

Sustainable Coastal Communities and Ecosystems Program (SUCCESS)

**A Component of the Integrated Management of
Coastal and Freshwater Systems Program
(IMCAFS)**

Year 5 Workplan

October 1, 2008 – September 30, 2009



**Leader with Associates Cooperative Agreement
for
Sustainable Coastal Communities and Ecosystems (SUCCESS)**

**A component of
The Integrated Management of Coastal and Freshwater Systems (IMCAFS) Program**

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(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 Resource Management**

In association with:

**University of Hawaii Hilo, Pacific Aquaculture and Coastal Resources Center
Western Indian Ocean Marine Science Association (WIOMSA)
EcoCostas
Universidad Centro America
and
Conservation International
The Nature Conservancy
World Wildlife Fund
The Sea Grant Network**

Contact Information:

Brian Crawford
SUCCESS Program Director
Coastal Resources Center
University of Rhode Island
220 South Ferry Rd
Narragansett RI 02882 USA
Tel: 401-874-6225
Fax: 401-789-4670
Email: brian@crc.uri.edu
Web: www.crc.uri.edu

Maria Haws
SUCCESS Deputy Director
University of Hawaii Hilo, Pacific Aquaculture
and Coastal Resources Center
Email: haws@aol.com
Tel: 808-933-0707
Fax: 808-933-0704

Julius Francis
Executive Director
Western Indian Ocean Marine Science
Association (WIOMSA)
Email: julius@wiosma.org

Lucho Arriaga
Executive Director
EcoCostas
Email: lariagagye.satnet.net

Carlos Rivas Leclair
Director
Centro de Investigación de Ecosistemas
Acuáticos (CIDEA)
Universidad Centro America
Email: crivas@ibw.com.ni

Richard Volk
Cognizant Technical Officer
United States Agency for International
Development
Bureau for Economic Growth, Agriculture and
Trade
Office of Natural Resource Management
Tel: 202-712-5373
Email: Rvolk@USAID.gov

Lesley Squillante
SUCCESS Deputy Director
Coastal Resources Center
University of Rhode Island
220 South Ferry Rd
Narragansett RI 02882 USA
Tel: 401-874-6489
Fax: 401-789-4670
Email: lesley@crc.uri.edu
Web: www.crc.uri.edu

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1. Introduction

On September 30, 2004, the University of Rhode Island (URI), Coastal Resources Center was awarded a five-year Leader with Associates (LWA) Cooperative Agreement in Coastal Management, Fisheries and Aquaculture—the Sustainable Coastal Communities and Ecosystems (SUCCESS) Program—with \$750,000 annual funding. The University of Hawaii (PACRC/UHH) is the sub-recipient and strategic partners are the SeaGrant Association of Universities; The Nature Conservancy (TNC); World Wildlife Fund (WWF); and Conservation International (CI). Regional partners are the Western Indian Ocean Marine Science Association (WIOMSA), Zanzibar, Tanzania; Center for Ecosystem Research (CIDEA) at the University of Central America (UCA), Nicaragua; and EcoCostas, a Latin American regional nongovernmental organization (NGO) based in Ecuador. The Program’s four linked components are:

Sound Science and Governance with a focus on the relationships between human activities and the condition of marine environments and resources

Increasing Capacity with a focus on certification programs to set standards for professionals working in integrated coastal management and subsets thereof starting with those individuals working in coastal management at the municipal level in Latin America and in marine protected areas in East Africa

Learning through generating and sharing ICM knowledge, technical expertise, and best management practices

Achieving Tangible Results through innovation of good practices for sustainable coastal fisheries and promotion of ecosystem-based low-impact aquaculture (focus on indigenous species), and biodiversity conservation—practices also targeted at helping reduce the poverty levels of many who work in these fields

1.1 Program Strategic Context: Linking to Issues of Global Concern

SUCCESS builds institutional capacity for coastal extension and innovations and develops and promotes best practices for key issues of global concern to natural resources management:

- **nearshore and estuarine fisheries**
- **low-impact mariculture** (focus on native and/or long-proven successful mariculture)
- **alternative, sustainable livelihoods** (in biologically significant or designated protected areas), and
- **biodiversity conservation**

The last two focus areas, biodiversity conservation and alternative sustainable livelihoods, are threads that run throughout the others. First, because coastal ecosystems contain biologically productive habitat with disproportionate economic output per unit of area through fisheries and other activities.¹ Yet, these biodiversity-rich ecosystems are under increasing threat. SUCCESS, with ICM as its foundation, takes a different approach to biodiversity conservation than most conservation-oriented programs, but seeks similar goals. It works both within and outside of formally designated marine and coastal conservation areas—as managing protected areas is an important approach to biodiversity conservation, but alone is insufficient. Second, it seeks to help

¹ USAID. 2005. Biodiversity Conservation: A Guide for USAID Staff and Partners.

those who depend on fisheries and fisheries-related (including small scale mariculture) livelihoods, but who are realizing less and less income as the very natural resources upon which they depend continue to come under threat. Hence SUCCESS seeks throughout its efforts to consider livelihood options as a way to address the poverty issues that challenge so many of the individuals living and working in the Program areas.

1.1.1 Natural Resources Management, Nearshore Fisheries, Small-Scale Aquaculture

SUCCESS improves management of nearshore fisheries (emphasis on estuaries and their watersheds), a sector ignored in the recent past and critical to ecosystem health and biodiversity. SUCCESS has improved the management of 221,301 hectares (150,804 Marine and 70,497 Terrestrial)—including biologically significant areas in or surrounding designated protected areas. Site-specific examples follow.

In Tanzania, SUCCESS and its partners are working in the Menai Bay Conservation Area—rich in biodiversity of fishes, coral reefs, and mollusks—to assist local bivalve collectors (mostly women) in addressing the threat of a depleted bivalve population due to over-harvesting. It is introducing community-managed, designated “no-take” zones to ensure bivalves are harvested in a sustainable way. It is also working with harvesters to develop alternative income generating activities to help reduce their dependence on wild harvests.

In Ecuador, SUCCESS is working with farmers to improve agroforestry practices that generate more income while having fewer negative impacts on the watershed. It is assisting with reforestation to protect freshwater supplies and further encroachment in one of the last remaining intact Pacific tropical coastal forests in the Mache-Chindul Reserve. Also, it is working with communities to develop eco-tourism businesses that will help preserve and protect the natural biodiversity of the area.

In Nicaragua, SUCCESS is demonstrating co-management methods for molluscan fisheries, focusing on the black cockle (*Anadara* sp). These fisheries are a food and income mainstay for poor coastal communities, and have national and regional importance—transported within the country and exported (illegally) to other Central American countries. The goal is to develop feasible co-management methods for the black cockle species that can provide a model for other Latin American countries.

1.1.2 Low-impact Mariculture and Biodiversity Conservation

By 2030, aquaculture will overtake capture fisheries as the world’s major source of seafood—creating both a major threat and economic opportunity. SUCCESS promotes low-impact, sustainable mariculture (emphasis on native indigenous species) and promotes best practices that reduce mariculture impacts on biodiversity in coastal areas.

In Tanzania, SUCCESS is seeking to reduce chances the community will turn to more resource/biodiversity-destructive enterprises to generate income and produce their food. SUCCESS has demonstrated the economic potential of farming milkfish—a native species that can be cultured in ponds in low biodiversity salt pan areas behind mangrove forests—as an alternative to using these areas to produce salt, an activity that generates only low levels of income. While milkfish farming has the potential to generate US\$2,000/hectare in annual revenues, it can also threaten biodiverse estuarine areas if not properly conducted. Hence, SUCCESS is ensuring milkfish farmers are trained in best practices. On these fronts, SUCCESS is also working with Tanzanian national agencies on policies that will allow these industries to

grow and prosper—contributing significantly to employment, income generation, and food production in coastal communities—but, in a sustainable manner that ensures adoption of responsible mariculture practices that limit negative impacts on the environment and biodiversity.

In Nicaragua, the majority of shrimp production takes place legally in protected areas. SUCCESS is working with small scale shrimp farmers to adopt best management practices that can reduce farming impacts on surrounding mangroves and adjacent estuarine water bodies.

1.1.3 Livelihoods Linked to Natural Resource Management and Biodiversity Conservation

Before people will act as responsible stewards of their natural resources, they must first be able to earn a living. SUCCESS helps them do just this by introducing them to alternative, sustainable livelihoods that use natural resources in a more ecologically sustainable way.

In Ecuador, SUCCESS works with local partners to develop much-needed economic opportunities for communities using approaches that 1) increase the community's capacity to produce, utilize, and market agricultural products, 2) are cost effective, 3) are environmentally sustainable, and 4) encourage the biodiversity needed to keep healthy the ecosystems on which these income generation enterprises depend.

The upper watershed of the Cojimies estuary, a designated protected area, is biodiversity-rich and comprises significant amounts of primary coastal forests. It is also one of the few remaining areas where *Chame*—a locally cultured and native species of food fish—breeds and where wild fingerlings can be found. However, the estuary's health suffers from human-induced conditions: 1) the collapse of lagoonal shell fisheries and, 2) the exploitation of coastal timber resources from excessive cutting and the resultant sedimentation that changes the estuary's hydrology, pulsing, and water quality. SUCCESS is working to reverse this situation. It is assisting shrimp producers to adopt a code of practice that will reduce impacts on estuarine water quality, suspected as a major cause of the decline of the wild shellfishery. It is also introducing eco-friendly and diversified livelihoods such as culture of the *Chame*, home gardening, beekeeping/honey production and ecotourism. It is working with local communities to create a long term vision for their place—one that conserves the estuary's remaining resources and biodiversity, restores what is possible, and ensures the Cojimies provides food, income and biodiversity today and into the future.

In Nicaragua, the communities in the Padre Ramos Estuary—a designated natural reserve—rely heavily on fishing and cockle collection, however, restrictions on harvests are now negatively impacting their ability to earn a livable income from this activity. Meanwhile, the site has several under-exploited economic opportunities that could relieve pressure on the estuarine resources and thus the biodiversity of the estuary. Combined with improving current management practices of the cockle fisheries, SUCCESS is: 1) introducing best management practices among existing shrimp farmers in the protected area as a way to reduce environmental impacts as well as improve business profitability, and 2) introducing ecotourism, and other alternative income-generating enterprises such as bread-making.

None of these—nearshore fisheries management, low-impact and sustainable mariculture, livelihood diversification, and biodiversity conservation—operate independently of each other, but rather are elements of an integrated system. Yet, SUCCESS builds on decades of experience in ICM that posits there is an important sequence in which these issues are best addressed in order to achieve effective natural resource management and governance. As mentioned earlier, this

sequence requires addressing people's quality of life issues (adequate food and income) as a first step toward building the trust and gaining the interest of communities to address natural resource management and conservation issues. Once the link is recognized between the health of the ecosystems and the health of peoples' quality of life, the next issue to address is how to sustain these management and conservation efforts over time, which in turn is the key to long term biodiversity health. Toward this end, SUCCESS is training local extension workers so that after the SUCCESS Program ends, they will be capable of providing on-going local technical support to advise the communities on how best to continue producing food and income while protecting the estuary's biodiversity. This means that extension topics are not limited to technical topics, but equally important include topics around small business enterprise management, financing and entrepreneurship.

For example, in Zanzibar Tanzania, SUCCESS has introduced half-pearl culture as a means of alternative, non-resource extractive enterprise. Extension services have trained women in how to implant, monitor, and harvest these half-pearls and then market and sell them unembellished and/or in a value-added form by crafting them into fine jewelry settings such as necklaces, broaches, and other jewelry pieces. This "technical" training, however, has been supplemented with training in small business skills ranging from identifying and tapping into markets, to selling techniques, to bookkeeping and financing.

1.1.4 Building Capacity

Whether focused on fisheries, low-impact mariculture, livelihoods, or biodiversity conservation, SUCCESS builds capacity through multiple approaches—providing on-the-ground mentoring and hands-on extension services to partners and clients in the field and in partner institutions; and conducting technical and management training programs as well as professional certification programs. The latter is described in more detail in section 3.2 of this report. In brief, it can be described as an approach that responds to the global recognition within the ICM practice that while one-off training programs and/or project-long mentoring have value, alone they are insufficient in building the capacity needed for long-term sustainable ICM. As well, it addresses the pressing need for a program with more rigorous professional standards by which performance can consistently be measured across the practice/profession.

1.1.5 USAID Strategic Goals and Regional Priority Interests

SUCCESS contributes to USAID strategic goals, especially #2-4, "Governing Justly and Democratically" (focus on good governance, consensus-building, and civil society), "Investing in People" (focus on issues of health, and education services especially for vulnerable populations), and "Promoting Economic Growth and Prosperity" (focus on the environment). SUCCESS also addresses the USAID regional priorities in East Africa and Latin America where SUCCESS focuses its work, including an emphasis on:

Food security—by identifying ways to better manage the nearshore fisheries upon which so many coastal communities in the Americas and East Africa depend, but which unless better managed are in rapid decline as a food source; and by introducing alternative food sources such as low-impact mariculture options and other non-extractive enterprises such as beekeeping/honey-making and family gardening.

Prosperity—by helping **reduce poverty** in communities through development of alternative **livelihoods** that provide food and income and also sustain the health of the biodiversity-rich resources upon which this food and income depend.

Management and conservation of natural resources—through development of new and implementation of proven best practices; through the use of sound environmental and social science; through an approach that marries short term needs with longer term vision; and through recognition that human quality of life and environmental health are intertwined and actions can be taken that consider the needs of both.

Unsound/contradictory/nonexistent policies—by identifying where these are either absent and/or contradictory. This means “filling in” policy gaps and/or **promoting best practices** that “support” policies that should be in place. SUCCESS recognizes that properly practiced fisheries can be a form of sustainable use of biodiversity² and thus the Program promotes good fishing practices including the design and implementation of zoning plans that reduce pressures on specific fishing areas or fish populations and shape policies and laws which promote sustainable fisheries.

Local capacity development—by identifying where poor practices create stresses on marine/coastal resources and biodiversity and then documenting, educating others about, and promoting the use of alternate, eco-friendly practices. The SUCCESS Program is doing this through an intensive training-of-trainers effort targeted at local extension officers and providing them with the knowledge, skills, and tools to bring more biodiversity-friendly activities, approaches, and technical support to communities. As extension information is refined through training and extension services in the field, it is being more widely disseminated through “how to” manuals and through the SUCCESS knowledge management system. Targeting an even broader audience and applying a more long-term capacity-building strategy, SUCCESS is also working in both regions to implement certification programs that will advance the “practice” of ICM and its related fields such as marine protected area management. It does this by having identified a set of core competencies considered necessary to perform effectively in those fields and requiring those who earn the certification to meet professional performance standards within these competency areas.

Inequality—by promoting stakeholder participation especially of the disenfranchised, including women. SUCCESS works with local citizens, organizations, and government to address their conservation challenges and identify actions to reduce or eliminate impacts on marine resources and biodiversity. Also, drawing on local resources provides a low cost approach to solving problems, taps local knowledge of the ecology of the place, and helps ensure best practices are sustained after the Program end.

Local and global health crises of HIV/AIDS—by identifying alternative income-generating activities that acknowledge victims’ loss of stamina for more traditional and energy-demanding jobs. Research shows those suffering from HIV/AIDS are often “driven” to destructive use of marine/coastal resources primarily³ because they perceive this as the only way to reduce the time required to secure their food or income through more traditional means.⁴ SUCCESS is helping raise communities’ awareness that there are other options available.

² USAID, op. Cit., p. 90.

³ Bishop-Sambrook, C. and Tanzarn. “The Susceptibility and Vulnerability of Small-scale Fishing Communities to HIV/AIDS in Uganda” p. 8

⁴ ABCG, HIV/AIDS and Natural Resources Management Linkages: Workshop Proceedings. Conservation International: Washington, DC. 19 pp.

1.2 Program Description

SUCCESS comprises four key synergistic elements. It provides global leadership in key issues of concern to ICM including reform and best practices in small scale nearshore fisheries and low-impact mariculture, and in global climate change adaptation for the coast. SUCCESS promotes innovative models for capacity building, including its first-of-its kind certification programs for ICM and MPA professionals. It supports applied research toward a learning agenda linked to learning networks and knowledge management systems that share this learning and other experience. And, it generates on-the-ground results (living laboratories of applied research and action) to inform the global practice of ICM and related subtopics including non-extractive income generating livelihoods. Each Program elements builds from and supports the others.

1.2.1 Global Leadership

SUCCESS continues to play a leadership role with its USAID partner—earlier through publication of a developing country capture fisheries report that identified potential opportunities for development assistance investments and more recently through development of two Guidebooks, one on small scale fisheries and aquaculture reform and best practice models and the other on coastal adaptation to climate change. Both Guidebooks are slated for finalization at the end of the first quarter of Year 5 of SUCCESS. While the primary target audience for the Fisheries and Aquaculture Guide is those individuals involved in USAID funded programs/projects design and implementation, the Climate Change Guide has a broader audience that includes the above but also informs other policy-makers, decision-makers, and practitioners working on-the-ground on issues of climate change, with a focus on developing countries.

SUCCESS efforts to help set agendas and develop strategies that inform and help shape the international practice of ICM and ecosystem-based governance include work with the Land-Ocean Interactions at the Coastal Zone (LOICZ) program of which Stephen Olsen, CRC Director, chairs the committee on coastal governance. Both LOICZ and the InterAmerican Institute for Climate Change Research (IAI) have provided leveraged funding to the SUCCESS work on governance baselining, which is one component of the Latin America Certification Program of Professionals in ICM at the Municipal Level. Work also continues with the United Nations Environment Programme (UNEP) Global Program of Action (GPA), which has accepted the CRC-led effort to define “Markers for Progress in Ecosystem Based Management.” UNEP has also expressed continued interest, as has the U.S. National Oceanic and Atmospheric Administration (NOAA) in having CRC take the Climate Change Adaptation for the Coasts Guidebook that CRC is currently developing for USAID and adapt it for their own agency and project target audiences.

1.2.2 Capacity Building

There is international recognition that the lack of human capacity is a, if not *the*, key factor limiting forward progress in ICM. While SUCCESS and its partners will continue to conduct in-the-field mentoring and limited training, it has advanced a step further by expanding its capacity building strategy to include a professional certification scheme—designing and delivering certification programs for individuals working in coastal management, including in marine protected area (MPA) management, starting with regional programs in Latin America and the Western Indian Ocean Region (see section 3.2 of this report for details). Both certifications follow a core program structure focused around four “Es of education, experience, examination, and ethics and share the goal of seeking to advance what is now the practice of coastal/MPA management into the profession of coastal/MPA management. This certification program has

identified the core competencies needed to be effective in coastal and MPA management and set standards within those competency areas that must be met if an individual is to be awarded certification. This first-of-its-kind program is receiving enthusiastic support from individuals and groups in the two regions where the program is being piloted and is being acknowledged as a promising new model for and approach to capacity building and performance standards-setting in the field of coastal/MPA management.

Again, in the *Western Indian Ocean region*, this certification initiative targets individuals working in marine protected areas, while in *Latin America* it targets those working in coastal management at the municipal scale, however both certification programs are designed to be replicated in other regions.

1.2.3 Practical Innovations On-the-Ground

Underlying the SUCCESS approach is the belief that it is the testing and application of initiatives on-the-ground—whether these are microenterprise, mariculture, or certification endeavors—that create the models for replication in other places and at other scales and that can inform the practice of ICM and its related disciplines writ large. These on-the-ground sites serve as “living laboratories” that provide the litmus test for innovations and best practice. Such feasibility testing is essential in this age of knowledge management to ensuring that what gets replicated is the “best of” and goes beyond theory or academics. Over the course of the first four years of the SUCCESS Program, the focus has evolved from emphasizing site-based activities to using these sites as demonstrations of broader lessons learned, testing grounds for new tools and techniques, models for best practices, etc. that can inform ICM writ more broadly.

1.2.4 Regional Networks, Knowledge Management, and Learning

Networks: With over three decades of international experience in ICM and its related areas of discipline, the role of networks of practice becomes ever more essential in helping ensure greater efficiency and effectiveness of work in this field. SUCCESS has taken an active role in supporting the EccNet (Latin American based network of ICM and ICM-related practitioners in multiple countries in the region) and in the Mariculture Network in the Western Indian Ocean region. While SUCCESS will continue to provide modest support to these networks only as/if requested, it has transferred responsibility for day-to-day management, infrastructure maintenance and expansion, etc. to the SUCCESS Program’s in-country implementing partners—EcoCostas and WIOMSA respectively.

Knowledge Management: With the maturing of the practice of ICM and its related disciplines, the wealth of information, data, experiences, case studies, articles, etc. on the practice is growing exponentially. In parallel, technology is making access to this information ever easier. The challenge is in sifting through this plethora of information and data to extract what is the “best of”. Knowledge generation and development of systems to manage the information that goes into knowledge, has been and continues to be an objective of the SUCCESS Program. The Program does this through its *Basins & Coasts* electronic newsletter; theme based pages/portals on the SUCCESS and CRC websites; and through stories from the field, which have been adapted for publication in a range of media reaching varied audiences—from local newspapers, to in-flight airline magazines, to the USAID Frontlines magazine, and more. .

Learning: SUCCESS is generating knowledge to inform ICM regionally and globally. This includes implementing a cross-portfolio learning agenda on key issues. This includes looking at the impacts of climate change on coasts and on the methods, tools, approaches and strategies that

can be used by those making policy for, those developing protocols for the management/governance of, and those implementing the practices that will help our coasts best adapt to these changes. The learning agenda also addresses: 1) the need for best practices in and reform of small scale nearshore fisheries and small scale aquaculture; and 2) on the factors leading to successful livelihood components of ICM initiatives. By the end of the SUCCESS Program, there will well documented assessments of these issues as they relate to coastal households and ICM initiatives useful to development project designers and implementers. These assessments/information will be disseminated in a range of ways, including through a web-based information portal, a publication on good practices, modules to be incorporated into the WIO-COPMAS MPA certification curriculum, and selected outreach events.

The SUCCESS learning strategy is to:

- Conduct applied research on learning topics linked to key ICM-related issues of global concern
- Form regional learning networks that can share in the results of this applied research and through which network members can also share their own experiences and knowledge on select topic areas
- Develop, populate and maintain a knowledge management system that can serve as the collection vehicle for new information and the dissemination vehicle for sharing “the-best-of” information on a wide range of key ICM-related topics with a wider audience

1.3 The Program Results Framework

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 to which the Program will contribute over its five-year lifetime through its four Program Elements with underlying Intermediate Results (IRs) shown on page 10. These reflect the regional and global elements of the Program as well as actions in three countries that are implementing innovative practices, adaptations, and learning across the place-based portfolio.

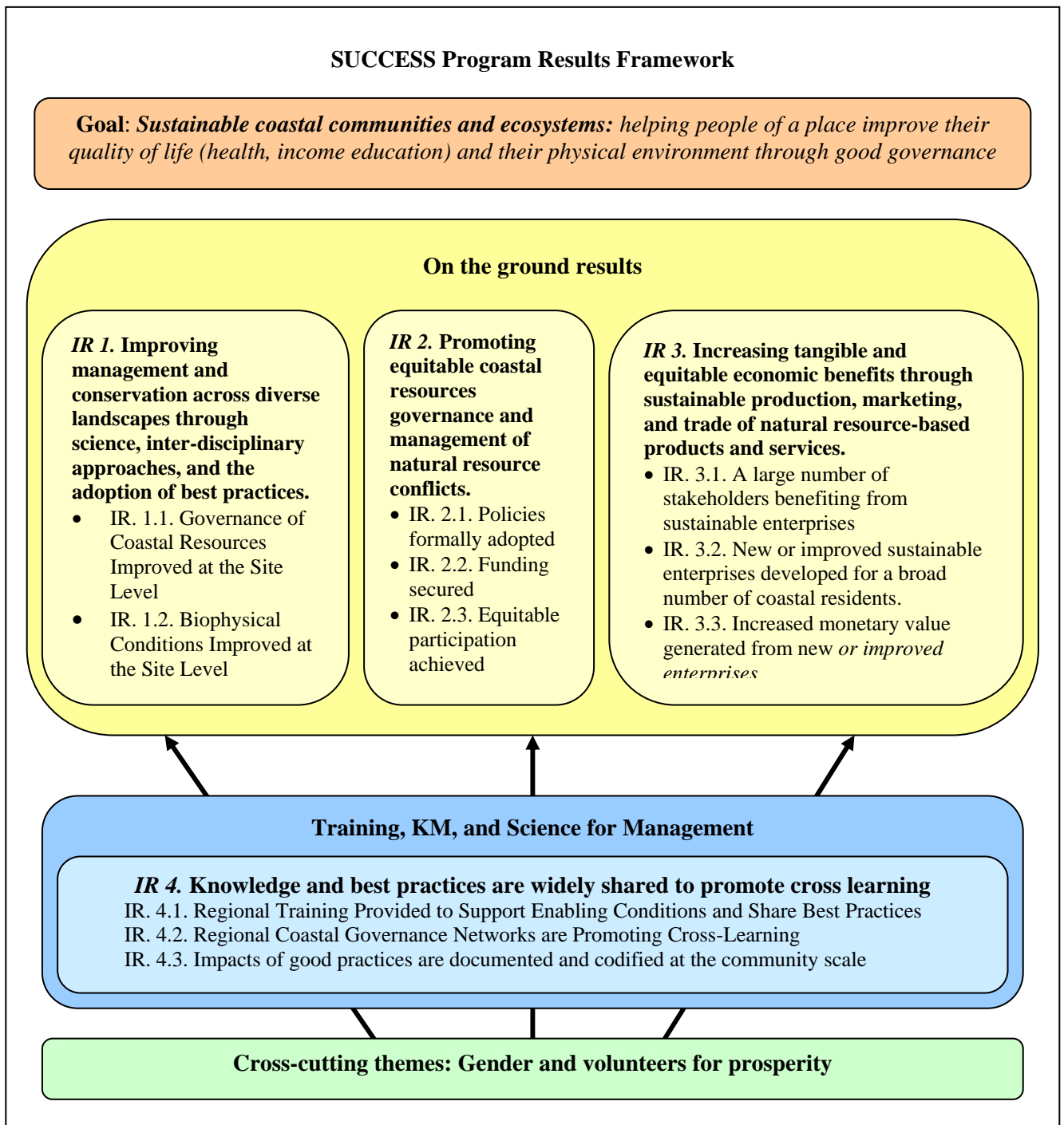


Figure 1. The SUCCESS Program Results Framework

1.3.1 Expected Life of Project Results

A summary of the Results Expected over life-of -Program in relation to Program indicators are:

- Over 240,000 hectares in areas of biological significance under improved management
- Seven policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation implemented
- Over 1,900 persons participating in coastal resources and conservation planning initiatives
- Over 700 people with increased economic benefits derived from sustainable natural resource management and conservation
- Over 180 new or improved enterprises developed
- 500 individuals trained (at least 50% women)
- 22 training courses implemented
- 48 active participants in web-based regional networks
- At least 10 American volunteers (50% women) donating at least 12 days each to work on SUCCESS field activities.

Each program element contributes to the summary results above. Specific contributions are:

Capacity building

- 500 individuals trained (at least 50% women) over 22 training courses in LAC and WIO regions
- At least 6 extension manuals on topics related to small-scale, sustainable, low environmental impact income generating enterprises that can be replicated in other countries, regions, globally
- At least 2 “classes” of graduates from the two certification programs in LAC and WIO regions

Applied learning

- Model governance baselines
- A suite of microenterprise learning mini-case studies based on initiatives in Tanzania, Thailand, and Nicaragua and published on SUCCESS microenterprise interactive web-site

Knowledge management

- A website containing documents generated by SUCCESS and maintained at CRC
- Mariculture, microenterprise, and marine protected area KM portals on the SUCCESS website
- Eight issues of *Basins & Coasts newsletter* on marine and fresh water management topics
- A WIO Mariculture web portal with an online data system maintained at WIOMSA
- An active website for the EcoCostas-CRC Network of practitioners (maintained with funding leveraged by the SUCCESS Program)

Networks:

- A web-based system for linking an extensive network of ICM practitioners and leaders in 11 countries in LAC in sharing their ICM governance baselines, case studies, experience, tools, etc.
- A web-based system linking practitioners of ICM in the WIO region to share their experiences and knowledge on various ICM-related topics, beginning with the topic of mariculture

Global leadership:

- A fisheries assessment report that identifies the status and trends of capture fisheries in USAID-supported countries and recommendations for potential USAID interventions
- Increased capacity of USAID program personnel and development partners in understanding of the need for and the mechanics of including issues of GCC into USAID-funded programs

On-the-Ground Results:

- Over 240,000 hectares in areas of biological significance under improved management
- Seven policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation implemented
- Over 1,900 persons participating in coastal resources and conservation planning initiatives
- Over 700 people with increased economic benefits derived from sustainable natural resource management and conservation
- Over 180 new or improved enterprises developed

1.3.2 Accomplishments to Date

- Over 220,000 hectares in areas of biologically significant hectares under improved management (about 150,000 marine hectares and 70,000 terrestrial hectares)
- Six policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation implemented
- Over 890,000 dollars of leveraged or complementary funding contributed to on-the-ground implementation
- Over 470,000 dollars of leveraged or complementary funding contributed to regional activities in Latin America and the Western Indian Ocean Region.
- Over 3,700 persons (43% women) have participated in coastal resources and conservation planning on-the-ground
- Close to 500 persons (64% women) have realized increased economic benefits from sustainable natural resource management and conservation efforts
- Over 180 new or improved enterprises have been developed
- Over 730 persons (41% women) have been trained
- Thirty six training courses have been implemented
- Eighty seven active participants (38% women) in web-based regional networks
- Thirty publications documenting impacts of best practices
- Eleven American volunteers (four women) have contributed a total of 257 days valued at over 47,000 dollars to SUCCESS activities on the ground

2. Adjustments in Program Strategy

When the SUCCESS Program was initiated in 2004, Program activities were focused on site-based activities with an emphasis on livelihood development. This was complemented by goals and activities aimed at learning, knowledge management; building capacity; and global leadership. The SUCCESS strategy has evolved in the four years since then—partly owing to evolutions in the USAID areas of interest/focus in their investments in developing country programs and also owing to evolutions in the practice of ICM itself. These have prompted the Program to “refocus” its areas of programmatic emphasis rather than eliminate any one Program component. The result is a greater emphasis on initiatives that promise greater impact on the global practice of ICM/ecosystem governance rather than those that promote largely site-specific advancement as well as a greater emphasis on biodiversity conservation objectives. This does not eliminate site-specific activities, but rather looks to use them to identify lessons learned, successful strategies, tools, techniques and best practices “proven” at the site level and to disseminate these (from both the SUCCESS and other programs) through learning networks, knowledge management systems, and a longer-term capacity building initiative focused on certification programs to reach a more global audience and to inform the practice of ICM writ large. Also, with the wealth of experience that has resulted from not only the SUCCESS Program, but over 20 years of other USAID-funded, CRC-led developing country projects/programs, there is now the critical mass of experience and knowledge that can be translated into lessons writ large that can inform leadership on some key issues facing ICM globally—from the need for small scale fisheries and mariculture reform and good practice adoption to guidance on how to most effectively adapt our coasts to the impacts of climate change. So again, while the initial elements of the SUCCESS Program—on-the-ground results; knowledge management, networks, learning; capacity building; and global leadership—remain the same, five years later the emphasis has been rebalanced with more emphasis on those activities that can best contribute to global leadership, capacity building, knowledge management, and on-the-ground results—in that order of priority.

3. Year 5 Activities

Reflective of the above-described change in strategy, the SUCCESS Program components are described in more detail as follows and in order of their increased emphasis within the overall Program portfolio.

3.1 Global Leadership

Background

Over the past three decades, CRC—often working under the support of USAID—has had a major influence on the framing of the initial call for ICM programs in all coastal nations endorsed at the Rio Conference in 1993. It has also contributed to the statements that emerged a decade later from the Johannesburg Conference. Since then, CRC has remained active in these fora and increasingly is sought as an institution with unrivaled experience in the application of ICM principles in a wide range of settings. The SUCCESS team at CRC and in the Program countries will continue to participate in global leadership activities, building where possible on innovations, tools, techniques, and approaches emerging from the SUCCESS Program and to respond to USAID requests for assistance.

Accomplishments to Date to Date

- CRC Director, Olsen, tapped as leader of the Land Ocean Interface in the Coastal Zone (LOICZ) committee on coastal governance
- Olsen tapped for Committee on International Capacity-building for the Protection and Sustainable Use of Oceans and Coasts and a lead author for the committee’s publication *“Increasing Capacity for STEWARDSHIP of Oceans and Coasts”* published by the National Research Council’s National Academies
- *Fisheries Opportunities Assessment* report, produced for USAID and offering not only an assessment of the state of small-scale nearshore fisheries opportunities in developing countries but recommendations for how USAID could assist in reform of that sector and make development contributions
- *Adapting to Coastal Climate Change: Designing with Nature in the Coastal Zone* workshop conducted for global audience at Global Forum of Oceans, Coasts and Islands, Hanoi, Vietnam to highlight this issue of emerging concern and help position USAID as a leader in global climate change adaptation

Year 5 Task Objectives

3.1.1 Development of a Programming Guide for Fisheries and Mariculture

Within USAID, capture fisheries is emerging as an issue of increasing importance for natural resources management, for impacts on biodiversity, and for issues of trade, income generation, and food security standpoint. Already, USAID missions are starting to invest in sustainable fisheries initiatives (e.g. FISH Philippines and MACH Bangladesh) and there is increasing interest in promoting sustainable fisheries. In addition, aquaculture worldwide is growing faster than any other food commodity and is expected to overtake capture fisheries by 2030. While aquaculture represents a significant opportunity, it can also be a significant threat to biodiversity conservation. Seafood is a highly traded world food commodity with increasing movement of product from developing to developed nations. Due to this increasing interest in capture fisheries and aquaculture and due to the growing environmental and economic issues surrounding these

sectors, the SUCCESS team has been working with the USAID EGAT water team to develop a programming guide for fisheries and mariculture entitled “*Sustainable Fisheries and Aquaculture: A Guide for USAID Staff and Partners*. This guide is being modeled after the USAID biodiversity guide and is targeted at USAID program staff and partners. Team members include Brian Crawford, SUCCESS Program Director who has a fisheries background, complemented by a fisheries management and extension specialist from URI (Kathy Castro) as well as the SUCCESS Program’s mariculture specialist from UHH (Maria Haws). In Year 5, this team is being complemented by the addition of CRC’s Jim Tobey who has played an instrumental role in helping shape the Guide on Global Climate Change (see next section).

<i>Tasks and Milestones</i>	<i>Date</i>
Final draft to USAID for review and comment	December 2008
Final publication submitted to USAID	January 2009
Limited hard copy production	February 2009
Dissemination hard and electronic versions	February – March 2009

Outputs

- Final Manual

Expected Results

<i>Indicator</i>	<i>Year 5 Target</i>
12. Publications documenting impacts of best practices (Guidance manual)	1

3.1.2 Mainstreaming Adaptation to Climate Change and Variability: Guidance for Coastal Development Planning

With the CRC SUCCESS team consolidated, several advances have been made in Guidebook development. A bibliography and hyperlinked CD in both English and Spanish has been developed, and has been used for both outreach and orientation of the Guidebook.

Three outreach events—Washington, DC, Hanoi, Ecuador—provided the team with input and feedback on the Guidebook content. Practitioners in developing countries are the primary target audience for the Guidebook with policy makers as a secondary audience.

An initial draft Guidebook was completed in May 2008 and sent to external reviewers, which included representatives from USAID, NOAA, St Lucia, California Coastal Commission and UNEP. While the team initially compiled a list of 50 candidate adaptation measures along with a model technical brief, the final version of the Guidebook will include “two-pager” briefs on just 20-25 of these measures. Each two-pager will include information on the design, application, challenges, costs and benefits, and other key information needed to analyze and select the most appropriate adaptation measure when confronting a specific climate change issue in the coastal zone.

Upon suggestion by USAID, an Advisory Panel was engaged to help ensure the initiative produces an effective tool for program designers and practitioners. A meeting of this Advisory Panel was held March 17, 2008 and comprised seven colleagues from the Washington, DC metropolitan area with expertise in coastal resources management and climate change and representing a wide range of stakeholders from state and federal agencies to members of

universities to non-profit organizations.

A preconference workshop proposal to the 4th Global Forum on Oceans, Coasts and Islands was implemented in Hanoi, Vietnam on April 7, 2008. The UN Framework Convention on Climate Change/FCCC provided operational funds for staff (two CRC staff, USAID, and International Resources Group/IRG), invitees (Indonesia, Thailand, Sri Lanka) and workshop costs. The workshop, and subsequent presentation on the plenary Climate Change Panel, provided an excellent opportunity to outreach the initiative and the approach to a global audience. The workshop objectives were met and expectations exceeded. The workshop, originally planned for 25, was attended by 50 individuals (environment ministers, resource managers, staff, academic faculty, and policy makers) from countries throughout Asia as well as representatives from the Pacific Islands, Africa, and U.S.

Introductory sessions on climate adaptation were also presented at the EcoCostas Network workshop and EcoCostas has since incorporated climate change as a key theme for their network and has since written a proposal for funding to enhance communication on this topic in the region. Similar sessions were included as part of the June 2008 URI Summer Institute in Coastal Management. These sessions provided participants with a greater appreciation for the challenges of climate change and the need to link to coastal management initiatives. It revealed potential opportunities for future activities related to case studies and/or pilot activities in Asia/Pacific and Tanzania.

Efforts are underway to design a pilot project activity in the Pacific Islands, in coordination with US State Department, as a way to demonstrate the utility of the Guidebook. Complementary efforts through UNEP are also under consideration.

Changes in Program Activities

The initial workplan anticipated the need for a work session outside of the U.S. in order to gain input and feedback from a global audience. The location for this work session was originally anticipated to be Tanzania or Asia—which would have complemented other SUCCESS efforts. However, a decision was made, in consultation with USAID, to use participation in the Hanoi conference as this venue. Meanwhile, CRC made some changes to its program management of this initiative, which has resulted in greater efficiency and communication. Pam Rubinoff is now the CRC lead on this GCC element and John Furlow is the primary contact at USAID. Both Rubinoff and Furlow are in close communication with each other and the respective team members from CRC and with Richard Volk, the SUCCESS cognizant technical officer.

<i>Tasks and Milestones</i>	<i>Date</i>
Engage “virtual” Advisory Panel in providing input on adaptation measures	October 2008
Identify candidate pilot application sites and partners, planned for Winter 2008 (State Department Pacific Ocean and UNEP)	October 2008
Final Guidebook layout	November 2008
Identify linkages and key actions for EcoCostas network to engage in global climate change and coastal adaptation.	November 2008 – January 2009
Limited hard copy production of Guidebook	December 2008
Dissemination hard and electronic versions	January –February 2009

Outputs

- Final Guidebook

Expected Results

<i>Indicator</i>	<i>Year 5 Target</i>
12. Publications documenting impacts of best practices (Guidance manual)	1

3.1.3 *Secure an Initiative on Small-Scale Fisheries*

Small-scale capture fisheries are of critical importance to developing countries because:

- Fish are the most heavily traded food commodity and fastest growing international “agricultural” commodity and developing countries provide 77% of global fishing production
- Supply-demand relationship is “south” to “north”
- Net exports of fish in 2002 earned \$17.4 billion in foreign exchange for developing countries—greater than combined net exports of rice, coffee, sugar & tea!

In Year 5, CRC will work with the SUCCESS CTO to identify and secure opportunities for working in small-scale capture fisheries. Such an effort would link /complement SUCCESS initiatives in sustainable, low-impact mariculture—which can serve to reduce some of the current pressures on fisheries and which is expected to surpass fisheries in its economic dimensions by 2030. In hand at the start of Year 5 will be an opportunity for the SUCCESS Program Director, Brian Crawford, to be part of a scoping team led by the International Resources Group (IRG) to help design the next phase of the USAID-funded Wula Nafaa II project in Senegal, which seeks to promote environmentally sound, pro-poor economic growth in Senegal. If as part of this scoping initiative, a longer term role for CRC-URI in this work is identified, this will add value to the work already conducted as part of the SUCCESS Program and could potentially strengthen opportunities for CRC to secure an Associate Award to the SUCCESS Leader Award before the Program concludes in September 2009.

<i>Tasks and Milestones</i>	<i>Date</i>
Participate as member of scoping and design team for Wula Nafaa II	October 2008

Outputs

- Scoping and design report

3.1.4 *Share SUCCESS Program Achievements and Insights*

The following two objectives are referenced in more detail in section 3.4.2 of this workplan, as they are discrete elements of the SUCCESS Program’s learning agenda, but are worth noting here as they also contribute to global knowledge management on ICM.

Coastal Management Journal Special Issue

A series of articles on a broad range of initiatives from the SUCCESS Program will become a special issue of the *Coastal Management Journal* slated for publication the last quarter of Year 5. SUCCESS partners will draft articles that share lessons learned in the five-year Program on a range of topics from community-based co-management models for ICM, to the current and future

trends for small-scale fisheries and mariculture, to climate change adaptation on the coast, to the why and ‘how to’ of certification programs, to knowledge management. Selection of final articles to be included in the special issue is at the discretion of the journal editors.

Washington DC Outreach Event

In the third quarter of Year 5, the SUCCESS team will host a modest outreach event to the international development community in the Washington DC area to share selected key achievements of and the lessons learned from this five-year Program. The format of and venue for this event are not yet been finalized. Tasks and Milestones for the above are included under section 3.4.2 of this workplan

3.2 Capacity Building

While past decades have seen many one-off training courses in ICM and MPA management around the world, these alone have not produced the level of capacity needed to practice ICM most effectively. Recognizing this, the SUCCESS Program initiated a first-of-its-kind certification to provide a capacity building program of greater rigor—one that sets standards of performance and evaluates the skills of a given ICM or MPA practitioner and their ability to effectively apply those skills in addressing real-life ICM/MPA challenges facing us today and tomorrow.

The SUCCESS Program response has been to design and deliver a certification program for Coastal Management Professionals at the Municipal Level in Latin America and for Marine Protected Area Professionals in the East Africa region. Both programs got “off the ground” in SUCCESS Year 4, and will adapt and grow in Year 5. Meanwhile, both pilot programs are designed to be adapted and replicated in other countries/regions. Year 5 hopes to further build on the leveraged funding already secured in Year 4 (from Avina, LOICZ, Sida and the European Union’s Regional Coastal Management Program) to support the continued refinement and early start-up years of the certification programs. The SUCCESS team working on certification in these two regions will also continue to build the confidence and capabilities of its key implementing partners in both regions—EcoCostas in Latin America and WIOMSA in East Africa—to ensure they are ready to take the lead in sustaining and growing these programs over the long term.

3.2.1 Marine Protected Area Certification in the Western Indian Ocean Region

Scale of intervention:	Regional Western Indian Ocean
Lead Implementing Organization:	WIOMSA
Other Partnering Organizations:	CRC, potentially WWF, TNC, Kenya Wildlife, IUCN, etc.
Activity Coordinator:	Julius Francis
US Liaison:	Glenn Ricci, Lesley Squillante,

Background

To support the role of marine protected areas in preserving marine and terrestrial biodiversity conservation, SUCCESS established a certification program for professionals responsible for achieving those outcomes. This certification program is being piloted in the Western Indian Ocean Region. Known as the Western Indian Ocean Certification of Marine Protected Area Professionals (WIO-COMPAS) Programme, in August 2008 it certified the Programme’s first

group of professionals. The road to this accomplishment has been long and collaborative. Regional interest, need, and potential support for an MPA professionals certification program was assessed through two desktop surveys, first person discussions, and regional workshops that brought together MPA practitioners, representatives of government agencies and donors funding MPAs, and individuals previously involved in developing certificate courses with standards, practicum, and examination. A draft framework for the certification was circulated months prior to and then vetted and further detailed at a February 2007 regional workshop, where agreement was reached on having a three-level program where a level one would target those working in an MPA who have fewer years of experience and supervisory responsibility (e.g., a field ranger), while a level two and three would target those with more experience and responsibility (including MPA managers and regional planners).

Part of the strategy to “springboard” this initiative was to conduct the first Level 2 Certification at a regional level. In the future, to achieve financial and partner sustainability, nodes or countries will be “approved” as national delivery venues to host Certification classes. WIO-COMPAS is unique in that it focuses on proven on-the-job performance as the evidence of competence rather than trying to assess learning that results from stand-alone training events. While WIO-COMPAS offers a combination of professional development, networking and certification, the focus is on the latter.

The use of standards implies a performance expectation—i.e., participants must demonstrate a minimum level of knowledge and ability to apply skills at a certain level (standard) of proficiency (such as in biodiversity conservation methods and processes). The program’s ethics component requires those being certified to abide by a set of professional behaviors. Further, to ensure certified MPA professionals stay current on issues of import, there is a requirement to take a number of continuing education courses in every three year period in order to renew their certification.

This certification initiative approximates a “small business” start-up venture and has received seed funding from the SUCCESS Program and others (the Swedish International Development Agency/SIDA; and the European Union funded Regional Coastal Management Program/RECOMAP). However, research shows that such certification programs (as with most small businesses) usually require at least five years to break even or turn a profit. It is unlikely that tuition and renewal fees alone will be sufficient to cover costs. Hence it is essential that the Program secure external funding if it is to be sustained.

Another challenge is to find the right balance of simplicity vs. complexity of the program design framework—neither designing the program to be so simple that carries no professional credibility nor so complicated that it becomes either too difficult to administer or discourages applicants. Several strategic decisions have been made and include: 1) certifying MPA professionals vs. limiting the program to MPA managers only; and 2) creating three levels of certification with each level progressively more advanced in its entry requirements and its program content and performance expectations.

The life of project legacy and final outcomes to be achieved by this program element are:

- Full program content and administrative framework developed as a model for replication
- Two classes of level 2 certified MPA professionals graduated; one class of a level 1
- “How To” guide outlining the process for establishing a certification program modeled on the SUCCESS Certification Programs

Accomplishments to Date to Date

- Breadth of stakeholder buy-in achieved through discussions, workshops, surveys and sharing draft materials
- Programme infrastructure—website, marketing materials, administrative databases, etc. developed
- Detailed framework for certification competences and process established
- First group of assessors trained and assessors training manual written
- First cadre of (approximately 9) MPA-PROs certified at Level 2 in August 2008
- Significant non-USAID funding secured: European Union and Sida— demonstrating international buy-in to the Programme

Year 5 Task Objectives

- Certify and network 15 MPA professionals from the WIO Region
- Certification program developed and packaged (content and supporting systems designed)
- Strategic business plans developed and activities implemented
- Translation into French of program website and core materials completed (*while SUCCESS will help ensure this happens, financing of tasks related to this objective are covered by the leveraged European Union-funded ReCoMap project*)

Certify 15 Individuals and Network MPA Professionals from the WIO Region

WIO-COMPAS will conduct two certification courses in Year 5. A second Level 2 Certification will be conducted in Madagascar in French (may include English). The first Level 1 Certification for Field Rangers will be offered in English.

Outputs

- Candidate Evaluation Report as part of larger WIO-COMPAS Programme evaluation
- Case studies uploaded to WIO-COMPAS website
- Alumni biographies uploaded to WIO-COMPAS website
- Knowledge management system for MPA-PROs operational

Expected Results

<i>Indicator</i>	<i>Year 5 Target</i>
9. Number of candidates for the certification (gender disaggregated)	15 (1 female)
10. Number of training courses implemented	2

Certification Program Developed and Packaged (Content and supporting systems designed)

WIO-COMPAS was designed as a model for potential adaption and replication in other regions of the world. Therefore, the focus in Year 5 is to formalize the program and administrative processes, policies and materials into a simple package that others can use. All three levels of certification will be fully designed (with levels 1 and 2 also tested; and level 3 still pending). Board and Advisory Committee elements will be formalized. Financial and administrative systems will be organized and entered into a software package. A small cadre of assessors in the region will be trained and experienced in the assessment process. A process will be undertaken to identify partners in the region to collaborate in conducting the certification activities—in an effort to reduce the costs associated with delivering the Programme. Efforts will continue to seek World

Commission on Protected Areas/Marine endorsement of WIO-COMPAS and should it be secured, a statement of this endorsement will be added to all key marketing and Programme materials.

Outputs

- Evaluation Report on L201 activities and the Programme
- Competences, standards and processes for all three levels finalized
- Level 1 and 2 materials packaged
- Financial and administrative systems entered in software and summary document
- Assessor curriculum and assessment guidelines materials
- Most of above translated into French (*again, costs for translation tasks funded by ReCoMap*)

Expected Results

<i>Indicator</i>	<i>Year 5 Target</i>
9. Number of candidates for the certification (gender disaggregated)	5
10. Number of training courses implemented	1

Strategic plans and activities implemented

Business and marketing plans are finalized to guide development of the Programme. Multiple marketing materials are produced for targeted clients. Communications and outreach efforts are undertaken to support the plans.

Outputs

- WIO-COMPAS business plan
- WIO-COMPAS marketing plan
- Marketing and communication materials

Translation into French of Programme website and materials

French translation is a critical step in marketing the level 1 Programme and decentralizing it to the country level. Level 1 Certification targets individuals holding positions equivalent to that of an MPA ranger, and often such individuals are not fluent in English. In the WIO region, French is the most common first language for an individual qualified to enter Level 1. While SUCCESS will help ensure this task of translation occurs, financing of tasks related to this objective are covered by grant funds received from the European Union-funded ReCoMap project.

Outputs

- WIO-COMPAS website offers French version
- Marketing and Programme materials for level 1 available in French

<i>Tasks And Milestones</i>	<i>Dates</i>
Communications with key audiences through articles, emails, phone	December 2008 – July 2009
Identify national partners to host certification classes	February 2009
Business and marketing plans finalized and implemented	February 2009
WIO-COMPAS website updated and KM system operational	March 2009

<i>Tasks And Milestones</i>	<i>Dates</i>
Level 2 certification event implemented	March – May 2009
Training of assessors	April 2009
Level 1 Certification event implemented	June – July 2009
French translation of materials and website	June 2009
Financial and administrative systems formalized and operational	July 2009
Journal article	July 2009

Year 5 Close Out and Transition Plan

SUCCESS will focus on packaging and formalizing the WIO-COMPAS financial and administrative systems. As well, SUCCESS will assist WIOMSA in implementing the WIO-COMPAS business and marketing plans. WIOMSA will have co-facilitated three rounds of certification (L201, 202, L101) by the end of the SUCCESS Program and level 3 will be designed and packaged for delivery post-SUCCESS.

All processes and mechanisms will be in place for WIOMSA to continue to deliver and grow the WIO-COMPAS Programme after SUCCESS ends—with or without the founding team members of CRC-URI and USAID. The WIO-COMPAS strategic/business plan, however, does include a fundraising strategy that aims to secure the funding necessary to keep this larger partnership in place.

Leveraged Funds Year 4

Funding source	Description	US \$
European Union-funded RECOMAP Project	scholarships, secretariat, French language materials	\$34,758
Swedish Development Agency (SIDA)	Experts meetings, assessors fees, scholarships	\$51,000
	Total	\$85,758

3.2.2 Certification Program for Coastal Ecosystem Governance in Latin America

Scale of intervention: Regional Latin America and Caribbean
Lead Implementing Organization: EcoCostas
Other Partnering Organizations: The AVINA Foundation; the international Land Ocean Interactions in the Coastal Zone (LOICZ) Program; InterAmerican Institute for Climate Change (IAI)
Activity Coordinator: Luis Arriaga, Emilio Ochoa
US Liaison: Pam Rubinoff, Stephen Olsen

Background

The Certification Program for Coastal Ecosystem Governance (CEG) is designed help leaders engaged in the governance of coastal ecosystems in the LAC region. The overarching goal is to contribute to improving the effectiveness of ongoing efforts to attain sustainable levels of use of

these systems. This certification addresses the essential attributes of ecosystem-based management as practice, including: 1) how to integrate the dimensions of governance into the characterization and analysis of a site; 2) how to design a new program or modify an ongoing program to strategically address the governance dimensions of a site and identified priorities in capacity building for ecosystem-based governance; and 3) how the shape an initiative to encourage a culture of learning and practice of adaptive governance

The EcoCostas Network, a group from over ten countries in Latin America, has been engaged with EcoCostas and CRC for the past three years, successfully exchanging information, developing strategic plans, and creating fundraising strategies to sustain future initiatives. SUCCESS, together with leveraged activities of LOICZ and AVINA has supported workshops and activities that have resulted in foundation principles and documents for the Certification. *The first cohort consists of 15-25 senior and junior level practitioners working in coastal ecosystems.* Some of these are founding members of EcoCostas Network, while others are colleagues within their sites. This cohort will play a key role in refining the design and recruiting future certification candidates, which will be targeting a sub-national and/or municipal level.

To assist in the information exchange and longer term learning process, each certification candidate will participate in a field practicum. The current cohort used the Governance Baseline Analysis as a practicum, where they have examined the past environmental, social and governance changes in their places. This has allowed them to evaluate lessons learned and propose strategies for future management initiatives; these provide the basis for characterizing the defining features, the strengths and weaknesses of coastal governance in the LAC region, an analysis which will be completed in Year 5.

The Code of Good Practice, the Code of Ethics, together with the How and Why of a Governance Baseline provide a foundation to the Coastal Ecosystem Governance (CEG) six Core Competencies—Analysis of Long-term Changes in the Condition and Use of Coastal Ecosystems; Leadership; Governance Analysis, Stakeholder Participation and Public Education; Strategic Design of a Coastal Ecosystem Governance Program; and Monitoring and Evaluation in Support of Adaptive Governance.

The CEG certification program is made operational through the regionally based EcoCostas Board. The Handbook of Procedures, in the final stages of review by the EcoCostas Network Working Group, provides details of how this plays out. The LAC team has built upon the experiences and learnings of WIO-COMPAS in developing the procedures, evaluation protocols and the Handbook.

The overall goal in Year 5 is to graduate the first cohort of certified individuals, consolidate all materials and procedures, and initiate a transition strategy for post-SUCCESS sustainability. The initial cohort of certified practitioners will be key to this sustainability, as trainers, evaluators, and potentially co-hosts of additional certification programs. With a design for the second cohort in place, additional partnerships and funding will be sought to recruit and certify subnational or municipal practitioners, who will then begin to extend the Network, potentially by the close of Year 5. The EcoCostas Strategic/Business Feasibility Plan will serve as a useful tool in identifying potential models for sustained financing for the initiative. Finally, it is essential to consolidate the leadership of EcoCostas within the Secretariat and the Board. With the loss of the Executive Director in Year 4, EcoCostas has recovered with strength, with Luis Arriaga at the helm. This should provide a strong base for EcoCostas sustainability.

At end of the field project, the key outcomes of this program element will be:

- A *CEG Code of Good Practices and a Code of Ethics* have been developed and refined through consultation with individuals recognized for their CEG knowledge and leadership in the LAC region and globally. It is the foundation for the certification program and its certified practitioners working at the municipal and small-to-medium sized coastal watersheds scale.
- The *Certification Program* has been designed for practitioners working in coastal ecosystems around the LAC region.
- The *first cohort of 15-25 practitioners* have graduated and received their *Certification*. Many of these are engaged in university-based education programs or site programs, which will be integral to future cohorts of ICM Certification candidates.
- The design for a *second cohort of practitioners at a subnational/municipal level* will be completed and disseminated to recruit additional cohorts for certification.
- The *LAC Certification Program* is operational, and the EcoCostas Board has endorsed the program and its associated codes.
- The *How and Why of Coastal Ecosystem Governance* is completed
- A *portfolio of governance baselines* has been assembled and analyzed as the basis for proposing goals and strategies for future management initiatives at each site.
- The Spanish language *knowledge management system (KMS)* operated by EcoCostas is facilitating communication and cross-program learning among EcoCostas members and is serving as a mechanism for disseminating good practices among other practitioners in the region.

Accomplishments to Date

- An active network of 22 professionals working in coastal ecosystems
- Core Documents completed—Code of Good Practice, Code of Ethics, How and Why of Governance Baseline and Worksheets
- Certification Procedures manual drafted, under final review
- First draft of the CEG Code of Good Practices prepared (foundation for certification program)
- Governance baselines assembled for ten sites
- Draft EcoCostas Business Plan with a focus on certification as its key business service
- Sufficient leveraged funding through grants from AVINA Foundation and International Land Ocean Interactions in the Coastal Zone (LOICZ) Program, and the InterAmerican Institute for Climate Change (IAI) to support the initial workshops that comprise the education components of the program

Year 5 Task Objectives

Graduate an Initial Cohort of Senior Practitioners

Design and Deliver 4-day Event in Lima, Peru (November, 2008)

The primary objective of the event is to evaluate the candidates for Certification level 1 and level 2, which will be the first time that the certification competencies and evaluation procedures will be tested by the evaluators. In efforts to promote regional analysis and engage some peer review, the candidates will take part in exercises to promote cross-project learning. This portfolio of governance baselines assembled within the LAC region will be the basis for characterizing the defining features, the strengths and weaknesses of coastal governance in the region, which has been a long term goal of the LOICZ and AVINA partnerships.

Implement Application Procedures

Each candidate will be required to apply for Certification, and to submit specific materials for review by the evaluators. These materials and procedures will be defined in the CEG Handbook. It is anticipated that the application procedures will be implemented in part through the web-based KMS system of EcoCostas.

Operationalize Evaluation Procedures

By the end of Year 4, the staff and Working Group will have completed and reviewed explicit standards for certifying candidates⁵. Evaluation will be based on documentation of experience and education, interviews, practicum, and training performance. The Evaluator Team, consisting of Stella Vallejo, Emilio Ochoa and Stephen Olsen, will have a one-day work session in November to review procedures and protocol within the Procedures Handbook. It is expected that the candidates will also provide some peer review in the November event. Our goal aims to have certified practitioners act as future evaluators for the second cohort and beyond. The decision was made to certify Level 1 and Level 2. This will better address the range of expertise that are our current and future clientele. The first cohort of certification graduates comprises senior practitioners, together with their junior level co-workers, operating largely at the municipal and small-to-medium sized watershed scale and in programs that have biodiversity conservation as a central theme. This first cohort will help recruit more junior candidates for future classes and will help refine the curriculum and overall program. Given this

Expand the Certification Program to subnational/municipal programs

Design program

With the goal of expanding both the EcoCostas Network and the Certification in Ecosystem Governance throughout the region, SUCCESS will support the design of the training/evaluation event aimed at the second cohort and beyond. Realizing that the first cohort program resulted in core materials and procedures, this design will build upon that and adapt with a specific aim of sub-national and municipal candidates. This will result in the adaptation of a practicum and the training/evaluation event(s) that can be packaged for marketing to future partners.

Marketing

Several target audiences will be sought to actively market the CEG as a capacity building tool for programs and their practitioners. Working through the EcoCostas Network, the newly certified practitioners will reach out to their programs and sites. Another target will be to identify other regional institutions, such as the International City and County Managers Association that might have some potential interest in promoting certification programs for planning professionals. The third approach is to identify country-based or regional donor-driven projects that are interested in promoting more sustainable forms of capacity building. The EcoCostas secretariat with CRC assistance, together with the Fundraising Working Group will lead these efforts.

Update the Strategic/Business Feasibility Plan for EcoCostas that features certification.

The existing draft Plan was developed by a consultant, and approved in concept by the EcoCostas Assembly. The work this year is to focus on Certification as a main business strategy, confirm priority goals and actions, and initiate implementation on short term actions. The other

⁵ Standards for the first cohort will be somewhat different from those for subsequent training, as the first class is comprised of senior practitioners —principally leaders of projects and programs in the EcoCostas regional network along with their juniors. This group has been instrumental in developing and testing the very materials that are being used for the certification.

key action will be to confirm what the business model will be, in terms of revenue and fundraising options to sustain the CEG.

Update communication and KMS for expanding Certification

Adapt and improve systems for certification to support expansion for additional cohorts. EcoCostas will provide direct logistical support for events and overall implementation of the certification program—building off elements of systems being developed for the MPA certification program. Efforts include:

- Develop and package curriculum materials and post on the web-based KMS
- Identify public relations opportunities and produce materials
- Implement marketing strategy and produce advertising materials to recruit new participants
- Update the Board and keep them informed of certification activities

Enhance the KMS system as a tool for regional information exchange

Maintain the KMS, as a functional system to both Network members and as a resource for regional information exchange. Recent upgrades to software have made the system work more effectively as a *project documentation system*. The Web-based interface provides a methodological framework for project documentation that incorporates key elements of site-based governance baselines, including “Looking to the past” and “Looking to the future”. The further activities are:

- *Web searching module for documentation system “looking to the past”*, this functionality allows users to find information through a web based interface that displays the search results like Google and are available for all data inside the system.
- *Implementation of “Looking to the future”*, the July 18th version of the methodological framework will be implemented as a web interface with different information levels.
- *Documentation system adjustments*, general adjustments to take the best system performance and utility.
- *Prototype of “information module”*, a basic prototype that allows us to take a short view of the possible functionalities of a module that compiles data and provides an interface to share specific information and results.

<i>Tasks and Milestones</i>	<i>Date</i>
Graduate an Initial Cohort of Senior Practitioners:	
Finalize design and develop materials for training	November 2008
Deliver event	November 2008
Implement application procedures	November 2008
Operationalize evaluation procedures	November 2008
Finalize CEG Procedures Manual	March 2009
Expand the Certification Program to subnational/municipal programs	
Update Strategic/Business Feasibility Plan for EcoCostas	December 2008
Design Program for Cohort #2	February 2009
Marketing opportunities	February - September 2009
Update communication and KMS for expanding Certification	March 2009
Enhance the KMS system as a tool for regional information exchange	
Incorporate all site-based programs and baselines in a searchable web-based interface	February 2009
Outreach the KMS tool to regional, subnational programs	March 2009

Outputs

- CEG Procedures Manual (English and Spanish)
- Training Completion Report
- Application Procedures
- Program Design for Cohort 2
- TraiNet materials for 1event
- Revised Strategic/Business Feasibility Plan
- Marketing strategy
- KMS searchable web-based interface with ten site-based programs and baselines

Expected Results

<i>Indicator</i>	<i>Year 4 Target</i>
9. Number of individuals trained (gender disaggregated)	24 (13 male, 11 female)
10. Number of training courses implemented	1

3.3 Practical Innovations On-the-Ground

3.3.1 In Tanzania

Scale of intervention: District level

Lead Implementing Organization: WIOMSA

Other Partnering Organizations: Institute of Marine Science, University of Dar es Salaam, TCMP, UHH

Activity Coordinator: Aviti Mmochi

US Liaison: Brian Crawford

Background

The sustainable coastal communities (SUCCESS) program in Tanzania is promoting marine conservation as well as working to improve livelihoods of the coastal communities in the Menai Bay Conservation Area (MBCA). SUCCESS activities in Menai Bay are in accord with a number of proposed strategies identified in the draft General Management Plan that includes promotion of alternative income generation activities that include mariculture, tourism related enterprises, and shellcraft to broaden the income base and lessen involvement in unsustainable resource use activities. SUCCESS has also established community-based management plans for extraction of cockles in the MBCA and supporting village bylaws, which have already been approved and signed by the West District Commissioner and are in effect from 2007.

The first half-pearl harvest in the MBCA took place in November 2007 and earned US\$ 3,600 for the farmers. Furthermore, several women entrepreneurs are earning US\$ 200-400 per month (three to six times the lowest government salary) by selling shellcraft jewelry.

The SUCCESS Program previously developed a model for low cost, low intensity, environmentally friendly milkfish farming. It is now engaged with national authorities in developing policy to guide environmentally responsible brackish water fish farming through the development of a national mariculture strategy. SUCCESS has also managed to leverage funds for continued support of environmentally friendly milkfish farming through the Regional Programme for the Sustainable Management of the Coastal Zones of the Countries of the Indian

Ocean (ReCoMap) project. RECOMAP funding has also been obtained to support half-pearl farming developments.

Accomplishments to Date

- Development of milkfish farming good practices earning farmers up to US\$ 2000 from a seven-month farming cycle
- Expansion of milkfish farming to over 100 locations nationwide from less than ten at Program start
- Leveraging of over US\$ 100,000 of funds from the EU for milkfish and pearl farming expansion
- Empowered women on Fumba peninsula have become highly enterprising saleswomen aggressively participating in national and international trade fairs and selling to tourists—earning up to \$US 400/month
- Two students have earned local MSc degrees by working on SUCCESS activities
- The efforts in small-scale mariculture activities have influenced the government's National Aquaculture Development Strategy (NADS) which is under development and shaping specific mariculture development policies in the country which can significantly contribute to food security and poverty alleviation in coastal areas.

Year 5 Task Objectives

- Consolidate sustainable half pearl farming enterprises established on Fumba Peninsula in the MBCA
- Continue monitoring the cockle no-take areas in the MBCA and preparation of a final report and dissemination of the findings on the impact of improving cockle populations in the area
- Plan and execute a one day national outreach and close-out event highlighting accomplishments of the project and opportunities for the nation

Consolidation of sustainable half-pearl farming in the MBCA

The half-pearl farming has been successfully piloted. However, the animals being seeded are adults from the wild. The program is supporting trials that have already been successful in demonstrating that the collection of spat is feasible as an alternative to adult collections. Year 5 will consolidate collection of spats using netting material and demonstrating their growth into seeding size, followed by seeding to produce half- pearls. This will make the farming methods more sustainable and following best management practices for pearl farming will lead to the phasing out of adult collection. After SUCCESS ends, this initiative will be continued with support from the European Union-funded ReCoMap project and the USAID/Tanzania mission. Meanwhile, additional harvests are scheduled for November and December 2008 and January, April, and May 2009.

The shell cutting and polishing has improved considerably and the women have successfully adapted the use of car and glass polishes that are available locally to make quality pieces. Year 5 will continue to include training, with a focus on improving product quality as well as packaging and marketing, branding, and trade marks. SUCCESS will also work with the Fisheries Departments, Menai Bay and the Department of Environment to develop long term pearl management strategies for Menai Bay to ensure sustainability of pearl farming, shellcraft enterprises and environmental conservation.

<i>Tasks and Milestones</i>	<i>Date</i>
Set spat collection bags	October 2008
Finalize formation of cooperative associations in the three villages	November 2008
Train on shell cutting, polishing, packaging and marketing	November 2008
Set long line pearl farming	December 2008
Develop brand and trademarks	February 2009
Develop long term management plan for pearl farming, shell polishing in Menai Bay	March 2009
Develop marketing strategy for half-pearls & polished shells	March 2009

Outputs

- Cooperative associations registration certificates and bank accounts
- TraiNet materials
- Report on economic analysis of pearl farming
- Brands and trademarks
- Long term management strategy for pearl farming and shell polishing in Menai Bay
- Publication on BMPs for half-pearl farming.

Expected Results

<i>Indicator</i>	<i>Year 5 Target</i>
1. Number of sustainable natural resource management and policies, laws, agreements, or regulations implemented (MBCA half pearl strategy)	1
2. Number of new or improved enterprises (2 cooperatives formed)	2
3. Number of people trained (gender disaggregated)	20
4. Number of training courses implemented	1
5. Publication documenting best practices for half pearl farming	1

Continuation of monitoring the cockle no-take zones and adjacent areas, preparation of the final report

In 2006, the three villages in the Fumba Peninsular established community-based no-take zones in the MBCA for cockles, complete with village bylaws and a community-based monitoring program. The initial period agreed for the no-take zones is five years. The monitoring program conducted by five trained volunteers from every village is done bi-annually (May and November) and is going into its fourth year. SUCCESS will coordinate this final year of monitoring and prepare a report summarizing the findings and implications for possible scaling-up more widely in the MBCA and elsewhere in Zanzibar.

<i>Tasks and Milestones</i>	<i>Date</i>
Monitoring the community structure for no-take zones for cockles	November 2008
Prepare and disseminate report on impact of the no-take zones	March 2009

Outputs

- Report of the monitoring program
- MSc Thesis on the community based cockle management plan.

Expected Results

<i>Indicator</i>	<i>Year 4 Target</i>
2. Publication documenting impacts of best practices	2

Planning and execution of a one day outreach and project closing event to discuss accomplishments, lessons and opportunities developed by the project

There have been a number of very tangible results achieved by the SUCCESS Program, including having positive tangible economic, social, environmental and educational impacts on the people living in the coastal areas where SUCCESS has operated and in other locations where best practices promoted by SUCCESS have been adopted. The governments of both Zanzibar and Tanzania are incorporating into national plans some of the lessons learned through SUCCESS. Leveraged funds have been secured which will help with continuation of initiatives beyond the life of the SUCCESS Program. A closing event will highlight the accomplishments and the lessons learned and will transfer elements of the SUCCESS Tanzania work to other new and on-going projects and programs—for example, to the ReCoMap project and the USAID/Tanzania TCMP. The outreach event will also include a discussion of the future of the ongoing activities and uptake by local institutions and initiatives.

<i>Tasks and Milestones</i>	<i>Date</i>
Plan meeting	January 2009
Send meeting invitations	January 2009
Conduct two day meeting	February 2009

Outputs

- Meeting report

Year 5 Close Out and Transition Plan

Year 5 has a shortened six-month period of activities. The milkfish and seaweed mariculture initiatives were closed out last year, at which time there were an estimated 100 ha of milkfish farms distributed throughout the coastline—largely the result of extension efforts from the SUCCESS Program efforts. The milkfish farming initiatives for Mkuranga, Bagamoyo and Pangani are ongoing and will be continued by the USAID-supported Tanzania Coastal Management Partnership (TCMP). In addition, the EU-funded ReCoMap project recently awarded WIOMSA a project to scale-up milkfish farming extension and continue a number of related activities concerning half-pearl farming.

The closure of the seaweed farming in Bagamoyo has culminated in two important efforts. One is the establishment of village bylaws and zoning plans in Bagamoyo. Meanwhile, seaweed farming companies have taken note of the technique of floating line systems being used successfully on Zanzibar (yet to date only a few locations have adopted this technique). The College of Engineering and Technology (Coet) working with the newly developed Seaweed Cluster is expanding its value-added efforts in seaweed farming and marketing to Bweleo in Zanzibar and Mlingotini in Bagamoyo. This includes the production of seaweed soap, which has caught on in the local markets.

As SUCCESS efforts in half-pearl farming and cockle fishery management come to a conclusion, there are several priority activities. First is to ensure that pearl farming starts from spat collection—i.e., that there be limited and controlled collection of any adults. Second, no take

zones must be effectively managed. Now that the half-pearl industry is taking off, it is necessary to put in place mechanisms, guidelines and regulations to avoid uncontrolled harvesting and marketing that may lead to depletion of the wild stocks. The cooperative groups need to be running efficiently and the shellcrafts improved sufficiently to find steady markets in the tourist industry, hotels and jewelry shops. It is also critical to improve the products' packaging and marketing. Lastly, the cooperatives must guard against opportunistic investors and businessmen who may marginalize the profits of these groups.

As part of the SUCCESS transition, funds from other existing and new sources are being leveraged to help ensure key activities continue post-Program. For example, TCMP will make modest contributions to the pearl farming and no-take zoning efforts beyond March 2009. The McKnight Foundation is contributing to the development of cooperatives and businesses. The U.S. State Department recently awarded CRC/URI and the Institute of Marine Sciences an exchange program that will enable the villages to produce better merchandise and develop salesmanship. Meanwhile ReCoMap has given two project awards on pearl farming to WIOMSA in Zanzibar and WWF in Mafia. With the first pearl harvest in Tanga in May 2008, pearl farming is seemingly also developing into a national program. These additional funding and expansion initiatives demonstrate the success of the SUCCESS program and assures sustainability of the initiatives.

Leveraged Funds Year 4

Funding source	Description	US \$
McKnight Foundation	Establish small-scale shellfish farming activities involving women residents of coastal villages on the island of Unguja, Zanzibar, in Tanzania	151,000
IMS	Travel to international trade fair in Dar + for aquarium	4,041
SME competitiveness facility	Seaweed cluster grant agreement	18,000
RecoMap	Half pearl farming and jewelry making scale up	36,463
RecoMap	Milkfish farming expansion	134,555
US State Department	Half pearl production, jewelry making and marketing	305,077
	Total	649,136

3.3.2 In Nicaragua

Scale of intervention: Municipality level

Lead Implementing Organization: Centro de Investigación de Ecosistemas Acuáticos de Universidad Centro America (CIDEA – UCA)

Other Partnering Organizations: the Pacific Aquaculture and Coastal Resources Center at the University of Hawaii; and local NGOs for diversification of livelihoods and health (LORNICA, OIKOS, SIFE); and the Ministry of the Environment and Natural Resources (MARENA)

Activity Coordinator:

US Liaison: Maria Haws

Background

CIDEA-UCA has been working in sustainable development and management of aquatic resources for over ten years through research, capacity-building, extension and technical support services (i.e. diagnostic and environmental laboratory services). Since becoming an implementing partner for the SUCCESS Program, however, CIDEA has begun working in a more integrated fashion to lay the foundation for integrated coastal management (ICM) in Nicaragua. The Center has also expanded its geographic coverage of the Pacific Coast of the country to include important natural sites that have accelerated development and growing threats to its natural resources such the protected areas of the Estero Real and Padre Ramos, and a similar adjacent site, the Aserradores Estuary.

Over the course of the past four years of SUCCESS, CIDEA has worked to advance ICM by introducing community and institutional stakeholders to the basic concepts and principals of the ICM approach and providing them with training and involving them in practical applications of ICM at various scales. CIDEA has actively been building its own institutional capacity as well, including through its participation in the Certification Program for Coastal Managers initiative being sponsored by SUCCESS, AVINA and the EcoCostas Network.

At the community level, work has focused on promoting sustainable development, including implementing alternative livelihoods; optimizing aquaculture through the use of best management practices including practices to improve small shrimp farm production while reducing negative impacts on the environment (over 75% of coastal aquaculture takes place in or near protected areas); promoting community-based fisheries management; and establishing the basis for natural resources management. These on-the-ground efforts have been complemented with actions to address policies and regulations and garnering the participation and support of national and local governmental entities in the ICM process. This has included, for example, development of a National Code of Practice for the shrimp industry. It has been through a consistent process of awareness raising that stakeholders and their interests have been brought to the table and through a process of capacity-building that the community and government partners now have the interest and ability to work together in undertaking an ICM approach for their place.

Alternative livelihoods activities have included bread-making, eco-tourism and ag-tourism, hammock making and handicrafts. These activities were carefully selected to benefit stakeholder groups living in or near protected areas and who needed alternatives to their existing income-generating livelihoods, which focused almost exclusively on intense natural resources extractive activities that violated management plans for the protected areas.

Another important activity for the SUCCESS Program in Nicaragua has been the transfer and adaptation of methods developed in Fiji for the co-management of fisheries resources. Specifically the SUCCESS Program communities now have adopted a local model for using no-take areas to manage their important black cockle resource.

Accomplishments to Date

From an institutional perspective, the most important achievement to date is the high level of institutional capacity for ICM that has now been built at CIDEA—leading the Center to restructure all its activities and its approach to embrace the ICM framework and perspective. This includes a strengthening of the Center’s extension programs, the training of professional in ICM concepts, and generating interest university-wide in continuing long term and institutionalizing the ICM activities started under SUCCESS Program. An indicator of this commitment of UCA is the University’s decision to offer a Masters degree program in ICM under its Department for

Environmental Science and Technology.

CIDEA, through the SUCCESS Program, has also made significant contributions to improving governance through a process of providing the informational basis for and influencing policy development at the national level including that for the Estero Real Management Plan, the Code of Conduct for Shrimp Culture and the review and revision of the Guide for Good Practices for Aquaculture (will have legal weight).

SUCCESS established alternative livelihoods for communities in or near protected areas. Many of these were lead by women and included breadmaking and handicrafts. Several communities in the Padre Ramos protected area now benefit from a program that combines eco-tourism and ag-tourism. Another successful livelihood alternative to natural resources extraction has been the use of a co-management strategy to protect cockle fisheries stocks using community-selected and managed no-take zones in Asseradores.

Year 5 Task Objectives

Continue technical support to alternative livelihoods in coastal zones to provide alternatives to natural resources extraction

Activities in Year 5 of SUCCESS Nicaragua will focus on: 1) ensuring the small businesses already established can be sustained post-SUCCESS, and 2) collecting data on the outcomes of the bread making in Puerto Morazan and El Realejos, and the eco- and ag-tourism in Padre Ramos.

Continue technical assistance to women's group producing bread

<i>Tasks and Milestones</i>	<i>Date</i>
<ul style="list-style-type: none"> Conduct final capacity building for technical aspects of bread making in Puerto Morazan (two visits) 	October 2008 – January 2009
<ul style="list-style-type: none"> Conduct final capacity building for technical aspects of bread making in Puerto El Realejos (two visits) 	October 2008 - January 2009
<ul style="list-style-type: none"> Final follow-up visit for evaluation (1 visit) 	February 2009

Outputs

- Participants list
- Photos

Expected Results

<i>Indicator</i>	<i>Year 5 Target</i>
Number of beneficiaries participating in activities (6 Puerto Morazan; 8 Realejo)	16
Additional monetary value generated from new or improved sustainable natural resources or conservation or conservation enterprises	\$9.00/month/each bakery

Promotion of ecotourism in Fincamar as an alternative to natural resources extraction

<i>Tasks and Milestones</i>	<i>Date</i>
<ul style="list-style-type: none"> Develop a public relations campaign to target audiences to attract tourists 	November 2008 – January 2009
<ul style="list-style-type: none"> Plan a familiarization visit to FINCAMAR for tour operators and potential partners such as INTUR, Tourism Board, Millennium Challenge Corporation, , etc. for evaluation and feed back on tourist service and to develop partnerships 	November 2008
<ul style="list-style-type: none"> Workshop on FINCAMAR tourism and ties to ICM for the larger community-develop plan for continuation of tourism and ICM for post-SUCCESS periods 	December 2008
<ul style="list-style-type: none"> Final follow-up visit and data collection 	February 2009

Outputs

- Participants list
- Photos
- Continuation plan

Expected Results

<i>Indicator</i>	<i>Year 5 Target</i>
Number of beneficiaries participating in activities	30
Additional monetary value generated from new or improved sustainable natural resources or conservation or conservation enterprises	\$30/family/month

Community-based fisheries management

Continue with the system of alternative management of the black cockle in Aserradores community and evaluate the results

Trials with using community-managed no-take zones as an alternative management strategy for the black cockle fisheries are entering the third year. Efforts in Year 5 will focus on sampling and obtaining the final results, activities to complete capacity building so that the community can continue the work after SUCCESS and reports to the responsible government agencies. The latter activity will also include recommendations to the government to encourage them to consider adopting co-management as an official option for cockle management. Work with the Aserradores community and cockle management will continue post-SUCCESS with support from the CRSP project.

<i>Tasks and Milestones</i>	<i>Date</i>
<ul style="list-style-type: none"> Sampling of population density in the decreed no-take zone 	January 2009
<ul style="list-style-type: none"> Meeting with the community to evaluate results 	February 2009
<ul style="list-style-type: none"> Visits to collect final information on cockle trade, reinstall signage 	October 2008
<ul style="list-style-type: none"> Presentation of results to government agencies, communities and other partners that are working on similar efforts 	February 2009
<ul style="list-style-type: none"> Final follow up visits 	November 2008 January 2009

Outputs

- Participants list
- Photos
- Monitoring report

Expected Results

<i>Indicator</i>	<i>Year 5 Target</i>
<ul style="list-style-type: none">• Number of hectares with improved natural resource management• Number of biologically significant hectares	11,687 hectares
<ul style="list-style-type: none">• Number of hectares showing stable or improved biophysical conditions for selected parameters	6 new hectares under zero extraction total 26.56 hectares
<ul style="list-style-type: none">• Number of persons participating in Coastal Resources and Planning initiatives (gender disaggregated)	65

Build the capacity of target communities to advance ICM processes

This work will focus on building on the foundation laid during the first four years of SUCCESS to develop stakeholder interest and preliminary capacity for ICM and improving collaboration between the authorities and communities.

SUCCESS will develop evaluation and learning activities to introduce diverse stakeholders to the principles and practices of ICM. These will be based on analysis of ICM case studies, SUCCESS Program topics and subjects related to sustainability and protection of biodiversity.

<i>Tasks and Milestones</i>	<i>Date</i>
<ul style="list-style-type: none">• Conduct short event on sustainability and biodiversity	January 2009
<ul style="list-style-type: none">• Conduct short event on ICM principals and topics	February 2009
<ul style="list-style-type: none">• Conduct events to provide stakeholders to provide reflections on the SUCCESS Program activities and accomplishments	October 2008
<ul style="list-style-type: none">• Conduct closing event for education community, government agencies, community organizations and leaders, press, and other donors to celebrate the advances made by the SUCCESS Program	March-April 2009

Outputs

- Participants list
- Photos
- Case studies and session plans

Expand Communications and Outreach

In the final year of the SUCCESS Program, communications and outreach will focus on sharing lessons learned from Program experiences, and linking this to efforts in laying the foundation for a ICM program that will eventually cover much of the Nicaraguan Pacific Coast. Until recently, the concept of ICM and its practices were not widely known and thus there was little demand for an ICM approach. The SUCCESS Program has made progress on this front, however, through its considerable efforts to build stakeholder awareness of the increasing threats to coastal

communities and environments and an understanding for how ICM programs can help address these.

<i>Tasks and milestones</i>	<i>Date</i>
Publication: Community-based Management of the Natural Resources of Aserradores	
Produce publication	November 2008- January 2009
Review and seek approval by SUCCESS team	January – February 2009
Print and distribute document	March 2009
Experiences in alternatives livelihoods (Lessons learned document)	
Produce publication	November 2008- January 2009
Review and seek approval of SUCCESS team	January – February 2009
Print and distribute document	March 2009
Expand communications and outreach	
Mass media coverage of events by local or national press	October 2008 – March 2009
Closing events	March 2009
Success stories	
Synergy: a pathway to success in community projects	October – December 2008
Ecotourism in Estuary: An alternative for the protection of the mangroves and generating income to the community	January – March 2009

Outputs

- Publication of research result of natural resources-based community
- Report on lessons learned from alternative livelihoods including statistics on production and users
- Press releases
- Radio spots
- Success stories

Year 5 Close Out and Transition Plan

Year 5 SUCCESS activities will focus on evaluating the outcomes of the Program’s various efforts and overcoming any final weaknesses or risks that could impair the chances for long-term sustainability in the post-SUCCESS period.

These close-out activities will also allow CIDEA further opportunity to interact with the communities and to strengthen relationships through a process of sharing mutual feed-back and reflections between the CIDEA SUCCESS Program team and the various stakeholder groups. The team will also conduct internal institutional evaluations.

Efforts will be made to conduct outreach within UCA and with other partners to publicize the SUCCESS efforts and lessons learned, and to identify opportunities for continued work and

partnerships.

Part of the strategy for ensuring long-term sustainability is to continue working to strengthen internal alliances with other departments within UCA such as the Business Department, and with external partners such as Lornica and the Students for Free Enterprise. .

CIDEA has made an institutional commitment to fundraise and secure the monies needed to continue the various SUCCESS efforts and the trajectory towards developing an ICM program for the country’s Pacific coast. For example, CIDEA has already obtained funds from the Collaborative Research Science Program to continue work with cockle management and bivalve sanitation in Asseradores. CIDEA has also secured funding from the European Union to continue and expand efforts for some of the on-the-ground and environmental management efforts started under SUCCESS. This includes continuing to work on promoting best management practices, improving product quality for fisheries and aquaculture and awareness raising for environmental and social aspects of sustainability—to help ensure communities increase the benefits they derive from various economic activities.

Work will also continue on implementing various local development plans and accompanying policies and regulations. Activities to further strengthen the communities’ capacity for ICM will also continue. This includes working to build relationships with government agencies such as the Municipalities, Mayors’ offices, departmental offices of Nicaragua’s Fishing and Aquaculture Authority, the Ministry of Environment and Natural Resources, the Ministry of Agriculture and Forestry, the private sector, educational institutions and community organizations.

Leveraged Funds Year 4

Funding source	Description	US \$
Lornica Association	Support for development of bakeries in Puerto Morazan and El Realejo	\$3,593
Internal CIDEA funds	Support for training in ICM	\$1,000
	Total	\$4,593

3.3.3 In Ecuador

Scale of intervention: Municipal level
Lead Implementing Organization: EcoCostas
Other partnering organizations: University of Hawaii at Hilo
Activity Coordinator: Rafael Elao
U.S. Liaison: Pam Rubinoff

Background

SUCCESS is assisting EcoCostas to improve management of the Cojimies Estuary, a biologically significant estuary located on the northern coast of the mainland. The goal is to avoid a repeat of previous ecological and economic collapses of coastal estuaries in Ecuador such as Bahia de Caraquez. EcoCostas provides technical assistance to local groups in the Cojimies estuary and

watershed area that are testing and implementing alternative livelihood activities. It promotes new forms of sustainable production and improves existing livelihoods—e.g., beekeeping, family gardens, tree crops for reforestation, and ecotourism. These non-resource extractive activities help conserve biodiversity in these resource rich areas of the Cojimies Estuary and its surrounding watersheds. EcoCostas has successfully created enabling conditions for ICM by involving major stakeholders and user groups. Before SUCCESS, there were no activities addressing serious natural resources threats in the Cojimies area; now stakeholders are active in conservation and management efforts and are demanding further support. The site-specific focus in Ecuador is providing process models that are useful and can be replicated locally, regionally, nationally, and in other developing countries.

Since EcoCostas has raised awareness of the need for coastal management and biodiversity conservation, and demonstrated practical methods to achieve goals, it can now accelerate its efforts in working toward the goals of ICM. Working groups have advanced their vision for tourism, and see the need to establish criteria for nature-based and cultural tourism throughout the municipality, while stipulating specific land use zoning along the shoreline. In year 5, SUCCESS will seek to consolidate efforts related to water quality, zoning and tourism, through various working groups who will be instrumental in influencing municipal action for sustained implementation post-SUCCESS. Similar efforts will be taken to consolidate the livelihoods activities in the rural areas of Cojimies to help ensure they will be self-sustaining by the end of the Program.

SUCCESS has sought to build the capacity of groups of stakeholders to enhance the biodiversity of the estuary. The strategies used to accomplish this have been diverse as have been the stakeholders. The team acknowledges that these efforts have provided some initial models for replication both within and outside of the region. The stakeholders and the team alike see the SUCCESS outcomes as a bridge to the future, and will aim to consolidate its products and processes in a way that the on-the-ground stakeholders can move ahead with partners (either existing or future projects that are in the pipeline).

By the end of the SUCCESS Program, expected results in the Cojimies field site include:

- Leaders and inhabitants of the Cojimies Estuary who belong to various community associations (e.g. Mompiche Committee for Tourism Development, Nuevo Milenio) have developed sustainable economic activities that reduce pressures on resources and contribute to biodiversity conservation
- *Chame* aquaculture is a sustainable production activity for Cojimies inhabitants—with 8 ha of ponds and natural bodies of water dedicated to *chame* production in Cojimies; and 20 ha near the mouth of the Mache River used for polyculture of *chame* and shrimp on a regular basis
- Five beekeeping enterprises—a low-technology business that sustainably utilizes tropical forests and benefits agriculture—will be producing and selling Cojimies brand honey
- Three small businesses in Mompiche and Bolivar will offer ecotourism services; models will be in place for zoning and planning for tourist areas
- Fifteen ha of cacao are in full production (also serving as ground cover and shade trees to conserve soil in areas previously deforested and eroded)⁶

• ⁶ Five additional ha of cacao will have been planted in 2007, but not in full production until 2010

- Ten hectares of reforested areas in Nuevo Milenio
- Guidelines produced on water quality management in shrimp farming to reduce system wide impacts
- Zoning and improved organization of tourist activities for the Cojimies-Cañaveral beach areas to prevent undesirable effects of tourism development including preservation of natural areas

Accomplishments to Date

- Strengthened coastal livelihoods, food security, and income through alternative income-generating activities for residents otherwise dependent on natural resources extraction
- *Chame* production researched and documented; *chame* culture has become a regular farming activity in Cojimies; there is increased awareness of the need to protect this at-risk species and its wetland habitat
- Constituencies built among stakeholders; networks established with specialists and institutions; and alliances built with government agencies to create demand for ICM and provide technical assistance

Year 5 Task Objectives

Develop a dialogue between key stakeholders on the most pressing themes related to the condition and management of the Cojimies estuary and the Mache-Chindul Ecological Reserve leading to development of strategies for the sustainable use and conservation of biodiversity in the area

Support development of management guidelines for the key topic of water quality in Cojimies Estuary

Building upon successful participation of various sectors (civil society and government) to analyze existing estuarine uses and develop visions for the future, SUCCESS Year 5 efforts will facilitate development of water quality guidelines. These will outline improved practices that benefit stakeholders, reduce externalities to other users and provide for long-term improvements. While initially these guidelines are voluntary, it is expected that the workgroups will submit them to the mayors of Pedernales and Cojimes, with a recommendation that they be adopted by municipal ordinance as well. SUCCESS will develop a promotional poster targeted at different sectors to promote application of the guidelines with the goal of maintaining the estuary and preventing its further deterioration.

Contribute to implementation of local planning initiatives for non-extractive, sustainable uses in the Cojimies area and recuperation of critical habitats for biodiversity in areas surrounding the buffer zone of the Mache-Chindul Ecological Reserve

Support zoning initiative for beach and tourism development for Cojimies and Cañaveral

In SUCCESS Year 5, a continued collaboration among civil society and some local officials will result in a proposed schematic “talking map” that depicts proposed land use zoning for the Cojimies-Cañaveral shoreline. This will reflect the consensus reached in Year 4 by key actors in this initiative. The group will submit the schematic to the municipal authority, lobby them for their concurrence of vision, and gain commitment to use it as a bridge to develop a detailed land use ordinance, which will require extensive mapping and legal work (outside the scope of

SUCCESS). The staff sees this an essential first step in formulating a decree and an ordinance to prevent disorderly tourist development and risks to biodiversity, while at the same time providing the local communities with access to the benefits and opportunities that tourism can offer.

Contribute to improved skills and abilities of the local tourist services

Year 4 activities resulted in increased interest by the tourism sector to further develop nature and culture-based tourism, which will bring mutual benefits for economic development and biodiversity conservation in and around the Cojimies estuary. The stakeholders recognize the need to work together to build local capacity for planning, conservation and interpretation skills associated with such tourism. Taking advantage of this motivation on the part of the tourism sector and its stakeholders, in Year 5 SUCCESS will implement a workshop on how to design, plan, and implement tourism activities focused on the natural resources and cultural attractions of the area. Based on the workshop outputs, SUCCESS will publish a brochure which outlines a set of criteria to be used when planning and implementing such tourism events. This will be distributed to tourism businesses in Pedernales, Cojimíes, Cuaza, Chindul, Bolívar, Mompiche y Muisne—a product that can continue to play a useful role in building the capacity of individuals and groups to plan and implement nature-focused tourism long after the SUCCESS Program has ended.

Conserve and restore the REMACH forest and specific areas in or near the Reserve buffer zones

Deforestation is a major threat to the Cojimies Watershed and was a key topic in Year 4, where EcoCostas, CEDERENA and the members of the local Associations combined efforts to reforest areas along the Mache River, private forest lands, and public areas in the region. In Year 5, SUCCESS will partner with an indigenous group, Chachi, to replicate these reforestation efforts. The partnership will establish cacao (*Theobroma cacao*) nurseries so the group can reforest 10 hectares of their ancestral land in the Chachi de Balzar community, inside the Mache Chindul Reserve, 90 minutes from Chamanga.

Continue and stabilize alternative livelihood activities, strengthen the local promoters group and finalize the documentation of lessons learned

In Year 5, SUCCESS will continue providing follow-up, technical assistance to those trained in previous years in alternative livelihoods and will complete documentation of the experiences. The SUCCESS team will facilitate meetings that will provide members of the activity groups to reflect upon and analyze the lessons learned and the benefits of establishing alternative livelihoods approaches. These “stories” will be documented by the team and shared with the communities.

Communications and outreach

During SUCCESS Year 4, the team succeeded in having mass media coverage at the local, provincial and national level for several SUCCESS activities. As part of the Year 5 outreach strategy for SUCCESS Ecuador, we will seek similar media coverage with a focus on SUCCESS initiatives to secure a shoreline ordinance and water quality guidelines for the municipality. The strategy is to target the radio program “*Open Sea*” and the news reporting channel “*TV Sea*” of Pedernales, as well as the metropolitan newspaper “*The Daily*” (provincial circulation in Manabí), and the “*The Universe*”, a national newspaper, to provide coverage of SUCCESS achievements, hold interviews with SUCCESS Program staff and/or stakeholders, and issue press releases about

SUCCESS meetings and/or events.

There are two planned events to formally conclude the SUCCESS field activities and to spread the word on the Program's key outputs, advances, and lessons learned. The first will be in Pedernales, with representatives of local governmental and nongovernmental organizations who work in the region, institutions of higher education, representatives of the civil society and the beneficiary groups of the SUCCESS Program. A similar event is planned for Guayaquil, where invitations will be extended to the appropriate individuals and groups at the national level as well as to regional groups engaged in coastal management and biodiversity conservation, including those from institutions of higher education, governmental agencies and nongovernmental organizations.

The project will produce several documents for outreach, including a poster on water quality in the estuary, a brochure related to ecotourism, SUCCESS stories, and lessons learned.

<i>Tasks and milestones</i>	<i>Date</i>
Support the development of management guidelines for the key topics of water quality and aquaculture in the Cojimies Estuary	
Prepare draft guidelines for managing water quality	October 2008
Hold working group meeting to review and revise draft guidelines	October 2008
Prepare final version of guidelines	November 2008
Submit guidelines to local authorities	December 2008
Publish and disseminate poster	February 2009
Support a zoning initiative for the beach and tourism development for the beach between Cojimies and Cañaveral village	
Workshop to get input for a "talking map" to depict proposed land use zoning of the Cañaveral-Cojimies shoreline	November 2008
Elaborate a draft map for land use scheme	November 2008
Workshops to get feedback and validation of talking map	December 2008
Submit proposal (talking map, workshop recommendations) to local authorities	January 2009
Improve the skills and abilities of ecotourism operators for members of Tourist Development Committee of Mompiche and Cojimies area residents	
Workshop to establish criteria for planning/implementing nature-based and cultural attractions	October 2008
Outreach brochure for tourism providers describing recommended criteria for planning future tours for nature or culture-based tourism.	December 2008
Conserve and restore the REMACH forest and specific areas in or near the Reserve buffer zones	
Collect tree seeds, germinate and tend young trees in tree nursery	October – November 2008
Transplant young cacao trees in Balzar	December 2008
Monitor health and growth of young trees and re-plant trees that die	January – March 2009
Continue and stabilize the alternative livelihood activities, strengthen the local promoters group and finalize the documentation of lessons learned	
Conduct visits for follow-up and documentation of productive activities	October 2008 – March 2009
Conduct technical assistance visit by beekeeping and organic agriculture specialist	October 2008 – March 2009

<i>Tasks and milestones</i>	<i>Date</i>
Lessons learned document	March 2009
Expand communications and outreach	
Mass media coverage of events by local, provincial or national press.	October 2008 – March 2009
Closing events in Pedernales y Guayaquil	March 2009
Success stories	December 2008 – March 2009

Outputs

- Proposed guidelines for management of water quality Cojimies Estuary
- Poster outlining the water quality guidelines and the vision of the future of the estuary
- Schematic (talking map) for a proposed land use zoning for the Cojimies-Cañaveral shoreline
- Brochure with recommended criteria for establishing and implementing nature-based and cultural tours.
- Progress report on the reforestation
- TraiNet information on workshops
- Report on lessons learned from alternative livelihoods including statistics on production and users
- Press releases
- Radio spots
- Success stories

Expected Results

<i>Indicator</i>	<i>Year 4 Target</i>
Number of biologically significant hectares	10
<i>Marine hectares</i>	
<i>Terrestrial hectares</i>	10
Number of persons participating in coastal resources and conservation planning initiatives	100
% females participating in coastal resources and conservation planning initiatives	30%

Year 5 Close Out and Transition Plan

SUCCESS Ecuador aims to ensure the sustainability of the livelihoods activities started under this Program. It also seeks to disseminate the lessons learned and successes of the Program to a wide and diverse audience.

In year 4, the Program established relationships, conducted site visits, and exchanged experiences with regional non-governmental organizations (FONSOEAM and CEFODI). In SUCCESS Year 5, these same organizations will assist the producers (coffee and honey) in reviewing their practices of production, processing and commercialization as input towards long term sustainability.

The Program will also expand the sustainable livelihoods that have been initiated by Muisne Municipality, which has now applied for funds from the European Union to assist more residents

and utilize the good practices that have been demonstrated by SUCCESS. The Program will also seek to expand to new markets within the Province.

In efforts to institutionalize the SUCCESS Ecuador fish production and training activities, the team contacted the Aquaculture Subsecretary, who was planning a rural training program for freshwater native species. As a result of that contact, the Subsecretary has decided to use the facilities at the Technical College in Chamanga and in Nuevo Milenio. What is especially encouraging is their promise to provide funds to upgrade these facilities—a benefit to the larger region.

3.4 Regional Networks, Knowledge Management and Communications and Learning

3.4.1 Networks, Knowledge Management, Communications

Scale of intervention:	Global
Lead Implementing Organization:	CRC
Other Partnering Organizations:	WIOMSA, EcoCostas
Activity Coordinators:	Bob Bowen, Elin Torell, Lesley Squillante
US Liaisons:	Same as above

Background

ICM programs and practitioners are often isolated from other efforts in their own country and unaware of programs elsewhere in their region. Information of practical usefulness to ICM practitioners is often hard to obtain. The result is that programs often reinvent the wheel, or worse, repeat mistakes that others have learned to avoid. This is inefficient and breeds frustration and cynicism. Program success is higher when practitioners have ready access to the information they need and when they participate as members of regional associations of peers. The networks promoted by SUCCESS accelerate the rate of and improve the probability of program success.

The networks' knowledge management elements provide for documenting, archiving and making available the Program's working and final documents in a variety of formats. Documentation is supported by electronic services including internal and external web sites, CD-ROMs, and electronic collaborative workspaces for project teams. CRC uses open source servers and software and a database-driven system for its public and restricted-access web sites. This allows project teams to upload and manage their own content, permitting information services to focus on maintaining core systems, data bases and programming that meet the needs of different work groups. This approach is low cost, flexible and readily extensible.

The knowledge management, networks, and learning agenda are closely linked to communications and outreach. However, the former is oriented to learning from not only SUCCESS, but other programs and initiatives around the world on themes and topics of concern to the ICM practice, and then disseminating that information widely. The communications and outreach efforts are focused on sharing information on the SUCCESS Program more specifically.

With four years of SUCCESS experience in hand, significant results, success stories and lessons learned have emerged and these must be disseminated for a variety of audiences through a variety of different mediums, while emphasizing that the USAID investment in the people and countries where it works is helping bring about change. These stories also illustrate how even small interventions can have significant returns on investment and how small beginnings can have a multiplier effect. In Year 5, each country program is also committed to "stepping up" its

communications and outreach efforts through a variety of media and these plans are detailed in Section 2 of this workplan. As well, articles that present key learnings from selected elements of the SUCCESS Program will be incorporated into a special issue of the Coastal Management Journal (read more under section 1 of this workplan on “Global Leadership”). As well, at least one article will be drafted for submission to *Frontlines*; one or more news-worthy articles prepared for the USAID intranet site, *Morning Glories*; and multiple stories from the field submitted to CRC in the USAID “Telling Our Story” format and, as appropriate, forwarded to USAID for possible wider dissemination..

Accomplishments to Date

- The EcoCostas group has taken over the operation of the knowledge management website for the Latin America and Caribbean region and it is housed at <http://www.ecocostas.org/kms/>. Information is being gathered and entered into the knowledge management system as an ongoing task by members of the regional network, managed by EcoCostas
- The WIO Mariculture Network is operating a website, through the Western Indian Ocean Marine Science Association and the Institute of Marine Science and located at <http://www.wiomsa.org/mariculture/> that contains:
 - An online directory of 76 regional mariculture experts
 - An online inventory of 28 regional, community-based, mariculture projects
 - A small online library containing 6 regionally produced documents on mariculture
 - The WIO Mariculture Network is also operating an online forum on regional mariculture issues at <http://www.wiomsa.org/mariculture/forum/>
- Collaborative work with the Global Water for Sustainability team has produced five issues of the Basins & Coasts Newsletter on the themes: [Environmental Flows](#), [Environmental Security](#), [Biodiversity](#), [Climate Change Vulnerability and Adaptation](#), and [Paying for Ecosystem Services](#). A sixth issue on “Linkages between Ecosystem Health and Human Health” is slated for publication in September 2008
- *Frontlines* article published on SUCCESS Program’s initiative with pearl farming and jewelry making in Zanzibar
- *Morning Glories* piece on the WIO-COMPAS Certification Program
- Numerous articles on SUCCESS Program activities and successes published in local and national level media, In-Flight magazines, etc.

Year 5 Task Objectives

SUCCESS will produce two issues of *Basins & Coasts* in Year 5, one on fisheries and one that synthesizes the key lessons learned from the five-year SUCCESS Program.

Support for the WIO Certification program for MPA professionals will include publishing information on protected area management and upgrades to the WIO-COMPAS website. This will include a Cross-Portfolio Learning Topic for the website on Marine Protected Areas, which will complement work on the WIO certification program for MPA professionals. The WIO-COMPAS website will be upgraded to include information on the ‘alumni’ of the program and additional resource materials to support this network of certified individuals. CRC will also provide technical support to the finalization of the French version of the WIO-COMPAS website. Lastly, stories from the field will be uploaded to the SUCCESS website and will be “recycled” into formats that may provide for potential articles in *Frontlines*, *Morning Glories*, or other USAID audience publications.

Publish two issues of Basins & Coasts Newsletter—one on Fisheries, one on SUCCESS Program lessons learned; and update SUCCESS website to include new stories from the field

<i>Tasks and Milestones</i>	<i>Date</i>
<i>Basins & Coasts</i> Issue 3.1, Fisheries	January 2009
<i>Basins & Coasts</i> Issue 3.2, SUCCESS Lessons Learned	May 2009
SUCCESS stories	quarterly

Outputs

- 2 issues *Basins & Coasts*
- 6 stories from the field

Expected Results

<i>Indicator</i>	<i>Year 5 Target</i>
12. Publications documenting impacts of best practices	5

Expand the WIO-COMPAS website to include resources for alumni of the program and translation of the entire site into French. Additionally, expand upon the supporting materials hosted on the site with uploading of publications, presentations, short videos, etc.

<i>Tasks and Milestones</i>	<i>Date</i>
Expand WIO-COMPAS website, Alumni	December 2008
Expand WIO-COMPAS website, French	March 2009
Expand upon current content of the WIO-COMPAS website	June 2009

Outputs

- Expanded WIO-COMPAS website with new resource materials and French version

The expanded WIO-COMPAS website will provide alumni with additional resource materials. The improved and expanded site should also lead to better outreach and marketing of the WIO-COMPAS Certification Program, especially as the program leverages additional funding from the Francophone island region of East Africa through the ReCoMAP program of the European Union.

Expected Results

<i>Indicators</i>	<i>Year 5 Target</i>
11. Number of participants in web-based regional networks (% F)	10 (10%)

Year 5 Close Out and Transition Plan

During SUCCESS Year 5, this team will work to implement a sustainability plan in concert with WIOMSA. This includes a plan for transferring the hosting of the WIO-COMPAS website and of the WIO Mariculture web-based tools and datasets that reside on the WIO Mariculture website from CRC to a WIOMSA-based/selected location.

While CRC will continue in Year 5 to host the Integrated Management of Coastal and Freshwater Systems (IMCAFS) website and the *Basins & Coasts* newsletter, it is seeking additional funding to continue hosting these efforts post-SUCCESS. Meanwhile, CRC will continue to maintain the

SUCCESS website as part of the CRC website structure for the long term and will continue to host the online library of electronic products of the SUCCESS Program.

3.4.2 Learning

Scale of intervention:	Global
Lead Implementing Organization:	CRC
Other Partnering Organizations:	All partners
Activity Coordinator:	Elin Torell

Background

The SUCCESS program implements a learning strategy to capture lessons that cut across the field sites. In the program's first year, governance baselines were prepared for each of the field sites. The baselines mapped out the recent history of management and the status of the enabling conditions for ICM in the six field sites. They provided a basis for fitting the SUCCESS activities into the larger ICM goals and gave an overview of the current knowledge about the status of environmental resources in each site. A secondary goal with the governance-baselining exercise was to test a handbook for conducting governance baselines and to prepare one or two model baselines to complement the handbook. The model baselines were finalized in June 2007.

Building upon the governance baselines, biodiversity threats assessments were prepared for each SUCCESS country/site as part of a mid-term program review. The assessments identified existing and anticipated direct and indirect threats to biodiversity in each site. They also described local biodiversity conservation efforts that address these threats. The assessments recommended conservation goals and targets, suggested activities to address priority threats, and as necessary, recommended adaptations to the current SUCCESS goals and activities in each site.

The learning strategy also includes a cross-site research component. A primary premise of SUCCESS Program is that tangible benefits to quality of life through a livelihoods approach are a necessary (but not alone sufficient) condition to sustained success of ICM programs. Unfortunately, there is a growing body of anecdotal evidence suggesting many livelihood activities are not increasing household income in coastal communities, or reducing pressure on coastal and marine resources. For this reason, SUCCESS selected this topic as the main theme for a cross-portfolio global learning agenda. Since all three field sites (and the associate award site in Thailand) have significant livelihood components, they provide living laboratories for this learning agenda, and local partners involved in their implementation are clients for the learning outputs.

The microenterprise study was launched in earnest in Year 3, with the goal of learning what factors help microenterprises, which are implemented as part of ICM initiatives, succeed or not. The microenterprises and beneficiaries in Thailand and Tanzania were studied in Year 3, with quantitative surveys conducted in February and March, 2007. In Year 4, similar qualitative and quantitative data and analyses were conducted in Nicaragua. The livelihoods studies were discussed at the learning meeting, held in Rhode Island July 26 – August 1st, 2008. The results have been written up in several reports, published on the CRC website.

Accomplishments to Date to Date

As described in the background section, the three major accomplishments to-date has been preparing the governance baselines, threats assessments, and micro-enterprise cross-site study.

Year 5 Task Objectives

There is one overarching learning goal for Year Five: **To communicate key lessons from the learning agenda as well as the SUCCESS Program writ-large.** Under this there are several objectives—the first and last also cross-referenced under the global leadership section of this workplan.

Publish Special Issues of the Coastal Management Journal and Basins and Coasts

One of the “legacy productions” telling our story by the end of SUCCESS will be a special issue of the *Coastal Management Journal*. After four years of program implementation, it is time to harvest lessons learned and share them with the general coastal management population (e.g. practitioners, students, and researchers). Publishing results in a special issue is a good venue to reach these audiences. Drafts of articles will be ready by January 2009 and Journal editors will select which of these will be included and must be edited/refined by authors.

The SUCCESS Program will also be featured in a special issue of the Basins and Coasts Newsletter (noted earlier) through articles that are synthesized versions of those published in the CM Journal.

Bring Online a Livelihoods Web Portal

The livelihoods web portal will synthesize what we know about sustainable coastal livelihoods. The website structure was developed in FY 08 and the materials have been developed. The final step is now to publish the materials on the website. The materials will include “theoretical” best practices as well as case examples from the SUCCESS livelihoods studies.

Final Year Learning Outreach

In the SUCCESS’ final year, we will communicate the key lessons from the learning activities and the SUCCESS Program writ large. Two key venues will be an outreach event in Washington DC and the Coastal Zone 09 Conference in Boston. The Washington DC event will be a two-hour lunch-time presentation and learning overview. The main audience for this forum will be DC based colleagues, USAID employees working in fields relevant to SUCCESS, and others. The focus on the presentations will be on global leadership and learning from the livelihoods study, climate change adaptation, and fisheries.

SUCCESS will also be featured during the CZ 09 conference in Boston. This will be a chance for us to showcase the SUCCESS program to the wider ICM community. We will organize a panel presentation around SUCCESS which includes at least one person from a SUCCESS field site. We are also considering organizing a pre-conference workshop or a dialogue session during the conference on the SUCCESS certification programs.

Finally, we will explore the possibility of organizing an outreach event to RI and DC based decision-makers to showcase the relevance, importance, and lessons learned from the SUCCESS program.

<i>Tasks and Milestones</i>	<i>Date</i>
CM Journal papers drafted	November 2008
CM Journal papers back from review	December 2008
CM Journal papers ready for print	February 2009
Basins and Coasts SUCCESS special issue	March 2009
Livelihood web portal online	October, 2008
DC-based outreach event	April or May 2009
CZ 09 in Boston	July 2009

Outputs

- CM Journal special issue
- Basins and Coasts special issue
- Livelihood web portal
- CZ 09 proceedings

Expected Results

<i>Indicator</i>	<i>Year 5 Target</i>
12. Publications documenting impacts of best practices	2

Year 5 Close Out and Transition Plan

In Year 5, we will complete the work related to the SUCCESS learning strategy. The activities are designed to showcase and bring to an end the learning program. CRC will continue to include learning as an important objective within other programs (and a possible SUCCESS follow-on), but at this point there are no specific plans to continue this learning activity. The Year 5 tasks are designed to showcase and wrap up the SUCCESS learning agenda.

4. Associate Awards, Leveraged and Complementary Activities

Background

The SUCCESS Leader Award has to date had the US\$ 3.26m *Post-Tsunami Sustainable Coastal Livelihoods Program* in Thailand as its sole Associate Award and which ended March 31, 2008. While there is potential for a possible Associate Award for work related to small scale, nearshore fisheries management and reform in West Africa, there is nothing definitive on this at this time.

4.1 Leveraged and Complementary Activities

The SUCCESS Program has leveraged over a 1.4 million dollars (US) for its activities (see pages 56-58 for more detail). An interesting example of this is the leveraged funding being secured by other donors and programs interested in the SUCCESS Certification Program models in the Latin America and Western Indian Ocean regions, where WIOMSA and EcoCostas have leveraged about 250,000 each. The main funders are the Avina Foundation and LOICZ (Latin America) and the Swedish International Development Agency (SIDA) and the European-Union funded Regional Coastal Management Program (ReCoMap) (East Africa).

Equally impressive is the over US \$4 million that has been secured and that clearly complements—sometimes building upon, sometimes feeding back to—SUCCESS funding and activities. This includes but is not limited to:

In Tanzania, the USAID Mission funds a broad portfolio of ICM activities being implemented by the Tanzania Coastal Management Partnership (TCMP) and which compliment those of SUCCESS. This includes but is not limited to activities in biodiversity conservation; microenterprise development; small-scale, sustainable, native species mariculture; developing and disseminating good practices; influencing policy; etc. ReCoMap has also supported and built upon our on-the-ground activities in Tanzania by providing two grants, totaling around 170,000 dollars to expand half-pearl and milkfish farming. The half-pearl farming and jewelry making efforts on Fumba are also enhanced by a 305,000 dollar grant from the US Department of State and a grant from the McKnight Foundation of 151,000 dollars.

In Ecuador, the USAID Mission provided funding directly to EcoCostas for mapping the Cojimies watershed as well as tapped EcoCostas and CRC expertise to assess its portfolio of Galapagos activities. In addition the PMRC (national ICM agency) has funded EcoCostas to conduct a water quality study in the Cojimies Estuary, a SUCCESS Program site; and the European Union-funded Prodonera project is funding the reforestation of the coastal forest that is also part of the SUCCESS work site area.

In Nicaragua the SUCCESS partner UCA has secured funding from a range of private sources as well as international bi-lateral development agencies for work on issues around shrimp and cockle farming—two issues also being addressed by SUCCESS. UCA-CIDEA and UHH have also partnered to expand water quality and sanitation efforts with funds leveraged from the AquaFish CRSP program.

5. Program Management

5.1 Key Staff

Directors

Brian Crawford (Program Director)	CRC UHH	brian@crc.uri.edu haws@aol.com
Maria Haws (Deputy Director)	CRC	lesley@crc.uri.edu
Lesley Squillante (Deputy Director)		

Tanzania on-the-ground

Aviti Mmochi	IMS	mmochi@ims.udsm.ac.tz
Brian Crawford	CRC	brian@crc.uri.edu
Maria Haws	UHH	haws@aol.com

Nicaragua on-the-ground

Carlos Riva Leclair	UCA	crivas@ibw.com.ni
Maria Haws	UCA UHH	haws@aol.com

Ecuador on-the-ground

Lucho Arriaga	EcoCostas	larriagagye.satnet.net
Rafael Elao	EcoCostas	rafael@ecocostas.org.ec
Pam Rubinoff	CRC	rubi@gso.uri.edu

Learning and KM

Elin Torell	CRC	elin@crc.uri.edu
Bob Bowen	CRC	bob@crc.uri.edu
Lesley Squillante	CRC	lesley@crc.uri.edu

GCC Team

Pam Rubinoff	CRC	rubi@gso.uri.edu
Jim Tobey	CRC	tobey@crc.uri.edu
Don Robadue	CRC	robadue@crc.uri.edu
Glenn Ricci	CRC	gricci@crc.uri.edu

WIO Certification Team

Julius Francis	WIOMSA	Julius@wiomsa.org
Farhat Mbarouk	WIOMSA	farhat@wiomsa.org
Lesley Squillante	CRC	Lesley@crc.uri.edu
Glenn Ricci	CRC	gricci@crc.uri.edu

LA Certification Team

Lucho Arriaga	EcoCostas	larriagagye.satnet.net
Pam Rubinoff	CRC	rubi@gso.uri.edu
Stephen Olsen	CRC	sbo@crc.uri.edu

5.2 Project Internal Communications

To maximize efficiency of team communications while minimizing costs, SUCCESS relies heavily on a suite of electronic media including email and Skype (free-of-charge phone/chat system). SUCCESS also developed remote-entry data systems. One example is the system which allows PMP data to be input remotely from the field to a secure, centralized data management system. Such electronic communications are complemented by the SUCCESS Annual Partner's Meeting, which brings together key partners from the field, the USAID CTO, the CRC Director, and leaders of the SUCCESS Program components. Further, ICM experts from CRC and UHH

provide on-site technical assistance throughout the year.

5.3 Key Products and Reports

The following table lists key products and reports that will be produced in Year 4 along with the deadline or expected completion dates and key individuals at USAID who will receive copies.

<i>Key Products and Outputs</i>	<i>Schedule</i>	<i>Recipient</i>
Program Reports		
Year 5 Workplan	1 October 2008	Richard Volk, CTO and Joseph Schmidt, AO
PMP report	30 October 2008	Richard Volk, CTO and Joseph Schmidt, AO
Semi-annual Report & PMP Report (July 2008–December 2008)	20 December 2008	Richard Volk, CTO and Joseph Schmidt, AO
Progress Report (January 2009 – March 2009)	30 April 2009	Richard Volk, CTO and Joseph Schmidt, AO
Semi-annual Report & PMP Report (January 2009 – June 2009)	30 July 2008	Richard Volk, CTO and Joseph Schmidt, AO
Close Out		
Close out plan	August 30, 2009	Richard Volk, CTO and Joseph Schmidt, AO
Close out report	December 31, 2009	Richard Volk, CTO and Joseph Schmidt, AO
Financial Reports		
Forms SF 269, 269a	quarterly	Richard Volk, CTO
Forms SF 272,272a	quarterly	R. Volk, CTO & www.dpm.psc.gov
Final financial report	December 31, 2009	Richard Volk, CTO and Joseph Schmidt, AO
TraiNet Data	30 days post event	USAID TraiNet database
Volunteers for Prosperity	upon request	VfP Coordinator
Publications	30 days post publication	Richard Volk, CTO and USAID Clearinghouse

Tentative International and US Travel Schedule¹

<i>Program Element</i>					
<i>Month</i>	<i>On-the-Ground</i>	<i>Building Capacity</i>	<i>Networks, KM, and Learning</i>	<i>Global Leadership</i>	<i>Monitoring & Evaluation</i>
October 08				Rubinoff: Mexico; CCR workshop	
November 08		Ricci: EAfrica WIO-COMPAS Olsen/Vallejo: Peru; LAC Certification			
December 08				Ricci: Vietnam GCC	
January 09		Vallejo: RI from Portugal: LAC Certification		Rubinoff/Tobey: Marshall Islands; (State Dept)GCC	
February 09	Haws: Nicaragua; field TA				
March 09	Ricci: EAfrica WIO-COMPAS	Olsen: Ecuador; LAC Certification			
April 09			Bowen: EA; transfer of mariculture & WIO-COMPAS systems to WIOMSA		
May 09				Torell, Olsen, Crawford, Rubinoff, Francis:	

¹ Dates, traveler and purpose are estimates based on the workplan activities. All travel assumes a multi-purpose agenda with an emphasis of each trip on one of the program elements. Traveler name and primary trip purpose may change based on workplan schedule and progress.

<i>Month</i>	<i>On-the-Ground</i>	<i>Building Capacity</i>	<i>Networks, KM, and Learning</i>	<i>Global Leadership</i>	<i>Monitoring & Evaluation</i>
				Washington DC. Learning event Rubinoff: Marshall Islands State Dept; GCC	
June 09	Ricci: EAfrica WIO- COMPAS				
July 09		Olsen: Ecuador; LAC Certification		Crawford; Torell; Ricci: Boston; Coastal Zone09	
August 09			Olsen: Tanzania; Review all activities, results, impacts		
September 09					

5.3 Monitoring, Evaluation and Reporting

There will be no major changes to the monitoring, evaluation, and reporting system in Year 5. The web-based monitoring system will continue to be used to feed information to the quarterly and semi-annual reports. This system works well, allowing partners to input data and documentation into the system remotely. Data entered go through quality control checks by the M&E coordinator at CRC. Once information is cleared and loaded into the database, partners with access to this internal system, including key USAID personnel, can generate summary reports.

The CRC M&E coordinator will continue to contact the field coordinators quarterly to ensure data is entered and current for each reporting cycle. As necessary, the M&E coordinator will provide technical assistance to the field coordinators to ensure the results framework is properly monitored. This will help ensure that similar approaches are being used to capture information for in-Program adaptations and cross-Program learning.

Planning is underway for end-of-project monitoring, evaluation, and reporting activities to take stock of the achievements and lessons learned.

<i>Tasks and Milestones</i>	<i>Date</i>
Collect PMP data	Quarterly
Prepare and submit quarterly and semiannual reports to USAID	Quarterly

5.4 Issues and Challenges

The most significant challenge this year lies in maximizing the likelihood that initiatives implemented through SUCCESS have the financial resources and the necessary local capacity to continue after the Program ends. While some good progress has been made to date, efforts will continue in this final year to secure the needed partnerships, monies, and other support that can help ensure SUCCESS activities continue wherever possible. This could include activities within any of the SUCCESS categories of global leadership, e.g., continued testing of the application of the Adaptation to Coastal Climate Change guidebook; to capacity building, e.g., continuing to further develop and decentralize the WIO-COMPAS certification program; to on-the-ground activities such as continuation of a community based management of cockles in the Menai Bay Conservation Area; to knowledge management and learning, e.g. the continuation of the mariculture forum in the Indian Ocean region through WIOMSA.

The final challenge will be to strike the right timing of and balance between continuing to maximize the continued implementation of field and other SUCCESS Program activities with the closing out of these. As part of this close-out process, it will be essential to appropriately celebrate with partners in the field the achievements made during the Program and at the same time encourage them to continue seeking the support that in many cases will be needed to sustain some of these initiatives into the future.

6. Budget

This section provides details of the annual budget aggregated in different ways. The budget assumes a carryover of Year 4 funds⁷ of \$ 417,275 plus a Year 5 obligation of \$337,500 for a total of \$ 754,775

Budget by Line Item

<i>Item</i>	<i>USAID</i>	<i>CRC Cost Share</i>	<i>UHH Cost Share</i>	Total
Salary	244,426.95	47,818.96	11,709.30	303,955.21
Consultants				0.00
Fringe Benefits	114,880.67	22,474.91	2,576.05	139,931.62
Other Direct Costs	26,532.29			26,532.29
Travel	42,500.00			42,500.00
Sub-agreements	185,939.24			185,939.24
Direct Costs	614,279.15	70,293.87		698,858.36
Indirect @32.8%	140,495.49	23,056.39	3,928.47	167,480.35
Total	754,774.64	93,350.25	18,213.82	866,338.71

Budget by Program Element

The following table reflects estimated expenses for on-the-ground work and training in each of the respective countries and international travel to those countries for program work. The total does not equal the entire budget for SUCCESS Program activities, as many budget line items are not country-specific.

<i>Program Element</i>	<i>USAID</i>	<i>Cost-Share</i>	Total
Building Capacity	217,921	93,350	311,271
Networks, Knowledge Management	37,748		37,748
Global Leadership, Communications and Outreach	264,762		264,762
On-the-Ground Results	150,213	18,214	168,427
Program Management	84,131		84,131
Total	754,775	111,564	866,339

Budget by Country

The following table provides a summary of the travel budget for all international travel and US based travel. Travel is broken down by Program element and by the partner organizations initiating the travel.

<i>Country</i>	Total
Ecuador	107,438
Nicaragua	44,040
Tanzania	113,725

⁷ Frontloaded in year 4

International and US Based Travel Budget

<i>Program Element</i>	<i>CRC</i>	<i>UHH</i>	<i>UCA</i>	<i>ECC</i>	<i>WIOMSA</i>
Building Capacity	22,200				
Networks, Knowledge Management	5,000				
Global Leadership, Communications, Outreach	13,300	5,400	0	0	4,320
On-the-Ground Results		3,375			
Program Management	2,000				
Total	42,500	8,775	0	0	4,320

Leveraged Funding

Fiscal Year	Leveraging Partner	Donor	Activity	Leveraged Funds
LATIN AMERICA REGION				222,676
2006	EcoCostas	AVINA	Support for EcoCostas Director to launch on the ground projects and develop regional network	39,500
2007	EcoCostas	AVINA	Business and Communications Plan	32,000
2007	EcoCostas	AVINA	ICM Certification training module	15,900
2007	EcoCostas	LOICZ	ICM Certification ToT	34,561
2008	EcoCostas	LOICZ	Governance baseline publication, governance manual finalization	32,235
2008	EcoCostas	AVINA	certification standards good practices	7,852
2008	EcoCostas	AVINA	Business plan	13,000
2008	EcoCostas	AVINA	Consolidate the EcoCostas network	47,628
ECUADOR				79,216
2005	EcoCostas	USAID Ecuador	Watershed characterization in the reserve and estuary	30,000
2006	EcoCostas	USAID	Chame Extension	5,000
2006	EcoCostas	PMRC	Design training program for Chame culture	4,000
2006	EcoCostas	URI WILD	Support for Ecuadorian participation in Summer Institute in Coastal Management	5,000
2006	EcoCostas	InWent	Eco Clubs	1,716
2007	EcoCostas	USAID Ecuador	Construct nursery	2,000
2007	EcoCostas	PMRC	Water quality survey Cojimies Estuary	20,000
2008	EcoCostas	PMRC	Fondos procedentes del Programa de Manejo de Recursos Costeros	6,000
2008	EcoCostas	USAID Ecuador	Construct nursery	500
2008	EcoCostas	USAID CRSP	Mexico Chame Aquaculture Research visit to Cojimies	5,000

Fiscal Year	Leveraging Partner	Donor	Activity	Leveraged Funds
NICARAGUA				83,411
2006	CIDEA	OIKOS	Funding that complements training on aquaculture and integrated management	8,072
2006	CIDEA	Japan	Development of best management practices, training and materials	7,831
2006	CIDEA	UCRECEP	Cockle aquaculture development	3,384
2006	CIDEA	Japan	Economist for shellfish economic and marketing study	1,128
2007	CIDEA	OIKOS	Post Larvae collection training in Manzano and BMP FINCAMAR	2,400
2007	UHH	CRSP	Shellfish Sanitation Monitoring in Nicaragua	37,000
2007	CIDEA	contribution from other departments	Tourism - aquatic trail development and eco-tourism training	7,196
2007	CIDEA	contribution from other departments	Bread Production Business Plan and Extension (Business School)	1,207
2007	CIDEA	Japan	Water quality microbiology analysis and cockle HepA analysis	2,497
2008	CIDEA	Lornnica foundation	Support for development of bakeries in Puerto Morazan and El Realejo	3593
2008	CIDEA	CRSP	Support for research on the microbiology of bivalves in Aserradores (year 1)	8,103
2008	CIDEA	CIDEA	Support to ICM training	1,000
EAST AFRICA REGION				250,647
2005	WIOMSA	WIOMSA	WIOMSA Director Salary for time on SUCCESS	12,000
2005	WIOMSA	ACDI VOICI	Training Support	250
2005	WIOMSA	IMS	Training Support	600
2005	WIOMSA	CRSP	Training Support	2,600
2005	WIOMSA	WIOMSA	Training support	12,636
2006	WIOMSA	WIOMSA	WIOMSA Director Salary for time on SUCCESS	24,000
2006	WIOMSA	ACDI VOICI	Training Support	250
2006	WIOMSA	IMS	Training Support	500
2006	WIOMSA	WIOMSA	Training Support	800
2006	WIOMSA	Commission for Science and Technology	Training support	500
2007	WIOMSA	WIOMSA	WIOMSA Director Salary for time on SUCCESS	24,000
2007	WIOMSA	Sida	Certification Workshop	35,000
2007	WIOMSA	Sida	KM - IT systems upgrade	15,500
2008	WIOMSA	RecoMap	WIO-COMPASS	86,011
2008	WIOMSA	WIOMSA	WIOMSA Director Salary for time on SUCCESS	24,000
2009	WIOMSA	WIOMSA	WIOMSA Director Salary for time on SUCCESS	12,000
TANZANIA				729,898
2006	WIOMSA	School of Intl Training	Undergrad working with women in Fumba	600

Fiscal Year	Leveraging Partner	Donor	Activity	Leveraged Funds
2006	WIOMSA	Sida/SAREC	Two MARG 1 grants to study shellfish and milkfish farming	12,000
2006	WIOMSA	Private source	Donation of half-pearls to Fumba micro-industry	900
2007	CRC	URI-IGERT	Fellow for economics analysis of seaweed farming	6,500
2007	CRC	URI-IGERT	Fellow for No-Take Reserve Monitoring	6,500
2007	UHH	Amer. Pearls	Half Pearl donation for jewelry business development	1,000
2007	UHH	Packard	Summer MBA Interns for developing marketing manual	3,000
2007	UHH	Packard	Support for review of marketing manual	1,000
2007	WIOMSA	Sida/SAREC	MARG2 contract -milkfish research	5,800
2007	WIOMSA	Sida/SAREC	Master's scholarship for half-pearl research	8,562
2007	WIOMSA	Parliamentary Committee Social Welfare	Project support	200
2007	WIOMSA	UDSM; College of Engineers	Project support	200
2007	WIOMSA	WWF	milkfish training course	1,200
2007	WIOMSA	IUCN	milkfish training course	1,200
2007	WIOMSA	UNEP	milkfish training course	1,200
2007	WIOMSA	RecoMap	milkfish training course	1,200
2007	WIOMSA	Sida	Milkfish manual preparation/printing	3,000
2007	WIOMSA	U.S. Ambassador to Tanzania	Mlingotini Seaweed group	23,000
2007	WIOMSA	WIOMSA	Assessment of ongoing mariculture along the coast	3700
2008	IMS	McKnight Foundation	establish small-scale shellfish farming activities involving women residents of coastal villages on the island of Unguja, Zanzibar, in Tanzania	151,000
2008	WIOMSA	IMS	travel to international trade fair in Dar + for aquarium	4041
2008	WIOMSA	SME competitiveness facility	Seaweed cluster grant agreement	18,000
2008	WIOMSA	ReCoMap	Half-pearl farming and jewelry making scale up	36,463
2008	WIOMSA	RecoMap	Milkfish farming expansion	134,555
2008	IMS	US State Department	Half Pearl production, jewelry making and marketing	305,077
THAILAND				100,000
2006	AIT	Coca-Cola	Learning Center construction and outfitting	100,000
LEVERAGED FUNDING TOTAL				1,465,848

Annex A: Performance Management Report: Overview of Results to Date

The following table gives an overview of the results to date on the indicators and targets established in the Performance Management Plan. Detailed information on each indicator and field site can be provided upon request.

indicator	FY 05-07 Targets	FY 05-07 Results	FY 08 Targets	FY 08 Results	FY 09 Targets	LOP Targets	Cumulative Results	Comments
1. Number of biologically significant hectares		150,921	11,619	70,380	0	240,173	221,301	We do not expect any additional hectares in FY 09.
<i>Marine hectares</i>	135,570	133,365	8,827	17,439	0	183,286	150,804	
<i>Terrestrial hectares</i>	22,617	17,556	2,792	52,941	0	56,888	70,497	
2. Number of hectares in areas of biological significance showing improved biophysical conditions for selected parameter(s)	no target	0	no target	14,162		no target	14,162	The hectares counted this year include the Aserradores Estuary, Nicaragua, and the Fumba Peninsula, Zanzibar, where monitoring of no-take zones show that cockle abundance are improving.
3. Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation implemented	3	3	2	3		7	6	A review of policies, laws, etc conducted in August 2008, revealed that three policies had been adopted in FY 08: zoning agreement for seaweed and fishing in Bagamoyo, no-take zones in Asseradores, and a management plan for Estero Real.
4a. Leveraged funding (site level)	no target	219,193	no target	673,332		no target	892,525	
4b. Leveraged funding (regional)	no target	250,597	no target	222,726		no target	473,323	Significant resources were leveraged in FY 08. See further description in leveraged funding and activities section.
5. Number of persons participating in coastal resources and conservation planning initiatives	1,498	2,286	245	1453		1356	3,739	Significantly over target.

indicator	FY 05-07 Targets	FY 05-07 Results	FY 08 Targets	FY 08 Results	FY 09 Targets	LOP Targets	Cumulative Results	Comments
6. Number of people with increased economic benefits derived from sustainable natural resource management and conservation.	614	429	60	70		709	499	Below target.
7. Number of new or improved enterprises developed	178	174	4	15		182	189	On target
8. Monetary value generated from sustainable natural resources or conservation initiatives							70,254	
9. Number of people trained	325	654	100	84		500	738	
10. Number of training courses implemented	16	30	5	6		22	36	
11. Number of active participants in web-based regional networks	25	21	23	66		48	87	The WIOMSA mariculture network was launched in FY 08. There are 66 members in the network.
12. Publications documenting impacts of best practices	no target	26	no target	4		no target	30	
13. Number of American volunteers	6	7	2	4		10	11	The last volunteer went to Tanzania in August 2008.
14. Volunteer person days	72	202	24	55		120	257	
15. Value of volunteer time (\$)	29,219	39,112	3,722	8,616		18,166	47,728	
16. % females participating in coastal resources and conservation planning initiatives	50%	47%	48%	37%		42%	43%	
17. % females with increased economic benefits derived from sustainable natural resource management and conservation.	30%	69%	20%	34%		27%	64%	

indicator	FY 05-07 Targets	FY 05-07 Results	FY 08 Targets	FY 08 Results	FY 09 Targets	LOP Targets	Cumulative Results	Comments
18. % females trained	30%	43%	30%	44%		30%	41%	
19. Number of female participants in web-based regional networks	38%	40%	33%	35%		38%	38%	
% female American volunteers	50%	29%	50%	50%		50%	36%	



Sustainable Coastal Communities and Ecosystems Program (SUCCESS)
A component of the Integrated Management of the Coastal and Freshwater Systems Program (IMCAFS)