-based decision making					
Desired Outcomes:					
<ul style="list-style-type: none"> <li>• Single harmonised national data metrics for recording and reporting all marine capture fisheries data, both domestically and internationally (e.g. CRFM, FAO etc).</li> <li>• Up-to-date and accurate data set reflecting the true value of fishery landings in Montserrat that can be updated on a regular basis.</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
3.4.1. Establish a single set of metrics for measuring and reporting catches of key species	<ul style="list-style-type: none"> <li>• Review the range of metrics that are recommended for use by the FAO/CRFM.</li> <li>• Review the existing catch data recording and reporting framework in Montserrat including a quality control check on existing reported data.</li> <li>• Update and refine the national data collection and reporting programme in line with the recommendations from FAO/CRFM.</li> <li>• Establish a process of data quality control to ensure that all reporting (including national annual development reports) use and present the same data sets to ensure future consistency in data reporting.</li> <li>• Implement and advance an integrated data management system</li> <li>• Conduct value chain analyses of key species, with a view to</li> </ul>	Short term	<ul style="list-style-type: none"> <li>• FAO</li> <li>• CRFM</li> <li>• IADB</li> </ul>	<ul style="list-style-type: none"> <li>• FAO</li> </ul>	<ul style="list-style-type: none"> <li>• Various estimates of catch and landing are available through different sources (e.g. FAO, CRFM, UNCTAD reports), many of which are inconsistent. This leads to uncertainties with respect to both catches and the economic contribution of fisheries to Montserrat.</li> <li>• Updating and standardising reporting data is an essential first step to developing a wider process to undertake stock assessments since the data from landed catches (including species, numbers, sizes etc) will be a critical input into the stock assessment process.</li> <li>• Future development of FMPs will also require better data to support monitoring and adaptive management.</li> <li>• Using the value of landed catches as a proxy for the economic contribution of this sector significantly underestimates the overall importance of this sector in terms of its contribution to the economy, livelihoods and the social and cultural fabric of the islands. It also does not take into account the importance linkages and interdependencies between the fisheries and other sectors (e.g. tourism).</li> </ul>

THEMATIC AREA 3: SUSTAINABLE FISHERIES SECTOR					
	identify gaps and develop sustainable fisheries with opportunities for value-added products and improved livelihoods.				
Action Area 3.5: Diversify the existing fisheries to include new or under-utilised fish species					
Desired Outcomes:					
<ul style="list-style-type: none"> <li>• Ability to target higher value pelagic species.</li> <li>• Greater availability of high value fish for the domestic and tourism market thereby reducing the need for imports.</li> <li>• Introduce new species to the market in general</li> <li>• Reduce the number of invasive lionfish, which are having a significant detrimental impact on native reef and demersal fish species across the eastern Caribbean.</li> <li>• Improved value chains, markets and trade</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
3.5.1. Create incentives for fisherfolk to sustainably increase harvest capacity for tuna and billfish species.	<ul style="list-style-type: none"> <li>• Consult with FAO/WECAFC over the sustainable limits for key offshore species and appropriate management mechanisms required to ensure sustainable.</li> <li>• Determine sustainable catch targets for Montserrat vessels.</li> <li>• Engage with fisherfolk to determine what barriers exist to expand catch capacity (including harvesting, post-harvesting and distribution/marketing).</li> <li>• Assess whether the rules on foreign fishing licenses should be</li> </ul>	Mid term	<ul style="list-style-type: none"> <li>• CRFM</li> <li>• FAO/WECAF</li> <li>• CLME+ SAP ICM</li> <li>• IDB</li> <li>• CDB</li> <li>• ICCAT</li> </ul>	<ul style="list-style-type: none"> <li>• CLME+/GEF</li> <li>• FAO</li> <li>• CDB</li> <li>• IDB</li> </ul>	<ul style="list-style-type: none"> <li>• If not already included, this area should be addressed under the new Fisheries Policy.</li> <li>• It is not clear whether the existing vessels capacity/fleet can readily expand to exploit this resource or whether new more modern vessels would be required. If this is the case some thought should be given to allowing foreign entrants with local co-sharing arrangements.</li> </ul>

THEMATIC AREA 3: SUSTAINABLE FISHERIES SECTOR					
	<p>reviewed/relaxed to increase fishing capacity.</p> <ul style="list-style-type: none"> <li>• Take steps to address barriers identified through appropriate policy, legal, capacity and infrastructure reforms.</li> <li>• Installation of Fishing Aggregating Devices (FADs) to attract large pelagic fish species</li> <li>• Establish a mechanism to monitor and record catch and landings of offshore species including by-catch and discards.</li> </ul>				
<p>3.5.2. Undertake an assessment to determine the potential of developing a market and a sustainable fishery for diamondback squid.</p>	<ul style="list-style-type: none"> <li>• Undertake a “data discover” process to identify existing sources of data relating to distribution and abundance of these resources in Montserrat EEZ.</li> <li>• Prepare an inventory of available data taking into account <i>inter alia</i>: data quality and spatial extent; data completeness; and, how accessible the data is.</li> <li>• Engage with development partners to explore opportunities to support a marine research cruise in the region.</li> <li>• Consider legislation to allow foreign entrants to undertake research to support development of new offshore fisheries.</li> <li>• Engage with potential investors to gauge interest in developing such a fishery.</li> </ul>	<p>Mid term</p>	<ul style="list-style-type: none"> <li>• CRFM</li> <li>• FAO/WECAFC</li> <li>• CLME+</li> <li>• UWI</li> <li>• IDB</li> <li>• CDB</li> </ul>	<ul style="list-style-type: none"> <li>• CLME+/GEF</li> <li>• FAO</li> <li>• CDB</li> <li>• IDB</li> </ul>	<ul style="list-style-type: none"> <li>• The development of such a fishery will likely require the input of the UK or foreign companies with expertise in fishing for these resources. This may require legislative amendments and will require that the Government engages with foreign companies.</li> </ul>

THEMATIC AREA 3: SUSTAINABLE FISHERIES SECTOR					
<p>3.5.3. Actively promote the harvesting of lionfish as an economic resource.</p>	<ul style="list-style-type: none"> <li>Review the <i>Fisheries Act</i> provisions relating to commercial harvesting of fish using / SCUBA &amp; spear guns with a view to allowing exceptions.</li> <li>Develop a Lionfish Action Plan for Montserrat.</li> <li>Develop the capacity of the Montserrat fish processing facilities to handle and process lionfish.</li> <li>Establish partnerships between fishers and restaurants/hotels to promote lionfish as an edible fish.</li> <li>Conduct quarterly Lionfish derbies to provide incentives for the team (s) landing the most, largest and smallest lionfish. Derbies also allow the opportunity to engage the public</li> <li>Promote jewellery making using lionfish spines</li> </ul>	<p>Short term</p>	<ul style="list-style-type: none"> <li>UWI</li> <li>Local NGOs</li> <li>Local diving operators</li> <li>Local hotels and restaurants</li> </ul>	<ul style="list-style-type: none"> <li>Local community support</li> <li>In-kind support from local diver operators</li> <li>PPP with local hotel and resort operators</li> </ul>	<ul style="list-style-type: none"> <li>Lionfish are found from Coastline to depths of 500 feet. Most are caught in fish traps. Anecdotal evidence suggests that lionfish are now found in deeper waters 900 feet. A survey conducted by Waitt Institute found that Lionfish density was low at most sites, with a total of 85 lionfish recorded and an average density of 0.44 2 lionfish per 100 m. Lionfish were seen at only 24% (n=39) of all sites surveyed. Incidents of more than 4 lionfish were only recorded at 2 sites, with those 2 sites accounting for 25% of all lionfish observed.</li> <li>Many other countries in the region have developed Lionfish Action Plans which promote the harvesting of lionfish. Once an economic value has been established and a market created, the numbers of lionfish are likely to fall significantly while also creating an additional industry that has yet to be developed.</li> </ul>
<p>3.5.4. Assess the economic opportunities to extract more value from the existing sport-fishing sector.</p>	<ul style="list-style-type: none"> <li>Assess the existing “Sport Fishing” capacity in Montserrat including the estimated value of this activity versus a similar fishing effort for commercial capture fishing to assess what additional value could be created from expanding this sub-sector.</li> <li>Assess the existing barriers to local fishermen expanding into this sub-sector.</li> </ul>	<p>Mid term</p>	<ul style="list-style-type: none"> <li>CDB</li> <li>IDB</li> <li>FAO</li> <li>Local fishers and tour operators</li> </ul>	<ul style="list-style-type: none"> <li>PPP between government and fishing industry</li> </ul>	<ul style="list-style-type: none"> <li>Evidence from other countries clearly illustrates that the value/fish generated from sport fishing far exceeds that of the value of the landed catch – particularly if “catch and release” methods are adopted.</li> <li>Many other islands in the region are well known as sport fishing destinations, holding regular fishing competitions.</li> <li>It is not clear what the value of sport fishing currently is in Montserrat or what the potential for development of this sub-sector is. This will need to be assessed using cost-benefit assessment techniques and the value of investing in this sector will need to be assessed.</li> </ul>

THEMATIC AREA 4: COASTAL AND MARITIME TOURISM					
Action Area 4.1: Create linkages between the tourism sector and marine conservation					
<p>Desired Outcomes:</p> <ul style="list-style-type: none"> <li>Improved environmental benefits for wider tourism sector (e.g. SCUBA diving).</li> <li>Access to private-sector funding to support public good projects.</li> <li>Basis for longer term partnership with the private sector.</li> <li>The creation of a vehicle for tourism education and awareness campaigns.</li> <li>Building environmental resilience into natural marine systems.</li> <li>Increase brand reputation connected to tourism businesses' new green dimension</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
4.1.1 Develop a pilot project in conjunction with one Guesthouse/B&B/Villa operator to develop a conservation partnership.	<ul style="list-style-type: none"> <li>Work with the Corporate Sustainability teams of selected tourism operators to develop a conservation programme as part of the wider Corporate Sustainability Framework.</li> <li>An adopt-a-coral initiative and paid turtle research internships can be piloted as projects co-managed by LMAs.</li> <li>Agree with local tourism operators a funding framework to support implementation of the LMAs and to assist with capacity building to strengthen local co-management.</li> <li>Develop a project steering committee to include government officials, tourism operators and local stakeholders.</li> <li>Define project scope and terms of reference for a minimum period of 5 years</li> </ul>	Short term	<ul style="list-style-type: none"> <li>Guesthouse/B&amp;B/Villa operators</li> <li>Local dive operators</li> <li>UWI</li> <li>Local NGOs</li> <li>Montserrat Tourism Authority</li> <li>TNC</li> <li>CEFAS</li> <li>JNCC</li> <li>Caribbean Biodiversity fund</li> <li>Conservation International</li> </ul>	<ul style="list-style-type: none"> <li>Public-Private Partnerships with hotel and resort operators</li> <li>Access fees (this would be a long-term aspiration)</li> <li>Could also explore linkages with CCI to gain TNC and CBF support</li> <li>Conservation International Ventures</li> </ul>	<ul style="list-style-type: none"> <li>Can be considered to be an element of a broader national network of MMAs</li> <li>Could explore links with the NGOs that are investing in tourism-based conservation projects in the Caribbean.</li> </ul>

THEMATIC AREA 4: COASTAL AND MARITIME TOURISM					
	<ul style="list-style-type: none"> <li>Develop a management plan for pilot-project area in conjunction with the selected tourism operator(s)</li> </ul>				
Action Area 4.2: Diversify the existing tourism product to capitalise on Blue wealth e.g. Dive and Fish/seafood festivals, water sports, Blue economy conferences					
Desired Outcomes: <ul style="list-style-type: none"> <li>Ensure that the coastal and maritime tourism sector is a sustainable component of the wider Montserrat tourism product.</li> <li>Implement effective policy and management controls to ensure water sports and cruise tourism activities do not adversely impact coastal and marine environments.</li> <li>Anticipate, manage and mitigate the multiple and potentially conflicts between cruise tourism, water sports and other maritime sectors (such as yachting, SCUBA diving and fishing).</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
4.2.1. Create new tourism products that capitalise on blue wealth and attract a younger demographic	<ul style="list-style-type: none"> <li>Host a dive festival and/or fish/seafood festival that integrates conservation initiatives e.g. lionfish derby, under water scavenger hunt, beach clean ups, music for change.</li> <li>Expand the existing water sports sector to create a fun product that would appeal to a young demographic.</li> <li>Host a Caribbean Blue economy conference in Montserrat post-COVID that would attract attendees from around the world.</li> <li>Rebrand Montserrat’s existing tourism product to include fun ocean activities as an integral part of the sector.</li> </ul>	Short term	<ul style="list-style-type: none"> <li>Montserrat Tourism Authority</li> <li>UWI</li> <li>UNDP</li> <li>CTO</li> <li>CDB</li> <li>IDB</li> <li>NGOs</li> <li>Aqua Montserrat</li> </ul>	<ul style="list-style-type: none"> <li>PPP with the tourism sector</li> <li>IDB Blue Economy Initiative</li> </ul>	<ul style="list-style-type: none"> <li>Liability insurance for water sports should be explored before expansion of the sector.</li> <li>Legislation may need to be formulated to manage water sport operations and ensure safety of locals and tourists.</li> </ul>
4.2.2. Develop a policy aimed at better managing the impacts of cruise tourism on other, more valuable, sub-sectors of the	<ul style="list-style-type: none"> <li>Undertake an economic assessment of the costs and benefits of cruise tourism with a focus on niche markets versus other sectors of the tourism product.</li> </ul>	Medium term	<ul style="list-style-type: none"> <li>Montserrat Tourism Authority</li> <li>UWI</li> <li>UNDP</li> <li>CTO</li> </ul>	<ul style="list-style-type: none"> <li>PPP with the tourism sector</li> <li>IDB Blue Economy Initiative</li> </ul>	<ul style="list-style-type: none"> <li>This is necessary to ensure that the cruise tourism sector can continue in a sustainable manner without adversely affecting other, potentially more valuable economic sectors. Given the critical role that the marine environment plays in the overall economy of</li> </ul>

THEMATIC AREA 4: COASTAL AND MARITIME TOURISM					
maritime tourism product and the wider marine environment.	<ul style="list-style-type: none"> <li>Undertake an assessment to identify any marine or coastal areas where additional controls should be established to mitigate the potential impacts of cruise tourism activities.</li> <li>Develop a draft Cruise Tourism Policy for consultation with stakeholders.</li> </ul>		<ul style="list-style-type: none"> <li>CDB</li> <li>IDB</li> </ul>		<p>Montserrat this must necessarily include managing the environmental impacts associated with cruise ships and cruise tourism.</p> <ul style="list-style-type: none"> <li>In the long run this should be addressed through a process of multi-use spatial planning, with a view to better managing those interactions on a site-by-site basis.</li> <li>This will require an assessment of the costs and benefits of cruise tourism versus overnight visitors leading to the development of a model that maximises the overall benefits from tourists, recognising all components of the tourism sector.</li> </ul>
Action Area 4.3: Expand and update existing accommodation in a sustainable manner					
Desired Outcomes:					
<ul style="list-style-type: none"> <li>Create state-of-the-art zero-energy facilities using sustainable building materials</li> <li>Improved building standards of tourism accommodations and infrastructure to withstand extreme weather events and climate hazards.</li> <li>Create employment opportunities for youth and women in construction and tourism industries</li> <li>Promote the use of technology in improving energy and water efficiency</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
4.3.1 Undertake an assessment, in partnership with the tourism sector, of the economic potential and feasibility of expanding and updating existing accommodation	<ul style="list-style-type: none"> <li>Engage with guesthouse/B&amp;B/Villa operators in Montserrat for their vision on expanding and updating accommodations.</li> <li>Undertake an assessment of the potential opportunity for development (i.e. demand for new hotels/resorts and the number of rooms that could be supported).</li> <li>Undertake an economic analysis to determine the optimum fiscal policy to</li> </ul>	Long term	<ul style="list-style-type: none"> <li>Guesthouse/B&amp;B/Villa operators</li> <li>Montserrat Tourism Authority</li> <li>CDB</li> <li>IDB</li> <li>CTO</li> </ul>	<ul style="list-style-type: none"> <li>Private sector investment for project development.</li> <li>IDB or CDB for project feasibility and proposal development funding.</li> </ul>	<ul style="list-style-type: none"> <li>This would be considered a long-term project which will require significant investment to undertake feasibility studies, economic modelling and to attract suitable investors.</li> <li>Back-up systems for water, energy and data storage should be incorporated to ensure quick recovery after a disaster.</li> </ul>



THEMATIC AREA 4: COASTAL AND MARITIME TOURISM					
	<p>support establishment of the sector while also ensuring the government receives a fair return.</p> <ul style="list-style-type: none"> <li>Identify barriers and financial incentives for new hotel/resort developers</li> </ul>				

**Action Area 4.4: Establish a sustainable tourism training programme for tourism businesses and policymakers**

Desired Outcomes:

- Improved knowledge and understanding of markets, drivers and standards in the global and regional tourism industry
- Improved knowledge, understanding and potential benefits of utilising technological advances in tourism
- Equip staff with skill sets necessary to advance sustainable tourism
- Strengthened collaborative relationships and knowledge exchange between tourism departments in the Caribbean

**Recommended Actions**

Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
4.4.1. Strengthen the human and institutional capacity of the tourism authority and other stakeholders to advance sustainable tourism in Montserrat	<ul style="list-style-type: none"> <li>• Conduct a rapid needs assessment to determine capacity gaps of staff in the Montserrat Tourism Authority, and other stakeholders in the industry.</li> <li>• Conduct training workshops to build capacity in areas identified in the assessment</li> <li>• Capacity-building of staff including through refreshment courses, study tours abroad and partnerships with regional and/or international institutions in relation to sustainable tourism</li> <li>• Develop a succession planning strategy to identify and develop future leaders who can replace old leaders when they leave or retire.</li> <li>• Develop an online training platform so that staff and other stakeholders in the industry can complete courses at their own pace.</li> </ul>	Short term	<ul style="list-style-type: none"> <li>• Montserrat Tourism Authority</li> <li>• UWI</li> <li>• UNDP</li> <li>• CTO</li> <li>• CDB</li> <li>• IDB</li> </ul>	<ul style="list-style-type: none"> <li>• CDB</li> <li>• IDB</li> </ul>	<ul style="list-style-type: none"> <li>• Training programmes need to be conducted biannually so that staff are aware of the latest concepts and technologies in the tourism industry</li> <li>• Staff should be encouraged to attend Regional tourism related conferences e.g. State of Tourism Industry Conference (SOTIC) and the CTOS’s Caribbean Conference on Sustainable Tourism Development to network and keep abreast of the latest developments in the tourism industry</li> </ul>

Action Area 4.5: Explore sustainability branding for the sector: Green globe certification, the Oceanic Standard (TOS), Blue Flag certification and PADI Green Star Award

Desired Outcomes:

- Increase brand reputation connected to tourism businesses’ new green dimension
- The creation of a vehicle for tourism education and awareness campaigns.
- Connection to consumers who now expect verified green credentials
- Better risk management through regular review of operation processes
- Increase, verify and recognise sustainable tourism businesses

Recommended Actions

Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
4.5.1. Promote the use of sustainability branding in Montserrat’s tourism industry including green globe certification, TOS badge verification system and blue flag certification	<ul style="list-style-type: none"> <li>• Identify potential accommodation and tourism businesses employing sustainable practices that could qualify for certification.</li> <li>• Determine the best certification that suits the national context.</li> <li>• Contract accredited consultants and auditors to support in-country audits. and annual assessments.</li> <li>• Advocate for a single-use plastic and Styrofoam ban to support TOS badge verification</li> <li>• Publicize the successful award of certifications to raise the awareness of the general public.</li> <li>• Provide incentives to tourism businesses who are certified and maintain a high standard of quality</li> <li>• Promote sustainability branding in the marketing strategy for the tourism industry in Montserrat.</li> <li>• Ensure the sustainability of these initiatives through training programmes and integration into policies.</li> </ul>	Short term	<ul style="list-style-type: none"> <li>• Montserrat Tourism Authority</li> <li>• CTO</li> <li>• NGOs</li> <li>• <a href="#">JustaTAAD</a></li> <li>• <a href="#">Green Globe</a></li> <li>• <a href="#">Oceanic Global</a></li> <li>• <a href="#">Foundation for Environmental Education (Blue Flag)</a></li> <li>• JNCC</li> <li>• Waitt Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP</li> <li>• CCI</li> <li>• Compete Caribbean</li> <li>• IDB</li> <li>• CDB</li> </ul>	<ul style="list-style-type: none"> <li>• In order to qualify for these prestigious certifications, a series of stringent environmental, educational, safety-related and access-related criteria must be met and maintained.</li> <li>• Businesses that integrate and communicate the value of socially responsible practices to multiple stakeholders, including their customers, may be able to improve brand value and other benefits that strengthen economic performance.</li> </ul>

THEMATIC AREA 5: PORTS & SHIPPING					
Action Area 5.1: Prepare a business development plan that targets niche marine tourists and activities e.g. high net worth yacht owners, luxury yachts companies and yacht shipping					
Desired Outcomes:					
<ul style="list-style-type: none"> <li>• A comprehensive business development plan that supports the expansion project of the Port</li> <li>• Increased vessel calls by cruise liners, yachts and shipping vessels</li> <li>• Achieving the rate of return on the cost of the Port expansion facility</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
5.1.1 Develop Little Bay Port business development plan	<ul style="list-style-type: none"> <li>• Market assessment of viable business which the Port can take advantage of through cruise liners, yacht liners and shipping vessels</li> <li>• Identify a marketing strategy to attract niche market customers</li> <li>• Develop a berthing and mooring fee regime to reflect the categories of users</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>• Possible support from the UK</li> <li>• IDB</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for funding through the IDB Blue Economy Project.</li> </ul>	<ul style="list-style-type: none"> <li>• The Port expansion is primarily focused on providing greater access to island and a safe harbour to larger vessels. Collaborations with the Tourism Division could leverage resources and reduce redundancies.</li> </ul>
Action Area 5.2: Collaborate with the Tourism Division to develop a dockside spatial plan to enhance marine tourist experience					
Desired Outcomes:					
<ul style="list-style-type: none"> <li>• The creation of a sustainable dockside spatial plan</li> <li>• To identify and manage multiple interest within the dockside space in the future with increased traffic</li> <li>• Enhance the experience of Port users to add value to the island's tourism product</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
5.2.1 Undertake a dockside spatial plan	<ul style="list-style-type: none"> <li>• Collaborate with the Tourism Division to designate space for optimal use</li> </ul>	Short term	<ul style="list-style-type: none"> <li>• IDB</li> <li>• CDB</li> <li>• EU</li> </ul>	<ul style="list-style-type: none"> <li>• Most likely through the Port operational budget.</li> <li>• Commonwealth Fund for Technical Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• It is essential that dockside planning be done with a wide cross section of stakeholders to ensure all stakeholders</li> </ul>

	<ul style="list-style-type: none"> <li>• Prioritise the key activities that can be facilitated in the area with stakeholders e.g. taxi, restaurateurs</li> <li>• Coordinate with the Land and Survey Department to ensure the dockside infrastructure and activities align with the physical development planning parameters                         <ul style="list-style-type: none"> <li>- Principles for the Management of Environmental and Cultural Heritage 50</li> <li>- Disaster Risk Reduction</li> <li>- Climate Change Adaptation</li> <li>- Social Inclusion</li> </ul> </li> </ul>				<p>with a vested interest are reflected in such a plan.</p>
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**Action Area 5.3: Invest in renewable energy sources to provide low carbon shore-based power for visiting ships**

Desired Outcomes:

- Montserrat could further explore options for integrating renewable energy sources (particularly solar and wind) with its facilities to generate power for port consumption and, where excess exists, to provide shore-based power for ships alongside.
- Reduce carbon footprint of the port operation thereby contributing to the overall “climate resilient” vision of the government.
- Reduce long-term operating costs through renewable energy supplies.
- Reduce air pollution from ships in port.
- Opportunity to increase port revenue from charges for shore-power.

Action	Key implementation steps	Time Frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
5.3.1. Install renewable energy sources at the Little Bay port as a means to generate shore power to supply vessels alongside.	<ul style="list-style-type: none"> <li>• Undertake a feasibility study and CBA of the installation of solar, wind power and biogas systems to be co-located with existing port infrastructure.</li> <li>• Develop the business case for installation versus</li> </ul>	Medium term	<ul style="list-style-type: none"> <li>• IDB</li> <li>• CDB</li> <li>• EU</li> <li>• CCREEE</li> <li>• CARILEC</li> <li>• CREF</li> </ul>	<ul style="list-style-type: none"> <li>• IDB</li> <li>• CDB</li> <li>• EU</li> </ul>	<ul style="list-style-type: none"> <li>• Existing energy policies may need to be updated to accommodate this type of project since a relaxation of the normal Capital Expenditure return on investment rules may be required due to the longer pay back times.</li> </ul>

	<p>supplying shore power to visiting vessels, based on benchmarking.</p> <ul style="list-style-type: none"> <li>• Procurement and installation of preferred systems</li> <li>• Monitoring and evaluation of the effectiveness of systems installed</li> </ul>				
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**Action Area 5.4: Climate-proof infrastructure to withstand extreme weather events and climate hazards (sea level rise)**

Desired Outcomes:

- Improved building standards of port infrastructure to withstand extreme weather events and climate hazards.
- Instrumentation to monitor sea level rise and other climatological variables

Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
5.4.1. Climate-proof existing and new port infrastructure to withstand extreme weather events	<ul style="list-style-type: none"> <li>• Enhance existing architectural designs to promote structural integrity</li> <li>• Conduct quality assurance checks after construction to ensure that design requirements are met</li> <li>• Install appropriate instrumentation to monitor sea level rise and other climatological variables.</li> <li>• Create a datastore and analytical framework for climate data collected to be integrated into existing early warning systems.</li> </ul>	Medium term	<ul style="list-style-type: none"> <li>• IDB</li> <li>• CDB</li> <li>• WMO</li> <li>• CEFAS</li> <li>• MMO</li> <li>• CMO</li> <li>• CIMH</li> <li>• CCCCC</li> </ul>	<ul style="list-style-type: none"> <li>• IDB</li> <li>• CDB</li> <li>• WMO</li> <li>• GCF</li> <li>• GEF</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance regimes should be established before the completion of the port development project.</li> <li>• Data can also be integrated into existing regional platform such as DEWETRA coordinated by CIMH and CDEMA to support impact forecasting</li> </ul>

Action Area 5.5: Establish port authority strategies in accordance with MARPOL and IMO obligations (e.g. waste management strategy, prevention of pollution for noxious liquids etc.)					
Desired Outcomes:					
<ul style="list-style-type: none"> <li>• A multi-level, practical and dynamic adaptive management strategy for the port authority in Montserrat</li> <li>• Adaptive management capacity of employees enhanced</li> <li>• </li> </ul>					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
5.5.1. Co-develop an adaptive management strategy for the port authority in accordance with MARPOL and IMO Obligations	<ul style="list-style-type: none"> <li>• Conduct stakeholder consultations for their inputs into the strategy</li> <li>• Determine the most appropriate institutional arrangement to support implementation of the strategy</li> <li>• Review draft strategy with stakeholders</li> <li>• Seek endorsement of the strategy at the highest level</li> </ul>	Short term	<ul style="list-style-type: none"> <li>• MMO</li> <li>• OECS</li> <li>• CARICOM</li> <li>• IMO</li> </ul>	<ul style="list-style-type: none"> <li>• IDB</li> <li>• CDB</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-level planning and management; essential to strategy; requires integration; many stakeholders.</li> <li>• Intersectoral and societal coordination essential for management</li> </ul>

THEMATIC AREA 6: RENEWABLE ENERGY					
Action Area 6.1: Undertake a comprehensive review of the existing environmental regulatory functions that relate to the installation of onshore and offshore renewable energy systems					
Desired Outcomes:					
<ul style="list-style-type: none"> <li>• Develop a comprehensive and dedicated environmental management regime for onshore and offshore renewable energy systems that responds to the full range of environmental threats.</li> <li>• Clarification of different agencies' roles and responsibilities.</li> </ul>					
Recommended Actions					
Action	Key implementation steps	Time frame	Potential partners	Funding Opportunities	Comments, critical conditions, and linkages
6.1.1 Review existing agency regulatory mandates relating to on shore and offshore renewable energy systems.	<ul style="list-style-type: none"> <li>• Undertake a comprehensive assessment of all environmental matters to be regulated in respect of onshore and offshore renewable systems. This should include:                             <ul style="list-style-type: none"> <li>– Accidental and operation emission to water from both production and operation of installations;</li> <li>– Physical disturbance;</li> <li>– Impacts to bio-diversity;</li> <li>– Waste and hazardous substances</li> </ul> </li> <li>• Identify which specific agencies are responsible for each aspect</li> <li>• Expand PV 250kW system installed on island by constructing a 750kW system to increase capacity for RE to 1MW.</li> <li>• Review existing sector specific legislation to identify existing regulatory measures and gaps in the existing legislation.</li> <li>• Conduct feasibility studies for installation of offshore energy systems.</li> </ul>	Mid term	<ul style="list-style-type: none"> <li>• Commonwealth Secretariat</li> <li>• JNCC</li> <li>• IDB</li> <li>• CCREE</li> <li>• CARILEC</li> </ul>	<ul style="list-style-type: none"> <li>• Commonwealth Fund for Technical Cooperation</li> <li>• IDB</li> <li>• CDB</li> </ul>	<ul style="list-style-type: none"> <li>• Hydrothermal energy systems previously explored are at a standstill due to the high investment costs for drilling equipment and power generating infrastructure.</li> <li>• The oceans constitute a harsh and difficult environment, which requires a series of specific solutions in order to install and maintain the devices.</li> <li>• Both onshore and offshore RE technicians and personnel are needed to take care of all the phases of an offshore renewable farm, from preliminary surveys to final decommissioning after the life cycle. Health and safety considerations and protocols need to be prepared and followed for each specific plant and operation.</li> <li>• Several concerns have been raised with respect to the environmental and social impacts of offshore renewable systems.</li> </ul>





# Montserrat Blue Economy Scoping Study Initial Action Plan