

Sustainable Coastal Communities and Ecosystems Program (SUCCESS)

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

Year 6 Workplan

October 1, 2009 – September 30, 2014



USAID
FROM THE AMERICAN PEOPLE



**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**

Year 6 Workplan

October 1, 2009 – September 30, 2010

(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
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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 for a total ceiling of US\$ 4,335,900. In September 2009, this award was extended for another five years with additional annual funding estimated at US\$ 300,000 and a new ceiling of US\$5.6 million. The University of Hawaii (PACRC/UHH) is a sub-recipient of the SUCCESS Program. During the initial five years of the Program, implementing partners included the Western Indian Ocean Marine Science Association (WIOMSA), Zanzibar, Tanzania; the 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. However, field and regional activities with CIDEA and EcoCostas were phased out over the last two years. The Program also works with strategic partners—the Sea Grant Association of Universities; The Nature Conservancy (TNC); World Wildlife Fund (WWF); and Conservation International (CI)—as opportunities for their involvement arise through Associate Awards.

The first phase of SUCCESS placed a major emphasis on on-the-ground results at selected field sites in three countries (Ecuador, Nicaragua and Tanzania) along with regional and global scale activities. Major accomplishments in the first year include:

- Approximately 220,000 hectares of marine and terrestrial biologically significant areas under improved management
- Over 14,000 hectares in areas of biological significance showing improved biophysical conditions for selected parameters
- Eleven policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation implemented
- Leveraged over \$US 1.6 million in additional funding supporting project activities
- 4,359 persons participating in coastal resources and conservation planning initiatives (45 % women)
- Approximately 500 people with increased economic benefits derived from sustainable natural resource management and conservation (64% women).
- 752 people trained (40% women) from 36 courses implemented on natural resources management
- 87 persons actively participating in web-based regional learning networks
- 38 Publications produced documenting impacts of best practices

The second phase of SUCCESS will be somewhat different from the first. Centrally funded activities in phase two will be directed at global and regional leadership initiatives with a focus on completing and sustaining activities that address major issues posed by coastal change and coastal governance at global and regional scales. A second major difference is in the funding. The annual investment in phase two of the SUCCESS Program will be less than half of that invested in phase one (4 million in Phase one versus 1.5 million in Phase two). In phase two, however, the Program will be enriched by Associate Awards funded by specific USAID Missions. At the end of Year 5, two Associate Awards were negotiated for activities in the Gambia and Ghana for a combined total of \$12.5 million. These Associate Awards will provide many opportunities for applying the methods developed in phase one and further developing them for applications elsewhere. The global and regional themes selected as focal points for phase two of SUCCESS are:

- coastal adaptations to climate change,
- increasing the capacity to manage Marine Protected Areas, and
- promoting collaborate learning in topics such as diversification of coastal livelihoods and effective governance.

1.1 Program Description

The SUCCESS Program contributes to CRC's organizational vision to promote coastal governance worldwide. The goal is to provide global leadership in integrated coastal management in biologically significant areas 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

SUCCESS provides global leadership in key issues of concern to integrated coastal management (ICM) in the 21st century, including the issues of:

- Climate change impacts on the world's coastlines and the need to develop adaptation strategies to address these impacts
- The need for innovative approaches to capacity building—approaches that go beyond one-off training and that tag capacity to proven standards of competence
- a lack of critical learning and/or dissemination of that learning on issues that are key to achieving sustainable coastal development
- The need to scale-up on-the-ground ICM practice and results especially in the areas of sustainable livelihoods, improved governance, and sustainable fisheries and mariculture

The following sections outline the detailed actions that the SUCCESS Program will take to address these issues.

Promoting coastal adaptations to climate change.

CRC provides governments, businesses and communities with the knowledge and tools they need to make good decisions about adapting to the impacts of climate change through training, technical support and a decision and learning framework that aids in selecting measures appropriate to specific contexts. The strategies, tools and methodologies promoted by CRC are highlighted in “Adapting to Coastal Climate Change: A Guidebook for Development Planners”, developed and published in SUCCESS Year 5. Objectives for the climate change component of the SUCCESS Program's phase two are:

- Synthesis and learning—sharing what works and avoiding what does not—through a series of case studies, three detailed adaptation guidance documents, an expanded web site, and participation in selected networks of practitioners
- Capacity building—empowering leaders and enabling organizations to take action—through formalized training curricula and mentoring that is strategically delivered to field-based practitioners and USAID programmers of targeted initiatives
- Providing technical assistance—helping organizations and communities apply solutions—completing the pilot demonstration and using tested methods to provide assistance to leveraged USAID program initiatives
- Situation analysis and strategy formulation —institutionalizing climate change— through a mainstreamed approach within USAID leveraged programs

Year 6 will field test the application of the methods as outlined in the Guide in the Republic of the Marshall Islands (RMI). This will be documented as the first in a series of training case studies, and delivered in selected training venues together with formalized curricula on elements of vulnerability assessment and adaptation planning.

Increasing capacity for effective management of marine protected areas (MPAs)

CRC is investing in the formulation of certification programs for professionals working to promote the stewardship of coastal ecosystems. These programs define standards as the benchmark against which to assess whether a professional has the education, knowledge, skills, and experience needed to effectively manage coastal ecosystems. The pilot, the Western Indian Ocean Certification of Marine Protected Area Professionals program or WIO-COMPAS (<http://www.wio-compas.org>) is the first of its kind. It was developed in recognition 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 integrated coastal management (ICM), of which MPA management is just one element. The objectives for Phase two are to:

- Advance a sustainable WIO-COMPASS model program in the western Indian Ocean region
- Educate and build constituencies for the MPA PRO program in two additional regions and countries
- Make MPA PRO materials and a website available in Spanish
- Win eight additional endorsements of the program by international and/or national institutions with interests in MPA management
- Document the code of practice and essential competencies for coastal ecosystem governance developed with EcoCostas for the Latin American Region and promote this as a more systematic means of needs assessment, capacity building and professional development in ICM.

In SUCCESS Year 6, CRC will continue to finalize two of the three levels in this program, decentralize the program in the Western Indian Ocean region, and work to apply the program in other regions. SUCCESS will also produce a seminal document emanating from the coastal governance certification efforts in Latin America—a document that will serve to inform those working to manage the larger scale coastal and marine ecosystem within which most MPAs are found.

Collaborative learning

CRC makes major investments in contributing to global and regional efforts to apply the principles of ecosystem based governance to the diversity of issues posed by global change in coastal ecosystems. CRC promotes a learning-based approach that calls for the careful examination of the drivers of change in a specific locale and analytical frameworks designed to encourage learning across sites and at a range of spatial scales. In phase one of SUCCESS, efforts were directed at the codification of the good practices that have emerged from the practice of integrating approaches to the challenges of coastal change and to their dissemination through manuals, papers, presentations and a diversity of capacity building measures.

In the second phase of SUCCESS, the Program will work to assemble and disseminate good practices on the following topics:

- Sustainable small scale fisheries and low impact aquaculture
- Diversified livelihood strategies
- Methods for the analysis of governance responses to coastal ecosystem change

In Year 6 SUCCESS will:

- Finalize and disseminate the guidance document “Sustainable Fisheries and Responsible Aquaculture: A Guide for USAID Staff and Partners”,
- Continue to research and share lessons learned on sustainable livelihoods models that not only generate income for individuals, but that use natural resources in a more sustainable way, and
- Further disseminate and apply at field sites “governance baselines” and associated methods designed to characterize the strengths and weakness of governance system capabilities to respond to priority issues posed by coastal ecosystem change.

Specific events in Year 6 designed to disseminate CRC methods and the learning that results from their application include: (1) a Washington DC-based “Lessons Learned” event in Spring 2010, (2) a special

issue of the Coastal Management Journal (CMJ) and, (3) a special issue of the Basins and Coasts newsletter comprised of summary versions of the CMJ articles. In addition, the sustainable fisheries and mariculture guide will be completed and approaches to assessing progress in ecosystems governance will be applied in CRC field sites funded through associate awards and other means.

1.2 USAID Strategic Goals and Regional Priority Interests

SUCCESS contributes to USAID strategic goals and priority interests, especially on “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 and biodiversity conservation). SUCCESS also places an emphasis on:

Food security by promoting reform in the policy and practice of the nearshore fisheries upon which so many coastal communities in developing countries 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—both topics covered in the “*Sustainable Fisheries and Responsible Aquaculture: A Guide for USAID Staff and Partners*” mentioned earlier.

Prosperity by helping identify and share lessons learned about livelihoods strategies that can help reduce poverty in communities—by providing food and income—but through an approach that also sustains and promotes the health of the biodiversity-rich resources upon which this very food and income depends.

Management and conservation of natural resources—by promoting through Guidebooks and training on proven best practices, tools and approaches for managing coastal resources within the context of such pressures as those resulting from climate change—approaches that marry 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 promoting best practices that “support” policies that should be in place, whether those are policies and laws focused on a reformed sustainable fisheries and or policies that recognize and mainstream considerations of the impacts from climate change.

Local capacity development by finalizing the development of a more long-term capacity-building strategy for MPA management that certifies individual professionals meet established standards of competence in an array of skill areas needed to be effective in that field. Effective MPA management is just one tool that can contribute to biodiversity conservation.

Inequality by promoting—whether it be in its Guidebooks, its piloting of new and innovative models for capacity building, or its learning approach—the important role of stakeholder involvement, especially of the disenfranchised, including women.

Local and global health crises of HIV/AIDS—by disseminating what has been learned about alternative income-generating activities that acknowledge victims’ loss of stamina for energy-demanding jobs. This includes the research that indicates that individuals suffering from HIV/AIDS are often “driven” to destructive use of marine/coastal resources primarily because they perceive this as the only way to reduce the time required to secure their food or income through more traditional means.

Biodiversity as it is linked to all of the issues above—i.e., people who are physically healthy, who have sufficient income and food, who have a voice in the governance of their place, and who are supported by wise policies are more likely to take an active role in protecting and conserving the biodiversity of the marine/coastal resources upon which their quality of life is intimately linked.

2. Year 6 Activities

2.1 Climate Change: Mainstreaming Coastal Adaptation and Resilience

Scale of intervention: Global

Lead Implementing Organizations: CRC

Other Partnering Organizations: UHH, NOAA, IRG, RMI/CMAC, TNC

Activity Coordinator: Pam Rubinoff

Background

The accelerating pace of global climate change will increase its impacts on coastal communities and ecosystems. About 2.7 billion people—over 40% of the world's population—live in affected coastal areas. These areas face a growing list of problems associated with population growth, habitat change, resource over-exploitation and degradation, water pollution, and changes in freshwater flows. Climate change amplifies existing stresses on coastal areas leading to increased flooding, coastal and landscape erosion, damage to economic infrastructure and detrimental changes to biodiversity and valued ecosystems.

Coastal communities need to adapt existing coastal management strategies to address climate change as well as take on new, integrated measures. Adaptation—the process by which humans respond to actual or expected climatic changes and their impacts—will need to be mainstreamed into the coastal development and conservation agendas at all levels, from communities to regions to nations, in order to be most effective. There are also some opportunities to employ coastal adaptation measures to mitigate the sources of climate change, for example through ecosystem conservation and restoration, coastal forest management and alternatives to fuel wood consumption—the latter being a major threat to biodiversity in energy-hungry developing countries.

In addition to efforts at promoting climate adaptation through USAID Global Programs—e.g., the Water Team and Climate Team—some USAID missions and partners are also actively addressing these concerns in their portfolios. For example, the Regional Development Mission for Asia (RDMA) recently published a "Global Climate Change in the Asia-Pacific Region: An Analysis and Road Map for the USAID Regional Development Mission" report and has initiated a Regional Climate Change Adaptation Assessment. As well, the Coral Triangle Initiative, also supported by USAID, has identified climate adaptation as a goal of its action plan.

Since 2007, SUCCESS has been promoting the USAID leadership role in climate change by providing its Missions and partners with tools and techniques to mainstream adaptation to coastal climate change implications in all sectors of its work. This Year 6 workplan reflects a continuation of this leadership role.

Accomplishments to Date

In 2007, CRC began—as part of the SUCCESS Program's Global Leadership element—to address coastal climate change adaptation in the countries and regions that were the focus of the Program. Since that time, much has been accomplished. The SUCCESS Program's Adaptation to Climate Change (ACC) initiative has been built on partnerships and leveraging funds—from the USAID Climate Program and the U.S. State Department—and has emphasized the value of integrating adaptation into coastal biodiversity conservation and livelihoods initiatives. Some key SUCCESS accomplishments in coastal climate change adaptation are highlighted below.

Information sharing

"Adapting to Coastal Climate Change: A Guidebook for Development Planners" was released to the public by USAID in a workshop at the World Ocean Conference in May 2009. The document is available

on both the USAID Global Climate Change Program website and the CRC website. A printed version became available in August 2009, and is now in distribution. *The Guidebook* provides a detailed treatment of climate change concerns in coastal areas and is divided into three sections. The *Summary for Policy Makers* provides an overview of the critical issues and introduces the process to incorporate adaptation within coastal programs. *Chapters one through six* highlight vulnerability assessment and action planning, and then outline how adaptation can be most effectively mainstreamed, implemented and evaluated. The *Annex of Adaptation Measures* includes 17 practitioner-oriented briefs describing approaches for adaptation through management actions and strategies. Many of these are familiar to coastal management professionals—i.e., while the climate lens is new, most of the tools are not. A climate change “lens” means planning in longer timescales with a wider range of possible variability.

Training and outreach

Using leveraged funds, the Guide has been tested in several international workshops and training events undertaken with other partners and venues including but not limited to those from Ecuador (regional network of leaders), Vietnam, the Pacific Small Island States, Indonesia (World Ocean Conference), CRC's Coastal Management Institute, Washington DC (International Marine Conservation Congress). CRC, in collaboration with the International Resources Group (IRG), has developed and tested a two-day Variability and Adaptation training module and a one-day Coastal module. CRC has also teamed up with the National Oceanic and Atmospheric Administration (NOAA) and other field partners including Conservation International (CI), World Wildlife Fund (WWF), and host country nationals to design and deliver seven to ten-day training workshops in Vietnam, the Philippines, and the Galapagos. These events are specifically designed and delivered to enhance the capacity of practitioners working in protected areas, with the intent of incorporating climate concerns and adaptation within their management plans.

Field-level application

The tools and techniques of the Guidebook have been put into action through a USAID-US State Department partnership for *Integrating Coastal Adaptation to Climate Change into Community-Based Management Plans: A pilot project to apply methodology and techniques in the Republic of the Marshall Islands (RMI)*. The focus of this effort, underway since February 2009, is to mainstream adaptation into local/national planning efforts in the RMI, with particular emphasis on the National Conservation Strategy, which applies a community-based natural resource management approach to conservation and management of atoll ecosystems. Key to this has been building the capacity of the Coastal Management Advisory Committee, which represents the key coastal agencies and organizations that lead the efforts to plan and implement adaptation initiatives with communities.

The accomplishments above have seeded several other mainstreaming opportunities for CRC engagement with USAID. Climate change adaptation has been incorporated into CRC's four-year strategy for Ghana and The Gambia as well as in its pending proposal to USAID Tanzania for the Tanzanian Northern Seascape project. CRC will also carry out capacity building for climate change adaptation in the Tanzanian watersheds of the Wami and Ruvu Rivers. Further, a strategy for climate adaptation will be developed for the urbanized area surrounding the Estero Salado mangrove protected area in Ecuador as part of the USAID Ecuador Mission's "Partnership for Biodiversity in Ecuador's Pacific Lowlands and Coast" project, in which CRC is a partner. Finally, the Building Actors and Leaders for Excellence in Community Development (BALANCED) Project—an integrated population/health/environment (PHE) initiative lead by CRC—has recently secured \$281,000 from the Asia Bureau to provide technical advice and services for climate adaptation related to glacial melt as it is linked to PHE issues.

Year 6 Task Objectives

Year 6 objectives for this element of the SUCCESS Program follow. Objectives 2 and 3 will continue through the Life-of-Program as the adapting to climate change (ACC) initiative continues to leverage value-added opportunities and funding to reduce the impacts of climate change on biodiversity, livelihoods and community well-being.

1. **Complete the pilot project in the Republic of the Marshall Islands (RMI)**—provide technical assistance to help member organizations of the RMI's Coastal Management Advisory Committee (CMAC) demonstrate a replicable process for linking climate change and biodiversity conservation planning, with application at the national and local scales.
2. **Support the emerging global community of practice in coastal climate change adaption** by synthesizing lessons learned through SUCCESS and share what works and what does not related to planning and implementing adaptation actions to address climate impacts and implications.
3. **Identify and empower climate change adaptation champions** to take action to promote the mainstreaming of adaptation measures within national, local and private sector entry points where CRC is working—helping these champions to articulate and address the role that climate change plays in increased threats to biodiversity, livelihoods, and the overall well-being of coastal communities and ecosystems.

Objective 1: *Complete the pilot project in the Republic of the Marshall Islands (RMI)—provide technical assistance to help member organizations of the RMI's Coastal Management Advisory Committee (CMAC) demonstrate a replicable process for linking climate change and biodiversity conservation planning, with application at the national and local scales.*

SUCCESS Year 5 carryover funds will be used to complete *Integrating Coastal Adaptation to Climate Change into Community-Based Management Plans: A pilot project to apply methodology and techniques in the Republic of the Marshall Islands*. This pilot application demonstrates techniques of the Coastal Adaptation Guidebook—e.g., how to mainstream adaptation through a national entry point (Reimaanlok, the National Conservation Strategy), with its direct application at the local atoll level where it is implemented.

SUCCESS Program efforts in the RMI introduced climate change and coastal adaptation concepts to the CMAC (interagency and nongovernmental organization council) as a tool to complement community-based resource management planning. As a result of year 5 SUCCESS efforts, a climate change lens was adopted into the Reimaanlok process. Through this effort, CMAC recognized that changes in the overarching process were needed before the climate lens could be effectively mainstreamed. As such, CMAC will take the lead to complete a review of the participatory process and incorporate the climate lens as part of that effort. CRC will provide targeted feedback to CMAC.

Climate mainstreaming was first exercised on the Namdrik atoll in September 2009, where it became apparent that the community is suffering from coastal erosion partly due to climate change impacts. This is of great concern to the community and resource managers. As part of the Reimaanlok process, the CMAC has initiated the management planning phase, and feels that it is critical to include adaptation to shoreline erosion within its management strategy to protect the community's natural resources and infrastructure. The next step for CMAC will be to continue community consultations to help Namdrik address erosion problems that will likely be exacerbated by accelerated sea level rise and increased storms. Towards this end, SUCCESS will focus its efforts on a field assessment that links technical expertise (engineer and coastal geologist) with participation from both CMAC and the community. The result will be an assessment of erosion issues and a set of options to address these concerns, so that community and CMAC begin to leverage implementation through various conduits (e.g., the Pacific Island GEF adaptation grant program).

In addition, the team will use this field experience to define a methodology that can be used by CMAC and other practitioners facing the increasing challenges of climate-induced erosion. This complements the Coastal Guidebook's adaptation measures and provides the basis for the first detailed "how to" guidance

that will be produced throughout the SUCCESS Life-of-Program (see objective 2 below).

The RMI experience will be summarized in two ways. First, the CMAC will lead the development of a document for member organizations on the field-based process and tools for developing community-based resource management plans, with an added climate overlay. This will include a short summary of the application of the vulnerability and adaptation exercises conducted for the freshwater (majuro) and the erosion (Namdrik). Second, the URI team will take the lead, in collaboration with the CMAC, IRG, and UHH to complete an RMI teaching case study for use in training exercises (as described below in Objective 2)

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Presentation of RMI and Guidebook in Copenhagen by USAID and partners summarizing of the methods for integrating climate and community-based conservation	December 2009
Feedback to the Reimaanlok process with a climate lens	April 2010
Field assessment report by engineer/geologist, including methodology for assessing shoreline erosion and recommendations for addressing this problem at the community level	April 2010
Outreach document on Reimaanlok community-based process, with a climate lens.	September 2010

Outputs

- Powerpoint presentation summary of the methods for integrating climate and community-based conservation
- Field assessment report, including methodology for assessing shoreline erosion and recommendations for addressing this problem at the community level
- Document on Reimaanlok process, including a climate lens applicable to RMI and other similar environment

Objective 2: *Support the emerging global community of practice in coastal climate change adaption by synthesizing lessons learned through SUCCESS and share what works and what does not related to planning and implementing adaptation actions to address climate impacts and implications.*

Well-designed case studies are an opportunity to document lessons learned while providing a valuable tool to build the capacity of practitioners and decision-makers. With the goal of developing a series of case studies throughout SUCCESS, CRC will develop a robust template as the framework for the RMI teaching case study. This template will be used throughout the five-year SUCCESS extension to develop case studies as other opportunities are identified. The completed RMI case study will be unveiled at the 2010 CRC Coastal Management Institute. SUCCESS will investigate opportunities for leveraged funding for RMI participants. Using RMI experience, tools, and information, the case study provides a platform for analyzing vulnerability and adaptation options. The case will also provide valuable insights for linking biodiversity and climate change within a coastal management context and will be especially relevant to small island developing states. Case studies will also be incorporated into other community of practice forums such as EcoAdapt (North America) or the Ecosystems and Livelihood Adaptation Network (IUCN-WWF).

This five-year SUCCESS extension provides an opportunity to examine and elaborate upon adaptation measures presented in the Guidebook. The aim is to contribute useful “how to” guidance with detailed

tools to assist practitioners and policy makers to incorporate adaptation into development and conservation programs. SUCCESS Year 6 will focus its initial phase of learning on addressing the options for shoreline protection (building upon the RMI pilot and existing collaborations with Rhode Island’s Coastal Program). CRC will join forces with SUCCESS partner TNC and other collaborators (e.g. The World Bank, Wetlands International) to advance shoreline management issues through ecosystem-based adaptation (EBA).

TNC is actively developing tools and methods for decision-support and design of specific shoreline protection strategies that minimize impacts to natural resources while capitalizing on the environmental services of critical ecosystems (wetlands, intertidal areas, beaches). This theme and the ongoing research and learning surrounding it support and leverage the ongoing CRC activities in adaptation planning that are taking place in the RMI, Ecuador, and Rhode Island.

With common objectives, SUCCESS will participate in and be one of the co-sponsors of an experts’ meeting. This will contribute to an overarching goal to bring together the existing science, economic information, and on-the-ground experience to provide policy and practitioner-relevant information on how EBA can be used for coastal protection, alongside or in place of hard engineering responses. As a result of Year 6 activities, CRC will work with TNC and other partners to define strategic steps to advance this work, for potential follow-on in subsequent years of SUCCESS.

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Define partnership with TNC and others (Output - Letter of Understanding with TNC)	January 2010
Develop and deliver RMI teaching case study (output - RMI teaching case study and training module)	June 2010
Review literature/ experience in living shorelines and its application for adaptation	June 2010
Participate in design and delivery of experts meeting on EBA (Output - Workshop proceedings)	July 2010
Develop outline for “how to” guidance on erosion and shoreline protection (Output - Outline for “how to” guidance)	September 2010

Outputs

- Letter of Understanding with TNC
- RMI teaching case study and training module
- Outline for “how to” guidance
- Workshop proceedings

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

Based on experience of the past two years (in both the field and workshops), CRC will confirm a process and methodology for moving through the five-step process for vulnerability and adaptation, as presented in the Guidebook. This will be the basis for formalizing training modules that have been developed and tested. The team will specifically focus on training modules related to assessing vulnerability, identifying adaptation measures and mainstreaming implementation. This will contribute to and leverage NOAA’s effort to formalize the week long course for adaptation within MPAs. Once packaged, the team will

deliver selected modules within strategically selected venues where the team can provide added value for linking climate adaptation. CRC will explore several opportunities for leveraging which include:

- The 2010 Coastal Management Institute, which will focus its three-week program on integrating climate change and coastal management
- Asia-Pacific training to support regional needs as expressed through RDMA’s Road Map and adaptation assessment, and the Coral Triangle Initiative’s 2009 Action Plan—this may be done in collaboration with Asian Institute of Technology
- Vulnerability assessment and adaptation training for MPAs and surrounding communities in collaboration with NOAA—NOAA anticipates linking training with leveraged funds for management planning and implementation in regions including Mexico’s Gulf of California and the Coral Triangle
- WWF has expressed interest in training their staff and field partners, and would like URI to provide modules and adapt them in partnership with WWF for delivery
- Building capacity of WIOMSA partners, who have secured Swedish International Development Agency/SIDA funds to assess climate change impacts and adaptation options for the Western Indian Ocean region
- West Africa regional training, which would link to USAID efforts in the Gambia and Ghana

Formalized training modules, experience, and case studies would feed into other CRC-related USAID projects being implemented over the life of SUCCESS—e.g., in Tanzania’s Wami watershed, Ecuador, West Africa, and through the BALANCED and WIO-COMPAS programs. In these instances, the training is a component of building capacity and a jumping off point for field applications, which then, in turn, provide SUCCESS with lessons learned to be shared globally in the mainstreaming of adaptation into coastal programs and ecosystems.

Throughout the SUCCESS Life-of-Program, the ACC team will build upon the training modules—enhancing them with case examples drawn from other projects led by CRC and others to which the team can gain access. The goal is to develop new modules for individual adaptation measures of the Guidebook. This may include measures for addressing shoreline erosion (to be initiated in Year 6), mangrove conservation, freshwater management, fisheries management and other key strategies that provide “no regrets” for enhancing biodiversity and reducing potential impacts of climate change.

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Review, revise, and finalize a framework/process for analyzing vulnerability and adaptation	January 2010
Formalized modules on vulnerability assessment, identifying coastal adaptation measures, and mainstreaming adaptation	May 2010
Deliver formalized training modules at 3 events	September 2010

Outputs

- Formalized modules on vulnerability assessment, identifying and mainstreaming adaptation measures
- Delivery of modules (3 events)

Results Expected for Objective 1, 2, 3

<i>Indicator</i>	<i>Year 6 Target</i>
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3. Number of sustainable natural resource management and policies, laws, agreements, or regulations implemented	1
5. Number of persons participating in coastal resources and planning initiatives (gender disaggregated)	6 (2 female)
9. Number of people trained (gender disaggregated)	15
10. Number of training courses implemented	1
12. Publications documenting impacts of best practices	3 (1/objective)

Leveraged Funds expected in Year 6

Funding source	Description
NOAA	Training module development
WIOMSA/SIDA and Tanzania USAID project	Delivery of East Africa Training

2.2 Capacity Building: Certification for Marine Protected Area Professionals

Scale of intervention: Global

Lead Implementing Organizations: CRC

Other Partnering Organizations: WIOMSA, MARVIVA

Activity Coordinator: Glenn Ricci

Background

To support the role of marine protected areas (MPAs) with the intent to positively impact biodiversity in biologically significant areas, SUCCESS established a certification program for those professionals responsible for achieving those outcomes. This is the first program in the world for MPA professionals and perhaps many other natural resources management areas. This certification program, entitled MPA PRO, is being piloted in the Western Indian Ocean (WIO) Region with the vision of it serving as the model for other regions to replicate. The Western Indian Ocean Certification of Marine Protected Area Professionals (WIO-COMPAS) (<http://www.wio-compas.org>) Program is now operating with two certification offerings already completed for Level 2: Site Management. WIO-COMPAS is still developing/finalizing the other two levels of certification and the continuing education/professional development components to train professionals towards eligibility for certification.

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 (ranging from and including but not limited to MPA managers, regional planners, and policy/decision-makers).

WIO-COMPAS is unique in that it focuses on proven performance on the job as evidence of competence rather than learning in training events. The use of standards implies a performance expectation—i.e., participants must demonstrate a minimum level of knowledge and ability to apply skills with a level of (standard) of proficiency (such as in biodiversity conservation methods). While WIO-COMPAS offers a combination of professional development, networking and certification, the focus is on the latter.

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.

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.

In Latin America a parallel effort was initiated on certification of coastal ecosystem governance. While several professionals were certified through our regional partner EcoCostas, we were unable to develop

this initiative into a self-sustaining regional certifications initiative. However, we were able to develop with a group of regional experts a consensus on a code of good practice, minimum competencies needed for individuals engaged in ecosystems based management at the sub-national scale, and associated training curriculum. While SUCCESS will not pursue a certification effort in this area, we will assemble the code of practice, competencies and training curriculum into a seminal document that we feel can be promoted for capacity development of those working at larger geographic scales than an individual MPA site.

Accomplishments to Date

Core program infrastructure has been developed and tested

These components include building the capacity of the secretariat, training eight regional assessors, designing three certification levels with detailed competences and assessment instruments, producing a policies and rules handbook, revising the website, translating core documents into French and developing financial systems.

Significant stakeholder buy-in has been achieved

Discussions, workshops, surveys, the sharing draft materials and in-kind services during certifications all contributed to building essential stakeholder buy-in. This culminated in an endorsement by IUCN WCPA-Marine. Significant non-USAID funding was also secured from the European Union and Sida—demonstrating not only local/regional but also international buy-in to the Programme.

Certification of 11 MPA PROs (with six pending) across six countries completed

Some of the best professionals in the region have taken the leadership in solidifying certification in the region. Two Level 2: Site Management certification offerings have been successfully completed.

Life of Project Goals

The vision for MPA PRO is that it is the leading certification for MPA professionals in the world with established regional nodes around the world certifying MPA leaders that are networked globally to speed up learning, conservation, experimentation, adaptive management and dissemination of tools and resources. Each regional node has a cadre of assessors conducting certifications at the country and regional level supported by governments, businesses and NGOs through endorsements, funding and in-kind services.

SUCCESS funding will provide core support and leverage over the next five years to achieve the vision and goals for the MPA PRO Program. For phase two of the SUCCESS, the life-of-Program goals writ large for the MPA PRO program are to:

- Certify—advance a sustainable WIO-COMPAS model in the western Indian Ocean region
- Scale-up—educate and build constituencies for the MPA PRO program in two additional regions and/or four countries, including making MPA PRO materials and a website available in Spanish
- Service—provide continuing education courses for MPA PROs based on SUCCESS Climate Change Portfolio
- Solidify—win eight additional endorsements of the MPA PRO program by international and/or national institutions with interests in MPA management

In Year 6 of SUCCESS, efforts will continue to finalize two of the three certification levels in the WIO region and certify leaders, to apply the program in other regions, and to build the international support for MPA PRO as *THE* certifying program for MPA Professionals.

Year 6 Task Objectives

Objectives for MPA PRO in Year 6 are:

- Certify
- Train and Service
- Solidify and Scale-up

Objective 1: Certify

To advance toward the goal of fully developing and conducting all three levels of certification, WIO-COMPAS will make significant advances on Level 1 and 3 in Year 6, with more modest modifications made to Level 2. This includes offering the first Level 1 certification and working with international experts invited to assist in the design and planning for a future Level 3 certification.

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Develop all of Level 1 program and materials	April 2010
Conduct Level 1 event	March-June 2010
Update Level 2 program materials	January 2010
Level 3 program design meeting (with link to Global Oceans Forum event)	September 2010
Post MPA PRO case studies on WIO-COMPAS website	September 2010

Outputs

- Updated Handbook with new Level 1, 2 and 3 processes, competences, assessment instruments and candidate materials
- Assessor Guidebooks for Level 1 with an updated version for Level 2
- Updated WIO-COMPAS website with new materials, MPA PRO profiles and case studies

Results Expected

<i>Indicator</i>	<i>Year 6 Target</i>
Individuals trained (gender disaggregated)	10
Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts	2

Objective 2: Train and Service

Design and package high quality professional development sessions for Level 1 certification assessment events. WIO-COMPAS should also decentralize its delivery format, the responsibility for coordinating and delivering Event facilitation and professional development sessions to national partners. To maintain consistency and high standards across the program, the SUCCESS team will produce session materials and trainer guidance for the professional development sessions, energizer activities and the overall facilitation of the events and then work with regional providers to link their courses to the MPA PRO/WIO-COMPAS competences.

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Package Professional Development Sessions for Level 1	May 2010
Produce a Facilitator's Guide for MPA PRO/WIO-COMPAS	May 2010
Deliver professional development sessions at L1 certification	May 2010
Link Competences to Regional Training Courses and Providers	September 2010

Outputs

- Professional Development Sessions for Levels 1 packaged
- Facilitators' Guidebook for MPA PRO/WIO-COMPAS
- List of regional training courses and providers to improve competences

Results Expected

<i>Indicator</i>	<i>Year 6 Target</i>
Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts	2

Objective 3: *Solidify and Scale-up*

Aggressively accelerate, intensify and diversify the branding of the MPA PRO program such that it is known and accepted internationally as a key strategy for MPA management effectiveness leading towards biodiversity conservation. This will be achieved through a combination of endorsements, outreach materials and presentations to other regions interested in the model. To reach policy makers SUCCESS will host an experts meeting at the 5th Global Oceans Forum to get input and buy-in to the Level 3 certification program and wider support for MPA PRO program.

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Secure key endorsements from WIO-COMPAS region governments, NGOs	July 2010
Produce outreach materials for international media (blogs, newsletters and conferences/meetings) that inform the sector of MPA PRO	August 2010
Present the MPA PRO/WIO-COMPASS Program to other regions	October 2009-September 2010
Host experts meeting at the 5 th Global Ocean Forum	May 2010

Outputs

- Articles for newsletters and blogs about MPA PRO and WIO-COMPAS progress in certifying professionals
- Presentations on the MPA PRO/WIO-COMPAS model uploaded to website
- Summary document on the recommended competences for Level 3 – policy and planning MPA professionals based on Global Oceans Forum session

Results Expected

<i>Indicator</i>	<i>Year 6 Target</i>
Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts	1
Stories, articles, conference papers, research studies documenting key actionable findings and lessons learned related to SUCCESS	2

Objective 4: Consolidate the outputs and products of the LAC certification initiative into a seminal document for outreach purposes

Working with Stella Vallejo, capture the outputs, products and experience of the LAC certification program and assemble them into an outreach document that promotes capacity development for coastal ecosystem governance through a codified set of good practices and standards for professional conduct. This document will be produced as a SUCCESS guidebook and include sections on the need for capacity development, code of practice, competency standards and associated curriculum for coastal ecosystem governance. We envision using this document to assess people's professional development needs in training courses such as the Coastal Management Institute and for tailoring training curriculum more systematically to the needs of participants

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Writing and completion of the guide on Building Capacity in the Governance of Coastal Ecosystems	Dec 2009
Apply the guide in assessing participants in the URI Coastal Management Institute	June 2010

Outputs

- Guide on Building Capacity in the Governance of Coastal Ecosystems

Results Expected

<i>Indicator</i>	<i>Year 6 Target</i>
Individuals trained (gender disaggregated)	N/A as Coastal Mgt Inst already captured under climate change activities
Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts	1

Leveraged Funds in Year 5

Funding source	Description	US \$
European Union-funded RECOMAP Project	scholarships, secretariat, French language materials	43,655

2.3 Collaborative Learning

Scale of intervention: Global

Lead Implementing Organizations: CRC

Other Partnering Organizations: UHH, EcoCostas, UCA, WIOMSA

Activity Coordinator: Elin Torell

Background

Livelihoods: In the first phase of SUCCESS, the learning strategy included a cross-site research component on livelihoods and integrated coastal management (ICM). A primary premise of the on-the-ground activities implemented by the SUCCESS Program was 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 neither increasing household income in coastal communities, nor reducing pressure on coastal and marine resources. For this reason, SUCCESS selected this topic as the theme for a cross-portfolio global learning agenda. Since the field sites in Tanzania, Nicaragua, and Ecuador, and Thailand had significant livelihood components, they provided 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 SUCCESS Year 3, with the goal of learning which factors help microenterprises that are implemented as part of ICM initiatives to succeed. 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 1, 2008. The results were written up in several reports that are available on the CRC website. A summary paper was developed and will be published in the special issue of the Coastal Management Journal (described in the outreach section). The SUCCESS research suggests that key factors that influence the success of livelihood enterprises (revenue generation) include: the type of livelihood enterprise, the form of extension support that is provided, the community context within which the livelihood is being conducted, and how the enterprises were managed (i.e., as a group or individual livelihood enterprise). The research results also confirm the idea that there are important benefits from livelihood development not related to profitability (e.g. increased resilience, community and gender empowerment, stronger social ties, and improved coordination with local government) that can also improve the impact of coastal management programs.

Cross Portfolio Learning: From the outset, the SUCCESS Program was designed to capture learning within and across field sites and theme areas (including livelihoods, climate change, and MPA certification). Over Years 1-4, the Program implemented a number of learning-related activities including conducting governance baselines, biodiversity threats assessments, and cross-site research on livelihoods. In Year 5 of SUCCESS, the overarching learning goal expanded to **communicate key lessons from the learning agenda as well as the SUCCESS Program writ-large**. In Year 6, CRC will build on the activities implemented in Year 5 in order to fully meet this goal.

During the extension period for SUCCESS and with the support of an international group of experts, the lessons learned over the first five years of the Program will be reviewed and will help inform the development of a "Livelihoods for ICM" toolkit. This toolkit will then be used in SUCCESS-related field projects (e.g. Ghana, Gambia, and Tanzania) and promoted in regional workshops. In Year 6, we also expect to complete the fisheries and aquaculture guide as well as apply the governance assessment methods in our associate awards, and promote its use more widely.

Sustainable Fisheries and Governance: Other related learning activities were also undertaken in the first phase of SUCCESS. First, given the state of the overfishing crisis within the capture fisheries sector globally and the significant impacts mariculture has had on the world's coasts, SUCCESS drafted a programming guide aimed at for USAID staff and partners in sustainable fisheries and responsible aquaculture. This guide was designed to encourage USAID missions to invest in these sectors that can contribute significantly to food security and economic growth objectives of USAID, but currently plagued by weak capacity and poor governance to achieve these goals in a way that reduces impacts on the environment and ecosystems, especially in biologically significant areas. Second, efforts to develop simple guidelines and methodologies for assessing governance responses to ecosystem change have come to fruition. This effort is important as poor governance is a critical issue for coastal and marine ecosystem governance worldwide. We believe many programs face implementation challenges due to poor progress during the planning and program development process to properly assess and achieve the enabling conditions necessary for effective implementation: clear goals, institutional capacity, strong constituencies among stakeholders and commitments from decision makers.

Accomplishments to Date

- A livelihoods study was conducted in three field sites: Thailand, Nicaragua, and Tanzania
- Results were disseminated in papers and during the Coastal Zone 09 conference
- A “legacy publication”: A special issue of the Coastal Management Journal (CMJ) comprised of seven peer-reviewed articles highlighting key elements and achievements of the SUCCESS Program was drafted in Year 5 and will be published in Year 6.
- Fisheries and aquaculture programming guide drafted
- Methods for assessing governance progress completed

Year 6 Task Objectives

Building on the experience and lessons learned from the field sites that were included in the first five years of SUCCESS, synthesis of the livelihoods knowledge will continue with incorporation where possible of experience from other development projects. In Year 6, two interconnected streams of activities will be implemented under the livelihoods learning agenda. The first is to bring together a group of experts—leaders in livelihood applications and research (e.g., from WorldFish, University of Washington, individuals from the former Biodiversity Support Network, etc.)—to finalize the synthesis of current knowledge and best practices on livelihoods development and natural resources management (NRM) and to develop these into a best practice toolkit for practitioners. The second is to plan a series of regional learning/outreach workshops to disseminate best practice guidelines, draw into the knowledge base of additional lessons that have emerged from a broader base of experience, and work to help other USAID and international donor initiatives improve performance of their own livelihood components.

In addition to the livelihoods agenda this year, the fisheries and aquaculture guide will be completed and printed. In subsequent years will be disseminated and then also incorporated into various planned workshops and other training events. The governance baselining techniques will also be applied to new associate awards and other CRC field projects.

Objective 1: Livelihood Expert Group

SUCCESS will form an international group of six to eight livelihoods experts and invite them to a first meeting, to be held in conjunction with the SUCCESS outreach event in Washington DC on March 24, 2010. Representatives from the donor (e.g. the USAID Microenterprise office) and coastal management practitioner community (e.g., from old and new SUCCESS field sites) will also be invited to allow south-south and north-south exchange and potential donor buy-in. Together, the individuals participating in the first meeting will form the core of an international community of practice related to livelihoods. Before

the meeting, the team will produce an annotated outline of best practices in livelihoods toolkit outline, a reference guide, and a draft list of projects and organizations that are working on livelihoods and NRM that could be invited to participate in regional workshops. These documents will be presented and vetted during the workshop. The expert participants will also identify a number of critical questions that need to be answered to advance the practice of livelihoods for NRM. The focus will be to link livelihoods to food security and household vulnerability. These are questions that will be raised in the regional workshops that will be held in years 2-5 (see objective two below). By the end of the meeting, the goal is to have identified best management practices that will be part of the best practice toolkit.

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Identify and invite expert group to livelihoods meeting	December 2009
Outline the livelihoods toolkit	February 2010
Prepare a list of practitioners, organizations, academics, projects, and donors that are working on livelihoods and ICM	
Hold expert group meeting in Washington DC on March 23 rd , 2009	March 2010
Produce meeting report	April 2010
Expert meeting at Global Oceans Forum in Paris, May 3-6, 2010	May 2010
Draft livelihoods toolkit	September 2010

Outputs

- Expert meeting report
- Draft livelihoods toolkit
- List of projects, organizations, practitioners, and donors working on livelihoods and ICM

Results Expected

<i>Indicator</i>	<i>Year 4 Target</i>
Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts	1

Objective 2: *Field-based Learning on Livelihoods*

A list of ongoing projects, organizations, practitioners, academics, donors, and field sites that are implementing livelihoods for ICM projects in East Africa, West Africa, and South East Asia will be developed prior to and expanded during the experts meeting. These organizations, individuals, and projects will be targeted for the regional learning workshops that will be held in subsequent years. In Year One, the SUCCESS team will begin contacting these projects and regional experts to assess their interest and availability to participate in the livelihood learning agenda.

Participation will include attending the workshops, where they will learn about and validate the best practice toolkit. Workshop invitees will also be expected to share their own experiences, learning, and field stories about livelihoods. This will include coming to the workshops with examples and thoughts about livelihoods-related questions identified by the expert group (described under Objective 1).

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Generate a list of projects implementing livelihoods for ICM projects	April 2010
Contact projects, organizations, etc. to see if they are interested in participating in the first regional event, which will be held in FY 11	June 2010

Outputs

- List of ongoing projects and field sites implementing livelihoods

Results Expected

No applicable indicators at this stage of work

Objective 3: Communicating Key Lessons Learned on SUCCESS Achievements and Learning in Years 1-5

In Year 6, CRC will finalize the special issue of the CMJ and produce a special issue of the *Basins & Coasts* newsletter comprised of summaries of the CMJ articles.

In March 2010, SUCCESS will host an outreach seminar in Washington DC with the goal of:

1. Sharing and receiving feedback on the SUCCESS Program's accomplishments and lessons learned, especially as relates to biodiversity conservation
2. "Rolling-out" the special issue of the Coastal Management Journal
3. Showcasing the benefits of global/multi-site Programs like SUCCESS in providing ICM leadership on biodiversity conservation and emerging and cross-cutting topics
4. Discussing the continued investments of USAID in the work of SUCCESS—as evidenced by the recent Associate Award buy-ins from Gambia and Ghana and the Global Bureau's time and funding extension to the SUCCESS Leader Award

The main audience for this forum will be DC-based colleagues, USAID employees working in fields relevant to SUCCESS, and others. Representatives from the former SUCCESS field sites in Ecuador, Nicaragua, and Tanzania as well as from the new Associate Award sites in Ghana and Gambia will attend and make presentations as part of the seminar, with a focus on global leadership and learning from the livelihoods study, climate change adaptation, and fisheries.

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Coastal Management Journal (CMJ) Special Issue published	February 2010
<i>Basins and Coasts</i> SUCCESS special issue published	February 2010
DC-based outreach event conducted	March 2010

Outputs

- CMJ Special Issue (7 articles)
- *Basins and Coasts* special issue
- Report from DC outreach event

Results Expected

<i>Indicator</i>	<i>Year 4 Target</i>
Stories, articles, conference papers, research studies documenting key actionable findings and lessons learned related to SUCCESS	8
Technical support interventions provided by SUCCESS to other partners and programs on toolkits and guidebooks developed by SUCCESS	1

Objective 4: Collective learning on Fisheries and Governance

SUCCESS is generating knowledge to inform ICM regionally and globally—not only on livelihoods as described above—but on other key issues. The learning agenda also addresses the need for best practices in and reform of capture fisheries and aquaculture. The programming guide will be completed and printed and disseminated widely. As part of the CRC match contributions to the SUCCESS Program the CRC Director will participate in a diversity of global and regional fora to disseminate, apply and refine the methods developed at CRC for assessing the sequence of outcomes that mark an advance to more sustainable forms of development and to analyze the governance dimensions of ecosystem change. The methodology will also be applied in new associate awards and other CRC field programs.

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Final revisions to Fisheries and Aquaculture Guide	Dec 2009
Final guide layout and printing	March 2010

Outputs

- Sustainable Fisheries and Responsible Aquaculture Programming Guide

Results Expected

<i>Indicator</i>	<i>Year 4 Target</i>
Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts	1

3. Associate Awards, Leveraged and Complementary Activities

Background

In 2005, the SUCCESS Leader Award received a US\$ 3.26m *Post-Tsunami Sustainable Coastal Livelihoods Program* in Thailand as an Associate Award. This program ended March 31, 2008. Subsequently, two additional Associate Awards were made—in May 2009, USAID West Africa awarded a five-year, US\$2.5 million Associate Award for the “Gambia-Senegal Sustainable Fisheries Program” and in September 2009, the USAID Ghana Mission awarded a five year US\$10 million Associate Award for the “Integrated Coastal and Fisheries Governance Program for the Western Region of Ghana.” As evidenced by their titles, both awards/programs have similar goals and expected to generate many synergies as they both advance toward small scale fisheries reform in those countries.

3.1 Leveraged and Complementary Activities

In its first five years, the SUCCESS Program leveraged over US\$ 1.6 million dollars (US) for its activities (see pages 31-35 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 approximately \$250,000 each. The main funders are the Avina Foundation and LOICZ in Latin America, and the Swedish International Development Agency (SIDA) and the European-Union funded Regional Coastal Management Program (ReCoMap) in East Africa. SUCCESS has also leveraged substantial funding is for its work in coastal climate change adaptation. In Years 4-5, over \$214,000 was leveraged from the German Life Web, Danida, Conservation International, and IRG/USAID to support field implementation in the Marshall Islands and training workshops in Panama, the Galapagos, Vietnam, and the Philippines.

Equally impressive is the over US \$900,000 leveraged for field activities and the over US \$3.3 million that was secured from USAID Tanzania through a separate Cooperative Agreement. This funding clearly complemented—sometimes built upon, sometimes fed back to—the SUCCESS Leader Award funding and activities. These were related to field-based activities of Years 1-5 and included but were not limited to:

In Tanzania, the USAID Mission funded a broad portfolio of ICM activities being implemented by the Tanzania Coastal Management Partnership (TCMP) and which complemented those of SUCCESS. This included but was 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 on-the-ground activities in Tanzania by providing two grants, totaling around \$US 170,000 to expand half-pearl and milkfish farming. The half-pearl farming and jewelry making efforts on Fumba were also enhanced by a US\$ 305,000 grant from the US Department of State and a grant from the McKnight Foundation of US\$ 151,000.

In Ecuador, the USAID Mission provided funding directly to EcoCostas for mapping the Cojimies watershed and tapped EcoCostas and CRC expertise to assess its portfolio of Galapagos activities. In addition, the PMRC (Ecuador’s national ICM agency) funded EcoCostas to conduct a water quality study in the Cojimies Estuary, a SUCCESS Program site; and the European Union-funded *Prodonera* Project funded reforestation of the coastal forest that was part of the SUCCESS work site area. CRC and EcoCostas are now teaming with Chemonics and contributing to the Sustainable Forests and Coasts Project. This work will establish a pilot project that identifies risks and adaptation options to climate change for a links a mangrove reserve and associated urban areas which will then to contributes to national policy.

In Nicaragua the SUCCESS partner UCA 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 of focus for SUCCESS. UCA-CIDEA and UHH also partnered to expand water quality and sanitation efforts with funds leveraged from the AquaFish CRSP. The AquaFish CRSP activities are continuing.

During the five-year extension period, SUCCESS expects to leverage significant funds from other projects being supported by non-USAID donors/funds not only in Tanzania, but in Ghana and Gambia-Senegal—the program countries that are the target for the new Associate Awards. As well, there are potential leveraged opportunities in countries where the CRC-led BALANCED project (promoting integrated population-health and environment initiatives) may overlap with SUCCESS.

4. Program Management

4.1 Key Staff

Directors

Brian Crawford (Program Director)	CRC	brian@crc.uri.edu
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Kathy Castro	URI	kcastro@uri.edu

4.2 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), and low-cost MobileMinutes. SUCCESS has also developed remote-entry data systems. One example is the system that allows PMP data to be input remotely from any location to a secure, centralized data management system. These low cost technology systems become ever more critical for communications with a smaller amount of SUCCESS Program core funds.

That said, electronic communications are complemented by the SUCCESS Annual Meeting, which brings together the USAID COTR, the CRC Director, and leaders of the SUCCESS Program components. Also, as noted in the section of this report on learning, members of the USAID funded programs led by CRC will come together in one or more workshops to share experience and lessons learned.

4.3 Key Products and Reports

The following table lists key products and reports that will be produced in Year 6 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 6 Workplan	30 October 2009	Richard Volk, AOTR and AO
PMP report	30 October 2009	Richard Volk, AOTR and AO
Semi-annual Report & PMP Report (July 2009 - December 2009)	20 December 2009	Richard Volk, AOTR and AO
Progress Report (January 2010 - March 2010)	30 April 2010	Richard Volk, AOTR and AO
Semi-annual Report & PMP Report (January 2009 - June 2009)	30 July 2010	Richard Volk, AOTR and AO
Close Out		
Close out plan	30 August 2009	Richard Volk, AOTR and AO
Close out report	31 December 2009	Richard Volk, AOTR and AO
Financial Reports		
Forms SF 269, 269a	quarterly	Richard Volk, AOTR
Forms SF 272,272a	quarterly	R. Volk, AOTR & www.dpm.psc.gov
Final financial report	31 December 2009	Richard Volk, AOTR and AO
TraiNet Data	30 days post event	USAID TraiNet database
Publications	30 days post publication	Richard Volk, AOTR and USAID Clearinghouse

4.4 Tentative International and US Travel Schedule

<i>Program Element</i>				
<i>Month</i>	<i>Climate Change</i>	<i>Capacity Building</i>	<i>Learning and Outreach</i>	<i>Project Mgt</i>
October 09		Ricci: Costa Rica, MPA PRO Sharing Model		
November 09				
December 09				
January 10	Marshall Islands Technical Assistance			Crawford:DC
February 10				
March 10	Gulf of California /Training climate change	Ricci: South Africa, MPA PRO Level 1	Crawford, Torell, Tobey, Rubinof, and Ricci to DC livelihoods and learning outreach event	
April 10	East Africa/Training climate change	Ricci: Kenya/Level 1—WIO-COMPAS		
May 10	DC trip - coordinating training events with US based partners	Ricci: Paris and Tanzania, MPA PRO GOF Session and Level 3 design Wksp	Torell,: Paris/Global Oceans Forum—WIO-COMPAS	
June 10				
July 10	CTI Country/Climate Change			
August 10		Ricci: Bali, MPA PRO Sharing the model		Crawford DC
September 10				

4.5 Monitoring, Evaluation and Reporting

As part of the SUCCESS extension, the indicators tracked in the Performance Management Plan have been revised to better correspond with the global leadership activities undertaken. Since the work outlined for the SUCCESS extension period (FY 10 to FY 14) does not include field programs the previous indicators that were connected to on-the-ground results will no longer be active ¹:

¹ Two exceptions are numbers of policies etc. promoting sustainable natural resource management and conservation implemented and numbers of hectares under improved management. Although we will not set targets for these indicators, they will remain in the PMP because there is a possibility that we will be able to see results related to them as part of our climate change adaptation work.

- Number of persons participating in coastal resources and conservation planning initiatives
- Number of people with increased economic benefits derived from sustainable natural resource management and conservation.
- Number of new or improved enterprises developed
- Monetary value generated from sustainable natural resources or conservation initiatives (USD or equivalent)
- Number of active participants in web-based regional networks (gender disaggregated)
- Number of American volunteers

During the five year extension, nine indicators will be tracked:

1. Individuals trained (gender disaggregated)
2. Dollar value of funds leveraged from USAID Missions and non-USG sources
3. Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts
4. Success stories, peer review articles, conference papers, research studies documenting key actionable findings and lessons learned related to SUCCESS
5. Technical support interventions provided by SUCCESS to other partners and programs on toolkits and guidebooks developed by SUCCESS
6. Participants who received SUCCESS training and/or mentoring that are now implementing projects or providing training or TA to others on the topics that they were trained in.
7. Target organizations incorporating SUCCESS tools etc. into their work
8. Hectares in areas of biological significance under improved management
9. Policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation implemented

These indicators aim to measure the outputs and impacts of SUCCESS activities related to MPA certification, climate change adaptation, and learning. Life-of-Program targets have been established for the first indicator only:

LOP Targets for number of individuals trained

INDICATOR	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 15 Target	LOP Target
1 Number of Individuals trained	40	55	70	55	30	250
<i>Number of women trained</i>	16	23	27	25	11	102
<i>% women trained</i>	40%	42%	39%	45%	37%	41%

Targets for indicators 3-5 will be set annually during work planning. There are no targets for the remaining indicators. They will, however, be tracked during project implementation. For example, it is possible that SUCCESS will contribute to “hectares under improved management” and “policies adopted” as part of its climate change adaptation work, but the potential results are too uncertain to allow for setting targets.

FY 10 Targets for all indicators

INDICATOR	FY 10 Target
1 Number of Individuals trained	40
<i>Number of women trained</i>	16
<i>% women trained</i>	40%
2. Dollar value of funds leveraged from USAID Missions and non-USG sources	Tracked, but no target
3. Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts	13
4. Number of success stories, peer review articles, conference papers, research studies documenting key actionable findings and lessons learned related to SUCCESS	12
5. Number of technical support interventions provided by SUCCESS to other partners and programs on toolkits and guidebooks developed by SUCCESS.	5
6. Number of participants who received SUCCESS training that are now implementing projects or providing training or TA to others on the topics that they were trained in.	Tracked, but no target
7. Number of target organizations incorporating SUCCESS tools etc. into their work	Tracked, but no target
8. Number of hectares in areas of biological significance under improved management	Tracked, but no target
9. Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation implemented.	Tracked, but no target

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. As necessary, the M&E coordinator will provide technical assistance to the field 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.

In-Program learning and adaptations will also be promoted during annual internal reflection meetings that will be part of the work planning process. During these meetings, the PMP data collected during the course of the past year will be discussed both in general as well as specific to certain activities. Such discussion and questions might include:

- What is the evidence that SUCCESS methods are being applied in the field? What can be learned from the application of SUCCESS methods and tools in specific sites that represent a diversity of contexts?
- How can field experience be documented to illustrate the value of methods and to enrich trainings?
- What are the refinements to the methods and handbooks that should be incorporated into SUCCESS trainings and second editions of the handbooks?
- What are the number of requests to participate in SUCCESS trainings and certifications? How many individuals have attended these trainings? For those that did not, why did they not attend?
- What is the degree of interest in our methods? What groups have requested SUCCESS to provide training or technical assistance? Have they leveraged funds to support these activities? What can be learned from these activities?

- How many and what groups are endorsing SUCCESS-led programs (MPA-Pro)? Is the Program reaching the groups it anticipated? Do endorsements help in the marketing of our programs?

Tasks and Milestones

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

4.6 Issues and Challenges

A significant challenge this year is to ensure that while appropriate attention is provided to the important new Associate Award programs that have only recently started up in Ghana and the Gambia, that the appropriate level of attention is at the same time given to continuing to build on the global leadership activities and initiatives that are the focus of the modestly funded, but strategically important Leader Award. CRC is at a critical juncture where there are intensive start-up costs in terms of level of effort of staff that is needed—all at a time when CRC has not fully staffed up to reflect this increase in work. Fortunately, there is a talented team of partners on-the-ground in both Associate Award country programs such that any problems that arise during this transition period for SUCCESS or these programs should be minimal. That said, CRC is aware of the need for and is taking action to staff-up in its headquarters office as well.

One management challenge for the MPA PRO WIO-COMPAS program will be in transferring ever more management responsibility for the program in the Western Indian Ocean Region to WIOMSA and/or other country-level organizations (in the case of the Level 1 program)—this at a time when core SUCCESS funds are minimal and when SIDA has asked WIOMSA to focus its funding on climate change and the coast. A second challenge is how to more aggressively identify how to reduce costs of the program and decentralize the model even further than has been done to date.

Management challenges for the SUCCESS climate change team may be two. First is to find the right balance between ensuring the five-member CRC climate change team continues to build its skills and experience in this arena, and at the same time avoids spreading this team too thin across multiple projects. The CRC international team writ large is meeting to assess the 2010 portfolios of work and will address this issue face on by organizing portfolios of work that in such a way as to maximize the use of skills and talents and at the same time allow each of the staff to focus on fewer projects. A second challenge may be to identify how to maximize the benefits of working with a growing array of external climate change partners without, once again, getting too fragmented—as each partner brings different management styles, training approaches, agendas, etc. And the team is being reminded that partnerships take time to manage, if they are to be managed well.

5. Budget

This section provides details of the annual budget aggregated in different ways. The budget assumes a carryover of Year 5 USAID funds of \$139,907 plus a Year 6 obligation of \$300,000 for a total of \$ 439,907.

Budget by Line Item

Item	USAID	CRC Cost Share	UHH Cost Share	Total
Salary	105,790	35,643	1,150	142,583
Consultants	13,000			13,000
Fringe benefits	40,687	14,257	253	55,197
Other direct Costs	15,005			15,005
Travel	46,915			46,915
Sub-agreements	115,058			115,058
Direct Costs	336,455	49,900	1,403	387,758
Indirect @ 41%	103,452	20,459	386	124,297
Total	439,907	70,359	1,789	512,055

Budget by Program Element

Program Element	USAID	Cost-share	Total
Climate Change	133,486	13,820	147,306
Capacity Building	124,299	42,719	167,018
Livelihoods and Outreach	112,953	15,609	128,562
Program Management	69,169		69,169
Total	439,907	72,148	512,055

International and US Based Travel Budget

Program Element	CRC	UHH	WIOMSA	Total
Climate Change	13,657			13,657
Capacity Building	13,718		15,000	28,718
Livelihoods and Outreach	18,403	4,773	3,500	26,676
Program Management	1,137			1,137
Total	46,915	4,773	18,500	70,188

Year 1-5 Leveraged Funding Results

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
NICARAGUA				110,825
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

Fiscal Year	Leveraging Partner	Donor	Activity	Leveraged Funds
2007	CIDEA	Japan	Water quality microbiology analysis and cockle HepA analysis	2,497
2008	CIDEA	Lornica foundation	Support for development of bakeries in Puerto Morazan and El Realejo	3,593
2008	CIDEA	CIDEA	Support to ICM training	1,000
2008	CIDEA	CRSP	Microbiology studies of bivalve contamination, and bivalve marketing in Asseradores	8,103
2009	CIDEA	Lornica foundation	Support for development of bakeries in Puerto Morazan and El Realejo	225
2009	CIDEA	CRSP	Microbiology studies of bivalve contamination, and bivalve marketing in Asseradores	4,020
2009	CIDEA	Lornica foundation	Workshops on hygiene and sanitary standards for bakeries in Puerto Moorazon	250
2009	CIDEA	CRSP	Microbiology studies of bivalve contamination, and bivalve marketing in Asseradores	1,651
2009	CIDEA	EU	Activities to support local certification of bivalves	12,268
2009	CIDEA	CRSP	Microbiology studies of bivalve contamination, and bivalve marketing in Asseradores	3,000
2009	CIDEA	EU	to support local certification of bivalves	6,000
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

Fiscal Year	Leveraging Partner	Donor	Activity	Leveraged Funds
2009	WIOMSA	WIOMSA	WIOMSA Director Salary for time on SUCCESS	12,000
TANZANIA				746,074
2006	WIOMSA	School of International Training	Undergrad working with women in Fumba	600
2006	WIOMSA	Sida/SAREC	Two MARG 1 grants to study water quality and its suitability for shellfish farming and consumption on the Fumba peninsula and research on milkfish fingerlings in Bagamoyo and Mkuranga	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	Agency supported participant for milkfish training course	1,200
2007	WIOMSA	IUCN	Agency supported participant for milkfish training course	1,200
2007	WIOMSA	UNEP	Agency supported participant for milkfish training course	1,200
2007	WIOMSA	RecoMap	Agency supported participant for milkfish training course	1,200
2007	WIOMSA	Sida	Milkfish manual preparation/printing	3,000
2007	WIOMSA	U.S. Ambassador to Tanzania	Grant in support of Mlingotini Seaweed	23,000
2007	WIOMSA	WIOMSA	Assessment of ongoing mariculture along the coast	3,700
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

Fiscal Year	Leveraging Partner	Donor	Activity	Leveraged Funds
2008	WIOMSA	IMS	Travel to international trade fair in Dar + for aquarium	4,041
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
2008	WIOMSA	Sida	Study of the effects of the floating line seaweed farming	6,000
2008	WIOMSA	Sida	Study of the availability and seasonality of milkfish fry and fingerlings in the neighborhood of the growing finfish ponds	6,000
2009	WIOMSA	Sida	Publication of Milkfish Farming Guide	4,176
GLOBAL				214,779
2009	CRC	EU German Life Web	Pacific Climate Change adaptation pilot project RMI	34,000
2009	CRC	IRG/USAID	Funding to participate in planning for change in the Coastal and Marine Environment Training in Hue, Vietnam	5,515
2009	NOAA	DANIDA	Training in Hue, Vietnam, Philippines, and Galapagos	150,000
2009	CRC	IRG/USAID	Panama workshop Mainstreaming Climate Change into IWRM projects in Central America and the Caribbean	19,264
2009	CRC	CI	Training in the Philippines and Galapagos	6,000
LEVERAGED FUNDING TOTAL				1,624,217

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

The following table gives an overview of Life-of-Program targets and results on the indicators and targets established in the Performance Management Plan. Detailed information on each indicator and field site can be provided upon request. The table also starts to outline the targets for FY 10-14. The indicators highlighted in dark grey are indicators that we do not anticipate measuring over the next five years.

<i>Indicator</i>	<i>FY 09 Targets</i>	<i>FY 09 Results</i>	<i>Targets Year 1-5</i>	<i>Final Results Year 1-5</i>	<i>% completion</i>	<i>Comments on FY 09 Results</i>
1. Number of biologically significant hectares	70,367	0	227101	221,301	-3%	Targets for FY 09 were met in FY 08
<i>Marine hectares</i>	12,208	0	156604	150,804	-4%	
<i>Terrestrial hectares</i>	45,088	0	70497	70,497	100%	
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	Results of cockle monitoring in Tanzania and Nicaragua summarized in Coastal Management Journal Paper
3. Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation implemented	1	5	8	11	+38%	Code of Good Practices for the Management of Human Activities around the Cojimies Watershed adopted
4a. Leveraged funding (site level)	no target	43,590	no target	936,115	no target	Funding to field work in Nicaragua from the EU, Lornica foundation, and CRSP
<i>4b. Leveraged funding (regional)</i>	<i>no target</i>	<i>214,779</i>	<i>no target</i>	<i>688,102</i>	<i>no target</i>	
5. Number of persons participating in coastal resources and conservation planning initiatives	224	620	1356	4,359	+222%	Significantly over target.

6. Number of people with increased economic benefits derived from sustainable natural resource management and conservation.	0	0	584	499	-15%	Below target. This is a result of a switching the project focus from livelihoods to regional activities and global leadership.
7. Number of new or improved enterprises developed	0	4	182	193	+6%	Four half-pearl and jewelry cooperatives formed on Zanzibar
8. Monetary value generated from sustainable natural resources or conservation initiatives (USD or equivalent)	x	Not measured	x	70,254	no target	
9. Number of people trained (gender disaggregated)	75	14	500	752	+50%	over target
10. Number of training courses implemented	1	0	22	36	+64%	over target
11. Number of active participants in web-based regional networks (gender disaggregated)	0	0	48	87	+81%	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	6	no target	38	no target	
13. Number of American volunteers	0	0	10	11	+10%	The last volunteer went to Tanzania in August 2008.
14. Volunteer person days	0	0	120	257	+114%	
15. Value of volunteer time (\$)	0	0	18,166	47,728	+163%	

16. % females participating in coastal resources and conservation planning initiatives	50%	56%	42%	45%	on target	
17. % females with increased economic benefits derived from sustainable natural resource management and conservation.	0%	0%	27%	64%	over target	
18. % females trained	30%	0%	30%	40%	over target	
19. Number of female participants in web-based regional networks	0%	0%	38%	38%	on target	
% female American volunteers (Ind 13)	0%	0%	50%	36%	under target	

