

# Sustainable Coastal Communities and Ecosystems Program (SUCCESS)

## Semi-Annual Report

January 1 – June 30, 2011



**USAID**  
FROM THE AMERICAN PEOPLE



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

**Semi-Annual Report  
January 1 – June 30, 2011**

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

**A partnership between:**

**Coastal Resources Center  
University of Rhode Island  
and  
United States Agency for International Development  
Bureau for Economic Growth, Agriculture and Trade  
Office of Natural Resources Management**

*in association with:*

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

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## I. INTRODUCTION

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

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

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

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

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

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

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

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

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

### ***Biodiversity Conservation and the SUCCESS Program***

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

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

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

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

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

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

### ***Global Climate Change Adaptation and the SUCCESS Program***

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

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

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

### ***Overview and Summary of Accomplishments***

Below is a summary of SUCCESS Program accomplishments from the start of the five-year extension (October 1, 2009) and highlights for the current reporting period. This is followed by sections with more detail on progress being made on the three key Program elements (MPA PRO, climate change, and collaborative learning); contacts made with USAID Missions; updates on Associates Awards; and management challenges and opportunities. Appendix 1 is a summary of results per indicator to date; Appendix 2 lists leveraged funding to date (October 2009 – June 2011); Appendix 3 presents a link to a short newsletter article on livelihoods and PHE; and Appendix 4 is the Spanish MPA-PRO program brochure used for marketing (available in PDF only, hence provided as a stand-alone attachment to this report).

## **Cumulative Program Accomplishments (October 1, 2009 – June 30, 2011)**

### *Cumulative Across Programs*

- Leveraged over US \$457,000 for project activities related to MPA certification, climate change, and learning
- Trained 66 individuals (30% women) in climate change and through MPA PRO certifications
- Developed 11 tools/guides/curricula, including the *Adapting to Coastal Climate Change Guide* and associated curricula and worksheets, the *MPA PRO Handbook and Assessor Guide*, and a climate change adaptation profile template
- Produced/presented 22 “success stories” and research papers. This includes featuring SUCCESS at the United Nations Climate Change Conference held in Copenhagen in 2009; at the Global Oceans and Coasts Conference in Paris; at a SUCCESS Harvest Seminar in Washington DC; in a special issue of the Coastal Management Journal; in World Conservation Union and WIOMSA publications; and in the final issue of the Basins & Coasts E-newsletter
- Eighteen local universities, government units, and NGOs in Africa, Latin America, and the CTI region are incorporating SUCCESS tools into their work.

## **Program Highlights for the Current Reporting Period (January 1 – June 30, 2011)**

- Delivered a Level 2 Certification to five candidates in Kenya and trained an additional two assessors
- Promoted the MPA PRO model to government officials in Indonesia and the Philippines as well as NGOs in Malaysia and Indonesia.
- Produced a brochure in Spanish for promoting MPA PRO in Latin America and the Caribbean
- Strengthened partnerships with World Conservation Union (IUCN) World Commission on Protected Areas (WCPA) on advancing competences for MPA professionals linked to their initiatives
- Initiated three USAID-leveraged programs: the Indonesia Marine and Climate Support (IMACS) project, the Coral Triangle Initiative (CTI) capacity building initiative, and the Senegal Collaborative Management for a Sustainable Fisheries Future (COMFISH) Project—all of which have activities that aim to mainstream climate change adaptation within coastal management and/or fisheries initiatives
- Through leveraged funding, hosted three International Ocean Commission (IOC) fellows from Africa for three weeks. The fellow engaged with practitioners from local, state, and federal programs to identify possible ways to integrate climate change issues and actions at different scales within their own countries
- Developed and tested a template for profiling climate change initiatives to track progress and discuss lessons learned across different contexts and programs of CRC

and CRC alumni of the 2010 Coastal Management Institute and profiles now drafted for sites in Ghana, The Gambia, Tanzania, Philippines, Solomon Islands, and Papua New Guinea

- Utilized a climate change adaptation curricula developed by SUCCESS in collaboration with the National Oceanic and Atmospheric Administration (NOAA) and the International Resources Group (IRG), to design curriculum for a five-day training in Ghana for district planners and hazard managers.
- Finalized a draft of the “*Enterprise Development in Coastal and Marine Biodiversity Conservation: A Guidebook for Local Government and Practitioners*” (herein referred to as the Conservation-based Enterprise Guide)
- Published a short newsletter article about the linkages between livelihoods, population, health, and environment in the BALANCED Project newsletter
- Conducted a short workshop at URI to provide more guidance on how USAID biodiversity and food security global indicators can be applied to the growing portfolio of USAID fisheries projects



## **II. PROGRESS IN MEETING PLANNED OUTCOMES OF WORKPLAN PROGRAM ELEMENTS**

### **1. Regional Capacity Building: Certification of MPA Professionals**

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

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

Objective 1: Certify

Objective 2: Service MPA PROs

Objective 3: Solidify and Scale-up the Model

Due to the differences by region in the activities and strategies being undertaken, this report on the progress of the MPA PRO initiative is structured by region as well.

#### ***1.1 Report Period Accomplishments (January 1 – June 30, 2011)***

- Delivered Level 2 Certification in Kenya for five candidates—four were awarded MPA PRO certification and one government official from The Gambia attended as an observer to assess whether the program might expand to that country/region
- Advertised for Level 1 Certification in Tanzania and received 15 applications
- Assessment consultants confirmed the strength of the WIO-COMPAS assessment model and gave recommendations for Level 3
- Promoted the MPA PRO model to government officials in Indonesia and the Philippines as well as to NGOs in Malaysia and Indonesia
- Updated the WIO-COMPAS website to highlight the MPA PROs and Assessors
- Drafted an article on the impact of certification systems for capacity building and conservation based on data of WIO-COMPAS candidates
- Produced the MPA PRO brochure in Spanish for Latin America and the Caribbean
- Strengthened partnerships with IUCN WCPA on advancing competences for MPA professionals linked to their initiatives

#### ***Western Indian Ocean (WIO) Region***

The focus in the current year was on finalizing delivery of all aspects of the MPA PRO model in the WIO region, where it is known as WIO-COMPAS. This reporting period, program staff concentrated on delivering Level 2 certification, advertising Level 1

certification, completing the design of Level 3: Policy and Planning, and improving the WIO-COMPAS promotional website.

The **Level 1** Certification offering scheduled for August 2011 in Mafia Marine Park, Tanzania generated 16 applications (10 Tanzanian, six Kenyan). WIOMSA secured cost sharing with World Wildlife Fund (WWF) Tanzania (estimated USD \$5,000) and we are working on securing agreement from the Tanzania Marine Parks Office to provide support in the form of housing, venue and logistics. Obtaining such local buy-in through cost sharing will be vital to the sustainability of WIO-COMPAS after the SUCCESS Project ends. The August event will be the first time Tanzania hosts a certification offering and George Msumi of the Mafia Marine Park will serve as an assessor—an important step in building national capacity and commitment to certification.

A **Level 2** Certification offering was delivered in Mombasa, Kenya in June. Five candidates (out of seven applications) attended with four achieving MPA PRO Certification. Originally planned for South Africa, the event was moved to Kenya due to the low number of South African applicants. We were also fortunate to have Alagie Manjang, Assistant Director for the Department of Parks and Wildlife Management of The Gambia, attend as an observer. The CRC, *BaNafa* project, funded Mr. Manjang to attend and assess if the model could/should be replicated in West Africa.

**Level 3:** Policy and Planning, the most advanced certification level in the MPA PRO program, is in the final stages of development. We have selected our Level 3 competences and assessment instruments, are identifying potential Level 3 assessors and are selecting a date for the Event (likely January 2010). However, identifying senior leaders as assessors at this level is proving challenging as the appropriate candidate would be an individual with a high level of professional experience and responsibility, but which also means they are likely to already have serious demands on their time. When we do identify such individuals, we are looking for at least one of these Level 3 assessors to have international standing. CRC will ask IUCN WCPA to offer recommendations for such an individual. Another challenge for Level 3—because it is the highest policy-making/decision-making level—is the fewer number of overall potential candidates (70-80) from which to draw. Being discussed is the option of making NGOs and government officials outside of MPA agencies eligible for this certification. The rational, if the option is agreed to, is that their work is often linked to MPAs at a sub-regional level (we follow a similar policy for Levels 1 and 2).

### **Kenyan MPA PROs On Fast Track to Promotions!**

Our latest Level 1 MPA PROs from Kenya received their Certification Awards from the Kenya Wildlife Service (KWS) Director and the Chairman of the Board of Trustees at a public ceremony. KWS awarded them Gold Medals for their achievements and invited them for a two-step promotion from ranger level to assistant warden!

Arthur Tuda, KWS Regional Manager and certified MPA PRO Level 2, said “The certification boosted their morale and gave them more confidence as they went through the promotion interviews.

Let's keep the fire burning. Long way to go but we will achieve a lot in the near future.”

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

The expert-designed assessors' training (three days), which can now potentially include the new assessors from the WIO region and the new assessors for Level 3, was originally planned for FY11 but it now delayed to November 2011 in order to avoid conflicts with the WIOMSA Symposium and the South African MPA Forum.

**Sustaining MPA PRO** has been an ongoing concern and has demanded that SUCCESS identify ways to help the program continue long after SUCCESS and its financial support ends. Toward that goal, we have been working with partners to encourage countries' management agencies to incorporate the MPA PRO competences into their formal human resources and performance review systems (lack of this incorporation is one reason our South African partners offered for the low rate of applications from that country). For example, in Kenya we continue dialogue through our MPA PROs to build Kenya Wildlife Service commitment and policy changes; and through our South African MPA PROs to work with the management agencies of several South Africa provinces to promote integration of the MPA PRO competences into their human resources/performance evaluation systems.



**Group work during Kenya Level 1 Certification**

Another step we are taking is to ensure we provide continued support to "pending" candidates—i.e. individuals who were accepted into and attended a certification event, but who did not pass the assessments required to achieve certification. These "pending" candidates need to feel supported in continuing their efforts to get certified, and to share positive feelings about MPA PRO with their peers.

SUCCESS is also focusing on developing strong, qualified, local/regional assessors. Having these resources available locally/regionally is more cost-effective than transporting assessors across multiple countries and regions.

Lastly, we and our partners have been working on addressing the reality that cost-share and leveraged support may be essential to making MPA PRO financially viable after SUCCESS support ends. To date this concept is showing great promise and partners are recognizing that there is support to be had and agencies willing to provide it, if only they are asked.

### ***Latin America Region***

Our emerging partnership with the University of Cooperation International (UCI) in Costa Rica, which has expressed interest in adapting the MPA PRO program in the Latin America and Caribbean region, is slowly moving forward on two fronts. Eduard Muller, Rector of UCI, as Chair of IUCN's Protected Areas Capacity Building program has invited CRC to attend future workshops to introduce the MPA PRO model and explain how its competences could serve as the foundation for global MPA training courses. Muller has the respect of his peers, his recommendations and ideas receive serious consideration, and he has strong connections throughout the region, which could be helpful in raising funds there for the MPA PRO program. Mueller has also asked CRC to present with IUCN at the November Gulf and Caribbean Fisheries Institute Conference. This event is well attended by MPA management and could give CRC the audience we have been seeking for advertising the MPA PRO model. CRC attendance at this conference may also give us an opportunity to co-present with an emerging certification initiative in Mexico, an initiative about which we have little information at this time.

With UCI, CRC has produced a brochure in Spanish (see Appendix 4) for Latin America and Caribbean to build recognition and support for MPA PRO. UCI has an excellent reputation across the region for delivering training courses and degree programs for protected area management. They are also developing a graduate program in MPA management, which would be designed in coordination with the MPA PRO competences. As CRC currently has no active presence in the Latin America and Caribbean region, we will use the CAMPAN listserv and UCI's contacts to distribute electronic versions of the brochure to key MPA leaders. We will follow up with phone calls and emails to these same leaders, as they are the ones that hold the greatest hope of advancing a certification in the region.

### ***Coral Triangle (CT) Region***

There are several important initiatives related to MPA skills development/certification ongoing in the CT region. While the Coral Triangle Initiative (CTI) has expressed interest in the MPA PRO program, players in the Southeast Asia region are also developing MPA performance measures for their training programs. For example, the US CTI Support Partnership is providing technical assistance to the Indonesian Ministry of Marine Affairs on developing their own certification program for MPA staff. NOAA's short courses have also played a role in developing a certificate program. The Government of Indonesia has taken the lead in the CTI region for building their training program for MPA staff. The

current concept is for staff to attend short courses on very specific skills and then return to their sites to apply their skills. After some time, they can be assessed for their competence and earn a certification for that specific skill. This is a 'boy scout badge' model for certifying specific skill sets. The MPA PRO model differs in that its certification does not include training (though it is linked to 3<sup>rd</sup> party courses) and professionals are certified across a broad skill set.

So again, while there are any number of MPA capacity building/certification-like efforts already underway in the region, CRC continues to engage in dialogue, as possible, with the players involved in these to try to identify ways to build one program vs. many similar and competing programs. For example, CRC continues to engage with officials of the Indonesia Ministry of Marine Affairs and Fisheries and the USCTI Support Partnership. If they elect *not* to adopt the MPA PRO model, they may still benefit from our lessons and assessment instruments. It appears the Government is struggling with matching their institutional job titles (across forestry and marine affairs) with their actual job activities and responsibilities. This is an internal issue that the government must rectify before they can identify staff to be trained and potentially certified, and the MPA PRO model can help them in this process. CRC met with senior officials within the Ministry of Marine Affairs and Fisheries to better understand their needs and the likelihood of their adopting the MPA PRO model. They showed interest and were given the WIO-COMPAS Handbook and brochures. CRC offered to assist them in learning from the WIO-COMPAS experience and to share materials as requested. The hope would be that these efforts result, in the longer term, in agreement of the parties to join the international MPA PRO network vs. develop yet another version of certification.

## ***1.2 Changes in Program Activities***

### ***WIO Region***

The major changes in activities were less programmatic and more administrative, i.e. change in venues, dates, rescheduled dates for deliverables—all as explained in the text of section 1.1. The one substantive change/addition was the contracted of the external assessment/adult performance evaluation expert, which we believe will only serve to strengthen the program overall.

Another unplanned opportunity that emerged during this period was the chance for WIOMSA to attend a meeting in July (which they will do) with the South African Qualifications Authority to learn about the process of becoming a recognized and registered professional body. This is another step in the direction of formally solidifying WIO-COMPAS in the region and getting national government endorsements.

### ***West Africa***

There were no substantive programmatic changes regarding the potential expansion of MPA PRO to this region as its own "branch" of the program, or a decision to request they piggy back the East Africa WIO-COMPAS program.

### ***Latin America and Caribbean***

The one new *potential* change with a programmatic impact could be expansion into the Caribbean since that region has available funding and professional staff managing MPAs.

### ***Coral Triangle (CT) Region***

CRC declined the invitation from US CTI Support Partnership and the originally planned trip to make a presentation on the MPA PRO initiative at the May 2011 “regional exchange” on MPA management effectiveness in the Philippines. This decision was made upon learning the event will be attended primarily by NGOs and researchers, which are not target audiences for our certification program. Funds originally budgeted for this travel/event were reallocated to instead meet individually with appropriate government officials in Indonesia—the country most suitable for potentially adopting MPA PRO.

### ***Globally***

In May, NOAA—on behalf of CRC and Glenn Ricci, who was unable to attend—presented the MPA PRO model at the International Marine Conservation Congress in Vancouver, Canada as part of a session on capacity building for marine conservation.

USAID has requested that CRC explore the value and interest of colleagues in meeting some time later in 2011 to discuss the multiple certification initiatives occurring globally and how we could forge linkages. At this point, key organizations to include in such discussions would be NOAA and IUCN. We have been contacting partners at NOAA and in Latin America. At this time our strategy is to link with the evolving IUCN WCPA Marine Capacity Building Initiative that is focused on linking competences to training programs. There may be an opportunity to combine resources for greater international exposure and to influence a much larger capacity building program.

### ***1.3 Contacts with USAID Missions/Bureaus***

In a meeting with Ben Stoner of the USAID Indonesia Mission on issues related to the IMACS project, Ricci used the opportunity to also introduce Stoner to the MPA PRO and provided him handout materials.

### ***1.4 Priorities for Next Quarter (July 1 – September 30, 2011)***

- Confirm Level 3 Assessors and schedule date for their training/L3 Event
- Produce Level 3 Assessors Handbook
- Deliver L103 Certification Event in Tanzania
- Promote MPA PRO in Latin America and the Caribbean
- Update WIO-COMPAS Handbook
- Submit joint abstract with IUCN/UCI for the Gulf and Caribbean Fisheries Institute Conference
- Contact IUCN WCPA Chair for recommendations on Level 3 Assessors

## 2. Adapting to Coastal Climate Change

### 2.1 Report Period Accomplishments (January 1 – June 30, 2011)

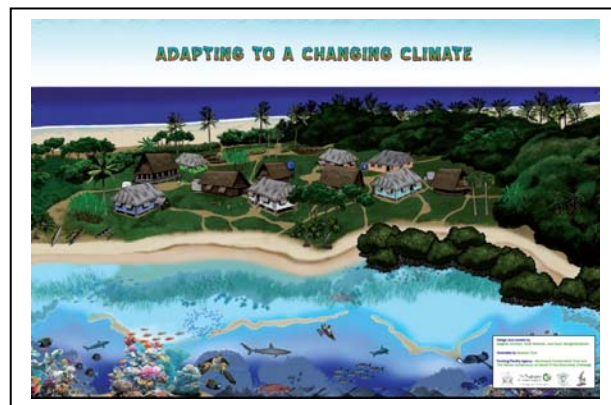
Worldwide, coastal communities are experiencing the effects of global climate change on a daily basis. Current impacts coupled with predictions of future change make it critical to understand and share knowledge on how coastal managers and communities can adapt. Since 2007, SUCCESS has been supporting a USAID leadership role in coastal climate change by providing USAID Missions and partners with information, tools and techniques to mainstream adaptation to coastal climate change in various facets of their work. 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. In efforts to advance this learning and field capacity for adaptation, CRC has worked to mainstream climate change within its coastal programs through SUCCESS Associate Awards and other USAID programs. These provide the sites and leaders from which SUCCESS will draw for its Year 7 learning activities.

In addition to the existing programs in Ghana, Tanzania, and The Gambia, CRC initiated efforts in Senegal as well as the Asia Pacific region through the USAID supported Coral Triangle Initiative and the Indonesia Marine and Climate Support (IMACS) projects. These programs have expanded the CRC field presence and will be used as leverage to the SUCCESS Program, where cross portfolio analysis can help to scale-up these initiatives to global learning.

### Activities

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

SUCCESS worked with partners in the RMI to build local capacity in conducting community-based vulnerability assessments, and putting a “climate lens” on their community-based conservation and management (locally known as Reimaanlok) efforts. This work has been leveraged significantly within the region, especially through the Micronesia Challenge. The Micronesia Conservation Society, one of the members of the Coastal Management Advisory



RMI partners and leaders within Micronesia are sharing the knowledge and tools of SUCCESS with the rest of the region. The Micronesia Conservation Trust, and The Nature Conservancy have incorporated RMI experience into regional outreach, guidance and application in places such as the Solomon Islands and CTI.

Committee and a SUCCESS partner, actively engages with colleagues from other island nations in the region, and plays a leadership role in transferring lessons and tools amongst the region's nations. This has included sharing the experiences launched by SUCCESS as seen in the outreach tool for island practitioners engaging with communities (see box) and shared through social network blogs ([Interview on community-based climate change adapataion in RMI](#)) and video ([video on climate change adapataion in Micronesia including RMI](#))

The RMI-based team has completed a forth draft of the Facilitator's Guide—a guide on how to facilitate development of the community-based management process with a climate lens. The final edit is underway and will be forwarded to the University of Hawaii Hilo Sea Grant team for layout in August. While the SUCCESS-supported community-based vulnerability assessment in Namdrik atoll was conducted last year, the RMI team is still in the process of completing the management plan itself (leveraged effort from other funding). The process continues slowly due to issues of staffing and logistics around maintaining resource management advances in the outer islands.

Efforts by the University of Hawaii Hilo Sea Grant to develop guidance for characterizing erosion issues and identifying adaptation options have been delayed (Year 6 carryover) due to the costs of hiring a skilled contractor who has both the skills to do the work and has links to the RMI context (costs of such a hire are outside the original amount of funds budgeted). However, efforts are underway to secure additional funds and to put this important activity back on track. In the outside case that additional funding falls through, CRC is working with partners to identify other options for moving this effort ahead. Efforts to characterize shorelines, through survey and observation, have been included in the RMI Facilitators Guide.

Priorities for Next Quarter (July 1 – September 30, 2011)

- Complete Facilitator's Guide
- Distribute Guide (electronically and potentially in print locally)
- Confirm next steps on erosion management guidance, including a “no-option” alternative

***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.***

The SUCCESS team pilot-tested the template for profiling field sites (for tracking progress and facilitating cross-portfolio learning) from the CRC projects in Ghana and The Gambia; and in another project being implemented in Mozambique. This was done with the participation of the individuals who were part of a fellowship program funded by the Intergovernmental Oceanographic Commission (IOC) and hosted at CRC (see Objective #3 below). In an effort to move this profiling activity into the CTI region, we also asked an alumnus of our 2010 Coastal Adaptation to Climate Change course to complete a profile for their country, the Philippines. A revised profile template was then



applied to the Solomon Islands and Papua New Guinea, and Malaysia. In all we have three Africa participants and seven from the CTI region. Through these, we are able to update progress with 10 practitioners and in eight country initiatives (Ghana, The Gambia, Mozambique, Solomon Islands, Philippines, Papua New Guinea, Malaysia)—providing source information for cross-portfolio analysis and learning. Starting in July 2011, Nicaragua will be included in this group, working through past SUCCESS partners from the University of Central America, whom have initiated a European Union-funded project on climate adaptation in the Gulf of Fonseca.

One thing learned to-date from these profiles is that many of our colleagues are not actually funded to implement projects. Hence they have been thinking through and identifying ways to develop impact assessments and strategies. Meanwhile, others—in Africa in particular—are funded to implement projects and have been trying to clarify which methods of vulnerability assessment suit their place, budget and skill. For example, one site in Papua New Guinea is moving ahead on adaptation, in the form of planting mangroves and salt-tolerant yams.

As a follow-up to the ecosystem-based adaptation (EBA) activities of quarter one, The Nature Conservancy (TNC) and CRC participated in a workshop on “Systems Approach to Geomorphological Engineering” (SAGE) with the US National Oceanic and Atmospheric Administration (NOAA), the US Army Corps of Engineers and the US Federal Emergency Management Agency (FEMA). This SAGE collaboration of the US government agencies was the result of the October 2010 SUCCESS-supported workshop to address EBA and shoreline management. The SAGE group intends this to be both a US and international program. Meanwhile, TNC and Wetlands International are moving ahead on research and application of EBA, as defined by the October meeting.

***Priorities for Next Quarter (July 1 – September 30, 2011)***

- Update each profile, in a facilitated discussion between CRC and field partners
- Initiate Gulf of Fonseca profiling activity
- Review cross-portfolio learning related to CRC learning and peer learning and develop initial findings
- Identify cross-portfolio opportunities for peer-to-peer engagement
- Identify opportunities for application of EBA learning for CRC field projects

***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.***

As a follow up to the CRC three-week, practitioner-based Coastal Adaptation to Climate Change (CACC) course in June 2010, the virtual network of 25 practitioners has continued evolving. Primarily through a listserv function, there has been excellent sharing of information and experiences. This web-based forum was extremely useful as

CRC was developing the proposals to engage and support ongoing practitioner activities through the CTI and IMACS projects. CRC has used the listserv to engage potential partners for activities and continues to identify ways to make this a more user-based tool that would allow alumni practitioners to engage more directly amongst themselves. In addition to the professional sharing facilitated by the listserv, CRC has conducted one-on-one personal coaching with 10 practitioners (from Africa, the Caribbean, and Europe), which has helped them advance their skills and initiatives back home.

The CTI and IMACS projects (noted in the previous section on certification) are strongly linked to climate change, and as such are excellent opportunities to leverage the SUCCESS efforts in this area. In the start-up of these projects, CRC and CTI have recognized that many of the practitioners from the region who attended the CACC course have not been actively involved in the field efforts, as was initially envisioned by the CTI. At this point, seven of the 15 participants are still with the CTI climate projects. This is being examined now—as the CRC role in capacity building, mentoring and training-of-trainer workshops moves ahead. This reality has led the SUCCESS team to reevaluate the webinars and field videos within this region—proposing to cancel the first and at a minimum delay the second.

Africans from The Gambia and Ghana (alumni from the 2010 Coastal Adaptation to Climate Change/CACC course and who are working on CRC projects), and another individual from Mozambique joined CRC for a three-week IOC fellowship that supports building the leadership skills of young African scientists/professionals to advance climate change adaptation and help facilitate more effective implementation of United Nations Adaptation Funds to address climate change impacts and planning in their respective countries.

Efforts were initiated to identify themes and develop storyboards for short videos to both document ongoing climate initiatives and provide outreach and extension for in country and international peer groups. Tanzania's *Pwani* project is the first, and footage has been taken. The RMI project is the candidate for the second video, which can help to synthesize the process and learning, and be a companion piece to the Facilitators Guide (Objective 1).

SUCCESS had identified a peer-to-peer exchange in Africa as a potential end of Year 7 event. Given that the IOC fellows engaged in a study tour and peer development program, the originally planned SUCCESS exchange will be deferred to Year 8.

Candidate list of topics which can be used for cross-portfolio learning (adapted from IOC fellow discussions)

- Visualizing climate change issues as a communications tool
- Options to perform community-based vulnerability assessment
- Place-based vulnerability to flood risk
- Floodplain restoration as an adaptation to flooding
- Beach erosion monitoring techniques and data analysis
- Value chain assessment looking at monetary value of whole chain of production and marketing
- Relocation of people and their willingness to move to reduce increased risks
- Finding and using entry points to mainstream climate adaptation

### ***Priorities for Next Quarter (July 1 – September 30, 2011)***

- Enhance the activity and number of participants for online communication
- Develop a three-minute video for Tanzania and initiate efforts in RMI to develop video

### ***2.2 Changes in Program Activities***

As noted earlier, in the RMI, consideration is underway to eliminate the RMI shoreline erosion management guidance. Again, because this is considered an activity that could provide both RMI and other island countries in the region with important climate change information, no final decision is yet made and efforts are underway to investigate other options that include but are not limited to identifying increased funding that could go to securing a suitable contractor.

CRC anticipated using the CTI training, initially scheduled for March/April 2011 as a driver for engaging alumni directly, and developing SUCCESS profiles and subsequent field case studies (through profiling, coaching, field visits, and videos). Changes in the field application of climate change adaptation activities, however, has in turn led to a several month delay in the timing of the elements of this work that SUCCESS was to implement (profiling, practitioner interaction on a web-based forum). In light of this delay, the team recommends suspending the webinar activity and producing only one of the three videos originally planned for this year. The one video would likely be focused on Africa (Tanzania or Ghana).

### ***2.3 Contacts with USAID Missions and Bureaus***

USAID West Africa Regional Program and the USAID Global Office invited CRC to sponsor a West Africa Regional meeting on the topic of climate services needed by different sectors. Due to the rescheduling of this, CRC was not able to attend. At CRC's recommendation, our alumni and colleague from Gambia attended to provide a coastal perspective for the regional services. CRC's Jim Tobey attended a meeting with the Africa Regional Mission and USAID's Global Adaptation team, in West Africa, to confirm the ongoing interest in mainstreaming vulnerability assessments and adaptation planning into our programs of the region.

### **3. Collaborative Learning**

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

#### ***3.1 Report Period Accomplishments (January 1 – June 30, 2011)***

##### **Objective 1: Microenterprise Guide**

In 2010, the learning team drafted a guide entitled: "Enterprise Development in Coastal and Marine Biodiversity Conservation: A Guidebook for Local Government and Practitioners" (herein referred to as the Conservation-based Enterprise Guide). A second draft was completed in May 2011 and circulated to the USAID AOTR for review. Once the review is back, the guide will be circulated to a larger group of experts from World Wildlife Fund, USAID, the WorldFish Center, and Foundation of the Peoples of the South Pacific International. The Guide includes seven case studies from Africa, Latin America, and the Pacific. Two of the case studies (from Zanzibar and Ecuador) stem from conservation-based microenterprise development started during the first phase of the SUCCESS Project. Case studies from Ghana and the Gambia describe conservation-enterprise work related to current Associate Awards.

SUCCESS also lent its expertise to development of a newsletter focusing on integrating livelihoods into population, health, and environment (PHE) projects. Two SUCCESS staff—Elin Torell and Donald Robadue—served as special issue editors for the newsletter, which was published in June, 2011. The newsletter includes an overview article that explains how livelihoods and food security are connected to population, health, and environment dynamics. This article is attached in Appendix 3. The full newsletter can be found at: [PHE & Livelihoods](#)

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

##### ***Priorities for Next Quarter (July 1 – September 30, 2011)***

- Revise Guide based on initial feedback and circulate to a larger group
- Finalize the last case study from Nicaragua

## ***Chame* Cultivation Sustained and Grows in Cojimies Estuary Synthesis of Chame Case Study from Livelihoods Guide**

In early 2005, EcoCostas began piloting *chame* aquaculture in the Cojimies estuary. The first step was signing an agreement with the Association of El Carmen (later called AsoMache) to jointly promote the cultivation of *chame* in the area. The goal was to promote an economically viable livelihood with low environmental impact. According to the agreement, AsoMache promised to construct the necessary infrastructure and capture, transport, and stock the ponds with fingerlings. They also agreed to reinvest some of the profits, allowing the enterprises to grow over time. EcoCostas provided technical assistance on monitoring the growth of fish and pool safety.

AsoMache began growing *Chame* in a 2.6 hectare pool near the river Mache, a river with constant flow into the estuary. After stocking the pond with 33,000 fingerlings, the group was diligent about monitoring the fish growth and maintaining the pond. Successful harvests increased the interest in *Chame* cultivation and by the end of 2008, cultivation had expanded to ten additional locations and sixteen new farmers had been added to the group. Today, the association is well organized with a commission in charge of *chame* cultivation—conducting periodic surveillance, monitoring harvests, and maintaining the ponds.



**AsoMache member with chame harvest** (photo credit Rafael Elao).

A recent assessment identified why the AsoMache Association has been successful in continuing to grow *chame* (and expand it to new locations and members) after the direct SUCCESS support ended in early 2009—the reason is that the activity was based on the following best practices:

1. The short and simple agreement between the association and EcoCostas helped reduce expectations (by stating what materials and supplies would be provided by EcoCostas) and outlined what was expected from AsoMache.
2. Piloting and documenting the process of cultivating and harvesting *chame* in a manual allowed EcoCostas to train new farmers (and avoid past mistakes).
3. During the first three to four years, the EcoCostas extension staff worked closely with the group, advising and assisting in action planning, pool preparation, acquisition, mobilization and stocking of fingerlings, monitoring crop, harvesting and marketing. The association began working on its own only once it was ready to take the lead the activities on its own.

## **Objective 2: Field-based Learning and Communication on Livelihoods**

When planning for the second phase of SUCCESS, the learning team proposed to offer a series of regional learning and outreach workshops to disseminate the Microenterprise Guide. The purpose would be to collect additional lessons from a broader base of experience, and work to help other USAID and international donor initiatives improve performance of their own livelihood components. However, after completing the first draft of the Guide, the decision was made that rather than design a stand-alone workshops or courses, the better option is to develop two to three session plans (ranging from a two hour session to a one- or two-day curriculum) that can be incorporated into broader trainings on topics that could include but not be limited to coastal adaptation to climate change, marine protected area management, fisheries management, or PHE.

Development of these sessions and their accompanying Powerpoint slides has been slightly delayed, awaiting feedback and finalization of the Conservation-based Enterprise Guide.

### ***Priorities for Next Quarter (July 1 – September 30, 2011)***

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

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

The objective for this activity was met in Year 1, with no new activities in this reporting period.

### ***Priorities for Next Quarter (July 1 – September 30, 2011)***

- No pending activities

## **Objective 4: Collective learning on Fisheries and Governance**

### ***Fisheries***

SUCCESS is generating knowledge to inform ICM regionally and globally—not only on livelihoods as described above, but on other key issues. The learning agenda also addresses the need for best practices in and reform of capture fisheries and aquaculture. SUCCESS planned to complete and print the Fisheries and Aquaculture Programming Guide in Year 6. However, as part of the ongoing USAID review, SUCCESS has been advised to add a revised and expanded section on monitoring and evaluation and USAID indicators.

Over the past decade, USAID has increased its investment in sustainable fisheries projects in various parts of the world, driven mainly by increasing concerns about over-fishing and the

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

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

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

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

### ***Governance***

As part of the CRC match contributions to the SUCCESS Program, the CRC Director continues to participate in a diversity of US, global and regional fora to disseminate, apply

and refine the methods developed at CRC for assessing the sequence of outcomes that mark an advance to more sustainable forms of development and to analyze the governance dimensions of ecosystem change. In this reporting period this included conversations with both the Environmental Protection Agency's Narragansett Rhode Island Laboratory and the Chesapeake Office of the Fish & Wildlife Service about using the orders framework and policy cycle to structure how these agencies relate to the public and to decision-makers on shaping responses to various expressions of ecosystem change. Olsen also has been in ongoing discussions with the Stockholm International Water Institute on how to prepare case studies that would feature the analysis of the governance dimension of integrated water resources management and ICM. In June 2011, Olsen presented at the World Forum on Enterprise and the Environment: Valuing Ecosystem Services. The presentation highlighted the governance dimension of responding to coastal and marine ecosystem change. Lastly, his article on the application of the governance baseline approach to marine special planning was accepted by the Journal of Coastal Conservation and Management.

***Priorities for Next Quarter (July 1 – September 30, 2011)***

- Draft expanded section on monitoring and evaluation for Fisheries and Aquaculture Guide
- Incorporate USAID comments and suggested edits to Guide
- Continue disseminating and applying methods for analyzing governance responses to coastal ecosystem change at international conferences and in SUCCESS Associate Awards

***3.2 Changes in Program Activities***

The dissemination plan for the Conservation-based Enterprise Guide was adapted (see above) and the decision made to add a new monitoring and evaluation section to the Fisheries and Aquaculture Guide. These changes will not impact other workplan activities.

***3.3 Contacts with USAID Missions and Bureaus***

There were no contacts specific to the learning and livelihoods activities during this period.



#### 4. Status of Year 7 Workplan Tasks and Outputs

<b>MPA PRO</b>		
<b>Objective 1: Certify</b>	<b>Date</b>	<b>Status</b>
Update Program Policies and Ethics Statements	January 2011	Awaiting final Level 3 policies before completing this task and allowing time for advisory group input/comments; new target date of September 2011
Conduct Level 2 offering (national or regional)	February-May 2011	Accomplished with four new MPA PROs from South Africa and Kenya; and West African representative attending as observer
Conduct Level 1 offering (Tanzania)	April – June 2011	Rescheduled for August 2011; 15 applications received (nine from Tanzania; six from Kenya)
Train Level 3 Assessors and develop assessment materials	August 2011	Delayed to November due to challenges in securing consultant time.
Conduct Level 3 offering (regional)	September 2011	Rescheduled for FY12 to link with above assessor training activity
<b>Outputs</b> Updated Handbook with new Level 1, 2 and 3 processes, competences, assessment instruments and candidate materials		Delayed by L3 development (see next output)
Level 3 Assessors Guidebook and assessment materials		On track for completion in FY11
Manual for training assessors		Likely delayed to November 2011 due to consultant and Level 3 timing
<b>Objective 2: Service</b>	<b>Date</b>	<b>Status</b>
Active networking of MPA PROs through electronic media and exchanges	Ongoing	Completed and ongoing
Continue posting MPA PRO profiles and case studies on website	Ongoing	Completed
Evaluate MPA PROs for impact of Program	Ongoing	Completed

Refine social network analysis and application	March 2011	Rescheduled for July 2011
<b>Outputs</b> Online networking of MPA PROs to share information and provide updates on <i>MPA News</i> (an international monthly news services/electronic newsletter)		Ongoing
Updated WIO-COMPAS website with new materials, MPA PRO profiles and case studies	May	Completed
Summary report on the post-certification evaluations by MPA PROs		Completed
Social Network Analysis and refinements to the data collection process		July
<b><i>Objective 3: Solidify and Scale-up the Model</i></b>	<b><i>Date</i></b>	<b><i>Status</i></b>
Conduct institutional analysis of WIO region MPA government agencies to seek endorsements	January 2011	Change in task; focus turned to Level 3 design needs
Present the MPA PRO/WIO-COMPASS Program to other regions (Asia, Latin America and Caribbean)	April 2011	Presented to Indonesian leaders and shared with MPA leaders in Asia; also potential for Latin America in August 2011
Lead capacity building workshop and writing of paper at the International Marine Conservation Congress (IMCC) <i>(Contingent on funding from NOAA)</i>	May 2011	NOAA presented the MPA PRO model for CRC as CRC did not attend due to limited travel funds and Ricci's assignment to Asia
Secure key endorsements from WIO-COMPAS region governments, NGOs, etc.	July 2011	Ongoing

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	On schedule
<b>Outputs</b> Articles for newsletters and blogs on MPA PRO and WIO-COMPAS progress in certifying professionals		On going, on schedule
Strategy document for linking WIO-COMPAS to government MPA agencies and for obtaining endorsements		Pending
Co-authored paper on capacity-building strategies with a highlight on MPA PRO		Cancelled due to canceled travel to IMCC event
<b>Climate Change</b>		
<b><i>Objective 1 Complete the pilot project in the RMI</i></b>	<b><i>Date</i></b>	<b><i>Status</i></b>
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	Namdrik assessment complete, Sea Grant (leveraged) methods for surveying completed. Third section, on erosion methods, delayed due to decision of contractor
Final guidance materials (for a global audience) on shoreline erosion protection and adaptation measures written, reviewed, edited and laid out	August 2011	Delayed, awaiting decision of contractor
Outreach document on Reimaanlok community-based process, with a climate lens (layout and publication at UHH)	March 2011	Anticipate September completion

<b>Outputs</b> Shoreline erosion assessment report. (no cost extension)		Delayed (see earlier comments)
Guidance document for erosion and shoreline protection laid out and produced		Delayed (see earlier comments)
Document on Reimaanlok process, including a climate lens applicable to RMI and other similar environments (no cost extension)		Anticipate September completion
<b><i>Objective 2: Support the emerging global community of practice</i></b>	<b><i>Date</i></b>	<b><i>Status</i></b>
Identify practitioners/sites for tracking progress and lessons for the CRC practitioner network	October 2010	Completed
Finalize field profile template for data input	November 2010	Completed
Draft field profiles written and disseminated through the CRC practitioner network	August 2011	Completed and ongoing
Working draft synthesis of cross-site profile findings	August 2011	On Schedule
Contribute to TNC partnership for summarizing Ecosystem Based Adaptation (EBA) science and approaches	September 2011	Contributed to workshop; TNC working on follow-up
<b>Outputs</b> Three field profiles developed		Completed
Synthesis of cross-site lessons and practices (working draft)		On schedule

EBA meeting findings and write-up of knowledge and recommendations for next steps		Underway. Final TBD by TNC (leveraged)
<b><i>Objective 3: Identify and empower climate change adaptation champions</i></b>	<b>Date</b>	<b>Status</b>
Online information and communication via CRC practitioner network	November 2010	Completed
Web-based forum for practitioners	March 2011	Completed
Webinar for practitioners	April 2011	Recommend this be eliminated due to lack of internet capacity in CTI and elsewhere
Video clips from the field	September 2011	Given delayed status of CTI field applications, recommend limit to only this one this year; Tanzania underway, with RMI being considered to complement the Facilitators Guide, which will be confirmed next quarter.
Peer-to-peer exchanges in Africa	TBD	Opportunities to be sought as the SUCCESS team meets to discuss learning from climate activities next quarter; recommend rescheduling until Year 8, since IOC exchange was implemented in March 2011
<b>Outputs</b>		
1 web-based forum		Completed – in process
1 webinar for practitioners		Recommend elimination
3 video clips from the field		On schedule for first one
2 way peer-to-peer exchange technical assistance (4 people in total) one site to another (TBD)		Recommend reschedule until Year 8
<b>Learning</b>		
<b><i>Objective 1: Conservation-based Enterprise Guide</i></b>	<b>Date</b>	<b>Status</b>
6-8 case studies received from partners	December 2010	Seven case studies delivered; one remains under development
Draft guide completed and sent to experts for review	January 2011	Full draft completed; currently under review

Expert group meeting to review draft guide	March 2011	Completed electronic review
Guide revised and finalized	May 2011	First half of 2012 depending on how long the review and revision process takes
<b>Outputs</b> Conservation-based Enterprise Guide, with 6-8 cases from around the world		Guide is drafted and includes seven case studies
<b><i>Objective 2: Field-based Learning on Livelihoods</i></b>	<b><i>Date</i></b>	<b><i>Status</i></b>
Develop training modules and a teaching case study based on the Conservation-based Enterprise Guide	September 2011	On hold until all feedback on draft Guide received
Identify location and dates for Year 8 regional microenterprise workshop	September 2011	Activity has changed; focus on integrating livelihoods into other trainings vs. stand-alone trainings on micro-enterprise development in ICM
<b>Outputs</b> Training modules	September, 2011	On target; may be delayed dependent upon when feedback on Guide is complete
<b><i>Objective 4: Collective learning on Fisheries and Governance</i></b>	<b><i>Date</i></b>	<b><i>Status</i></b>
<b>Outputs</b> Sustainable Fisheries and Responsible Aquaculture Programming Guide		Pending edits from USAID/EGAT; M&E section to be written next quarter

## 5. Monitoring, Evaluation and Reporting

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

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

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

As a result of eliminating field activities, the SUCCESS PMP was revised in the first quarter of FY 10. The new performance management plan (PMP) for the extension period (Years 6-10) is a slimmed down version, with only nine indicators:

1. Individuals trained (gender disaggregated)
2. Dollar value of funds leveraged from USAID Missions and non-USG sources
3. Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts
4. Success stories, peer review articles, conference papers, research studies documenting key actionable findings and lessons learned related to SUCCESS
5. Technical support interventions provided by SUCCESS to other partners and programs on toolkits and guidebooks developed by SUCCESS
6. Recipients of SUCCESS training and/or mentoring subsequently implementing projects or providing training or technical assistance in these topics to others
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 measure the outputs and impacts of SUCCESS activities related to MPA certification, climate change adaptation, and learning. Life-of-Program targets for the SUCCESS extension period were established for the first indicator only.

### LOP Targets for number of individuals trained

INDICATOR	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target	LOP Target
1: Number of Individuals trained	40	40	70	55	30	<b>250</b>
<i>Number of women trained</i>	16	16	27	25	11	<b>102</b>
<i>% women trained</i>	40%	30%	39%	45%	37%	<b>41%</b>

During work planning, targets were set for selected other indicators for Year 7. A table of accomplishments in relation to the targets is presented in [Appendix 1](#). A full description of each indicator can be found in the PMP, which is available upon request.



### **III. MANAGEMENT ISSUES**

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

### **IV. UPCOMING CHALLENGES, CONSTRAINTS, AND OPPORTUNITIES**

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

As noted in the earlier sections of this report and in the section that follows, the SUCCESS Associate Awards provide a wealth of cross-portfolio learning opportunity, including continued opportunity to test and learn from the tools, approaches, strategies, etc. first developed under the Leader Award. Several other USAID projects that CRC is involved with provide synergistic opportunities with SUCCESS objectives and activities and are also described below. However, the expanding portfolio of Associate Awards and CRC involvement in related USAID projects had been stretching the human resource capacity of CRC over the past 18 months. To address this issue, in the current reporting period CRC filled one vacant fiscal/administrative position and created and hired two new mid- to senior-level program positions. One of these program positions is an individual who will focus on climate change issues in our international projects, including but not limited to those issues as they relate to our SUCCESS Leader and Associate Award projects. A second program hire has extensive experience in development in West Africa and is experienced in USAID policies and programs. These new hires, when added to our existing staff both from the RI office as well as our local, regional and global partners and external consultants, leaves us much better staffed to meet the demands of our USAID project activities and to produce our deliverables on time and with high quality.

New USAID climate work in Indonesia (see IMACS in following section of this report) is providing CRC with significant opportunities for creating a global learning platform for our coastal adaptation work—especially given the field application and capacity building components of this work. The Coral Triangle Initiative also integrates with our SUCCESS activities through a learning agenda and capacity building, however, its lacks of a field application component is limiting our direct engagement in hands-on program implementation.

## V. ASSOCIATE AWARDS AND RELATED PROJECTS

### Ghana Associate Award

The Year 2 workplan of the Ghana Project, locally known as Hen Mpoano (Our Coast) [http://www.crc.uri.edu/download/ICFG\\_Workplan\\_FINAL.pdf](http://www.crc.uri.edu/download/ICFG_Workplan_FINAL.pdf)) lays out the Phase 2 strategy and activities, which are designed to build towards the goal of formulating a nested governance system in which the roles and responsibilities of the individual communities, the six coastal districts and coordination at the regional scale are made explicit and strengthened. The necessary actions are likely to require changes in the policies and procedures of some Ministries and could require legislative action. As such, Hen Mpoano's presence in Accra leaves it well positioned to engage in the regular consultations with central government agencies as ideas for a strengthened coastal and fisheries governance system take shape and alternative courses of action are explored. This is particularly the case in fisheries, where all policy making and monitoring and enforcement actions are planned and executed. Hen Mpoano is also encouraging dialog at the scale of the Western Region through its Advisory Council chaired by the Region's Chief Director.

During Phase 2, activities related to fisheries and the seascape portion of the coastal zone are focused on improving the enabling conditions on which management decisions are based. This includes ways to improve information on how and why effort is changing and its impact on fish stocks and fishing businesses, as well as potential strategies for improving the basis for collaborative management. The later point is quite important as previous efforts at collaborative management have failed and the current legislative and institutional arrangements for genuine participation of fisheries stakeholders are weak. In June 2011, the project conducted a study tour to Tanzania to draw out lessons learned in co-management of marine protected areas. A second study tour is planned for August 2011 on fisheries co-management experiences in Senegal.

On the landscape side of the coastal zone, activities are focusing on developing a number of pilot models for ICM and conservation in three focal areas that contain combinations of issues that are representative of those facing the coast as a whole. The focal areas also have been selected for a range of conditions that span the relatively pristine and rural Amansuri wetland and associated shorefront area, to the urbanized Shama district where major new investments in infrastructure are being proposed. Between these two extremes, lies the Cape Three Points focal area with priority areas for conservation, and with several villages and small towns where the canoe fishery is the major source of employment and income and where shorelines are dotted with tourism lodges that hold the promise for new forms of economic development. Sea turtle nesting beaches are yet another important feature of both the Amansuri and Cape Three Points areas.

Finally, in efforts to build capacity for the Western region in climate change adaptation, CRC has identified the University of Cape Coast as a partner (they participated in the 2010 Coastal Management Institute). The University's Geography Department, with its GIS skills, is supporting vulnerability assessments in the focal areas. The Center for Coastal Management,

within the Fisheries and Aquaculture Department, is partnering with CRC to design and deliver a five-day course for District Planners and Disaster Management Officials in July 2011.

In this reporting period, the project met with a USAID consultant to review the performance management plan and associated performance indicators, especially in regard to climate change activities. There has also been discussion with the USAID/Ghana Mission regarding the potential of the project being moved to fall fully under the climate change earmark. Implications on on-going activities and especially conservation focused efforts will need to be evaluated and redirected if such a change does occur.

### **Senegal-Gambia Sustainable Fisheries Project Associate Award**

This project is continuing to develop and promote models of fisheries co-management in the West African region especially through examples under development in The Gambia. These examples focus on the establishment of a shellfish co-management plan for 500 women oyster harvesters in the Tanbi Wetlands National Park and a co-management plan and related actions to obtain Marine Stewardship Council (MSC) certification for The Gambian sole fishery. These plans have undergone a final stage of stakeholder review and final edits are being incorporated. Formal approvals are expected in the next quarter or early part of the first quarter of next year. Once plans are ready for formal adoption, launch/signing ceremonies will be planned and the USAID Regional Mission and USAID DC representatives will be invited.

Previously, the Project requested a three-year water and sanitation add-on component for The Gambia field activities, budgeted at approximately \$700,000. The Gambia is currently facing problems with exporting to the European Union, in part due to poor quality of sanitary conditions at the landing sites. This will affect plans for certifying the sole fishery and its associated export under an eco-label. In addition, water quality studies in the Tanbi have identified several point sources of fecal contamination (a piggery and a hotel latrine) that put at risk opportunities to develop a shellfish sanitary management plan that could open up new local markets to hotels for raw shellfish and the potential for export further down the road. This request required a revision to the Project's Initial Environmental Examination (IEE), which has now been approved and add-on funds for the water and sanitation activities have been received. In addition, the add-on includes funding for a regional coastal climate change vulnerability assessment with the expectation that additional funds for adaptation planning and actions can be requested once the vulnerability assessment is completed.

### **Senegal Associate Award - Collaborative Management for a Sustainable Fisheries Future (COMFISH)**

The USAID/COMFISH project (Collaborative Management for a Sustainable Fisheries Future in Senegal) seeks to develop and replicate new models for sustainable fisheries to assist Senegal in achieving sustainable management of its artisanal fisheries. The five year project began in February 2011. Over the last quarter, key outcomes include successful coordination and planning meetings with the Department of Marine Fisheries (DPM), project partners, and other donors to define collaboration procedures and increase awareness of the project's objectives.

Three key meetings were held with DPM with two of them in the presence of the national Fisheries Theme Group comprised of donor initiatives. The meetings identified the need for regular coordination mechanisms, better strategies for managing fish stocks, better defined management objectives, and enhanced synergies among donor initiatives. USAID/COMFISH presented a new strategy for managing the coastal zone through Sustainable Management Units (*Unites de Gestion Durable* -- UGDs) each of which would target one stock (and perhaps multispecies). UGD boundaries would include all local management structures for fisheries which target the same stock, and the stock and the UGD would have the same shared boundaries. This idea was presented to and accepted by DPM, and was then shared at a second DPM Technical Committee meeting with other donors who indicated that they wished to buy into the model.

During this period, USAID/COMFISH was also actively seeking ways to utilize current data more fully, to revise and adjust them for perceived and demonstrable biases, to carry out new assessments using such data, to improve data collection systems, and to create convergence between DPM and CRODT data collection systems. CRODT is Senegal's designated stock assessment center and as such is a key USAID/COMFISH partner.

In other activities:

- An agreement with the group ENDA ENERGIE was prepared for the elaboration of a practitioner's guide to vulnerability assessment and adaptation planning (V&A) in coastal fishing communities. This will serve as the base for the work on V&A in specific sites selected by the project.
- The project, with WWF, supported a validation workshop (July 5, 2011) on the National Strategy for Marine Protected Areas with the Ministry of Maritime Economy, the Ministry of the Environment and Protection of Nature, civil society, conservation NGOs.
- In preparation for the national workshop on fisheries management and stock selection, site visits were conducted to five fishing communities/landing sites to evaluate local knowledge and needs for sustainable fisheries co-management.
- Planning meetings were held with the Center of Ecological Monitoring (CSE) to initiate mapping and spatial information activities. Available data was collected in coordination with relevant organizations. Thematic maps are being prepared for the July 21-23 national workshop on fisheries management and stock selection.
- A bottom-up consultative process was initiated in cooperation with a national fisheries association (COPEM) and resulted in selection of a local project slogan -Pencoo Gej- that means "Collaborative Management of Marine Fisheries" in Wolof language. The process involved consultation with 30 fisherman and fisherwoman NGOs through COPEM and was highly successful. The naming exercise was a tool for getting target groups to take ownership of USAID projects.

The project office is now fully functional with information and communication technologies in place, electrical generator, office equipment, and large conference room. Until mid-June, the lack of an installed back-up generator was a major constraint. Like most of the city of Dakar, the area of the office has been experiencing lengthy power outages.

Two priorities for the next fiscal quarter include a National workshop (21-23 July) on priority fish stocks for management planning, and CLPA and fisheries governance capacity assessment and national workshop to formulate a strategy for institutional capacity strengthening.

### **The *Pwani* Project, Tanzania**

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

### **Indonesia Marine and Climate Support (IMACS) Project**

CRC is a partner in the Chemonics International-led consortium of the PLACE indefinite quantity contract (IQC) that was recently awarded for the "Indonesia Marine and Climate Support" (IMACS) project funded by USAID Indonesia. The project is focusing on building the capacity of the Indonesia Ministry of Marine Affairs and Fisheries (MMAF) to address fisheries and climate change issues. CRC is playing a senior advisory role for the coastal adaptation aspects of the project and will focus on providing support to MMAF in developing vulnerability assessments, designing and delivering short training courses, and developing the capacity of regional universities to provide extension services to local governments. CRC will begin their activities in August 2011 with visits to the two field sites of Nusa Tenggara Barat and Sulawesi Tenggara. There will be strong linkages with CRC's other climate change projects through the sharing of vulnerability assessments and training curricula.

### **US Coral Triangle Initiative (CTI)**

Based on the success of the CCAC training attended by 15 CTI partners this past June, the US CTI program awarded CRC a small grant to collect adaptation cases from the region, and to design and deliver two regional short courses and one training-of-trainers course. In the

process, CRC has been coaching the CTI field partners as they implement their independent adaptation programs. The coaching has occurred through the use of our Adaptation Profiles. The January-March quarterly report provided an example of our draft profile for Solomon Islands related to developing a national methodology for vulnerability assessments. All of the participants are struggling with their adaptation programs due to a lack of organizational commitment or to challenges in adopting the appropriate tools for assessments. CRC will be contacting each participant on a monthly basis to collect updates and provide guidance. Information gathered through the process will hopefully be integrated into our two regional courses as appropriate. These field partners will also participate in the SUCCESS adaptation network being facilitated by CRC. These small grant activities will be integrated with our overall SUCCESS climate activities through coaching, profiles, case studies and curriculum.

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

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

While not an Associate Award to the SUCCESS, BALANCED is working in and with other USAID-funded projects that were shaped by the first phase of SUCCESS. This includes the *Pwani* project in Tanzania, where BALANCED is helping to integrate family planning and health services into that project's already highly integrated activities (including work in HIV-AIDS prevention and livelihoods development/savings and loan activities); and supporting a *Pwani* extension officer to attend the Beahrs Environmental Leadership Program, which offers mid-career practitioners and decision-makers the opportunity to broaden their knowledge and perspectives on environmental and natural resource science, policy, management, and leadership. BALANCED is also working with the SUCCESS Associate Award, *Integrated Coastal and Fisheries Governance* (ICFG) project, in Ghana where it is providing technical assistance to the larger ICFG team and a key partner, Friends of the Nation (FON), in bringing much needed family planning information and services to coastal communities in the Western Region—all as part of an integrated approach to improving quality-of-life (including food security) and stemming biodiversity loss and over-fishing in that nation. In the Philippines, the USID mission recently agreed to a concept presented to add-on a CRM component to the BALANCED Philippines activities through the Mission's Office of Energy and Environment. This add-on will supplement the funds already provided for family planning activities in the Danajon Bank and Verdi Island passage area. It will include a livelihoods approach combined with strengthening networks of MPAs, enforcement and piloting managed access at the municipal scale and development of multi-municipal fisheries management plans. Detailed planning will occur in August 2011.

## APPENDIX 1: PMP HIGHLIGHTS AND ACCOMPLISHMENTS

### *SUCCESS Year 7, quarter two, PMP results*

Comments	FY 11 Target	FY 11 Results to Date	FY 11 Q 2+3 Results	Cumulative Results to Date	Comments on Q 2+3 Results
1 Individuals trained (gender disaggregated)	40	8	8	66	Below FY 11 target. MPA PRO level 1 certification planned for August 2011. Level 1 and 2 assessor training and Level 3 certification have been moved to FY 12. A sub-regional training and ToT on coastal climate change adaptation will take place in PNG in September.
<i>Number of women trained</i>	16	0	0	20	
<i>Percent women trained</i>	40%	0%	0%	30%	
2. Dollar value of funds leveraged from USAID Missions and non-USG sources	No target	373,085	214,662	457,513	Funding leveraged for work related to climate change in Africa, RMI and Indonesia. A small amount leveraged for WIO-COMPASS level 2 certification.
3. Tools, protocols, procedures, systems, methodologies, guides, curricula, or indices developed or adapted for country and/or thematic contexts	7	4	3	11	CCA profile template, NOAA climate change training curricula, RMI community vulnerability tool
4. Success stories, peer review articles, conference papers, research studies documenting key actionable findings and lessons learned related to SUCCESS	10	4	2	23	Under target. CCA profiles and videos are under production.

Comments	FY 11 Target	FY 11 Results to Date	FY 11 Q 2+3 Results	Cumulative Results to Date	Comments on Q 2+3 Results
5. Technical support interventions provided by SUCCESS to other partners and programs on toolkits and guidebooks developed by SUCCESS	3	5	4	10	Over target. The demand for SUCCESS TA on climate change has been higher than anticipated.
6. Recipients of SUCCESS training and/or mentoring subsequently implementing projects or providing training or technical assistance in these topics to others	10	11	7	24	Under target. This is likely partially because results were achieved in FY 10, which was earlier than expected.
7. Target organizations incorporating SUCCESS tools etc. into their work	3	12	10	18	Over target. Ten local organizations in West Africa, Nicaragua, and the CTI region are using the climate change profiling tool.
8. Hectares in areas of biological significance under improved management	0	0	0	0	
9. Policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation implemented	0	0	0	0	



**APPENDIX 2: LEVERAGED FUNDING TO DATE (OCTOBER 2009 – JUNE 2011)**

Fiscal Year	Leveraging Partner	Donor	Activity	Leveraged Funds
2010	CRC	Marviva	To present the MPA Pro concept at a meeting in Costa Rica	1,800
2010	CRC	Individual experts	Livelihoods learning meeting – value of the experts’ time	5,322
2010	CRC	CRC	Reception at March 24, 2010 meeting leveraged by URI	2,212
2010	CRC	CIDEA	Juan Ramon travel to Washington DC for Harvest seminar	859
2010	CRC	NOAA	To develop 3 climate change adaptation modules	20,280
2010	CRC	USAID Tanzania	CEEST subcontract to use adaptation to climate change guide in Tanzania	12,835
2010	CRC	UH Sea Grant	UH Sea Grant staff contributing to RMI coastal assessment	2,002
2010	CRC	LOICZ	Stephen participation in Paris meeting	2,133
2010	WIOMSA	SIDA	Dar es Salaam experts meeting, Feb 2010	15,200
2011	WIOMSA	ReCoMap	updating MPA training manual	25,000
2011	WIOMSA	Sida	Conducting MPA training course	20,000
2011	WIOMSA	ReCoMap	Conducting MPA training course	55,000
2011	CRC	CTI	Climate change cases, courses, and training of trainers	58,423
2011	UH Seagrant	UNDP	development of shore management guide for the Marshall Islands	6,000
2011	CRC	USAID	IMACS Indonesia Project, year 1 climate change funds implemented by CRC	183,303
2011	CRC	IOC and URI	Climate change related fellowship at CRC for three individuals from Ghana, the Gambia, and Mozambique	20,550
2011	WIOMSA	Sida	Level 2 certification event in Kenya	3,209
2011	WIOMSA	WWF S.A.	Level 2 certification event in Kenya	1,600
<b>LEVERAGED FUNDING TOTAL</b>				<b>\$457,513</b>

**APPENDIX 3: POPULATION, HEALTH, ENVIRONMENT AND LIVELIHOODS  
NEWSLETTER ARTICLE**



## Population, Health, Environment and Livelihoods

Theme Editor: Elin Torell & Donald Robadue Jr., Coastal Resources Center

Population, Health, and Environment (PHE) approaches address integrated problems that influence people's quality of life. Early PHE projects tended to focus on population and environment, stressing the need to increase access to family planning and reproductive health services and develop integrated messages—delivered through conservation and health extension—that help people understand how population dynamics influence biodiversity conservation. Lately, there has been an acknowledgement that the concept of PHE must be widened to include other issues that significantly impact quality of life, such as livelihoods, climate change, water and sanitation, and other health issues, including malaria and HIV. Figure 1 (page two) illustrates a basic schematic that covers the dynamic forces that shape the lives of people living in rural communities. It shows the interconnectedness between the key components of PHE—biodiversity conservation, family planning, health, women's empowerment, and food security.

### In This Issue

#### **Introduction to livelihoods and PHE**

Elin Torell, BALANCED Project Monitoring, Evaluation, and Learning Coordinator; and Don Robadue, BALANCED Project Knowledge Management Specialist. URI Coastal Resources Center

#### **Livelihoods and PHE in the Velondriake locally managed marine area in Madagascar**

Kame Westerman, Blue Ventures Velondriake MPA Project Coordinator

#### **Ethiopia's PHE Spotlight: The Environment and Development Society of Ethiopia (LEM Ethiopia)**

Mogues Worku Techane, Executive Director, Lem Ethiopia

#### **PHE in Ethiopia: Livelihoods and Youth Define the Work; Verifiable Results are Needed**

Annie Wallace, former PHE Fellow

#### **Adding Family Planning to an Ongoing Conservation and Livelihood Program in Zambia**

Dale Lewis, Program Officer, WCS Zambia; and Linda Bruce, BALANCED Director, URI Coastal Resources Center

#### **A Youth Peer Educator's Tale**

Joan Castro, Executive Vice President, PFPI and Technical Assistance Lead, BALANCED Project



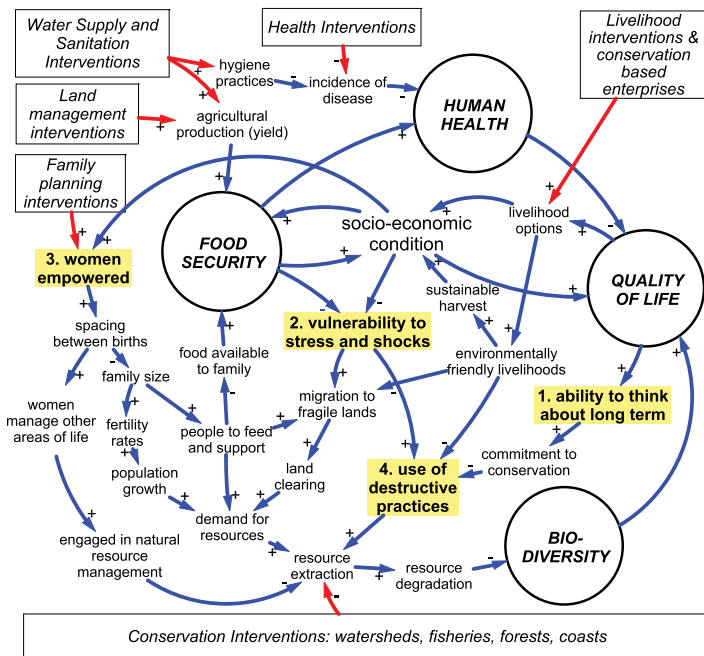


Figure 1: PHE model, highlighting how livelihood activities reinforce positive dynamic forces

In recognition of this trend toward the need and/or the natural “fit” for PHE projects to address a wider array of real life topics, this issue of the BALANCED Newsletter includes four articles that focus on the topic of PHE and livelihoods. The articles describe how livelihoods have been integrated into environmental conservation in Zambia, Ethiopia, and Madagascar. In the article “Livelihoods and PHE in the Velondriake locally managed marine area,” Westerman describes an initiative to support a combination of community-based conservation, aquaculture development, and provision of family planning and other community health services in Madagascar. The article “Adding Family Planning to an Ongoing Conservation and Livelihood Program in Zambia,” by Lewis and Bruce, explains how it made sense for Wildlife Conservation Society (WCS) to incorporate family planning into its ongoing conservation and livelihoods program in Zambia. A commonality between the Malagasy and Zambian cases is that they both describe initiatives that originally focused solely on conservation and livelihoods, but which over time have added family planning because it “makes sense” in the context within which the projects are being implemented.

An article by Wallace describes how livelihoods are integral to most PHE projects in Ethiopia, but argues that more rigorous monitoring and research is needed to substantiate the value of incorporating livelihood activities as an integral component

of integrated community development work. Giving a more in-depth perspective from Ethiopia, Techane describes Lem Ethiopia’s livelihoods-based integrated approach, which has resulted in a dramatic increase in family planning use as well as improvements in food security.

As Figure 1 clearly shows, livelihoods and food security are central parameters for quality of life. Intrinsically it makes sense to integrate livelihoods into PHE programs—and as Wallace points out, although there is little “hard evidence” that livelihoods activities add value to PHE, we can assume that the benefits are similar to the benefits that result from integrating livelihoods into natural resources management efforts such as coastal management or forestry. For example, in the field of coastal management there is a growing body of empirical evidence that demonstrates that successful livelihood strategies increase the probability of success within community-based coastal management programs (Pollnac, Crawford et al. 2001). Research has also demonstrated the link between tangible benefits that a coastal management program brings and the sustainability of those efforts and its benefits (Christie, Lowry et al. 2005; Pomeroy, Oracion et al. 2005). The numbers in Figure 1 illustrate four of the positive dynamics that livelihood initiatives can help reinforce.

1. **CREATE CONDITIONS THAT ALLOW INDIVIDUALS TO THINK LONG TERM.** Livelihoods, if profitable, will increase income. As incomes rise, individuals are better able and likely to think longer term, including thinking about the value of better health for themselves and a healthy environment and as such see themselves as having the “luxury” to commit to health and conservation. Hence, economically empowered individuals are more likely to seek health care and participate in environmental protection and natural resources conservation. The link between income and the environment has been empirically proven in many countries and contexts (Tobey 1993; McConnel 1997). Lewis and Bruce provide a good example from Zambia. When this project began, people were starving and saw no other way to feed themselves except to poach wild animals in a protected area. However, as WCS worked with the community to develop livelihood opportunities, and as the income levels of community members increased, they became able to think longer term and commit themselves to taking care of themselves and conserving their environment.
2. **REDUCE VULNERABILITY TO STRESS AND SHOCKS.** When there are more reliable income sources, people’s food insecurity and vulnerability to stress and shocks are reduced. For example, a study of two fishing communities in Cambodia conducted by Marschke and Berkes (2006)

found that building a portfolio of livelihood options is one of the most important ways that people learn to live with change and uncertainty. Since vulnerability is often the cause of short-term and unsustainable resource use perspectives, reduced vulnerability can contribute to better environmental conditions and more sustainable use of natural resources. We see evidence of this benefit in the Techane and Lewis/Bruce articles, which show how diversified livelihoods have made communities in Ethiopia and Zambia more resilient. Investments in family planning alongside the livelihoods interventions have augmented the positive impacts as reducing population growth ensures that food security will be sustained over time.

3. **EMPOWER WOMEN.** Engaging women in livelihood activities raises their self confidence and increases the status of women in the family and community (Cheston and Kuhn 2002). Research conducted by the Coastal Resources Center in Tanzania and Latin America has found that in many places, women whose incomes increase—or who are able to earn an income for the first time—often feel more empowered<sup>1</sup> to participate in household and community decision-making and are accorded more respect by their spouses and others in their community. For PHE, this could mean increasing women's confidence to negotiate the use of contraceptives with their partners as well as increasing women's involvement in biodiversity conservation. In the Ethiopia case study presented by Techane, we see that as women's income has increased so too has their ability to negotiate safe sex and avoid unplanned pregnancies. Wallace also refers to another Ethiopian case where women have become more involved in conservation and men more involved in family planning.
4. **DIMINISH THE USE OF DESTRUCTIVE PRACTICES.** Environmentally friendly livelihoods can help reduce use of practices that are destructive to that same environment. Conservation-based enterprises depend on healthy biodiversity, natural resources and environmental attributes, and therefore provide incentives to protect these resources from internal and external threats to their destruction (Salafsky and Wollenberg 2000; Salafsky, Cauley et al. 2001). The earnings from conservation enterprises motivate people to, in turn, consciously protect biodiversity in order to maintain and sustain that income stream. This is a finding that cuts across all four of the articles presented in this issue of the BALANCED newsletter, and which we believe supports the position that PHE and livelihoods have strong links and natural interdependencies.

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<sup>1</sup> Empowerment means "gaining the ability to generate choices and bargaining power" and "developing a sense of self-worth, a belief in one's ability to secure desired changes, and the right to control one's life (UNIFEM, 2000)

**APPENDIX 4: MPA CERTIFICATION BROCHURE IN SPANISH**

## Resultados de la experiencia en el Océano Índico Occidental

La experiencia que se ha estado desarrollando en siete países del océano Índico Occidental (OIO), a través del programa WIO-COMPAS ([www.wio-compas.org](http://www.wio-compas.org)), ha dado resultados muy positivos, lo que ha estimulado a los promotores originales de este programa a llevarlo a otras regiones del mundo, con el fin de fortalecer la red global de AMP.

A continuación se resumen algunos de los resultados alcanzados por los MPA PRO a través de los años iniciales en el OIO:

- Al 100% de las personas certificadas la oficina de personal del AMP les mejoró sus registros de desempeño
- Al 50% se les mejoró el salario, les permitió obtener promociones en el sistema y les amplió sus posibilidades de colaboración con actores locales
- Se han fortalecido sus redes de comunicación y cooperación. Todos reciben más correos electrónicos, 33% reciben más llamadas telefónicas, 50% han visitado otros sitios
- Comparten más ideas y buscan más apoyo. Han ampliado y fortalecido sus relaciones internacionales
- Las ONG los buscan como asesores
- Han mejorado su capacidad para recaudar fondos

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Programa de Certificación de  
Profesionales  
en Áreas Marinas Protegidas



## América Latina y Caribe

### Certificación - Desarrollo Profesional - Liderazgo Redes - Ética

Dada la importancia que tienen las áreas marinas protegidas (AMP) para la protección y el uso sostenible de la biodiversidad marina, los países de América Latina y el Caribe están haciendo un gran esfuerzo para fortalecer sus sistemas de AMP. En la actualidad, existen más de 700 AMP, las cuales cubren aproximadamente el 1.5% de las aguas costeras y de la plataforma continental. La mayoría de éstas AMP son pequeñas y no cuentan con las herramientas, el financiamiento ni el personal suficiente para hacer un manejo efectivo de los recursos que se buscan proteger. Un programa de certificación profesional, inspirado en el programa **MPA PRO**, busca apoyar a los líderes latinoamericanos y caribeños que trabajan en las AMP para mejorar sus iniciativas de fortalecimiento de capacidades mediante la integración de la capacitación, los criterios de competencia, el liderazgo y la ética.



### Para alcanzar esto, le invitamos a que nos ayude para establecer el programa:

- Brindando apoyo para adaptar el programa a las necesidades regionales
- Respalda este programa
- Ayuda con tu experiencia en desarrollo profesional
- Aportando con becas u otras formas de ayuda ya sea económica o logística
- Apoya como miembro del Secretariado regional **MPA PRO** o como asesor
- Participando como candidato para conformar el grupo de asesores del programa **MPA PRO**

**MPA PRO** de América Latina y el Caribe establece el manejo de AMP como una **profesión**, bajo un marco claro y transparente, que integra los programas de capacitación existentes. Ofrece un medio para enfocar mejor las actividades de capacitación y provee una ruta clara para el desarrollo de la carrera profesional. ¡Para líderes significa renovar su motivación y su rol!

## MPA PRO en América Latina y el Caribe

Para lograr un verdadero programa a nivel global, la estructura básica y los objetivos de **MPA PRO** se mantienen en todo el mundo, lo que le brinda claridad y facilita la formación de redes en la región y a nivel mundial. Las regiones podrán unirse a la Red de MPA PRO siempre que se apeguen a los principios básicos. Al mismo tiempo, se les estimulará para que adapten algunas partes del modelo con el fin de mejorarlo y aumentar su valor y relevancia para contribuir a satisfacer las necesidades locales. Actualmente, líderes de latinoamericanos y caribeños – incluyendo profesionales en áreas marinas protegidas (AMP), ONG y gobiernos – están entusiasmados con la idea de traer el programa MPA PRO a América Latina y el Caribe.



## Niveles de Certificación

Los niveles de certificación se ajustan al nivel de experiencia y pericia necesarias para un desempeño efectivo de las funciones que demanda el trabajo de cada profesional en un AMP. El ingreso a cada uno de los niveles depende de los años de experiencia que cada individuo haya trabajado en AMP, logros académicos y desempeño en el trabajo.

- **Campo** Guardaparques e investigadores de campo involucrados en el trabajo con comunidades y aplicación de la ley
- **Manejo** Encargados del manejo de las AMP y encargados de área con funciones de supervisión
- **Política** Directores nacionales o regionales encargados de políticas nacionales o regionales y formación de redes



## Competencias

Con el fin de fortalecer, a los profesionales en áreas marinas protegidas, MPA PRO se enfoca en siete áreas y una serie de habilidades y competencias de gestión. Para lograr esto, se incorporan asesores locales quienes evaluarán el conocimiento, habilidades, experiencia y desempeño de los y las profesionales en las siguientes áreas:

- **Política, legislación y cumplimiento**
- **Conceptos y establecimiento de AMP**
- **Comunicación e involucramiento de actores**
- **Manejo financiero y recaudación de fondos**
- **Operaciones de manejo**
- **Ambiente biofísico y social**
- **Liderazgo y ética**

Las competencias específicas y los estándares en cada una de estas áreas varían según el nivel de certificación.

## El despegue MPA PRO en América Latina y el Caribe

Mientras que MPA PRO ya cuenta con un modelo detallado y cuidadosamente desarrollado, los y los líderes de las AMP de América Latina y el Caribe, todavía tienen decisiones importantes que tomar para apropiarse del mismo. Se requiere refinar la visión y estrategia así como una declaratoria de compromiso con el programa. Acciones preliminares arrojan a la siguiente visión:

## Visión

MPA PRO América Latina y el Caribe será el programa de certificación líder para profesionales en AMP, creando un liderazgo renovado, mejorando su capacidad de gestión, mejorando su desempeño y articulándose a la red global MPA PRO.