

<b>Project Period</b>	09/01/2012 - 01/01/2014
<b>Award Amount</b>	\$38,165.00
<b>Matching Contributions</b>	\$35,850.00
<b>Project Location Description (from Proposal)</b>	The Molinière-Beauséjour Marine Protected Area on the west coast of Grenada, West Indies.
<b>Project Summary (from Proposal)</b>	Increase enforcement capacity and effectiveness at Grenada's three coral reef protected areas. Enforcement training and creation of enforcement program will be coordinated with management goals.
<b>Summary of Accomplishments</b>	This project brought tailored training and support to build capacity for effective marine protected area (MPA) enforcement to Grenada. A practical, hands-on training course was attended by staff and stakeholder representatives of Grenada's three MPAs and Grenada's national MPA coordinator, plus selected regional invitees. Facilitated by an MPA enforcement expert with specialist instruction also provided by the Royal Grenada Police Force, Coast Guard and local emergency services, the involvement of these organizations in the project successfully built and strengthened key MPA enforcement partnerships. Complementing the training in law enforcement, the project also enabled important strides to be made in building local compliance with MPA regulations through new communications activities and a pilot schools education program. The project also provided some critical pieces of equipment and uniforms for our MPA Wardens which helped in the overall effectiveness in managing our MPA's.
<b>Lessons Learned</b>	<p>The MPA enforcement training captured the attention of Grenada's MPA staff and resonated with the regional participants. Its hands-on and practical nature enhanced its effectiveness, as illustrated by the results of the participant evaluation. The success of the training was also strongly founded in the in-depth assessment by the enforcement expert which generated familiarity with the local MPA enforcement setting. The involvement of local enforcement partners in the training proved a significant step in building their engagement with, and commitment to, the MPA program.</p> <p>There is a need to replicate the training as new staff come on board, and to develop an ongoing training program to continually refresh and further develop ranger skills on the many topics in which they must be versed. We will take onboard the recommendations of the MPA enforcement expert in relation to continually improving our MPA program and addressing current enforcement and training needs.</p> <p>The regional participants who were co-funded by other donors to attend the training indicated their desire to replicate the project in their own countries using the same methodology of assessment and tailored training, also with the involvement of their own local law enforcement agencies (St Vincent and the Grenadines, St Lucia, Dominica, Belize). We learned that the local community is receptive to education activities and outreach. We have since built the communications and education activities developed under th</p>

Conservation Activities	Assessment, evaluation and prioritization of enforcement needs
Progress Measures	Other (completed assessment report, outputs used for training.)
Value at Grant Completion	1

Conservation Activities Progress Measures Value at Grant Completion	Enforcement training developed Other (MPA enforcement training program designed based on assessment outputs) 1
Conservation Activities Progress Measures Value at Grant Completion	Enforcement training implemented, to include training on coral reef ecology/fisheries and resource extraction enforcement understanding) Other (# persons successfully completed training and with improved enforcement understanding) 16
Conservation Activities Progress Measures Value at Grant Completion	Enforcement and best practices manual developed, distributed and peer reviewed Other (# MPAs using manual) 4
Conservation Activities Progress Measures Value at Grant Completion	Project monitoring plan and timetable developed Other (# activities meet implementation schedule) 1
Conservation Activities Progress Measures Value at Grant Completion	Collaborate with enforcement partners in enforcement training Other (# enforcement partners engaged and participate) 3
Conservation Activities Progress Measures Value at Grant Completion	Engage community for enforcement awareness Other (% of persons at consultations supportive of enforcement activities) 60
Conservation Activities Progress Measures Value at Grant Completion	Develop communication and outreach program Other (# programs developed) 1
Conservation Activities Progress Measures Value at Grant Completion	Engage community in outreach activities Other (# community consultations) 6
Conservation Activities Progress Measures Value at Grant Completion	Implement communication and outreach activities - Public Service Announcements Other (# radio and TV announcement aired) 10
Conservation Activities Progress Measures Value at Grant Completion	Implement communication and outreach activities - posters and brochures Other (# posters and brochures produced and distributed) 1000

Conservation Outcome(s) Conservation Indicator Metric(s) Baseline Metric Value Metric Value at Grant Completion Long-term Goal Metric Value Year in which Long Term Metric Value is Anticipated	Increased effective enforcement and patrolling Other (% increase in # of interactions between wardens and public with increase in successful prosecution) 0 (baseline unknown) 20 20 2014
Conservation Outcome(s) Conservation Indicator Metric(s) Baseline Metric Value Metric Value at Grant Completion Long-term Goal Metric Value Year in which Long Term Metric Value is Anticipated	Partnerships and alliances created and/or strengthened to further improve enforcement Other (# partnerships developed and/or strengthened) 2 5 5 2014
Conservation Outcome(s) Conservation Indicator Metric(s) Baseline Metric Value Metric Value at Grant Completion Long-term Goal Metric Value Year in which Long Term Metric Value is Anticipated	Increased compliance of rules and regulations Other (% infringements decline at 3 MPAs) 10 5 0 2014

Conservation Outcome(s)	Increased awareness by stakeholders and resources users of importance of reefs, rules and regulations
Conservation Indicator Metric(s)	Other (% local awareness of reef protection best practices)
Baseline Metric Value	< 15
Metric Value at Grant Completion	25
Long-term Goal Metric Value	> 60
Year in which Long Term Metric Value is Anticipated	2014
Conservation Outcome(s)	Further progress toward achieving management and conservation goals.
Conservation Indicator Metric(s)	Other (# MPAs with reduced infringements and increased awareness)
Baseline Metric Value	0
Metric Value at Grant Completion	3
Long-term Goal Metric Value	3
Year in which Long Term Metric Value is Anticipated	2014



# **LAW ENFORCEMENT TRAINING WORKSHOP REPORT**

**FISHERIES DIVISION, MARINE PROTECTED AREAS,  
ST.GEORGES, GRENADA**

**ARRIL 22 – 26, 2013**

## Overview

From February 25 through March 1, 2013, an analysis of the Ranger Corps of the Marine Protected Areas, Fisheries Division was conducted in Carriacou and on Grenada. This was undertaken in order to determine the best course of action to implement a workshop designed to enhance the enforcement ranger's abilities and effectiveness. Needs were identified and a preliminary agenda was developed for the week of April 22<sup>nd</sup> through 26<sup>th</sup>, 2013. Working with Constable Kerry Swan from the Royal Grenadian Police Force (RGPF), Senior Ranger Coddinton Jeffrey and with input from Mr. Roland Baldeo a finalized agenda was tailored to meet the specific needs and goals for effective enforcement action in Grenada and surrounding MPA's. The concept of the workshop was to teach and demonstrate a learning block designed to continually build on the previous lesson plans. At the end of each day, participants had to physically demonstrate what they had learned from the day in a field training practical exercise with the instructors in teams of two. The next day's exercise would involve elements from the previous day(s) exercises cumulating in a final field exercise incorporating all of the learning blocks and lesson plans from the five days. After the first day, every morning was started with a short period of interaction between the instructors and the participants on, "What did you learn yesterday"?



Figure 1 Carriacou evaluation and workshop in February, 2013

## Day 1: April 22, 2013

After introductions and the opening ceremony, the course schedule and expectations/requirements were discussed. While different subject matter was introduced during the different learning blocks, the overall continual background for the five days was centered on officer/public safety and being able to identify all elements necessary for successful prosecution.

The first presentation examined what type of safety gear should be on every patrol vessel and why. Discussion included how to be prepared for any emergency and how to react to different situations one may encounter in marine law enforcement.

The next presentations topic was Situational Awareness and Officer Safety. How to approach a potential violator or visitor, look for adverse or threatening body language, proper stance, being aware of dangerous instruments or weapons close by, etc. The concept of officer presence and authority was discussed along with how to look for signs of danger.

Constable Kerry Swan's presentation was the Use of Force Continuum as recognized and taught by the RGPF. Discussions included many different scenarios of various situations detailing when to use force or not and how much force is to be applied.

The Interpretative Enforcement learning block showed the different reasons why education and explanation of the MPA function is so important to a successful protection program. The theme was reiterated, "The Ranger is the Ambassador of the MPA" throughout the five day workshop. In addition, Verbal Judo skills were introduced, showing how a situation can be controlled by using the right words in the right way.

The final learning block of the day involved Interview Techniques and how to build upon Situational Awareness and Officer Safety. The field training course at the end of the day incorporated all of the days lesson plans in a hands on exercise in which participants, working in teams of two, had to interact with the instructors who were role playing as violators.



Figure 2: Classroom in St. George's

## Day 2: April 23, 2013

Most of day two was devoted to Self Defense and Defensive Tactics. While originally scheduled for a four hour learning block, it was decided to extend the session through the afternoon. The participants were very involved and asked if they could continue with the hands on training and physical learning exercise that only one had experienced before. Constable Alex James, a self-defense instructor for the RGPF, taught the class the art of self-defense for the next seven hours.

The field training course at the end of the day incorporated all lesson plans from day one (Situational Awareness, Officer Safety, Verbal Judo Skills and Interview Techniques) and included a situation where the participants had to demonstrate the ability to take the proper action to defend themselves if attacked.



Figure 3: Self Defense course taught by RGPF



### Day 3: April 24, 2013

While Medical First Responder/CPR had been scheduled for the first half of the day, the instructor had to cancel at the last minute. Therefore, Report Writing Skills taken out of day two in order to continue Self-Defense were now taught for the first half of the day. After lunch the lesson plan included Evidence (Exhibits) Recognition, Collection and Chain of Custody/Proper Storage. The participants learned to take pictures of the evidence, collect the evidence properly, tag the collected evidence and to deliver it to the proper authority without ever breaking the chain of custody. In addition, they were shown how to fill out the proper forms associated with evidence and to incorporate it into their narrative report of the violation. The field training exercise for the afternoon incorporated everything learned from all three days including the Identifying the Elements of a Crime, Evidence Discovery/Photography/Collection along with Note Taking and Documentation of location, violator(s), etc. to be used in official reports and charging documents



Figure 4: Report Writing



Figure 5: Elements of a crime being discussed

#### Day 4: April 25, 2013

After the brief morning review a learning block on MPA strategies and success from Mr. Baldeo was followed by a three hour learning block on Vessel Operations and Seamanship by Corporal Dexter Roberts of the RGPF Coast Guard. Corporal Roberts covered many topics from navigation to proper handling techniques. The morning was ended by Professor Steve Nimrod from St. George's University, Grenada. His presentation dealt with the coral reef environment and habitat. The second half of the day was devoted to Medical first responder/CPR. All participants were certified in CPR and were instructed in basic first aid techniques. In addition, they were trained to deal with life threatening situations and what medical processes need to be applied until a victim can be successfully transported to qualified personal or facilities. Naturally, the end of day field training exercise incorporated a medical emergency the teams had to deal with, which of course, they had just been trained on.



Figure 6: First Aid



Figure 7: CPR

**Day 5: April 26, 2013**

Day five started earlier than normal in order to finish up the remaining first responder/CPR training. The next learning plan dealt with coral and or habitat destruction and what elements of the crime need to be recorded, put into evidence, photographed and other details on how to assess the injury and make a solid case against the violator. The last lesson plan covered prisoner transport and safety for both the officer and the prisoner while in custody.

The final field training exercise was of the longest duration to date and again, the participants had to encounter, overcome, deal with and adapt to all situations thrown at them by using all of the skills and knowledge they had learned during the entire workshop. Proper Approach, Officer Safety, Interview Techniques, Verbal Judo, and Maintaining Control were all required during the simulated scenarios. At the end of the exercise each team had to collect and properly tag evidence and to write a complete report of the arrest that would include all elements necessary to result in a successful prosecution. Constable Kerry swan, assigned by the RGPF as the police prosecutor for the area, reviewed the teams reports and critiqued their final products.



**Figure 8: Instructors, Captain Jayson Horadam, Constable Alex James, Constable Kerry Swan**



**Figure 9: Review of the Field Training Exercise**

## **Observations, Comments & Conclusions**

I believe the Law Enforcement Workshop went very well with all participants experiencing a very productive and exciting week. All were enthusiastic and readily responded to the valuable lessons learned. The following is a synopsis of skills and knowledge each participant now possesses and will be able to directly apply in their work as enforcement officers. The week's lesson plans and field training exercises empowered the officers with a "can do" attitude and new perspective on their duties and responsibilities.

Officer safety was stressed throughout the week and I believe will now become a part of everyone's standard routine while on patrol in the MPA's. All participants now have a very clear understanding of the elements necessary to make an arrest followed by successful prosecution. For Grenadian Rangers, they now have the ability to utilize the exhibit (evidence) compound operated by RGPF which greatly simplifies the entire chain of custody aspect of court proceedings. All enforcement officers now know how to identify exhibits and seize item(s) for prosecution under the rules specified by RGPF. The participants now possess the rudimentary skills of self-defense and, with practice, be able to defend themselves against an aggressor. In addition, the enforcement officers understand what is needed in a charging document when making an arrest. They know what the prosecutor expects of them and how to testify in a court of law. The subject of case dynamics involving natural resource habitat (coral) destruction and injury was incorporated into the lesson plan as well.

A very important milestone was the Medical First Responder training class. The participants are now certified in CPR and know the basics of dealing with life threatening injuries and illness. This is a critical component of their training as when a medical emergency happens on the water, they will most likely be the first on the scene. Additional knowledge and skills were gained in vessel handling and seamanship during the class conducted by Corporal Roberts from the Royal Grenadian Coast Guard.

The hands on field training exercises at the end of each day were invaluable in letting the participants actually use what had been learned from the day's lesson plans. The partnering with the RGPF and particular Constable Kerry Swan is outstanding and of the utmost importance. This is one of the most dynamic developments and will have a very positive impact on the program.

The boost in morale and the feeling of being part of the team cannot be overlooked. It is human nature to feel good about yourself when you have accomplished a task or conquered an endeavor that many others cannot.

Overall, I believe the participants are now one of the best trained and professional enforcement rangers in the region. They possess the skills and knowledge to present a credible and effective enforcement program. However, continual training is recognized and practiced by all successful organizations.

## Recommendations

**Appointment of rangers:** The importance of officially appointing wardens/rangers as government employees and as persons appointed to enforce the laws cannot be stressed sufficiently. We note that the government is already paying persons to perform this duty and we strongly recommend regularizing these persons according to the requirements of the law. Without this, they are not recognized under the law as wardens and do not have powers to stop, board, inspect or arrest any person in the MPA, as would be conveyed upon them once properly appointed. The appointment of staff is a fundamental aspect of a serious MPA enforcement program and regularizing this situation deserves highest priority.

**Partnerships and Training;** it will be imperative that Grenada's MPA Program maintain a close working relationship with their partners and with the other agencies involved; notably the police prosecutor's office, RGPF in general and the RGPF Coast Guard. Opportunities for training were announced by instructors from these agencies (along with the Emergency Medical Technician, Kelly Francis), and it is strongly recommend the offers be followed up on. This is a tremendous opportunity for the program that I cannot stress enough. All training needs to be thought of as a continual, ongoing process, not a single event or occurrence. Also, training needs to build on previous lesson plans as well.

**Exhibits/Evidence;** the ability to use the RGPF exhibit compound is very important development. The instructions given on how to proceed with taking exhibits, marking (tagging) them and turning it over to the exhibit compound constable (chain of custody) will need to be strictly followed. It signifies credibility and professionalism to the court and prosecutors office.

**Collapsible Baton;** I recommend the Rangers be trained in the use of a collapsible baton. They are inexpensive and offer the best defense to the Ranger's number one area of concern, the bladed weapon. The training can be conducted by an instructor from RGPF with a course they presently use.

One week is not long enough to include all of the components I would recommend for a law enforcement training workshop. Unfortunately, budget constraints limited our time to one week. I believe three weeks would be more in order, but not necessarily at the same time; it could be broken up to a week at a time over the course of a few months. Three days should be devoted to vessel operation and seamanship with a full day on the water if not two. A minimum of three to five days (dependent upon local requirements) should be utilized for medical

emergency in order to bring everyone up to First Responder level. And again, self-defense would need at least three to five days to have everyone at a proficient level. Other topics covered during the workshop could be brought up to a much higher level as well with more time. When emergencies arise, the properly trained individual will revert to said training to deal with the crisis.

Additional suggestions:

- Issue everyone a basic First Aid Kit
- Periodic equipment inspections of issued equipment and vessels
- Vessel logs (Operator, Engine Hours/Maintenance Performed, Fuel/Oil Used)
- Equip all vessels with the safety gear as outline in the Vessel Safety presentation
- The division should make every effort to provide health insurance and life insurance

Training;

- Leadership training for managers
- Coral reef damage assessment training
- Fisheries and coral identification
- Vessel handling and seamanship specifically for law enforcement
- Vessel care and basic maintenance
- Team building
- Lesson Plan on Ethics and Responsibilities
- GPS and Chart Plotting
- Become Medical First Responders

The program should schedule a training workshop once a year to build on what has been learned and to refresh high liability issues (Medical First Responder/CPR, Self Defense, etc.) Many of the topics can be done by members of the RGPF and others locally available. Facilitation and organization is available through MPA Enforcement International.

Field Training Officer (FTO); a field training program needs to be initiated for new members. A manual needs to be developed that deals with new members being trained to the levels of their teammates. The program is designed to allow new officers the opportunity to experience real situations while under the supervision of an experienced officer. Senior or experienced rangers need to be recognized by management as the ones to train new rangers (Field Training Officers, or FTR). As each training phase is completed, the trainee will need to show proficiency in the

new skill. A check off sheet should be developed and adhered to in order to establish consistence and uniform knowledge and abilities. It is very important to the program that all members are conducting operations, educational outreach and enforcement efforts in a consistent, uniform manner. There is a good possibility RGPF would have a program that may be adapted to be of some use for this task. If needed, the program could be developed by MPA Enforcement International.

Educational Handouts and Information; at present, Grenadian Rangers collect the mooring buoy fee from visiting yachts and offer a simple receipt. I would suggest the receipt be incorporated onto the back of the information/educational brochure in the future. In this manner, all visitors' would experience a positive, informative encounter with a ranger along with the reasons behind the rules and regulations and an explanation of where their mooring fee is applied.

If sea conditions made an exchange of information or fee collection dangerous to property or people, use a collapsible boat hook with a plastic clasp affixed to the end to hand over brochures, fees, change, etc. Do not risk injury or damage when it is not necessary.

