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Coral Triangle Support Partnership



CORAL TRIANGLE SUPPORT PARTNERSHIP (CTSP) YEAR I SEMI-ANNUAL REPORT

REPORTING ON WORK BETWEEN OCTOBER 2008 – MARCH 2009



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Cover photo: Community members in Milne Bay, Papua New Guinea (PNG), collect data on edible sea cucumber that attracts high prices in Asian markets. With CTSP support, Conservation International is working the PNG government to develop a sustainable management plan for this delicacy. Photo: © CTSP / James Morgan



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USAID Regional Development Mission for Asia (RDMA)

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I. Acronyms/Abbreviations

- ADB – Asian Development Bank
- APEC – Asia Pacific Economic Cooperation
- ARMM – Autonomous Region of Muslim Mindanao (Sulu Sea)
- BSSE – Bismarck Solomon Seas Ecoregion – includes Indonesia, PNG and Solomon Islands
- CCC – Coral Triangle Initiative Coordination Committee
- CEO – Chief Executive Officer
- CI – Conservation International
- CSC - Consortium Strategy Committee (made up of 2 people from each organization)
- CT6 – The countries of the Coral Triangle (Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Islands and Timor Leste)
- CTC - TNC’s Coral Triangle Center
- CTSP - Coral Triangle Support Partnership Project
- CTI Secretariat - Regional CTI Secretariat (interim Secretariat hosted by Indonesia)
- CRFC - Coastal Reef Fisheries Conservation Project
- CTMPAN - Coral Triangle Marine Protected Area Network
- CTMPAS – Coral Triangle Marine Protected Area System
- DA – Department of Agriculture (of the Philippines)
- Demersal - living or found near or in the deepest part of a body of water; sinking to or deposited on the bottom of a body of water.
- DENR – Department of Environment and Natural Resources (of the Philippines)
- EAFM - Ecosystem Approach to Management of Fisheries
- EBFM - Ecosystem Based Fisheries Management
- ECOGOV - Environmental Governance Project
- EO – Executive Order (in the Philippines)
- FADS - Fish Aggregation Devices
- FISH - Fisheries Improved for Sustainable Harvest
- GMSA - Global Marine Species Assessment
- ICM – Integrated Coastal Management
- IN - Indonesia
- IUU - Illegal, unregulated and unreported
- LMMAs - Locally managed marine protected areas
- LOP – Life of Project
- LRFFT - Live Reef Food Fish Trade
- M&E – Monitoring and Evaluation
- Melanesia - PNG + Solomon Islands
- MES – Management Effectiveness System (of MPAs)
- MGTF – Mama Graun Trust Fund
- MSC – Marine Stewardship Council

- MSG - Melanesia Spearhead Group
- MY - Malaysia
- NCC - National Coordination Committee aka National Secretariat
- NGO – Non-Governmental Organization
- NOAA - National Oceanic and Atmospheric Administration
- NPOA - National Plan of Action
- Pelagic - of or pertaining to the open seas or oceans; living or growing at or near the surface of the ocean, far from land, as certain organisms.
- PH – Philippines
- PMP – Performance Monitoring Plan
- PNG - Papua New Guinea
- RDMA - USAID Regional Development Mission for Asia
- RFMO - Regional Fisheries Management Organization
- RPOA – Regional Plan of Action
- Seascapes - large, multiple use marine areas, defined scientifically and designated and effectively managed strategically, in which government authorities, private organizations, and other stakeholders cooperate to conserve the diversity and abundance of marine life and to promote human well-being.
- SI - Solomon Islands
- SLR – Sea Level Rise
- SOM - Senior Officers Meeting
- SRU - Sustainable Resource Use – site level
- SSME – Sulu-Sulawesi Marine Ecoregion – includes Malaysia, Indonesia and the Philippines
- TNC - The Nature Conservancy
- TL - Timor Leste
- USAID – United States Agency for International Development
- WWF - World Wildlife Fund

I. CTSP Background and Semi-Annual Report Introduction

USAID funded the Coral Triangle Support Partnership (CTSP) as a platform from which the combined experience and technical depth of the World Wildlife Fund (WWF), The Nature Conservancy (TNC) and Conservation International (CI) could be brought to support the six nations of the Coral Triangle (Solomon Islands, Papua New Guinea, Timor Leste, Indonesia, Malaysia and Philippines – the CT6). At least one consortium member has had a long-standing presence in each of the CT6 countries, with the exception of Timor Leste. The combination of consortium members' comparative advantages and long-term vision in each country presents a particularly unique opportunity for USAID to leverage considerable momentum that will remain long after the end of the CTSP project.

Total funding for the project, administered by WWF, is US\$ 45,088,247 for five years including US\$32 million from USAID and an estimated US\$13 million (41% of USAID funding level) from the three consortium partners. The grant was provided by USAID through a Cooperative Agreement (CA) signed on September 30, 2008. The CTSP Project has completed its sixth month of start-up operations. This is the first progress report since the inception of the CTSP and it covers the period from October 2008 through March 2009.

The CTSP project is intended to be country-driven and support a sub-set of technical initiatives drawn from each country's Coral Triangle Initiative (CTI) National Plan of Action (NPOA) and the Regional Plan of Action (RPOA) adopted by the heads of State of the six Coral Triangle Countries (CT6). The first six months of the project presented a range of challenges as the CTSP was simultaneously supporting the CT6 in the development of the very documents it was also responding to in terms of early on-the-ground implementation. Complicating this, start-up was slower than expected due to the fact that funds were not available for field activities until most of the workplan was approved March, 2009 - the end of the current reporting period.

This reporting period, however, ends with marked forward momentum achieved by the consortium in key areas of support to the CT6 countries as they defined their national programs and improved regional communications. Over the course of this start-up period, CTSP became fully engaged in all CTI countries within the evolving context of the CTI, playing an influential role in supporting the crucial final months of the CTI planning process.

This report presents a brief overview of CTSP progress and achievements at the end of six months and provides a projection of future operational arrangements.

Section I introduces the background and context of the CTSP project. Sections II and III describe major program and operational achievements and highlights (noting lessons learned). Conclusions are offered in Section IV.

II. CTSP Major Program Achievements

The following presents CTSP major program achievements during the reporting period by CTSP Objective. This first Semi-Annual Progress Report necessarily reflects the fact that most on-the-ground activities are yet to start. Funding became available only in month six of this six-month reporting period. However, as demonstrated in the following, significant progress has been made in laying the foundation for rapid progress in the next six months of Year-1 of the CTSP project.

CTSP Objective 1: Ecosystem-based fisheries management (EBFM) -
EBFM practices established and fisheries reform implemented.

CTSP facilitates Government of Malaysia decision to adopt EBFM as a key component of the national fisheries management strategy.

On April 2, 2009, the Director General of Fisheries of the Malaysian Department of Fisheries announced that his Department has the intention of implementing EBFM as a tool for fisheries resource management and is willing to work together with WWF-Malaysia and other partners to put this plan into practice. WWF-Malaysia is now working with the Department of Fisheries Malaysia to plan out strategies and workplans to implement EBFM, starting with training programs for relevant fisheries officers.

CTSP Objective 2: MPAs and MPA Networks - Strengthened enforcement and management of MPAs/marine sanctuaries/fish refugia through networks for species conservation (in particular threatened species), habitat protection and fisheries production.

CTSP initiated capacity and needs assessment for marine conservation in Timor Leste.

A CTSP team visited Timor Leste and generated rapid analysis reports on the needs for training and capacity building for MPA planning and ICM in Timor Leste. Follow-up engagement is needed in line with the Government of Timor Leste priorities. Additional reports will provide the foundation for joint work planning in Timor Leste leading to improved planning and implementation of marine conservation and coastal management. Follow-up is made difficult by the lack of a permanent presence of any of the NGOs in Timor Leste.

Lesson Learned: CTSP underestimated the difficulty of operating in Timor Leste without an established presence and in a country where the extensive presence of international donors has engaged most all of the pool of qualified personnel and skewed salary scales almost beyond the reach of NGOs.

CTSP started development of an MPA Management Effectiveness System (MES) with Indonesia as a case study contributing to a regionally applicable MES model.

Draft protocols for an MPA Management Effectiveness System and database for Indonesia are being tested in Wakatobi National Marine Park. This nascent initiative will, once completed, help inform policy makers and MPA managers how to assess the status of their MPAs and to what extent they are achieving targets for conservation. This initiative is specifically focused on improving overall level of

implementation of MPA effectiveness over the next 5 years with measurable results in terms of additional hectares under improved management. Although the CT6 have many MPAs that are legally declared, only a small portion (.2%) are actually implemented and effectively managed. This CTSP initiative is essential for Indonesia and will provide a model that each country can use to increase attention on the need for MPA management effectiveness at the field level.

CTSP started development of a Coral Triangle Atlas initiated with multiple partners.

Agreements among 3 NGOs and other partners and the initial design of a CT Atlas are in place, with near-term outputs identified in terms of maps and certain attributes. CTSP has developed the initial concepts for a protocol for sharing essential information for regional planning of fisheries, regional networks of MPAs, seascapes, etc. through a system that is accessible to all CT6 countries. This initiative will evolve over time with greater involvement of the countries and is expected to leverage considerable support from a range of other donors in support of country efforts.

CTSP Objective 3: Climate Change Adaptation - Efforts supported to assess and reduce vulnerability to impacts of climate change in economically and ecologically important coastal-marine areas and to identify, implement, and evaluate climate change adaptation strategies thereby enhancing disaster preparedness and increasing community resilience.

CTSP launched a Regional Sea-Level (SLR) Rise analysis.

CTSP teams are beginning a sea level rise vulnerability assessment for the CT Region that will result in a peer-reviewed publication that summarizes results and includes adaptation strategies for the region. This analysis will inform researchers, policy makers and scientists about CT coastal areas most vulnerable to SLR impacts. There is a tremendous need for this information so that it can be integrated into local and national planning frameworks and contingency plans for SLR designed to minimize impacts on human communities.

CTSP Objective 4: Strengthening Institutions and Building Capacity - Effective mechanisms in place to promote (i) multilateral government (national or sub-national) policy dialogue and action; (ii) coordinated action by multiple stakeholders at the national and sustainable resource user levels; (iii) actions through public-private partnerships.

CTSP contributed substantively to the overall development of the CTI Roadmap.

A CTI Roadmap was developed and reviewed at each CCC and SOM meeting with numerous iterations and inputs from multiple persons and organizations. The CTSP played a key role in facilitating communications, providing input on iterative drafts, and advising as requested on technical and coordination issues. The Roadmap provides an overall guide for the CTI process and allows for substantial participation and refinement. With CTSP support the Roadmap has generated substantial

momentum for the CTI overall. This is an open-ended process that is more focused and clearly articulated with successive iterations but still needs to find a sustainable path and means of support through the CTI secretariat and CTIP mechanisms being proposed. CTSP will continue to provide support in the lead-up to the WOC and CTI Summit in May, 2009.

CTSP supported and participated in working groups on financial sustainability, institutional coordination mechanisms and monitoring and evaluation.

CTSP teams contributed to draft protocols developed for each working group through a participatory process in each CCC and SOM meeting, as well as in the intervening periods. CTSP supported the writing of substantial and well thought-out working documents for each of the working groups, laying out the process needed to move forward. The foundation for specific actions under CTSP and other partner projects were laid and provide substance for regional coordination, financing and monitoring and evaluation exercises. These three working groups had substantial input from the three NGOs and the plans made reflected a reality which at times elicited debate. As a result, some consortium-supported sections were removed from the current draft but were proposed that they should be revisited and acted upon within the RPOA framework at a future date.

Lesson Learned: While it is important to provide creative support and energy to country-driven processes it is just as important not to get ahead of the pace of the countries themselves. CTSP and other CTI Partners received direct criticism from countries for trying to 'lead' in what is a country driven process. While some of this is natural and expected, the comments perhaps were not wholly unfounded. It is important to match the pace of implementation with the absorptive capacity or pace of country partners.

CTSP provided support to the drafting of the Regional Plan of Action (RPOA).

The CTSP consortium assisted with drafting of the RPOA and supporting Ministerial and Leader declarations for Manado. These declarations, developed through an iterative and participatory process, are now nearing final draft. The current versions of the declarations appear to have substantial buy-in and support from the CT6 and well reflect the CT6 country-specific initiatives.

CTSP provided direct assistance for the formation of the National Coordination Committees (NCCs) and the drafting of NPOAs in all CT6 countries, and in some countries started discussions on indicators for these plans.

CTSP continues to assist in the drafting of the NPOAs, which are now in various stages of development. Parallel to this, an important result of CTSP support is the beginning of a functional National Coordinating Committee in each country, including progress in Malaysia where NCC formation has been delayed by national elections. In this case, CTSP worked closely with those who are anticipated to play an important role in the NCC when finally formed. The NCCs will provide the national coordination and guidance required for CTI work in each country.

NPOAs are setting the implementation process in motion in these countries and will influence the selection of activities supported and conducted by CTSP. Nevertheless, the NPOAs are still at their early stages in terms of being specific enough to provide solid guidance and they all need indicators and a monitoring plan

for measuring progress. CTSP is building the support to address these needs in its next 6-month plan. CTSP teams begin discussions with all CT6 countries on the agreed upon indicators for CTI and how these would be adopted and measured by each country.

CTSP permanent or interim national coordinators are in place in all the CT6 Indonesia.

National coordinators have been hired and are working in each CT6 country. In Malaysia, Indonesia, Timor Leste and Philippines, CTSP has placed permanent country coordinators, including supplemental coordinators working in support of the CTI secretariat in the lead-up to Manado.

The process has been more challenging in PNG and Solomon Islands. CI has placed a permanent non-resident coordinator covering these two countries. WWF and TNC placed interim coordinators, as previous public notices failed to attract qualified applicants. WWF and TNC are now combining resources to attract a higher quality applicant who will be responsive to CTSP on behalf of both organizations.

Lesson Learned: For large, complex projects it is important not to over estimate the pool of locally available and experienced personnel. Recruitment efforts in Solomon Islands, Papua New Guinea and Timor Leste have been very difficult due to the very limited pool of available, experienced and reliable personnel.

CTSP initiated planning for numerous projects in the Philippines based on an advanced NPOA and early integration with government objectives.

The Philippines is moving particularly fast with regards to finalizing its CTI NPOA and proposed a Presidential Executive Order (EO) adopting the NPOA and creating the NCC. CTSP worked closely with the Government of the Philippines to draft specific sections of the NPOA and EO. These will be presented to the DENR and DA secretaries for their endorsement to the Office of the President. Prior to submitting to the two secretaries, CTSP will work directly to support review of these documents by Under Secretary Gerochi. CTSP supported incorporation of all the comments made during the Visayas/Mindanao and Luzon/National NPOA validation workshop. The CTSP original team objective was to finalize the EO and have it adopted before the President leaves for Manado. With the progress made to date, the CTSP team has advanced the date of this milestone to Earth Day. DENR has put this in their Earth Day program of activities.

III. CTSP Operational Highlights

CTSP reporting, decision-making, communication and organizational structure was formalized during this reporting period.

As shown in Appendix 1, CTSP has clarified its organizational structure with concurrent increases in overall efficiency. CTSP responsiveness to countries and USAID will continue to improve with the hiring of the Regional Coordination Team (RCT) staff in April. An experienced WWF US project director was engaged in January (Catherine Plume), who brings increased organization and management experience to the overall program and specifically to WWF US coordination and administration of the overall project. A draft project operations manual has been

written and is currently under review. The WWF US project director has formalized decision making processes among the Consortium Strategy Committee (CSC) members, which is made of up 2 people from each organization, (1 DC-based and 1 field-based), resulting in increased coordination of field teams and allocation of resources. The Regional Program Manager based in Jakarta has completed the definition of the RCT team positions, completed interviews for all approved positions, which are expected to be filled by the second week of April.

The CTSP Consortium Strategy Committee¹ (CSC) continues to focus on the timely allocation of CTSP funds for priority areas in each country, as well as overall capacity building.

With the inception meeting conducted in Ubud, Bali the first week of February, 2009, the overall strategy and vision for the program was clarified to NGO staff from all countries. As the overall management board for the CTSP, in March, 2009 the CSC moved aggressively to further align their respective country teams in terms of the overall understanding of the five year national and regional objectives of CTSP, and to increase integration of NGO teams at the country level. By the end of March, CTSP NGO teams had prioritized most of their engagements parallel with the further iteration and detailing of the NPOAs.

Moving into the next six-month period, the CSC will stay focused on quickly finalizing decisions on making resources available to increasingly enabled country teams. While funding for thematic areas and individual projects vary by country, the CSC is moving quickly to establish overall strong emphasis on strengthening local institutions to effectively utilize their own resources and thereby leverage USAID contributions.

Individual NGO country directors have prioritized the recruitment of appropriate individuals with sufficient capacity as the CTSP country leads.

Consortium members in each country received funding for a dedicated person to ensure that CTSP work proceeds as planned. Working with the regional program manager, NGO country directors prioritized the recruitment of dedicated CTSP leads in their countries. Selection criteria emphasizes that any successful candidate must have the capacity to respond to CTSP implementation needs over the long-term. The process also includes vetting potential candidates with host-government partners. In addition, each successful candidate brings individual strengths to the program either in technical or managerial areas, and must be able to establish and maintain good working relations with other projects and partners. As a result of the CTSP focus on quality, and despite extensive advertising and interviewing in some countries, some consortium members have not yet identified permanent dedicated CTSP coordinators for every country. In these cases, existing or temporary staff have been engaged to provide interim support until the right person is identified. Although the CSC and regional program manager are committed to moving forward as quickly as possible, there is unanimous agreement that hiring the right person in the beginning is essential.

CTSP focuses on country-led priority setting and project preparation processes.

¹ See Appendix 1 for CTSP organizational structure.

New country engagement mechanisms and establishment of new institutional arrangements for project implementation were developed during this reporting period. In each country, including those with interim dedicated CTSP staff, countries are driving key decisions on sub-project selection and new institutional arrangements that, although not yet firm, are emerging quickly with the assistance of CTSP teams. In some cases, CTSP is supporting new institutional arrangements between organizations with newly emerging avenues for communication and coordination in CTI thematic areas (e.g., in PNG between DEC and NFA). In other cases, CTSP is facilitating new relationships, coordination and communication between non-governmental organizations and CTSP's primary government partners (e.g., providing support for a co-financed LMMA coordinator to sit inside SI government). In other cases, CTSP is playing a positive role in supporting coordination and communication between divisions within the same organization (e.g., in Indonesia between directorates general and individual directorates under the leadership of the secretariat general's office). In some countries, CTSP staff are already integral to CTI-related decision-making and work hand-in-hand with government counterparts (e.g., in the Philippines). In all cases, CTSP teams put country priorities first in decisions on priorities geographies and activities to be carried out within these geographies.

Progress is evident regarding integration of CTSP, Department of State, NOAA, and USAID CTI Program Integrator activities into a single USG-supported program.

Numerous coordination meetings were conducted during this reporting period that worked in part toward greater integration of USG-supported initiatives. With numerous dedicated meetings, side-meetings at each successive Country Coordinating Committee (CCC) Meeting and Senior Officials Meeting (SOM) in Manila, Manado and Jakarta, numerous teleconferences and several dedicated joint coordination missions, the commitment to integration among these parties is now visible and on an upward trend.

With the approval of CTSP's RDMA and Philippines workplans and budgets, and the expected imminent approval of CTSP's Indonesia workplan and budget, additional cooperation and integration is expected in the second 6-month period.

Organizational recruitment of experienced technical staff marks this reporting period.

The size and complexity of CTSP led WWF to increase the experience level required to oversee the implementation of the agreement from a Senior Program officer to a Director level, and conducted an external and internal recruitment US-based CTSP Project Director for a. Cathy Plume, a 17-year veteran of WWF, TNC and WRI, was selected and has already made significant contributions to the formal operational framework of the project. She brings both management and communications depth to the CSC decision process and to the WWF management of the overall CTSP project.

In addition, each consortium NGO mobilized technical staff into CTSP teams around the '5 + 1' thematic area of CTI (MPA Networks, EBFM, Threatened Species, Climate Change, Seascapes and Governance/Institutional Strengthening). These teams are operational and are actively involved in developing the five-year exit

strategies for CTSP in each thematic area as it relates to each country. These are feeding directly into the Years 2-5 design phase and CTSP detailed workplan for Year-2 being developed starting just after the World Ocean Conference (WOC) and CTI Summit in Manado, Indonesia May 11-15, 2009.

Conclusion and Outlook

With start-up well on the way, technical recruitment inside the consortium deepening, and increasing readiness of CT6 to respond to partner support, important changes are underway in the overall intensity of CTSP engagements.

Without question, the mobilization of CTSP within the fluid context of the past six months has been a challenge. USG partners have been searching for a shared purchase from which to integrate their programs. CT6 Governments have struggled to define CTI within regional and national contexts. Coordination has been imperfect and evolving among non-USG partners. And the pace at which CTI is emerging has only increased unabated, complicating all of the above. However, with most of CTSP's portfolio allocated for Year-1 ready to hit the ground, project intensity post-Manado will continue to increase toward the beginning of CTSP Year 2 when we can expect consortium operations to be flattening out, more routine and predictable.

Overall, the CTSP's support has already resulted in positive outcomes for the CTI.

At the time of this report, the majority of CTSP's portfolio is not in full implementation. However, CTSP support for the CTI Roadmap process, technical feedback and support on the inter-related thematic areas in the development of the NPOAs and RPOA, mobilization of CTSP country teams and general support responding to requests from partner CT6 Governments has produced visible results and partnerships with most CT6 countries (the exception being Malaysia which has yet to identify a lead agency and make some of the decisions necessary for meaningful CTSP engagement). Particularly, the process of sailing while building the CTSP boat presented a unique opportunity during the first six months to contribute to the overall CTI direction, while respecting the leadership of partner CTI Governments.

Entering the second half of Year-1, with the NPOAs and RPOAs largely agreed and the CTI Summit conducted, CTSP programming will see a shift to implementation on the ground in all CT6 countries. The post-CTI Summit phase is expected to see CT6 countries refocus on national and sub-national implementation with an in-step shift of CTSP support from defining the NPOAs and RPOA, to implementation. After the CTI Summit the Regional Secretariat will be given the 'breathing room' to consider real organizational issues and institutional development presenting another opportunity for cooperation among the various partners of the USG CTI support program.

Efforts to address difficulties experienced during start-up are yielding results.

WWF had expected certain difficulties in project start-up given the complexity of the project and the decentralized nature of NGO offices in some countries. The inability of partners to focus on a program as new and vast as CTI also was expected. Recruitment of dedicated CTSP staff in some countries proved more difficult than expected. This has been particularly true in Timor Leste, PNG and Solomon Islands.

While the joining of the three NGOs in this consortium is one of the innovative and catalytic contributions of USAID funding for CTSP, the three NGO consortium members have never worked in an alliance like this before at the scale, and integration and communication challenges were also expected in the early days.

Coordination and communication are on upward trends. Temporary or permanent personnel are allocated in each country. Partners are preparing for a post-Manado/CTI Summit phase which will focus more on country program start-up in line with NPOAs. With the hiring of the US-based WWF project director and the planned start of the Regional Coordination Team staff in April, coordination and integration of NGO teams across the project will improve. Country-specific and regionally focused implementation projects are now being approved by the CSC and funds are flowing for on-the-ground activities.

New institutional arrangements are being solidified regarding the US CTI Program.

In each country the CTSP is focused on establishing more formal platforms for coordination and communication with CT6 host-countries. This takes different forms in each country but it will include in each country a CTI coordination forum that meets monthly to exchange information and coordinate CTSP implementation. In some countries this relationship is being formalized by a Memorandum of Cooperation that clarifies and officially establishes the NGOs as partners (Indonesia). In other countries, the Government is simply moving to establish the CTI coordination forum (e.g., PNG). Regardless of the details of each country's arrangements, CTSP is working to create more clear and coordinated institutional arrangements to ensure smooth implementation over the life of the CTSP project and to assist the members of the USG CTI support program in working seamlessly with CT6 partner Governments.

CTSP still faces a number of challenges as it progresses from start-up to full implementation.

CTSP continues to face challenges in recruiting and retaining quality dedicated staff in Papua New Guinea, Solomon Islands and perhaps Timor Leste. In addition, the lack of presence of any of the consortium members in Timor Leste is yet to be completely resolved in terms of the fiduciary accountability of funds for implementation of projects although the process has been started for a direct grant to the Government of Timor Leste from WWF US. Although progress has been made, organizational and institutional arrangements are not completely settled in each country. The Indonesia workplan is not yet approved. Malaysia has not yet identified a lead agency for NCC/CTSP/CTI partnership. Implementation arrangements in remote areas of Indonesia, Papua New Guinea and Solomon Islands, and to some extent Timor Leste, still must be addressed. These challenges require increased diligence on the part of the CTSP regional program manager, CSC and country teams in order to avoid or reduce further undue delays.

The CTSP design phase is just beginning and will compete with demands on staff time to start on-the-ground implementation activities.

A delicate balance is needed between starting implementation and adding additional detail to the Years 2-5 strategy, including developing a clear Year-5 exit strategy that

lays out clearly the minimum set of achievements for CTSP to be considered a success at national and regional scales.

Setting a commitment to continuously improve quality and performance, CTSP will commission an internal assessment of its performance to date parallel with the early part of the design phase from mid-May through July (one month shorter than the design phase) and the resulting lessons-learned will feed into the Years 2-5 design.

Given the innovative approach supported by USAID, the NGO consortium members are committed to a learning agenda that focuses both outward and inward to glean lessons-learned from the implementation of CTSP. Similar reviews will be conducted on a regularly basis and focus on providing inputs on sustainability, performance review, lessons-learned for external audiences and continuous improvements in consortium performance in implementation are national and regional levels.

CTSP is committed to continuously improving the quality of responsiveness to country and regional outcomes. Recommendations from the regular internal reviews will be used to develop/revise action plans to enhance quality, performance and operations as CTSP moves through its five-year life of project strategy resulting from the design activities planned from mid-May through August.

IV. Appendix 1

(See attached graph.)



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