

Sustainable Coastal Communities and Ecosystems Program (SUCCESS)

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

Year 7 Workplan

October 1, 2010 – September 30, 2011



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 7 Workplan

October 1, 2010 – September 30, 2011

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

A partnership between:

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

**United States Agency for International Development
Bureau for Economic Growth, Agriculture and Trade
Office of Natural 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 (CRC) 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 a total ceiling of US\$ 4,335,900. In September 2009, this award was extended for an additional five years with 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 Program's initial five years, implementing partners included the Western Indian Ocean Marine Science Association (WIOMSA), Zanzibar, Tanzania; the Center for Ecosystem Research at the University of Central America (CIDEA), Nicaragua; and EcoCostas, a Latin American regional nongovernmental organization (NGO) based in Ecuador. However, only WIOMSA and UHH continue to have a role in SUCCESS phase two. 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 phase included:

- 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
- Over \$US 1.6 million in additional funding leveraged in support of 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) through 36 courses on natural resources management
- 87 persons actively participating in web-based regional learning networks
- 38 publications documenting impacts of best practices produced

The second phase of SUCCESS (2009 – 2013) differs from the first. Centrally funded activities in phase two are 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 difference is in the funding level. The annual investment in phase two of the SUCCESS Program is less than half of that in phase one (US\$4 million in phase one versus US\$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 6, two Associate Awards were negotiated for activities in the Gambia and Ghana for a combined total of \$12.5 million. A proposal/program description for a five year, US\$11.5 million Associate Award for Collaborative Management for a Sustainable Fisheries Future in Senegal (COMFISH) has also been submitted to USAID Senegal and is pending approval at the time of this report. 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 (MPAs), and
- promoting collaborate learning in topics such as diversification of coastal livelihoods and effective governance

Major accomplishments in Year 6, the first year of Phase 2, were:

- Secured endorsement of the WIO-COMPAS Program from the International Ranger Federation (IRF), WWF South Africa, and the Game Ranger Association of Africa
- Leveraged over US \$84,000 for project activities related to climate change, learning, and MPA certification
- Trained 58 individuals (34% women) in climate change and through MPA PRO certifications
- Provided technical support to the Republic of Marshall Islands (RMI) to apply a climate lens to their Community-based Resource Management Planning (Reimaanlok) initiative; to Ghana, which is in early stages of developing its climate change adaptation activities; and to Tanzania, which is implementing a village level vulnerability assessment and adaptation planning tool that was developed by SUCCESS in collaboration with CRC's Pwani Project
- Developed six tools/guides/curricula, including the Adapting to Coastal Climate Change Guide and associated curricula and worksheets, MPA PRO Handbook and Assessor Guide, and a governance baseline how-to presentation
- Produced/presented 17 "success stories" and research papers. This includes featuring SUCCESS at the UN Climate Change Conference held in Copenhagen in 2009; at the Global Oceans and Coasts Conference in Paris; at a SUCCESS Harvest Seminar in Washington DC; in a special issue of the Coastal Management Journal; in World Conservation Union and WIOMSA publications; and in the final issue of the Basins & Coasts E-newsletter
- Successfully achieved having elements related to the process, guidance, and tools from the "Adapting to Coastal Climate Change" Guidebook incorporated into the work of two developing country organizations—the Coastal Management Advisory Council (CMAC) in RMI and the Centre for Energy, Environment, Science and Technology (CEEST) in Tanzania
- As a result of outreach efforts on WIO-COMPAS, entered a partnership with the University of Cooperation International (UCI) in San Jose, Costa Rica to develop a new regional program based on the MPA PRO Network program (note: core SUCCESS funds are not being used to support any scale-up that results; rather, the partners are seeking other sources of funds to launch this effort)
- Initiated discussions with the Coral Triangle Initiative (CTI) to adopt/adapt the USAID climate adaptation Guidebook, which resulted in the CTI sponsoring 15 participants to the August 2010 Fisheries Management course, and another 15 participants to the June 2010 CRC Coastal Adaptation to Climate Change course—the curriculum for which built on much of the material in the Adapting to Coastal Climate Change Guide developed under SUCCESS. CTI has also invited CRC to share the MPA PRO model.
- Began providing follow-up mentoring to 11 CCA participants who are implementing climate change activities in their home countries

- Conducted a first expert group meeting in Washington, DC to discuss an outline for the “Guide for Enterprise Development in Coastal Management Programs”
- Prepared a concept paper, call for case studies, and a model case study for the “Guide for Enterprise Development in Coastal Management *Programs*”

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 (ICM) 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 ICM in the 21st century that include:

- 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 essential 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 detailed actions that SUCCESS 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 the publication entitled “*Adapting to Coastal Climate Change: A Guidebook for Development Planners*,” which was 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

In SUCCESS Year 7, CRC will focus on promoting the planning for and applying of climate adaptation measures on the ground. With a cadre of practitioners trained in Year 6, CRC will leverage opportunities to mentor individuals and their teams, and through SUCCESS, will promote cross-program exchange, and will document what is learned about adaptation planning. Key learning themes will be determined by the stated needs of practitioners and their programs. The USAID-supported programs that will engage in this learning and sharing process are from Ghana, Tanzania and countries in the CTI. SUCCESS will provide these programs with value-added support and tools, and the opportunity to exchange applied learning experiences, while at the same time leveraging a platform for longer term implementation of climate change adaptations.

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

CRC is investing in formulation of a certification program for MPA professionals working to promote the stewardship of coastal ecosystems. This certification program defines standards as the benchmark against which to assess whether a professional has the education, knowledge, skills, and experience needed to effectively MPAs. The pilot of this certification program, 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 ICM, of which MPA management is just one element. The objectives for phase two are to:

- Advance a sustainable WIO-COMPAS model program in the Western Indian Ocean region
- Educate and build constituencies for 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
- Integrate competences and certification into MPA employers' staff appraisal and hiring processes

In Year 7, CRC will continue to finalize Level 3: Policy and Planning in this program; decentralize the program in the Western Indian Ocean region; and work to apply the program in other regions. SUCCESS will also apply the competences and lessons learned from the Latin America Certification for coastal governance (piloted in the first phase of the SUCCESS project) to the MPA PRO Level 3 (those involved with MPAs at the policy or other key decision-making levels). This is in recognition that professionals working on MPA policy and planning at these high levels/scales must also be adept at coastal governance.

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 its second phase, SUCCESS, will work to assemble and disseminate good practices:

- Diversified livelihood strategies

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

In Year 7, SUCCESS will produce a guidebook for enterprise development in coastal and marine biodiversity conservation that is tailored to local government officials and practitioners; will finalize and disseminate the guidance document “*Sustainable Fisheries and Responsible Aquaculture: A Guide for USAID Staff and Partners*”; and will collect lessons learned on sustainable livelihoods models that not only generate income for individuals, but that use natural resources in a more sustainable way through soliciting case studies for the microenterprise guide.

It will also continue to disseminate and apply at field sites “governance baselines” and associated methods for characterizing the capabilities of governance systems to respond to priority issues posed by coastal ecosystem change in SUCCESS Associate Award field sites. It will use funding from Associate Awards to apply in CRC field sites various approaches to assessing progress in ecosystems governance.

1.2 USAID Strategic Goals and Regional Priority Interests

SUCCESS contributes to USAID strategic goals and priority interests, especially to “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 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—topics covered in the earlier mentioned “*Sustainable Fisheries and Responsible Aquaculture*” guide.

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 it is possible to take actions 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 development of a long-term capacity-building strategy for MPA management that certifies professionals meet established standards of competence in skill areas needed for effective MPA management, which is one tool that can contribute to biodiversity conservation.

Inequality by promoting—in its guidebooks, 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 individuals with HIV/AIDS are often "driven" to destructive use of marine/coastal resources by the belief this is 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 protect and conserve the biodiversity of their marine/coastal resources.

2. Year 7 Activities

2.1 Climate Change: Mainstreaming Coastal Adaptation and Resilience

Scale of intervention: Global

Lead Implementing Organizations: CRC

Other Partnering Organizations: UHH, NOAA, IRG, TNC, US CTI Integrator, Ghana and Pwani/Tanzania country-based field programs

Activity Coordinator: Pam Rubinoff

Background

Coastal people are experiencing the effects of global climate change on a daily basis. Chronic erosion, flash floods, fresh water inflow reductions to estuaries and changing fish abundance are among the impacts that have repercussions that are felt at every level of society. Increasingly, resource managers, leaders and communities are acknowledging that climate variability and change is already occurring and is compounding the impacts of non-climate stressors in coastal areas. Current impacts coupled with predictions of future change, make it critical to understand and share knowledge on how coastal managers and communities can adapt. A first step is to become more familiar with the array of tools available and those under development that can be used to address impacts, including but not limited to increasing changes in temperatures, precipitation, storm patterns, sea levels, and ocean pH levels.

USAID Global Programs such as those of the Water Team and Climate Team are actively promoting climate adaptation, and are being joined by an increasing number of USAID Missions and partners who are addressing these concerns in their portfolios and searching for ways to help their countries and regions move forward in the face of climate change. One example is the USAID Regional Development Mission for Asia (RDMA) and the Coral Triangle Initiative (CTI), which have made adaptation a priority within their respective programs. Among the recommendations of the recently published Asia-Pacific Regional Climate Change Adaptation Assessment (April 2010) is to strengthen the capacity of institutions and individuals to conduct vulnerability assessments and to implement adaptation measures.

Since 2007, SUCCESS has been supporting a USAID leadership role in coastal climate change by providing USAID Missions and partners with information, tools and techniques to mainstream adaptation to coastal climate change in various facets of their work (see Appendix A for a summary of Year 1-5 accomplishments). The SUCCESS Year 7 workplan reflects a continuation of this leadership role, with a greater emphasis on learning across regions to advance appropriate local adaptation actions.

Year 6 accomplishments

Synthesis and Learning—Sharing What Works and Avoiding What Does Not

- The mainstreaming of climate change in community conservation planning in the Republic of the Marshall Islands (RMI) was presented in collaboration with USAID at the Copenhagen Climate Change talks in December 2009, and used as a case study example in CRC training activities.

Situation Analysis and Policy Formulation—Institutionalizing climate change considerations and adaptation

- In partnership with TNC, SUCCESS Year 6 funds and planning contributed to organizing a Year 7 scoping meeting (scheduled for October 8, 2010) on Ecosystem Based Adaptation (EBA). The partnership has sought leveraged funding from partners such as the National Center for

Ecological Analysis and Synthesis (NCEAS) to help define next steps in a full review of the environmental, engineering, and economical information supporting EBA.

- A climate lens was incorporated into the planning for an RMI atoll community-based resource management plan, and is being used in the preparation of a facilitator's guide for community-based management.

Training—Empowering leaders and enabling organizations to take action

- The partnership with NOAA, through both its US-based and international programs, has leveraged the development of a five- and 10-day curriculum in climate change adaptation (CCA) for coastal practitioners.
- The above contributed to CRC's three-week, June 2010, practitioner-based Coastal Adaptation to Climate Change (CACC) course for 25 participants—the course used highlights of the RMI experience as a way to explore the tools, successes, and challenges of applying adaptation planning in a difficult field setting and a workbook used by the participants will be edited and made available electronically for others to access and utilize.
- CRC is finalizing a capacity building intervention for the CTI, which will replicate the CACC course in the region and provide a mentoring of alumni from the 2010 course.

Technical Assistance—Helping Organizations and Communities Apply Solutions

- The RMI field application led to that country adopting the use of relevant methods and tools for coastal climate change adaptation. Those methods and tools are now also being shared with other Pacific Island nations and other programs (e.g., CTI).
- Leveraged activities with the Tanzania Northern Seascape (*Pwani*) project, where local partners have begun to develop and test a community-based vulnerability assessment methodology. Once the method is reviewed and revised, it will be replicated in two other villages in the *Pwani* project area and will be made available to other programs as well.
- The *Building Actors and Leaders for Excellence in Community Development* (BALANCED) Project—an integrated population/health/environment (PHE) initiative led 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.
- Climate change adaptation has been incorporated into CRC's four-year strategies for field programs in Ghana and The Gambia. CRC is also expecting to carry out capacity building for climate change adaptation in Tanzania's Wami and Ruvu Rivers' watersheds.

Year 7 Task Objectives

The adapting to climate change element of SUCCESS will focus in Year 7 on three primary objectives:

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

Objective 2: Support the emerging global community of practice in coastal climate change adaption by synthesizing lessons learned through SUCCESS, and sharing what works and what does not related to

planning and implementing of adaptation actions that address climate change impacts.

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 threats that climate change can have on biodiversity, livelihoods, and the overall well-being of coastal communities and ecosystems.

Planned work in Year 7 builds upon its network of practitioners and the efforts initiated in Year 6 to advance implementation of adaptation through qualitative action-learning—by identifying and then sharing and testing field-based lessons, tools and actions. Meeting these objectives depends upon the ability of SUCCESS to identify and leverage value-added opportunities and funding. Specific examples of such leveraging opportunities include SUCCESS linkages with USAID and CRC activities in East Africa (Tanzania and WIOMSA—the latter leading regional efforts); in West Africa (Ghana, The Gambia, and Senegal), as the Economic Community of West African States are also taking a regional approach; in the Coral Triangle (Papua New Guinea, Indonesia, Malaysia, Philippines, Solomon Islands, and Timor Leste in association with the regional CTI); and, if feasible, in countries supported by the BALANCED project, which incorporates climate change. The current portfolios of CRC and USAID in East and West Africa incorporate modest activities related to adaptation and CRC is finalizing a proposal to the USAID CTI Program Integrator that focuses on mentoring and capacity building of practitioners to plan for CCA. While no-cost extension activities in the first half of Year 7 will finalize the deliverables of RMI partners, no additional field work in RMI is planned. Again, leveraged field-based efforts provide SUCCESS with a wider platform for Year 7 activities, while providing a value added dimension to the field program applications of adaptation in coastal environments, as discussed below.

Activities

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

The SUCCESS program partners have requested a no-cost extension to complete several of the final products. The process of developing a local atoll management program between the RMI's Coastal Management Advisory Committee (CMAC) and the community of Namdrik was delayed in part by logistical problems and supplemental funding within their program. While a climate lens was incorporated into the draft community-based resource management plan, and a draft facilitator's guide for community-based management was prepared, neither were fully completed in Year 6. We expect both documents will be finalized (through a no-cost extension to the College of the Marshall Islands) by mid-2011. Another pending output is a shoreline assessment methodology, which is being used to evaluate different methods for shoreline erosion control. While the field work has been completed, the College of Marshall Islands is still finalizing the scope of work with a contractor who will develop options for addressing erosion. This document will also be completed in Year 7.

Given its relevance to RMI and others, CRC will use SUCCESS Year 7 funds to assemble relevant aspects of the outputs of the shoreline assessment methods and shoreline erosion control option into a set of practitioner guidance that could be applied to rural coastal communities globally—i.e. equally useful to countries beyond RMI. We will also prepare a document for dissemination that supplements the Guidebook and that will include the type of guidance, tools, and materials that reflect the input we received from practitioners who attended the 2010 CACC course. The product will be posted on a Climate Change Adaptation section of CRC's website and disseminated through other practitioner outlets

as well. Materials will be made available also in various online formats and through other USAID-sponsored forums such as FRAME. In addition to SUCCESS funds, we will seek leveraged funds to continue to solicit from practitioners their needs for CCA tools, and include these as future supplements to the Guidebook.

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Final field assessment report by engineer/geologist, including methodology for assessing shoreline erosion and options for addressing this problem at the community level.	March 2011
Final guidance materials (for a global audience) on shoreline erosion protection and adaptation measures written, reviewed, edited and laid out	August 2011
Outreach document on Reimaanlok community-based process, with a climate lens (layout and publication at UHH)	March 2011

Outputs

- Shoreline erosion assessment report. (no cost extension)
- Guidance document for erosion and shoreline protection laid out and produced
- Document on Reimaanlok process, including a climate lens applicable to RMI and other similar environments (no cost extension)

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

Profiling Field Activities—Participants’ class projects during the June 2010 CACC course at URI provided hands-on application for planning that would help jumpstart activities in their sites/countries. With USAID support, several activities have been initiated in the Africa and CTI regions building on these project ideas. CRC initiated a mentoring track to the 2010 CACC course, which provides post-course coaching for some of the participants. Upon request from the CTI, CRC has submit proposal to provide capacity building in climate change planning and adaptation. The proposal has received positive feedback and is being finalized at this time. If funded, CRC would provide practitioner coaching (8 hours per alumni) to the CTI alumni of the CACC course and would replicate the CACC course in the region. While implementation of these specific activities would be funded by CTI, the methodology, tools, and approach have all been developed under SUCCESS Project funding. The CTI funded activities would, however, help CRC in continued efforts to test, vet, adapt its materials and approach and gather new examples of case study material on how certain countries and/or regions are building their capacity to engage in implementation of climate change planning and adaptation in their place(s). Sharing this experience can serve as one tool for motivating follow-up and action in the alumni locations. Leveraging funds from SUCCESS, we will establish an explicit learning agenda for the mentoring/coaching activity. We will track and document the progress, successes and obstacles experienced by the mentees as they implement the methods in the USAID Guidebook; and identify those tools that are most relevant in the field application. The mentoring will result in journal logs for 10-15 CTI practitioners or three to five sites, together with those of the CRC/USAID Tanzania and Ghana project sites, as appropriate. The latter will build upon the field activities funded by USAID. The added value that SUCCESS brings to the table is in sharing the information that will be captured in the aforementioned logs. These logs will provide explicit information about climate change planning and adaptation, which when added to the tacit

knowledge gained through conversation and field activities, can provide a rich basis for learning and sharing on this topic among practitioners

SUCCESS funds will support staff time to design and facilitate a learning approach, to actively learn from (and between) the projects and practitioners, and to synthesize these learnings. Coaching discussions will build field profiles that will contribute to lessons and/or best practices on approaches for use in different contexts, to address different issues (e.g., adapting for shoreline management), and/or the use of various tools (e.g., the role of climate change scenarios in planning). As seen in Objective 2 below, there will be opportunities for cross-site learning and capacity building, using the practitioners themselves to identify the lessons and the good practices. Early in Year 7, an overview of the practitioners and their activities will reveal the opportunities for learning and field profile development. These experiences and the good practices and profiles that emerge will be disseminated to both practitioners and program managers (in USAID and other donor communities). The profiles and initial findings will be used in the planned CACC CTI regional course scheduled for March 2011. As CRC continues to track progress at the sites as they implement the adaptation measures, it will rely on the field sites and regional networks for communicating about and exchanging lessons learned and good practices. This experience can inform supplements to the USAID Guidebook and will be shared more broadly (i.e., beyond the sites themselves) through use in trainings and presentations and dissemination via practitioner networks (e.g., the Climate Adaptation Knowledge Exchange) and peer reviewed journal articles. Most importantly, this information can contribute to improvements in the design and implementation of climate change adaptation elements of CRC and USAID field programs.

Tools—CRC will utilize carryover funds from Year 6 to contribute to an October 2010 work session with TNC and other partners (i.e. the World Bank and Wetlands International) to better understand ecosystem-based adaptation (EBA) tools. The goal of this partnership is to improve knowledge and communication of EBA as a viable adaptation alternative. While specific activities under this partnership will be decided at the workshop, the extent of SUCCESS involvement will depend on securing leveraged funds. Meanwhile, CRC anticipates that carryover Year 6 and new Year 7 funds will, in any case, contribute towards the overarching goal of the partnership to promote EBA and CRC anticipates that at a minimum SUCCESS will provide staff support and/or enlist the engagement of practitioners in reviewing EBA information and materials.

Lessons from Year 6 have shown that a number of the adaptation activities must be locally based, and therefore require engagement with municipal level officials. With this critical success factor acknowledged, CRC will begin to explore potential partner organizations to help link directly with municipalities (e.g., international city and county managers, Local Governments for Sustainability/ICLEI, or a USAID local governance partner such as the Research Triangle Institute).

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Identify practitioners/sites for tracking progress and lessons for the CRC practitioner network	October 2010
Finalize field profile template for data input	November 2010
Draft field profiles written and disseminated through the CRC practitioner network	August 2011
Working draft synthesis of cross-site profile findings	August 2011
Contribute to TNC partnership for summarizing Ecosystem Based Adaptation science and approaches	September 2011

Outputs

- Three field profiles developed
- Synthesis of cross-site lessons and practices (working draft)
- EBA meeting findings, summary of knowledge and recommendations for next steps written up

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.

Using leveraged funding/projects to mentor practitioners, SUCCESS will focus on identifying opportunities to link across programs (CTI, Africa and potentially BALANCED) to engage practitioners in sharing lessons learned, discussing solutions to common problems, and providing technical resources to help address these. SUCCESS Year 7 funds will support development of video clips from the field as a way for practitioners to share tools, lessons, and perspectives from their respective sites. SUCCESS will disseminate these clips via CRC-based networks as well as other global on-line portals such as CAKE or WWF's Climate Witness.

As another venue for building the capacity of program staff and other practitioners, SUCCESS will develop and deliver a Webinar, and offer selected forums for participants to engage across/within the Africa and CTI program countries. To minimize our own carbon footprint, we will network our African (and potentially CTI) counterparts via Skype and Webinars as venues through which they can share their experiences in conducting adaptation planning processes. Participants in these can self-form themselves around common issues of interest and/or around different tools that are being addressed.

CRC will evaluate the current networking of the CACC alumni through a virtual server and listserv and will consider expanding with related Twitter/Facebook outlets that individuals can subscribe to, thereby allowing access across platforms and on mobile devices.

Acknowledging that face-to-face engagement is essential to sustaining a community of practice, SUCCESS will work with USAID project teams to define and fund peer-to-peer exchange teams of practitioners within Africa or CTI regions. These exchanges provide the opportunity for participants to observe and experience first-hand, vs. via virtual sharing and learning mechanisms, adaptation challenges and opportunities that may be similar to their own, and to offer recommendations based on their own experiences. The CRC team will work with country partners to identify specific adaptation planning tools, techniques or implementation activities that can be transferred from one site to another, thus encouraging practitioners to provide technical assistance to their peers. For example, two staff from Ghana would go to Tanzania to be trained by staff of the *Pwani* project who are experienced in community vulnerability assessments. The Ghana team would then plan their own field application, and the staff from *Pwani* would travel to Ghana to provide hands-on assistance during the Ghana project's first trial run of the community assessments. This could contribute to the overall lessons learned for adaptation planning. The SUCCESS team also expects to continue leveraging funds to provide technical assistance to the implementation of shoreline management and climate change activities in Ghana and community-based vulnerability assessments in Tanzania. The peer-to-peer exchange activity will depend on the compatibility of issues and peer knowledge across sites. This will be evaluated mid-year, and a determination will be made whether this is feasible for Year 7 or as follow-up in Year 8, when the USAID sites are further along in their climate change adaptation initiatives.

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Online information and communication via CRC practitioner network	November 2010
Web-based forum for practitioners	March 2011
Webinar for practitioners	April 2011
Video clips from the field	September 2011
Peer-to-peer exchanges in Africa	TBD

Outputs

- 1 web-based forum
- 1 webinar for practitioners
- 3 video clips from the field
- 2 way peer-to-peer exchange technical assistance (4 people in total) one site to another (TBD)

Results Expected for Objective 1, 2 and 3

<i>Indicator</i>	<i>Year 7 Target</i>	<i>Comments</i>
1. Individuals trained (gender disaggregated)	20 (10females)	CACC CTI regional course and TOT
3. Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts	1	Practitioner guide for rural coastal communities
4. Number of success stories, peer review articles, conference papers, research studies documenting key actionable findings and lessons learned related to SUCCESS	6	3 field profiles and 3 video clips from the field
5. Number of technical support interventions provided by SUCCESS to other partners and programs on toolkits and guidebooks developed by SUCCESS.	3	TA to Ghana, Tanzania, and CTI
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.	10	Individuals from CTI implementing activities as a result of CACC
7. Number of target organizations incorporating SUCCESS tools etc. into their work	3	CTI, Pwani, Ghana, RI Land Trust, and NOAA OCRM

2.2 Capacity Building: Certification for Marine Protected Area Professionals

Scale of intervention: Global

Lead Implementing Organizations: CRC

Other Partnering Organizations: WIOMSA

Activity Coordinator: Glenn Ricci

Background

The MPA PRO model is unique in its focus on proven on-the-job performance as evidence of competence rather than on what is learned in one-off training events. The use of standards implies a performance expectation—i.e., candidates 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 MPA PRO offers a combination of professional development, networking, ethics and certification, the focus is on the latter.

Staying true to the original intent of MPA PRO, SUCCESS has been sharing the model with other regions in the hopes of expanding the application of this innovative capacity building framework. In the Latin America and Caribbean region, SUCCESS has been meeting with MPA leaders over the past year to assess the demand for replicating the MPA PRO model. The Coral Triangle Initiative in Southeast Asia has also established an interest in learning more about the MPA PRO model, which SUCCESS will continue to explore in Year 7.

Year 6 accomplishments

- Conducted two Level 1 offerings with cost share from local partners, resulting in eight new MPA PROs and four pending candidates
- Increased the tally of MPA PROs to 20 fully certified with an additional six candidates pending further evidence submitted in the coming year
- Integrated the MPA PRO competences with two MPA training courses offered in the WIO region
- Drafted the competences and assessment instruments for Level 3 certification, setting the stage for training of assessors and scheduling a yet to be scheduled Level 3 certification offering
- Evaluated the impact of WIO-COMPAS on the first MPA PROs and produced a summary article on the findings
- Promoted the MPA PRO model, with a focus on WIO-COMPAS as the pilot, through presentations at the Oceans and Coasts conference in Paris, two workshops in Latin America, an MPA Managers workshop in the Caribbean (funded by another CRC project), the email newsletter of the World Conservation Union (IUCN) World Commission on Protected Areas (WCPA), and a journal publication
- Secured endorsements from WWF South Africa, the International Ranger Federation and the Game Rangers Association of Africa (discussions are ongoing with national governments)
- Streamlined administrative systems that now provide the Secretariat and Assessors with a central database, templates, filing system and networking

Year 7 Task Objectives

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

SUCCESS funding will provide core support and leverage to achieve the writ large vision and goals for MPA PRO which 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 post-certification services to MPA PROs through networking, exchanges, knowledge-sharing and continuing education courses based on the 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 7, specific efforts will focus on finalizing the Level 3 certification in the WIO region, certifying leaders to share the program in other regions, and building international support for MPA PRO as *THE* certifying program for MPA professionals.

Objective 1: Certify

To advance toward the goal of fully developed and conducting all three levels of certification, WIO-COMPAS will make significant advances on finalizing the development of Level 3. This includes hiring an assessment expert to assist our trainers in conducting this high level of competency assessment. CRC will also incorporate the coastal governance certification materials from Latin America to ensure that Level 3 is addressing the larger coastal management issues surrounding the MPAs. Certifications will also continue to be offered at Levels 1 and 2 so as to increase the numbers of MPA PROs, provide new assessors with experience and obtain buy-in from governments. If we progress quickly and our clients are receptive and prepared, we will strive to offer the first Level 3 Certification at the regional level in Year 7. A decision as to whether this is offered in Sept 2011 or deferred to the first quarter of Year 8 will be made at the semiannual progress review.

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Update Program Policies and Ethics Statements	January 2011
Conduct Level 2 offering (national or regional)	February-May 2011
Conduct Level 1 offering (Tanzania)	April – June 2011
Train Level 3 Assessors and develop assessment materials	August 2011
Conduct Level 3 offering (regional)	September 2011

Outputs

- Updated Handbook with new Level 1, 2 and 3 processes, competences, assessment instruments and candidate materials
- Level 3 Assessors Guidebook and assessment materials
- Manual for training assessors

Objective 2: *Service*

In Year 7, we will continue to provide MPA PROs with valuable services after their certification is completed, with the goal of improving the networking and sharing of knowledge between MPA PROs within the region. We will do this by posting MPA PRO case studies, and identifying MPA PROs' expertise and analyzing how to design an effective exchange program. An online tool (blog and/or email) will be developed that will enable MPA PROs to easily communicate and receive updates on MPAs in the region and beyond. Social network analysis has been a core strategy of MPA PRO from the start. The data that has been collected to date will be assessed, summarized and applied to improve WIO-COMPAS performance. Governments and MPA professionals are demanding to know the impact of WIO-COMPAS on MPA PROs and toward that end, we will continue to share publically all post-certification evaluations as these ask this question directly of the MPA PROs.

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Active networking of MPA PROs through electronic media and exchanges	Ongoing
Continue posting MPA PRO profiles and case studies on website	Ongoing
Evaluate MPA PROs for Impact of Program	Ongoing
Refine the Social Network Analysis and Application	March 2011

Outputs

- Online networking of MPA PROs to share information and provide updates on *MPA News* (an international monthly news services/electronic newsletter)
- Updated WIO-COMPAS website with new materials, MPA PRO profiles and case studies
- Summary report on the post-certification evaluations by MPA PROs
- Social Network Analysis and refinements to the data collection process

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. Invitations to date for Year 7 include: from the Coral Triangle Initiative to present at their next regional exchange workshop in 2011; and from the National Oceanic and Atmospheric Administration (NOAA) to present at their Leadership Retreat and also to co-lead a capacity building workshop at the International Marine Conservation Congress (IMCC) that will highlight MPA PRO as an innovative model (SUCCESS will participate in the latter only if

NOAA shares costs including funding a Kenyan MPA PRO to attend). WIO-COMPAS will also focus on obtaining key endorsements from employers of MPA professionals—specifically national government agencies. To reach this objective, we will conduct an institutional analysis/survey of employers to determine the best method of getting MPA PRO competences incorporated into hiring and staff performance reviews. This will be a key sustainability target for WIO-COMPAS.

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Conduct institutional analysis of WIO region MPA government agencies to seek endorsements	January 2011
Present the MPA PRO/WIO-COMPASS Program to other regions (Asia, Latin America and Caribbean)	April 2011
Lead capacity building workshop and writing of paper at the International Marine Conservation Congress (IMCC) (Contingent on funding from NOAA)	May 2011
Secure key endorsements from WIO-COMPAS region governments, NGOs, etc.	July 2011
Produce outreach materials for international media (blogs, newsletters and conferences/meetings) that inform the marine conservation/coastal management/MPA sector of the MPA PRO program	August 2011

Outputs

- Articles for newsletters and blogs on MPA PRO and WIO-COMPAS progress in certifying professionals
- Strategy document for linking WIO-COMPAS to government MPA agencies and for obtaining endorsements
- Co-authored paper on capacity-building strategies with a highlight on MPA PRO

Results Expected for objectives 1-3

<i>Indicator</i>	<i>Year 7 Target</i>	<i>Comments</i>
1. Individuals trained (gender disaggregated)	20 (6 females)	Level 1, 2 and 3 offerings, Level 3 assessor training
3. Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts	3	Level 3 assessors guide, Manual for training assessors, online tool
4. Stories, articles, conference papers, research studies documenting key actionable findings and lessons learned related to SUCCESS	4	Articles and papers

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: A primary premise of the on-the-ground activities implemented by SUCCESS 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, 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. Based on the first five years of SUCCESS experience, the learning team has started working on a guide called *“Enterprise Development in Coastal and Marine Biodiversity Conservation: A Guidebook for Local Government and Practitioners.”* The goals of the Guidebook are to:

- Advance understanding of the links between enterprise development, coastal biodiversity threats and community resilience
- Provide a road map for designing, implementing and adapting enterprise development efforts
- Draw lessons from experience on how to support successful enterprise activities coupled to integrated coastal management programs
- Provide material for training on livelihoods development

Other learning activities are related to developing a programming guide targeted at USAID staff and partners working in sustainable fisheries and responsible aquaculture. This guide was designed to encourage USAID missions to invest in these sectors as they can contribute significantly to USAID’s objectives for food security and economic growth. However, these same sectors are currently plagued by weak capacity and poor governance, factors that make it a challenge to achieve these goals in a way that reduces impacts on the environment and ecosystems, especially in biologically significant areas. Efforts to develop simple guidelines and methodologies for assessing governance responses to ecosystem change have matured and can serve as important tools in strengthening good coastal and marine ecosystem governance worldwide. In fact, many of the implementation challenges that programs face stem from poor progress being made—during the planning and program development process—to properly assess and achieve the enabling conditions necessary for effective implementation. These enabling conditions are: clear goals, institutional capacity, strong constituencies among stakeholders and commitments from decision-makers.

Year 6 accomplishments

- A concept paper developed for the “Enterprise Development in Coastal and Marine Biodiversity Conservation: A Guidebook for Local Government and Practitioners”

- Experts meeting held in Washington DC on March 23, 2010 to vet the Enterprise Guide with microenterprise experts from academia, nongovernmental organizations, and USAID as well as field practitioners from East Africa, West Africa, and Latin America participating
- Results from the SUCCESS Phase 1 livelihoods study disseminated in journal and newsletter articles, during a special seminar in Washington DC, and during the Coastal Zone 09 conference
- The Enterprise Guide under draft at the end of Year 6, and a call for case studies sent out to practitioners and academics working in Africa, South East Asia, and Latin America
- 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 published
- A final issue of the Basins and Coasts Newsletter published
- Fisheries and aquaculture programming guide drafted and sent to USAID for review¹
- CRC Director, Stephen Olsen, participated 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
- Applied methods for the analysis of governance responses to coastal ecosystem change to new associate awards in Ghana and The Gambia

Year 7 Task Objectives

Building on the experience and lessons learned from the field sites that were included in the first five years of SUCCESS, the objective for years 6-10 is to synthesize the livelihoods knowledge, incorporating where possible the experience from other development projects. The end product will be a guidebook for enterprise development in coastal and marine biodiversity conservation, tailored for local government officials and practitioners. The guidebook will be disseminated in a series of regional learning/outreach workshops, where SUCCESS will also draw upon the knowledgebase of additional lessons that have emerged from a broader base of experience, and will work to help other USAID and international donor initiatives improve performance of their own livelihoods components.

In addition to the livelihoods agenda this year, the fisheries and aquaculture guide will be completed and printed. In subsequent years it will be disseminated and incorporated into various CRC/SUCCESS planned workshops and other training events. SUCCESS will also continue 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.

Objective 1: Guide for Enterprise Development in Coastal and Marine Biodiversity Conservation

The SUCCESS livelihoods learning team will complete the Guide in Year 7 via the following steps: Completing the guide will include several steps:

¹ In Year 6, SUCCESS planned to complete and print the Fisheries and Aquaculture Programming Guide. However, final USAID comments on the final draft of the Guide remain pending. When those comments are received, the SUCCESS team will move rapidly to incorporate them and have the document electronically published and disseminated.

1. Finalize edits of the technical sections of the guide.
2. Secure commitment from and receive six to eight case studies from coastal and marine conservation related projects that are implementing microenterprise projects around the world. The goal is to have two to three cases from East Africa, one from West Africa, one or two from South East Asia, one from the Pacific, and one or two from Latin America and the Caribbean.
3. Incorporate the case studies into the guide.
4. Prepare reference guides on key topics.
5. Hold a feedback meeting for a group of experts (five to six individuals) on the first complete draft of the guide. The expert group will consist of a subset of the individuals participating in the first expert group meeting, held in Year 6.
6. Revise the draft based on the feedback from the expert group.

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
6-8 case studies received from partners	December 1, 2010
Draft guide completed and sent to experts for review	January 2011
Expert group meeting to review draft guide	March 2011
Guide revised and finalized	May 2011

Outputs

- Microenterprise guide, with 6-8 case studies from around the world

Objective 2: *Field-based Learning on Livelihoods*

SUCCESS has drafted a list of ongoing projects, organizations, academics, donors, and field sites that are implementing conservation-based microenterprises around the world. This list was a starting point when identifying potential case studies for the microenterprise guide. In Year 8, SUCCESS anticipates to implement a regional training workshop on the microenterprise guide in West Africa or another region where interest is strong. Preparing for this workshop, the learning team will develop training modules, including a teaching case study that is based on one of the cases included in the guide. The team will also identify where the workshop will be held and start making logistical preparations for the event. To leverage resources, the workshop will be coordinated with a SUCCESS climate change or MPA PRO event—or if that is not possible, with some other regional or global conference (e.g. a regional East Africa WIOMSA symposium) where many of the participants travel is paid for by their agencies or donors).

Tasks, Milestones and Schedule

<i>Tasks and Milestones</i>	<i>Date</i>
Develop training modules and a teaching case study based on the microenterprise guide	September 2011
Identify the location and dates for the Year 8 regional microenterprise workshop	September 2011

Outputs

- Training modules

Results Expected

Objective 3: Communicating Key Lessons Learned on SUCCESS Achievements and Learning

While SUCCESS will continue communicating lessons learned on its achievements, no legacy events are planned for Year 7. If opportunities arise, the SUCCESS team will produce newsletter articles, success stories, and deliver presentations at conferences. At the time of writing this workplan, however, the specifics of these remain as yet unidentified.

Tasks, Milestones and Schedule

- No specific tasks and milestones identified

Outputs

- No specific outputs identified

Results Expected

- No targets set for SUCCESS indicators under this objective

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. Once USAID provides CRC with its final feedback on the draft fisheries and aquaculture programming guide, the SUCCESS team will complete the guide, and print and disseminate it widely. As part of the CRC match contributions to the SUCCESS Program, the CRC Director will continue to 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. SUCCESS will also continue applying the methodology in new SUCCESS Associate Awards and other CRC field programs.

Tasks, Milestones and Schedule

- No specific tasks and milestones identified

Outputs

- Sustainable Fisheries and Responsible Aquaculture Programming Guide

Results Expected for objectives 1-4

<i>Indicator</i>	<i>Year 7 Target</i>	<i>Comments</i>
3. Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts	3	Enterprise guide, microenterprise teaching curriculum, and fisheries guide

3. Associate Awards, Leveraged and Complementary Activities

Background

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. During Year 6, USAID Senegal also requested an application for an Associate Award estimated at \$12.5 million over a 5-year period. That application was submitted and a decision on an award is pending with the Mission at this time.

3.1 Leveraged and Complementary Activities

In Year 6, SUCCESS leveraged over US \$84,000 from various sources (see table on page 30, for details). The MPA PRO team leveraged approximately US \$38,000 from sources, including the Swedish International Development Agency (SIDA) and WWF South Africa, for the two certification offerings. The climate change team leveraged approximately US \$35,000, including US \$20,000 from NOAA for development of training materials and US \$12,000 from USAID Tanzania for village level adaptation planning. Smaller amounts were leveraged for the March 2010 experts meeting and for travel related to promote the methods for analyzing the governance dimensions of ecosystem change.

Building on this Year 6 leveraged funded and complementary activities, SUCCESS expects over the course of the five years of its second phase to continue leveraging funds from other projects supported by USAID and non-USAID donors 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 the countries that are the focus of the CTI and countries where the CRC-led BALANCED project (promoting integrated population-health and environment initiatives) is working.

4. Program Management

4.1 Key Staff

Directors

Brian Crawford (Program Director)	CRC	brian@crc.uri.edu
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Lesley Squillante	CRC	Lesley@crc.uri.edu

Learning & Outreach

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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 Mobile Minutes. The WIO-COMPAS program uses Central Desktop for team collaboration, project management and file sharing. 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 7 along with the 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		
PMP report	30 October 2010	Richard Volk, AOTR and AO
Semi-annual Report & PMP Report (July 2010 - December 2010)	20 December 2010	Richard Volk, AOTR and AO
Progress Report (January 2011 - March 2011)	30 April 2011	Richard Volk, AOTR and AO
Semi-annual Report & PMP Report (January 2011 - June 2011)	30 July 2011	Richard Volk, AOTR and AO
Year 8 Workplan	30 September 2011	Richard Volk, AOTR and AO
Financial Reports		
Forms SF 269, 269a	quarterly	Richard Volk, AOTR
Forms SF 272,272a	quarterly	Richard Volk, AOTR & www.dpm.psc.gov
Final financial report	31 December 2010	Richard Volk, AOTR and AO
Accruals	Quarterly as requested by AOITR	Richard Volk, AOTR
Pipeline and requests for additional funds	Annually as needed	Richard Volk, AOTR
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>
November 10		Ricci: Costa Rica, MPA PRO Sharing the model		
January 11		Ricci: Bali, MPA PRO Sharing the model		Crawford:DC for meeting w/AOTR
February 11	Rubinoff Africa mentoring/lessons learned			
March 11	Ricci CTI Climate Change Mentoring/lessons learned		Torell and Tobey to DC for review of microenterprise guide	
May 11		Ricci: Canada, IMCC Workshop and capacity building paper – MPA PRO		
July 11	Peer to Peer Exchange in Africa	Ricci: Kenya Assessor Training Course		
August 11	Rubinoff DC: TNC EBA follow-up			Crawford: DC for meeting w/AOTR
September 11		Ricci/Olsen: Kenya L3 MPA PRO		

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 original SUCCESS indicators that were connected to on-the-ground results will no longer be active (see Appendix A for a full listing of the original indicators) ²:

During the five year extension, nine indicators are tracked:

1. Individuals trained (gender disaggregated)

² 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.

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	40 ³	70	55	30	250
<i>Number of women trained</i>	16	16	27	25	11	102
<i>% women trained</i>	40%	40%	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 11 Targets for all indicators

INDICATOR	FY 11 Targets
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	No target
3. Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts	7
4. Number of success stories, peer review articles, conference papers, research studies documenting key actionable findings and lessons learned related to SUCCESS	10

³ The original target for Year 7 was 55, but it was revised during the work planning and budgeting process.

INDICATOR	FY 11 Targets
5. Number of technical support interventions provided by SUCCESS to other partners and programs on toolkits and guidebooks developed by SUCCESS.	3
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.	10
7. Number of target organizations incorporating SUCCESS tools etc. into their work	3
8. Number of hectares in areas of biological significance under improved management	0
9. Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation implemented.	0

The web-based monitoring system will no longer be used to collect PMP data. This system worked well when SUCCESS was working with multiple field partners, who were submitting quarterly PMP data. It is not appropriate for the current SUCCESS Program, which has a smaller set of indicators and where the PMP data is collected in-house. However, all PMP data will go through the same quality control checks by the M&E coordinator at CRC, who will also store electronic evidence files for reported numbers.

In-Program learning and adaptations will also be promoted during the annual internal reflection meeting that will be part of the Year 8 work planning process. **A summary of the Year 6 self assessment is presented together with the Year 6 PMP summary in Appendix A.** During the Year 7 self assessment meeting, the PMP data collected during the course of the past year will be discussed. To add detail and depth to the PMP data, we will discuss the following questions:

- 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 (e.g., 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>
Annual self assessment	August 2011
Collect PMP data	Semi-annually
Prepare and submit quarterly and semiannual reports to USAID	Quarterly

4.6 Issues and Challenges

A significant challenge this year is to ensure that appropriate attention is provided to the important new Associate Award programs in Ghana and the Gambia, which are still young programs in need of significant mentoring and oversight. This is at the same time that attention must also remain focused on continuing to build on the global leadership activities and initiatives that are the core of the modestly funded, but strategically important, Leader Award. This situation will become intensified should CRC win the pending Associate Award from the Senegal Mission and/or should potential opportunities that are in the negotiation stage with the CTI become a reality. That said, CRC recognizes the important opportunity that would be present should the Center have three Associate awards, all in neighboring countries in Western Africa, and all with a focus on fisheries and aquaculture. Having such a geographical concentration of synergies and complementary of goals, objectives, and activities presents a valuable “critical mass” of effort in one place and hence a valuable opportunity for sharing learning about issues of common interest across countries within one region. At the same time, CRC recognizes the demands that having such a program portfolio places upon it to have in place the right mix of home-based staff (in the RI office) as well in-country staff and partners. While to date we have been relatively successful in pulling together the technical/professional and administrative staff required to meet the demands of both the Leader and the two Associate Award projects, we will need to revisit these human resource needs if/when the Senegal Associate Award is made and/or the CTI opportunities are finalized. In anticipation of this situation, the Center has already begun researching possible staff and partners that could play a role in-country and has begun paperwork to facilitate the hiring of new staff at CRC headquarters as well. While acknowledging the positive benefits that would accrue should SUCCESS “land” the above Associate Award and other leveraged funding (CTI), it also recognizes it would be difficult, if not impossible, in the short term to accept additional major projects, including but not limited to Associate Awards. The only additional work the Center is likely to accept would be smaller leveraged funding opportunities that could build upon the work to which we and our partners are already committed.

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 lies in how to more aggressively identify ways to reduce costs of the program and decentralize the model even further than has been done to date. Our strategy is to work with the MPA management authorities to incorporate our competences into their staff hiring and performance review policies. This will then provide the internal incentive for certification and associated targeted training programs.

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 in a way that maximizes the use of skills and talents and at the same time allows 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.

The field of climate change adaptation is young, in that there is a lot of training and planning, while there is yet limited application of adaptation measures. In those places/cases where adaptation is beginning to

occur, it is difficult to see the full benefits at this time. Additionally, much of the planning that is occurring is at the local level. As such, the feedback loop for CRC/USAID is slow. Given that SUCCESS funds are not meant to be used for the application of measures, CRC relies on partnerships to leverage field-based application. Then the SUCCESS role is to provide value-add learning and mentoring, which we believe is essential to enhancing tools, training, and the practical application of adaptation measures.

Lastly, finalizing the microenterprise guide took longer than expected as it was decided that a rewrite of the overall concept for the guide—based on input from the March 23, 2010 meeting—would strengthen the final product.

5. Budget

This section provides details of the annual budget aggregated in different ways. The budget assumes carry over of Year 6 USAID funds of \$25,815, plus a Year 7 obligation of \$400,000 for a total year 7 budget of \$425,815.

EPP-A-00-04-00014-05

SUCCESS - Year 7

Oct 10-Sep 11

Budget by Line Item

Item	USAID	CRC Cost Share	UHH Cost Share	Total
Salary	104,372	32,132	-	136,504
Consultants	10,330			10,330
Fringe benefits	44,874	13,817		58,691
Other direct Costs	20,350			20,350
Travel	49,776			49,776
Sub-agreements	100,500	-	3,875	104,375
Direct Costs	330,202	45,948	3,875	380,025
Indirect @ 41%	95,613	18,839	-	114,452
Total	425,815	64,787	3,875	494,477

Budget by Program Element

Program Element	USAID	Cost-share	Total
Climate Change	125,472	36,598	162,070
Capacity Building	160,823	32,064	192,887
Livelihoods and Outreach	68,706		68,706
Program Management	70,813		70,813
Total	425,815	68,662	494,477

International and US Based Travel Budget

Program Element	CRC	WIOMSA	Total
Climate Change	25,730		25,730
Capacity Building	19,846	39,701	59,547
Livelihoods and Outreach	3,032		3,032
Program Management	1,168		1,168
Total	49,776	39,701	89,477

Year 1-5 Leveraged Funding Results

REGION	Leveraged Funds
Latin America Region	\$ 222,676
Ecuador	79,216
Nicaragua	110,825
East Africa Region	250,647
Tanzania	746,074
LEVERAGED FUNDING TOTAL	\$1,624,217

Leveraged funds Year 6

Leveraging Partner	Donor	Activity funding is for	Leveraged Funds \$
CRC	Marviva	MPA PRO	1,800
CRC	individual experts	Livelihoods learning	5,322
CRC	CRC	Reception at 3/24 meeting	2,212
CRC	CIDEA	Juan Ramon Travel	859
CRC	NOAA	To develop 3 climate change adaptation modules	20,280
CRC	USAID Tanzania	CEEST subcontract to use adaptation to climate change guide in Tanzania	12,835
CRC	UH SeaGrant	SeaGrant staff contributing to RMI coastal assessment	2,002
CRC	LOICZ	Stephen participation in India meeting.	504
CRC	LOICZ	Stephen participation in Paris meeting	2,133
WIOMSA	SIDA	Expert meeting for WIOCOMPASS	15,200
WIOMSA	WIOMSA match	South Africa certification event	3,180
WIOMSA	WWF S.A. and South African Parks Governments	South Africa certification event	10900
WIOMSA	USAID Tanzania	Kenya certification event	4000
WIOMSA	Employer candidate fees	Kenya certification event	3200
Total Leveraged funds			84,428

Annex A: PMP highlights and accomplishments

SUCCESS Year 6 PMP results

<i>INDICATOR</i>	<i>FY 10 Target</i>	<i>FY 10 Cumulative Total</i>	<i>FY 10 Quarter 4</i>	<i>Comments</i>
1. Individuals trained (gender disaggregated)	40	58	21	CACC and certification events
<i>Number of women trained</i>	<i>16</i>	<i>20</i>	<i>5</i>	
<i>Percent women trained</i>	<i>40%</i>	<i>34%</i>	<i>24%</i>	
2. Dollar value of funds leveraged from USAID Missions and non-USG sources	No target	84,428	21,280	Sources include: NOAA, URI, UCA, WWF South Africa, livelihood experts, and USAID Tanzania
3. Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts	1	6		Climate change guide, Governance tools, Tanzania village level CCA tool, MPA pro handbook, 10 day curriculum, and CCA worksheets
4. Success stories, peer review articles, conference papers, research studies documenting key actionable findings and lessons learned related to SUCCESS	9	17		Coastal Management Journal, Basins and Coasts, Conference presentations, and newsletter articles,
5. Technical support interventions provided by SUCCESS to other partners and programs on toolkits and guidebooks developed by SUCCESS	1	4		TA provided by Rubinoff, Tobey, and Robadue to activities in RMI, Ghana, and Tanzania
6. Recipients of SUCCESS training and/or mentoring subsequently implementing projects or providing training or technical assistance in these topics to others	0	11	11	CACC participants that we are following/mentoring as they implement projects.
7. Target organizations incorporating SUCCESS tools etc. into their work	0	6	3	RMI's CMAC, CEEST Tanzania, WWF South Africa, International Ranger Federation, the Game Ranger Association of Africa, and NOAA OCRM
8. Hectares in areas of biological significance under improved management	0	0	0	

9. Policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation implemented	0	0	0	
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Highlights from Year 6 Self Assessment

As part of the Year 7 work planning process, the SUCCESS learning team organized an internal self assessment to look at the Year 6 accomplishments in relation to the PMP indicators. Highlights from this meeting included:

Applying SUCCESS methods in the field: CRC has developed a name for itself and USAID in coastal climate change planning and adaptation. The methods and tools developed by the team are in demand Groups, including NOAA, CI, and the large DC based for-profit development agencies such as Tetra Tech, Chemonics, etc. have repeatedly requested training materials and CRC’s technical expertise in proposals, field implementation, and trainings. The Climate Change Team assisted RMI apply a climate lens to their Community-based Resource Management Planning (Reimaanlok) initiative—and provided technical assistance to CRC’s field projects in Ghana and Tanzania. As part of applying the methods in the field and during trainings, the team has developed a number of hands-on tools, such as the Tanzania village level vulnerability assessment and planning template, the 10 day CCA curriculum and worksheets, and MPA PRO related handbooks and facilitator guides. It is still early to draw lessons from the field applications. However, the team agreed that an exchange between Ghana and Tanzania would be a good activity for the end of Year 7.

Documenting field experience: In Year 6, SUCCESS focused on disseminating field experience from years 1-5. SUCCESS was featured in 17 different journal articles, newsletter write ups, and conference presentations. In Year 7, field experience will be documented through the microenterprise case studies and the peer exchange between Ghana and Tanzania.

Interest in trainings and certifications: There is a lot of interest in CRC’s climate change and MPA pro related trainings. For the CCA, CRC had about 75 applications from around the world. No applicant was turned down, but only 25 individuals attended the training. The rest did not have the funding to attend—including the poor applicant from Bangladesh, who pleaded “please, I need to attend, my country is sinking!” The MPA Pro certification events also received many applications, but several applicants were turned down, not because of funding, but because they did not meet the selection criteria.

Training impact: As part of the Phase 2 PMP, SUCCESS is following the individuals trained by the Program to assess to what extent they are using what they have learned. The CCA Institute included a mentoring feature and 11 individuals are currently being mentored. In Year 6, the mentoring was done by phone and email. In Year 7, the mentoring will be done through a combination of emails, phone calls, and field visits.

Interest in methods: NOAA, Conservation International, and CRC’s field projects in Ghana and Tanzania have requested training support related to climate change. Training and methods have been requested internationally, as well as by US Government agencies, which CRC also works with through its US/Sea Grant program. NOAA has also expressed interest in MPA PRO and might be using it for US marine protected area staff. The MPA Pro concept has been integrated into the Kenya Wildlife Service and into two South African Regions. Finally, there is international interest in the methods 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 CRC Director has been invited to present these

methods at several international forums and the methods and tools are reportedly being used. For all of these activities, SUCCESS is leveraging significant resources. In FY 10, SUCCESS leveraged over US \$84,000. The main lesson learned from this is that SUCCESS has been able to increase its impact by partnering and leveraging resources.

Endorsements: The MPA PRO/WIO-COMPAS program has been endorsed by IUCN, the International Ranger Federation, WWF South Africa, and the Game Ranger Association of Africa. The IUCN endorsement has been the most important one, raising the profile of the Program and increasing the interest in certification. By adding its logo to the CCA guidebook, NOAA in-officially endorsed the guide—something that clearly has legitimized NOAA using the guidebook in their trainings.

SUCCESS Year 1-5 highlights

Year 1-5 PMP summary

<i>Indicator</i>	<i>Y 1-5 Targets</i>	<i>Year 1-5 Results</i>	<i>% completion</i>
1. Number of biologically significant hectares	227101	221,301	-3%
<i>Marine hectares</i>	156604	150,804	-4%
<i>Terrestrial hectares</i>	70497	70,497	100%
2. Number of hectares in areas of biological significance showing improved biophysical conditions for selected parameter(s)	no target	14,162	no target
3. Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation implemented	8	11	+38%
4a. Leveraged funding (site level)	no target	936,115	no target
<i>4b. Leveraged funding (regional)</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	1356	4,359	+222%
6. Number of people with increased economic benefits derived from sustainable natural resource management and conservation.	584	499	-15%
7. Number of new or improved enterprises developed	182	193	+6%
8. Monetary value generated from sustainable natural resources or conservation initiatives (USD or equivalent)	x	70,254	no target
9. Number of people trained (gender disaggregated)	500	752	+50%
10. Number of training courses implemented	22	36	+64%

<i>Indicator</i>	<i>Y 1-5 Targets</i>	<i>Year 1-5 Results</i>	<i>% completion</i>
11. Number of active participants in web-based regional networks (gender disaggregated)	48	87	+81%
12. Publications documenting impacts of best practices	no target	38	no target
13. Number of American volunteers	10	11	+10%
14. Volunteer person days	120	257	+114%
15. Value of volunteer time (\$)	18,166	47,728	+163%
16. % females participating in coastal resources and conservation planning initiatives	42%	45%	on target
17. % females with increased economic benefits derived from sustainable natural resource management and conservation.	27%	64%	over target
18. % females trained	30%	40%	over target
19. Number of female participants in web-based regional networks	38%	38%	on target
20. % female American volunteers	50%	36%	under target

Year 1-5 highlights related to current activity areas

Climate Change: Mainstreaming Coastal Adaptation and Resilience

In 2007, the SUCCESS Global Leadership element first began to address coastal climate change adaptation (CCA) in the countries and regions that were the focus of the Program. Its Coastal Adaptation to Climate Change (CACC) initiative built on partnerships and leveraged funds—from USAID global and field programs, other US Government programs, and non-profit institutions—to emphasize the value of integrating (and mainstreaming) adaptation into coastal biodiversity conservation and livelihoods initiatives. Selected of the Program’s key accomplishments in coastal CCA are:

- “*Adapting to Coastal Climate Change: A Guidebook for Development Planners*” (referred to as the Guidebook) was released to the public by USAID during a one day workshop at the World Ocean Conference in Manado, Indonesia on May 11, 2009.
- The Guidebook and its conceptual framework, originally presented in the USAID Vulnerability and Adaptation (V&A) Manual, has been used as a foundation for a number of training events
- The Guidebook has been shared and cited in various web sites and has been referenced by both US-based and International organizations as a formative document when addressing adaptation in the coastal zone.
- Since February 2009, CRC, the International Resources Group (IRG) and University of Hawaii Sea Grant have been working with the Coastal Management Advisory Committee in the RMI, to apply the Guidebook and relevant tools. The result has been the integration of climate change as a

factor for community-based management and conservation activities in this atoll nation.

- RMI events that incorporated aspects of CCA included a national workshop, practitioners training, a coastal resources certificate program, and field visits in support of resource management of the Namdrik Atoll.
- RMI outputs include training materials written by and aimed at practitioners, a list of ways to introduce a climate lens for local conservation management planning, new ideas for field-based activities that motivate community engagement, specific ways to assess erosion concerns with an eye to future climate impacts, and options for management that combine adaptation measures with locally generated solutions to coastal problems.

Capacity Building: Certification for Marine Protected Area Professionals

To support the role of MPAs with the intent to positively impact biodiversity in biologically significant areas, SUCCESS established a certification program for professionals responsible for achieving those outcomes. This is the first program in the world for MPA professionals (possibly for any natural resources management professionals). This certification program—MPA PRO—is being piloted in the Western Indian Ocean (WIO) Region with the vision of it serving as the model that other regions can replicate. In WIO, the program is known as the Western Indian Ocean Certification of Marine Protected Area Professionals or WIO-COMPAS <http://www.wio-compas.org>. Selected Year 1-5 accomplishments include:

- Achieved significant stakeholder buy-in from MPA professionals, government agencies and international NGOs including endorsements by IUCN, WWF South Africa and the International Ranger Federation. This was complemented by non-USAID funding through the Swedish International Development Agency (SIDA) and the European Union
- Developed the program's core infrastructure including policies, governance, competences, training of assessors, website and assessment instruments
- Completed two certification offerings—one for Level 1: Marine Field Operations and two for Level 2: Site Management.

Collaborative 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. Selected accomplishments for Year 1-5 include:

- A 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, including an article of the key findings published in Year 6 in a special issue of the

Coastal Management Journal

- “Sustainable Coastal Communities and Ecosystems Program, Harvesting Lessons from the First Five Years” seminar, held in Washington DC on March 24, 2010
- Special issue of the Coastal Management Journal (Vol 38, issue 3, 2010) with 7 articles on lessons learned and one overview piece about the SUCCESS Program
- Final issue of the Basins and Coasts Newsletter that included summary pieces of the Coastal Management Journal articles