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# U.S. CORAL TRIANGLE INITIATIVE PROGRAM PROGRAM INTEGRATOR FIRST YEAR WORK PLAN 2008 - 2009

November 2008 Version 1.0

Prepared for the United States Agency for International Development  
by ARD Inc.



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**U.S. CORAL TRIANGLE INITIATIVE (CTI) PROGRAM  
PROGRAM INTEGRATOR  
FIRST YEAR WORK PLAN 2008-2009**

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by ARD Inc. under Contract No. EPP-I-00-06-00008-00; Order No. EPP-I-07-06-00008-00

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## LIST OF ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
PEC	Asia Pacific Economic Cooperation
ARD	Associates in Rural Development
ARMM	Autonomous Region of Muslim Mindanao
ASEAN	Association of South East Asian Nations
ATSEF	Arafura and Timor Seas Experts Forum
BIMP-EAGA	Brunei, Indonesia Malaysia, Philippines – East ASEAN Growth Area
BSSE	Bismarck Solomon Seas
CBD	Convention on Biological Diversity
CCC	CTI Coordination Committee
CDM	Clean Development Mechanism
CEPA	Communication, education, and public awareness
CGIAR	Consultative Groups on International Agricultural Research
CI	Conservation International
CITES	Convention on International Trade in Endangered Species
COASTFISH	Sustainable Coastal Fisheries and Poverty Reduction Initiative
COP	Chief of Party (USAID) or Conference of Parties
CRFC	Coastal Resources and Fisheries Conservation Project
CRMP	Coastal Resource Management Project (USAID)
CT	Coral Triangle
CT6	Coral Triangle countries (Indonesia, Malaysia, Philippines, Papua New Guinea, Solomon Islands, East Timor)
CT6+2	Coral Triangle countries plus Fiji and Vanuatu
CTI	Coral Triangle Initiative
CTICOM	Coral Triangle Initiative Council of Ministers
CTIMS	Coral Triangle Information Management System
CTMPAN	Coral Triangle MPA Network
CTMPAS	Coral Triangle MPA System
CTPF	Coral Triangle Partnership Fund
CTSP	Coral Triangle Support Program
ECOGOV	Environmental Governance (USAID project)
ECSP	Environmental Change and Security Project, Woodrow Wilson International Center for Scholars
EAFM	Ecosystem approach to management of fisheries
EBFM	Ecosystem-based fisheries management

FAD	Fish aggregation device
FAO	Food and Agriculture Organization
FFA	Forum Fisheries Agency
FISH	Fisheries Improved for Sustainable Harvests Project (USAID)
GEF	Global Environment Facility
GHG	Greenhouse gas emissions
GIS	Geographic Information System
GMSA	Global Marine Species Assessment
ICC	Information Coordination Committee
ICO	Information, communications, and outreach
ICRI	International Coral Reef Initiative
ICZM	Integrated Coastal Zone Management Plan
IPCC	Intergovernmental Panel on Climate Change
IUCN	World Conservation Union
IUU	Illegal, unreported, and unregulated
LMMA	locally managed marine area
LRF	Live-reef food
LRFT	Live reef fish trade
LRFFT	Live reef food fish trade
MDGs	Millennium Development Goals
M&E	Monitoring and evaluation
MG	Matching grant
MMEA	Malaysian Maritime Enforcement Agency
MOU	Memorandum of Understanding
MPA	Marine Protected Area
MSC	Marine Stewardship Council
MSG	Melanesia Spearhead Group
NBSAP	National Biodiversity Strategy and Action Plan
NCC	National Coordination Committee
NGO	Non-governmental organization
NOAA	National Oceanic and Atmospheric Administration
NPOA	National Plan of Action
PATA	Pacific Asia Travel Association
PCG	Program Coordination Group
PEMSEA	Program for the Environmental Management of the Seas of East Asia
PHE	Population, health, and environment

PI	Program Integrator
PIP	Program Integrator Portal
PMP	Performance and Monitoring Plan
PNG	Papua New Guinea
POA	Plan of Action
PPP	Private-public partnerships
REDD	reduced emissions from deforestation
RDMA	Regional Development Mission/Asia
RFMO	Regional fisheries management organization
SGP	Small grants program
SIMCA	Sugut Island Marine Conservation Area
SOM	Senior Officials Meeting
SPREP	South Pacific Regional Environment Program
SRU	Sustainable resource unit
SSME	Sulu Sulawesi Seas
TNC	The Nature Conservancy
TOR	Terms of reference
UNCLOS	United Nations Convention on the Law of the Sea
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
USAID GDA	USAID Global Development Alliance
US CTI	United States Coral Triangle Initiative Support Program
USDA	United States Department of Agriculture
USDA/FS	USDA Forest Service
USG	United States Government
USGS	United States Geological Survey
USTDA	United States Trade and Development Agency
WWF	World Wildlife Fund

## 1.0 INTRODUCTION

The Coral Triangle Initiative (CTI) is a multilateral partnership founded on the commitment of the six Coral Triangle countries (CT6) to accelerate efforts to safeguard coastal and marine resources and communities. Despite increased investment and efforts by governments and organizations to improve management, the condition of the resources continues to decline. Coral reefs and fisheries, the source of invaluable ecological and socioeconomic benefits, are being subjected to increasing threats from population growth in coastal areas, overfishing, and changes in oceanographic conditions, including increase in sea surface temperature and ocean acidification, resulting from climate change. Regional commitment and cooperation is expected to catalyze, expand, and sustain national and local-level implementation efforts through the development and adoption of the CTI Plan of Action.

Within the broad framework of the CTI Plan of Action, the six countries are developing national strategies and action plans, as well as working together to identify and implement those actions that require regional cooperation. CTI thus encompasses a distinctively regional approach, building on country-driven priorities and actions. Management of the CTI will be led by a Secretariat, currently based in Indonesia. Formal governance arrangements are currently under negotiation, but are likely to include a governing council, assisted by a partners' forum, and national coordinating committees in each country.

The U.S. Support to the Coral Triangle Initiative (US CTI) Program represents the US Government's (USG's) commitment to support the efforts of the CT6 countries plus two additional countries, Fiji and Vanuatu (CT6+2). The U.S. Agency for International Development (USAID) Regional Development Mission Asia (RDMA) in Bangkok, Thailand is supporting regional and national implementation through the Coral Triangle Support Program (CTSP) implemented by a consortium of NGOs composed of the World Wildlife Fund (WWF), The Nature Conservancy (TNC), and Conservation International (CI). As part of the US commitment to the CTI, RDMA is also supporting a US CTI Program Integrator (PI) through a task order under the USAID PLACE contract to ARD Inc. Modeled after the US Indian Ocean Tsunami Warning System (IOTWS) Program, the PI will be responsible for coordinating inputs from the various USG agencies and partners, including other donors, providing strategic technical support to the region, and for facilitating a unified USG response to CTI needs and objectives. USAID bilateral missions in the Philippines and Indonesia are also contributing to the US CTI Program through existing marine-related projects in the Philippines and Indonesia. The U.S. Department of State is supporting the CTI Regional Secretariat in Jakarta, Indonesia.

This First Year Program Integrator Work Plan (work plan) provides an overview of the activities and outcomes of the Program Integrator over the first 12 months of implementation from October 1, 2008 – September 30, 2009. This work plan will be integrated with the first year work plans of the US CTI partners into an Annual Consolidated Work Plan in the 1<sup>st</sup> quarter of 2009. This work plan is organized as follows:

Section 1	Introduction
Section 2	US CTI Program Approach
Section 3	Program Integrator Role by Program Area and Task

## 2.0 US CTI PROGRAM APPROACH

The overall goal of the five-year US CTI Program is to improve the management of biologically and economically important coastal-marine resources and associated ecosystems that support the livelihoods of peoples and economies in the Coral Triangle. The US CTI Program will engage a full range of stakeholders providing technical and capacity building support at multiple spatial scales to affect critical changes needed to improve coastal and marine resource management in the region in the next 5 years. This multidimensional collaborative approach at regional, national, and local levels is expected to transform coastal and marine resource management inside and outside the region.

### 2.1 Technical Dimensions

Technical and capacity building support from the US CTI Program will be aligned with the regional and national priorities articulated by the CT countries through the CTI Regional Secretariat and CTI Regional Plan of Action (RPOA). While the details of the CTI Plan of Action are still being developed, the CT countries have agreed to structure it around five goals:

- **Goal 1: “Priority Seascapes” Designated and Effectively Managed.** *Designating and effectively managing “priority seascapes” – relatively large areas which will be priorities for investment, policy and management interventions, and the demonstration and implementation of best practices in fisheries, marine protected areas management, and other aspects of sustainable coastal and marine management.*
- **Goal 2: Ecosystem Approach to Management of Fisheries and Other Marine Resources Fully Applied.** *Applying an “ecosystem approach” to the management of fisheries and other marine resources that utilizes policy reform, capacity building and implementation of best practices to ensure sustainable management that both supports improved local livelihoods and maintains marine ecosystem services and biodiversity*
- **Goal 3: Marine Protected Areas Established and Effectively Management.** *Establishing networks of marine protected areas (MPAs) that are ecologically representative, effectively managed, and well-integrated into the broader seascapes of which they are a part*
- **Goal 4: Climate Change Adaptation Measures Achieved.** *Implementing measures to strengthen resilience and adaptation to climate change for near-shore ecosystems and coastal environments and communities*
- **Goal 5: Threatened Species Status Improved.** *Strengthen measures to protect threatened marine species, including sharks, sea turtles and cetaceans*

The US CTI Program will provide technical assistance and help build the capacity of CT countries and the region through all phases of the life-cycle of each priority goal from needs assessment, policy development, planning, program implementation, enforcement, monitoring and evaluation, adaptive management, and sustainability planning.

## **2.2 Governance Dimensions**

Collaborative governance mechanisms among communities, local and national governments, nongovernmental organizations, and private sector provide the foundation for improved management of coastal and marine resources. The US CTI Program will strengthen existing institutional arrangements at regional, national, and local levels.

## **2.3 Spatial Dimensions**

The US CTI Program will be implemented at various spatial scales and sustainable resource units. At the country level, the US CTI Program includes efforts in the Philippines, Indonesia, Malaysia, East Timor, Papua New Guinea, Solomon Islands, Vanuatu, and Fiji (see Figure 2.1). Within each country, seascapes and marine protected areas provide another spatial scale for management. Transboundary seascapes will address management issues for threatened species, fisheries, and migratory species involving two or more countries. Finally, for some marine resources, such as the live food fish and reef fish trade, Europe, the US, and other countries in Asia will need to be engaged to address supply and demand issues.

**Figure 1. Coral Triangle Countries of the US CTI Program**



### **2.3 Stakeholder Dimensions**

The CTI encompasses a broad base of stakeholders. CT countries and their representation in the CTI regional institutional arrangements including the CTI Regional Council, Senior Officials Meeting, CTI Consultative Group, and Regional CTI Secretariat, are committed at both regional and national levels to improve coastal and marine resource management. This commitment is formalized through the RPOA. Bilateral and multilateral donors, including USAID, US State Department, ADB, GEF, Australia are aligning support to the regional and national efforts of the region through the RPOA. US support to the CTI comes from USAID RDMA, USAID Philippines, USAID Indonesia, US State Department, and NOAA.

### 3.0 US CTI PROGRAM PARTNERS

As one of the CTI stakeholders, the US CTI Program is composed of USAID, the US State Department, and NOAA, and projects funded by these entities. USAID RDMA serves as the program lead and provides overall management of the program, in coordination with other key USAID missions in the Philippines, Indonesia, Washington D.C., and the U.S. State Department.

**US Agency for International Development RDMA.** USAID will provide overall management, coordination, and administrative support for the integrated USG program from its Regional Development Mission for Asia (RDM/A), located in Bangkok, Thailand. USAID/RDM/A will coordinate directly with appropriate USAID Mission personnel and programs in Indonesia and the Philippines, as well as internally within USAID with RDM/A's Regional Environment Office and USAID Washington and the State Department. USAID will manage the PI for the US CTI Program, and work and coordinate directly with the NGO Consortium, USG agency partners. *Point of Contact:* Renerio Acosta, US CTI Program Manager and Cognizant Technical Officer (CTO), USAID Regional Development Mission for Asia, Tel. +66-2-263-7972; [racosta@usaid.gov](mailto:racosta@usaid.gov).

**USAID Philippines.** USAID Philippines is actively engaged in the US CTI Program through direct coordination with the Philippines government and with specific projects implemented in coastal areas of the Philippines including the Fisheries Improved for Sustainable Harvests (FISH) Project and the Environmental Governance (ECOGOV) Project (see below). *Point of Contact:* Daniel Moore, Tel. + 632-552-982, [dmoore@usaid.gov](mailto:dmoore@usaid.gov)

**USAID Indonesia.** USAID Indonesia is actively engaged in the US CTI Program through direct coordination with the Indonesia government and with specific project implemented in coastal areas of Indonesia.. *Point of Contact:* Alfred Nakatsuma, Tel. + 62-21-3435-9434, [anakatsuma@usaid.gov](mailto:anakatsuma@usaid.gov)

**US Department of State.** The State Department will play a critical role in supporting the CTI Regional Secretariat. *Point of Contact:* Howell (Hal) Howard, Tel. +662-205-4712; email [HowardHH@state.gov](mailto:HowardHH@state.gov)

**US Department of Commerce - National Oceanic and Atmospheric Administration (NOAA).** NOAA will strategic technical support to the US CTI Program based on ongoing programs and in response to need defined at country and regional levels. *Point of Contact:* Roger Griffis, Tel. 301-713-2325, email [roger.b.griffis@noaa.gov](mailto:roger.b.griffis@noaa.gov).

**Coral Triangle Support Program (CTSP).** The CTSP, funded by USAID RMDA, is a collaborative effort among WWF, TNC, and CI, three of the world's largest marine conservation organizations. These organizations have been conducting field implementation activities in CT countries over the last 10 years and are now joining forces for CTI. The NGO Consortium is led by WWF. *Point of Contact:* Maurice Knight, CTSP; email [Maurice.Knight@wwfus.org](mailto:Maurice.Knight@wwfus.org)

**Fisheries Improved for Sustainable Harvests (FISH) Project - Philippines.** The FISH Project, funded by USAID Philippines and implemented by Tetra Tech EM Inc., has been pioneering ecosystem-based management approaches for coastal fisheries in the Philippines since 2003.

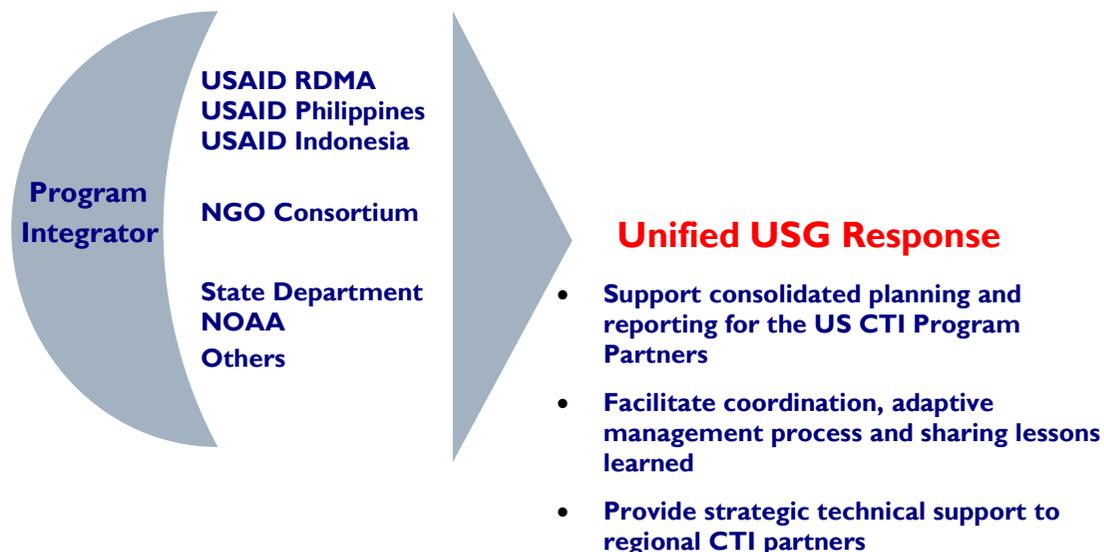
**Environmental Governance Project (ECOGOV) - Philippines.** ECOGOV, funded by USAID Philippines and implemented by DAI, Inc. has been working with local government units in the Philippines to build environmental governance capacity since 2004.

**Program Integrator (PI).** The PI will provide coordination, technical, and administrative support to the US CTI Program and CTI Regional Secretariat. The contract for the PI is held by ARD Inc. The PI will assist in coordinating USG agency efforts towards achieving and reporting the overall expected results for the USG program. In addition to overarching support, the PI will provide strategic technical analyses, assessments, and coordination support at the regional level in consultation with the CTI Regional Secretariat. *Point of Contact:* Peter Collier, Chief of Party, Tel. +66-2-637-8518; [pcollier@uscti.org](mailto:pcollier@uscti.org)

#### **4.0 ROLE OF PROGRAM INTEGRATOR**

The PI will support the US CTI Program by coordinating consolidated planning and reporting, facilitating adaptive management, and providing strategic technical support to the region. This programmatic support, defined under five program areas and 13 tasks, supports all RPOA goals at a regional level of implementation. The overall objective of the PI is to facilitate a unified USG response to the CTI and regional exchange among all CTI stakeholders to assess status and needs and share lessons learned.

**Figure 2. Role of Program Integrator in the US CTI Program**



#### **4.1 Program Area 1: Overall Coordination, Administrative Support and Program Outreach**

CTI is a complex, multi-stakeholder program with multiple funding and implementing organizations at regional, national, and local levels. As a result, significant coordination challenges exist. Some of the negative impacts of limited coordination include missed opportunities for coordination and synergism, the release of conflicting technical information, duplication of efforts in the type and location of field assessments, beneficiary burnout from too many or content-similar training courses, and lost opportunities to capture lessons learned and apply them in future activities through adaptive management. The tasks outlined in Program Area I describe critical support to USAID in coordinating and learning from both US and non-US CTI Programs to provide the enabling environment to achieve extraordinary results in coastal and marine resource management beyond just the sum of the many individual efforts. Providing relevant and effective coordination mechanisms will not only optimize impact but will also facilitate the development and communication of a unified USG contribution to the CTI that is technically sound, culturally appropriate, and gender-sensitive.

### **Task 1: Coordination of US CTI Program and Current USG Activities in the Region.**

Past and ongoing efforts to manage coastal and marine resources in the Coral Triangle serve as an invaluable and dynamic foundation to guide CTI into the future. Task 1 is designed to provide the information and data to build on past and ongoing efforts through coordination with US CTI partners and make lessons learned available to the broader CTI stakeholders

The PI will employ a variety of coordination mechanisms to map, track, and communicate to all CTI stakeholders the status of USG CTI activities including:

- Collaborative, standardized activity mapping;
- Meetings and workshops;
- Regional exchanges;
- Coordination Group teleconferences;
- Shared formats for data collection and entry;
- On-line access to electronic documents and databases;
- Dialogue and decision-maker forums;
- Shared capacity-building training and support;
- Short-term expert input; and
- World-quality analyses and assessments.

The PI will form a Program Coordination Group (PCG) and conduct regular conference calls and conduct periodic workshops with US CTI partners to provide opportunities for deepening collaboration and elaboration of lessons learned between watershed and other environmental, governance, and economic development activities funded by the USG that could benefit the CTI. PI staff will support coordination efforts by identifying and establishing collaborative contact with the universe of US CTI partners and map CTI activities through in-country meetings and dialogue with partners. Standardized templates and data will be developed as input to the PIP to gather, input, and communicate visual and written information and data on CTI activities. The PIP will be designed to facilitate a number of deliverables for this Task Order including:

- Database of CTI activities/reports/documents/contacts disaggregated by gender
- GIS-based maps and photograph/video collections of CTI activities
- Telling our Stories, featuring success stories of social inclusion
- CTI activity reports and quarterly updates
- Lessons learned from activities, including those learned in gender mainstreaming in natural resource management
- Platform for dialogue

### **Task 2: Coordination with Non USG Coral Triangle Programs**

Following the first CTI Senior Officials Meeting held in 2007, the six Coral Triangle countries (CT6), nongovernmental organizations (NGOs), and multilateral and bilateral donors established their interest and accelerated their efforts to program funding for CTI. As a result, many CTI-

related programs are being developed by various organizations, such as the Asian Development Bank (ADB), the Global Environment Facility (GEF), and country-specific bilateral donor agencies. Task 2 is designed to facilitate information sharing with non-USG programs to avoid duplication of efforts, leverage funding, and plan activities to achieve overall CTI goals and objectives defined in the CTI Plan of Action (POA).

Donor coordination efforts will be conducted through meetings, dialogue, and participation in regional and national donor forums. Donor agency representatives will be invited to US CTI Program planning workshops to begin to share information. Program planning and implementation data, including point of contact, technical and geographic scope, status, visual record, and implementation timeline from ongoing and proposed non-USG Coral Triangle programs, will be compiled from program design documents and implementation plans. This profile will be managed through the PIP and reviewed and periodically updated in order to provide the RDMA and the CTI Secretariat with up-to-date assessments and status reports of other donor programs. Coordination strategies with non-USG CTI partners will directly support a number of Task Order deliverables including the following:

- Compilation/report on assessments prepared by Non-USG Partners
- Consolidated Report on Annual Work Plans of Non-USG CTI Stakeholders/Partners
- Sustainability Plan for the CTI Secretariat.

### **Task 3: Internal and External Communications**

Regular and substantive communication is critical to the success of the US CTI. Internal communication through workshops and regular conference calls with USG CTI partners is critical to develop a unified USG response to the CTI. External communications through outreach materials, events, and websites service broader audiences that include other USG agencies, national governments, NGOs, and international donors. Task 3 is designed to promote internal and external communication needed to develop a unified USG response to CTI.

Bangkok-based ICO staff will organize, facilitate, and document regular meetings and calls with core staff, RDMA, the Program Coordination Group (PCG), and individual US CTI partners. They will also lead all short-term responsive efforts to meet the communication needs of USAID, the CTI Secretariat, and implementing partners. The PCG will facilitate effective and efficient planning and reporting on USG investments and support to CT6+2 countries. The PCG will be composed of a core group (e.g., RDMA, the PI, WWF, CI, TNC, and other US CTI partners). Based on IOTWS experience, each member of the core group will nominate a primary and secondary member to the PCG to participate in quarterly conference calls. Monthly (bi-weekly during program mobilization) PCG calls will be used to report on progress, make mid-course corrections as needed, share upcoming travel and work schedules, and minimize any duplication of effort. A summary of each call will be prepared and distributed to those who could not attend. As the project matures, these calls will be held on a monthly basis to maintain a platform to identify issues and needs, report on progress, and facilitate coordination and leveraging.

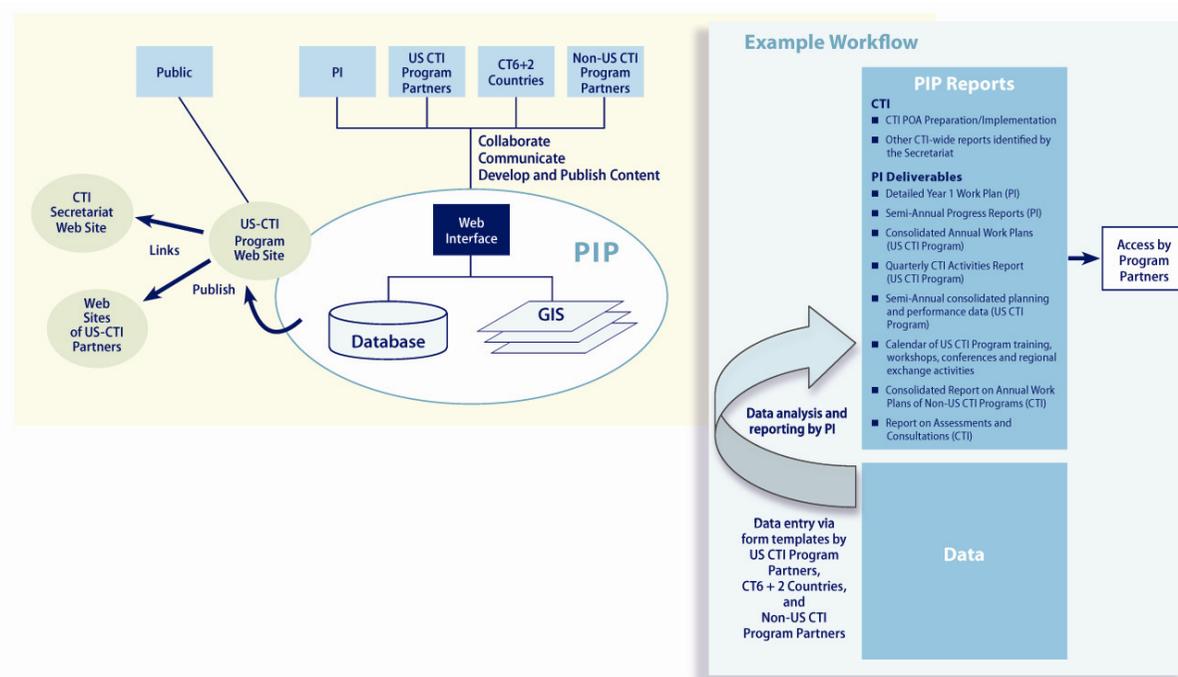
The PIP will serve as a unified gateway for all communication (Figure 1.1). The PIP will be developed using open source software to develop web sites, web portals, web applications, and other dynamic and static Internet-based information management systems—including Web GIS/mapping interfaces.

The PI will prepare a detailed Documentation, Outreach, and Communications Plan that outlines the key audiences to be reached, recommended formats, and distribution mechanisms by the PI and US CTI partners. The PI will ensure that the Plan will target men, women, and include traditionally marginalized groups. Communications options could include a password-protected section of the PIP and website; interactive locations on the website to enable two-way communication and information exchange; weekly updates focused on results for RDMA to submit to the Mission Director; and an electronic monthly update for distribution throughout the region highlighting current activities, upcoming events, and results, topic-specific fact sheets, and “telling our story” segments.

The PI will develop and utilize a Web Portal, referred to as the Program Integration Portal or PIP, as an important unifying mechanism for coordinating, monitoring, documenting, and publishing the program initiatives, activities, and accomplishments of the Program Integrator (PI) and its U.S. Government partners in supporting the Coral Triangle Initiative (CTI). The PI envisions that the PIP will not only serve as a unified gateway for accessing relevant information about the US CTI Program but also as an essential tool for enabling project staff and clients to practically and effectively perform their responsibilities in support of the five major task areas described in the statement of work.

Figure 4.2 shows the proposed conceptual technical architecture diagram of PIP. The PIP is composed of a public-facing US CTI Program Web site, and a secure, password-protected Web site that allows the PI and its partners (US CTI and non-US CTI partners, and CT6+2 countries) to coordinate project activities, perform and monitor tasks, and prepare and publish documents and associated deliverables. An example workflow will be for authorized users of US CTI, non-US CTI, and CT6+2 countries to enter or submit information about their project activities, success stories and lessons learned, and performance monitoring data via form templates that are accessible through the PIP. In turn, the PI will use data analyses and reporting tools within the PIP to generate consolidated Work Plans, as well as Quarterly and other associated reports. These reports will be accessible to the users via a report repository within the PIP secure site. When appropriate, selected reports can be published and made available to the public via the US CTI Program Web site.

**Figure 3. Conceptual Technical Architecture of the Program Integration Portal**



The PI will specifically look for and highlight successes related to social inclusion and how the PI and US CTI partners increased participation of women and other traditionally marginalized groups in CTI activities. In addition, the PI will support the development of technical briefs to support key program objectives. These would be expected to include priority seascapes in the Coral Triangle, ecosystem-based fisheries management practices, establishment and enforcement of marine protected area networks, climate change adaptation strategies, coastal community resilience, and endangered and threatened species. All materials developed will adhere to the USAID branding guidelines.

Internal and external communication strategies will directly support a number of Task Order deliverables including the following:

- Documentation, Outreach, and Communications Plan—with specific strategies on how to reach women and other traditionally marginalized groups
- Program Integrator Portal/Website.

#### **Task 4: USAID Administrative Support**

The PI will establish a common program planning and reporting framework to help achieve an appropriate balance between centralized program management and the flexible autonomy that different organizations require to implement according to their own principles, methods, and institutional cultures. Task 4 is designed to develop a common planning and reporting framework to support the US CTI program objectives and USAID reporting requirements.

The PI will develop an Annual Consolidated Work Plan and Performance Monitoring Plan as US CTI partner activities are scoped and developed. The update and incorporate revisions to the work plan over the life of the project will be accomplished through the Program Integrator Portal (PIP) located on the US CTI Program web site through the efforts of the US CTI Program Partners. The PI will provide a forum for the US CTI partners to communicate, assess, evaluate, and refine strategies and activities in the region depending on changing or new circumstances at regional and national levels and incorporating new information.

Early involvement of US CTI Program partners is vital to obtain buy-in for the necessary administrative support to RDMA. Within 30 days, the PI will organize a workshop of all US CTI Program partners around this topic. This workshop will serve as the kick-off meeting for the partners to meet and share expectations, annual work plans, and organizational arrangements. The PI will present a draft framework for the development of consolidated annual work plans and reports, and performance monitoring plan. The IOTWS Program demonstrated how virtual information technology can support a range of program requirements and provide timely feedback to program implementers. The PIP will be developed and used to manage information and data requirements for the program and to generate timely and relevant reports that meet the needs of the project and USAID. These will include information disaggregated by gender and other socioeconomic groups to capture progress related to social inclusion. Annual planning and reporting workshops will be held to develop “out year” Consolidated Annual Work Plans and to incorporate changes in technical, management, and administrative approaches based on lessons learned. Administrative support strategies will directly support a number of Task Order deliverables including:

- Detailed Year I Work Plan for the PI
- Gender and Development Plan
- 3-Year Strategic Plan for the US CTI Program Integrator
- Consolidated Annual Work Plans for the USG CTI Stakeholders/Partners
- Consolidated Performance Monitoring Plan
- Consolidated planning and performance data as inputs to RDMA operational planning and performance reviews
- Program Integrator’s Semi-Annual Progress Reports

#### **4.2 Program Area 2: Capacity Building to the CTI Secretariat and other Technical Support**

The CTI Regional Secretariat, currently hosted by the Indonesian government, is responsible for coordinating the actions of the CT6 countries—Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Islands, and Timor-Leste—through the development and monitoring of

the CTI Plan of Action (POA). The “Jakarta Draft” of the CTI POA, completed in May 2008, identifies over 40 strategies to achieve the five principal goals of CTI. This formidable challenge will require strategic technical and administrative support to build the capacity of the CTI Secretariat. A plan to sustain the coordination efforts among the CT6 countries will need careful consideration of the mode in which regional collaboration can be effective and relevant over the long term.

The tasks outlined in Program Area 2 describe strategic support to the CT6 countries through the CTI Secretariat needed to achieve the overall larger goals of CTI. The capacity of the Secretariat and associated technical support groups will need to be strengthened to achieve improved effectiveness and efficiency of their coordination and monitoring efforts of the CT6 countries. This internal capacity is critical for long-term sustainability.

#### **Task 5: Technical and Administrative Support to the Secretariat and Technical Support Groups**

The CTI Secretariat, Partnership Forum, and Technical Advisory Group represent the regional components of the CTI’s Operational Structure. These groups will require technical and administrative support to fulfill their responsibilities to coordinate CTI actions and monitor implementation of the POA across six countries. One of the challenges for the US CTI Program will be to clarify the expectations of these groups regarding the nature and amount of support. Task 5 is designed to identify and provide strategic technical and administrative support to the Secretariat and technical support groups and will include training on how to increase the participation of women and other traditionally marginalized groups in coastal and marine resource management. An organizational and training needs assessment, described in Task 6, will be planned and implemented with inputs from the Secretariat and other CTI stakeholders to identify strategic support that can be provided within the resources available through the US CTI partners and the PI for this task. The PI will document the field team’s commitment to strategic technical and administrative support in a Terms of Reference (TOR) submitted to the CTI Council for adoption as a resolution.

Long-term and short-term technical assistance will be provided based on the TOR, which would be reviewed annually and revised as needed. A short-term technical assistance team consisting of a range of disciplines will be assembled for rapid mobilization to provide support under the TOR. Technical and administrative support strategies will directly support a number of Task Order deliverables including:

- Mobilization of On-call Technical Assistance Team
- Technical consultations, trainings/workshops, and related capacity building.

#### **Task 6: Perform Secretariat Organizational and Training Needs Assessment**

An organizational and training needs assessment will be conducted to identify and prioritize opportunities to strengthen the operations of the CTI Secretariat. Activities under Task 6 will result in an assessment of capacity-building needs and identification of opportunities to leverage capacity-building programs outside of the CTI. This will include an overall evaluation of the skills needed to ensure that, beginning in Project Year 3, the CTI Regional Secretariat has the capacity to address priority issues, including the assurance of the participation of women and other traditionally marginalized groups in Secretariat planning and action.

The PI will facilitate the development of an assessment framework for prioritizing training and other capacity-building needs of the Secretariat. The current vision of the Secretariat's role in CTI needs to be defined as a first step. The PI will facilitate meetings with the Secretariat and other stakeholder groups to provide input to the vision. The vision should clarify the role of a regional operational structure, including the role of the Secretariat, and provide a powerful argument for its existence as a body to be supported, including an assessment of risks to the achievement of CTI goals if such a body is absent. Once this vision is articulated, the PI will work with the Secretariat to development milestones for both the near- and long-term objectives. The capacity building assessment will be conducted to determine organizational and training needs to achieve these milestones. A mid-term program review in Project Year 2 will be conducted to evaluate the impact of capacity-building activities on the achievement of milestones by the Secretariat and to revisit the vision for a long-term regional CTI operating structure and Secretariat. The results of this evaluation will guide capacity-building needs, identification of potential changes in the operating structure, and the development of long-range sustainability planning described in Task 7 below. Activities will directly support a number of Task Order deliverables including:

- Organization Development and Training Needs Assessment Plan for the CTI Secretariat
- Sustainability Plan for the CTI Secretariat.

#### **Task 7: Long-Range Sustainability Planning**

Long-range sustainability for CTI needs to be addressed throughout the US CTI Program from day one. Significant challenges exist in sustaining regional or multi-entity initiatives beyond the life of a project. The value-added benefits of a regional operating body for CTI must be tangible and shared by all members in order to create sufficient demand. The demand for regional cooperation and coordination needs to be grounded in the human dimension and focused on the capacity to modify individual or organizational behavior at international, regional, and national levels. A focused mission for regional cooperation coupled with a demand for services will serve as the foundation for long-range sustainability.

The PI, working with US CTI partners will identify viable operational functionality and corporate incentives that might generate sustainable funding for the long-term operations of the Secretariat. Initial dialogue on long-range sustainability planning will be conducted within the first six months of program implementation to take stock of the vision and goals of the Secretariat. The PI will establish a baseline for the operations of the CTI, including the growth of the Council, Secretariat, and associated technical support groups. The level and duration of existing support to the regional body will be characterized. Interviews with the CT6 national committees will be held to determine the value-added benefits of a regional operating body. This information will be used to develop a long-term financing plan for CTI. These activities will be initiated at the start of the project and revisited at the mid-term to evaluate course corrections. The planning strategies described in this Task will directly support a number of Task Order deliverables including:

- Sustainability Plan for the CTI Secretariat
- Private Sector Alliance-Building Program

### **4.3 Program Area 3: Regional Exchange Support**

A regional exchange program will provide valuable opportunities for stakeholders from the C6+2 countries to learn from each other with the ultimate goal of accelerating and enhancing coastal and marine resources management at home.

### **Task 8: Regional Exchange Support**

Regional exchange activities may take a wide diversity of forms such as study tours, fellowships, workshops, and internships. Some of the challenges in providing meaningful and relevant regional exchange support include the selection of participants that can return from an exchange activity and apply new knowledge and tools at work, and replication of the experience to a broader audience. Furthermore, a level of support available annually for regional exchange needs to be communicated to all US CTI partners throughout provide users with three basic approaches for moving groups forward toward their objectives: (1) Discussion to deepen insights and elicit greater creativity, (2) Workshop to transition from general ideas to focused decisions and actions, and (3) Action Planning to move a group from a good idea to a concrete plan of action with specific time periods and with specifically agreed-to assignments and responsibilities. program implementation to make the best use of limited funds and maximize resource sharing. As part of any regional exchange activity, the PI will integrate gender mainstreaming and community and stakeholder engagement.

While regional exchange activities will be largely based in the Coral Triangle region, the PI's partner, the Woodrow Wilson Center for International Scholars, will provide unique opportunities for strategic, US-based seminars and forums in support of the objectives of USAID and the CTI Secretariat. The Woodrow Wilson Center (co-located in the same office building as USAID headquarters in Washington, DC) holds meetings and conferences featuring members of its cross sectoral network of more than 7,000 people in the environment, security, health, and development fields.

Regional exchange opportunities will be designed as a vehicle to help achieve specific CTI objectives. Requests for regional exchange support will be solicited from US CTI partners on a quarterly basis through the PCG. The PI will develop a request form that asks for a brief description of the activity, the amount of support requested, counterpart funding, and the relationship of the activity to the achievement of program goals. These requests will be reviewed with RDMA before approval. The regional exchange strategy will support a number of Task Order deliverables including:

- A Regional Exchange Support Program Plan
- Lessons learned from activities
- Technical consultations, trainings/workshops/conferences and related capacity building and replication of lessons learned

### **Task 9: Conferences and Regional Meeting Facilitation**

Conferences and regional meeting facilitation is an integral part of the US CTI Program and support to the CTI Secretariat. The PI will support regional conferences and meetings based on the needs articulated by the US CTI partners and Secretariat within the budget allocated to this task. These meetings may include support for the development and launching of the CTI POA and Seascope Conferences The PI will oversee requests for facilitation support under this task which will be handled in the same manner and subject to the same strategic controls as regional exchange support. Facilitation of conferences and regional meetings will support similar Task Order deliverables described in Task 8.

## 4.4 Program Area 4: Assessments and Consultations

CTI activities will generate an extensive base of information on biophysical and socioeconomic conditions, policy and legal environment, and institutional capacity from assessments conducted by and with stakeholders in the Coral Triangle. In addition, stakeholder consultations will be used to identify priority actions and needs at regional, national, and local levels. As an integral part of each assessment or consultation, the PI will ensure equitable inclusion and participation of women, men, and traditionally marginalized groups. These assessments and consultations will be compiled in the PIP and made available on the website as a searchable database to help in the preparation of studies and syntheses for CTI regional events. The sheer volume of assessments and stakeholder consultations anticipated and the number of entities and our commitment to creative communication and exchange will serve as key challenges to be met with the input of CTI stakeholders through forums and ongoing collaboration.

### **Task 10: Identify and Document Ongoing and Planned Assessments**

Both US and non-US CTI Programs will be engaged in the conduct of a variety of assessments and consultations to support program implementation. Task 10 is designed to map and characterize these efforts to avoid duplication and make these efforts known throughout the region. A standardized data entry template will be developed and distributed to all USG and non-USG CTI Programs requesting information on recently completed, ongoing, and planned assessments and consultations. He will follow these requests with both dialogue and field visits to ensure that all aspects of each assessment or consultation are documented to uniform depth and include visual records. This information will be managed in the PIP and, where feasible, permission to maintain electronic copies of assessment and consultation reports will be requested for inclusion in the database. These efforts will contribute to a number of Task Order deliverables including:

- Compilation and reports on assessments prepared by USG CTI and Non-USG CTI partners.

### **Task 11: Develop a Database of CTI Activities and Relevant Organizations**

The Program Integrator Portal (PIP, see description under Task 3 and in Appendix A) will serve as a unifying gateway to share and manage information and data on CTI activities throughout the region. Information obtained in Task 10 will be incorporated into the PIP and made available as a searchable database on the website. The PI will with USG and Non-USG CTI partners and stakeholders to orient them on inputting information and data into, and searching, the PIP. The PI will be encouraging self-reporting of CTI activities into the database by providing simple input templates and useful reports to those that participate. Standardized data entry fields for each assessment and consultation will facilitate coding by type, geographic location, and other parameters to sort the entries and maximize the potential use of these assessments and consultations.

### **Task 12: Perform Additional Assessments and Analyses and/or Synthesize Results to Enhance CTI Dialogue**

Additional assessments and analyses may be needed to address priority topics or gaps in information to guide regional and transboundary implementation of CTI. Summary reports will be prepared based on the assessments and consultations in the database highlighting potential gaps or opportunities for additional analyses and syntheses of existing data. The PI will work with regional professionals and field short-term technical experts to perform assessments as appropriate. This task will directly contribute to a number of Task Order deliverables including:

- Assessments and analyses to enhance CTI dialogue

- Mobilization of short-term technical expertise to support priority needs.

#### **4.5 Program Area 5: Public-Private Sector Alliance Building**

Due to its geography, profile, and regional significance, the CTI will provide numerous opportunities for private sector engagement—possibly as part of locally determined philanthropic contributions to support a highly visible regional effort, and certainly as part of the strategic business value of the marine life and biodiversity of the Coral Triangle. Public-private sector alliances will be critical in long-range sustainability planning for the CTI Secretariat and on the ground implementation throughout the region.

##### **Task 13: Identify Opportunities and Facilitate Creation of Alliances with Private Sector**

The PI will engage only the private sector when actions that have impact can be effectively identified and corporate interest engaged. After the CTI has identified clear priority interventions, then effort will be put toward identifying the overlaps between the CTI's development objectives and the goals of significant businesses across the region.

In facilitating partnerships, the PI will focus beyond philanthropy and corporate donations to formulate “shared value” partnerships that balance business interests and development objectives. By Month 6 of implementation, the PI and the CTI Secretariat should be expected to have a firm grasp on the program, priorities, and traditional partners, and a vision for the subsequent 12 to 18 months of implementation. At this time, the PI will work with the Office of Development Partnerships and the local alliance contacts in each USAID Mission or entity in the CTI region to complete a background research paper describing macro trends across the region; capturing the strategy, program areas, and projects under the CTI; and describing the local and multinational companies that offer leverage and development potential across the CTI region. This research paper is a useful product of the Office of Development Partnerships and will serve as the initial guide for an opportunity mapping exercise that will be led by CTI and implemented with the significant involvement of core members of the PI. The mapping exercise will be conducted consistent with the materials and guidelines developed by the Office of Development Partners and will result in the identification of a core set of private sector entities that present both a high anticipated leverage of resources and a high expected development impact resulting from mobilization of their resources.

#### **5.0 PROGRAM INTEGRATOR ORGANIZATION AND STAFFING PLAN**

The PI includes a mix of technical disciplines, administrative expertise, and international experience in the Coral Triangle region to support the various Program Areas under this project.

Mr. Peter Collier is the Chief of Party responsible overall for performance of the PI. Mr. Amin Pakzad is the Program Deputy responsible for financial management. Both of these positions are based in Bangkok, Thailand. Technical and administrative support to the Chief of Party is based in Manila, Philippines, Jakarta, Indonesia, and Honolulu, Hawaii. Because of the dynamic and iterative nature of this project, it is difficult to outline all planned activities. Consistent with the adaptive management approach and shared view to retain flexibility in staffing, we present the

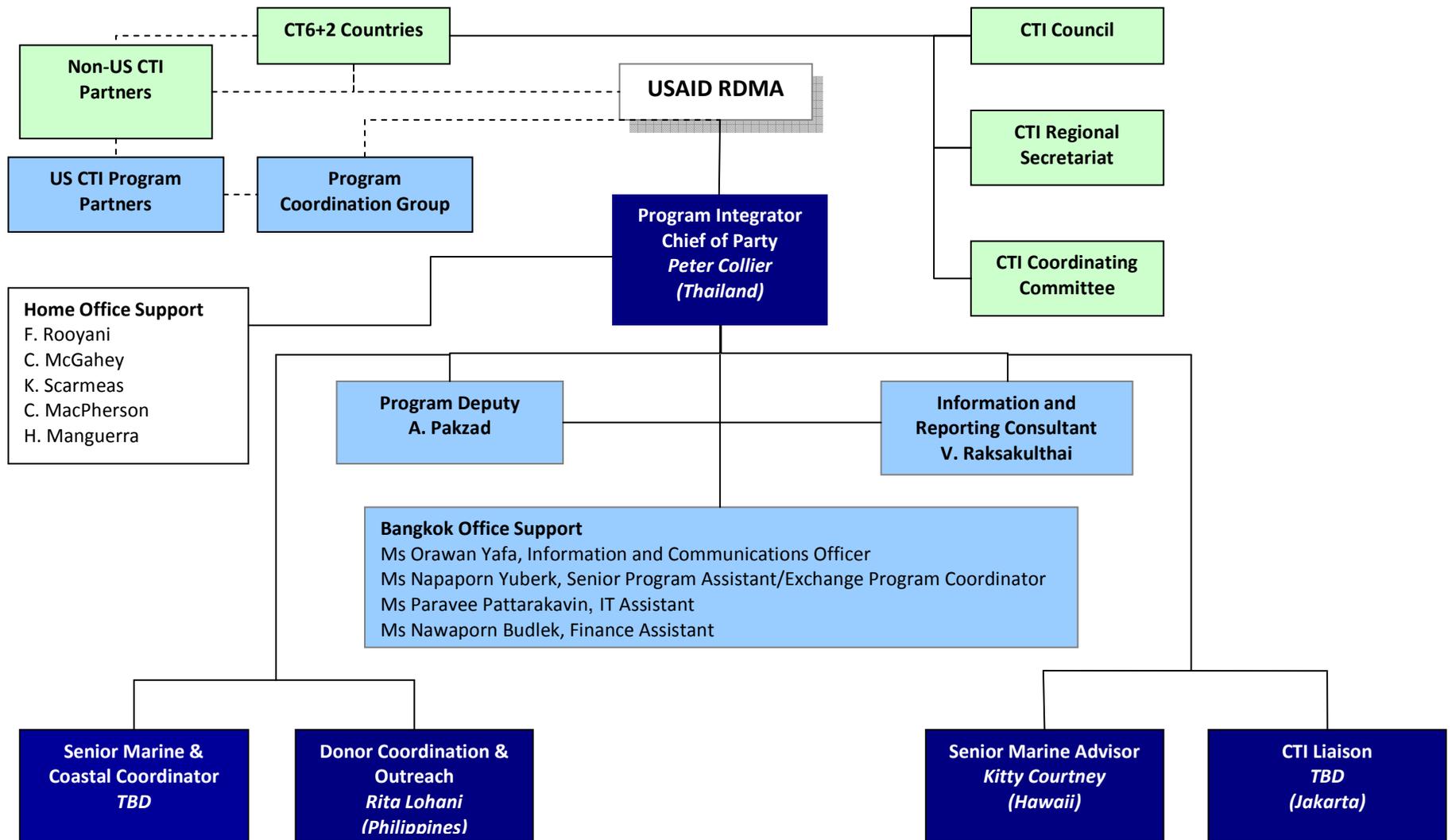
staffing plan based on anticipated activities for the 1<sup>st</sup> year of implementation. The PI's staffing plan is shown in Table I. The PI's organizational structure, shown in Figure 4, is structured to be able to respond quickly and effectively to the activities and tasks that arise under the program.

**Table 1. Staffing Plan**

<b>Name</b>	<b>Position</b>	<b>Level of Effort</b>	<b>Company</b>	<b>Location</b>
Mr Peter Collier	Chief of Party	Full Time	ARD, Inc.	Bangkok, Thailand
Mr Amin Pakzad	Financial and Administration Manager	Half Time	ARD, Inc.	Bangkok, Thailand
TBD	Senior Regional Marine and Coastal Coordinator	Full Time	ARD, Inc.	TBD
Ms Rita Lohani	Donor Coordination and Outreach	L/STTA*	Tetra Tech EM Inc.	Manila, Philippines
Ms Orawan Yafa	Information and Communications Officer	Full Time	Tetra Tech EM Inc.	Bangkok, Thailand
Ms Napaporn Yuberk	Sr. Program Assistant/Exchange Program Coordinator	Full Time	Tetra Tech EM Inc.	Bangkok, Thailand
Ms Paravee Pattarakavin	IT Assistant	Full Time	Tetra Tech EM Inc.	Bangkok, Thailand
Ms Nawaporn Budlek	Finance Assistant	Full Time	Tetra Tech EM Inc.	Bangkok, Thailand
Ms Vivian Raksakulthai	Information and Reporting Consultant	L/STTA*	ARD, Inc.	Bangkok, Thailand
TBD	CTI Regional Secretariat Liaison	L/STTA*	ARD, Inc.	Jakarta, Indonesia
Dr Kitty Courtney	Senior Marine Resource Advisor	L/STTA*	Tetra Tech EM Inc.	Honolulu, HI
Ms Charlie Macpherson	Communications and Outreach Specialist	L/STTA*	Tetra Tech, Inc.	Fairfax, VA
Mr Henry Manguerra	Information Management Specialist	L/STTA*	Tetra Tech, Inc.	Fairfax, VA
Mr John Stoops	Information Management Specialist	L/STTA*	Tetra Tech, Inc.	UK
Mr Chris McGahey	Senior Technical Advisor/Manager	L/STTA*	ARD, Inc.	Washington, DC
Ms Kelley Scarmeas	Project Manager	L/STTA*	ARD, Inc.	Burlington, VT
Mr Firouz Rooyani	Senior Corporate Backstop	Corporate Backstop	Tetra Tech EM Inc.	Reston, VA

\*See budget for specific LOE allocations by year.

**Figure 4. Organizational Structure of the US CTI Program Integrator**



## 6.0 YEAR 1 WORK PLAN ACTIVITIES

During the 1<sup>st</sup> year of implementation, the PI will support a multidimensional collaborative approach through two special initiatives that link activities in program areas and tasks. These special initiatives are presented below together with “snapshots” for Months 1, 2, 3, and 4 through 12. Activities are listed by program area and task in Table 1.

### 6.1 Focal Initiatives

During the first year of program implementation, the PI will focus on two focal initiatives that link activities from several program areas and tasks. These two initiatives, the *CTI Learning Network* and the *CTI Regional Catalyst Forum*, establish logical linkages between program areas and tasks in the scope of work for the PI (Table 2).

**Table 2. Task Linkages for Year 1 Focus Initiatives**

Task	CTI Learning Network	CTI Regional Catalysts Forum
Task 1: Coordination of USG CTI Activities and Current USG Activities in the Region	✱	✱
Task 2: Coordination with non-USG Coral Triangle Programs	✱	✱
Task 3: Internal and External Communications	✱	✱
Task 5: Technical and Administrative Support to Secretariat and Technical Support Groups		✱
Task 6: Perform Secretariat Organizational and Training Needs Assessment		✱
Task 7: Long-Range Sustainability Planning		✱
Task 8: Regional Exchange Support	✱	
Task 10: Identify and Document Ongoing and Planned Assessments and Consultations	✱	
Task 11: Develop Database of CTI Activities and Relevant Organizations	✱	
Task 12: Perform Additional Assessments and Analyses and/or Synthesize Results to Enhance CTI dialogue	✱	
Task 13: Identify Opportunities and Facilitate Creation of Alliances with Private Sector		✱

#### CTI Learning Network

During the 1<sup>st</sup> year of project implementation, the PI will work with CTI stakeholders to establish the CTI Learning Network. The CTI Learning Network is designed to enhance dialogue between CTI stakeholders through virtual dialogue and experiential learning and interaction. The components of the CTI Learning Network are shown in Figure 6.

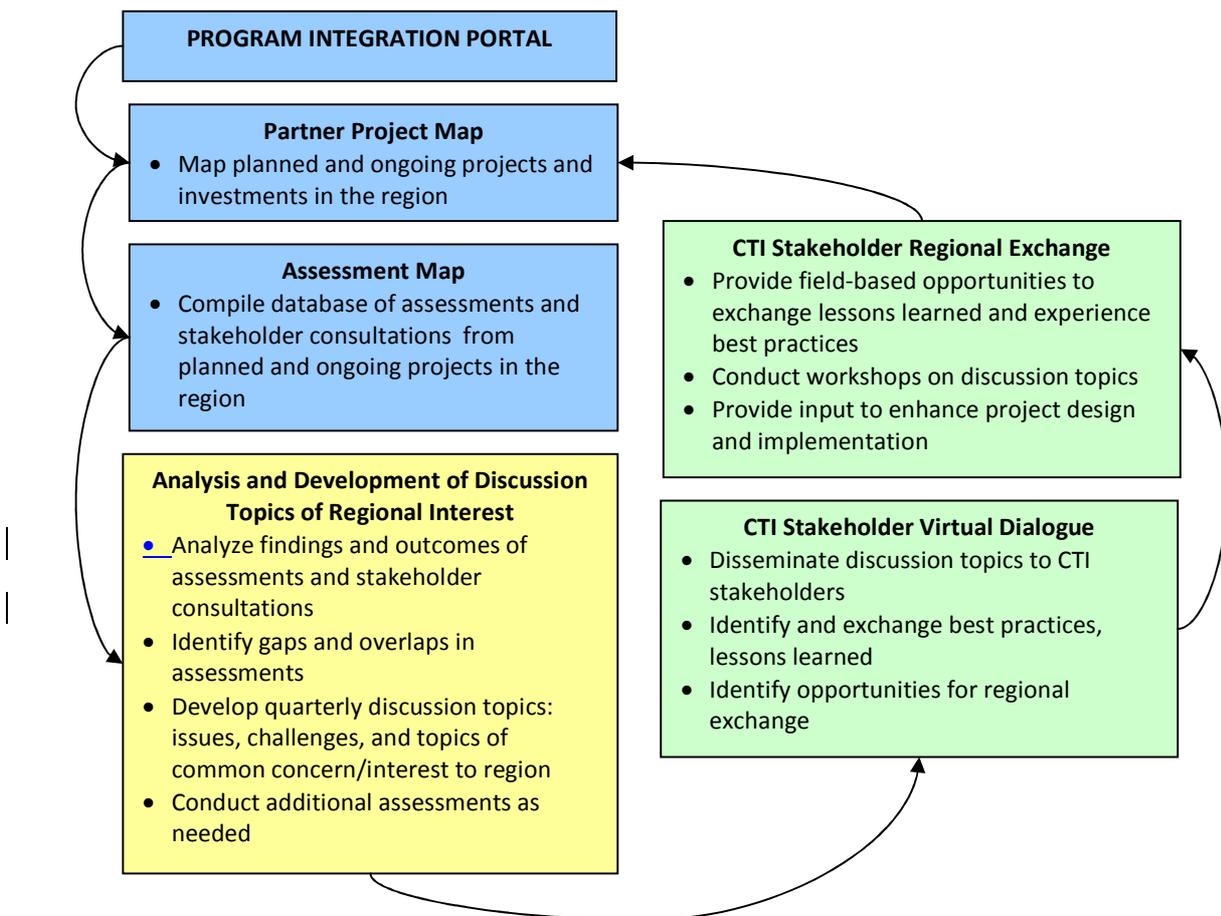
During the 1<sup>st</sup> Development Partners Meeting, held in October 1 and 2 in Bangkok, Thailand, the PI was tasked to develop a database to track and map ongoing and planned projects for US and non-US CTI projects. The Partner Project Map (Project Map) is a database designed to support and assist the CTI Secretariat, CT6 countries and development partners track, plan and coordinate projects and

investments supporting the protection of coastal and marine ecosystems and resources, and the livelihoods of communities across the Coral Triangle Region.

As a second phase of the Project Map, the PI will develop an Assessment Map database designed to identify and document on-going and planned assessments (e.g. biophysical, social, cultural, socioeconomic, institutional capacity) and the results of stakeholder consultations conducted during project design, implementation, and completion phases. The PI will analyze the Assessment Map database to develop discussion topics to enhance CTI dialogue. These discussion topics may include regional or country specific issues, implementation challenges, and successes in the region.

These topics will be shared with CTI stakeholders virtually to identify lessons learned and best practices in coastal and marine resources management projects in the coral triangle region to ensure that challenges are addressed and best practices feed into project design and implementation across the region. The lessons learned and best practices will be documented and shared among development partners, in an effort to assist CTI Secretariat and CT6 countries help reach their CTI goals. These will be uploaded onto the Program Integration Portal under development by the PI. Based on the results, opportunities for study tours, workshops, and other regional exchange experiences will be highlighted.

**Figure 5. Components of the Coral Triangle Initiative Learning Network**



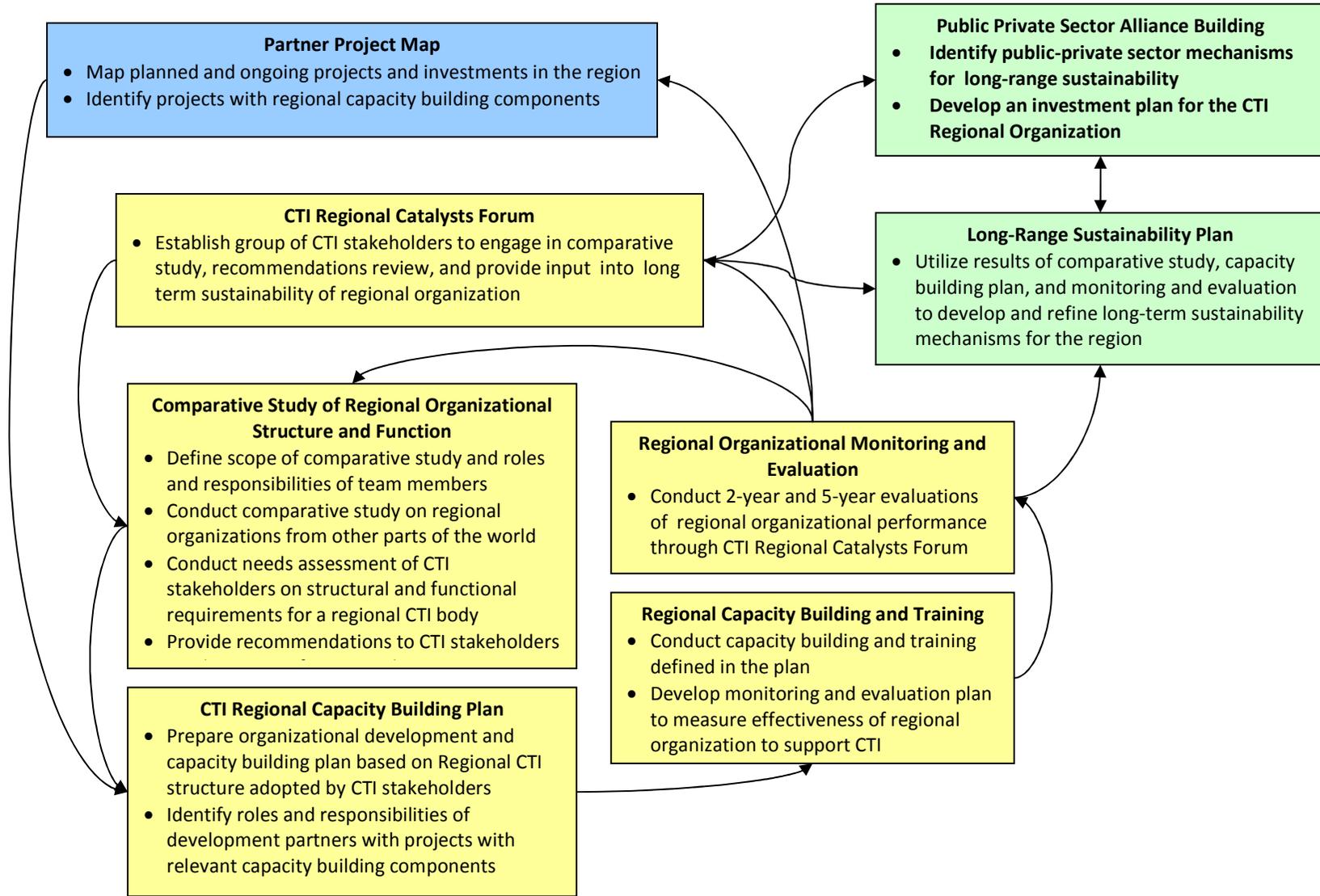
### **Regional Catalysts Forum**

During the 1<sup>st</sup> year of project implementation, the PI will work with the CTI Regional Secretariat, US CTI Program partners, and other CTI stakeholders to establish the *Regional Catalysts Forum*. The *Regional Catalysts Forum* will provide opportunities for consultation, review, and recommendation of alternative organizational development structures and functions for the CTI to continue to catalyze and sustain CTI efforts and to define capacity building and training needs. The components of the *CTI Regional Catalysts Forum* are shown in Figure 7.

CTI encompasses a distinctively regional approach, building on country-driven priorities and actions. Management of the CTI is led by a Secretariat, currently based in Indonesia. Formal governance arrangements are currently being discussed, but are likely to include a governing council, assisted by a partners' forum, and national coordinating committees in each country. A number of formal regional initiatives and partnerships exist around the world that could provide models, insights and lessons learned in the establishment, operation, and long term sustainability of a regional organization to support coastal and marine management in the coral triangle region. Some examples include the Congo Basin Forest Partnership, Asia Forest Partnership, and the East Asia Ministerial Conference on Forest Law Enforcement and Governance (FLEG Asia).

As part of the US CTI Program, the PI is tasked to provide strategic technical support to the CTI Regional Secretariat. To fulfill this task, the PI, as part of its Year 1 work plan, will lead the conduct of a comparative study of regional organizational structures in partnership with US CTI Program partners and other interested development partners to provide recommendations to the CTI Regional Secretariat as an initial step toward developing a mid-term capacity building and training needs assessment plan. The study will compare and contrast organizational alternatives and provide recommendations to the CTI Regional Secretariat for discussion with during the 4th CCC and SOM 4. After refinement and adoption of an organizational structure, the PI will prepare an *Organizational Development and Training Needs Assessment Plan* and implement capacity building activities together with other CTI partners.

**Figure 6. Components of the Coral Triangle Initiative Regional Catalysts Forum**



## 6.2 Year 1-At-A-Glance

### MONTH 1

#### Deliverables

- Detailed Year 1 Work Plan for the PI
- Documentation, Outreach, and Communications Plan
- 1<sup>st</sup> Development Partners Workshop Proceedings

#### Milestones

- US CTI Program brochure drafted and reviewed
- PCG established and functional
- Scope of work and expectations between PI and RDMA clarified
- Component leaders and staff mobilized and oriented
- Partner Project Map designed

#### Activities

- Mobilization and meetings with project staff
- Project mapping template developed and pre-tested
- Kick-off meeting with RDMA
- Kick-off meeting with US CTI partners
- Conduct of Development Partners Meeting

### MONTH 2

#### Deliverables

- Gender and Development Action Plan
- CTI Regional Capacity and Training Plan (immediate needs)

#### Milestones

- Phase I PIP deployment completed
- US CTI Program brochure refined and printed
- Partner Project Map disseminated and populated by development partners

#### Activities

- Meetings with CT6 Secretariat and representatives from CT6 countries on capacity-building assessment plan
- Meetings with CTI stakeholders to develop list of potential priority regional exchange support for the first year

### MONTHS 3 TO 5

#### Deliverables

- Quarterly CTI activity report

#### Milestones

- US CTI Program brochure designed and printed

- Assessment module developed and populated by CTI stakeholders
- Phase II PIP deployment completed
- Program results framework and indicators reviewed and refined with US CTI partners
- CTI Regional Catalysts forum launched

#### **Activities**

- Monthly PCG call
- Planning meeting with US CTI partners
- Kick-off meeting with US CTI partners on performance monitoring
- Comparative Study on Regional Organizational Structure conducted
- Regional capacity building activities initiated based on short-term needs
- Analysis of assessments and identification of discussion topics for virtual exchange

### **MONTHS 6 TO 12**

#### **Deliverables**

- Quarterly CTI activity report
- PI Semi-Annual Progress Report
- CTI Regional Capacity and Training Plan (long-term needs)
- Regional Exchange Program

#### **Milestones**

- Phase II PIP deployment completed
- Comparative Regional Organization Study Completed
- CTI Learning Network launched

#### **Activities**

- Monthly PCG call
- Planning meeting with US CTI partners
- Regional capacity building activities initiatives based on long-term needs (CTI Regional Capacity and Training Plan)
- Regional exchange program activities initiated based on virtual exchange

**Table 3. US CTI Program Integrator Activities by Program Area and Task**

Year 1 Program Area/Task/Activities	2008			2009								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>PROGRAM AREA 1: OVERALL COORDINATION, ADMINISTRATIVE SUPPORT AND PROGRAM OUTREACH</b>												
<b>Task 1: Coordination of USG CTI Activities and Current USG Activities in the Region</b>												
• Develop contact list for US CTI partners												
• Establish Program Coordination Group (PCG)												
• Conduct monthly PCG calls	★	★	★	★	★	★	★	★	★	★	★	★
• Develop and disseminate project mapping template for US CTI partners												
• Work with US CTI partners to complete and update project mapping template on a quarterly basis												
• Compile and analyze project mapping information from US CTI partners												
• Expand attributes of project mapping for US CTI partners to include performance indicators, assessments, and lessons learned												
• Analyze information in preliminary PIP to identify opportunities for enhanced coordination and lessons learned from US CTI partners												
• Develop, update, and disseminate lessons learned from US CTI activities												
<b>Task 2: Coordination with non-USG Coral Triangle Programs</b>												
• Develop contact list for non-USG CTI partners												
• Conduct 1 <sup>st</sup> Development Partners Meeting	★											
• Develop and disseminate project mapping template for describing non-US CTI partners												
• Work with non-US CTI partners to complete and update project mapping template on a quarterly basis												
• Compile and analyze project mapping information from non-US CTI partners												
• Participate in 2 <sup>nd</sup> Development Partners Meeting hosted by ADB	★											
• Expand attributes of project mapping for non-US CTI partners to include performance indicators, assessments, and lessons learned												
• Host 3 <sup>rd</sup> Development Partners Meeting in coordination with next CTI CCC												
• Develop, update, and disseminate lessons learned from non-US CTI												

Year 1 Program Area/Task/Activities	2008			2009								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
activities												
• Prepare <i>Consolidated Report on Annual Work Plans of non-USG CTI partners</i>												📖
<b>Task 3: Internal and External Communications</b>												
• Prepare Documentation, Outreach and Communications Plan	📖											
• Discuss options for public website and hosting with USAID and CTI Regional Secretariat												
• Develop and test PIP prototype for US CTI partners												
• Maintain PIP												
<b>Task 4: USAID Administrative Support</b>												
• Mobilize project start-up team in Bangkok												
• Conduct kick-off meeting with RDMA	★											
• Prepare <i>Detailed Year 1 Work Plan</i> for Program Integrator	📖											
• Prepare draft gender and development action agenda		📖										
• Conduct kick-off meeting with US CTI partners	★											
• Prepare <i>Consolidated US CTI Annual Work Plan</i>						📖						
• Prepare <i>Consolidated US CTI Performance Monitoring Plan</i>						📖						
• Prepare <i>3-Year US CTI Program Strategic Plan</i>						📖						
• Respond to communications and other materials needs of RDMA												
• Compile planning and performance data for RDMA							📖					
• Prepare <i>Quarterly US CTI Activities and Financial Report</i>			📖			📖			📖			📖
• Prepare <i>Program Integrator Semi-Annual Progress Report</i>									📖			
<b>PROGRAM AREA 2: CAPACITY BUILDING TO THE CTI SECRETARIAT AND OTHER TECHNICAL SUPPORT GROUPS</b>												
<b>Task 5: Technical and Administrative Support to Secretariat and Technical Support Groups</b>												
• Meet with the Secretariat to identify priorities and needs												
• Provide technical and administrative support to address priority needs												
<b>Task 6: Perform Secretariat Organizational and Training Needs Assessment</b>												
• Establish group of CTI stakeholders to engage in comparative study, recommendations review, and provide input into long term sustainability of regional organization												
• Define scope of comparative study and roles and responsibilities of team members												
• Consult with CTI Regional Secretariat, CCC on scope of study												
• Conduct comparative study on regional organizations from other parts												

Year 1 Program Area/Task/Activities	2008			2009								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
of the world												
• Conduct needs assessment of CTI stakeholders on structural and functional requirements for a regional CTI body												
• Provide recommendations to the Secretariat on organizational alternatives												
• Support Secretariat on presentation of recommendations at World Ocean Summit												
• Prepare <i>Organizational Development and Training Needs Assessment Plan</i> based final organization structure												
• Initiate organizational development and training needs assessment												
<b>Task 7: Long-Range Sustainability Planning</b>												
• Work with CTI stakeholders and Secretariat to develop vision and goals												
• Identify potential funding sources (see also Task 13)												
<b>PROGRAM AREA 3: REGIONAL EXCHANGE SUPPORT</b>												
<b>Task 8: Regional Exchange Support</b>												
• Prepare <i>Regional Exchange Support Plan</i> based on CTI Learning Network approach												
• Compile database of assessments and stakeholder consultations from planned and ongoing projects in the region (see also Task 10 & 11)												
• Identify gaps and overlaps in assessments												
• Develop quarterly discussion topics and disseminate through virtual exchange												
• Identify and exchange best practices, lessons learned through virtual exchange												
• Update <i>Regional Exchange Support Plan</i> based on opportunities identified through virtual exchange												
• Provide field-based opportunities to exchange lessons learned and experience best practices based on opportunities												
<b>Task 9: Conference and Regional Meeting Facilitation</b>												
• Conduct annual meeting of US CTI Program partners												
• Conduct annual meeting of development partners												
• Provide strategic support in consultation with the Secretariat for World Ocean Conference												
<b>PROGRAM AREA 4: ASSESSMENTS AND STAKEHOLDER CONSULTATIONS</b>												

Year 1 Program Area/Task/Activities	2008			2009								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Task 10: Identify and Document Ongoing and Planned Assessments and Consultations</b>												
• Map assessments conducted by CTI partners as part of project mapping (in concert with Tasks 1 and 2)												
• Maintain virtual library of assessments and studies conducted by CTI partners												
<b>Task 11: Develop Database of CTI Activities and Relevant Organizations</b>												
• Analyze information in database to identify gaps and assessments needed												
<b>Task 12: Perform Additional Assessments and Analyses and/or Synthesize Results to Enhance CTI dialogue</b>												
• Prepare compilation and reports on assessments												
• Discuss priority assessment gaps and needs with PCG and Secretariat												
• Conduct priority assessments/analyses												
<b>PROGRAM AREA 5: PRIVATE SECTOR ALLIANCE BUILDING</b>												
<b>Task 13: Identify Opportunities and Facilitate Creation of Alliances with Private Sector</b>												
• Identify potential opportunities and modes for engaging private sector together with US CTI partners												
• Conduct workshop on private sector alliance building with US CTI partners												
• Identify Prepare Sector Alliance-Building Support Program Plan defining roles and responsibilities of US CTI partners												
• Build capacity of project staff and Secretariat in private sector collaboration												

**Key:**  Activity  Deliverable (plans, status reports, performance monitoring)  Conference Call, Meeting, Workshop, and Conference

**US CTI PROGRAM**  
**Program Integrator Work Plan 2008-2009**

**Appendix A**

# **Documentation, Outreach and Communications Plan**

**January 2008 Version 1.0**

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## 1.0 INTRODUCTION

The U.S. Government (U.S.) has launched a multi-year, multi-million program to provide technical assistance to support the development and implementation of the Coral Triangle Initiative (CTI). The Coral Triangle is a geographic area defined by an expanse of ocean that covers approximately 5.7 million square kilometers and shelters more than 600 coral species, over half of the world's coral reefs, 3,000 fish species, and the greatest extent of mangrove forests of any region in the world. More than 120 million people depend directly on the Coral Triangle for their livelihoods. This program is designed bring about the protection of marine systems and their myriad habitats for the benefit and sustainable livelihoods of communities across the Coral Triangle Region – defined as all or parts of the exclusive economic zones of Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Islands, and Timor-Leste – as well as two close neighbors, Fiji and Vanuatu.

The US Government support is coming from four primary areas:

- a \$32 million Cooperative Agreement to the World Wildlife Foundation (WWF) which includes an NGO consortium of WWF, Conservation International (CI), and the Nature Conservancy (TNC). This consortium is also referred to as the Coral Triangle Support Partnership (CTSP)
- a \$750,000 grant from the US State Department to TNC for support of the Interim CTI Secretariat,
- a \$6.6 million contract with ARD, Inc to serve as the Program Integrator. Under the US CTI Program, the Program Integrator (PI) will provide support primarily at the regional and national levels, supporting the NGO Consortium and other US Government (USG) agencies to effectively implement the program, and
- existing bilateral programs within the Coral Triangle such as the USAID Philippines FISH Project and Ecogov2 program.

This communications plan is organized by the two major pathways of communication that are needed for this program: (1) internal communication among the US CTI Program Team members, and (2) external communication to broader audiences that include U.S. and international partners. The plan is further divided under each section to identify the major affected audiences, coordination mechanisms, and communication tools and products that will be developed to satisfy the goals of this communications plan.

## 2.0 GOALS OF THE COMMUNICATIONS PLAN

The goals of this communications plan include the following:

- Present the US CTI Program in a consistent and unified manner;
- Provide tools to inform internal and external partners on the developments, progress, successes, and impacts of the US CTI Program;
- Provide mechanisms for the U.S. CTI Program partners to effectively and efficiently communicate with each other so that the program activities are conducted in a coordinated fashion using the most recent information for decision making; and
- Enable USAID and other U.S. agencies supporting the program to rapidly provide information to Congress, the White House Office of Management and Budget (OMB), other high-level officials, and other entities on the status and results of program activities.

## 3.0 INTERNAL COORDINATION AND COMMUNICATION

The US CTI Program team (the Team) needs frequent, reliable communication tools to exchange information, provide updates, report on findings, coordinate activities and action plans, and track progress. Several different tools need to be developed and implemented, depending on the type of information and timeliness of the response needed, as described below.

### 3.1 Audiences

#### CORE PROGRAM IMPLEMENTERS

**The CTSP.** The CTSP will work with government and private sector partners to enhance regional collaboration in sustainable fisheries management and trade, strengthening local governance, and protecting livelihoods.

**USAID RDMA.** USAID RDMA has the lead responsibility for reporting on the progress of the consortium Cooperative Agreement and managing the activities of the PI. RDMA will also support development of communications products such as press kits as well as submitting weekly updates on the program to USAID Washington (AID/W), including updates for the USAID Administrator.

**USAID Bilateral Missions.** The USAID missions in the relevant countries (Indonesia and the Philippines) have active programs that contribute to the goals of the CTI as well as serving as an important resource needed to identify and coordinate activities at the national and local levels. The missions assist in organizing visits to the country and scheduling meetings with relevant national agencies and organizations.

**U.S. Department of State.** The U.S. Department of State will be providing the lead diplomatic role, representing the US government as part of the CTI. In addition, the State Department has given a grant to TNC, which will be implemented through the overall NGO consortium, to support capacity building of the Interim CTI Secretariat, located in Jakarta, Indonesia.

#### SUPPORTING USG AGENCIES

In addition to the core USG partners, there are several additional agencies that will be supporting the implementation of the CTI:

**Other USG Agencies.** The US CTI Program will also coordinate with existing U.S. agencies that are working in the region such as the National Oceanic and Atmospheric Administration (NOAA). The U.S. Department of Interior may also play a role in CTI in the future.

### 3.2 Coordination Mechanisms

#### PROGRAM COORDINATION GROUP (PCG)

At the October 1-2, 2008, CTI Development Partners Coordination Workshop in Bangkok, the Team formed a core Program Coordination Group (PCG) that will provide day-to-day team coordination through regularly scheduled meetings (conference calls). Primary contacts from the organizations were identified and are listed in Table 3.1. Any subsequent coordination or communications that are required with each respective organization's staff or partners will be the responsibility of PCG representatives.

The PI is responsible for organizing the calls and notifying the PCG. Any PCG member may request a call if deemed necessary. For consistency and to accommodate the varying time zones, it is suggested that all conference calls take place at 8:00 AM Bangkok time. The PI will prepare an agenda to send out

prior to the call and prepare a brief summary of the items discussed during the call. The PI will prepare and send out draft meeting summaries to the CTO and PI for review prior to sending to call participants. The meeting summary will also be posted on the Program Integration Portal (PIP) (see below).

**Table 3.1. PCG Members**

<b>Name</b>	<b>Title/Organization</b>	<b>Email Address</b>
Rene Acosta	CTO, USAID RDMA	racosta@usaid.gov
Peter Collier	COP, Program Integrator	pcollier@uscti.org
Charlie MacPherson	Outreach and Communications/Program Integrator	Charlie.macpherson@tetrattech.com
Kitty Courtney	Technical support/Program Integrator	Kitty.courtney@ttemi.com
Maurice Knight	COP, CTSP	Maurice.Knight@wwfus.org
Kate Newman	Program manager, CTSP	kate.newman@wwfus.org
Emily Tibbott	Senior Advisor and CTSP lead on State Dept Grant/The Nature Conservancy	etibbott@tnc.org
Alfred Nakatsuma	Chief, Human Services, USAID/Indonesia	anakatsuma@usaid.gov
Daniel Moore	Chief, Office of Energy and Environment, USAID/Philippines	dmoore@usaid.gov
Chip Barber	Environmental Advisor, USAID Washington	cbarber@usaid.gov
Barbara Best	USAID Washington	bbest@usaid.gov
Richard Volk	USAID Washington	rvolk@usaid.gov
Christine Dawson	U.S. Department of State	dawsoncl@state.gov
Kelly Milton	U.S. Department of State	miltonkk@state.gov
Roger Griffis	Policy Advisor/NOAA	Roger.b.griffis@noaa.gov

## **US CTI PROGRAM COORDINATION MEETINGS**

The US CTI Program will hold periodic meetings to discuss the status of the activities, identify any course corrections needed, highlight upcoming opportunities for coordination, and to showcase successes in the project. In addition, outside development partners will be invited to share lessons learned on their projects and to provide coordination and networking opportunities. It is anticipated that these coordination meetings will occur semi-annually on average and most, if not all, will be held in the Coral Triangle region. If possible, the coordination meetings will be held in conjunction with other CTI-related activities to better time commitments and conserve travel funds. The PI will assist in organizing and supporting the meetings, but the lead for the coordination meetings may rotate among the partners.

## **REQUESTS TO USAID: TRAVEL AND LOGISTICS COORDINATION**

Coordination with the CTO and PI is essential for planning logistical arrangements for holding a workshop and travel to various target countries. The CTO and PI will need the following types of information to facilitate travel and logistics planning:

**Travel Notification.** Both the CTSP COP and PI COP will notify the CTO of any upcoming travel within the region. This information will be compiled by RDMA which is used by USAID staff to plan their schedules accordingly. .

**Country Clearance.** The CTSP and PI are requested to contact the individual USAID missions to notify them of their presence in the respective countries. Please copy the USAID CTO on any correspondence to the USAID missions. Primary USAID and State Mission contacts include the following:

- Indonesia: Alfred Nakatsuma, [anakatsuma@usaid.gov](mailto:anakatsuma@usaid.gov)
- Philippines: Daniel Moore, [dmoore@usaid.gov](mailto:dmoore@usaid.gov)
- Timor Leste: Peter Cloutier, [pcloutier@usaid.gov](mailto:pcloutier@usaid.gov)
- Malaysia: Alice Chu, [chuar@state.org](mailto:chuar@state.org)
- Papua New Guinea, David Roape, [roapeda@state.gov](mailto:roapeda@state.gov)
- Solomon Islands, TBD

## REQUESTS TO PI: OUTREACH AND COMMUNICATIONS SUPPORT

For communication to the PI regarding outreach support such as the PIP workspace, web site, brochures or presentation materials, the US CTI Program Team should email the COP and Charlie MacPherson (PI).

### 3.3 Communication Tools and Products

The US CTI Program team needs frequent, reliable communication tools to exchange information, provide updates, report on findings, coordinate next steps, and track progress.

## US CTI PROGRAM INTEGRATION PORTAL (PIP)

**Portal Development, Maintenance and Updates.** The US CTI Program PIP will consist of both a public-facing web site and a password-protected area to be used by the team for Performance Management Plan (PMP) tracking, document collaboration, and project activity mapping. The web site ([www.uscti.org](http://www.uscti.org)) will be continually updated and modified throughout the life of the program. For example, the PI will strive to continually improve the site by adding new features such as an image gallery and a mapping tool to locate relevant projects in the CTI region. The site will be developed with the intention of transitioning to a more permanent organization within the region, such as the Interim CTI Secretariat. Because of the immediate need by the Interim CTI Secretariat for a functioning web site, a mirrored system may be developed in which the PI supports development of website capacity for the CTI Secretariat as well as develops and maintains a USAID-branded web site.

Because the US CTI Program PIP is one of the primary communication formats, it requires weekly updating and maintenance. The PI will review the site weekly and do the following:

- Check related links to ensure that they are still active
- Review contact information and update as needed
- Update the What's New section and move older items to the archived folder
- Add new documents to the library

**Password-Protected Area.** A password-protected information management system, or Team Workspace, will be created within the PIP using the software *Sharepoint* to help manage the flow of information, track upcoming activities and travel schedules, and provide a discussion forum for the Team. The system will be streamlined to reduce the overall memory requirements and to facilitate the ease of use.

Initially the system will include the following features:

- Calendar showing upcoming travel by team members
- Master list of upcoming CTI-related events

- Draft US CTI Program documents that are posted for review, or of a sensitive nature (i.e., Cooperative Agreements, PMP, Workplan, etc)
- Monthly technical and financial reports
- Communication Materials that can be modified by participants
- Summaries of PCG calls
- Copies of PowerPoint (PPT) presentations from workshops
- Graphics folder of copy-right free materials

Team members will receive training (either through conference calls or onsite training) on using the system, and accompanying reference materials and protocols for using the system. Modifications will be made to the system throughout the project based on the needs of the team.

## **MONTHLY US CTI PROGRAM UPDATE**

In order to satisfy a strong need for information on progress on the US CTI Program, as well as to facilitate coordination with program partners, the PI Communications/Outreach Coordinator will disseminate a summary by email of monthly updates and announcements to all US CTI Program Team members and program partners, including interested donors, NGOs, CT6 governments, and other organizations. Recipients will include all key contacts the Program Team has already identified. Other interested organizations and individuals will have an opportunity to “sign up” to receive the US CTI Program Update via the PIP.

## **QUARTERLY REPORTING: TECHNICAL REPORTS**

**Technical Report.** The PI is required to prepare quarterly technical reports summarizing key activities and milestones related to the program areas as well as planned activities for the following month. The PI will email a template in MS Word to the primary contacts 10 days prior to the due date to USAID. The partners will send their updates to the PI for inclusion into the report. A common labeling system will be used to identify the file:

USCTI ORGANIZATION technical report YYYY-MM.doc  
e.g., USCTI TNC STATE technical report 2008-10.doc

## **US CTI PROGRAM MATERIALS**

Program materials generated by the US CTI Program team members for general dissemination are discussed under Section 4.3, below.

## **DATABASE OF CONTACTS**

It is important to collect and maintain contact information on the various organizations and individuals involved in the US CTI Program. The PI has developed a database that includes contact information on these various audiences that can be sorted by name, organization, or country. This database will be maintained and enhanced throughout the project. Two versions of the contact database will be prepared: (1) a generic list of contacts that include organization name and a Web site address will be posted on the public US CTI web site, and (2) a more detailed list of contacts that include names, phone numbers, and more detailed information will be posted in the PIP work space.

## **PROJECT MAP DATABASE OF RELEVANT ACTIVITIES IN THE CTI COUNTRIES**

There are dozens of activities being conducted in the CTI countries that could potentially be coordinated with the US CTI Program. At the October 2008 workshop in Bangkok, participants expressed an interest

in compiling a list of the activities that had been presented during the meeting. This information would be located in a database designed to support and assist the CTI Secretariat, CT6 countries and development partners track, plan and coordinate projects and investments supporting the protection of coastal and marine ecosystems and resources, and the livelihoods of communities across the Coral Triangle Region.

The overall objective of the Project Map is to map and communicate ongoing and planned projects by development partners in both the public and private sector (multi-lateral banks, bilateral organizations, private foundations, NGOs, and academic institutions), as well as CT6 countries. In doing so, the PI can help identify opportunities to collaborate and avoid duplication in CTI projects, inform CTI regional events (i.e. Ministerial Meetings and Leader's Summit) with partner project information in a timely manner, and document and share lessons learned for improved program implementation. The reports and analysis generated through information gathered will hopefully help the CTI secretariat and CT6 countries coordinate projects towards CTI Goals.

The Project Map lists the names of CTI-related projects and collects information about each project through a series of identified project attributes. In the initial stage, the goal of the project map is to provide a comprehensive list of significant projects that are ongoing or planned in the CT6 countries, some description of the project (project outcomes and activities), the main donors and implementing host country agencies, funding amounts, and the relevance of CTI RPOA goals. At a later stage, when planned projects are underway, the list of attributes will be expanded.

## 4.0 EXTERNAL COORDINATION AND COMMUNICATION

The US CTI Program must coordinate and communicate with a wide range of audiences using a variety of tools, as described below.

### 4.1 Audiences

There are several external audiences that the US CTI Program team members need to reach and coordinate with at various levels of detail regarding the implementation of the CTI. These audiences include other U.S. Government agencies, donors in the international community, NGOs, the CT6 countries, foundations, and the private sector.

**U.S. Congress, the White House, Other High-Level USG Officials, and the Public.** The US CTI Program is a very high-profile program and of great interest to the U.S. Congress, the White House Office of Management and Budget, and other senior USG officials at USAID, the State Department, and elsewhere. The Program will be expected to report frequently on progress and developments so mechanisms must be established to gather this information quickly. In addition, the US CTI Program will be expected to provide updates on the technical outputs as well as program expenditures. These updates may be in the form of reports to Congress, briefings, press conferences, or individual presentations. Consistent with USG policy, USAID and other USG partners have a responsibility to inform the American public and world at large of program accomplishments, particularly in the context of providing foreign assistance using U.S. taxpayer funding.

**National Governments and Partners.** National partners include government ministries, planning agencies, and other entities within each country that will be responsible for developing and implementing their Plans of Action that will help satisfy the overall CTI Plan of Action.

**Multilateral Donors.** The development of the CTI is being conducted on a regional scale that involves many multi-lateral donors. The US CTI Program's activities will be coordinated to a large extent with the overall CTI efforts that are being developed by the Interim CTI Secretariat. In addition, several other multilateral donors, such as the Asian Development Bank (ADB) and the Global Environment Facility (GEF), the United Nations Development Program (UNDP), and the United Nations Food and Agriculture Organization (FAO) are supporting CTI-related activities.

**Foundations.** There are several foundations active in CTI activities such as the Walton Family Foundation, the Packard Foundation, and the Moore Foundation. The US CTI Program will coordinate with these organizations throughout the program.

**Bilateral Donors.** In addition to the multi-lateral donors providing technical and financial support, there are many bilateral donors such as Australia, France and Japan, participating in the development of the CTI.

**Non-Governmental Organizations.** International and country-based non-governmental organizations (NGOs) play a key role in all aspects of the development and implementation of the CTI. In addition to the NGO consortium, other NGOs will play a role in the implementation of CTI such as WorldFish, WorldVision, and CARE, all of which have longstanding programs in the affected countries that work at the local community level.

**Private Sector.** A primary goal of the U.S. program is to leverage resources at a ratio of 4:1 and to develop public-private partnerships. Therefore, it is critical to communicate with the private sector and provide opportunities for them to become involved. Private sector support may be solicited through national chapters of the American Chamber of Commerce (AmCham), US-ASEAN Business Council, and USAID's Global Development Alliance office, as well as direct contact with organizations such as fish processing companies or the oil and gas industry.

## **4.2 Coordination Mechanisms**

Maintaining regular coordination with external target audiences will be critical towards achieving the US CTI Program's expected results. There are various partners that are directly relevant to the success of the US CTI Program and the team needs to communicate with these audiences in different ways.

As the program unfolds additional tools and products may be developed that are tailored to each audience. For example, the US CTI Program will identify and participate in donor forums held by the development partners such as ADB/GEF.

For national government partners, the US CTI Program will coordinate with these entities in each target country to ensure that activities conducted are relevant and supported by the target country. The Team will work with the consortium, the lead US implementing partner, to identify and maintain regular communication with relevant government contacts for each program area.

The consortium will be actively working with the national government partners. All of the individual consortium organizations have offices in the CT6 countries and will be critical in implementing many of the proposed activities. The PI will play a supporting role in terms of assisting with the coordination of the country-level consultations that are needed to develop the country workplans.

The US CTI Program will look to ways to communicate with bilateral and multilateral donor partners to increase the capacity of the Interim CTI Secretariat. The PI will initiate a process, working with the relevant partners that have a role in building the capacity of the Secretariat, to share scopes of work and convene meetings to determine the best approach in moving forward with a strategy to build a sustainable Secretariat.

For private sector partners, the US CTI Program will identify strategic private sector alliances working directly with individual corporations and trade organizations and develop a strategy for public/private partnerships. The US CTI Program team will make these organizations and corporations aware of the program through communication tools and products that are highlighted below.

## **4.3 Outreach and Communication Tools and Products**

There are various partners that are directly relevant to the success of the US CTI Program and the Team needs to communicate with these audiences in different ways. It is critical to provide several means for

outside partners to follow the activities of the U.S. program. At the outset of this program it was recommended that the PI develop the following tools for the U.S. partners to apply in their Program activities.

## USAID BRANDING REQUIREMENT

Pursuant to USAID regulations and as indicated in relevant contracts and cooperative agreements for the US CTI program, the USAID logo and brand (identity) must be included on all relevant program outreach materials, deliverables, presentations, and related products. All new technical equipment and devices procured with USAID funding must also be marked with the USAID identity. In cases where the USAID identity is grouped with other agency logos, the basic “USAID” identity will be used (vertical or horizontal formats). In all other cases, the brandmark specific to RDMA will be used, “USAID|Asia”. In all situations, specific guidelines about the use, placement, and size of the USAID identity must be followed (see <http://www.usaid.gov/branding/>). Copies of the USAID identities and branding guidelines will be provided on the PIP Work Space. The PI will coordinate with RDMA to ensure that the proper USAID logo is selected.



## US CTI PROGRAM OUTREACH MATERIALS

Program materials will be prepared in various formats throughout the project to inform external audiences on the team activities, highlight lessons learned, explain technical concepts, and provide updates. The materials will be tailored to the audiences and will be sensitive to the role of the US CTI Program in the context of working with international and other partners, such as the CTI Secretariat, ADB, GEF, national governments, NGOs, etc.

**Coral Triangle Schematic.** A key feature of the CTI Program is its vast geographic coverage, threats and benefits, and multiple goals listed in the CTI Plan of Action. To help describe this concept a schematic will be developed that displays this approach. The schematic will be used throughout the project and will be reproduced as a poster, incorporated into print materials, and made into a “clickable” image map on the PIP. The schematic will also highlight regional as well as national themes in the CTI.

**Informational Brochure.** Due to the complicated nature of the program and the number of organizations involved, it is extremely difficult to clearly describe the US CTI Program in a few sentences. A two-page informational brochure will be developed that outline the goals, partners, and activities for this program. This brochure will provide the template for developing the topic-specific fact sheets (see below). The brochures will be posted on the PIP, and copies will be provided to each of the US CTI Program team members to be distributed at related meetings and conferences.

**Topic-Specific Fact Sheets.** The team members will assist in developing the program materials that will be used to communicate concepts and activities to external audiences. Several suggestions were presented at the initial kickoff workshop. A standardized format will be developed for preparing the topic-specific fact sheets to streamline the process and to ensure consistency with the materials. This format adheres to the USAID branding guidelines. While fact sheets will be added throughout the program, the preliminary list of topics includes the following:

- Overall description of the US CTI Program
- Summary of the CTI Plan of Action
- Individual fact sheets that relate to each goal in the POA

These fact sheets will be posted on the PIP, reproduced in hard copy, and included in press packets. CTI folders will be prepared that can be used for background materials and press packets.

Table 4.3a outlines the guidelines that have been developed to enhance the consistency of the fact sheets.

**Table 4.3a. Guidelines for Developing US CTI Program Fact Sheets**

Components	Instructions	Example
Title	Include the activity or product and its purpose	SEASCAPES HELP SAVE THE CORAL TRIANGLE
Body	Write several brief paragraphs (up to 500 words) that describe the activity or product. Separate sections with headers that ask a question.	<ul style="list-style-type: none"> <li>• What is a seascape?</li> <li>• Where are they located?</li> <li>• How do they help protect the marine resources?</li> </ul>
Graphics	Include relevant photos or graphics. Save as EPS files for logos, pie charts, and TIF files for photographs. Resolution should be 300 dpi at 100% of the size you intend to print.	Picture of seascape, with caption
Contact	Include a contact name, telephone number, and email if relevant	Dr. Robert Jones Seascapes Program www.noaa.gov
URLs	Include any relevant URLs	<a href="http://www.seascapes.com">http://www.seascapes.com</a>

**Contributions to USAID’s “Telling Our Story” Web site.** Similar to the fact sheets described above, the US CTI Program will develop an array of materials that could be included on USAID’s “Telling Our Story” public web site, located at [www.usaid.gov/stories/](http://www.usaid.gov/stories/), or, if not selected for USAID’s official web site, to be included on the US CTI Program web site. There are five different “stories” including the following (with link to templates):

- Success Story (template: [http://java.usaid.gov/usaid/jsp/success\\_story.jsp](http://java.usaid.gov/usaid/jsp/success_story.jsp))
- Case Study (template: [http://java.usaid.gov/usaid/jsp/case\\_study.jsp](http://java.usaid.gov/usaid/jsp/case_study.jsp))
- First Person (template: [http://java.usaid.gov/usaid/jsp/first\\_person.jsp](http://java.usaid.gov/usaid/jsp/first_person.jsp))
- Before and After (template: [http://java.usaid.gov/usaid/jsp/before\\_and\\_after.jsp](http://java.usaid.gov/usaid/jsp/before_and_after.jsp))
- Photo and Caption (template: [http://java.usaid.gov/usaid/jsp/photo\\_and\\_caption.jsp](http://java.usaid.gov/usaid/jsp/photo_and_caption.jsp))

Each Program partner can independently develop stories based on these templates, or in coordination with the PI. Draft “stories” should be submitted to the PI for review and editing, and the PI will submit a draft to the CTO, who will work with RDMA’s communications staff to finalize the draft. The PI and CTO will consult with the original drafter as needed. Once complete, RDMA’s communications staff will submit the story to the RDMA Mission Direct and then to AID/W for approval. If the story is selected for USAID’s official web site, it will nevertheless be included on the US CTI Program web site and printed for general dissemination, as appropriate.

**“Activity Briefs”.** Similar to the fact sheets and “Stories” described above, the US CTI Program will develop short one-page briefs summarizing progress at an activity level. For example, a brief might be written on a specific Marine Protected Area pilot project. The format for Activity Briefs is identical to fact sheets.

**Weekly Updates and Announcements (“Administrator’s update” and “What’s New”).** The PI as well as the consortium will collect relevant information on a weekly basis using a common format from the entire Program Team that summarizes key “newsworthy” accomplishments and progress among US CTI program activities, as well as announcements on upcoming events and activities. The formats for collecting weekly updates and announcements are provided in Tables 4.3b and 4.3c.

These weekly updates are submitted to USAID RDMA, where they are reported to the RDMA Mission Director. From the Mission Director’s office, they are forwarded to AID/W to be considered for inclusion in the USAID Administrator’s Weekly Update. Some of the information in the weekly updates may be used on the *What’s New* section on the PIP, and contribute to development of a monthly US CTI Program Update to be disseminated widely to program partners (see section below).

RDMA has developed the following guidelines for submitting weekly updates/announcements:

- 1. Content for Weekly Updates.** Items submitted should report on *significant* accomplishments, noteworthy events and strategic developments related to your program activities. The emphasis should be on milestones, findings or key decisions related to achievement of your project objectives, or the overall goals of the program. Submissions could include key results from regional or country meetings, or achievements related to the adoption of new policies or practices, publication of relevant studies or other findings, establishment or strengthening of partner agencies or organizations, or the creation of new strategic partnerships.

**Content for Calendar.** Submissions should include a brief summary of upcoming program activities and events, dates the event will take place, relevant web links, and contact information.

- 2. Style and Format.** Items submitted should be between one and four sentences in length, have a “newsy” tone, and include the following information:

- A concise, descriptive headline
- Geographic location: regional or country
- Date(s) of accomplishment, event, or development
- Brief summary of accomplishment and relevance
- Use the active voice
- All acronyms should be spelled out

The submissions may include information to address the following questions: What happened? Who was involved? How was USAID involved? Why is it significant? How does it further development of regional/national CTI objectives? What will be potential future benefits?

- 3. Submission Process and Deadline.** The US CTI Team members must submit updates and/or announcements to the PI Communications/Outreach Coordinator by Friday OOB (Bangkok time). The PI will combine and email updates by Friday 12:00 noon (Bangkok time) to the CTO and copy RDMA REO’s lead support contractor:

Charles Northrip, Deputy Chief of Party/Communications Specialist [cnorthrip@eco-asia.org](mailto:cnorthrip@eco-asia.org).  
Environmental Cooperation-Asia (ECO-Asia), copying to Linda Shi at [Lshi@eco-asia.org](mailto:Lshi@eco-asia.org).

- 4. Posting on PIP.** Updates and announcements will be posted under *What’s New* on the PIP. As appropriate, announcements will be posted under the Calendar section on the web site.

**Table 4.3b: Template for Weekly Updates/“What’s New”**

<b>Components</b>	<b>Instructions</b>	<b>Example</b>
Title	Include the activity or product, location if relevant, and agency. Use active tense.	Malaysia develops national plan of action.
Date	Include dates for upcoming or past events, if relevant	May 2009
Body	Write 1 to 4 sentences that describe the activity or outcome. Make it “newsy”. Include specific information such as dates, locations, participants.	
Contact	Include a contact name and email if relevant	Contact, organization
Graphics	Include relevant photos or graphics (desirable but not required). Insert directly into Word file or save as GIF for logos, pie charts, distinct shapes; or JPEG files for photos, or images with shaded tones. Image resolution should preferably be 72-96 dpi.	
URLs	Include any relevant URLs. URLs may also be provided in Body, above.	<a href="http://www.osha.gov/SLTC/etools/ics/inci.html">www.osha.gov/SLTC/etools/ics/inci.html</a> <a href="http://www.nifc.gov/fireinfo/ics_disc.html">www.nifc.gov/fireinfo/ics_disc.html</a>

**Table 4.3c: Template for Weekly Announcements/Items for “Calendar”**

<b>Components</b>	<b>Instructions</b>	<b>Example</b>
Title	Include the activity or product, location if relevant, and agency. Use active tense.	Country consultation meeting in Malaysia
Dates	Include dates for upcoming events, if relevant	January 11 -January 12 2009
Location	Include location for upcoming events, if relevant	Penang, Malaysia
Body	Write 1 to 4 sentences that describe the activity or outcome. Make it “newsy”. Include specific information such as dates, locations, participants.	The main objective of the workshop is to develop a collective vision for how Malaysia will develop their country plan of action that will feed into the overall regional Plan of Action.
Contact	Include a contact name and email if relevant	Contact and organizations
Materials	Submit other materials to be linked to announcement, if relevant	<a href="#">Draft Agenda</a>
URLs	Include any relevant URLs. URLs may also be provided in Body, above.	<a href="http://www.osha.gov/SLTC/etools/ics/inci.html">www.osha.gov/SLTC/etools/ics/inci.html</a> <a href="http://www.nifc.gov/fireinfo/ics_disc.html">www.nifc.gov/fireinfo/ics_disc.html</a>

**Glossary of Terms.** A consistent set of terminology should be used when talking about the program. A glossary of terms has been developed and will be expanded and refined throughout the program. The glossary will be posted on the PIP.

**Press Materials.** A press kit of background materials will be developed that can be updated, as needed. At a minimum the press kit will contain the two-page background information sheet, a list of contacts, and the topic-specific fact sheets. A master press release will be developed to launch the US CTI Program which can be modified for use on a country-by-country basis. In addition to background materials, the PI will assist in developing regular press releases, talking points and speeches as requested by the CTO.

**Semi-Annual Reports.** In coordination with the Performance Management Plan (PMP), the Program Team is responsible for preparing reports that highlight accomplishments to date. The PI will be responsible for coordinating and preparing the content of these reports in coordination with the CTO and with input from the entire US CTI Program Team. In addition, the PI will develop a stand-alone semi-annual report on the Program that will be distributed to outside partners. The report will include overall objectives, activities conducted to date, challenges, and remaining tasks. The PI will use the monthly reports, monthly Program Updates, and weekly updates as a starting point for developing the report and then solicit input from the team.

## **US CTI PROGRAM PUBLIC WEB SITE**

The US CTI Program web site will be the public face of the PIP and a central focal point for communicating information about the program to external audiences. The Web site will include the following major sections:

- About the US CTI Program
- U.S. Program Team
- Other Program Partners
- Information and Resources
  1. *What's New*
  2. Calendar
  3. Fact Sheets
  4. Frequently Asked Questions
  5. Press
  6. Glossary of Terms
  7. PIP Workspace
- Workshops and Trainings

The domain name for the web site is [www.uscti.org](http://www.uscti.org) and will be included on all communications materials.

A primary focus for the web site will be the section *What's New*. This section is posted on the home page and will include any new updates, products, or activities being undertaken by the Team. The *What's New* section will provide information to outside organizations that can be included in their own communication materials.

## **PROGRAM PUBLICATIONS AND DEVELOPMENT EXPERIENCE CLEARINGHOUSE**

All publications produced under this contract will adhere to the publication guidelines as outlined in the USAID Graphics Standards Manual at <http://www.usaid.gov/branding/gsm.html>. A template will be developed for the program that provides a consistent look to all of the materials and outlines the specifications to be used. All final documents will adhere to these specifications.

## **Submission of Program Documents to the Development Experience Clearinghouse (DEC)**

The DEC serves as a clearinghouse for the storage and dissemination of USAID-funded publications to the international development community. Online services include searchable database, document submission, e-mail subscription, and ordering documents and CD's. The US CTI Program will submit key program documents to the DEC. These documents may include the following:

- Program Workplans and Performance Management Plans
- Conference and workshop proceedings
- Technical reports
- Outreach materials such as brochures, fact sheets, and monthly updates
- Semi-annual and annual progress reports

The PI will prepare an initial list of key program documents that have already been developed that should be included in the DEC and present this list to the CTO. Upon approval by the CTO, the PI will follow the submission procedures as outlined at [docsubmit@dec.cdie.org](mailto:docsubmit@dec.cdie.org)

## **EXTERNAL MEETINGS AND PRESENTATIONS**

Dozens of CTI-related meetings and conferences will be held throughout the Coral Triangle region. It is important that the participating USG agencies represent the US CTI Program at these meetings as a means to educate others on the program and as an opportunity to highlight Program accomplishments. Through their professional contacts, each team member participates in various related meetings and these upcoming meetings are recorded during the Program Coordination Group (PCG) calls.

**PowerPoint Template and US CTI Program Overview.** A standardized PowerPoint template and overview presentation on the US CTI Program will be prepared and distributed to the U.S. Program team for use in their presentations. This presentation will be periodically updated and will reside in the PIP. As per specific agreements with USAID, templates will include USAID logo and branding, in addition to specific agency logos as appropriate.

## **SPECIAL EVENTS**

In addition to regular reporting on the US CTI Program, there may be opportunities to participate in several special events that may warrant additional communications support through mass media outlets. These events include the initial launch of the US CTI Program, participation in the CTI-related meetings such as the Senior Officials Meeting (SOM2) and the CTI Summit at the World Oceans Conference in Manado, May 2009 where the CTI Plan of Action will be endorsed. In these cases, the PI will work closely with the communications staff at RDMA and the US CTI Program team.

**Road to Manado Planning Tool.** To facilitate the tracking and planning of activities that lead up to the World Oceans Conference in Manado, Indonesia, a planning tool will be developed. This tool will reside on the PIP and assist team members with identifying activities and milestones that need to occur at each key event. For each event, the planning tool will outline the date and location, purpose, the US CTI participants, any materials, and outcomes and points of contact.

**Attachment 1: Summary of Outreach Activities/Products and Responsibilities**

<b>Activity/Product</b>	<b>Occurrence</b>	<b>Description</b>	<b>Participants</b>	<b>Responsibilities</b>
Program Coordination Group (PCG)	Bi-monthly and as needed. Calls will be scheduled at 8:00 a.m. or 9:00 a.m. Bangkok time	The PCG was established to provide a forum for regular communication among the Team. The PCG will participate in bi-monthly conference calls.	The PCG calls will include PCG members from the CTSP, State Department, NOAA, USAID bilateral missions and USAID Washington.	PI will prepare and distribute agenda prior to call.
Quarterly Technical Report for CTO	Forms sent to Team 10 days prior to due date for quarterly report	The PI will email a template to the USG team.  Labeling protocol for file: US CTI Quarterly rpt YYYY-MM.doc	CTSP, PI	PI: pcollier@usciti.org
Weekly Updates and Announcements	Weekly	The Team will submit weekly updates to the PI and the PI will compile the submittals and send to the CTO COB Thursday EST.	CTSP, NOAA	Team sends submittals to the PI COB Thurs EST. PI sends to CTO by OOB BKK Friday. PI to email CTO and cc: <a href="mailto:phackett@ecoasia.net">mailto:phackett@ecoasia.net</a> CTSP
Monthly US CTI Program Update for CTI stakeholders	Distributed on the 5 <sup>th</sup> of the Month.	The PI will consolidate information from weekly submittals and the Team monthly reports to prepare a monthly program update.	CTSP	PI submits PDF file to the CTO on the 15 <sup>th</sup> of the month.
PIP to include a public Web Site and Team Workspace	Daily updates and maintenance.	A public web site will be created as well as a Team workspace	Web site: All Team workspace: US CTI Program Team members and Development Partners	url: www.usciti.org  Workspace: login and password required  The PI will be responsible for maintaining the PIP, but each team member will be responsible for uploading documents and updating the calendars.
Overview PPT of US CTI Program	Once	An overview slide show which can up modified as needed by each organization to highlight the US CTI Program	All team members	PI to develop PPT with approval by RDMA and load on to the PIP.
Fact sheets	As needed	An initial general fact sheet on the US CTI Program as well as topic-specific fact sheets and "Telling Our Story" ideas as needed	All team members	The PI will circulate to all team members for comment with approval by RDMA
Press Releases, cables, and speeches	As needed	Press releases and cables to announce events or major products developed by the US CTI Program	PI and others depending on the content	The PI will develop a draft and submit to RDMA for comment and approval
Glossary of Terms	Once and updated as needed	Glossary of terms	PI with input from team	The PI will develop draft and circulate to team for additions,

