

Ocean Country Partnership Programme

This project was funded with UK International Development from the UK government.



Establishing Mozambique's Academy of Marine Conservation Leadership

Author(s): Karen Allen, Izzy Savage, Todd Last

Date: January 2026

OGL

© Crown copyright 2024

This information is licensed under the Open Government Licence v3.0. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence/.

Contents

1. Summary	1
2. Introduction and Justification	2
2.1. Challenges and Needs in MPA Management	3
2.2. Language Barriers and Training Accessibility	4
3. Academy Aims and Objectives	5
4. Academy Structure	6
4.1. Training Programme Overview	6
4.1.1. Capacity Development Strategy	6
4.1.2. World-Class Training Content and Evaluation	8
4.1.3. Course Modules by Year	8
4.1.4. Candidate Selection	8
4.2. Accreditation	9
4.3. Gender Equality and Social Inclusion	10
5. Academy Launch	10
6. Sustainability	12
7. Appendix 1: Full Course Structure: Academy of Marine Conservation Leadership Module Framework	13

1. Summary

In partnership with [Nautilus Conservation](#), JNCC have supported the development of a Marine Conservation Leadership Academy which delivers accredited professional vocational training for Mozambique's MPA staff, under the UK International Development Ocean Country Partnership Programme (OCP). The Academy will enhance Marine Protected Area (MPA) practitioner skillsets and improve management effectiveness across Mozambique's MPA network. By establishing a formal collaboration between Mozambique's National Administration of Conservation Areas (ANAC), Nautilus Conservation, and the Western Indian Ocean Marine Science Association (WIOMSA), OCP has provided a long-term training initiative to support the professional development of MPA managers, aiming to equip Government personnel with the skills and competencies required to achieve regional certification through the WIO-COMPAS programme.

The established Academy is framed by a capacity building strategy, aligned with ANAC and WIOMSA strategies, and includes ten training courses delivered online and supported by expert lecturers from across the world, covering topics from MPA regulatory frameworks and essential operating requirements to human dimensions of MPAs and sustainable fisheries management. The courses have been submitted to the National Authority for Professional Education (ANEP), meaning the courses will be accredited as Technical Vocational Education and Training (TVET) courses, and will be incorporated into the Country's National Qualifications Framework.

The Academy framework included the creation of candidate selection criteria, in alignment with the Academy Gender Equality and Social Inclusion (GESI) policy, and the establishment of a candidate selection committee. The Academy was officially launched at an event in December 2025, where the MoU between ANAC, WIOMSA, and Nautilus Conservation was signed.

By developing a long-standing MPA Management Training Academy, OCP can enhance the capabilities of existing MPA management staff and train a cohort of new managers, improving the progress towards Mozambique's conservation goals and bring the country closer to achieving 30 by 30.

2. Introduction and Justification

In situ conservation areas are essential for the maintenance of biological diversity and ecosystem services, for supporting fisheries and food security, and for regulating climate change impacts. Conservation Areas in Mozambique cover 29.5% of its national territory (2025), whereas only 4.9% of the country is currently designated as Marine Protected Areas (MPAs). In line with its commitments to the Kunming-Montreal Global Biodiversity Framework (GBF), Mozambique seeks to expand its MPA network to reach at least 12% coverage by 2030, and also aims to meet the following targets:

- Restore 30% of degraded ecosystems (including wetlands and mangroves);
- Promote sustainable fisheries;
- Reduce habitat loss;
- Integrate biodiversity into land-use planning;
- Strengthen nature-based solutions;
- Recognize and support community-led conservation, and
- Develop National Biodiversity Strategies and Action Plans to track progress.

Integrating the GBF into Mozambique will require the support and backbone of policy makers, but implementation will largely fall to Conservation Area Managers and their management teams who will need advanced, specialized skills and competencies for the task.

Figure 1 outlines the current MPA coverage (A) and proposed MPA expansion scenarios to reach GBF Target 3 30 by 30 (B).

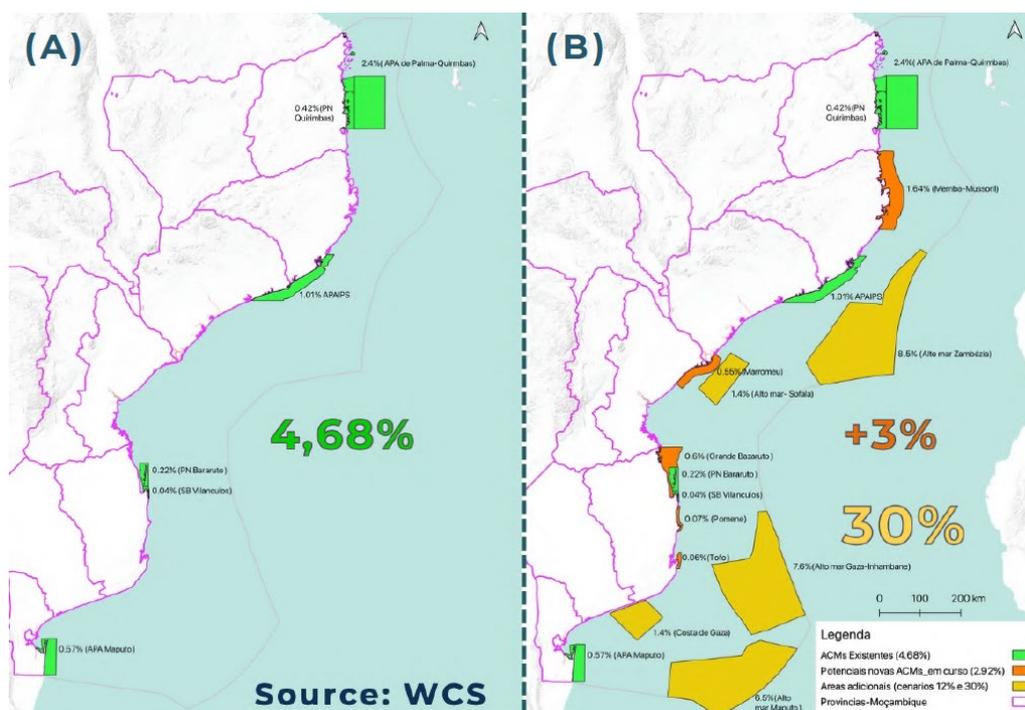


Figure 1: (A) Current MPA coverage in Mozambique. (B) Proposed MPA network expansion scenarios to reach 30% coverage by 2030.

2.1. Challenges and Needs in MPA Management

The National Administration of Conservation Areas (ANAC) are responsible for the effective management of all protected areas in Mozambique, including MPAs. A key ask from Mozambique's Government is for support in building capacity in MPA managers in Mozambique. Most MPA managers have a terrestrial background, and few practical skills in marine resource management – this is limiting the current MPA effectiveness in Mozambique and will restrict their ambition to expand the MPA network to reach 30 by 30. Presently, the management of Mozambique's MPAs is practiced more by intuition and purposeful commitment to conservation than through applied technical training or regionally recognised competencies. This is due to the absence of formal MPA-targeted training programmes for MPA managers and their management teams.

MPA management competencies in the Western Indian Ocean (WIO) are set and certified by WIO-COMPAS, a regional MPA management certification Programme lead by the Western Indian Ocean Marine Science Association (WIOMSA). The WIO-COMPAS programme offers advancement and recognition of MPA professionals at three levels:



Through OCPP support, the first Portuguese-speaking assessment event was held in Mozambique in April 2025, resulting in two Mozambique MPA professionals achieving Level 2 accreditation. Other nations in the WIO have attained higher numbers of accredited professionals (Figure 2).

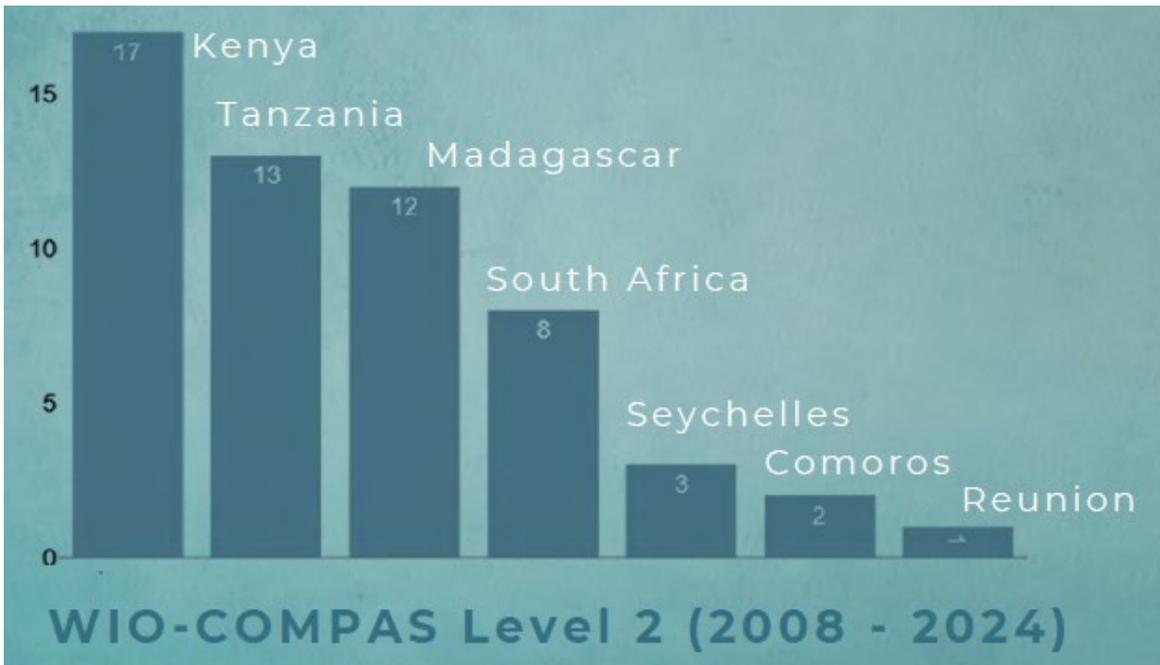


Figure 2: WIO-COMPAS Level 2 certified professionals by country (2008-2024).

There is a severe MPA management skills shortage in Mozambique. However, the development of MPA management capacity in Mozambique is now recognized as a vital need, and as a necessary pathway towards strengthened MPA management practices. The OCPP partnered with Nautilus Conservation to build a Mozambican-owned and lead professionalization programme that produces certified MPA leaders through an Academy of Marine Conservation Leadership (MCL), and to connect these leaders to a regional network of MPA professionals via WIOMSA.

2.2. Language Barriers and Training Accessibility

It is beyond doubt that language proficiencies have been a prohibitive barrier to training and skills development for Mozambican Nationals, as is evident from the number of Mozambicans enrolled at training institutions such as the Southern African Wildlife College (only 18.6% Mozambican enrolment in the last 6 years), the African Leadership University (only 10% enrolment in the last year), or the IUCN MOOC courses (only 4% Mozambican enrolment in the last 4 years). Correspondingly, the Academy is designed to offer modular MPA Management training courses, delivered in Portuguese, that aim to strengthen management capacity in (i) MPA Managers/Wardens, (ii) MPA department managers within ANAC, and (iii) other Government or privately employed Biodiversity Conservation Practitioners.

3. Academy Aims and Objectives

The Academy is a capacity building collaboration between ANAC, WIO-COMPAS, and Nautilus Conservation. The Academy aims to synthesise training materials developed by WIOMSA and multiple specialist conservation practitioners to provide practical training for MPA professionals, preparing them for WIO-COMPAS certification and enhancing MPA management effectiveness in Mozambique.

Objectives:

- To develop a durable Professionalisation Programme for Mozambique's MPA Personnel in order to
 - enhance the effectiveness of MPA management
 - improve marine biodiversity conservation outcomes
 - build community resilience to climate change
- To strengthen ANAC's custodianship of the Academy by aligning the professional capacity-building program with their vision and long-term conservation goals, and positioning them as the medium to long-term Host Institution for the Academy.

4. Academy Structure

4.1. Training Programme Overview

The Academy’s Training would follow-on from Escola profissional ou básica/ 10^a classe (11th Grade) level, and would be structured as part-time short courses. The courses will be sequenced over a three year period. The training incorporates substantially field-based, practical, on-the-job tutoring principles, combined with online learning modalities.

4.1.1. Capacity Development Strategy

ANAC have developed an internal Sustainable Training and Development Program for Human Resources, positioned as a longer-term solution for personnel capacity building, connecting regional training, current operational challenges, and Mozambique’s ambition to become an African Centre of Excellence in biodiversity management. Regionally, the [WIO Marine Conservation Workforce Transition Framework](#) has been developed by the WIO MPA Management Network (WIOMPAN) and WIOMSA as a coordinated strategy to strengthen, professionalise, and future-proof the region’s conservation practitioners. As the Academy bridges national and regional capacity building initiatives, it is important that the Academy initiative aligns closely with both strategies. Table 1 summarises the alignment with both strategies.

Table 1: Summary of the Academy’s alignment with ANAC and WIOMPAN capacity development strategies.

Dimension	ANAC Strategy	WIOMPAN Strategy	Alignment
Primary Goal	Institutionalized national system to train CA workforce, strengthening biodiversity & protected area management	Build skilled, resilient, locally led marine conservation workforce to support MPAs & biodiversity	Strong alignment. The Academy provides an ANAC-institutionalised capacity building programme aiming to build skills and resilience across the workforce.
Geographic Scope	National – Mozambique’s Conservation Area network (land + marine)	Regional – 10+ WIO countries, foster cross-border collaboration & networking	Different but complementary or nested scales. The Academy bridges the gap between national and regional capacity building, designed to provide Mozambican practitioners with the skills required by WIO-COMPAS.
MPA/Marine Focus	Marine included as priority addition to existing terrestrial training portfolio (short courses, diplomas, rangers)	Core – MPAs, marine biodiversity, climate resilience, fisheries enforcement “TRAIN/RETAIN/REFORM” pillars	ANAC should fully leverage the structure and strength of WIOMPAN regional networks and certifications as part of its overall.

Dimension	ANAC Strategy	WIOMPAN Strategy	Alignment
Capacity Development	Modular national system (Levels L1–L4), certification pathways, inclusion of women/youth, National Academy plan	Regional apprenticeships, leadership development, digital tools, WIO nationals in 85% of roles by 2029	Strong alignment. Academy provides nationally and regionally recognised certified capacity development pathways, including leadership development, prioritising Mozambican participation and with a strong focus on inclusion.
Institutional Strengthening	Trust-fund financing (BIOFUND), legal recognition of training via ministries, multi-sector governance	Workforce culture, retention, career stability, governance reforms, Conservation Trust Fund	Strong alignment. Sustainable financing strategy of the Academy promotes longevity of the capacity development programme, enhancing the MPA workforce stability and culture. ANAC ownership of the Academy strengthens internal capacity.
Community Inclusion and Equity	Explicit access for women, youth, local/Indigenous rangers, co-management skills	Community-based conservation & local leadership emphasized	Very strong alignment. The Academy's GEDSI and Safeguarding policies, and commitment to adhere to these policies requested from all participants at the application stage, ensure accessible opportunities and an inclusive and safe learning culture. Academy training content utilises expert resources in community-based conservation and promotes inclusive community engagement.
Technology and Innovation	SMART patrols, geotech, digital platforms — less emphasis on advanced AI/data science	AI, satellite monitoring, drones, digital conservation platforms	Somewhat aligned – expansion opportunity for ANAC as the Academy provides training in innovative technologies based on WIO expertise.
Policy Alignment	GBF, AU Agenda 2063, SDG 14/15, national PQG/ENDE policy anchors	Kunming–Montreal GBF (Target 3: 30% area protected), regional blue economy	Academy is strongly aligned with delivery of GBF, SDGs, and national blue economy priorities.

4.1.2. World-Class Training Content and Evaluation

The Academy’s training content is supplied by WIOMSA and incorporates pioneering and leading-edge resources developed by globally recognized conservation institutions, industry experts, best practice management toolkits, relevant case studies, and local context. These materials are supplemented with guest lectures and sessions from award-winning conservation professionals. Both the Academy’s programme activities (including lesson plans) and learner assessment and evaluation strategies and criteria have been developed by Mozambican partners and education experts F&H Consultoria.

4.1.3. Course Modules by Year

The Academy courses, including proposed dates and fieldwork locations are summarised in Figure 3.

YEAR 1: 2026		
Course	Delivery	Practical Week
MPAs - Introduction & Regulatory Frameworks	27 April – 3 July	Maputo National Park
MPAs - General Ecology	27 July – 2 Oct	Maputo National Park
Enforcement and Compliance	26 Oct – 11 Dec	Bazaruto NP
YEAR 2: 2027		
Course	Delivery	Practical Week
Human Dimensions of MPAs	25 Jan – 2 April	Maputo NP
Essential Operating Requirements	19 April – 25 June	Maputo NP
Community Engagement & Development	19 Jul – 24 Sep	Santuário Bravio
Finance, Admin & Human Resources	11 Oct – 10 Dec	Maputo NP
YEAR 3: 2028		
Course	Delivery	Practical Week
Communications and Marketing	31 Jan – 7 April	Maputo NP
Sustainable Fisheries & Marine Resource Management	1 May – 7 July	Santuário Bravio
Effective Management of MPAs	31 Jul – 6 Aug	Bazaruto NP
WIO-COMPAS Level 2 Assessment	To be determined	To be determined

Figure 3: Academy of Marine Conservation Leadership structure and course summary.

Specialised leadership training, developed by Coachways, is incorporated into each course, containing essential principles of being a Manager in an MPA, and with relevance the course content. The full course overview is provided in Annex 1.

4.1.4. Candidate Selection

To ensure the Academy courses are accessible and inclusive, candidate selection criteria were drafted and a candidate selection committee was established to review applications and award scholarships. The selection criteria include employment background and

position, academic qualifications (candidates must have completed 10th grade), organisational consent, GEDSI compliance, commitment, language proficiency and digital access. Additionally, to ensure a diverse cohort, achieving gender balance and representation from different regions of Mozambique will be considered.

The candidate selection committee consists of representatives from institutions and organisations involved in MPA management in Mozambique, including:

- National Administration of Conservation Areas (ANAC) – agency mandated to manage conservation areas in Mozambique
- Mozambique Oceanographic Institute (InOM) – scientific and technical expertise
- Joint Nature Conservation Committee (JNCC)– international best practices
- MUVA – Gender and social inclusion perspective
- IAI Salamanga – Oversight of professional training and accreditation
- Western Indian Ocean Marine Science Association (WIOMSA) – Regional standards for Marine Protected Areas
- Nautilus Conservation – Support for program design and implementation
- BIOFUND – Conservation funding and sustainability vision
- F&H Consulting – Expertise in educational and pedagogical practices

4.2. Accreditation

The Academy’s training programme constitutes the necessary preparation and foundations for certification of MPA Professionals in the Western Indian Ocean ([WIO-COMPAS](#)), a joint initiative of WIOMSA and the Coastal Resources Center (CRC) at the University of Rhode Island. The WIO-COMPAS regional certification program assesses and certifies marine protected area (MPA) professionals, ensures ethical conduct, and improves MPA management by evaluating the skills, knowledge, and competencies of practitioners against internationally recognized standards. WIO-COMPAS assessment and certification would follow the completion of the Academy’s short courses in order to promote professional growth in the sector and to link graduates to a regional professional network.

The courses offered under the Academy are also accredited qualifications validated by Mozambique’s National Administration of Professional Education (ANEP). IAI Salamanga, as a registered technical and vocational education institution, manages professional training courses and awards credits under the Technical and Vocational Education and Training (TVET) / National Qualifications Framework to participants in the National Capacity Development and Professionalization Program. IAI Salamanga oversees Academy trainee assessments to ensure they meet national standards and align with the expected outcomes approved by the National Qualifications Framework.

4.3. Gender Equality and Social Inclusion

The Academy trainers and candidates all must commit to the Nautilus Conservation GESI Policy, to ensure candidate selection processes and training delivery are inclusive and equitable, safeguarding the wellbeing and rights of all involved. The GESI policy objectives are to:

1. Promote Gender Equality: Ensure equitable access, participation, and decision-making opportunities for all genders participating in Nautilus' programs.
2. Support Disability Inclusion: Remove barriers and create opportunities for persons with disabilities to participate meaningfully in Nautilus' programs.
3. Advance Social Inclusion: Address systemic inequities and barriers that may prevent marginalized groups from accessing and succeeding in marine conservation leadership roles, and ensure marginalized communities and individuals are engaged and empowered.
4. Ensure Safeguarding:
 - a. Protect stakeholders from harm, abuse, exploitation, and neglect within Nautilus' programs and operations.
 - b. Foster a culture of respect, accountability, and zero tolerance for harmful practices

5. Academy Launch

On 9 December 2025 an event was held to mark the formal public launch and inauguration of the partnership alliance responsible for delivering the National Capacity Development Programme for MPA Professionals. The event provided an official platform to announce the programme, reiterate the need for capacity development given Mozambique's international conservation commitments, and introduce the collaborating agencies and their role in the partnership.

The event included the following components:

- Formal presentations by senior representatives including:
 - ANAC: Eugenio Manhica contextualized the event.
 - Nautilus Conservation: Karen Allen presented the components of the National Capacity Development Programme for MPA Professionals, comprised of (a) Accredited Training, supplied by the Academy of Marine Conservation Leadership, and (b) Competence assessment and certification, supplied by WIO-COMPAS.
 - WIOMSA: Dr. Celia Macamo provided an introduction of WIOMSA (WIO-COMPAS host)
 - WIO-COMPAS: Dr. Damboia Cossa provided an overview of the WIO-COMPAS Certification Programme.

- ANAC: Pejul Calenga, Director General of ANAC provided ANAC's support for the National Capacity Development Programme for MPA Professionals.
- Formal signing of the tri-partite Agreement
- Media engagement and interviews
- Networking

The event gathered more than 60 participants, including representatives from government leadership (including MPA wardens), civil society organisations, cooperation partners, academia, the private sector, and the national media.

The event resulted in:

- Formal public launch of the National Capacity Development Programme for MPA Professionals.
- Visible demonstration of Government support for the Academy of Marine Conservation Leadership and the WIO-COMPAS Certification Programme.
- Direct engagement with MPA Wardens and frontline professionals.
- Strengthened institutional credibility and national visibility.
- Reinforced relationships with conservation and development partners.
- Opportunity to showcase the National Capacity Development Programme for MPA Professionals to potential donors such as BIOFUND, The World Bank, The Italian Corporation, Natura, and GIZ.

The event culminated in the signing of a strategy MoU between ANAC, WIOMSA, and Nautilus Conservation, committing to deliver the professionalisation programme through the Academy.



Figure 4: Karen Allen (Director of Nautilus Conservation), Pejul Calenga (Director General of ANAC), and Celia Macamo (WIOMSA Board Member) during the MoU signing ceremony.

6. Sustainability

The signed MoU between ANAC, WIOMSA, and Nautilus Conservation demonstrates a commitment to implementing the Academy of Marine Conservation Leadership to fulfil ANAC's capacity development requirements. To ensure the legacy of the UK OCPP investment in the Academy framework development, a Sustainable Finance Strategy, developed by Conserve Consult, outlines the training cost breakdown, a comprehensive multi-year funding strategy, summarises potential funding sources and engagement strategies, and presents innovative finance options. The strategy also outlines transparent fund reporting mechanisms and best practices. This strategy ensures Nautilus Conservation, as the implementing partner of the Academy, has access to the tools and expertise to pursue future funding opportunities, supported by the OCPP partnership transition. By developing a long-standing Academy framework, OCPP can enhance the capabilities of existing MPA management staff and train a cohort of new managers, improving the progress towards Mozambique's conservation goals and bring the country closer to achieving 30 by 30.

7. Appendix 1: Full Course Structure: Academy of Marine Conservation Leadership Module Framework

Module 1: 'Marine Protected Areas' – Overview and Regulatory Frameworks	
1	Leadership
	On-board Leadership Ignition
	Vision, Values & Ethical Leadership
	Personal Change & Adaptive Goal setting
	Substance Abuse
2	Overview of MPAs
	What are MPAs?
	Purposes and Roles of MPAs
	Benefits of MPAs
	Challenges to MPAs
	Mozambique's MPAs
	Establishing an MPA
3	Criteria for the Selection, Proclamation and Establishment of MPAs
	Types or Categories of MPAs- International and National
	Criteria for Selection of MPAs
	Systematic Conservation Planning
	Ecological Linkages
4	MPA Management Models
	Alternative Management Approaches
	Alternative Approaches used in Mozambique & Lessons Learned
5	MPA Mandates and Legitimacy
	Management Structures
	Management Councils/ Committees
	Concession Contracts
	Internal Regulations
6	International Agreements, Conventions, and Treaties
	Key International Treaties Concerning Marine Protection
	World Summit on Sustainable Development
	Areas beyond National Jurisdiction – ABNJ: Governance of the High Seas
	The Rights of Nature
7	Overview of National Policies, Strategies and Legislation
	National Legislation
	Why We Need Laws
	Institutional arrangements

Module 2: The marine environment – general ecology	
1	Coasts and Physical coastal Processes
	Defining the Coastal Zone
	The Western Indian Ocean (WIO) Region - Currents and climate
	Understanding Tides
	Important Physical Processes along the Coast (erosion, sedimentation, sea level rise, plankton blooms, ocean acidification, upwelling and tides)
2	Ecological Processes and Ecosystem Services
	Ecological and Biological Processes
	Ecosystem Services/ Benefits people obtain from the ecosystem
3	Biodiversity and Biogeography
	Marine Biodiversity and Distribution Patterns
4	Marine and Coastal Habitats
	Rocky shores
	Sandy Beaches
	Estuaries
	Mangroves
	Seagrasses
	Coral Reefs
	Saltmarshes
	Wetlands
	Offshore habitats
5	Threatened Marine Species
	Fish
	Birds
	Reptiles
	Invertebrates
	Mammals
6	Interconnectedness and Integrated Ecosystem Management
	Large Marine Ecosystems
7	Uses of, and Threats to, Marine and coastal Environments
	Introduction to major benefits of Coasts and Oceans
	Introduction to the Blue Economy
	Introduction to major threats to coasts and oceans
	Drivers of Change
	Responding to Change
8	Leadership- Hi Performance Teams and Partnerships

Module 3: Enforcement and compliance	
1	Introduction and Overview of enforcement and Compliance
2	Ranger Welfare
3	Human Rights
4	Use of Force
5	Staffing
6	Area Integrity Objectives
7	Area Integrity Planning
8	Voluntary compliance and stakeholders and community relations
9	Risk Assessment Framework
10	Strategy
11	Tactics
12	Operational Planning, Debriefing and Reporting
13	Standard Operating Procedures
14	Voluntary compliance and stakeholders and community relations
15	Incident Command & Control
16	Technology
17	Intelligence and Investigations
18	Crime Scene Management
19	Judiciary and Prosecutions
20	Priority Species
21	Introduction to Illegal wildlife trade
22	CITES as a tool to regulate marine species trade and the illegal trade in shark fins
23	Partners - IRF/ GRAA
24	Leadership
	Debates ethical, rights-based judgment in marine law enforcement.

Module 4: Human dimensions of MPAs	
1	MPA Stakeholders
	Perceptions and Interests
	Positive and negative influences on the MPA
2	Leadership:
	Inclusive and relational leadership
	Hi Performance Teams and Partnerships
3	Local Communities living inside MPAs: Demonstrate a contextual understanding of local communities living inside MPA's
	Basic Community Needs
	Community dependency on natural resources
	Community land and sea rights
	Community Governance Structures
	Cultural heritage

Module 4: Human dimensions of MPAs	
4	Tourism Users in MPAs: Demonstrate an understanding of sustainable tourism in MPAs
	Overview of Leisure Tourism
	Tourism niches in MPAs- recreational products and experiences
5	Tourism Management: Demonstrate the ability to manage tourism in MPAs that prevent negative social impacts.
	Understanding and Managing Tourism Activities to minimise impact
	Managing MPA access
	Cultural considerations and managing negative social impacts
	Tourism Concession Contracts
	Managing tourism revenues and costs to achieve conservation benefits
6	Sustainable Tourism Identifies sustainable tourism principles in MPAs
	Principles of sustainable tourism in MPAs- Essential concepts and impacts
	Adaptive management for sustainable tourism in MPAs
	Looking to the Future of sustainable MPA tourism.
7	Extractive Concessions in/ bordering MPAs: Recognise the impact of concessions in and bordering MPAs
	Hunting / Poaching
	Mining
	Forestry
8	Conflict and Co-existence: Demonstrate conflict management skills
	Understanding and working with conflict
	Conflict – Destructive or Constructive
	Guidelines for Conflict Management
	Coexistence
	Human-wildlife conflict
9	Human-driven Global Warming: Understand and identify the impact of human driven global warming
	What is Global Warming and Climate Change?
	How is Climate Change affecting the marine environment
	Some Projections
	Resilience and Adaptation & Management Actions in Support of Resilience

Module 5: Essential operating requirements	
1	Leadership:
	Leading With Others Build inclusive, trusting teams through empathy, deep listening, and valuing of diverse perspectives
	Strategic Thinking and Action
	Crisis Leadership
2	Defining MPA Operations
3	Operationalisation
	Identifying Core Elements of MPA Operationalisation
	Understanding the objectives of Operationalisation Elements
4	Operating Systems
	Introduction to Management Plans
	Introduction to Operational Plans
	Standard Operating Procedures
5	Essential Infrastructure and Assets
	Management infrastructure
	Tourism infrastructure
	Principles and types of low-impact infrastructure
	Accessibility (roads, airstrips, helipads, moorings, jetties)
6	Fleets and utilities to support MPA Management
	Boat and vehicle fleets
	Electricity supply
	Water Supply and Usage
	Internet connectivity and servers
7	Operating Resources
	Essential Tools and Equipment - per department
	Technology – hardware and software
	Fuel management
	Stocks and stores
	Basic workshop requirements
	Logistics
	Maintenance

Module 6: Community engagement and development	
1	Leadership:
	Influence & Storytelling in action
	Conflict Management
2	Contextualizing the Relationship between Conservation and Local Communities
	Concepts of Self Governance and Government Control
	Complexities around Biodiversity Conservation and Societies
	Conserving with Communities- Introducing Community-based Conservation
3	Introduction to Community Engagement and Development

Module 6: Community engagement and development	
	Definitions, Importance, and Core Concepts
	Goals and Benefits for MPAs
	Key Principles of Effective Engagement and Development
4	Introduction to Community Engagement Framework
	Bundle of Rights Framework
	Common Pool of Resources Framework
	Social License to Operate/ Community License for Biodiversity Conservation
5	Approaching Community Engagement through the PARTNERS Framework
	Presence
	Aptness
	Respect
	Empathy
	Transparency
	Negotiation
	Responsiveness
	Strategic Support
6	Getting to know the Local Community in “Your” MPA: Understanding
	Traditional Governance Structures
	Community Capital
	Resource Use and Availability
	Vulnerability and Resilience to Climate Change
7	Strengthening “Your” MPA’s Engagement with the Community
	Creating platforms for Dialogue and Community Participation in Natural Resource Management and Conservation
	Designing an Engagement Strategy
	Implementing Engagement Programmes
8	Community Development - Planning and Implementation
	Creating and Implementing Community Development Plans
	Contextualizing Community Development
	The Role of MPAs in Community Development
	Diversified Livelihoods as a means to Enhance Conservation, Socio-Economic Wellbeing, and Community Resilience to Climate Change.
	Introduction to Marine Conservation Agreements
9	Environmental Education
	Defining Environmental Education and Literacy
	Purpose and Importance of Environmental Education
	Guiding Principles and Approaches
	Behaviour change and the value of research and awareness
	Planning and Designing an EE Programme for “Your” MPA
	Educational Resources

Module 7: Finance, administration, and human resources	
1	Financial Administration
	Sustainable Conservation Financing
	Budgeting and Forecasting
	Procurement and Contracts
	Payroll and Benefits
	Financial Reporting
2	Fund Raising & Grant Management
	Fund Raising
	Grant writing
	Donor Cultivation
	Compliance with funding obligations/contracts
3	Leadership
	Coaching and People Development
	Staff Performance Development
	Appriasals and KPIs
	Leadership and WIO-COMPAS
4	Human Resources
	Gender Equality, Disability & Social Inclusion (GEDSI)- Considerations and Safeguards
	The Human Contribution and Sharing Responsibilities
	Staff Recruitment & Retention
	Working with Consultants and Contractors
	Developing ToRs
	Crisis Communication
5	Administration Skills: Recognises effective administration skills for effective MPA Management
	PLOC: Planning leading organising and controls

Module 8: Communications and marketing	
1	Defining Communication
2	Ways of Communicating
3	Understanding Barriers to Communication
4	Communicating with different audiences
5	Listening Skills
6	Communication Platforms
7	Responsible Digital Citizenship
8	The value of branding and brand protection
9	Websites
10	Event management
11	Media liaison and public relations
12	Publications
13	Reports- Progress Reporting and Public-facing reports

Module 8: Communications and marketing	
14	Signage and information
15	Developing Audio-visual content ranges
16	Managing grievances and complaints
17	Leadership:
	Personal Branding: Create your personal brand

Module 9: Sustainable fisheries and marine resource management	
1	Leadership:
	Disruptors and Wicked Problems
	Foresight and innovation
2	Marine Resource Use and the Tragedy of the Commons
	Understanding Marine Resource Use in “Your” MPA
3	Sustainability
	Introduction to Sustainability
	Sustainable Populations and Sustainable Harvesting
4	Fisheries Management
	Categories of Resource Users
	Fisheries Management Techniques
	Determining Allowable Catch
	Who Manages the Fishery?
	Alternative Management Approaches - the Ecosystem Approach to Fisheries
5	MPAs and Sustainable Fisheries Management
	Conservation Benefits
	Benefits to the Fishery
	Fisheries Data and Adaptive Management
6	Biodiversity Management
	Integrated Coastal Management
7	Ecological Research and Monitoring
	Introduction to marine research and monitoring
	Using data to inform MPA Management
	Data collection (including data sovereignty and safety)
	Data analysis/ visualization
	Citizen Science

Module 10: MPA management effectiveness	
1	Leadership to Enhance MPA Management Effectiveness - Leadership through Change
	Integration and future leadership pathways
	Final Presentations and celebrations
2	Profile of an Effective Manager
	Manager Roles, Responsibilities, and Challenges
3	Management Effectiveness
	What is Management Effectiveness?
	Assessing Management Effectiveness
4	Planning for Effective MPA Management
	Importance of Planning
	Types of Plans
	Purposes of Planning
	The Planning Process
	Preparing Contingencies
5	Management Strategies and Tools
	Systems thinking
	Management Plans
	Converting Management Plans into Operational Plans
6	Monitoring and Evaluation (M&E) Frameworks
	Understanding Monitoring and Evaluation as an adaptive management strategy
	Understanding and Selecting Indicators
	When to Monitor and Evaluate
	Who should be Involved in M&E
	Responding to Evaluation for Effective MPA Management
	Analysis and Interpretation - The METT and other Tools
7	Management Practices: Recognise sound management and leadership practices
	Management Support - your Management Team
	Motivating and Managing MPA Teams
	Accountability in the workplace
	Delegation and Supervision
	Capacity Building
	Mental wellness and stress management to enhance productivity

Ocean Country Partnership Programme

The Ocean Country Partnership Programme (OCP) is a bilateral technical assistance and capacity building programme that provides tailored support to countries to manage the marine environment more sustainably, including by strengthening marine science expertise, developing science-based policy and management tools and creating educational resources for coastal communities. The OCP delivers work under three thematic areas: biodiversity, marine pollution, and sustainable seafood. Funding is provided through the overarching Blue Planet Fund (BPF) by the UK Department for the Environment, Food and Rural Affairs (Defra).

The authors would like to thank and acknowledge Defra on behalf of the UK government for the funding: project number GB-GOV-7-BPFOCPP in funding this work.