

COASTAL RESOURCES MANAGEMENT PROJECT II  
1998 RESULTS

*Increasing*

**C o n s e r v a t i o n** *and*

**S u s t a i n a b l e U s e**

*of* **C o a s t a l R e s o u r c e s**

The Coastal Resources Management Project II is a partnership between the  
U.S. Agency for International Development and the University of Rhode Island Coastal Resources Center

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**C O N T E N T S**

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The Coastal Resources Management II Project (CRM II) promotes essential elements of sustainable development – to protect the world’s environment, foster balanced economic growth, promote democratic participation in governance, and improve the health and well-being of people in the world’s developing nations. CRM II recognizes that our future is inextricably tied to, and in large degree determined by, our relationship to the world’s natural resources. Our health, our food supply, the growth of our economies, and ultimately our ability to live in a more peaceful world, will be directly affected by the way in which we manage, use, conserve and protect the earth’s bounty.

CRM II responds to this challenge by demonstrating effective and coordinated action across sectors – essentially an integrated, participatory approach to coastal management. The pioneering work begun

in the 1980s in Ecuador, Sri Lanka and Thailand has launched a new generation of integrated coastal management activities in the Philippines, Indonesia, Mexico and East Africa. This cumulative experience clearly indicates that when assistance is carefully planned and implemented with the full participation of stakeholders at all levels, our development partners have the capacity to govern coastal ecosystems wisely. It also shows that our partners must understand the potential consequences of unwise action or timid leadership.

This annual report draws on a rich body of field experience. It describes how CRM II lessons increasingly contribute to policy dialogue in cooperating countries and at international forums. A ‘common methodology’ developed by CRM II for evaluating and learning from coastal management experience is influencing how other donors design and finance integrated coastal management interventions. The report high-

lights as well the CRM II emphasis on training and communications, which is helping to build a cadre of informed and committed coastal management practitioners worldwide.

It is truly an exciting time for coastal managers in developing nations. USAID is proud of the leadership that we and our partners have brought to this important arena. As we prepare to enter the 21st century, there is no doubt that sound management of coastal resources must be at the forefront of sustainable development throughout the global community of nations.



David Hales  
Deputy Assistant Administrator  
Global Environment Center

# Highlights of Accomplishments

## Global Leadership

### *Harvesting Investments from the Past*

- Ecuador, a CRM I pilot country, has become a regional and global leader in coastal management. It is now using its own funds to expand its program. The Coastal Polytechnic University in Ecuador (ESPOL) continues to offer international coastal management training and has initiated a master's degree in coastal management.
- Sri Lanka's amended national coastal management plan, updated and expanded with CRM II assistance, was adopted by the government's Cabinet.
- The board of directors of the Inter-American Development Bank approved a coastal and marine management strategy that draws extensively from CRM II work.

- The International Coral Reef Initiative, started with CRM I assistance and support, expanded its scope and international impact.

### *Investing in the Future*

- International donors and development banks are joining CRM II efforts to formulate and apply a common methodology for learning from experience, that will increase the efficiency of progress towards the goals of coastal management worldwide.
- Collaborative work between CRM II and the U.S. Environmental Protection Agency is influencing Ministerial-level dialogue in Eastern Africa on coastal governance and ecosystem health.
- CRM II helped fund Summer Institute '98 and returned 25 trained participants to

their home countries to lead national and regional coastal management projects and initiatives.

- The World Bank and Global Coral Reef Monitoring Network have adopted CRM II-developed methods for future monitoring of the effectiveness of community-based coral reef management.

## From the Field

*Indonesia: National Center for Coastal and Marine Resources Studies established.*

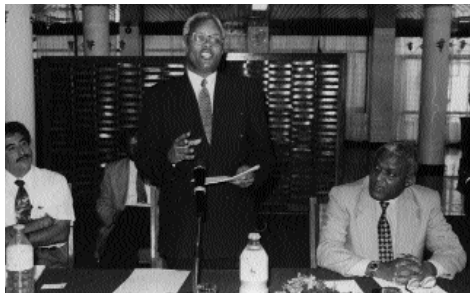
The center, at Bogor Agricultural Institute, immediately took a national leadership role in coastal management by hosting the inaugural National Coastal Conference, establishing the national coastal reference library and launching the country's first peer-reviewed journal for coastal management.

**Indonesia:** *Tangible models of good practice influenced national policy.*

CRM II's project in Indonesia is the first in the country to work simultaneously at local, provincial and national levels. Community-based coastal management project sites in North Sulawesi, Lampung and East Kalimantan provide models for decentralized coastal planning, establishment of municipal marine reserves, and coastal resources management that inform and influence national policy.

**Tanzania:** *Stage is set for national coastal policy formulation.*

The consultative process, led by working groups comprised of government, research and private organizations, provid-



ed the basis for formulating national coastal management policy in Tanzania. Tanzania's progress provides coastal management leadership for East and South Africa and shapes regional dialogue.

**Tanzania:** *Capacity for effective management of critical coastal regions is increased.*

The long-term sustainability of a national coastal management program was significantly increased through development of successful intersectoral partnerships, hands-on training, and an extensive process of stakeholder consultation and issue identification.

**Mexico:** *Low-impact tourism development guidelines are developed and begin to influence tourism growth along Quintana Roo coastline.*

The first-ever tourism development guidelines for Mexico's threatened Quintana Roo coastline were released. They were developed through consultation with gov-



*Left: Community members in Xcalak, Mexico clean up after Hurricane Mitch. Below: Tanzania's leaders have encouraged movement towards integrated coastal management in the country.*

ernment and private sector stakeholder groups and helped to introduce sustainability considerations into private and public coastal development plans.

**Mexico:** *Xcalak outlines its own development path.*

The coastal community of Xcalak in Quintana Roo can now guide its own growth – even in the face of significant development pressure. Xcalak prepared a management and tourism strategy, worked with national authorities to designate a marine park and adopted a Fisheries Management Agreement. The Xcalak model is being replicated in other Mexican communities and in neighboring Central American countries.

# CRM II

## Results Framework

This annual report provides a 'snapshot' of the CRM II performance results in Fiscal Year 1998 (FY '98). It also provides insight into the successful approaches to integrated coastal management (ICM) developed through CRM II.



Village committee members inspect the marine sanctuary in Blongko, Indonesia.

CRM II works toward achieving the long-term goal of increased conservation and sustainable use of coastal resources by focusing on:

### *Field assistance to key countries to achieve improved integrated coastal management*

- Developing strategies and policies for ICM
- Promoting stakeholder understanding of and participation in ICM
- Building human and institutional capacity for ICM

### *Global technical leadership to achieve increased regional and global commitment to coastal management*

- Developing, disseminating and promoting the broad adoption and use of effective coastal management concepts and tools
- Increasing the capacity of coastal management professionals

Each element in the Results Framework is described and monitored by indicators and specific parameters that provide benchmarks for measuring progress.

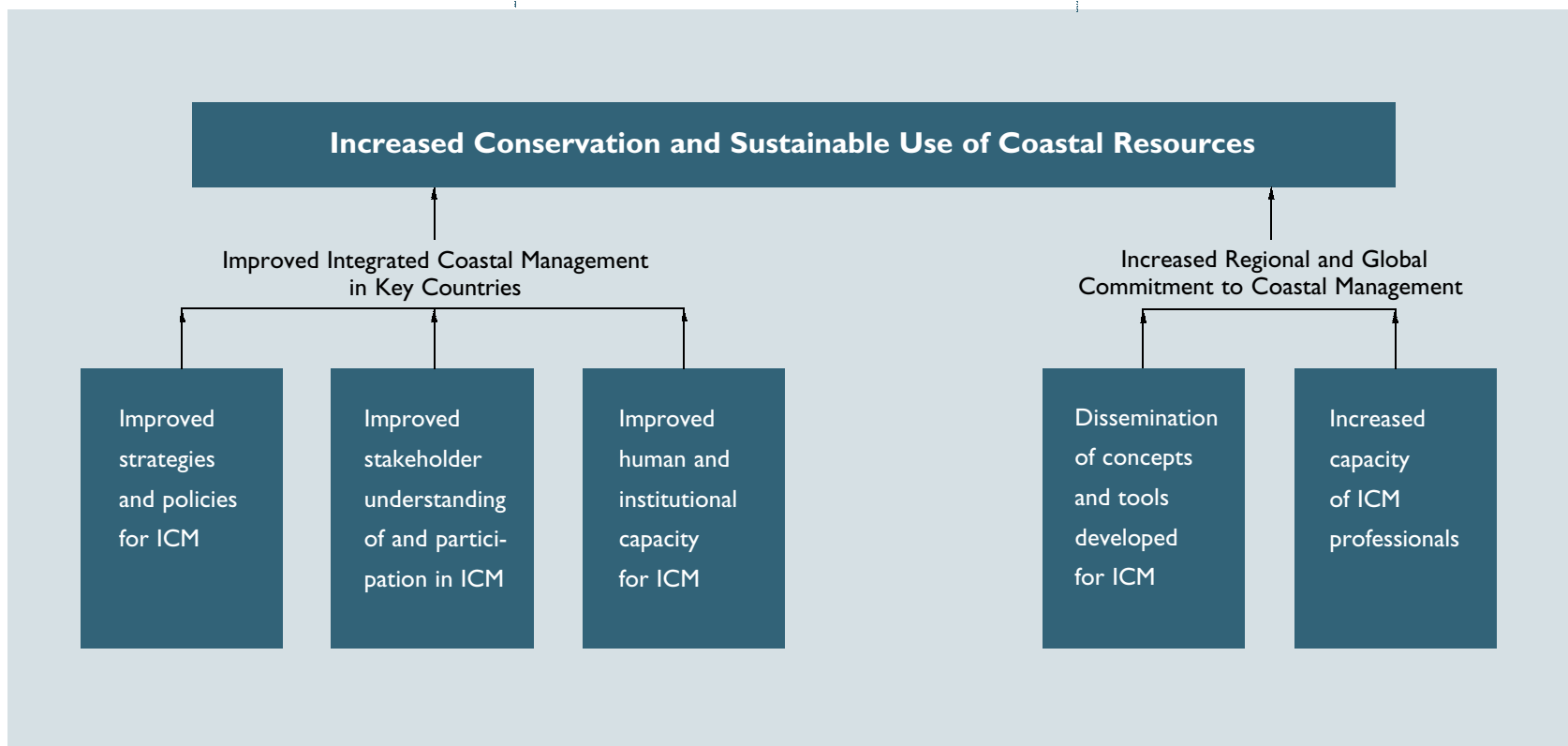
Synergies between field assistance activities and global initiatives are a vital element of the CRM II design, and a major reason for its success. Field assistance brings real improvements to the well-being of coastal communities. Field sites also provide a 'living laboratory' in which to develop, test and refine coastal management concepts and tools that in turn nourish CRM II's regional and global leadership initiatives. CRM II's global experience in coastal management provides a rich repertoire of ICM techniques and approaches to be applied in key countries.


### ***Making the CRM II results framework and monitoring system operational***

The scope and complexity of CRM II initiatives worldwide make the implementation of the CRM II results framework a significant challenge. The Coastal Resources

Center has developed a computer database for more efficient reporting, storage and retrieval of CRM II performance monitoring data. A 'runtime' version of the database will be used at field project sites. A runtime version is a mini-version of the database software that allows remote field projects to input and save data onto a diskette that

can be readily imported into the main database at the University of Rhode Island. The database is also being refined to streamline reporting for field staff by incorporating USAID field mission reporting indicators. This will allow CRM II to provide results and other information to USAID in a timely and efficient manner.





*The* **C**onservation *and*  
**S**ustainable *Use* *of*

**C**oastal

**R**esources

*in* **K**ey **C**ountries



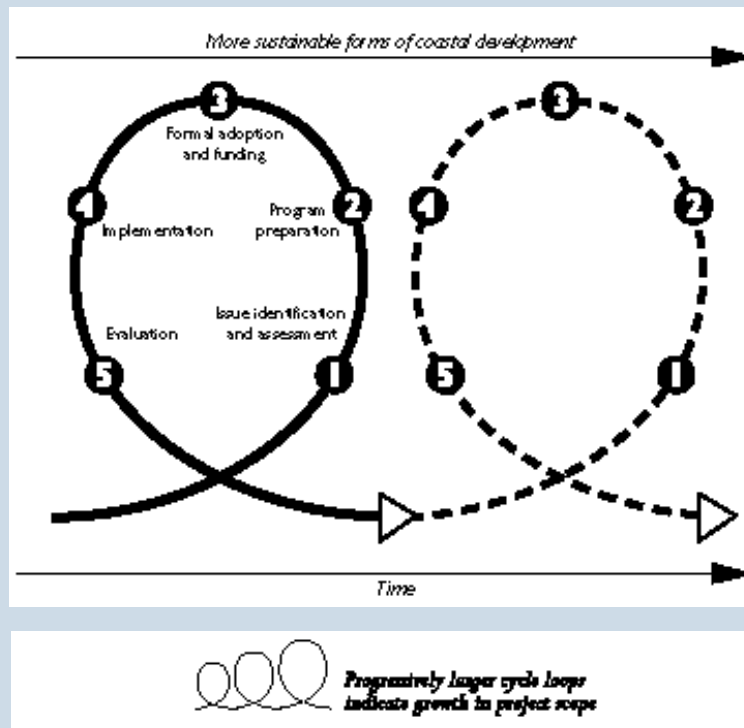
Successful coastal programs exhibit great diversity. That is because each nation and place must 'invent' an ICM program that reflects its values, unique socio-political context and the condition of its coastal ecosystems.

Successful coastal programs also share many commonalities. CRM I introduced the now widely accepted view that the long-term effectiveness of ICM endeavors is largely determined by the quality of the governance process. This process can be

described as a policy or project development cycle with distinct steps and actions. CRM II has also documented that successful coastal programs are characterized by similar attributes, termed 'critical success factors.'

CRM II field programs frequently take a 'two-track' approach—linking local field project sites (track two) with higher level (track one) policy

### The steps in the coastal management cycle



## Ten Critical Success Factors For Coastal Management Programs

- Local and national ownership of the program
- Stakeholder participation in all phases of the program
- Strategic, issue-driven program focus; and goal-driven/action-oriented solutions
- Constituencies that support effective coastal management and awareness of the issues being addressed
- Program activities matched to the capability of the people and institutions
- National and local level work with strong linkages between levels
- Integration of scientific information into the policy process
- Investments in building individual and institutional capacity
- Implementation actions that occur concurrently with planning
- Learning and adaptive management

work and creating strong linkages between the levels. Currently, both track one and track two components are underway in CRM II field projects in Mexico, Indonesia and Kenya. Tanzania, in its first phase of activities, is working on establishing national policy (track one). It is not funding field site activities (track two). Instead, it is drawing upon experience from local sites that are supported by a diversity of donors.

At both tracks and at all stages within the coastal management cycle, it is essential to monitor results and progress towards program goals. The CRM II Results Framework adopts two types of indicators to measure progress towards increased conservation and sustainable use of coastal resources: coastal area under 'improved' management, and coastal area under 'effective' management. Coastal areas under effective management have achieved 'end' outcomes—environmental quality is maintained or improved and/or the rate of degradation is reduced. Coastal areas under improved management have achieved key 'intermediate' outcomes.

Intermediate outcomes are management outcomes that are critical to achieving long-term program impacts. They include such essential features as establishment of formalized institutional structures; adoption of management plans; procurement of funding; changes in target group behav-

### Example of Intermediate and End Outcomes

In a community-based coastal management program the formation of a fishers' group, the adoption of rules governing fishing practices and changes in fishing practice are intermediate outcomes; increases in fishing stocks and increased fisher incomes are end outcomes.

ior; reduction in user group conflicts; and implementation of development actions.

In environmental or natural resource management, it takes time before end outcomes of management actions are visible on a significant scale. Unless the management effort is focused on a specific, relatively small geographic area and/or issue, the time frame for achieving end outcomes usually extends beyond the time frame of the typical donor-assisted project.

CRM II and the earlier CRM I project have, through FY '98, 'improved' the management of 894,196 hectares of coast in six countries across Asia, East Africa and Latin America. CRM I and CRM II have achieved 'effective' management of 227,863 hectares through FY '98.

#### ***CRM II Tests Methods to Determine Coastal Management Impacts in Indonesia***

Coastal management programs rarely document baseline conditions in sufficient detail to allow quantifiable, rigor-

ously objective assessments of how key outcome variables change during project implementation, and the degree to which change may be attributed to the efforts of a program. This is because rigorous impact evaluations are typically perceived as too complex and expensive. This assumption is being challenged in CRM II's Indonesia project.

The North Sulawesi field site hopes to demonstrate the utility and cost effectiveness of using rigorous analytical techniques and control sites to assess project impacts in three demonstration locales. This involves establishing environmental and socioeconomic baselines, and conducting mid-project and end-of-project assessments in both project and control sites. The control site methodology will enhance understanding of cause-and-effect relationships and learning from experience. While the use of control groups has long been practiced in evaluation in other disciplines, using this method to assess coastal management projects is new.

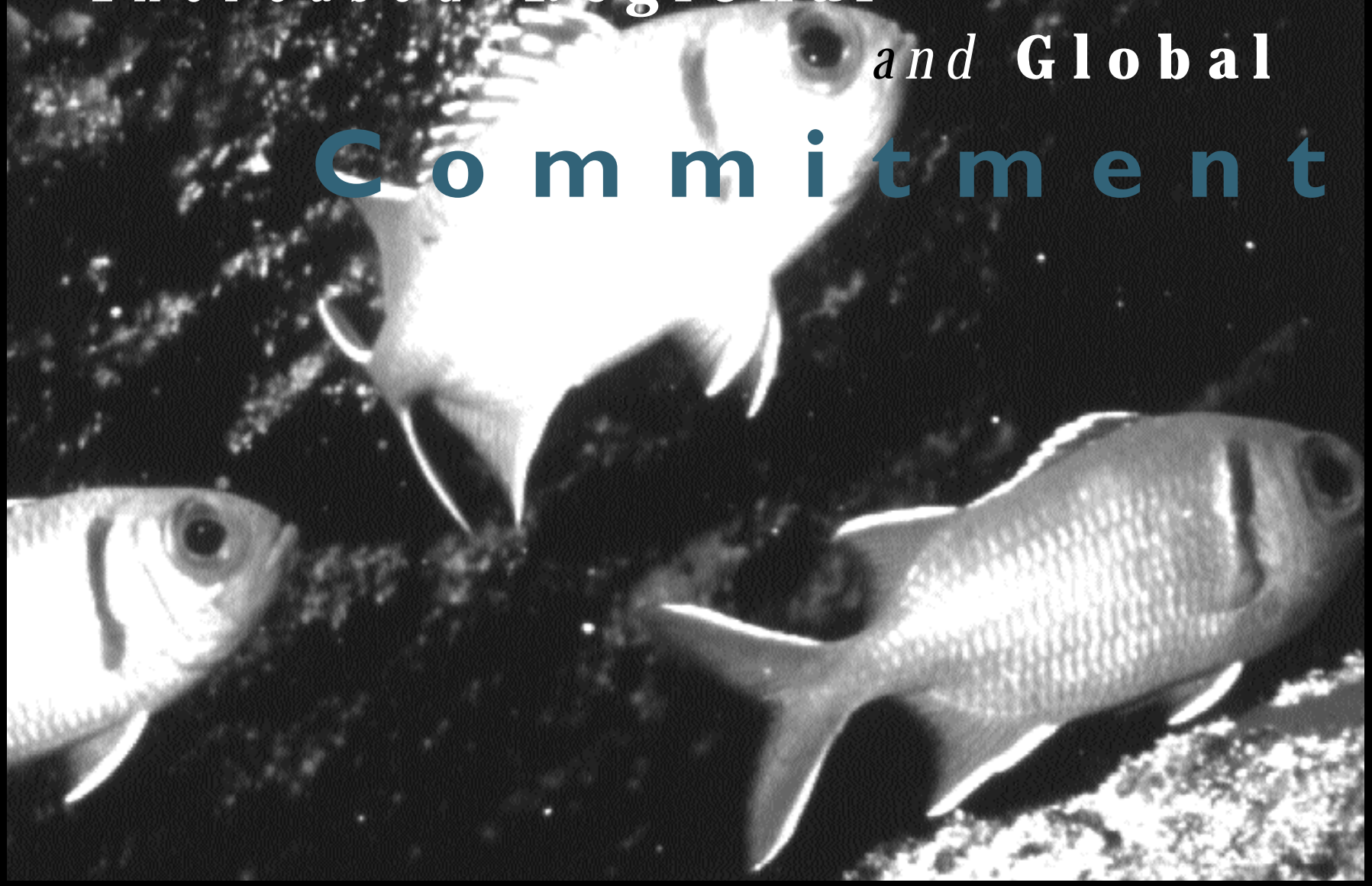
## PERFORMANCE RESULTS

### Improved and Effective Coastal Management

	Location	Cumulative Area (ha.)
<b>FY '98 Area under Improved Management</b>	Ecuador (CRM I)	223,700
	Thailand (CRM I)	162,500
	Sri Lanka (CRM I)	308,200
	Zanzibar (Chwaka-Paje)	25,000
	Kenya (Nyali-Bamburi-Shanzu)	6,000
	Mexico (Quintana Roo coastline and Xcalak Marine Park)	75,377
	Indonesia, Bentenan and Tumbak	44,756
	Indonesia, Blongko	16,096
	Indonesia, Talise	32,567
	<b>Total</b>	
<b>Area under Effective Management</b>	Ecuador (CRM I)	22,400
	Thailand (CRM I)	2,500
	Sri Lanka (CRM I)	61,167
	Zanzibar (Chwaka-Paje)	25,000
	Kenya (Nyali-Bamburi-Shanzu)	6,000
	Mexico (Xcalak Marine Park)	17,377
	Indonesia, Bentenan and Tumbak	44,756
	Indonesia, Blongko	16,096
	Indonesia, Talise	32,567
<b>Total</b>		<b>227,863</b>

*Increased Regional* **and Global**

**Commitment**



# to Coastal Management

There has been an explosion of interest and experimentation in coastal management in the 1990s. The 1992 'Earth Summit' and 'Agenda 21' made integrated coastal management (ICM) a central organizing concept in ocean and coastal management. Since then, ICM has been widely recognized by nations, donors and international organizations as a powerful strategy for achieving increased conservation and sustainable use of coastal resources. Over the last decade many international agreements have called for ICM as a way to address a wide array of critical coastal issues.

Integrated coastal management provides global leadership by demonstrating an alternative development framework—one in which reducing poverty levels, improving the environment, and strengthening democratic institutions and good governance become integrated into a mutually reinforcing and coherent framework.

CRM II actively participates in the expanding global dialogue on coastal management and leads a robust, cutting-edge suite of global activities. Regional and international initiatives and partnerships are an effective means for increasing global commitment to coastal management,

and increasing the impact of CRM II resources and ideas.

### ***Increased Global Commitment to Coral Reef Management.***

CRM II helped launch the International Coral Reef Initiative (ICRI) in 1995 and has been a proactive participant since then. CRM II was a channel for U.S. support to the ICRI Secretariat, providing both financial and technical assistance in preparation of the November 1998 International Tropical Marine Ecosystems Management Symposium (ITMEMS) held in Townsville, Australia. The symposium,

## What Types of Global Issues Do Integrated Coastal Management Programs Address?

**Sustainable development.** Major coastal development opportunities frequently include tourism, industry, mariculture, fisheries and energy production.

**Democratization.** Participatory ICM planning and decisionmaking about the allocation of resources model the behaviors necessary for a society to democratize its governance process.

**Biodiversity conservation.** Management of critical coastal ecosystems and resources, including coral reefs and mangroves, is an essential element of biodiversity conservation.

**Global climate change.** ICM programs are a critical part of an effective response to coastal area change resulting from global climate change.

**Urbanization.** The urbanization of coastlines is a major force in coastal ecosystem change worldwide. Improving conditions and opportunity in rural, coastal resource-dependent communities can slow rural-to-urban migration.

**Natural hazards.** ICM helps mitigate the impact of major disasters such as those from hurricanes and floods.

which reviewed ICRI progress and established an agenda for the next four years, featured CRM II field project results from both North Sulawesi in Indonesia and Quintana Roo in Mexico.

CRM II contributes substantively to ICRI through its collaborative work with the International Center for Living Aquatic Resources Management (ICLARM), focusing on the development and application of methodologies for the Rapid Assessment of Management Parameters (RAMP). RAMP provides a common set of indicators covering the range of human factors potentially impacting coral reefs. RAMP data sets are incorporated into ReefBase, a worldwide database on the condition of coral reefs, providing a potentially powerful analytical tool to relate human use and management to reef condition.

The RAMP report was published and distributed this year and is already having a major impact. The Global Coral Reef Monitoring Network (GCRMN) is drawing heavily on the RAMP work in developing guidelines for the collection of



**“T**he U.S. Coral Reef Task Force—shall develop, recommend, and seek and secure implementation of measures necessary to reduce and mitigate coral reef ecosystem degradation and to restore damaged coral reefs.”

—President Bill Clinton, Executive Order, June 11, 1998.

social science variables. The World Bank also adopted RAMP indicators and methods in its July 1998 assessment of community-based coastal management in the Pacific.

### ***Promoting Good Practice for Shrimp Mariculture.***

Increasingly, issues associated with the shrimp mariculture industry are moving to the forefront of the global coastal agenda. A review of the environmental and social issues associated with shrimp mariculture development in Latin America was published by CRM II in FY '98. This was the result of work conducted in the previous year as part of USAID's Hemispheric Free Trade Expansion (HFTE) project.

With this effort, CRM II's involvement in promoting sustainable shrimp mariculture has increased. Global industry groups such as the Global Aquaculture Association, and United Nations groups such as GESAMP (Joint Group of Experts on the Scientific Aspects of Marine Environmental Protection) and FAO (United Nations Food and Agriculture Organization), have sought CRM II's input to their deliberations on how to promote environmentally sustainable shrimp mariculture.

Since the 'shrimp tribunal' at the 1996 meeting of the Commission on Sustainable Development, the debate on the environmental and social impacts of shrimp mariculture in tropical countries has been intense, but not always helpful. CRM II is promoting a positive dialogue between the industry and its critics on good practice.



In FY '98, CRM II, under the auspices of the HFTE project, focused on building a partnership with the Honduran shrimp industry to develop and test sustainable mariculture practice, and on preparing Central American case studies on government regulation of shrimp mariculture. The experience gained in these activities is promoting better practice in Central America, and nourishing CRM II technical assistance to the Tanzania and Indonesia field programs where mariculture is a key issue.

*In many tropical countries, shrimp ponds are a major feature of the coastal landscape.*

### ***A Common Methodology for Learning from Coastal Management Experience.***

Since 1996, CRM II has worked to increase awareness of the urgent need for shared methods and initiatives to enhance learning

#### **A Common Methodology for ICM Evaluation and Assessment is useful because it:**

- Facilitates analysis across coastal management initiatives
- Clarifies the conceptual frameworks upon which coastal management initiatives are based
- Analyzes differences in hypotheses on how sustained progress is achieved
- Documents progress towards an improved governance process
- Documents impacts of coastal management upon the condition of coastal ecosystems and coastal societies
- Enhances effectiveness of local and national coastal management initiatives

from coastal management experience in developing countries, and to improve coastal management practice.

In this fiscal year, with support from USAID, the United Nations Development Program (UNDP), and the Swedish International Development Cooperation Agency (Sida), the concept of common methods of assessing and learning from experience advanced from a being a 'good idea' endorsed by a wide range of donors at a meeting in Paris in 1996, to providing practical guidance for donors and coastal management programs.

A "Survey of Current Purposes and Methods for Evaluating Coastal Management Projects and Programs Funded by International Donors" was prepared by CRM II in partnership with UNDP and its Strategic Initiative on Ocean and Coastal Management (SIOCAM). The analysis is now influencing how donors think about coastal management evaluation.

Another milestone this year was the prepa-

ration of "A Manual for Assessing Progress in Coastal Management" in partnership with Sida. The manual provides a common basis for tracking the progress of coastal management initiatives sponsored by a diversity of donors and lenders. It provides an explicit set of standards against which to assess the quality of ICM in a diversity of settings. The manual was the principal topic of discussion at a consultative meeting of international experts held at

**“T**he March consultation of coastal management experts at the University of Rhode Island was an excellent demonstration of how donors and practitioners can cooperate to develop common methods to advance the transfer of knowledge and further ICM communications. The ultimate impact is to increase ownership and sustainability of coastal management endeavors in developing nations, and to contribute to better living conditions in coastal areas.”

—Anders Granlund, Swedish International Development Cooperation Agency.



**“T**anzania and South Africa are both actively working to develop national coastal management policies and programs. CRM II was instrumental to building linkages between them, linkages that are providing a forward pull to both programs.”

—Dr. Magnus Ngoile, Director General,  
National Environmental Management Council,  
Tanzania.

the University of Rhode Island's Coastal Resources Center on March 23-25, 1998.

The common methodology for assessing coastal management experience developed by CRM II has been applied to four final evaluations of projects funded by GEF and executed by UNDP. Evaluations of projects in Argentina and Cuba were completed in FY '97 and evaluations of projects in Belize and the Dominican Republic were conducted in FY '98.

The application of a common learning framework to GEF evaluations is unique, and is providing a powerful tool to learn

from experience and guide project adjustments to enhance effectiveness.

### ***Promoting Improved Coastal Management in Focus Regions.***

The CRM II program concentrates its work in 'focus regions' that include East and South Africa, Latin America and the Caribbean, and Asia. In each focus region CRM II promotes:

- Catalytic activities to initiate new coastal management efforts
- Cross-region activities to promote learning
- Sustained field programs to achieve impacts in 'key' countries

***In Africa***, CRM II is having a major impact on the development of coastal programs. In Tanzania and Kenya there has been sustained field support. In South Africa, CRM II experience has nourished the development of their national coastal management policy, an effort largely funded by the British Department for International Development. CRC prepared a paper on how international ICM experience can

inform the South African policy process, and advised both the South African National Policy Committee and Secretariat on the preparation of their "ICM Green Paper."

CRM II is also playing a central role in building professional networks and capacity in the East Africa region. Using matching funds from USAID's Regional Economic Development Services Office for East and Southern Africa (REDSO-ESA), CRM II prepared for a regional ICM training course in collaboration with a multi-donor reference group. This course is an important step in a multi-year effort to strengthen the human resource base for ICM in East Africa.

***In Asia***, where USAID has long supported a diversity of coastal initiatives, coastal management programs are more mature. Tapping into this wealth of experience, CRM II has promoted exchanges across the USAID-Asia coastal portfolio. This included cross-project visits to the Philippines and Sri Lanka which helped 'jump start' community management in Indonesia.

“ I was hired by the Indonesia CRMP to be a village extension officer in North Sulawesi in 1997. I was working hard at my job, but the ideas and roles were new to me. When I met Tissa Ariyaratne, who had been doing a similar job in Rekawa Lagoon, Sri Lanka for several years, he explained in a way that was real to me how a community worker can help a community. Now I am not only doing this job in Bentenan-Tumbak, Indonesia, but I am training other extension staff in Indonesia.”

—Christovel Rotinsulu, *Proyek Pesisir, Manado, Indonesia.*

CRM II efforts in Indonesia are already having a major regional impact. USAID-developed models of community-based coastal management are being used by both the World Bank and Asia Development Bank in designing their \$13 million COREMAP (Coral Reef Rehabilitation and Management Project) program. In addition, the Indonesia program is catalyzing linkages between Indonesian and regional coastal management forums. For example, a newly formed Indonesian Chapter of the

Pacific Congress on Marine Science and Technology (PACON) will enable Indonesia to host a future PACON meeting of ICM practitioners from the Asia-Pacific region. Indonesian experience was also presented at regional workshops in Thailand, Philippines, Hong Kong, South Korea and Australia.

***In the Latin America and Caribbean (LAC) region,*** CRM II continues to shape coastal management through its pioneering program in Ecuador (now sustained by Government of Ecuador funding through a loan from the Inter-American Development Bank); through its major new initiative in Mexico; and through its relationships with a variety of coastal programs throughout LAC. CRM II is shaping the USAID-supported coastal project in Central America (PROAR-CA/Costas) by providing ICM training for project staff and their NGO partners. In addition, CRC is helping NGOs in Mosquitia, Nicaragua to develop and implement community management regimes for their lagoons, as well as helping local stakeholders prepare a management plan for Bastimentos Marine Park in Bocas del Toro, Panama. Through these relationships, CRM II has increased its impact by promoting com-

munication and exchanges of information among previously isolated coastal management practitioners.

CRM II also supports the Mesoamerican Reef Initiative by interacting with other donors and promoting replication of its groundbreaking work in Quintana Roo. A case study on Quintana Roo's experience in linking coastal management and marine protected areas was presented at the November 1998 International Tropical Marine Ecosystems Management Symposium in Townsville, Australia, and will be presented at the Pre-Conference International Workshop of Coastal Zone '99 in San Diego, California.

CRM II collaboration with the Inter-American Development Bank in FY '97 significantly impacted the preparation of the organization's coastal and marine management strategy, which was formally approved in 1998. The Bank plays an important role in coastal management in the Latin American region—providing almost US\$ 60 million for coastal management projects since 1993 and with approximately US\$ 90 million in pending operations.

## PERFORMANCE RESULTS - GLOBAL TECHNICAL LEADERSHIP

### International partners adopting CRM II strategies, policies, concepts and tools

Partner	Description
Coast Conservation Department, Sri Lanka	National CZM Plan (revised) adopted by Cabinet incorporates CRM II methodologies.
Coastal Polytechnical University (ESPOL), Ecuador	ESPOL adopts CRM II training methods and material in university courses.
COREMAP, Indonesia	COREMAP's design document incorporates experience learned from CRM II field sites in North Sulawesi.
Global Coral Reef Monitoring Network (GCRMN)	RAMP methods and socioeconomic indicators provide basis for GCRMN meeting of international experts.
Inter-American Development Bank	The Board of Directors of the Inter-American Development Bank approves Coastal and Marine Management Strategy based on CRM II recommendations.
PROARCA, Central America	USAID/G-CAP Central American Regional Environment Program (PROARCA) implements CRM II training methods / materials in regional workshop in Honduras.
South African Coastal Management Policy Committee	Policy committee adopts CRM II ICM process and critical success factors as principles to guide program development.
Swedish International Development Cooperation Agency (Sida)	Coastal management self-assessment manual submitted to Sida.
UNDP	"Advisory Note on Coastal Management" based on CRM II experience prepared for UNDP's SIOCAM.
UNDP	Survey report on donor evaluation of coastal management projects and programs submitted to UNDP's SIOCAM.
UNDP/GEF	UNDP/GEF adopts CRM II self-assessment framework in final evaluation of Belize, Cuba and Dominican Republic projects.
World Bank	RAMP methodology and indicators adopted and implemented in World Bank assessment of community-based coastal management in the Pacific.

**Improved** *Integrated*  
*Coastal* **Management**



# *in* **Key Countries**

Coastal regions are of vital importance. They are home to more than half of the world's population and are focal points for economic activity of all types. In many areas of the world, high population growth combined with increased poverty in some regions, and increased consumption in others has led to large-scale deterioration of coastal environments and conflicts over a failing resource base. These problems pose major challenges to governments at all levels.

In the early 1980s, there was little accumulated coastal management

experience in developing nations. In the decade that followed, USAID, in partnership with CRC, led some of the pioneering coastal management efforts of that period in Ecuador, Sri Lanka and Thailand. The

experience from these early efforts is now being replicated and expanded upon in other projects around the world.

Global initiatives in ICM have expanded rapidly. Yet, the need for increased ICM effort to cope with the worldwide forces causing coastal degradation remains great. This is particularly true in the tropics, where the pace

USAID's coastal management investments in Asia, Latin America and Africa through its CRM II program have helped to modernize and reform the public sector. The return on this investment has been the increased efficiency of the necessary legal and regulatory frameworks so crucial in coastal areas where many competing productive sectors are concentrated.

of coastal change is most rapid. USAID continues its vital role in assisting partner nations around the world to better manage their coasts, and in developing mechanisms to improve the effectiveness and efficiency of coastal management endeavors in developing countries.

With support from USAID field missions, CRM II works with key in-country partners to implement sustainable field programs. While field pro-

grams are designed to assist the missions in achieving their strategic objectives, they also reflect CRM II's common approach. Sustained national coastal management programs are currently ongoing in Indonesia, Mexico, Tanzania and Kenya.

All field assistance initiatives are founded on a strong commitment to host country ownership and participation, as well as local, national and international partnerships that offer shared responsibility for success.

# Improved Management *of Coastal Resources*





# in Indonesia



## PROYEK PESISIR

**Project:**  
*Proyek Pesisir* (Indonesian Coastal Resources Management Project) is part of the USAID/Indonesia Natural Resources Management program. Its objective is to decentralize and strengthen coastal resources planning and management.

## The Partners:

The Directorate General for Regional Development (BANGDA) is the principal Government of Indonesia executing agency for *Proyek Pesisir*. The project works with numerous partners at field sites, and at the national level with an advisory committee of representatives from the National Development Planning Board Agency, BANGDA, and the Center for Coastal and Marine Resources Studies at Bogor Agricultural Institute.

## The Financing:

FY '98 financing was \$1.5 million. The 1996 through 2001 coastal program is authorized by USAID/Indonesia at \$7.5 million.

Indonesia is the world's largest archipelagic state, with 17,500 islands, 81,000 km of coastline and an Exclusive Economic Zone covering 5.8 million km<sup>2</sup> of sea. More plants and animals are found in Indonesia's tropical waters than in any other region of the world.

Since late 1997, climate change (El Niño-induced droughts) and the regional economic crisis have severely impacted rural and urban communities. This has been exacerbated by political unrest. As a result, Indonesia is now in dire need of external development assistance and is more open to reform than at any other time in the nation's history. *Proyek Pesisir* is a leader in addressing the immediate need for more effective coastal resources use, and in assisting government and NGOs with longer term governance reform at all levels.

## Field-based research and learning.

Field-based research and learning is the foundation activity of *Proyek Pesisir*. Field sites provide living laboratories in which to develop best practices and models for coastal management in Indonesia. Building on the successful field program established in North Sulawesi in 1997, the National Advisory Committee recommended expansion to the provinces of Lampung and East Kalimantan. While each field program has a different emphasis, all share a common philosophy and depend on strong partnerships with local and national stakeholders.

In North Sulawesi, extension officers stationed in each of the three village sites (Blongko, Bentenan-Tumbak and Talise) were the first such staff in Indonesia to

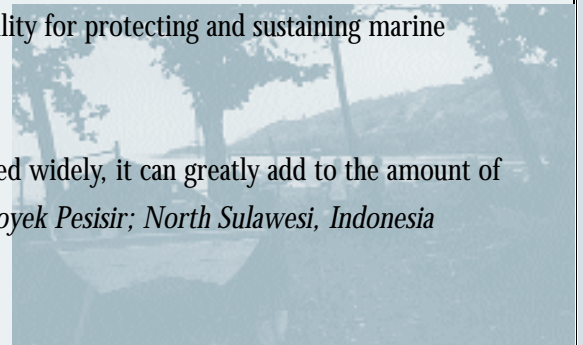
## Blongko Marine Sanctuary

*Proyek Pesisir's* motto—From local action to national practice—is epitomized by the Blongko field site, a small coastal village with 1,250 people on the northwest shore of North Sulawesi. Its coastline is healthy and productive, bordered by relatively thick and vigorous mangrove. Most of the population lives along the water and depends upon coastal resources for its food and livelihoods.

While the community realized the value of protecting their local fishery and the value of mangroves and reefs, they did not know what to do about it. In response, CRM II sponsored an exchange visit to the marine sanctuary at Apo Island in the Philippines and a return visit by the Apo Island village chief and members of the women's cooperative to Blongko. These exchanges had a profound impact, motivating Blongko villagers to take action.

*Proyek Pesisir* worked with the village government and community on a long-term plan to protect marine resources. By the end of a year, data were collected, boundaries of the proposed sanctuary site were identified and a local ordinance to regulate the proposed sanctuary was crafted. In October 1998, the area was officially designated a marine sanctuary. Already, an information/meeting center is under construction, placement of boundary markers is underway and information signs are being created. By promoting the community-based marine sanctuary, Blongko's residents now have a more active role and responsibility for protecting and sustaining marine resources that directly affect their day-to-day lives.

While one small sanctuary may not seem like much, if it is used as a model that is replicated widely, it can greatly add to the amount of coral reef area protected within the nation. — *J. Johnnes Tulungen, Program Manager, Proyek Pesisir; North Sulawesi, Indonesia*





work with coastal communities outside protected areas. As each site advances through the steps and actions of the ICM process, a priority is to build community-government partnerships—a key to long-term sustainability. To stimulate community interest and help solve immediate problems, early action projects have begun in each village. Examples include replanting mangroves, removing pest species (Crown-of-Thorns starfish) from coral reefs and constructing community environmental education centers. All early actions are supported and implemented by the community.

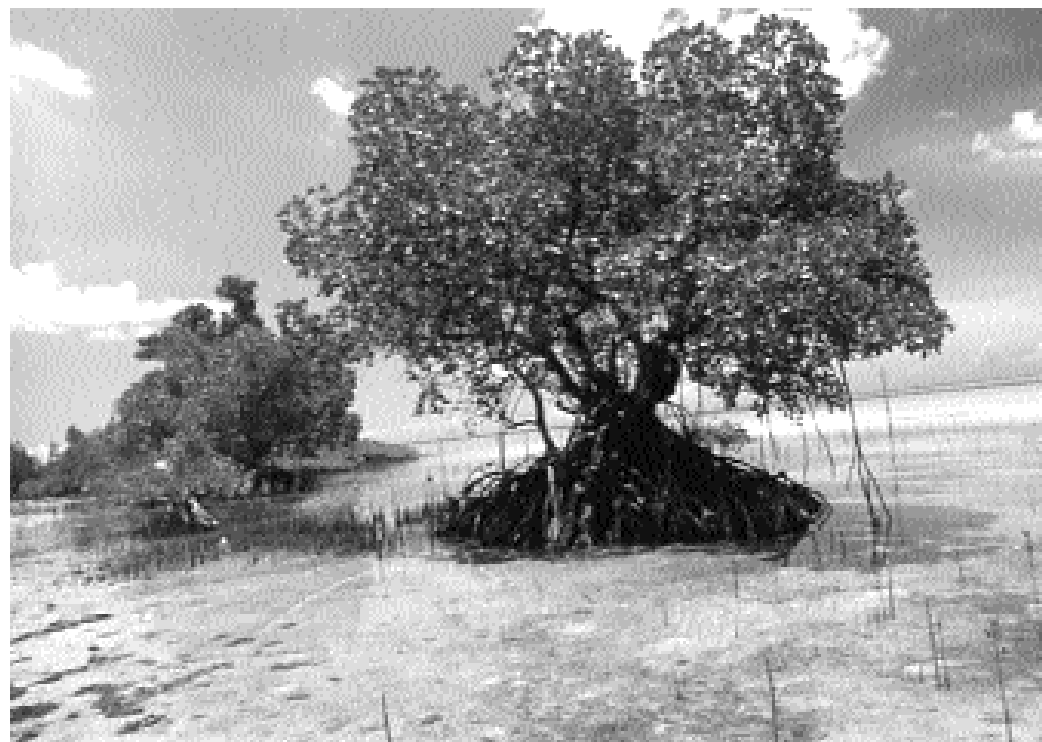
Concurrent with community development and early action activities, project staff, contractors, interns/volunteers and partners have been working to map biophysical and socioeconomic attributes of each site and neighboring control villages. This pioneering effort to document baseline conditions at each site also involves local residents. For example, residents of Blongko have been taught to survey their own reefs using standardized techniques. This enables the community to judge the

effectiveness of self-developed management schemes, including Indonesia's first community-based marine sanctuary in Blongko which is acclaimed as one of the most significant advances of the International Year of the Ocean in Indonesia.

Field-based research and development in Lampung Province (Sumatra) has focused on characterization of the 1,000 km coastline. Rapid surveys of coastal villages have been conducted with assistance from more than 60 volunteers and local non-government and private sector organizations with oversight of a multi-agency Provincial Advisory Group. The resulting data are

being compiled into a coastal atlas that will be used in strategic planning for the province. Field activity in East Kalimantan (Borneo) will commence in FY '99 with a reconnaissance survey of management issues in Balikpapan Bay, the commercial

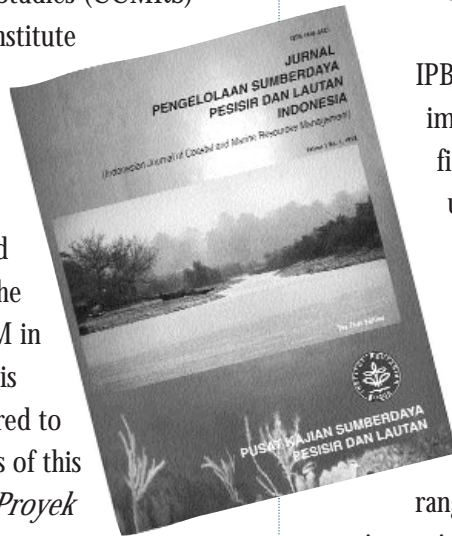
*Proper management is needed for resources such as this mangroves stand in Talise.*



and industrial hub of the province. *Proyek Pesisir* staff have already consulted extensively with provincial authorities.

### ***Institutional strengthening.***

The newly established Center for Coastal and Marine Resources Studies (CCMRS) at Bogor Agricultural Institute (IPB) is *Proyek Pesisir's* primary research, training and policy analysis partner. While IPB is recognized as the university with the most experience in ICM in the region, its capacity is much less than is required to meet the national needs of this vast country. In 1998, *Proyek Pesisir* helped strengthen IPB to play this critical national role. With *Proyek Pesisir* support, CCMRS organized the inaugural National Coastal Conference (a biennial initiative equivalent in significance to the annual Coastal Zone conference series in the United States); published one thousand copies of the nation's first directory of coastal managers, with details on more than 1,500 professionals; began work on a coastal management library and World Wide Web site; and published the



inaugural issue of the Indonesian Journal of Coastal and Marine Management, the first peer-reviewed journal for ICM published in Indonesia.

IPB also plays a lead role in the implementation of the Lampung field program. This arrangement is unique in enabling an academic institution to gain hands-on experience in ICM programs. To date, more than 30 university staff and students have been involved. *Proyek Pesisir* is also engaged in a range of other institutional strengthening activities related to coastal management with a wide range of agencies.

### ***Increased capacity through education and training.***

Lack of professional capacity is a serious constraint to advancing ICM in Indonesia. Despite substantial investments by multilateral agencies, there are few ICM-experienced professionals, particularly at senior levels of organizations.

In response, *Proyek Pesisir* has taken a multi-faceted approach to education and training. At the national level, *Proyek Pesisir* supported the Agenda 21 International Symposium held in Malang (East Java) in November 1998. The project also contributed to numerous national training forums, and helped develop curricula for new ICM-related courses in spatial planning and social sciences/anthropology at IPB.

In total, some 1,750 people participated in *Proyek Pesisir* training activities in the last year.

At the provincial level, *Proyek Pesisir* conducted an inaugural ICM training course for 27 provincial officials from Lampung, and conducted four short courses for provincial and local government officials, industry and community groups in North Sulawesi.

At the local community level, *Proyek Pesisir* staff conducted 26 training and awareness-raising courses. These courses

covered topics ranging from enterprise development to mangrove mapping, and substantially improved partner capacity to contribute to the ongoing ICM process at *Proyek Pesisir* field sites. Importantly, training 'graduates' are now advocates and trainers for *Proyek Pesisir*.

### ***Improved policy and enabling conditions.***

Despite the economic and political instability of the past year, there is potential for unprecedented policy and governance reform. As the first coastal project to work simultaneously at local, provincial and national levels, and the first to commence implementation of coastal programs outside protected areas, *Proyek Pesisir* has a strong foundation from which to influence national coastal policy. To this end, *Proyek Pesisir* commissioned policy review papers dealing with governance, aquaculture and coastal



*Proyek Pesisir's work in field sites is helping shape national coastal policy for Indonesia's future.*

reclamation issues. Perhaps the single most significant initiative has been to support BANGDA to develop a Presidential Directive on Spatial Control of Territorial Seas. When adopted, the potential for local government to better manage coastal resources will substantially increase. The directive is currently undergoing final review with the goal of implementation in 1999.

### ***Dissemination of lessons learned.***

*Proyek Pesisir* emphasizes development of educational materials and facilitating access to information. A standardized publications system for print and electronic media was established, and in FY '98 a dedicated publication unit was set up within IPB. Headed by one of Indonesia's most experienced media editors, the unit produces publications, links *Proyek Pesisir* with local media and maintains the project website.

The Worldwide Web site—[Indomarine.or.id](http://Indomarine.or.id)—was launched officially at the National Coastal Conference in March 1998, and is linked with numerous Indonesian and global sites

*Proyek Pesisir* also produced 84 publications which document and promote replication of lessons and best practices derived from project experience. These are distributed throughout Indonesia and globally.

*Proyek Pesisir* attracted considerable media attention with more than 15 articles published in local media, and four documentaries co-produced with the regional television station, TVRI.

Two of these were later replayed on national television, attracting an estimated audience of 30 million people.



# Improved Management *of Coastal Resources*



# in Mexico



## The Project:

The Mexico project is a five-year USAID/Mexico-supported initiative to conserve Mexico's critical coastal ecosystems. The project builds upon work underway in the State of Quintana Roo and expands to the Gulf of California region.



## The Partners:

CRM II's primary partners in Quintana Roo are the Amigos de Sian Ka'an A.C. (ASK), the Xcalak Community Committee and the University of Quintana Roo (UQROO). Partners for the Gulf of California will be determined in FY '99.



## The Financing:

FY '98 funding was \$325,000. The coastal program for FY '99 through 2003 is authorized by USAID/Mexico at \$1.75 million.

CRM II began working in Quintana Roo on the Yucatan Peninsula in 1995 as an outcome of the Summit of the Americas. Quintana Roo is recognized for its rich, coastal biological diversity. Although there is a general understanding that tourism depends on the state's pristine natural resources and marine biodiversity, the existing tools used to promote sustainable development and conservation of coastal resources are insufficient to ensure a balance between conservation and development.

In FY '98, USAID/Mexico refocused its biodiversity portfolio, clarifying its strategic objectives and anticipated results for its Mexican environmental partnerships. CRM II was asked to continue work with its Quintana Roo partners until the year 2003, and to expand the ICM project to include

other USAID/Mexico partners in the Gulf of California.

## *Community-based management of critical coastal areas.*

The project aims to achieve community-based management in three focus sites, with Xcalak being the most advanced.

Mexican officials, NGOs and the private sector value the coast for both its biological and economic benefits.

ASK and CRC have worked with the Xcalak Community Committee to produce the Xcalak Community Strategy. The document articulates the community's 'vision' for sustainable tourism development and introduces practical strategies and actions



## Xcalak— A Community Shapes its Future

Located at the tip of the Yucatan peninsula, 250 miles south of Cancun, the tiny coastal village of Xcalak consists of 300 people, all of whom depend on the sea. Its coastal ecosystem is rich and diverse, and includes coral reefs, fringing mangroves, coastal lagoons and narrow beaches.

During the mid-1990s, the community became concerned about the perceived decline in fish catch, and the expanded fishing effort needed to catch their monthly product. Concurrently, the community was targeted for tourism development by the government. Given these changes, residents realized the need to plan the community's future. As a result, they requested assistance from the Mexican government to develop a marine protected area to ensure appropriate management of sustainable fisheries and tourism. With this request, Xcalak began a process which has resulted in it becoming an example of a community which can work effectively with government to shape its future. – *Carlos Lopez, Amigos de Sian Ka'an A.C.*

to ensure the community's role in managing the area's coastal resources. Central to the strategy is the designation of a marine park, the documentation for which is now complete. The community, with support from project staff, is currently negotiating with both the state and federal government on legal designation.

The people of Xcalak are moving ahead on implementing their strategy. A 'fisheries-user agreement' that defines the local strategy for conserving the valuable reef and lagoon resources was prepared in consultation with state and federal government, and signed by 30 local fishermen. The agreement establishes use zones and guidelines

for fish and shellfish harvests and will be the basis for co-management of the marine park. The fishing cooperatives also implemented a water-zoning scheme and designed a self-monitoring program. A new tourism cooperative, that was established to promote low-impact tourism development in Xcalak, participated in project-sponsored workshops and training

Elements of the Xcalak experience are being replicated elsewhere in Mexico. For example, ASK leveraged additional funds for community-based ICM activities in Mahajual, located along the Costa Maya barrier reef and targeted for tourism development. Also, the UQROO commu-

nity-based ICM extension program began work with two communities adjacent to the Chetumal Bay Manatee Sanctuary (Laguna Guerrero and Los Raudales) on community-based resource management initiatives.

### ***Low impact practices for environmentally compatible tourism development.***

After assessing both the physical and ecological characteristics and the opportunities and constraints for developing the Costa Maya, ASK and CRC developed the *Normas Practicas para el Desarrollo Turistico* (Practical Guidelines for Low-Impact Tourism Infrastructure).

Approximately 1,000 copies of the Spanish-language version of the manual were distributed to ICM practitioners, government officials and developers to promote practical measures for low-impact tourism infrastructure along the coast of Quintana Roo. The manual is being used in workshops, presentations, and field tests to transfer the Normas to private developers and government agencies for broad appli-

cation. The *Normas* publication has been well received by the private sector as a means to promote (and market) sustainable tourism development in the region.

### ***Improved policies for conservation and sustainable use.***

In Mexico, existing coastal management tools include environmental impact assessments, ecological land zoning plans and marine protected areas. CRM II is working to strengthen the ICM elements of these existing tools, and to define an overall framework for statewide ICM policy. Low-impact practices, including construction and septic system setbacks, were incorporated in the draft zoning plans for Costa Maya and the Cancun-Tulum corridor. At the national level, the CRM II/Mexico project trained state and federal environmental agency staff to use the *Normas* in reviewing envi-

ASK and UQROO actively promote a state-level dialogue to improve coordination and encourage integrated decisionmaking for coastal development through effective use of environmental land management plans, and participating in policy discussions on marine protected areas, zoning plans and tourism master plans.

ronmental assessments of tourism developments. As a result, the manual will be incorporated into the Assessment Guidance Document being developed by SEMARNAP (Mexico's National Environmental Protection Agency).

### ***Strengthening NGO and professional capacity.***

Strengthening partner capacity for ICM is key to all activities. Three years of mentoring, close teamwork and training events have substantially strengthened ICM-related skills of partners. Staff now has the

## **Low-Impact Tourism Development Practices for Mexico have International Reach**

The *Normas Practicas* is already having a much broader impact. An English summary version was used at the 1998 Summer Institute in Coastal Management and the Spanish summary version was used in a shore-front management training course for municipal, regional and national resource managers in Ecuador. Also, discussion is ongoing with the World Tourism and Travel Council's Green Globe Alliance to incorporate the *Normas* into their certification program for Quintana Roo.

knowledge and skill to use participatory planning techniques, and apply good management practices and innovative coastal management policies to coastal development. Working to enhance its role as a regional ICM training and extension center, UQROO held a three-day 'training of trainers' workshop to sharpen the skills of staff and colleagues. ASK, UQROO and other USAID/Mexico partners also attended the University of Rhode Island's 1998 Summer Institute in Coastal Management. Additionally, as a result of a needs assessment of 14 coastal communities surrounding Chetumal Bay, UQROO initiated a network of NGOs to facilitate learning and exchange experiences in coastal management.

# Improved Management of Coastal Resources





# in Tanzania

## The Project:

The Tanzania Coastal Management Partnership (TCMP) was established in 1997 with support from USAID/Tanzania. It is a two-phase, five-year project, extending through 2001. The TCMP's goal is to establish the foundation for effective coastal governance.

## The Partners:

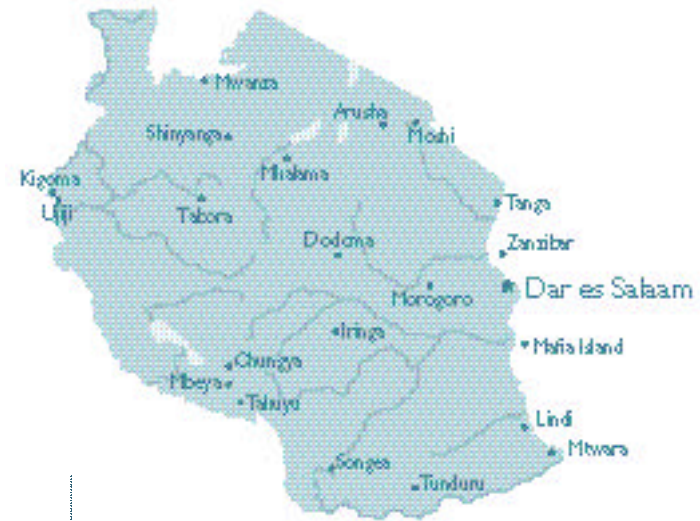
CRM II's primary partner is the vice president's office, through the National Environment Management Council (NEMC). Together, CRM II and NEMC established the TCMP and a small support unit to provide day-by-day facilitation and coordination. The TCMP support unit works closely with issue-based, intersectoral working groups, the network of existing ICM programs and projects, and the private sector.

## The Financing:

FY '98 funding was \$1 million. Anticipated funding through 2001 from USAID/Tanzania is \$3.3 million.

Tanzania's 800 km of coast is of critical importance to the development of the country. The five coastal regions contribute about one third of the national economy and support about one quarter of the country's population. These regions are rich in natural resources and have a substantial but still unrealized potential for agriculture, mariculture and fisheries, tourism, shipping, gas exploration, urban development, small-scale mining and manufacturing. The challenge is to maintain and improve the resource base on which the rural coastal economy depends, while developing new economic opportunities in a way that benefits the people of the coast and the nation as a whole.

The Government of Tanzania has embraced ICM. The TCMP works with



the existing network of ICM programs and practitioners in Tanzania to facilitate a participatory, transparent process to unite government and the community, science and management, and sectoral and public interests to wisely conserve and develop coastal ecosystems and resources.

***Formulation and adoption of meaningful ICM policies that are effectively applied to coastal problems at both the national and local levels.***

The first step in policy formulation was to convene an intersectoral core working group to prepare a Coastal Management Profile that identifies national coastal priorities, needs and opportunities. Two background reports, a Socioeconomic Assessment of Coastal Regions and a Policy and Legal Analysis of Tanzania Coastal and Marine

## *Tanzania Working Groups Link National Policy with Local Needs*

As a fundamental step in preparing for ICM in Tanzania, the TCMP working groups have been reviewing the current status of coastal development issues and associated policies and regulations; and identifying, characterizing and mapping key coastal issues.

Based on the principle of participation and collaboration, all working group members were involved in the issue identification process. Field tours were an important part of preparing issue profiles. They provided a unique opportunity for the groups to learn about activities and issues at the grassroots village level. The visits further enhanced villagers' awareness of both ICM and the TCMP.

Both the TCMP core and mariculture working groups discovered much on their tours. For example, they saw live coral mining for lime production, which had been encouraged as an alternative income-generating project for youths. This activity had not previously been recognized as significant and of concern; but it could now be addressed.

The working groups returned from the field tours better informed on pressures on coastal and marine resources; emerging sectoral resource use conflicts; policy and legislative matters; socioeconomic and culture-related concerns; potential mariculture opportunities; and, prevailing environmental conditions. –*Gratian Luhikula, Communications Coordinator, TCMP Support Unit.*

Resource Management, were prepared by Tanzanian experts in coordination with the core working group. These reports became inputs to the coastal management profile for Tanzania.

After a participatory process with stakeholders from local, district, regional and national levels, over 30 directors, commissioners and heads of government sectors that are key to integrated coastal management in Tanzania attended a one-day ICM Policy Meeting convened by the vice president's office.

The directors reviewed a series of background documents that described issues that a national ICM policy may address. The national ICM Policy Meeting:

- Endorsed the issues presented to the meeting delegates
- Advised how an ICM policy should make progress on solving these issues

- Outlined the steps that are now necessary to move from issue identification to the adoption of an ICM policy
- Agreed to reconvene to review progress and develop the goals, objectives and principles of an ICM policy

### ***Establishment of intersectoral mechanism for addressing emerging coastal economic opportunities.***

Mariculture was selected for a 'practical exercise' in ICM because of its rapid emergence as both an important coastal issue and economic opportunity in Tanzania. A Mariculture Issue Profile was prepared that describes the issues, needs and opportunities to promote sustainable mariculture development. The profiling exercise helped build a strong working group team and strengthened skills and understanding that will benefit the organizations that the members represent in years to come. Mariculture activities in the next year will focus on formulating policy and development guidelines.

### ***Improvement of communication among ICM practitioners at all levels.***

In the first year of the TCMP, promoting communication and strengthening awareness were important project components.

Activities included field trips, informal workshops, press coverage and the introduction of a bi-monthly coastal management newsletter in Kiswahili (*Pwani Yetu*—Our Coast). “Voices from the Field,” a video produced in partnership with USAID’s Environmental Education and Communication Project (GreenCOM), is capturing local issues using voices and images from coastal communities, and an e-mail discussion group is being formed to help coastal practitioners to learn from one another. These activities help to build an informed constituency for coastal management and promote sharing of ideas and information among practitioners.

### ***Building human and institutional capacity for ICM.***

The TCMP is building human and institutional capacity through its partnership with The National Environment Management

## **Intersectoral Working Groups are TCMP’s Primary Engine**

The TCMP relies on interagency working groups to ensure an open, consultative and participatory approach that builds capacity, enhances ownership and promotes learning from experience.

Both the TCMP core working group (CWG) and mariculture working group (MWG) were established at the onset of the Tanzanian initiative and have been the primary engines in the Phase One program. They build upon Tanzania’s existing experience and expertise from public and private institutions, and a diversity of disciplines and sectors.

Council, and through its work with intersectoral working groups composed of professionals from a wide range of public and private sector organizations. A formal training program is also in the design stage. It will include an intensive, short course on the practice of coastal management and will bring together a range of professionals from a diversity of disciplines. This will be the first ICM training course of its type in the region, and will serve as a model for future practitioner training courses.

### ***Promoting regional learning and exchange.***

Tanzania is a recognized regional leader in the ICM field. It hosted the first Regional Inter-Ministerial Conference on coastal management in 1993, and the first meeting of ICM practitioners in Africa (the 1996 Tanga Workshop). The TCMP strives to cre-

ate a two-way information flow allowing ICM practitioners around the world to learn from Tanzania’s rich experience, and giving Tanzanian ICM practitioners the chance to learn from coastal management experience in other countries.

The TCMP has encouraged this sharing and learning by supporting the attendance of members of its working groups in regional and international training programs and participation in high level conferences on coastal management. This has included the

Pan Africa Conference on Sustainable Integrated Coastal and Ocean Management (PASICOM) in Mozambique, and the Advisory Committee on Protection of the Sea (ACOPS) Conference in South Africa.

During the TCMP’s first year, it involved over 62 professionals from numerous institutions in its working groups.

# Improved Management of Coastal Resources in Kenya



## Project:

supports and provides technical assistance to the Nyali-Bamburi-Shanzu area coastal management effort.

## The Partners:

The multi-agency Kenya Coastal Management Steering Committee Secretariat is the primary partner.

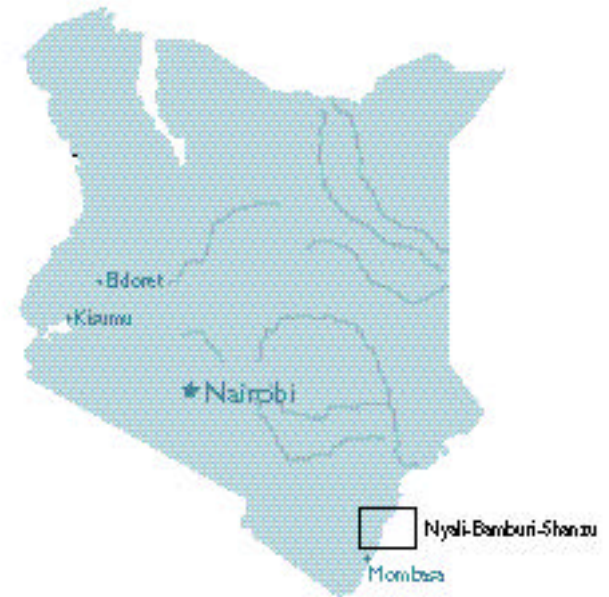
## The Financing:

Funding for the last two years from USAID/Kenya was approximately \$60,000.

The Nyali-Bamburi-Shanzu area is located in the urbanized district of Mombasa, Kenya. Urbanization and its attendant problems are the major issues. Traditionally, the area's economy has depended on fisheries and mangrove forests. Today, however, these traditional economic sectors are overshadowed by

tourism, residential and commercial development, and industry.

In 1994, the Nyali-Bamburi-Shanzu area became a coastal management demonstration site on how to formulate effective, participatory approaches and strategies for addressing ICM problems in East Africa. Multi-agency planning teams were formed to carry out a highly participatory process to prepare an ICM strategy. The process culminated in a 1996 national workshop attended by a wide range of national and local stakeholders. At the workshop, preliminary ICM strategies were endorsed, and a locally based Coastal Management Steering Committee (CMSC) was formed to oversee further strategy development and implementation. Since then, CRM II with USAID/Kenya support, has worked with the CMSC.



The action strategy for the area focuses on demonstrating the tangible benefits of ICM to the coastal community, conserving marine biodiversity, supporting a sustainable tourism industry and contributing to the development of national ICM policy. Due to political uncertainties and civil unrest during the 1997 presidential election in Kenya, progress to date has been slow. Nevertheless, the project has been and continues to be successful in building a core of ICM practitioners in Kenya and sustaining broad support for the ICM strategy.

This year, CRM II provided operating funds and technical assistance to the CMSC Secretariat for its work towards implementation of the ICM strategy.

## PERFORMANCE RESULTS

### Improved Strategies and Policies for ICM

Country	Site	ICM Policy Initiative	Developed	Adopted	Implemented	Impacts Demonstrated
Indonesia	Blongko	Municipal Marine Sanctuary Plan	✓			
Indonesia	Blongko	Marine Sanctuary Boundary Definition	✓	✓	✓	
Indonesia	Bentenan	Crown-of-Thorns Starfish Clean-up Management Strategy	✓	✓	✓	✓
Indonesia	Tumbak	Strategy for Rehabilitation of Mangrove Forest	✓	✓	✓	✓
Indonesia	North Sulawesi	Village Level Early Action Funding Procedures	✓	✓	✓	
Indonesia	Manado	Reclamation Strategy of Manado Waterfront/Shoreline	✓			
Indonesia	National	National Marine Strategy	✓	✓		
Mexico	Xcalak	Fisheries Management Agreement	✓	✓		
Mexico	Xcalak	Marine Park	✓			
Mexico	Xcalak	Community Development Strategy	✓	✓	✓	
Mexico	Costa Maya	Ecological Zoning Ordinance	✓			
Mexico	Quintana Roo	Low-impact Tourism Development Guidelines	✓			
Kenya	Nyali-Bamburi-Shanzu	Water Conservation Strategy	✓			

Result	Indicator	Indonesia	Mexico	Tanzania	Kenya
Improved understanding of and participation in ICM by stakeholders	Evidence of significant increase in stakeholder participation	✓	✓	✓	✓
	Major or unique mass media events	5	1	2	None
	Number of project publications representing the outcome of ICM activities	84	1	6	None
Improved human and institutional capacity for ICM	New institutional structures formed with specific ICM tasks and decision-making duties	Provincial Advisory Group, North Sulawesi; Provincial Working Group Lampung; National Advisory Committee, Jakarta; National Coastal Conference Committee, Bogor; Agenda 21 International Conference Committee, Jakarta	Tourism Cooperative NGO network for community-based management	TCMP Support Unit ICM core working group mariculture working group	No new structures
	Individuals gaining significant hands-on experience through CRM II project activities	219	104	62	52
	Individuals gaining expertise through specific ICM training events in-country	1,753	117	None	None



# Providing Coastal Practitioners Worldwide with the Skills to meet today's Coastal Challenges

One of the greatest challenges to effective coastal management, both in USAID key countries and globally, is the lack of human and institutional capacity.

## Summer Institute '98

"To me, SI '98 was a successful investment! I am now using the knowledge and skills acquired to help design a course in integrated coastal management specifically for my country (Tanzania), and for the Western Indian Ocean region in general."

—A Summer Institute Participant

While the need for skilled coastal managers continues to grow, so too does the number of training and education programs aimed at addressing that need. The capacity-build-

ing approach to training and education developed by CRMs I and II continues to be recognized as among the most effective. It is an approach that builds and strengthens indigenous capacity—of individuals, organizations and educational institutions—for coastal management, and helps ensure that effective coastal management can be sustained by the people of the place long after foreign technical assistance is withdrawn.

## *International Global Training.*

The fifth successful CRM II Summer Institute in Coastal Management (SI '98) was held in June 1998. SI '98 brought together 25 participants (eight women) from 14 countries. The course focused on the five steps of the coastal management cycle, using case studies to examine ICM issues and the wide variety of management tools available to address them. New to the

"Coastal professionals from the South Pacific, Africa, Europe, Central America and Southeast Asia are framing their countries' coastal futures at a tiny campus on the shores of Narragansett Bay. The United States is helping them learn from our experiences, and we are benefiting from theirs. As economies become more global in nature, integrated programs like (the Summer Institute in Coastal Management) will become more commonplace and vital to meet the challenges of an expanding population."

—David F. Hales, director of USAID's Center for Environment, and U.S. Senator Jack Reed (D-RI); *The Year of the Ocean: Rhode Island's key coastal role*; Providence Journal, June 28, 1998.

training curriculum was the introduction of skills-building sessions that included training sessions on presentations, working with and in groups, giving effective feedback, critical thinking and effective interviewing.

SI '98 began an expanded effort to establish new tools for measuring the longer-term impacts of CRM II training. In addition to pre-, during and post-course evaluations, longer-term impact evaluations will be delivered in March and December 1999. They will attempt to document not only the knowledge, skills and attitudes that SI '98 trainees took away from the classroom, but more importantly their ability to apply what they learned to real-life coastal management situations in their own organizations and countries.

### ***Training of Trainers.***

In FY '98, CRM II continued conducting 'training of trainer' (TOT) sessions in the belief that building individual and institutional capacity in the place is essential to promoting long-term sustainability.

## **Practical Skills Featured in CRM II Training**

One of the strengths of CRM II training is its link to coastal management in the real world. During the 1998 Summer Institute in Coastal Management, participants in the economics session had a chance to apply their work in an everyday situation. Participants conducted a cost-benefit analysis of a megaship container port currently being proposed for Quonset Point in Rhode Island. Working with a professor from URI's department of resource economics, the participants' analysis revealed a new side to the arguments pro/con the port as put forth locally by the state, the environmental community and the developers. The group's findings were presented to the state's Economic Development Corporation, and continue to be used in presentations to stakeholder groups in the debate on the impacts of such a port on Narragansett Bay, its surrounding communities and the state. The experience trained participants how to use economic analysis in assessing a coastal management issue they are likely to face in their own country.

FY '98 witnessed the results of many prior years' efforts in building both individual and institutional capacity. Faculty from ESPOL university in Ecuador, who are alumni of past CRM I and CRM II training, designed and implemented their own coastal management training course. And while the course drew heavily on previously-developed materials and approaches, the training itself was designed and implemented independent of assistance from CRM II. In addition, as a result of prior capacity building efforts, in FY '98 ESPOL established its first coastal management degree program.

### ***Support to Field Programs.***

CRM II's global training program also provides regional and country training assis-

tance to key countries and focus regions. This includes assistance in the design and/or delivery of needs assessments, development of specific training session plans, and guidance on how to conduct pre-, post- and impact evaluations.

### ***Alumni Networking.***

Alumni of CRM I and CRM II training tend to be the 'engines' that drive coastal management initiatives worldwide. CRM II maintains active contact with alumni and solicits their contributions of news, information and articles to the Intercoast Network newsletter. Also, a directory of CRM II training alumni is being prepared for inclusion on CRC's Web page.

# Communications *to* Improve Global Awareness and Understanding of ICM

The exchange of experience, lessons learned, and concepts and tools developed from both field assistance and global activities is a vital part of the CRM II strategy. CRC disseminates information to coastal management practitioners, the media and the general public.

## ***Intercoast Network Newsletter.***

With a circulation of over 4,000 in 165 countries, Intercoast Network, the global newsletter for coastal practitioners, is an essential information resource and forum for sharing information on field projects, training, and concepts and tools with the global community of coastal management professionals. Intercoast always includes regular updates and feature stories on CRM II initiatives.

Three issues were published in FY '98. Focus themes were: 1) outcomes of the global Coastal Zone '97 Conference; 2) the use of indicators to measure results of coastal projects; and 3) the global impacts of tourism and urbanization.



During the past year, a survey of Intercoast readers showed how the publication impacted aspects of coastal practitioners' work. Survey respondents said they used Intercoast in many ways, including to develop national policies; to discover ideas for research projects; in teaching; to compare and develop management strategies; to network; and for use in environmental education and outreach.

The reader poll also showed subscribers' willingness to pay a modest fee to help defray rising handling and mailing costs. Beginning with the Winter 1999 issue, Intercoast subscribers will be charged \$10 annually. Students and subscribers from developing countries who cannot afford the fee are granted a waiver.



*Educating people worldwide about coastal management is a key to CRM II's global leadership role.*



### ***Publications.***

Over a dozen publications were prepared and disseminated in FY '98 including an upgraded series of coastal management reports. The publications, which include both previously published books on the CRM II experience as well as recent publications on topics ranging from rapid assessment of coral reefs to strategies for coastal management in South Africa to shrimp mariculture in Latin America, are in constant demand by coastal practitioners.

### ***Going On-line.***

CRM II is tapping into new communications technology by enhancing and broadening its Worldwide Web site to offer easy access to timely information and connections to an extended network of coastal practitioners and partners. The Web site contains up-to-date information on all CRM II field sites, initiatives in research and learning, training and education

information, and access to CRC publications, including Intercoast, which allows users to download entire documents in their printed form. The Web site received close to 7,000 hits per month in FY '98. The CRC web site is at:  
<http://crc.uri.edu>.

### ***Informing the Public.***

An important way to bring knowledge of CRM II's work and the benefits of ICM to the public is through the use of the media. In Indonesia, *Proyek Pesisir's* clean-up of

Crown-of-Thorns starfish to protect coral reefs was featured on national television. In Tanzania, regular coverage on the work of the Coastal Management Partnership appears in the national press. In the U.S., the lessons learned abroad and how the U.S. experience is helping international projects is explained through a series of opinion and editorial pieces written by CRM II project coordinators and, last year, by the head of USAID's Center for Environment in conjunction with a U.S. Senator.

### ***Helping Coastal Managers to be Better Communicators.***

A communications-training module was incorporated into the 1998

Summer Institute in Coastal Management session. The same training module was incorporated in *Proyek Pesisir* in Indonesia, where staff and extension officers were taught to create a communications strategy for their field sites.



*Communications strategizing was part of the team training for coastal managers at SI '98.*

## Selected CRM II Publications

### CRC Coastal Management Reports

*Survey of Current Purposes and Methods for Evaluating Coastal Management Projects and Programs Funded by International Donors.* Olsen, S., K. Lowry, J. Tobey, P. Burbridge and S. Humphrey. 1997. Coastal Management Report #2200. Coastal Resources Center. Narragansett, RI.

*Maintaining a Balance: The Economic, Environmental and Social Impacts of Shrimp Farming in Latin America.* Tobey, J., J. Clay and P. Vergne. 1998. Coastal Management Report #2202. Coastal Resources Center. Narragansett, RI.

*Towards a Typology of Coastal Management Contexts: A Comparative Analysis of Long-Term Coastal Ecosystem Change.* Johnston, R.J. and S.B. Olsen. 1998. Coastal Management Report #2203. Coastal Resources Center. Narragansett, RI.

*Rapid Assessment of Management Parameters for Coral Reefs.* Pollnac, R.B. 1998. Coastal Management Report #2205. Coastal Resources Center. Narragansett, RI.

*Application of International Experience to Formulation of a National Policy for Coastal Management for the Republic of South Africa.* Hale, L.Z., E. Meltzer and M. Ngoile. 1998. Coastal Management Report #2206. Coastal Resources Center. Narragansett, RI.

*Project Monitoring Plan: Results Framework, Results Indicators, Worksheets.* Desbonnet, A. and L.Z. Hale. 1998. Coastal Management Report #2209. Coastal Resources Center. Narragansett, RI.

*A Manual for Assessing Progress in Coastal Management.* Olsen S., K. Lowry and

J. Tobey. 1998. Coastal Management Report #2211. Coastal Resources Center. Narragansett, RI.

### CRC Newsletters

*Intercoast Network #30.* Coastal Zone '97. Winter 1998.

*Intercoast Network #31.* Tourism and Urbanization. Spring 1998.

*Intercoast Network #32.* Coastal Economics. Fall 1998.

### Mexico

*Estrategia Comunitaria para el Manejo de la Zona de Xcalak.* (Community Strategy for the Management of the Zone of Xcalak). Amigos de Sian Ka'an. 1997. Amigos de Sian Ka'an. Quintana Roo, Mexico.

*Normas Practicas Para el Desarrollo Turistico de la Zona Costera de Quintana Roo, Mexico.* (Practical Guidelines for the Tourism Development of the Coastal Zone of Quintana Roo, Mexico). Molina, C., P. Rubinoff and J. Carranza. 1998. Amigos de Sian Ka'an. Quintana Roo, Mexico.

*Conservation of Critical Ecosystems in Mexico, A Strategy for USAID/Mexico.* Robadue, D., L.Z. Hale, J. McCann and P. Rubinoff. 1998. Coastal Resources Center. Narragansett, RI.

### Indonesia

#### Proyek Pesisir Publications

*Agenda 21: Integrated Coastal and Marine Resources Management.* Rais, J., I.M. Dutton, J. Plouffe, L. Pantimena and R. Dahuri (eds.). 1998. *Proceedings of the International Symposium, Malang, 25-27 November 1997*, Proyek Pesisir Special Publication. Jakarta, Indonesia. (In press).

*Developing Models for Sustainable Use of Small Islands.* Dutton, I.M. and T. Pieter. 1998. *Alami* Volume 3, No. 1. pp. 7-11.

*Gender Assessment: A Review of Gender Issues, Project Activities, Resources and Strategic Priorities for 1998-2003.* Diamond, N.S., M. Machfud and R. Kinseng. 1998. Proyek Pesisir Technical Report No. TE-98/01-E.

*Jurnal Pengelolaan Sumberdaya Wilayah Pesisir dan Lautan Indonesia* (Indonesian Journal of Coastal and Marine Resources Management). 1998. Bengen, D. (ed.). Vol. 1, No. 1.

*Manajemen Pengelolaan Daerah Pesisir yang Terpadu Sebagai Wujud Partisipasi Demokrasi* (Integrated Coastal Management as Participatory Democracy). Proyek Pesisir. 1998. Proyek Pesisir Special Publication. Jakarta, Indonesia.

*Socioeconomic Aspects of Resource Use in Bentenan and Tumbak*. Pollnac, R.B., F. Sondita, B. Crawford, E. Mantjoro, C. Rotinsulu and A. Siahainenia. 1997. Proyek Pesisir Technical Report No. TE-97/02-E. Jakarta, Indonesia.

Transforming Unsustainable and Destructive Coastal Resources Use Practices in the Villages of Tumbak and Bentenan, North Sulawesi, Indonesia. Fraser, N., B.R. Crawford, A. Siahainenia and C. Rotinsulu. 1998. *Proceedings of the International Symposium on the Rehabilitation of Degraded Ecosystems*. 19-24 January 1998. Phuket Marine Biological Centre, Thailand. (In press).

Villagers Keep the Seas Alive. Dutton, I. and B. Crawford. 1998. *Inside Indonesia*. July-September. Brisbane, pp. 24-25.

## **Tanzania**

### **Tanzania Coastal Management Partnership (TCMP) Publications**

*Proceedings of the Scientific Meeting on Marine and Coastal Ecosystem Risk Assessment*. 1998. Luhikala, G., M. Amaral and J. Daffa. Working Document #5005. July 1998.

*Socio-Economic Assessment of Tanzania's Coastal Resources*. 1998. Mchello, A., S. Wagner, and J. Tobey. Working Document #5006. September 1998.

*Policy and Legal Analysis of Tanzania Coastal and Marine Resource Management*. 1998. Makaramba, R., F. Stolla and M. Baldwin. Working Document #5007. September 1998.

*Mariculture Issue Profile*. Haws, M. and J. Tobey. 1998. Working Document #5008. October 1998.

*Integrated Coastal Management for Tanzania Issue Profile*. 1998. Amaral, M. and J. Daffa. Working Document #5009. September 1998.

*Summary and Proceedings of the Policy Meeting on Integrated Coastal Management in Tanzania*. 1998. Luhikala, G., M. Amaral and J. Daffa. Working Document #5011. September 1998.

### **TCMP Newsletter**

*Pwani Yetu*. The TCMP Newsletter. 1998. Issue No. 1. July 1998.

# CRM II Team

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Alfredo Ramírez	<i>Extension Officer</i>
Magali Cabriolé	<i>Community Participation Specialist</i>
Bonnie Campos	<i>Outreach Coordinator</i>

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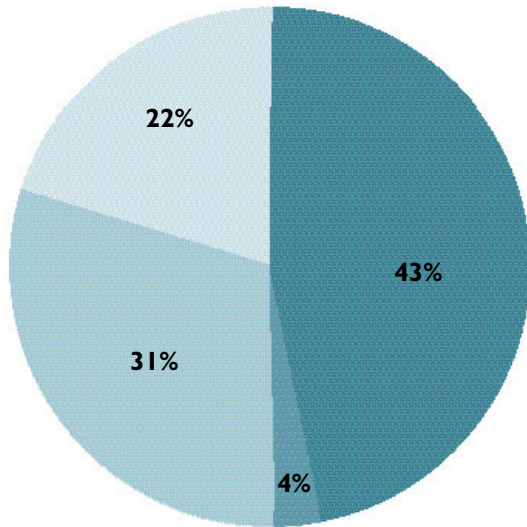
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# CRM II Financial Overview

## By Geographic Area

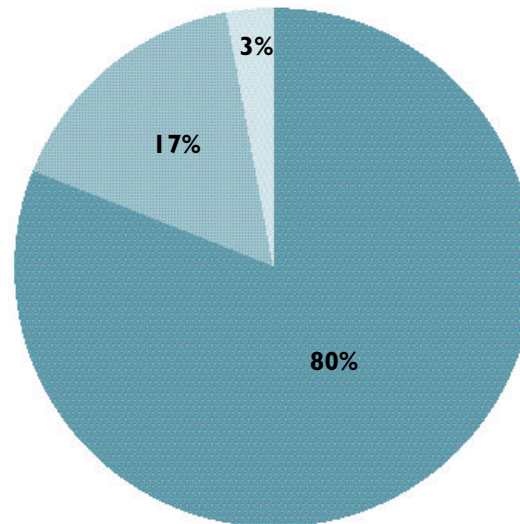
Total FY '98 Budget: \$3,892,000



- Global
- Latin America-Caribbean
- Asia
- East and South Africa

## By Result Area

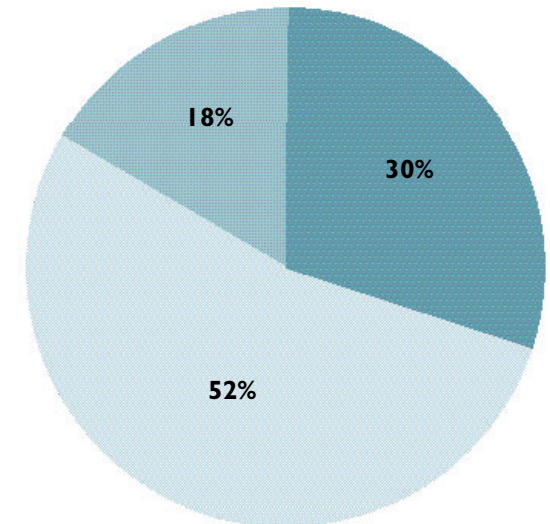
Total FY '98 Budget: \$3,892,000



- Improved and Effective Coastal Governance in Key Countries
- Increased Regional and Global Commitment to ICM
- Management and Coordination

## By Result Area

Core Funds Only (\$850,000)



- Improved and Effective Coastal Governance in Key Countries
- Increased Regional and Global Commitment to ICM
- Management and Coordination



## COASTAL MANAGEMENT REPORT # 2 2 1 3

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# Coastal Resources Center

*The Coastal Resources Center at the University of Rhode Island is dedicated to advancing coastal management worldwide.*

*In addition to assisting in the development and implementation of coastal management programs in Rhode Island and the United States, the Center is active in countries throughout the world in promoting the sustainable use of coastal resources for the benefit of all.*

*Implementing coastal management projects in the fields, building capacity through education and training, and sharing lessons learned and information throughout the coastal community are the foundation of the Coastal Resources Center's work.*

# Coastal Resources Center

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