

Sustainable Coastal Communities and Ecosystems Program (SUCCESS)

Semi-Annual Report

July 1 – December 31, 2011



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COASTAL RESOURCES CENTER
University of Rhode Island



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**Integrated Management of Coastal and Freshwater Systems
Leader with Associates Cooperative Agreement for
Sustainable Coastal Communities and Ecosystems (SUCCESS)**

**Semi-Annual Report
July 1 – December 30, 2011**

(Cooperative Agreement Number: EPP-A-00-04-00014-00)

A partnership between:

**Coastal Resources Center
University of Rhode Island
and**

**United States Agency for International Development
Bureau for Economic Growth, Agriculture and Trade
Office of Natural Resources Management**

in association with:

**University of Hawaii Hilo, Pacific Aquaculture and Coastal Resources Center
Western Indian Ocean Marine Science Association (WIOMSA)**

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I. INTRODUCTION

In 2004, the United States Agency for International Development (USAID) awarded the University of Rhode Island (URI) a five year Leader with Associates (LWA) Cooperative Agreement in Coastal Management, Fisheries and Aquaculture. This was the Sustainable Coastal Communities and Ecosystems (SUCCESS) Program, a 5-year initiative which received core annual funding of \$750,000 and had a ceiling of \$4,035,000. In 2009, USAID awarded a five-year extension (2009-2014) to this Leader Award with core annual funding of \$300,000 for the extension period and a revised ceiling of \$5,600,000.

The Coastal Resources Center (CRC) at URI is the Leader of this Agreement. The Pacific Aquaculture and Coastal Resources Center at the University of Hawaii (PACRC/UHH) is the sub-recipient. In the first five years of SUCCESS, regional implementation partners included the Western Indian Ocean Marine Science Association (WIOMSA) based in Zanzibar, Tanzania; the Center for Ecosystem Research (CIDEA) at the University of Central America (UCA) based in Nicaragua; and EcoCostas, a nongovernmental organization (NGO) based in Ecuador. The work of these partners focused largely on field applications while the work funded by the new five-year extension focuses on leadership activities at the global level—certification of marine protected area (MPA) professionals; climate change adaptation for the coast; and lessons learned in livelihoods. As well, there is a modest effort in finalizing the Fisheries and Aquaculture Guide for USAID. As a result of this change in focus from field to global level activities and the reduced funding level of this extension, involvement of the original SUCCESS partners will be limited to a few discrete activities. WIOMSA involvement will be limited to continued efforts on the WIO-COMPAS certification. UHH will be focused on climate change, the fisheries and aquaculture guide, and subsequent outreach. Currently, there is no continuing role for either EcoCostas or CIDEA/UCA.

The SUCCESS Program's goal *is to provide global leadership in integrated coastal management through innovative approaches in a participatory, issue-driven and results-oriented process to:*

- Promote sustainable use of marine resources
- Conserve marine biodiversity
- Improve food and income security

In the Program's first five years, its goals were achieved through four major components:

- Achieving Tangible On-the-Ground Results
- Increasing Capacity through Certification Initiatives and On-the-Ground Training
- Establishing Regional Learning Networks Supported by Knowledge Management
- Applying Science to Management and Good Governance

In the five-year extension, these same broad goals are being achieved through three major focus areas that concentrate on:

- Increasing capacity for marine protected area (MPA) professionals through certification
- Applying a climate lens to coastal policy, management, and practice
- Capturing and disseminating key learning about livelihoods development

All of the above make significant contributions to biodiversity conservation and play a role in raising awareness of the need to adapt coastal policies, plans, and practices in the face of global climate change.

Biodiversity Conservation and the SUCCESS Program

The SUCCESS Program falls under the Congressional biodiversity earmark secondary code. These are programs and activities—site-based or not—with biodiversity conservation as an explicit, but not primary, objective. SUCCESS meets the following biodiversity earmark criteria.

The Program must have an explicit biodiversity objective; it is not enough to have biodiversity conservation results as a positive externality from another program

The overarching goal of SUCCESS is to help improve both human quality of life (health, income, education) and biodiversity through good governance. To meet this goal, the Program is now focusing on activities that can support biodiversity conservation-related actions and policies at the local, national, regional and even global scales—with an emphasis on establishing, disseminating, and helping others apply models, tools, and approaches that contribute to biodiversity conservation. One example is the SUCCESS Program’s innovative new model for certifying MPA professionals. Referred to as the MPA PRO network, this initiative recognizes that as the number of MPAs around the world continues to increase, it becomes essential that the individuals responsible for effective operations of these sites have the requisite skills and experience to do so.

That said, SUCCESS activities span beyond formally designated marine and coastal conservation areas in recognition that while MPAs are one approach to achieving biodiversity conservation, in and of themselves they are insufficient in reaching biodiversity goals unless the areas outside their boundaries are also better managed. This is one of the very reasons why SUCCESS works on climate change adaptation issues in *all* coastal areas, including but not limited to those within the boundaries of protected areas such as MPAs.

SUCCESS operates under the premise that stakeholders in sustainable use and conservation efforts must see tangible benefits if these programs are to be effective and sustainable beyond the life of the USAID investments. Therefore, it recognizes the important role that livelihoods and enterprise development plays in helping to address poverty issues in coastal communities. It also recognizes that when poverty is rampant and there are few alternatives for livelihood opportunities, citizens often engage in

marine resource extraction activities that can negatively impact biodiversity. Hence, SUCCESS is looking to capture what both it and other programs and experts on the topic have learned about livelihoods development in natural resources-rich but economically poor coastal communities.

Global Climate Change Adaptation and the SUCCESS Program

For decades, CRC has been using an approach to integrated coastal management (ICM) that has anticipated the far-reaching and long-lasting impacts of global climate change on coastal areas. Adaptation measures that draw on the USAID and CRC portfolio of experience and tools—including experience and tools of the SUCCESS Program—can help coastal communities prepare for the changes that are already being felt today and will increase with time. This includes measures such as:

- Planning that anticipates sea level rise, including adjusted building codes
- Training in good practices that reduce impacts of climate change and variability
- Encouraging MPA development as refuges and habitat for fish
- Community-based disaster management planning
- Constructing water tanks and recommending policy to address current and future potable water needs

These measures have built-in, long-term uses that can help coastal communities cope with not just short-term, piecemeal problems, but that form a natural, adaptive and coherent strategy for addressing the chronic and increasing impacts and pressures brought to bear on coastal residents, economies and ecosystems by global climate change. The SUCCESS Program is working to test and refine application of the guidance and direction provided in the publication “*Adapting to Coastal Climate Change: A Guidebook for Development Planners.*” This Guide helps programmers and practitioners design and implement development projects in a way that accounts for and incorporates adaptations for climate change and in a way that ensures they mainstream adaptation strategies into government and community coastal development initiatives.

Overview and Summary of Accomplishments

Below is a summary of SUCCESS Program accomplishments from the start of the five-year extension (October 1, 2009) and highlights for the current reporting period. This is followed by sections with more detail on progress being made on the three key Program elements (MPA PRO, climate change, and collaborative learning); contacts made with USAID Missions; updates on Associates Awards; and management challenges and opportunities. Appendix 1 is a summary of results per indicator to date; Appendix 2 lists leveraged funding to date (October 2009 – June 2011).

Cumulative Program Accomplishments (October 1, 2009 –December 31, 2011)

- Leveraged close to US \$475,000 for project activities related to MPA certification, climate change, and learning
- Trained 99 individuals (30% women) in climate change and through MPA PRO certifications. Out of these 99 individuals, at least 25 are implementing new projects or providing training to others on the topics that they were trained in.
- Developed 15 tools/guides/curricula, including the *Adapting to Coastal Climate Change Guide* and associated curricula and worksheets, the *MPA PRO Handbook and Assessor Guide*, and a climate change adaptation (CCA) profile template Out of these tools, ten are related to climate change.
- Produced/presented 25 “success stories” and research papers. This includes featuring SUCCESS at the United Nations Climate Change Conference held in Copenhagen in 2009; at the Global Oceans and Coasts Conference in Paris; at a SUCCESS Harvest Seminar in Washington DC; in a special issue of the Coastal Management Journal; in the World Conservation Union and WIOMSA publications; and in the final issue of the Basins & Coasts E-newsletter
- Eighteen local universities, government units, and NGOs in Africa, Latin America, and the CTI region are incorporating SUCCESS tools into their work. Sixteen of these organizations have improved their capacity to address climate change issues as a result of technical assistance and training provided by the SUCCESS project.

Program Highlights for the Current Reporting Period (July 1 – December 31, 2011)

- A total of 33 individuals were trained in two training events. This translates to a total of 1,472 person hours of training for men (1,152 related to climate change) and 736 person hours of training for women (696 related to climate change).
- Delivered the first Certification Event hosted by our Tanzania partner the Mafia Island Marine Park. Sixteen people applied, of which 12 were accepted to attend the Assessment Event. Nine of these individuals were awarded MPA PRO Level 1 Certification (4 from Kenya and 5 from Tanzania). Majority of potential Level 3 Applicants who were surveyed confirmed their intentions to apply for certification in 2012.
- Updated the WIO-COMPAS Handbook to include all three levels of certification and revised policies.
- Assessment consultants confirmed the strength of the WIO-COMPAS assessment model and gave recommendations for Level 3.
- Strengthened partnerships with IUCN WCPA on advancing competences for MPA professionals linked to their initiatives

- Video produced and disseminated Climate Change Adaptation for Tanzania's Coastal Villages
- USAID Coastal Climate adaptation framework incorporated into Local Early Action Plan (LEAP) workbook established as a tool in the Asia Pacific region by USAID's CTI program, the Micronesia Conservation Trust, TNC and other partners to link community-based management planning with climate change.
- The content of a series of shoreline protection technical briefs, for atoll areas, have been completed and in the layout and graphics design phase.
- The "Enterprise Development in Coastal and Marine Biodiversity Conservation: A Guidebook for Local Government and Practitioners" was finalized and sent to 12 external reviewers for a final review.

II. PROGRESS IN MEETING PLANNED OUTCOMES OF WORKPLAN PROGRAM ELEMENTS

1. Regional Capacity Building: Certification of MPA Professionals

The MPA PRO model is unique in its focus on proven on-the-job performance as evidence of competence rather than on what is learned in one-off training events. While it offers a combination of professional development, networking, ethics and certification, the focus is on the latter.

Staying true to the original intent of MPA PRO, SUCCESS has been sharing the model with other regions in the hopes of expanding the application of this innovative capacity building framework. The three objectives of MPA PRO are to:

Objective 1: Certify

Objective 2: Service MPA PROs

Objective 3: Solidify and Scale-up the Model

The SUCCESS Year 8 workplan outlined a three part strategy to 1) complete and evaluate the first iteration of WIO-COMPAS, 2) Share the MPA PRO model with other regions, and 3) Build Global Recognition of Certification. The program updates touch on these three strategies. Due to the differences by region in the activities and strategies being undertaken, this report on the progress of the MPA PRO initiative is structured by region as well.

1.1 Report Period Accomplishments (July 1 – December 31, 2011)

- Delivered the first Certification Event hosted by our partners in Tanzania. Sixteen people applied with 12 being accepted to attend the Assessment Event. Nine of them were awarded MPA PRO Level 1 Certification (4 from Kenya and 5 from Tanzania). Mafia Island Marine Park hosted the Assessment Event.
- Majority of potential Level 3 applicants who were surveyed confirmed their intentions to apply for certification in 2012.
- Updated the WIO-COMPAS Handbook to include all three levels of certification and revised policies.
- Assessment consultants confirmed the strength of the WIO-COMPAS assessment model and gave recommendations for Level 3.
- Strengthened partnerships with the World Conservation Union's World Commission on Protected Areas (IUCN WCPA) to advance the competences for MPA professionals linked to their initiatives.

Activities

Western Indian Ocean (WIO) Region

The focus in the current year is on finalizing delivery of all aspects of the MPA PRO model in the WIO region, where it is known as WIO-COMPAS. In this reporting period, program staff concentrated on delivering Level 1 certification, advertising Level 3 certification, completing the design of Level 3: Policy and Planning, and improving the WIO-COMPAS promotional website.

The **Level 1** Certification offering that was conducted in August 2011 at the Mafia Marine Park, Tanzania generated 16 applications (10 Tanzanian, 6 Kenyan). WIOMSA secured cost sharing with World Wildlife Fund (WWF) Tanzania (estimated USD \$5,000) and the Tanzania Marine Parks Office provided support in the form of housing, venue and logistics. Obtaining such local buy-in through cost sharing will be vital to the sustainability of WIO-COMPAS after the SUCCESS Project ends. The August event was the first time Tanzania hosted a certification offering and George Msumi of the Mafia Marine Park served as an assessor—an important step in building national capacity and commitment to certification.

Level 3: Policy and Planning, the most advanced certification level in the MPA PRO program, is in the final stages of development. We have selected our Level 3 competences and assessment instruments, are identifying potential Level 3 assessors and are selecting a date for the Event (likely May 2012). However, identifying senior leaders as assessors at this level is proving challenging as the appropriate candidate would be an individual with a high level of professional experience and responsibility, but which also means they are likely to already have serious demands on their time. We have contacted four potential assessors from the region and now are finalizing dates when everyone is available. One potential internationally recognized candidate assessor, Jon Day, the acting manager of the Great Barrier Reef Marine Park Authority expressed a strong desire to be an assessor however he is unable to leave his post for the length of time needed. Another challenge for Level 3—because it is the highest policy-making/decision-making level—is the fewer number of overall potential candidates (70-80) from which to draw. Encouragingly, we have informally emailed the top potential applicants in each country to determine their level of interest and availability. Almost all of them confirmed they were extremely interested in applying to a Level 3 certification. All assessment materials for Level 3 are in the final

Tanzanian Government Takes a Leading Role in WIO-COMPAS



In addition to Tanzania hosting their first Assessment Event, George Msumi, park manager for Mafia Marine Park (pictured top left) served as one of the assessors after completing his apprenticeship over the past two years. WIO-COMPAS has set a goal to have trained assessors in each of the WIO region countries. Additionally, one of the first MPA PROs from Tanzania is now being trained as an assessor.

stages of completion and the assessors will be trained days before the assessment event – ensuring efficiency of costs and time for all involved.

Assessing the MPA PRO and building a cadre of assessors has played an important part of activities this period. Our current group of assessors believes it is imperative to the integrity of the program that the assessment instruments and tools be reviewed and improved upon by external assessment experts in the field of adult employment evaluation. In response, we contracted a leading expert living in South Africa to: 1) review the entire MPA PRO system, and 2) design an assessor training curriculum focused on Level 3. On the first task, the assessment expert offered minor recommendations to tighten the assessment process, but overall was supportive of our existing model for MPA PRO. The second task derived from our recognition that assessors are often placed in the challenging position of having to assess peers. Ensuring assessors have been through rigorous training in assessment, and are using a curriculum developed by an expert in assessments and adult education should provide them with a higher level of confidence in carrying out their assessment work.

The expert-designed assessors' training (two days) was originally planned for 2011, but is now delayed to February 2012 in order to avoid conflicts with the WIOMSA Symposium and the South African MPA Forum. WIOMSA is providing approximately \$14,000 in funding to bring assessors from around the WIO region to the training. CRC is considering recording key parts of the course for future assessor trainings—again, for efficiency and cost reductions.



Kenyan and Tanzanian candidates, assessors and MPA staff sharing experiences in 2011

Coral Triangle (CT) Region

Building on previous meetings with the Government of Indonesia and Coral Triangle Initiative partners, CRC continued to email key leaders to offer our support in sharing the MPA PRO model. There has been no response to date. CRC will contact government agencies and nongovernmental organizations (NGOs) while in Jakarta (for other USAID-funded projects) and offer the support again. The Government of Indonesia is focused on building a training program for MPA staff. CRC is recommending they build their training program around a professional certification framework to guide them in post-training capacity building efforts.

As mentioned in previous progress reports, it appears the Government of Indonesia is struggling with matching their institutional job titles (across forestry and marine affairs) with their actual job activities and responsibilities. This is an internal issue that the government must rectify before they can identify staff to be trained and potentially certified, and the MPA PRO model can help them in this process.

Latin America Region

CRC continues to partner with the University of Cooperation International (UCI) in Costa Rica, which has expressed interest in adapting the MPA PRO program in the Latin America and Caribbean region. UCI is working with Florida Institute of Technology to develop an online Master's degree for Marine Protected Areas. UCI has asked CRC to include the MPA PRO certification model in their program. Over the past four months, much of the activity has been focused on the IUCN Global Partnership for Protected Area Training (GPPAT) initiative highlighted below. However, as part of our efforts to promote GPPAT, the Mexican and Colombian Governments have expressed an interest in capacity building for their protected area staff. It is not clear how much of the focus will be on certification. CRC is using this interest, however, to outline a short paper that explains the process for developing a certification program. This paper will become a major deliverable under SUCCESS once we receive feedback from partners and countries. Another deliverable resulting from this partnership is a [Spanish language MPA brochure](#) for the Latin American and Caribbean, which CRC distributed at a regional conference in Mexico this past October.

Globally

Earlier in 2011, CRC agreed to partner with IUCN in on the new GPPAT initiative as mentioned in the section above. This grew from our earlier work with UCI, whose president currently leads the GPPAT. The purpose for joining GPPAT was to work with IUCN to gain global exposure and address the long-term sustainability issues for MPA PRO. The focus of the GPPAT initiative is to develop open source online training courses for protected area staff and link it to a scholarship fund and accredited centers of excellence. CRC has hopes of adding a certification element to the program and involving existing professional associations for protected area staff. In October, CRC attended the Gulf and Caribbean Fisheries Institute conference in Mexico to promote the concept and to secure additional partners for launching the GPPAT initiative at upcoming global IUCN conventions. Significant interest by countries, NGOs, academia and donors is growing rapidly. GPPAT is touching on growing demands for innovative capacity building strategies and new technology opportunities. CRC will continue to push for the certification focus over the coming months to see if GPPAT crosses the threshold into a final IUCN-funded program. Again, this would provide a significant platform to sustain the MPA PRO model and provide exposure to our program globally.

1.2 Changes in Program Activities

The Year 8 workplan, revised after consultations with the SUCCESS AOTR in October 2011, incorporated all new thinking and program activities anticipated over the coming year. The opening section on MPA PRO highlighted the new three part strategy which centers on summing up and evaluating the first iteration of the WIO-COMPAS program combined with marketing the MPA PRO model globally to garner increased sharing and replication. Some activities are contingent upon securing partner funding—a goal we continue to work on making happen.

1.3 Contacts with USAID Missions/Bureaus

There have been no meetings or contact with USAID Missions/Bureaus during this reporting period. Should CRC move forward with work in Mexico and Colombia (highlighted above in the Latin America section), we will conduct a courtesy call with the appropriate USAID Mission/Bureaus even though any CRC involvement there would be contingent on 100% leveraged funds. These Missions/Bureaus should know that USAID was a central donor and partner in the establishment of the model.

1.4 Priorities for Next Quarter (January 1 – March 31, 2012)

- Conduct Level 1 and 2 Assessor Training Course
- Survey WIO-COMPAS MPA PROs for Exchange Program demand and continuing education course interests
- Confirm Level 3 Assessors and schedule date for their training/L3 Event
- Produce Level 3 Assessors Handbook
- Upload new MPA PRO profiles and case studies to website

2. Adapting to Coastal Climate Change

2.1 Report Period Accomplishments (July 1 – December 31, 2011)

Worldwide, coastal communities are experiencing the effects of global climate change on a daily basis. Current impacts coupled with predictions of future change make it critical to understand and share knowledge on how coastal managers and communities can adapt. Since 2007, SUCCESS has been supporting a USAID leadership role in coastal climate change by providing USAID programs and partners with information, tools and techniques to mainstream adaptation to coastal climate change in various facets of their work. In efforts to advance learning and field capacity for adaptation, CRC has worked to mainstream climate change within its coastal programs through SUCCESS Associate Awards and other USAID programs. These include efforts in Ghana, Tanzania, The Gambia, Senegal, the Coral Triangle Initiative and the Indonesia Marine and Climate Support (IMACS). The SUCCESS Year 7 workplan and the recently revised Year 8 workplan both reflect a continuation of this leadership role, with a greater emphasis on learning across regions to advance appropriate local adaptation actions, and to start to develop information and materials that can be geared to a senior policy maker advocacy strategy in the final years of the SUCCESS program.

Activities

Objective 1: Complete the pilot project in the Republic of the Marshall Islands (RMI) and disseminate products—through a no-cost extension, complete products for linking climate change and biodiversity conservation planning, with application at the national and local scales. Utilize the information to develop guidance for a global audience.

The RMI-based team provided edits to the fourth and final version of the Facilitator’s Guide for Community Based Management, which now more thoroughly incorporates climate issues and actions. This final version will undergo one last review in early January 2012 and be sent to UHH for layout. This deliverable has been delayed awaiting completion and testing of a tool by the Coral Triangle Initiative (CTI) and the Micronesia Conservation Trust (MCT), however, the quality of the end product should reflect the value of waiting until this step was completed.

SUCCESS’s efforts to incorporate a “climate lens” on RMI’s community-based conservation and management has been leveraged significantly within the region, especially through the MCT and more recently the CTI, who partnered this year to develop the Local Early Action Plan (LEAP) workbook that links community-based management planning with climate change. The RMI team participated in training to test the tool; and CRC worked with CTI to finalize the tool and to incorporate it into climate change adaptation training implemented in Papua New Guinea.

Input from the RMI experience and partners, together with the USAID Coastal Climate Adaptation Framework and trainings collectively helped influence development of the MCT Climate Outreach Tool released earlier this year and the LEAP, which is now being used as a core tool for the USAID CTI initiative.

A series of shoreline protection technical briefs were completed and are currently in the layout design phase. These briefs will provide landowners and resource managers with information on different shoreline management/protection techniques, and the relative costs and benefits of each. The resource managers will then use this information to assist communities and landowners in deciding potential options to explore given current problems and the potential for increased problems that will result from future climate change conditions. A summary matrix of alternatives and their relative costs, benefits, impacts and the conditions under which each alternative is most appropriate will help decision-makers as they select options.

A summary report of the RMI experience has been developed and is in final edits for posting on the SUCCESS website along with supporting documents. This will bring the RMI activities to full completion in the next quarter.

Priorities for Next Quarter (January 1 – March 30, 2012)

- Complete and Disseminate Facilitator’s Guide
- Complete and Disseminate shoreline protection technical briefs
- Post documents to SUCCESS web site

Objective 2: Advance political support and evidence for the emerging global community of practice in coastal climate change adaptation by synthesizing lessons learned through SUCCESS, and sharing what works and what does not related to planning and implementing of adaptation actions that address climate change impacts.

The focus of this Objective has changed to a more proactive initiative to help address the critical need and a unique opportunity to explicitly speak to higher level policy-makers and decision-makers as they address “Coasts at Risk: Global trends, coastal change, and adaptation needs,” the SUCCESS Program’s clarion call envisioned for 2014. This effort aims to provide high level and mid-level policy-makers with a convincing argument of the unique values, vulnerabilities and risks of coastlines (with an initial focus in Sub Saharan Africa) as anticipated trends in demography, poverty, livelihoods and climate change unfold in coming decades.

The lead writers for the four case studies (Ghana, Senegal, The Gambia and Tanzania) have developed the outline and framework for this integrated description of efforts to address climate change and adaptation in coastal areas, within its context of non-climate stressors and system dynamics. The overall objectives of each case are to:

- (1) define the scope of the challenge and what is at stake for the poor; and demonstrate the urgency of adaptation planning and action and risk reduction
- (2) put forth the reasons—based upon field experience and an understanding of the different country contexts—why a paradigm shift is necessary in order for sufficient climate change adaption to take place and for the most vulnerable populations to increase their resilience to climate change impacts

(3) propose specific approaches and actions to address the adaptation dilemma

CRC has also committed additional resources through URI match funds for its USAID-funded Integrated Coastal and Fisheries Governance Project (ICFG) in Ghana. These match dollars will be used to leverage SUCCESS efforts to more thoroughly assess these key climate change issues and—with the assistance of other partners—to quantify each country’s coastal assets and their contribution to national economies and to societal stability and well-being. This, in turn, would inform the estimates of each country’s current and future vulnerability and risk.

As a follow-up to the ecosystem-based adaptation (EBA) activities of last year—where SUCCESS supported a meeting to advance EBA—The Nature Conservancy (TNC) and CRC participated in a workshop on “Systems Approach to Geomorphological Engineering” (SAGE) with the US National Oceanic and Atmospheric Administration (NOAA), the US Army Corps of Engineers and the US Federal Emergency Management Agency (FEMA). Efforts are afoot to engage the USACE in Ghana to support the ICFG program with a Scope of Work developed and submitted for funding through AFRICOMS.

Priorities for Next Quarter (January 1 – March 31, 2012)

- Outline of case study and framework for analysis
- Gathering of data and initiation of SUCCESS case studies
- Clarification of scope regarding leveraged CRC efforts in quantifying assets at risk

Objective 3: Identify and empower climate change adaptation champions to take action to promote the mainstreaming of adaptation measures within national, local and private sector entry points where CRC is working—helping these champions to articulate and address the role that climate change plays in increased threats to biodiversity, livelihoods, and the overall well-being of coastal communities and ecosystems.

Climate Change Adaptation for Tanzania's Coastal Villages, the first of what will be a series of SUCCESS climate change documentation videos, was disseminated through various electronic venues, including USAID (http://www.usaid.gov/our_work/cross-cutting_programs/water/water_videos.html). The CRC YouTube channel has welcomed (<http://www.youtube.com/user/URICRC>) 185 visits

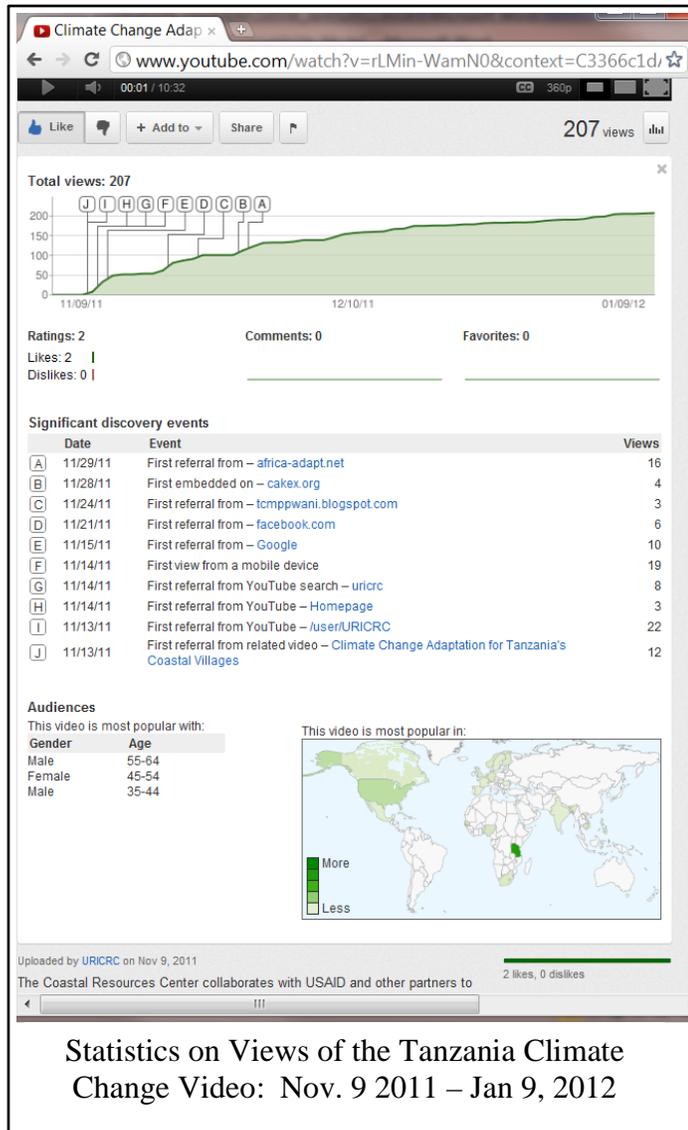


The Coastal Resources Center collaborates with USAID and other partners to carry out natural hazard and climate change vulnerability assessments, put adaptation measures into place and share lessons about what works and what needs to be done. [This video](#) explores some practical approaches being used right now by our colleagues in several different coastal countries to manage risk and take no-regrets actions to increase their resilience and adapt to the impacts of climate change. The Pwani Project, carried out by the Tanzania Coastal Management Partnership and funded by USAID/Tanzania, is helping coastal communities assess climate change impacts and find ways to adapt using their own resources and knowledge.

to date and Africa Adapt (<http://www.africa-adapt.net>) links [the video](#) to other project profiles and supplementary materials (Tanzania and Ghana and The Gambia) submitted by CRC and partners.

Additional sites include www.vimeo.com and Climate Adaptation Knowledge Exchange (<http://www.cakex.org/virtual-library/climate-change-adaptation-tanzanias-coastal-villages>), Vimeo (<http://vimeo.com/32188990>), and Linked-In professional network, among others.

The introductory part of this first video shares information on what will be the full series of videos. The video then goes on to share an overview of Tanzania’s vulnerability and adaptation planning approach and early actions completed in two villages (see text box below). A second video on climate change in Ghana is in draft form and will be reviewed, revised and completed in early 2012. Next in line for production will be “how to” videos for practitioners, donors and USAID Missions—videos that share field experience, lessons learned, and critical messages on climate change and climate change adaptation. This use of online communications and video technologies is a new approach that SUCCESS is using to try to reach larger audiences as internet becomes more widely available throughout the world and in developing countries through smart phones.



Climate: Changing Coastal Communities, Creating Change Leaders

As coastal countries get hard hit from climate change, the call intensifies for tools and approaches to help meet the challenges of that change. In response, SUCCESS developed “Adapting to Coastal Climate Change: A Guidebook for Development Planners” —using it to train over 250 developing country individuals in climate change adaptation (CCA) planning and action. Now, some of these individuals are taking on leadership roles in CCA in their own countries.

Several co-lead CCA training for local officials and NGOs in the Coral Triangle region and in Ghana. Others won competitive fellowships to attend a three-week study tour led by the SUCCESS team to link them with individuals practicing CCA in the US, and to increase their skills in applying planning and policy tools back home.

As climate continues to change developing country coasts, SUCCESS continues to build leaders to meet today and tomorrow’s climate adaptation challenges.

In the words of one emerging leader: “...this CCA training course was the gateway to my future as a coastal adaptation manager. Now I see where I should be heading, and the challenges that lie ahead.”

CRC coastal managers have continued to mentor and coach several field staff, as a follow-on to initial training they received at the 2010 Coastal Institute’s Climate Adaptation Course. The short USAID success story above summarizes some key aspects of this longer term capacity building. Recent interviews with two Ghanaian colleagues who participated in this training and follow-on mentoring reveal the professional, technical, and personal benefits they feel they have derived from these capacity building interventions, these “stories” are being written up for submission to USAID in 2012.

Priorities for Next Quarter (January 1 – March 31, 2012)

- Completion and dissemination of Ghana video
- Scoping and scripting of the first “how to” video

2.2 Changes in Program Activities

The climate change component has started a transition this year with a wrap-up of the development of a number of practitioner tools and as noted earlier in this report, we will give our SUCCESS climate change activities a new thrust—one that will target higher level policy-makers and decision-makers with the message: “Coasts at Risk: Global trends, coastal change, and adaptation needs.” This will be an effort to quantify more carefully the immediate physical, ecological and socio-economic problems within one of the most densely populated areas of the world in the face of global change, especially for some of the most vulnerable sectors of society. It will also be an effort to make clear that adaptation is destined to fail unless we take greater and more immediate actions.

2.3 Contacts with USAID Missions and Bureaus

There were no contacts with USAID Missions or Bureaus during this reporting period.

3. Collaborative Learning

This element of the SUCCESS Program focuses on cross-portfolio learning activities. The learning team is synthesizing the livelihoods experience and lessons learned that emerged from the field site activities that were part of the first five years of SUCCESS as well as livelihoods experience from other development projects. In addition to the livelihoods learning agenda, a programming guide for fisheries and aquaculture is slated for completion, dissemination, and for eventual incorporation into various planned workshops and other training events. The final learning activity is focused on applying the governance baselining techniques in the work of the new SUCCESS Leader with Associates (LWA) awards and other CRC field projects.

3.1 Report Period Accomplishments (July 1—December 31, 2011)

Objective 1: Microenterprise Guide

In 2010, the learning team drafted a guide entitled, "Enterprise Development in Coastal and Marine Biodiversity Conservation: A Guidebook for Local Government and Practitioners" (herein referred to as the Conservation-based Enterprise Guide). A second draft was completed in May 2011 and circulated to a small group of reviewers within USAID, Maria Haws (UHH), and Brian Crawford (CRC international director) for review. Based on the reviews, the Guide was revised during this reporting period and a final draft shared with a larger group of experts including the World Wildlife Fund, USAID, the WorldFish Center, Blue Ventures, the Foundation of the Peoples of the South Pacific International, and several SUCCESS field partners. The Guide includes nine case studies from Africa, Latin America, and the Pacific. Three of the cases (from Zanzibar and Latin America) stem from conservation-based microenterprise development activities started during the first phase of the SUCCESS Project, while the cases from Ghana and the Gambia describe conservation-enterprise work related to current SUCCESS LWA Associate Awards. Layout specifications for an e-version of this guide and the fisheries guide (see below) were also developed during this period. Neither of these guides will be produced in a hard copy print as a cost savings measure and they will be available and circulated solely as e-versions.

Final Product: A visual and user-friendly PDF-format Guide, plus a ready-for-training-use PowerPoint.

Priorities for Next Quarter (January 1 – March 31 2012)

- Finalize guide based on feedback from external reviewers
- Send guide to final copy editing and design/layout

Objective 2: Field-based Learning and Communication on Livelihoods

To complement the Conservation-based Enterprise Guide, the SUCCESS team will develop two training modules (one half-day and one two-day session plan) and a ready-to-use PowerPoint presentation on coastal conservation-based microenterprise development. These materials will be used during at least one of two international training courses (one on fisheries and one on population, health and environment/PHE), which will be held in Rhode Island during the summer of 2012. If the opportunity arises, the team will also organize a one-day seminar on microenterprise development in conjunction with some other meeting, conference, or workshop in West Africa—or in conjunction with an MPA PRO event in the WIO region. Development of these sessions and their accompanying PowerPoint slides will begin as soon as the Guide has been finalized.

Priorities for Next Quarter (January 1 –March 31, 2012)

- Draft session plans/curricula on coastal conservation-based livelihoods that will be incorporated into CRC training courses on climate change, fisheries, and PHE
- Develop 20 minute, introductory “coastal conservation-based livelihoods” PowerPoint presentation

Objective 3: Collective learning on Fisheries and Governance

Fisheries

SUCCESS is generating knowledge to inform ICM regionally and globally—not only on livelihoods as described above, but on other key issues. The learning agenda also addresses the need for best practices in and reform of capture fisheries and aquaculture. SUCCESS planned to complete and print the Fisheries and Aquaculture Programming Guide in Year 6. However, as part of the ongoing USAID review, SUCCESS has been advised to add a revised and expanded section on monitoring and evaluation and USAID indicators. These revisions are nearly finalized and the Guide will be designed/laid out in early 2012 and ready as an electronic publications shortly thereafter.

Over the past decade, USAID has increased its investment in sustainable fisheries projects in various parts of the world, driven mainly by increasing concerns about over-fishing and the impacts on economic growth, poverty alleviation, food security and marine biodiversity. Most of the USAID initiatives are focused on tropical, small-scale or artisanal fisheries that have different characteristics than large-scale or commercial fisheries in Northern countries. Considerable research and global reviews have been published recently on factors leading to successful management of fisheries systems (e.g. Hilborn 2007, Beddington et al. 2007, Costello et al. 2008, Mora et al. 2009, Worm et al. 2009, Gutierrez et al. 2010). The confluence of USAID increasing interest in sustainable fisheries and the mounting documentation of successful approaches in fisheries management raises the issue of how USAID fisheries projects should be designed and monitored for progress.

USAID projects typically must include standard indicators that are used for global aggregation and reporting to Congress. The standard indicators include those used to report on objectives of the biodiversity earmarks, food security earmarks and USAID economic growth objectives. Most of these types of indicators were not designed with fisheries projects in mind. Little or no specific mention is made in the definitions or the indicator language itself of "fisheries." However, the inclusion of "fisheries" can be implied in such terms as "bio-physical changes in the ecosystem" (a biodiversity indicator for effective management) or in generic governance indicators or process measures such as "number of people trained." Food security indicators mainly use agricultural terminology. Most projects also include "custom indicators" that reflect specifics of a project design and which project managers consider necessary in order to assess intermediate results and longer term outcomes specific to the project(s).

Recent development of SUCCESS Associate Awards in Africa and their respective performance management plans has highlighted a need to provide more guidance on how USAID biodiversity and food security global indicators can be applied to the growing portfolio of USAID fisheries projects. Adding a revised and expanded section on monitoring and evaluation and USAID indicators to the Fisheries and Aquaculture Programming Guide can aid in this.

The first step in preparing the expanded monitoring and evaluation section of the Fisheries and Aquaculture Programming Guide was a workshop, held in Rhode Island in February 2011. The workshop reviewed the indicators that current and previous USAID fisheries projects have used as performance management indicators and assessed the gaps in currently used indicators. The discussion included a review of current standard USAID indicators relevant to fisheries, as well as a variety of the custom indicators currently in use. The meeting also generated ideas for how fisheries projects could be monitored better—including recommendations concerning ecological, economic, and social goals of fisheries management projects, as well as governance indicators and progress milestones for planning and implementation purposes.

Governance

As part of the CRC match contributions to the SUCCESS Program, the CRC Director continues to participate in a diversity of US, global and regional fora to disseminate, apply and refine the methods developed at CRC for assessing the sequence of outcomes that mark an advance to more sustainable forms of development and to analyze the governance dimensions of ecosystem change. In this reporting period, this included using the methodologies as a basis for a detailed self-assessment conducted of the first two years of the *Hen Mpoano/ICFG* project. The methods were also used for prioritizing the way ahead, including key activities for ICFG project years three and four. Assessing governance outcomes via a governance scorecard is also one of the custom performance indicators used in the USAID/West Africa-URI *BaNafaa* project, where scorecarding of the Sole and Oyster fisheries has been seen as a useful way to summarize progress annually and assess priorities moving forward.

In the U.S., three interdisciplinary graduate education programs which span science, technology, engineering, mathematics and social sciences (IGERT programs) adopted the Orders of Outcomes Framework as a methodology for evaluating the program's interdisciplinary approach. IGERT is the National Science Foundation's flagship interdisciplinary training program, which educates U.S. Ph.D. scientists and engineers by building on the foundations of their disciplinary knowledge with interdisciplinary training.

Lastly, Stephen Olsen gave a keynote presentation, which included references to the Order of Outcomes methodology, during a symposium on the implementation and enforcement of marine protected areas. The symposium was held in Portugal in November, 2011.

Priorities for Next Quarter (January 1 –March 31, 2012)

- Publish the final Fisheries and Aquaculture Guide online

3.2 Changes in Program Activities

There have been no changes in program activities during this reporting period.

3.3 Contacts with USAID Missions and Bureaus

USAID/EGAT staff was contacted to review the Conservation-based Enterprise Guide.

4. Communications and Outreach

In light of some of the strategic adjustments outlined in this year's workplan, the SUCCESS Program will begin development of a strategic communications and outreach strategy. This strategy will work to articulate the Program legacy; to make the global community of ICM practice aware of and apply the suite of tools SUCCESS has developed; and to communicate a more forward-looking agenda of key messages and lessons that decision-makers in developing countries, USAID and its implementing partners, and other donors must address in the next decade of development initiatives along the coast.

The SUCCESS team has already started to sketch out this strategy and additional efforts will be made this year to finalize the plan for an outreach campaign that highlights key messages related to the SUCCESS Program elements of certification, learning, and climate change. This will include developing key messages; identifying key target audiences; and agreeing on the best communications media to reach these audiences. At a minimum this effort will include a redesigned webpage, use of other internet-based communications tools and other selected outreach venues and events to deliver messages to key audiences.

4.1 Report Period Accomplishments (July 1 – December 31, 2011)

CRC has developed initial ideas for key messages under each of the three program elements in SUCCESS and will share these with other project partners for their input as we develop and refine the strategy.

4.2 Changes in Program Activities

As mentioned, this is a new activity added in the last quarter.

4.3 Contacts with USAID Missions/Bureaus

There have been no contacts made to date with USAID Missions/Bureaus.

4.4 Priorities for Next Quarter (January 1 – March 31, 2012)

- Contact project partners for input on a SUCCESS Program communications and outreach strategy.

5. Status of Year 8 Workplan Outputs

<i>Output</i>	<i>Date</i>	<i>Status</i>
MPA PRO		
Produce an assessors' training course and manual	February 2012	On track
Conduct Level 3 offering, including a training of Level 3 assessors during the event (regional)	December 2011 – March 2012	Pushed back to June 2012 due to challenges with availability of high level candidates
Produce Level 3 Assessor Guidebook	January 2012	On track
Assess the demand and methods for an exchange program	December 2011– March 2012	On track
Continue posting MPA PRO profiles and case studies on program website	Ongoing	On track
Evaluate MPA PROs for impact of the program	Ongoing	On track
Survey MPA PROs for continuing education course themes	June 2012	On track
Attend IUCN workshop to integrate MPA PRO into their global capacity building initiative (side event of Caribbean Fisheries Conference; co-present with IUCN)	October – November 2011	Completed
Participate in the IUCN GPPAT initiative to generate support for the MPA PRO model at the global level. This could involve providing technical assistance to other countries on how to apply the MPA PRO model at a national level.	March – August 2012	On track
Journal article submitted on capacity-building through the MPA PRO model: summing up first generation	September 2012	On track
Produce outreach materials for international media (MPA PRO e-news, brochures, blog postings) that inform the marine conservation/coastal management/MPA sector of the MPA PRO program	August 2012	On track
CLIMATE CHANGE		
Outline of case study, framework for analysis	January 2012	On track

<i>Output</i>	<i>Date</i>	<i>Status</i>
Draft case studies	June 2012	On track
Draft synthesis across cases	September 2012	On track
Dissemination of Year 7 videos	November 2011	Completed
Script, production and dissemination of 1 V&A Planning video	February 2012	On track
Finalize the RMI Namdrik field report, highlighting methodology for assessing shoreline erosion and options for addressing this problem at the community level	December 2011	Completed
Final guidance materials on shoreline erosion protection and adaptation measures written, reviewed, edited and laid out	December 2011	In Layout, now slated for early- to mid-2012 dissemination
Outreach document on Reimaanlok community-based process, with a climate lens produced	December 2011	Final edit completed, in review. Next step layout and early- to mid-2012 dissemination
LEARNING		
Guide sent to experts for review	October 2011	Guide sent to reviewers on January 3, 2012
Expert group feedback received	December 2011	Revised target to receive all feedback by February 1, 2012
Guide revised and finalized based on feedback	February 2012	On target to finalize guide by February 28, 2012
Final lay out and publication of Guide	March 2012	On target
Develop two training modules based on the Guide	February 2012	On target
Deliver microenterprise training modules in at least one training course (e.g. during the PHE or fisheries courses, which will be held in mid-2012)	June 2012	On target

<i>Output</i>	<i>Date</i>	<i>Status</i>
Final editing of Fisheries and Aquaculture Guide based on USAID comments and to USAID for final approval of content	December 2011	Final editing to be completed in January 2012
E-layout and 508-compliant formatting and submission to USAID for final approval	March 2012	On target
Delivery of final document for uploading on USAID website	April 2012	On target
Communications to launch the Guide	May 2012	On target
COMMUNICATIONS		
Draft communications and outreach strategy developed	April 2012	On track
Redesigned web page	August 2012	On track
Implementation of outreach strategy initiated	August 2012	On track

6. Monitoring, Evaluation and Reporting

The SUCCESS Program's goal is to provide global leadership in integrated coastal management through innovative approaches in a participatory, issue-driven and results-oriented process to:

- Promote sustainable use of marine resources
- Conserve marine biodiversity
- Improve food and income security

This is a long-term goal (third order outcome). In its first phase, SUCCESS contributed to the goal through a mix of regional and global activities and implementation of innovative practices, adaptations and learning in Nicaragua, Ecuador, and Tanzania. In its second (current) phase, SUCCESS continues to make additional contributions to this goal, but does so by providing regional and global leadership in climate change adaptation, cross-site learning, and MPA certification. Meanwhile, all field implementation activities are funded and implemented solely through Associate Awards.

As a result of eliminating field activities, the SUCCESS Performance Management Plan (PMP) was revised in the first quarter of FY 10. Indicators were revised again in December 2011 and as a result, the PMP will be revised again in the next quarter. Current indicators are:

1. *NEW*: Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance-men. (previously part of Indicator 1 in SUCCESS which counted only persons trained)
 - a. Person hours of training completed in climate change supported by USG assistance- adaptation (men)
2. *NEW*: Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance-women (previously part of Indicator 1 in SUCCESS which counted only persons trained)
 - a. Person hours of training completed in climate change supported by USG assistance- adaptation (women)
3. *REVISED*: Dollar value of funds leveraged from USAID Missions and non-USG sources
 - a. Amount of investment leveraged in U.S. dollars, from private and public sources, for climate change as a result of USG assistance - Adaptation public sector investments (previously part of Indicator 2 in SUCCESS)
4. *REVISED*: Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts
 - a. Number of climate change mitigation and/or adaptation tools, technologies and methodologies developed, tested, and/or adopted as a result of USG assistance
5. Success stories, peer review articles, conference papers, research studies documenting key actionable findings and lessons learned related to SUCCESS
6. Technical support interventions provided by SUCCESS to other partners and programs on toolkits and guidebooks developed by SUCCESS
7. *NEW*: Number of institutions with improved capacity to address climate change issues as a result of USG assistance - adaptation capabilities
8. Participants who received SUCCESS training and/or mentoring that are now

implementing projects or providing training or TA to others on the topics that they were trained in.

9. Target organizations incorporating SUCCESS tools etc. into their work
10. Hectares in areas of biological significance under improved management
11. Policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation implemented

These indicators measure the outputs and impacts of SUCCESS activities related to MPA certification, climate change adaptation, and learning. Life-of-Program targets for the SUCCESS extension period were established for the training indicators only.

LOP targets for number of individuals trained

INDICATOR	FY 10 Target	FY 11 Target
1 Number of Individuals trained	40	40
<i>Number of women trained</i>	16	16
<i>% women trained</i>	40%	40%

LOP Indicator targets for person hours of training

Indicator	FY 12	FY 13	FY 14
1.a Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance-men. (previously part of Indicator 1 in SUCCESS)	2560 hrs	520 hrs	550 hrs
1.b. Person hours of training completed in climate change supported by USG assistance- adaptation (men)	NO Target, but tracked	NO Target but tracked	NO Target but tracked
2.a Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance-women (previously part of Indicator 1 in SUCCESS)	1240 hrs	208 hrs	120 hrs
2.b Person hours of training completed in climate change supported by USG assistance- adaptation (women)	NO Target, but tracked	NO Target but tracked	NO Target, but tracked

During work planning, targets were set for selected other indicators for Year 8. A table of accomplishments in relation to the targets is presented in [Appendix 1](#). A full description of each indicator can be found in the PMP, which is currently under revision.

III. MANAGEMENT ISSUES, CHALLENGES AND OPPORTUNITIES

The most important management issue that faces the SUCCESS Project team as it moves into its final two years is identifying the members of the CRC team, as well as the external individuals/organizations with which we should team, in order to best “package” and “be heard” by the target audiences on our messages on climate change—its impacts on the value of our coasts and what stands to be “lost”, economically and otherwise, if we delay in or fail to act swiftly and aggressively. Prompted by an October 2011 meeting with our SUCCESS Program AOTR, the team has already begun discussions and is drafting a plan for moving forward on this important effort in 2012-2013.

With no field activities and the reduced size, scale, and scope of this second phase of the SUCCESS Program Leader Award, there are minimal management issues. With a relatively modest and very focused budget, a reduced number of partners involved in this second phase of SUCCESS activities, and with the CRC technical staff assigned to very discrete tasks with clearly defined goals, the level of effort that must go into program reporting and other management transactions is limited.

However, with no field-based activities included as part of this phase of SUCCESS, the team has had to be creative in generating opportunities for face-to-face contact with practitioners on-the-ground in order to promote MPA certification and climate change adaptation in coastal communities—two activities we are looking to scale-up and have replicated on-the-ground in other countries and regions. Toward this end, as the SUCCESS team members visit the field as part of their work on other USAID-funded field projects and as they attend international conferences and workshops, they seize opportunities—as appropriate—to discuss the SUCCESS MPA PRO certification program and the SUCCESS activities and tools in climate change adaptation for coastal communities.

In regards to lessons with sharing the MPA PRO Certification model, we have received strong support though it has been difficult getting traction to move to the next step. Governments see it as another task upon an already heavy workload, protected area staff like it though some do not understand the concept as it is new to the natural resources field. Regional networks see some overlap with what they provide though without much of the substance and rigor. Additionally, concerning gender balance, we are challenged by the limited number of women in the MPA field. This is slowly changing and we have our existing MPA PRO certified women encouraging their peers to apply for certification.

New USAID climate work in Indonesia, Senegal and The Gambia is providing CRC with significant opportunities for creating a global learning platform for our coastal adaptation work—especially given the field application and capacity building components of this work. The Coral Triangle Initiative also has integrated with our SUCCESS activities through a learning agenda and capacity building, however, its lack of a field application component has limited our direct engagement in hands-on program implementation.

IV. ASSOCIATE AWARDS AND RELATED PROJECTS

The SUCCESS Leader Award has generated four field level Associate Awards to date (Thailand, Ghana, West Africa (The Gambia), and Senegal) for a total estimated funding of over US \$25m. While the work implemented through these awards responds to the programmatic priorities of the funding Mission and the coastal issues of the country/place, it also furthers the overarching SUCCESS mission and goals and draws upon much of the experience, tools and opportunities first begun or developed under the Leader Award. Details of the three ongoing Associate Awards (Thailand has been completed) by project country follow.

Associate Award	Total Estimated Amount	Total Obligations to Date (as of 12/31/11)	Incremental Obligations Received FY11	Incremental Obligations Received FY 12 (to date-12/31/12)
USAID Ghana “Integrated Coastal and Fisheries Governance/ICFG – <i>Hen Mpoano</i> ”	US \$10,000,000	US \$7,425,266	US \$2,500,000	US \$ 2,399,571
USAID Senegal COMFISH	US \$11,499,710	US \$2, 377,000	US \$1, 377,000	0
USAID West Africa <i>Ba Nafaa</i>	US \$ 3,414,566	US \$2,645,995	US \$1,007,198	US \$ 638,797

The Integrated Coastal and Fisheries Governance Initiative in Ghana (Associate Award: \$10 million; September 15, 2009-September 16, 2013)

The Ghana Project, locally known as *Hen Mpoano* (Our Coast) is implementing its Phase 2 strategy and activities, which are designed to build towards the goal of formulating a nested governance system in which the roles and responsibilities of the individual communities, the six coastal districts and coordination at the regional scale are made explicit and strengthened. During Phase 2 (Year2), activities related to fisheries and the seascape portion of the coastal zone are focused on improving the enabling conditions on which management decisions are based. This includes ways to improve information on how and why effort is changing and its impact on fish stocks and fishing businesses, as well as potential strategies for improving the basis for collaborative management. The later point is quite important as previous efforts at collaborative management have failed and the current legislative and institutional arrangements for genuine participation of fisheries stakeholders are weak.

On the landscape side of the coastal zone, activities are focusing on developing a number of pilot models for ICM and conservation in three focal areas that contain combinations of

issues that are representative of those facing the coast as a whole. The focal areas also have been selected for a range of conditions that span the relatively pristine and rural Amansuri wetland and associated shorefront area, to the urbanized Shama district where major new investments in infrastructure are being proposed. Between these two extremes, lies the Cape Three Points focal area with priority areas for conservation, and with several villages and small towns where the canoe fishery is the major source of employment and income and where shorelines are dotted with tourism lodges that hold the promise for new forms of economic development. Sea turtle nesting beaches are yet another important feature of both the Amansuri and Cape Three Points areas. An external project evaluation is being planned for the second quarter of this fiscal year (2012).

**Senegal-Gambia Sustainable Fisheries Project
(Associate Award: \$3.4 million; May 1, 2009 – April 30, 2014)**

This project, locally known as USAID/Ba Nafaa, is continuing to develop and promote models of fisheries co-management in the West African region especially through examples under development in The Gambia. These examples focus on the establishment of a shellfish co-management plan for 500 women oyster harvesters in the Tanbi Wetlands National Park and a co-management plan and related actions to obtain Marine Stewardship Council (MSC) certification for The Gambian sole fishery. Both plans are now final and will be officially approved and signed by The Minister of Fisheries, Water Resources and National Assembly Matters in a launch event planned for January 17, 2012. The USAID/West Africa Mission and the US Ambassador to The Gambia, among others, have confirmed attendance. In addition, a Marine Stewardship Council (MSC) representative is expected to attend and to present a check for 50,000 Euros to the Minister to support the Government's application for MSC eco-label certification and NASCOM capacity at Sole landing sites. Kaufland, a German seafood company, has donated these funds that it raised through a sales campaign to support sustainably sourced seafood from The Gambia. Signature of the Management Plans represents a significant milestone for the Government of The Gambia, for civil society fisheries stakeholders and for sustainable fisheries co-management in sub-Saharan Africa.

Implementation of the Climate Change Vulnerability Assessment and Water, Sanitation and Hygiene (WASH) components that were added to the USAID/BaNafaa Project in July 2011 is now underway. For the Climate Change Assessment, GIS mapping, as well as socio-economic, fisheries, mangrove and inundation vulnerability studies are in progress, covering The Gambia coast and the Sine-Saloum Delta in Senegal. TARUD, a Gambian NGO, is currently conducting the WASH needs assessment at 16 sole and oyster landing sites in The Gambia. A stakeholder workshop in March/April 2012 will prioritize 6 or 7 of these sites for USAID/BaNafaa assistance. Local public works non-profit GAMWORKS has been contracted to oversee the construction/rehabilitation of water and sanitation infrastructure, while TARUD will provide PHAST training, communication and outreach and water and sanitation governance/management planning at the community level.

An external evaluation of this project is also being planned for the second quarter of this fiscal year (2012). Other key events being planned include a bi-lateral workshop between

Senegal and The Gambia to share lessons learned in co-management, vessel licensing, and review of a study on the cross border trade in sole.

Collaborative Management for a Sustainable Fisheries Future in Senegal (COMFISH) (Associate Award - 11.5 million; February 14, 2011 – September 30, 2016)

The USAID/COMFISH project (Collaborative Management for a Sustainable Fisheries Future in Senegal) seeks to develop and replicate new models for sustainable fisheries to assist Senegal in achieving sustainable management of its artisanal fisheries. The five year project began in February 2011. FY12 is a period of significant scale-up with many sub-grants and initiation of implementation activities following FY11 that focused on starting up and strategic planning. Anticipated partner contracts include:

- WWF-WAMER
- CSE
- CRODT
- ENDA ENERGIE
- FENAGIE
- Institut Universitaire de Pêche et d’Aquaculture/ Université Cheikh Anta Diop de Dakar
- APTE (Association Pêche Tourisme Environnement)
- ISE (Institut des Sciences et de l’Environnement, Cheikh Antar Diop University, Dakar)
- IRD/IFAN (Institut de Recherche et Développement/Inst Fondamental d’Afrique Noir)
- Swedish Food and Technology Institute / Sustainable Food Production: SIK
- UBC University of British Columbia Fisheries Department

Progress was achieved with DPM (Department of Marine Fisheries) and 7 CLPA’s on the pathway to fisheries management planning at the scale of priority stocks. A manual that details a 14 step procedure to create Conventions Locales (legally binding agreements) to manage a fish stock was prepared and presented to each of the 7 CLPA’s where COMFISH will work. The process was enthusiastically and unanimously approved in each. DPM/COMFISH will proceed to implement the full process in each CLPA. This is the first phase of fisheries management planning for a unit stock. After that a Convention Locale “between” CLPA’s will be developed. The grouping of CLPA’s in a Convention Locale is what COMFISH calls UGD (Sustainable Management Units) and would be a first in Senegal. So far DPM has only created “within CLPA” Conventions Locales. Each UGD will bring together all CLPAs whose members/CLPs fish the same stock. DPM/COMFISH will create a draft Fisheries Management Plan (FMP) for each UGD which will be based on timely and indicative fisheries assessments, some of which started in Q1. These will be used in fisheries management planning for the priority stocks.

These indicative (and later, more robust) assessments conducted with CRODT, IUPA and other partners will be shared with all CLPAs during consultative and information exchange workshops, as many as are needed to create understanding, CLPA ownership and consensus. Assessments will also be combined with all fisherman based and sourced information in this participatory environment. This process is being undertaken in parallel with the creation of

Conventions Locales. Sampling landings, effort and CPUE using a fisher interview system was started in November in the Sine Saloum.

In the project's climate change result area, a technical report was produced which shows how climate change can impact catch rates and landings independently from excess effort: Senegal is one eight out of 155 countries for which landings and food security are most vulnerable to climate change impacts. DPM and COMFISH will work together to apply this technology to Senegalese fisheries so as to identify stocks and fisheries which need to be protected.

The *Pwani* Project, Tanzania (Direct Cooperative Agreement with USAID/Tanzania)

The Conservation of Coastal Eco-Systems in Tanzania: the *Pwani* Project is a four-year initiative funded through a bilateral cooperative agreement with USAID Tanzania. One of the *Pwani* Project's goals is to create wealthier and more empowered communities. Wealthier communities are created not by simply increasing people's economic health and standing, but improving as well other factors that contribute to quality of life—factors such as increasing people's resilience to the impacts of climate change stressors; and improving their access to health services that shape their overall physical well-being. Although not an Associate Award, the *Pwani* Project is part of the SUCCESS family with several direct links to SUCCESS. First, it collaborates with SUCCESS on climate change-related activities, where SUCCESS resources are leveraged to support the development of vulnerability assessment and adaptation planning tools that build upon the Climate Change Guide. In return, *Pwani* serves as a pilot site for on-the-ground climate change vulnerability assessments and adaptation planning that SUCCESS can learn from as it refines its climate change adaptation and planning tools and training curriculums. In FY 11, *Pwani* has finalized village-level vulnerability assessments in two villages on the Tanzania mainland. Two additional assessments are under development on Zanzibar. The experience of implementing the first two vulnerability assessments informed the revision of a tool for village-level adaptation planning. Second, *Pwani* is a learning site for enterprise development and it is one of the cases featured in the Conservation-based Enterprise Guide. Lastly, *Pwani* supports the MPA PRO program. One of the individuals certified in June 2011 works for the *Pwani* Project.

Indonesia Marine and Climate Support (IMACS) Project

CRC is a partner in the Chemonics International-led consortium of the PLACE indefinite quantity contract (IQC) that was recently awarded for the "Indonesia Marine and Climate Support" (IMACS) project funded by USAID Indonesia. The project is focusing on building the capacity of the Indonesia Ministry of Marine Affairs and Fisheries (MMAF) to address fisheries and climate change issues. CRC is playing a senior advisory role for the coastal adaptation aspects of the project and will focus on providing support to MMAF in developing vulnerability assessments, designing and delivering short training courses, and developing the capacity of regional universities to provide extension services to local governments. CRC will begin their activities in January 2012 with visits to the two field sites of Nusa Tenggara

Barat and Sulawesi Tenggara. There will be strong linkages with CRC's other climate change projects through the sharing of vulnerability assessments and training curricula.

US Coral Triangle Initiative (CTI)

CRC has just recently completed a small grant with the USCTI program. Based on the success of the CCAC training attended by 15 CTI partners this past June, the US CTI program awarded CRC a small grant to collect adaptation cases from the region, and to design and deliver two regional short courses and one training-of-trainers course. In the process, CRC coached the CTI field partners as they implemented their independent adaptation programs. CRC delivered the first short course for the Solomon Islands and PNG in Port Moresby. The focus was on community-based adaptation planning. The second regional course has been delayed to February 2012 (beyond our contract) with the University of the Philippines Marine Science Institute in the lead.

The *BALANCED* (Building Actors and Leaders for Excellence in Community Development) Project

BALANCED is a five-year Population, Health and Environment (PHE) Technical Leadership Cooperative Agreement funded by the USAID Office of Global Health, Office of Population and Reproductive Health. The Project seeks to advance and support wider use of effective PHE approaches worldwide by building capacity for integrated PHE implementation; developing, organizing and sharing PHE knowledge and tools; and implementing results-oriented PHE field activities in areas of high biodiversity. It is a logical partner to SUCCESS as it puts people—and the pressures linked to the world's growing number of people—at the center of the natural resources management challenge.

While not an Associate Award to the SUCCESS, BALANCED is working in and with other USAID-funded projects that were shaped by the first phase of SUCCESS. This includes the *Pwani* project in Tanzania, where BALANCED is helping to integrate family planning and health services into that project's already highly integrated activities (including work in HIV-AIDS prevention and livelihoods development/savings and loan activities); and supporting a *Pwani* extension officer to attend the Beahrs Environmental Leadership Program, which offers mid-career practitioners and decision-makers the opportunity to broaden their knowledge and perspectives on environmental and natural resource science, policy, management, and leadership. BALANCED is also working with the SUCCESS Associate Award, *Integrated Coastal and Fisheries Governance* (ICFG) project, in Ghana where it is providing technical assistance to the larger ICFG team and a key partner, Friends of the Nation (FON), in bringing much needed family planning information and services to coastal communities in the Western Region—all as part of an integrated approach to improving quality-of-life (including food security) and stemming biodiversity loss and over-fishing in that nation.

In the Philippines, the USAID Mission has provided an additional US \$1.3million to supplement the Project's US \$5m in core funding. The Mission's Office of Health has contributed US \$500,000 and its Office of Energy and Environment has contributed

US\$800,000. This US \$1.3m will be used for PHE activities that will include a livelihoods approach; the strengthening of MPAs and fisheries enforcement networks; and and development of multi-municipal fisheries management plans.

APPENDIX 1: PMP HIGHLIGHTS AND ACCOMPLISHMENTS

INDICATOR	FY 10 Target	FY 10 Total	FY 11 Target	FY 11 Total	July to Dec 2011	FY 12 Target	FY 12 Q1	Comments
1. Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance-men. (previously part of Ind 1 in SUCCESS)					1,472	2560	0	This indicator is new. We are starting to report on it from quarter 3 of FY 11.
1.b. Person hours of training completed in climate change supported by USG assistance- adaptation (men)					1,152	No target	0	This is a subset of indicator 1.
2. Number of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance-women (previously part of Ind 1 in SUCCESS)					736	1,240	0	This indicator is new. We are starting to report on it from quarter 3 of FY 11
2.b Person hours of training completed in climate change supported by USG assistance- adaptation (women)					696	No target	0	This is a subset of indicator 2.
3. Dollar value of funds leveraged from USAID Missions and non-USG sources	No target	84,428	No target	390,085	17,000	No target	0	Leveraged funding in this reporting period came from WWF Tanzania and
4. Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts	1	7	7	7	4	10	1	New tools include three climate change videos (short, medium, and long version) and an MPA Pro online tool.
4b. Number of climate change mitigation and/or adaptation tools, technologies and methodologies developed, tested, and/or adopted as a result of USG assistance		4		5	3	2	1	This is a new sub indicator. We have teased out the number of climate change related tools developed by SUCCESS since the start of year 6.

INDICATOR	FY 10 Target	FY 10 Total	FY 11 Target	FY 11 Total	July to Dec 2011	FY 12 Target	FY 12 Q1	Comments
5. Success stories, peer review articles, conference papers, research studies documenting key actionable findings and lessons learned related to SUCCESS	9	17	10	6	4	7	2	Success stories include two MPA pro newsletter articles and two conference presentations (by Ricci and Olsen). Both presentations were related to MPAs
6. Technical support interventions provided by SUCCESS to other partners and programs on toolkits and guidebooks developed by SUCCESS	1	4	3	5	1	No target	1	Technical support provided by Ricci and Rubinoff to CTI in November 2011
7. Recipients of SUCCESS training and/or mentoring subsequently implementing projects or providing training or technical assistance in these topics to others	0	11	10	11	3	No target	3	Two colleagues in Ghana and one woman in the Philippines are using climate change training from 2010 and 2008 to do training and technical assistance in their countries.
8. Number of institutions with improved capacity to address climate change issues as a result of USG assistance - adaptation capabilities	0	1	0	15	0	No target	0	This is a new indicator, but we have backtracked the reporting to the start of year 6.
9. Target organizations incorporating SUCCESS tools etc. into their work	0	6	3	12	0	No target	0	No new organizations, but several organizations are continuing to include SUCCESS tools in their work.
10. Hectares in areas of biological significance under improved management	0	0	0	0	0	0	0	
11. Policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation implemented	0	0	0	0	0	0	0	

Final report on the indicator “individuals trained”

INDICATOR	FY 10 Target	FY 10 Cumulative Total	FY 11 Target	FY 11 Cumulative Total	July to December 2011
1. Individuals trained	40	58	40	41	33
<i>Number of women trained</i>	<i>16</i>	<i>20</i>	<i>16</i>	<i>10</i>	<i>10</i>
<i>Percent women trained</i>	<i>0.4</i>	<i>34%</i>	<i>40%</i>	<i>24%</i>	<i>30%</i>

APPENDIX 2: LEVERAGED FUNDING TO DATE (OCTOBER 2009 TO DECEMBER 2011)

Fiscal Year	Leveraging Partner	Donor	Activity	Leveraged Funds
2010	CRC	Marviva	To present the MPA Pro concept at a meeting in Costa Rica	1,800
2010	CRC	Individual experts	Livelihoods learning meeting – value of the experts’ time	5,322
2010	CRC	CRC	Reception at March 24, 2010 meeting leveraged by URI	2,212
2010	CRC	CIDEA	Juan Ramon travel to Washington DC for Harvest seminar	859
2010	CRC	NOAA	To develop 3 climate change adaptation modules	20,280
2010	CRC	USAID Tanzania	CEEST subcontract to use adaptation to climate change guide in Tanzania	12,835
2010	CRC	UH Sea Grant	UH Sea Grant staff contributing to RMI coastal assessment	2,002
2010	CRC	LOICZ	Stephen participation in Paris meeting	2,133
2010	WIOMSA	SIDA	Dar es Salaam experts meeting, Feb 2010	15,200
2011	WIOMSA	ReCoMap	updating MPA training manual	25,000
2011	WIOMSA	Sida	Conducting MPA training course	20,000
2011	WIOMSA	ReCoMap	Conducting MPA training course	55,000
2011	CRC	CTI	Climate change cases, courses, and training of trainers	58,423
2011	UH Seagrant	UNDP	development of shore management guide for the Marshall Islands	6,000
2011	CRC	USAID	IMACS Indonesia Project, year 1 climate change funds implemented by CRC	183,303
2011	CRC	IOC and URI	Climate change related fellowship at CRC for three individuals from Ghana, the Gambia, and Mozambique	20,550

Fiscal Year	Leveraging Partner	Donor	Activity	Leveraged Funds
2011	WIOMSA	Sida	Level 2 certification event in Kenya	3,209
2011	WIOMSA	WWF S.A.	Level 2 certification event in Kenya	1,600
2011	CRC	UH Seagrant	Salary and funding for climate change fact sheets	12,000
2011	WIOMSA	WWF TZ	Funding for Level 1 WIOCOMPASS certification in Tanzania	5,000
LEVERAGED FUNDING TOTAL				\$ 474,513