



BERMUDA OCEAN PROSPERITY PROGRAMME 2023 FOCUS GROUP SERIES REPORT



BERMUDA OCEAN
PROSPERITY PROGRAMME

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1. INTRODUCTION

In April and May 2023, the Bermuda Ocean Prosperity Programme (BOPP) hosted a series of focus groups to explore key topics that were highlighted during the 2022 public consultation period for the Draft Blue Prosperity Plan.

Topics of the focus groups included:

- maritime enforcement,
- licensing and monitoring,
- the blue economy, and
- proposed maps for marine protected areas.

Participants included stakeholders that have been closely involved in the creation of the Draft Blue Prosperity Plan, including members of the Steering Committee, the Science Committee, and the various BOPP Ocean Village groups. The focus groups were designed to explore and share what stakeholders see as priorities, opportunities, challenges, or gaps, and to identify details that need additional clarification. Outcomes from the sessions, including strategic recommendations on key topics, will help inform the next draft of the Blue Prosperity Plan, which will be released later this year.

The Draft Blue Prosperity Plan is a holistic approach to managing and protecting Bermuda's ocean. The Plan has two components, a Marine Spatial Plan (MSP) and a Blue Economy Strategy, that work together to create jobs, grow investment and business opportunities in marine industries, and support the long-term sustainable use of ocean resources. The Draft Blue Prosperity Plan recognises that the ocean is the cornerstone of our culture, and that its health is vital to maintain our livelihoods, tourism industry, food security, and climate resilience, for both current and future generations.

The priority recommendations that emerged from the Focus Group Series will be provided to the BOPP Steering Committee for review. This report aims to summarise the focus group process and engagement, as well as identify key recommendations for the BOPP Steering Committee to consider as they draft the next iteration of the Blue Prosperity Plan.

2. PURPOSE & BACKGROUND

The purpose of the BOPP Focus Group Series was to bring together stakeholders that have been closely involved in the creation of the Draft Blue Prosperity Plan since official consultations began in 2020. The focus groups were designed to explore and share what stakeholders see as priorities, opportunities, challenges, or gaps, and to identify details that need additional clarification.

Outcomes from the sessions, including strategic recommendations on key topics, will help to inform the next draft of the Blue Prosperity Plan, which is anticipated to be released in late 2023. BOPP created these additional engagement opportunities to ensure the Blue Prosperity Plan reflects the community's priorities and is beneficial to all Bermuda residents. The Draft Plan is guided by the input of multiple stakeholders representing a diversity of industries and interests.

2.1. Objectives

These focus groups were designed to:

- provide stakeholders with an update on how public comments are being considered,
- give updates on actions being taken related to different aspects of the Draft Plan,
- explore and share what stakeholders see as priorities, opportunities, challenges, or gaps,
- identify details stakeholders feel need additional clarification, and
- continue dialogue with stakeholders and the public.

2.2. Who is Involved?

BOPP invited stakeholders who are playing a key role in the creation of the MSP and Blue Economy Strategy, including:

- BOPP Steering Committee Members¹
- BOPP Science Committee Members²
- BOPP Ocean Village Members³
- Concerned Citizens
- Representatives of Member Organisations

2.3. Schedule of Dates and Topics

Session 1: Maritime Enforcement, April 25, 2023

Session 2: Updating Fisheries Licensing & Improving Fisheries Monitoring, May 2, 2023

Session 3: The Blue Economy, May 9, 2023

Session 4: Marine Protected Area Maps (Part 1), May 16, 2023

Session 5: Marine Protected Area Maps (Part 2), May 23, 2023

Session 6: Marine Protected Area Maps (Part 3), May 30, 2023, optional session

2.4. Public Engagement & Participation

For the duration of the Focus Group Series, the [BOPP Online Engagement webpage](#) included the presentations and documents provided to focus group participants, allowing Bermuda's residents to learn about key issues in the Draft Blue Prosperity Plan. In addition, online surveys were available so those not in attendance could take part in the ongoing conversation about these important issues. The surveys were available from April 25 through June 13, 2023 but did not receive enough responses to warrant a statistical analysis for this report. However, the data from these responses are available upon request.

¹ The BOPP Steering Committee comprises representatives of the Government of Bermuda and associated Boards and Authorities, as well as non-governmental organisations, critical for the overall success of BOPP.

² The BOPP Science Committee provides specialised expertise to the Steering Committee to help translate scientific conclusions into legislative and regulatory outcomes.

³ Members of the BOPP Ocean Village act as representatives of ocean interests to help BOPP better understand and address the needs and perspectives of Bermuda's communities.

3. FOCUS GROUP SESSIONS

3.1. Session 1: Maritime Enforcement

Participants: 37

The first focus group session discussed the topic of Maritime Enforcement in Bermuda's Exclusive Economic Zone (EEZ). Throughout the consultation period, BOPP received a range of public feedback on enforcement issues, such as requests for more education and increased awareness of maritime laws, more visible enforcement patrols and effective use of technology, and stronger legislation to ensure accountability when laws are broken.

Before the session, participants were asked to watch a [“homework” presentation](#) pre-recorded by the Director of the Department of Environment and Natural Resources (DENR), Andrew Pettit, on the Government of Bermuda's progress on maritime enforcement issues. Recent developments in these areas include DENR's Draft Maritime Enforcement Strategy (2021) and emerging partnerships with the U.K. Government's Blue Belt Ocean Shield Programme, the U.S. Coast Guard, and the Waitt Institute.

The focus group session was organised into breakout groups. Each was asked to discuss and prioritise a list of Action Items taken from the [Draft Blue Prosperity Plan's Maritime Enforcement Action Plan](#). Action Items are steps to be taken by an identified “lead” organisation to achieve one of the stated objectives within the MSP. In this case, the objective is maritime enforcement. BOPP selected Action Items that align with the feedback received during the Blue Prosperity Plan consultation period.

Breakout Group Topics and Action Items

Group 1: Monitoring

1. Improve the system for collecting data from commercial fishermen (including lobster and guinea chick trappers) and recreational fishermen (including spearfishers and lobster divers) to ensure accuracy.
2. Review the inspection process for the importation and sale of fish to ensure that imported fish are not sold as local fish.



Group 2: Control

1. Conduct a review to strengthen the licensing and authorisation regime for the entire fishery, so as to:
 - a. ensure compliance with rules and regulations, and
 - b. create a licensing regime to manage recreational fishing.
2. Implement technologies for better monitoring, including Automated Identification Systems (AIS); Vessel Monitoring Systems (VMS) for fishing vessels that go beyond the coverage of AIS; and Remote Electronic Monitoring (REM).
3. Improve coordination between agencies and the management of Fisheries wardens to provide for 24 hr/7 days a week surveillance coverage and enforcement operations.
4. Conduct a review of fisheries legislation and regulations to address behaviour having detrimental impacts on the island's marine resources and the safety of individuals extracting those resources.
5. Improve marine heritage protection.
6. Better manage marine research and protect Bermuda's intellectual property rights.
7. Create an enforceable management system for marine and land-based aquaculture.
8. Develop enforcement training to implement standard operating procedures and technical guidance, and regularly train staff.
9. Review the current system to ensure fishing vessels are clearly marked and identifiable in the marine environment by enforcement agencies.
10. Create and implement legally enforceable reporting systems, including citizen hotlines to:
 - a. report incidents of vessel groundings that damage protected corals, seagrass, and mangrove habitats in order to mitigate that damage,
 - b. report lost or abandoned traps, and
 - c. provide incident tips on fisheries offences.
11. Institute an effective management system to remove derelict and abandoned boats from the marine environment.

Group 3: Surveillance

1. Increase capabilities for long range surveillance, in-water surveillance, and remote underwater surveillance.
2. Create strategies to better prioritise enforcement resources for daytime and nighttime operations to areas of greatest threat and traffic volume.
3. Develop an integrated monitoring programme for gear compliance that incorporates new marking technologies, including for fixed fishing gear.
4. Develop an onshore surveillance and control strategy for fishing activity and vendors.

Group 4: Deterrence

1. Develop campaigns to improve public awareness of the rules and regulations governing the use of the marine environment and why they are needed, including:
 - a. a web-based campaign for all stakeholders,
 - b. campaigns specific to industries and user groups, and
 - c. an educational strategy for the schools.
2. Ensure that legal notifications are posted publicly, as required.
3. Utilise and improve interpretive signage strategies as needed, including:
 - a. an updated signage strategy for fisheries and protected species at locations of heavy use (e.g., docks and fishing areas); and
 - b. a new signage strategy for use at ports of entry to raise awareness of protected species, CITES⁴ - listed species, historic marine heritage, sand, etc.

⁴ The Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES) is an international agreement between governments. Its aim is to ensure that international trade in specimens of wild animals and plants does not threaten the survival of the species.

Session Output: Stakeholder Priorities for Maritime Enforcement

Participants were asked to prioritise the Action Items and discuss their reasoning. A detailed report on the discussion topics, questions, and priority issues for Maritime Enforcement identified by participants is available here: [Session 1: Maritime Enforcement Summary & Notes](#).

The top priorities identified by the breakout groups were:

1. Deterrence:

- a. More physical presence in the most sensitive areas.
- b. Citizen tip line that aligns resources/consequences to the tips received. Citizens need to see that timely action is taken when a tip is given. Also, the tip line should provide a means for the citizen to share photos or other documentation of what was observed.
- c. More education on the existing and proposed fishing legislation/regulations.
- d. There needs to be a higher chance of consequences if someone breaks the law.

2. Control:

- a. There needs to be stronger support from the judiciary on maritime enforcement cases; cases often don't come to trial.
- b. There needs to be a transition from passive enforcement to active enforcement; need to break the business-as-usual model of enforcement.
- c. Better utilise technology (in particular AIS) to ease staff shortages.

3. Monitoring & Surveillance:

- a. Make catch reporting easier and include a means of verifying information provided.
- b. Focus enforcement on threats beyond fishing.
- c. More education on fishing legislation/regulations.
- d. Enforcement needs to be more of a priority.

3.2. Session 2: Updating Fisheries Licensing & Improving Fisheries Monitoring

Participants: 29

The second focus group session was on the topic of Updating Fisheries Licensing & Improving Fisheries Monitoring. Throughout the consultation period, BOPP received a range of public feedback on licensing and monitoring issues, such as the need for: an updated fisheries licensing system; fisheries management strategies that can be adapted to address changing environmental and economic conditions; and a strategy to monitor the environmental and socioeconomic impacts of implementing the MSP.

Before the session, participants were asked to watch a [“homework” presentation](#) pre-recorded by DENR's Senior Marine Resource Officer, Tammy Warren, on what the Government of Bermuda is currently doing to improve and update fisheries licensing and monitoring, including creating a recreational fishing licensing system, and implementing adaptive fisheries management.

The focus group session was organised into breakout groups. Each was asked to discuss and prioritise a list of Action Items taken from the [Draft Blue Prosperity Plan's Licensing and Monitoring Action Plan](#).

Action Items From the Licensing and Monitoring Action Plan

Group 1: Licensing

1. Introduce a licensing system for recreational fishing activities that includes vessel licensing, bag limits, and requirements for reporting of catch and fishing time (fishing effort).
2. Review gear restrictions for the recreational fishery.
3. Review limited entry, vessel, and gear restrictions for the commercial fishery.
4. Determine feasibility of setting and managing catch limits/quotas for various fisheries.
5. Encourage more cooperation from fishermen to participate in catch monitoring and sampling, potentially through agreements and/or legislation.

Group 2: Catch Monitoring & Reporting

1. Develop and implement a science-based monitoring programme that uses results of previous pilot studies.
2. Examine the feasibility of technological solutions for electronic monitoring of catches, traceability, and product sales (e.g., Shellcatch suite of apps for e-monitoring, e-traceability, and e-marketing).
3. Develop a variety of training materials to improve commercial and recreational catch reporting and raise awareness about fisheries legislation (e.g., species identification guides, reporting manuals, educational materials to be distributed through the recreational licensing process).

The third breakout group discussed how to measure the socioeconomic impacts associated with MSP implementation. Rather than focusing on Action Items, this breakout group facilitated a conversation that focused primarily on how the proposed marine protected area network could affect Bermuda in areas other than fishing and ecology, such as potential impacts to local seafood markets and supply chains, consumer pricing in the local economy, or the import market.

Session Output: Stakeholder Priorities for Fisheries Licensing and Monitoring

Participants were asked to prioritise the Action Items and discuss their reasoning. A detailed report on the discussion topics, questions, and priority issues for Fisheries Licensing and Monitoring identified by participants is available here: [Session 2: Updating Fisheries Licensing & Improving Fisheries Monitoring Summary & Notes](#). The top priorities identified by the breakout groups were:

1. Licensing and management of fishing activities:

- a. There is support for an easy licensing system that should be leveraged to gather more data.
- b. More clarity on bag and size limits, and on what species are a priority for management.
- c. Need better incentives for providing sampling data.
- d. Funds generated from licensing fees should be used for fisheries management and monitoring.

2. Monitoring of fish catches and reporting:

- a. The funding for fisheries monitoring needs to be independent, predictable, and multi-year.
- b. Government can hold the data but there should be the capability to contract independent scientists to carry out the monitoring.
- c. The use of technology will be difficult to implement without a change in public opinion. The use of technology should be implemented via a phased approach, and it should be available and applicable to everyone (commercial and recreational fishermen).
- d. For education and training to be successful, there needs to be a restoration of trust that bridges the gap between fishermen and decision makers. Education and training should be available to everyone and incorporate important cultural considerations.

3. Monitoring socioeconomic impacts:

- a. Conduct a baseline survey before implementation begins, then perform repeat surveys that capture seasonality, annual changes, etc.
- b. Utilise existing data sources when possible (such as census and tourism reports) for demographics, income, etc.
- c. Survey a variety of populations of extractive and non-extractive users: tourists (multiple groups: sport fishing, cruise, hotels, superyacht), service side of tourism industry, restaurants, Bermuda residents.

3.3. Session 3: The Blue Economy

Participants: 25

The third focus group session discussed the Blue Economy Strategy. Throughout the consultation period, BOPP received a range of public recommendations on the Blue Economy Strategy, including to:

- strategically grow Bermuda's blue economy sectors alongside the MSP, with priority given to small businesses through incubation support,
- integrate blue finance, such as blue bonds, into the Blue Economy Strategy as a potential funding mechanism;
- increase support for shore-based ecotourism and sustainable tourism products, and
- develop tools to assess the performance of the Bermuda Ocean Prosperity Fund (the "Ocean Fund") and selection criteria for potential projects.

Before the session, participants were asked to watch a ["homework" presentation](#) pre-recorded by BOPP's Blue Economy Specialist, Cheryl-Ann Mapp, on what BOPP is currently doing to make the Draft Blue Economy Strategy successful and beneficial for all of Bermuda's residents, including the development of selection criteria for potential incubation and investment projects.

The focus group session was organised into breakout groups. Each group was asked to discuss and prioritise a list of discussion topics based on stakeholder feedback.

Discussion Topics Based on Stakeholder Feedback

Group 1: Blue Economy Goals 1-3

Goal 1: Facilitate Sustainable Fisheries

1. Increase sustainable harvest of pelagic species with emerging technology and new best practices.
2. Develop a public education and awareness strategy to support this goal, and specifically to
 - a. increase consumption of locally caught fish and seafood, and
 - b. highlight best practices already in use that help to ensure sustainable fishing in Bermuda.
3. Diversify and increase high-paying employment opportunities in the commercial fishing sector.

Goal 2: Expand Sustainable Marine Tourism

1. Increase focus on the ecotourism sector by:
 - a. supporting shore-based and coastal ecotourism activities, such as mangrove restoration, and
 - b. creating partnerships with local entities such as hotels and the Bermuda Tourism Authority (e.g., to develop "Blue Tourism" products or a "Blue Concierge" for sustainable products).
2. Integrate sustainability policies into the development of new tourism offerings and related infrastructure.

Goal 3: Produce Cleaner, Cheaper Energy

1. Broaden Goal #3 to “Accelerate the Clean Energy Transition.”
2. Are there any gaps in this goal?

Group 2: Blue Economy Goal 4

Goal 4: Increase Blue Investment in Bermuda

1. Change the name of the Blue Investment Fund to the Bermuda Ocean Prosperity Fund (the “Ocean Fund”).
2. Require that investments support increased marine protection or yield marine protection benefits, including via a blue dividend.
3. Include an education/certification component as part of the Ocean Fund.
4. The Blue Economy Strategy should look at mechanisms outside the Ocean Fund to sustainably develop Bermuda’s blue economy, including priority support through incubation funding for small businesses in the blue economy sector.
5. Include blue bonds as a potential financing option for Bermuda’s blue economy.

Session Output: Stakeholder Recommendations Regarding the Blue Economy Strategy

Participants were asked to prioritise their feedback and discuss their reasoning. A detailed report on the discussion topics, questions, and participant recommendations for the Blue Economy Strategy is available here: [Session 3: The Blue Economy Strategy Summary & Notes](#).

The top priorities identified by the breakout groups were:

1. Goals 1-3 of the Blue Economy Strategy:

- a. Goal 1: Facilitate Sustainable Fisheries - Improve the sustainability of pelagic fishing by incorporating emerging technology and new best practices, and ensure industrial scale longlining is not part of this Goal in the next version of the Blue Economy Strategy.
- b. Goal 2: Expand Sustainable Marine Tourism - Increase the focus on ecotourism by improving and expanding the amount of interactive, conservation-based activities offered in Bermuda.
- c. Goal 3: Produce, Cleaner, Cheaper Energy - Environmental and user impacts assessment and renewable energy proposals should be made publicly available before development approval is granted Also, broaden this goal from “Produce Cleaner, Cheaper Energy to “Accelerate the Clean Energy Transition.”

2. Goal 4 of the Blue Economy Strategy - Increase Blue Investment in Bermuda:

- a. Ocean Fund investments should yield marine protection benefits, including via a blue dividend,
- b. Include blue bonds as a potential financing option for Bermuda’s blue economy, and
- c. The Blue Economy Strategy should consider opportunities outside the Ocean Fund to sustainably develop Bermuda’s blue economy, including priority support for small businesses.

3. KPIs & Selection Criteria:

- a. The distinction between Incubator and Accelerator programmes should be clearly articulated within the Blue Economy Strategy.
- b. Measurable KPIs are paramount.
- c. Need quantifiable metrics for “revenue potential.”

3.4. Sessions 4-6: Marine Protected Area Network

The last three sessions of the series focused on the proposed nearshore marine protected area (MPA) network. These sessions were formatted differently from the previous three sessions due to the breadth and depth of information that needed to be covered. The majority of the feedback received during the public consultation session was focused on the proposed nearshore MPAs; therefore, BOPP wanted to ensure that stakeholders had ample time to work with the data layers and maps to provide detailed feedback on their respective priorities.

3.4.1. Session 4: Marine Protected Area Network (Part 1)

Participants: 25

The fourth focus group was an informational session to provide participants with background on how the draft nearshore MPA network was designed, as well as the data they would have available in subsequent sessions to evaluate and revise the proposed areas.

Throughout the 2022 consultation period, BOPP received a range of public feedback on the draft nearshore MPA network, including concerns that:

- the proposed protection will impact the ability to maintain critical infrastructure,
- MPA placement should enhance tourism and not limit potential development opportunities,
- the complexities of fishing have not been adequately considered, and
- the proposed protection is not adequate to fully meet the ecological objectives.

Based on this feedback, BOPP re-opened the Ocean Use Survey for the commercial fishing sector to collect more detailed information on specific fishing locations and gear types. [This new information](#) was used as a source of data for the computer model used to design the MPA network. The model was used alongside Science Committee recommendations to prioritise areas of Bermuda's waters for protection in a way that preserves the environment while reducing conflict with ocean user groups. .

Rather than separating participants into breakout groups for discussion, the majority of this session was dedicated to a [presentation](#) from BOPP's Marine Spatial Planning Specialist, Sarah Brooks. During her presentation, Sarah walked participants through the [Toolbox for Modifying Marine Protected Areas \(MPAs\)](#). BOPP created this Toolbox to help stakeholders understand general MPA design concepts; the Draft MSP's Spatial Objectives; the data layers and maps that were used to create the draft MPA network, including the new Ocean Use Survey heatmaps for commercial fishing; and proposed potential solutions to the major areas of concern based on stakeholder feedback.

After the presentation, participants were given time to work on a [short mapping exercise](#) that asked them to mark the prioritised areas (identified by the computer model) they felt were most suitable for protection, as well as areas they were surprised to see were prioritised for protection.

Participants were asked to return to Session 5 the following week prepared to utilise the computer-based mapping tool [SeaSketch](#)⁵ and make suggested modifications to the MPA network that address specific areas of concern and feedback. For more details on Session 4, please read the [Session 4 Notes](#).

⁵ SeaSketch is an online participatory mapping platform designed to allow planners and stakeholders to interact with data related to MSP processes.

3.4.2. Sessions 5 & 6: Marine Protected Area Network (Part 2 & 3)

Participants (Session 5): 25

Participants (Session 6): 19

The fifth focus group session continued the MPA conversation with a mapping exercise designed to collect the participants' feedback on how the MPA network should be modified to address stakeholder concerns.

After a brief introduction and review of the session's objectives, participants were placed in one of four breakout groups, each focused on one of the four priority areas of concerns identified by the public during the consultation period:

- the proposed protection will impact the ability to maintain critical infrastructure,
- MPA placement should enhance tourism and not limit potential development opportunities,
- the complexities of fishing have not been adequately considered, or
- the proposed protection is not adequate to fully meet the ecological objectives.

Each small group worked with a SeaSketch expert to map suggested MPA modifications they believed best addressed their respective area of public concern. Participants were tasked with finding creative solutions and balancing the often conflicting needs of multiple stakeholder groups that use the ocean spaces within Bermuda's draft nearshore MPA network.

The MPA Toolbox proved to be an important and effective tool for stakeholders during the mapping focus group sessions as it provided insight into the rationale behind the current Draft MSP, as well as the background information necessary to provide thoughtful recommendations for a revised MPA network.

After Session 5, participants were eager to continue working with the data and mapping software. A sixth, optional, session was added for participants who requested additional time to discuss the MPAs and continue the mapping exercise.

In Session 6: Marine Protected Areas (Part 3), participants focused further on two of the four identified areas of concern discussed during Session 5:

- the complexities of fishing have not been adequately considered, and
- the proposed protection is not adequate to fully meet the ecological objectives.

Session Output: Stakeholder Recommendations Regarding the Draft MPA Network

The details of discussions during sessions 4, 5, and 6, and participants' recommendations regarding the draft MPA network, were captured in a table format that is available here: [Recommendations & Responses Spreadsheet](#). Any recommendations with a spatial component were also mapped using the same SeaSketch platform that was used for the initial Ocean Use Surveys.

4. SUMMARY, OUTPUTS, AND NEXT STEPS

Overall, the sessions were successful, with stakeholders gaining greater clarity on the goals and intentions of the Draft Blue Prosperity Plan, and the methods and approaches used to develop the Plan. Participants received a firsthand look into the progress made to date on priority marine issues (enforcement, monitoring, etc.) and the Blue Economy Strategy; the data used to design an MPA network; and the challenges of balancing multiple stakeholder interests. There was a lot of positive stakeholder engagement, resulting in helpful feedback and useful recommendations. Importantly, these sessions also gave participants some insight into different, and sometimes opposing, views and priorities.

One of the best ways to judge the success of the Focus Group Series is by the comments submitted by participants. Below are a few examples of the feedback BOPP received after each session.

1. “Mix of joy and frustration. Happy for some diversity of opinion. Left hungry for more engagement.” - Gil Nolan, Bermuda SAC
2. “How can there be such a disconnect... that we cannot/should not protect the heavily fished ground? That MPAs do not work? We need more sharing about how it all works and how decisions are being made. Compromise is needed! Protection is needed so fishing can survive... Fingers crossed...” - Alex Amat, Ocean Village
3. “A very robust discussion that illustrated the technical and cultural challenges we will face when implementing new monitoring and reporting procedures. Technology alone will not solve this, we must have multiple strategies in place to get alignment across commercial and recreational fishermen and establish an independent or quasi independent organisation to manage this process.” - Kevin Richards, Ocean Village
4. “I think more education is needed to clarify different types of investors targeted (return oriented and those not seeking returns), and how funds are directed to incubator projects versus ‘business ready’ projects.” - BEST Representative

This report summarises the discussions that took place over the six focus group sessions. The details of discussions during Sessions 1, 2, and 3 are captured in the session notes linked at the end of each section in this report. A detailed [Recommendations & Responses Spreadsheet](#) captured the full scope of the discussions and recommendations on the MPA network (sessions 5 and 6) in a tabular format. Any recommendations with a spatial component were also mapped using the same SeaSketch platform that was used for the initial Ocean Use Surveys.

These products will all be forwarded to the Steering Committee and technical experts to determine how the various recommendations might be incorporated into the next iteration of the Blue Prosperity Plan. The BOPP Steering Committee will provide responses to these recommendations in the coming weeks.