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U.S. CORAL TRIANGLE INITIATIVE (CTI) SUPPORT PROGRAM

# PROGRAM INTEGRATOR

# YEAR 3 WORK PLAN 2010 – 2011

November 2010 (Bangkok, Thailand)



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Prepared for U.S. Agency for International Development  
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# CONTENTS

- CONTENTS .....i
- LIST OF TABLES AND FIGURES.....i
- LIST OF ACRONYMS AND ABBREVIATIONS.....ii
- 1. INTRODUCTION..... 1
- 2. US CTI SUPPORT PROGRAM TEAM..... 3
- 3. PROGRAM SUPPORT AND INTEGRATION..... 5
  - Task 1: Coordination of US CTI Support Program and USG Activities in the Region..... 5
  - Task 2: Coordination with Non-USG Coral Triangle Programs ..... 6
  - Task 3: Internal and External Communications..... 7
  - Task 4: USAID Administrative Support..... 9
- 4. REGIONAL SUPPORT AND TECHNICAL ASSISTANCE..... 10
  - 4.1. US CTI Support Program Results Framework and Outputs Table..... 10
  - 4.2. Result 1-Regional and National Platforms Strengthened to Catalyze and Sustain Integrated Marine and Coastal Management in the Coral Triangle ..... 13
    - IR1.1 Integrated marine and coastal management framework developed and endorsed ..... 13
    - IR1.2 Institutional capacity and collaboration strengthened ..... 14
    - IR1.3 Learning and information networks strengthened..... 17
    - IR1.4 Public and private sector constituencies engaged..... 18
  - 4.3. Result 2-Ecosystem approach to fisheries management improved in CT Countries ..... 19
  - 4.4. Result 3-Marine Protected Area management improved in CT countries ..... 19
  - 4.5. Result 4-Capacity to adapt to climate change improved in CT countries..... 19
    - IR4.1 CCA framework developed and endorsed .....20
- 5. ORGANIZATION AND STAFFING ..... 21
- 6. YEAR 3 WORK PLAN ACTIVITIES..... 25
- 7. PROGRAM INTEGRATOR PERFORMANCE MANAGEMENT PLAN ..... 28
- 8. US CTI SUPPORT PROGRAM INTEGRATOR GENDER ACTION PLAN ..... 36

## LIST OF TABLES AND FIGURES

- Table 1. Program Integration and Support Activities ..... 9
- Figure 1. Results Framework for the US CTI Support Program..... 10
- Table 2. Life of Program Outputs and Outcomes Table for the US CTI Support Program..... 11
- Table 3. Outputs and Activities for Intermediate Result 1.1 ..... 14
- Table 4. Outputs and Activities for Intermediate Result 1.2..... 15
- Table 5. Outputs and Activities for Intermediate Result 1.3 ..... 17
- Table 6. Outputs and Activities for Intermediate Result 1.4..... 18
- Table 7. Outputs and Activities for Intermediate Result 4.1 ..... 20
- Table 8. US CTI Support Program Integrator Staffing Plan..... 23
- Figure 2. Organizational Structure of the US CTI Program Integrator..... 25
- Table 9. Year 3 Activity Tables ..... 26
- Table 10. Indicators for the US CTI Support Program..... 30

# LIST OF ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
ARD	Associates in Rural Development
AOTR	Agreement Officer's Technical Representative
ASEAN	Association of South East Asian Nations
ASLI	Asian Strategy and Leadership Institute
CC	Climate Change
CCA	Climate Change Adaptation
CCA REAP	Climate Change Adaption Region-Wide Early Action Plan
CCC	CTI Coordination Committee
CDM	Clean Development Mechanism
CI	Conservation International
CITES	Convention on International Trade in Endangered Species
CMWG	Coordination Mechanisms Working Group
COASTFISH	Coastal Fisheries and Poverty Reduction Initiative
COP	Chief of Party (USAID) or Conference of Parties
COTR	Contracting Officer's Technical Representative
CRCP	NOAA Coral Reef Conservation Program
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
CTC	Coral Triangle Center
CTI	Coral Triangle Initiative
CTICOM	Coral Triangle Initiative Council of Ministers
CTMPAS	Coral Triangle MPA System
CTNI	Coral Triangle Network Initiative
CRC	Coastal Resource Center, University of Rhode Island
CTSP	Coral Triangle Support Partnership
DA-BFAR	Philippines Department of Agriculture-Bureau of Fisheries and Aquatic Resources
DCOP	Deputy Chief of Party
ECOGOV	Environmental Governance (USAID project)
EAFM	Ecosystem approach to fisheries management
EBFM	Ecosystem-Based Fisheries Management
FISH	Fisheries Improved for Sustainable Harvests Project (USAID)
GEF	Global Environment Facility

GIS	Geographic Information System
ICC	Information Coordination Committee
ICO	Information, communications, and outreach
IEC	Information Education and Communication
IR	Intermediate Result
IMCM	Integrated Marine and Coastal Management
IUU	Illegal, unreported, and unregulated
LGA	Local Government Associations
LGU	Local Government Units
LMMA	locally managed marine area
LRFT	Live reef fish trade
LRFFT	Live reef food fish trade
M&E	Monitoring and evaluation
MM	Ministerial Meeting
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPA	Marine Protected Area
MSC	Marine Stewardship Council
MSI	Marine Science Institute, University of the Philippines
NCC	National Coordination Committee
NGO	Non-governmental organization
NMFS	National Marine Fisheries Service
NOAA	National Oceanic and Atmospheric Administration
NOAA CRCP	NOAA Coral Reef Conservation Program
NOS	National Ocean Service
NPOA	National Plan of Action
PAPA	Participating Agency Program Agreement
PEMSEA	Program for the Environmental Management of the Seas of East Asia
PCG	Program Coordination Group
PI	Program Integrator
PMP	Performance Monitoring Plan
PNG	Papua New Guinea
PPP	Private-public partnerships
RAA	Regional Activity Areas
RAT	Regional Action Team
RDMA	Regional Development Mission/Asia
REAP	Region-wide Early Action Plan

RPOA	Regional Plan of Action
SAB	Science Advisory Board
SGP	Small grants program
SOM	Senior Officials Meeting
SPREP	South Pacific Regional Environment Program
SSME	Sulu Sulawesi Marine Eco-region
TAT	Technical Assistance Team
TNC	The Nature Conservancy
TOR	Terms of reference
TWG	Technical Working Group
UNFCCC	United Nations Framework Convention on Climate Change
URI	University of Rhode Island
USAID	United States Agency for International Development
USAID GDA	USAID Global Development Alliance
USG	United States Government
VA	Vulnerability Assessment
WWF	World Wildlife Fund
WG	Working Group

# I. INTRODUCTION

Tetra Tech ARD was awarded Task Order EPP-I-07-06-00008-00 on September 3, 2008, to provide program integration and technical support for a unified US government response to the Coral Triangle Initiative.

## I.1 Overview of the US CTI Support Program

The Coral Triangle (CT) covers nearly 2.3 million square miles of ocean, encompassing all or parts of Indonesia, Malaysia, Papua New Guinea, the Philippines, the Solomon Islands, and Timor-Leste (the CT6). The Coral Triangle is the epicenter of marine diversity on the planet with over 500 species of reef-building corals and 3,000 species of fishes. Its biological resources sustain the lives of more than 126 million people in the region and benefit millions more worldwide. Yet the marine and coastal natural resources of the Coral Triangle, and the many goods and services they provide are at immediate risk from a range of factors. These factors adversely impact food security, employment opportunities, and the quality of life the people who depend on marine resources for their livelihoods.

The Coral Triangle Initiative (CTI) is a multilateral partnership founded on the commitment of the six Coral Triangle countries (CT6): Indonesia, Malaysia, Papua New Guinea, the Philippines, Timor-Leste, and the Solomon Islands, 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 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.

### Program Approach

- Assist Government with Enabling Conditions
- Build Capacity and Strengthen Institutions
- Build Constituencies
- Enhance Decision Making Support Capacity

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 Regional Plan of Action (RPOA). Within the broad framework of the CTI Regional Plan of Action, the six countries are implementing National Plans of Action (NPOAs), 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 is coordinated through a Regional Secretariat, currently based in Indonesia. Final governance arrangements, including establishment of the permanent Regional Secretariat remain under negotiation, but are likely to include a governing council, assisted by a partners' forum, and national coordinating committees (NCC) in each country.

The U.S. Coral Triangle Initiative Support Program represents the US Government's (USG's) commitment to support the efforts of the CT6 countries. The U.S. Agency for International Development (USAID) Regional Development Mission for Asia (RDMA) in Bangkok, Thailand is supporting regional and national implementation through the National Oceanic and Atmospheric Administration (NOAA) and the Coral Triangle Support Partnership (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., now Tetra Tech ARD. Modeled after the U.S. Indian Ocean Tsunami Warning System (IOTWS) Program, the PI is responsible for providing coordination support to the various USG agencies and partners, including other donors, providing strategic technical support to the region, and for supporting RDMA in 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 Support Program through existing marine-related projects in their respective countries. The U.S. Department of State is supporting development of the CTI Regional Secretariat in Jakarta, Indonesia.

## 1.2 Overview of the Program Integrator

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 benefits of strengthened coordination include multiplying impact through synergy, avoiding release of conflicting technical information, ensuring efforts are not duplicated, streamlining engagement with beneficiaries to minimize transaction costs and fatigue, and exploiting opportunities to capture and apply lesson and apply them in activities through adaptive management.

The PI supports the US CTI Support Program by coordinating consolidated planning and reporting, facilitating adaptive management, and providing strategic technical support to the region. The PI objective is to support RDMA in facilitating a unified USG response to CTI that is sustainable and CT6 led, and to facilitate regional exchange among CTI stakeholders that advances implementation of the RPOA. The PI promotes gender equity and equality through its USCTI program support task and technical efforts through the application of gender analysis and integration. The PI focuses its efforts where catalytic support is targeted to achieve sustainable impacts at appropriate levels and scale in concert with CTSP programming, the science and technology contributions of NOAA, and building on USAID’s five decades of development work across the region.

### Work Plan Organization

This Year 3 Program Integrator Work Plan provides an overview of the planned activities and outcomes for the 12 month period of implementation from October 1, 2010 – September 3, 2011. The work plan structure has been modified from the Year 2 work plan to build on the Program’s Results Framework with an additional Outputs/Outcomes Table. This work plan is organized as follows:

- Section 1 Introduction
- Section 2 US CTI Support Program Partners
- Section 3 Program Support and Integration
- Section 4 Regional Support and Technical Assistance
- Section 5 PI Organization and Staffing
- Section 6 Year 3 Work Plan Activity Tables
- Section 7 Performance Management Plan
- Section 8 Gender Plan

#### Shared USAID Indicators to Measure Program Progress

- Number of hectares in areas of biological significance under improved management
- Number of hectares under improved natural resource management as a result of USG assistance
- Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented
- Number of people receiving USG-supported training in natural resources management and/or biodiversity conservation
- Number of laws, policies, agreements, or regulations addressing climate change proposed, adopted, or implemented as a result of USG assistance
- Number of public-private partnerships formed

This work plan will be integrated with the Year 3 work plans of the US CTI Support Program partners into the US CTI Support Program Annual Consolidated Work Plan.

## 2. US CTI SUPPORT PROGRAM TEAM

As one of the CTI stakeholders, the US CTI Support Program is composed of USAID, the U.S. Department of State, NOAA, the NGO Consortium of WWF, TNC and CI which implements the USAID-funded Coral Triangle Support Partnership (CTSP) and Tetra Tech ARD which serves as the Program Integrator (PI) through a USAID contract. USAID RDMA serves as lead and provides overall management of the program, in coordination with USAID missions in the Philippines, Indonesia, Washington D.C., and the U.S. Department of State.

### **U.S. Agency for International Development – Regional Development Mission for Asia (USAID RDMA)**

USAID provides overall coordination and administrative support for the integrated USG program from its Regional Development Mission for Asia (RDMA), located in Bangkok, Thailand. USAID/RDMA is coordinating directly with appropriate USAID Mission personnel and programs in Indonesia and the Philippines, as well as internally within USAID with RDMA's Regional Environment Office and USAID Washington and the State Department. USAID manages the PI for the US CTI Program and works and coordinates directly with the NGO Consortium, USG agency partners.

*Point of Contact:* Renerio Acosta, US CTI Program Manager and Contracting Officer's Technical Representative (COTR)/ Agreement Officer's Technical Representative (AOTR), USAID Regional Development Mission for Asia, Tel. +66-2-263-7972; [racosta@usaid.gov](mailto:racosta@usaid.gov).

### **USAID Indonesia**

USAID Indonesia is actively engaged in the US CTI Support Program through direct coordination with the Indonesia government and with specific projects implemented in coastal areas of Indonesia. USAID Indonesia has also signed a Participating Agency Program Agreement (PAPA) with the U.S. Department of Justice to support improvement of maritime and forestry-related law enforcement activities in Indonesia.

*Point of Contact:* Alfred Nakatsuma who is also COTR for CTSP Indonesia, Tel. + 62-21-3435-9434, [anakatsuma@usaid.gov](mailto:anakatsuma@usaid.gov). Ben Stoner, Senior Environment Officer, is USAID Activity Manager, Tel. +62-21-3435-9470, [bstoner@usaid.gov](mailto:bstoner@usaid.gov). Celly Catharina, Marine Specialist, [ccatharina@usaid.gov](mailto:ccatharina@usaid.gov).

### **USAID Philippines**

USAID Philippines is actively engaged in the US CTI Support 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. The FISH Project is a seven-year (2003-2010) technical assistance project funded by USAID implemented by Tetra Tech EM Inc. in partnership with the Department of Agriculture-Bureau of Fisheries and Aquatic Resources (DA-BFAR), other national government agencies, local government units and non-governmental and other assisting organizations. Project activities focus on ecosystem-based fisheries management in four target implementation areas: Calamianes Islands

(Palawan), Danajon Bank (Bohol, Southern Leyte, Leyte, Cebu), Surigao del Sur and Tawi-Tawi. Project website: [www.oneocean.org](http://www.oneocean.org). The project ended December 10, 2010.

EcoGov is implemented by Development Alternatives Inc. in partnership with the Department of Environment and Natural Resources (DENR), various leagues of local government units (LGUs), DENR/Autonomous Region in Muslim Mindanao and the Department of Interior and Local Government. EcoGov is strengthening LGUs to respond to these challenges through localized and strategic actions that aim to reduce overfishing and illegal logging and conversion of natural forests and improve the management of solid wastes and wastewater. Project website: <http://ecogovproject.denr.gov.ph/Index.htm> Oliver Agoncillo serves as COTR and Rebecca Guieb, [rguieb@usaid.gov](mailto:rguieb@usaid.gov), as Activity Manager for CTSP Philippines.

*Point of Contact:* Rolf Anderson, Tel. + 632-552-982 [randerson@usaid.gov](mailto:randerson@usaid.gov).

## **U.S. Department of State**

The State Department has played a critical role in supporting the CTI Regional Secretariat through a grant managed through The Nature Conservancy. The grant, which concludes in December 2010, supports the *Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security*, primarily through supporting the development of a viable, regional CTI Secretariat; effective National Coordination Committees (NCCs) in the three Southeast Asian countries in the Coral Triangle (CT); and the most important meetings under the CTI Roadmap (i.e. Ministerial Meeting and CT Summit), plus an initial meeting on implementation of the CTI Regional Plan of Action (RPOA) following its approval. These three foundational elements will be critical to the long-term success of the Coral Triangle Initiative.

*Point of Contact:* Christine (Chris) L. Dawson, Tel. +1202- 647 4683; email [dawsoncl@state.gov](mailto:dawsoncl@state.gov).

## **U.S. Department of Commerce - National Oceanic and Atmospheric Administration (NOAA)**

NOAA's cadre of scientists, marine managers and marine resource technical experts provide strategic technical support to the US CTI Support Program based on ongoing programs, and in response to need defined at country and regional levels. NOAA's support to CTI includes both regional and Indonesia-specific components. NOAA provides a critical link at the government-to-government level and between government and academic institutions. The new International Strategy of NOAA's CRCP identifies the Coral Triangle as one of its four priority regions worldwide. This builds upon NOAA's long history of engagement in the CT Region providing training, technical assistance, and funding to governments and NGOs on projects such as protected species conservation, fisheries management, coastal management, and others. In the US CTI, NOAA's regional program draws upon the expertise and staff of multiple line offices, including but not limited to: National Ocean Service/Coral Reef Conservation Program (NOS/CRCP), NOS/International Programs Office, NOS/Office of National Marine Sanctuaries, National Marine Fisheries Service/Office of Law Enforcement, NMFS/Office of International Affairs, Ocean and Atmospheric Research/Sea Grant, and Office of International Affairs, with NOAA's primary Point of Contact coming from the CRCP. Additional NOAA programs and offices are expected to be tapped as further CTI needs (methodologies, strategies and tools) are refined over the course of the 5-year US CTI program.

*Point of Contact:* Dr Steven Thur (Acting), Tel. +1-(301) 713-3155; Email: [Steven.Thur@noaa.gov](mailto:Steven.Thur@noaa.gov)

## **Coral Triangle Support Partnership (CTSP)**

CTSP is a five-year project executed by a consortium of NGOs led by WWF, in partnership with TNC and CI. CTSP is aimed at directly supporting catalytic and transformational activities to help implement

the CTI Regional and National Plans of Action in specified priority geography areas of the six CTI countries: the Solomon Islands, Papua New Guinea, Indonesia, East Timor, Malaysia, and the Philippines. The CTSP long-term objective is to improve the management of biologically and economically important coastal and marine resources and associated terrestrial ecosystems that support the livelihoods of peoples and economies in the Coral Triangle. In all countries, CTSP works to engage the private sector, establish and strengthen capacity development and training institutions, strengthen national CTI coordinating committees and civil society institutions. In each CT6 country, CTSP is establishing at least one national learning site in which all US CTI Support Program's results areas (strengthened national and regional platforms, application of ecosystem approach to fisheries management, improved marine protected area management and increased capacity to adapt to climate) are demonstrated. The CTSP consortium works with the CT6 to create opportunities to take advantage of the Consortium's international reach to leverage additional assistance from other private, bi-lateral and multi-lateral donors. Particularly important is CTSP focus on identifying sustainable sources of financing from within national and sub-national government budgets, and through non-governmental sources such as the private sector.

*Point of Contact:* Maurice Knight, CTSP Chief of Party; email: [Maurice.Knight@wwfus.org](mailto:Maurice.Knight@wwfus.org).

### **Program Integrator (PI)**

The PI, funded by USAID/RDMA, provides coordination and technical and administrative support to the US CTI Support Program. The PI assists in coordinating USG agency efforts in achieving and reporting the overall expected results for the USG program. Additionally, the PI provides strategic technical support, analyses, assessments, coordination support at the regional level, and manages regional exchanges and a small grants program.

*Point of Contact:* Peter Collier, Chief of Party, Tel. +66-2-637-8518; [pcollier@uscti.org](mailto:pcollier@uscti.org).

## **3. PROGRAM SUPPORT AND INTEGRATION**

PI Program Support and Integration activities are outlined below under four task areas consistent with the original USAID Task Order. Development of effective coordination strategies and mechanisms maximizes impact and facilitates the development and communication of a unified USG contribution to the CTI that is technically sound, culturally appropriate, and gender-sensitive.

### **Task I: Coordination of US CTI Support Program and USG Activities in the Region**

A successful unified US CTI Support Program includes effective and regular communication among team members; efficient program planning, monitoring and reporting; coordinated implementation at regional, country, and local levels; clear and consistent messages and information about program activities, progress, and directions delivered to CTI partners; and synergies created that enable the program to be more than the just the sum of its parts.

The PI is working with the US CTI Support Program team in maintaining and further developing a set of management tools that facilitate the consolidation of Program efforts. These include the Common Results Framework, a Consolidated Work Plan, a Consolidated Performance Monitoring Plan (PMP), coordinated and integrated reporting mechanisms, as well as a Consolidated Communications Plan. The communications plan addresses internal and external flows of information that includes monthly program coordination calls, an integrated planning process, and the CTI Partner Portal. The PI provides a forum for the US CTI Support Program team to communicate, assess, evaluate, and refine strategies

and activities in the region in light of changing or new circumstances at regional and national levels and incorporating new information. US CTI Support Program planning and reporting products developed or integrated by the PI include:

- Consolidated Annual Work Plan
- Consolidated Performance Management Plan
- Regional Activity Team Charging Document and Strategies
- Consolidated planning and performance data as inputs to RDMA operational planning and performance reviews
- Weekly, Monthly and Quarterly Program Updates
- Program Web Portal and Work Spaces
- Monthly Program Bullets
- Consolidated Semi-Annual Progress Reports
- Consolidated Annual Progress Reports

A Consolidated Communications Plan addresses internal and external flows of information that includes monthly program coordination calls, an integrated planning process, and the CTI Partner Portal. The PI plans, schedules and conducts calls, communications and planning efforts of the Program Coordination Group, as confirmed at the July 2009 Program Coordination Meeting, with calls conducted on a quarterly basis or as needed. The PI schedules and facilitates regular Communications Team calls and Core Team calls on a biweekly basis and drafts and circulates minutes. The PI also conducts regular Regional Activity Team calls to support the coordination and work of the Regional Activity Teams. The PI will continue to conduct PI Team Calls on a regular basis. The PI plans, facilitates and prepares proceedings for annual US CTI Support Program Coordination Meetings and other planning meetings as requested by USAID and the US CTI Support Program Team.

The PI also supports the facilitation coordination of teams to lead program efforts under regional activity areas (RAA) identified for integrated implementation under the US CTI Support Program. In Year 3, US CTI Support Program Regional Activity Teams, which were developed in Year 2 of the Program and consisted of key technical representatives from CTSP, NOAA and the PI, will be focused on the Program's primary technical result areas: ecosystem approach to fisheries management (EAFM), led by CTSP; marine protected area management (MPA) and capacity to adapt to climate change (CCA). CTSP is designated Program lead for EAFM and MPA regional efforts with supporting participation of NOAA and the PI, and the PI is designated Program lead for CCA regional efforts with supporting participation of CTSP and NOAA.

The Program's Regional Activity Teams will review resources and coordination and further develop strategies based on the outcomes of the CTI Regional Priorities Coordination Workshop conducted by the Regional Secretariat with PI support in Jakarta in May 2010; the regional activities conducted by the Program in Year 2; the Program's Year 3 Consolidated Work Plan; and the outcomes of the 6<sup>th</sup> CTI Senior Officials Meeting conducted in Manado, Indonesia in November 2010. The latter formally established five technical working groups (TWGs) to facilitate action supporting each of the RPOA's five goals, plus a sixth working group on capacity development. Regional Activity Teams will therefore increasingly provide technical support to the TWGs and support efforts under their mandate and guidance while ensuring that its activities are consistent with the US CTI Support Program Consolidated Work Plan and reporting requirements. Regional Activity Teams leads will present and review activities planned as well as report on outcomes with the Program Core Management Team. Regional outputs and outcomes for the life of the US CTI Support Program are outlined in Table 2.

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

Following the first CTI Senior Officials Meeting in 2007, the CT6, NGOs, and multilateral and bilateral donors accelerated their efforts to fund programs to support CTI. As a result, CTI-related programs are being developed by organizations such as the Asian Development Bank (ADB) with funds from the Global Environment Facility (GEF), and country-specific bilateral donor agencies. Australia is now initiating its CTI support programming as well. 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 RPOA.

Donor coordination efforts are being conducted through meetings, dialogue and participation in regional and national donor forums. Donor agency representatives are invited to US CTI Support Program planning workshops to share information. Program planning and implementation data, including point of contact, technical and geographic scope, status, and implementation timeline from ongoing and proposed non-USG Coral Triangle programs, are being compiled from program design documents and implementation plans. This CTI Projects Database is maintained and made available through the CTI Partner Portal and reviewed and periodically updated to provide the RDMA and the CTI Secretariat with up-to-date assessments and status reports of other donor programs.

### Task 3: Internal and External Communications

The PI prepared the US CTI Support Program Consolidated Outreach and Communications Plan in November 2008 and continues to work with program team members to finalize a consolidated, overall Program Outreach and Communications Plan to support the unified USG response to the CTI and reflect outcomes of the Denpasar Program Coordination Meeting held July 2009 and recommendations of the midterm review conducted from July- August 2010. The Outreach and Communications Plan ensures that all program documents and communications products are consistently branded and follow standard formats. These materials and templates are located in the CTI Partner Portal and can be easily accessed by all program team members. A related set of report cover templates to reflect the various team member affiliations and organizational structure while still providing overall program continuity have been developed. Standardized language that defines the US CTI Support Program has been included in materials to help communicate a common message. The PI promotes the use of consistent terminology on all US CTI Support Program products.

The PI continues to develop key communication pieces for the US CTI Support Program and coordinates the drafting, review and submission of a range of regularly produced products including Weekly Updates, Monthly Updates, success stories, fact sheets, progress reports, presentations, etc. for RDMA and other communications channels. These materials include CTI Partner Portal, EcoAsia e-newsletters, the US CTI Support Program web site, and others.



New outreach materials intended for broader audiences that include other USG agencies, national governments, NGOs, and international donors are also being developed. These include contributions to USAID’s Telling Our Stories, fact sheets for priority geographic areas, and social media platforms such as Facebook. The PI is working with other program team members to review US CTI Support Program work plan activities and develop and implement communication strategies for priority events and achievements that would benefit from special media outreach planning and support. The PI holds regular training web casts with US CTI Support Program country teams on communication products and processes.

The PI continues to develop and maintain the CTI Partner Portal as a platform to support information sharing, online real-time planning and collaboration among partners supporting the CTI. The Portal posts announcements, hosts work spaces and contains a documents library, the CTI Projects Database, a contacts database, events and travel schedules, and a geographic information system (GIS) mapping interface to allow partners



to view and map site-specific activities conducted across the Coral Triangle. The GIS interface will also be used to track the Regional Exchange focal sites and the priority geographic sites supported by the program. While access to certain work spaces and folders in the documents library may be limited to specific users for security or site integrity reasons, Portal users using a generic username and password can read and download all documents from all other folders in the site. To further increase awareness and use of the Portal, the PI circulates regular updates to its network highlighting new resources, announcements and updates.

The Web Portal is composed of a US CTI Support Program Web site for the broader public, and a secure, password-protected CTI Partner Portal site that allows the PI, Program and partners to coordinate project activities, perform and monitor tasks, and prepare and publish documents and associated deliverables. For example, users can 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 Portal. The PI aims to capture the program’s ability to promote the participation of women and other traditionally marginalized groups in CTI activities.

In addition, the PI is assisting in the development of technical briefs to support key program objectives such as ecosystem-based fisheries management practices, establishment and enforcement of marine protected area networks, climate change adaptation strategies and coastal community resilience. All materials developed adhere to the USAID branding guidelines. Internal and external communication strategies 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; and Program Website and CTI Partner Portal.

## Task 4: USAID Administrative Support

The PI is working with USAID RDMA on a daily basis providing regular and special reports, updates and analyses; scheduling, preparing and conducting meetings; preparing briefs, speeches, talking points, communications, cable and other materials; completing requests for information; and supporting US participation in CTI meetings, events and activities. Annual planning and reporting workshops will be regularly held to develop “out year” Consolidated Annual Work Plans and to incorporate changes in technical, management, and administrative approaches based on lessons learned. Table I. identifies specific Year 3 integration and support activities by Quarter.

**Table I. Program Integration and Support Activities**

Activity	Individual Lead	Partners	FYI			
			Q1	Q2	Q3	Q4
Prepare US CTI Support Program Consolidated Annual Work Plan	K. Courtney	CTSP, NOAA	■			
Prepare Consolidated Program Performance Management Plan	N. Mattich	CTSP, NOAA	■			
Update and implement Consolidated Program Communications Plan	C. Macpherson	CTSP, NOAA	■	■	■	■
Conduct Biweekly Program Core Management Team Calls	C. Macpherson	CTSP, NOAA	■	■	■	■
Conduct Quarterly Program Coordination Group (PCG) Calls	C. Macpherson	CTSP, NOAA	■	■	■	■
Conduct Biweekly/Monthly CTI Partner Coordination Calls	C. Macpherson	All CTI Partners	■	■	■	■
Develop and update approaches and lessons for improved coordination of regional activities	S. Tighe	CTSP, NOAA	■	■	■	■
Ensure timely completion of Program regional activity reports	S. Tighe	CTSP, NOAA	■	■	■	■
Support USAID coordination with CTI Regional Secretariat and CTI Partners	P. Collier	CTSP, NOAA	■	■	■	■
Coordinate development, maintenance and dissemination CTI Projects Database	P. Collier	All CTI Partners	■	■	■	■
Respond to communications and other coordination and materials needs of RDMA	P. Collier	CTSP, NOAA	■	■	■	■
Maintain and update CTI Partner Portal and conduct quarterly Portal reviews and recommend improvements	L. Gallardo	CTSP, NOAA	■	■	■	■
Review and implement US CTI Support Program reporting procedures	N. Mattich	CTSP, NOAA	■	■	■	■
Compile planning and performance data for RDMA	N. Mattich	CTSP, NOAA	■		■	
Prepare Monthly US CTI Support Program Bullets	N. Mattich	CTSP, NOAA	■	■	■	■
Prepare Weekly, Monthly and Quarterly US CTI Support Program Updates	L. Gallardo	CTSP, NOAA	■	■	■	■
Prepare Program Integrator Semi Annual Progress Report	N. Mattich	CTSP, NOAA		■		
Prepare US CTI Support Program Consolidated Annual Report	C. Macpherson	CTSP, NOAA	■			

## 4. REGIONAL SUPPORT AND TECHNICAL ASSISTANCE

Within the US CTI Support Program, the Program Integrator provides regional support and technical assistance to the CT6 and CTI bodies. As a regional project, the PI focuses its support to CTI through activities that help:

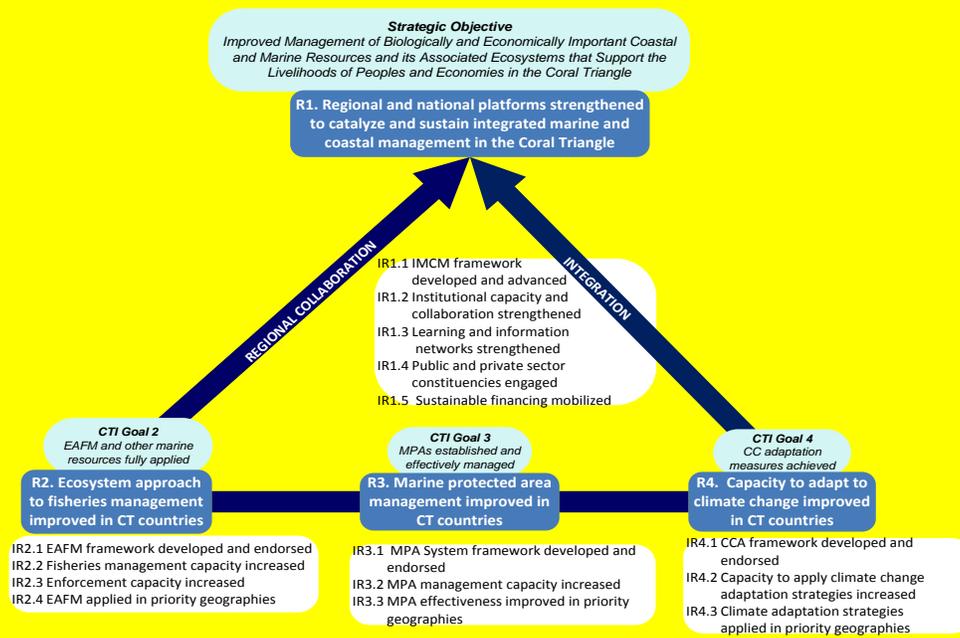
- Achieve outcomes requiring collective action that cannot be achieved by one country alone,
- Strengthen economies of scale through use of common platforms and tools,
- Strengthen national/local capacity development through regional exchange and learning,
- Adopt a harmonized position that is context-based for policy reform,
- Focus catalytic support on efforts to strengthen CT6 leadership and achieve sustainable impacts, and
- Forge a CTI regional identity.

This section provides an overview of the results framework and details the life of project plan for the PI.

### 4.1. US CTI Support Program Results Framework and Outputs Table

The US CTI Support Program Results Framework consists of four results statements that capture the outcomes and impacts of activities over the life of the program (See Figure 1). US CTI Support Program results have been aligned to match three of the five goals under the CTI RPOA; the first result addresses overarching regional and national platforms. Two CTI goals -- those addressing seascapes and endangered species -- are outside of the scope of the US CTI Support Program and therefore not specifically addressed within the Results Framework, although elements of these two goals will be supported at the country level. By focusing on these results, the US CTI Support Program can be strategic in targeting its resources both geographically and programmatically. Each result includes a set of more specific Intermediate Results (IRs) that when implemented, will roll up and contribute to meeting the broader result. In addition, USAID has provided a common set of program indicators that have been tagged to each IR and will be used to report on progress of the US CTI Support Program.

**Figure 1. Results Framework for the US CTI Support Program**



The PI proposes two adjustments to the Results Framework at the intermediate result level (Figure 1). To reflect the growing recognition of the need for CT countries to adopt an integrated approach, IR1.1 could be revised to target the development of a common framework for Integrated Marine and Coastal Management (IMCM). This framework would be developed to serve as an integrating framework for similar results under Results 2, 3, and 4. In addition, under Result 4, an additional intermediate result was added to reflect support to the CTI regional priority of developing a Climate Change Adaptation Region-wide Early Action Plan (CCA REAP). The major thrusts of the PI's work over the life of project will address Results 1 and 4. In addition, the PI will continue to support coordination and implementation of some activities of the US CTI Support Program Team in Results 2 and 3.

The specific outputs and outcomes the PI and US CTI Support Program will produce to achieve these Results are summarized in Table 2. The parentheses following each output indicate the project designated to lead coordination for achieving the output. The PI will lead Program support to strengthen the recently adopted CTI Technical Working Groups (TWGs), specifically EAFM, MPA and CCA, with a focus on the CCA TWG; support to the Regional Secretariat and Working Groups on Monitoring and Evaluation and on Coordination Mechanisms; regional IEC campaign support; development of a CTI Regional Learning Network of Universities and a CTI Science Advisory Board (SAB); Development of the CTI CCA REAP; and support for development of a CTI Regional Alliance and Network of Local Governments.

**Table 2. Life of Program Outputs and Outcomes Table for the US CTI Support Program**

CATEGORIES	OUTPUTS BY USCTI RESULT AREAS				PLACE-BASED OUTCOMES
	PLATFORMS	EAFM	MPA	CCA	
REGIONAL LEVEL	Functional TWGs Strengthened (PI+CTSP)	EAFM/Integrated Framework Adopted (CTSP+PI+NOAA)	MPA/Integrated Framework Adopted (CTSP+PI+NOAA)	CCA/Integrated Framework Adopted (PI+NOAA+CTSP)	Regional Coastal-Marine Governance Transformed Through Innovative Approaches and Best Practices
	Regional Secretariat/IEC Operations Enhanced (PI)	Live Reef Fish Trade (LRFT) Standards Developed (CTSP+NOAA+PI)	CTMPAS Established (CTSP)	Vulnerability & Adaptation Assessment Tools Adopted (NOAA+CTSP+PI)	

	University Network/Science Advisory Group Enhanced (PI+CTSP)	Integrated CT Atlas/Servir for Decision Support Expanded & Adopted (CTSP+NOAA)	Integrated CT Atlas/Servir for Decision Support Expanded & Adopted (CTSP+NOAA)	Integrated CT Atlas/Servir for Decision Support Expanded & Adopted (CTSP+NOAA)	
	Local Government Alliance & PP Partnerships Strengthened (PI+CTSP)	IUU/MCS Network Established & Strengthened (NOAA+CTSP)	MPA Mgt Effectiveness Protocol Adopted (CTSP)		
NATIONAL LEVEL	NCC Operations/IEC Enhanced (CTSP)	EAFM/Integrated Policy Adopted (CTSP)	MPA/Integrated Policy Adopted (CTSP)	CCA/Integrated Policy Adopted (CTSP)	<i>National CTI Interagency Body Taking Joint Actions for Maintaining Ecological Productivity and Food Security Across the Region</i>
	University Network Strengthened (CTSP+PI)	National EAFM & IUU-MCS Capacity Building Implemented (NOAA+CTSP)	National MPA Capacity Building & CTMPAS Implemented (CTSP+NOAA)	CCA Capacity Building Implemented	
		LRFT Standards Adopted (NOAA+CTSP)	Mgt Effectiveness Protocol Adopted and Implemented (CTSP)	Vulnerability & Adaptation Assessment Tools Adopted and Implemented (NOAA+CTSP +PI)	
PRIORITY GEOGRAPHY/ SITE LEVEL	Government/Community Support Established & Strengthened (CTSP)	Enabling EAFM/Integrate Local Policy Adopted (CTSP)	Enabling MPA/Integrated Local Policy Adopted (CTSP)	Enabling CCA/Integrated Local Policy Adopted (CTSP)	<i>Effective and Integrated Governance of Coastal-Marine Resources Demonstrated at Site Level</i>
		Constituency Bldg/Functional Management Body Strengthened (CTSP)	Constituency Bldg/Functional Management Body Strengthened (CTSP)	Constituency Bldg/Functional Management Body Strengthened (CTSP)	
		IEC/Enforcement Capacity Increased (CTSP)	IEC/Enforcement Capacity Increased (CTSP)	IEC/Enforcement Capacity Increased (CTSP)	
	Functional Linkages with University Network & PPP Enhanced (CTSP)	EAFM Spatial/Management Plan & LRFT Plan Adopted (CTSP)	Spatial/Management Plan Adopted (CTSP)	Vulnerability & Adaptation Assessment Conducted (CTSP)	
		M&E System In Place (CTSP)	M&E System In Place (CTSP)	M&E System In Place (CTSP)	
		Sustainable Livelihoods Options Introduced (CTSP)	Sustainable Livelihoods Options Introduced (CTSP)	Resiliency and Adaptation Measures Implemented (CTSP)	
THEMATIC OUTCOMES	<i>Number of Regional, National and Subnational Platforms Strengthened Through Support Interagency and Multisectoral Collaboration Across CT Region</i>	<i>Hectares of Fisheries Resource Areas Demonstrating Sustainable and Effective Management Systems for Maintaining Ecological Productivity and Food Security Across the CT Region</i>	<i>Hectares of No-Take/Protected Areas Demonstrating Sustainable and Effective Management Systems for Maintaining Ecological Productivity and Food Security Across the CT Region</i>	<i>Number of People with Reduced Vulnerability and Increased Resiliency Through Application of Adaptation Measures in Natural and Human Systems</i>	<b>US CTI GOAL: Improved management of biologically and economically important coastal-marine resources and associated ecosystems that support the livelihoods of peoples and economies in the Coral Triangle.</b>

### Three-Year Project Strategy

The PI's 3-Year Project Strategy defines major outputs, outcomes, work streams, and key activities primarily for Results 1 and 4 over the remaining three years of the US CTI Support Program. This strategy directly supports a number of regional priorities adopted by the CT6 in May 2010 and builds from significant successes of the PI providing regional support and technical assistance over the first two

years of the project. Every project activity and initiative is also reviewed using gender analysis as part of the Program Integrators Gender Action Plan which can be found in Section 8.

## **4.2. Result 1 - Regional and National Platforms Strengthened to Catalyze and Sustain Integrated Marine and Coastal Management in the Coral Triangle**

Strong platforms provide a common, trusted location or institutional source of resources that can inform and build consensus where all CT6 countries share a stake and can meet to continue the exchange and integration of ideas with coordinated efforts. Platforms are defined as multi-country associations of agencies, organizations, and/or individuals for the purpose of sharing experiences, information, and best practices and developing common approaches, action plans, and policies for addressing regional challenges and issues. Development and/or strengthening of a platform refers to improved organizational structure, clarification of platform goals and vision, development of platform agenda action items, training of platform members, or increased awareness of platform activities including workshops and forums.

Under the US CTI Support Program, support to platforms include the CTI bodies (Council of Ministers, Senior Officials Meetings, Regional Secretariat, National CTI Coordination Committees and Technical Working Groups), local government associations, academic or thematic institutes, thematic committees within inter-governmental or non-governmental bodies and organizations, among others. The PI will target activities under four intermediate results to strengthen regional and national platforms needed to catalyze and sustain integrated marine and coastal management in the Coral Triangle.

### **IRI.1 Integrated Marine and Coastal Management Framework Developed and Endorsed**

For Year 3, the PI has proposed the adjustment of IRI.1 from *Policies Developed and Advanced to Integrated Marine and Coastal Management Framework Developed and Endorsed* to provide greater focus and maximize the synergistic impact of the Program's policy support. Specific policy outcomes are articulated under Results 2 through 4, which the PI contributed in Year 2 and will continue to do so for the remainder of the Program. This will be done through a number of approaches and mechanisms including the PI's support of the CTI Secretariat and implementation of the Regional Priorities Workshop; its engagement with and leadership in the Regional Activity Teams; and implementation of regional exchanges and other technical activities. The newly worded IR will enable the PI to work towards integration of the Program's various regional policy efforts in a way that promotes greater coherence and impact.

In Year 3, the PI will contribute significantly to IRI.1 by working with CTI bodies and local government associations in CT6 countries to develop an integrating framework for marine and coastal management that incorporates ecosystem based fisheries management, marine protected areas, and climate change adaptation. This IMCM framework will set forth basic principles, terminologies, processes, benchmarks, and good practices to build a common understanding of the linkages between ecosystem based fisheries management, marine protected area management, and the other goals of the RPOA among all CT6 countries. The framework will be grounded in a legal and policy review and analysis to identify commonalities among CT6 countries; however, it will also assess and recognize the different approaches and systems used and appropriate for each of the countries. In effect, the effort will analyze, map and help align the different approaches and models applied and available for advancing integrated and ecosystem-based marine and coastal management. In addition, working with CTSP and NOAA, lessons learned in local implementation in integration sites will be tracked and synthesized into the framework.

Working with the CTI TWGs and CTI Mayor’s Round Table (see Table 3), the PI will provide support to develop and align common framework and advance them across the region by conducting regional exchange and training for local chief executives and technical staff on IMCM as basic service of local government and the development of a CTI Primer on IMCM.

**Table 3. Outputs and Activities for Intermediate Result 1.1**

5-Year Outputs and Workstreams	Activities		
	Year 3 (FY11)	Year 4 (FY12)	Year 5 (FY13)
<b>IR 1.1 Integrated marine and coastal management framework developed and advanced</b>			
<p><b>IMCM incorporated to support integrating frameworks for CTI</b></p> <ul style="list-style-type: none"> <li>Develop common understanding of IMCM as an integrating framework for CTI</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a review of existing legal and policy frameworks for IMCM in the region to identify commonalities, differences, and gaps</li> <li>Develop concept paper on IMCM with CTI TWGs and CTI Mayor’s Round Table that builds on commonalities among CT6 and incorporates RPOA goals</li> <li>Work with LGAs to identify a common set of benchmarks to operationalize IMCM as a basic service of local government</li> </ul>	<ul style="list-style-type: none"> <li>Track and synthesize regional and integration site efforts to define and implement EAFM, MPAs, and CCA</li> <li>Prepare a CTI IMCM primer as a product of CTI bodies that defines concepts, terms, best practices, and provides from the region</li> <li>Launch CTI IMCM primer as a collaborative product of CTI bodies (SAB, WGs, LGAs)</li> </ul>	

### **IR1.2 Institutional Capacity and Collaboration Strengthened**

In Year 3, the PI will contribute significantly to IR1.2 by supporting the CTI Regional Secretariat and thematic Technical Working Groups to guide and coordinate implementation of RPOA priorities. This effort will help catalyze implementation through annual priority setting and status monitoring with the CT6. In addition, the PI will strengthen local government associations in each CT6 country to support implementation of the RPOA and NPOA.

Collaborative sustainable management of natural resources requires capacity and consensus among the organizations and institutions that apply adaptive management practices over the resources. The US CTI Support Program is supporting the regional and national CTI bodies to complete their work on the Regional and National Action Plans that in part identify their priority targets and needs. In particular, in FY11 the PI will support the 2<sup>nd</sup> Annual CTI Regional Priority Coordination Workshop that sets and will guide immediate regional actions and their working groups (lead country, development partners) for the five CTI Goals, key cross cutting themes, and the regional CTI organizations. Working with US partners, the PI will provide limited strategic support for the development and work of the three respective CTI Technical Working Groups in the Program Results Framework (EAFM, MPA and CCA) to strengthen their capacity and fulfill their Terms of Reference.

The PI will also continue to provide support to the CTI Coordination Mechanisms Working Group with partner support led by Australia; the CTI Monitoring & Evaluation Working Group led by the Philippines; a planned Science Advisory Board that would advise the Senior Officials Meeting (SOM) and also receive support from ADB; and a Local Government Associations’ Round Table. As the interim Regional Secretariat continues its transition to an established regional organization, the PI may provide limited administrative and technical assistance to enable the Regional Secretariat to prepare and conduct

key regional meetings on behalf of its members, and to provide continuity in the activities defined by the Regional Priority Actions workshop.

**Table 4. Outputs and Activities for Intermediate Result 1.2**

5-Year Outputs and Workstreams	Activities		
	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
<b>IRI.2 Institutional Capacity and Collaboration Strengthened</b>			
<p><b>Regional Secretariat with sufficient capacity to support CTI</b></p> <ul style="list-style-type: none"> <li>Assist Secretariat follow through with CTI regional priorities</li> </ul>	<ul style="list-style-type: none"> <li>Assist Secretariat coordinate efforts of CTI bodies (M&amp;E WG, CCA WG, Science Advisory Board)</li> <li>Conduct annual CTI Regional Priorities Workshop</li> <li>Assist Secretariat in following up and tracking progress in addressing regional priorities</li> </ul>	<ul style="list-style-type: none"> <li>Assist Secretariat form and manage CTI bodies (M&amp;E WG, CCA WG, Science Advisory Board)</li> <li>Conduct annual CTI Regional Priorities Workshop</li> <li>Assist Secretariat follow up and track with regional priorities in each CT country</li> </ul>	<ul style="list-style-type: none"> <li>Assist Secretariat form and manage CTI bodies (M&amp;E WG, CCA WG, Science Advisory Board)</li> <li>Conduct 5-Year review workshop for CT6 on status of RPOA implementation</li> </ul>
<p><b>Local Government Associations (LGA) with sufficient capacity to support CTI</b></p> <ul style="list-style-type: none"> <li>Work with local government organizations to incorporate IMCM as a basic service</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Wakatobi assessment using FISH benchmarks and draft Learning Destination profile</li> <li>Conduct initial CTI Mayor's Round Table to develop strategy for incorporating IMCM as a basic service of local government</li> <li>Provide small grant to regional LGAs for capacity development</li> <li>Conduct EBFM training for Local Chief Executives, key technical staff and municipal-level legislators in integration sites in association with LGAs in each CT country</li> <li>Conduct 2<sup>nd</sup> CTI Mayors' Roundtable with Science Forum</li> </ul>	<ul style="list-style-type: none"> <li>Assist regional LGA conduct the 3<sup>rd</sup> CTI Mayor's Round Table to develop a MOA to build capacity for incorporating IMCM as a basic service (see also IRI.1)</li> <li>Assist LGAs in each country develop a "Wakatobi" commitment</li> <li>Conduct IMCM training for Local Chief Executives, key technical staff and municipal-level legislators in integration sites in association with LGAs in each CT country</li> </ul>	<ul style="list-style-type: none"> <li>Assist regional LGA to conduct the 3<sup>rd</sup> CTI Mayor's Round Table to share national LGA experiences in IMCM</li> <li>Track increase in Local Governments engagement in IMCM and support further implementation of MOAs</li> <li>Conduct IMCM training for Local Chief Executives, key technical staff and municipal-level legislators in association with LGAs in each CT country</li> </ul>
<p><b>Improved implementation of CTI information, education and communications strategies through support to CTI Learning Destinations</b></p>	<ul style="list-style-type: none"> <li>Form regional IEC team to support CTI Secretariat, NCCs, LGUs and partners to develop a Learning Destinations initiative</li> <li>Support packaging of Wakatobi as first Learning Destination, including interpretative center, to present at 1st Mayors' Roundtable</li> <li>Support preparation and packing of Learning</li> </ul>	<ul style="list-style-type: none"> <li>Issue small grant to facilitate implementation of IEC campaign</li> <li>Implement Phase II of IEC regional strategy</li> </ul>	<ul style="list-style-type: none"> <li>Implement Phase III of IEC strategy</li> </ul>

5-Year Outputs and Workstreams	Activities		
	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
	Destinations in all CT6 countries in coordination with CTSP (integration sites) <ul style="list-style-type: none"> <li>Conduct Executive Course and 2nd Mayors Roundtable with science forum to launch 2nd Learning Destination</li> </ul>		

The other major regional institutional outcome will be regional and national associations of local governments (LGAs) strengthened and established to strategically mainstream integrated marine and coastal management and the CTI priority actions throughout the CT6 countries. Working with two regional LGAs and two experienced national LGAs in the larger CT countries (Philippines and Indonesia), a CTI Mayor’s Round Table will be convened to develop a strategy (FY11) and capacity for disseminating and activating local government commitment (FY12) for IMCM as a basic service in all six CT countries. As gender is a significant determinant in access and utilization of coastal resources, the PI sees this work stream as a particularly important opportunity to promote gender equity and will seek to actively promote and incorporate gender analysis as way of doing business in IMCM.

In collaboration with the USAID Fisheries Improved for Sustainable Harvests (FISH) Project, the PI conducted a highly successful Regional Exchange on Ecosystem-based Fisheries Management. As a direct outcome of this exchange, the Mayor of Wakatobi, Indonesia, enlisted the support of fellow mayors in Indonesia to make a commitment to marine and coastal management. The *Wakatobi Commitment* was a direct outcome of the regional exchange which highlighted the role of local government. The mayor of Wakatobi requested support from the PI to create a CTI Mayor’s Round Table to advance coastal resource management as a basic service of local government and an initial meeting of regional, Philippines, and Indonesian LGAs was held in September 2010. The initial Round Table schedule for April 2011 will create the mandate for national “Wakatobi Commitments” from the LGAs to engage in IMCM. The PI will encourage and support national LGA representatives to join the annual CTI Regional Priority Actions and Planning workshop, and then convene an annual CTI Mayors Round Table to coordinate national efforts that will achieve regional results, supported and coordinated by the existing regional LGAs.

To further strengthen this potentially transformational regional platform, the PI will develop and conduct, in collaboration with the LGAs, a set of regional exchange and training courses for local chief executives and their technical staff on IMCM as a basic service of local government. The PI will also coordinate these activities together with CTSP and its country teams to maximize consistency and focus on participation from CTSP target sites. The course will begin with the strategic use and modification of existing training modules developed under the USAID FISH Project. As work to develop the IMCM framework evolves (see Table 4), the training curriculum will be geared to advancing the understanding and use of IMCM as a basic service of local government.

Effective communications and outreach was identified as one of the cross-cutting needs at the May 17-19, 2010, CTI Regional Priority Action and Coordination Workshop, as well as the Program Midterm Review in August 2010. The PI will support a CTI regional IEC strategy focused on establishing a network of CTI Learning Destinations. The CTI Learning Destinations will be aligned with the Local Governance Alliance members and CTSP target integration sites. This strategy will be implemented in coordination with the CTI Regional Secretariat, NCCs, CTSP country teams and WWF’s Coral Triangle Network Initiative (CTNI). The PI will support sites identified as learning destinations in preparing,

packaging and presenting their sites to their constituencies, CTI stakeholders, Local Governance Alliance and Learning Network members as well as the tourism industry and the private sector. The PI will support Local Governance Alliance members and CTSP country teams in engaging the private sector to support CTI Learning Destinations as ecotourism destinations and a marketing and communications strategy for increasing awareness about CTI and the critical importance of the Coral Triangle as the epicenter of global marine biodiversity.

### **IR 1.3 Learning and Information Networks Strengthened**

A key element in promoting real and continued engagement between the CT6 countries to address their common regional and national goals and targets is the promotion of regional networks for knowledge sharing, communication and collaboration. Learning Networks facilitate not only problem solving and educational outreach, but in the case of the CTI will promote national and individual commitment to and identification with the Coral Triangle Initiative.

In Year 3, the PI will support the CT6 and partners in developing and sustaining a formal CTI Regional Learning Network. Several relevant learning networks already exist in the Coral Triangle countries, and the CT6 and partners recognize the value of networks as a key implementation mechanism of the CTI. The Program will work with the CT6 NCCs, Secretariat, partners such as ADB and Australia and the Coral Triangle Center (CTC) to help facilitate establishment of a regional network of universities committed to supporting CTI and achievement of the Regional and National Plans of Action. The PI will engage universities and other learning institutions together with NCCs, CTSP and Program partners to provide small grant support to their capacity and commitment to the Learning Network. The PI will offer to support the proposed CTI SAB in helping guide development of the regional learning network.

The PI will seek to connect all relevant technical activities to support the development of the academic Learning Network. For example, in Year 3, this includes technical assistance to develop a Climate Change Regional Early Action Plan and increasing capacity to strengthen coastal adaptation to climate change. The PI will continue to engage and support the University of Rhode Island Coastal Resource Center as a partner working with other institutions in the region to conduct training and research, specifically focused on capacities to assess vulnerability and increase resilience of coastal communities and marine ecosystems to climate change impacts.

A primary approach for strengthening the CTI regional academic learning network and thematic learning networks will continue to be Regional Exchanges, where representatives come together from the CT6 countries to gain, share and exchange practices, information and lessons; develop consistent approaches or policies; or plan to conduct collective actions. The PI will continue to support regional exchange activities in different forms such as study tours, fellowships, workshops, and internships, as appropriate to achieve the desired result. The PI will also actively seek to promote the participation of women aiming for a minimum of 30% female participation in all capacity building efforts including Regional Exchanges and trainings.

Research, assessments, guides and other information will be made available on the CTI Partner Portal and online collaboration encouraged through the Portal’s workspaces and other information platforms. The PI will also support awareness and application of other information tools and such as the CTI Atlas, and work closely with CTSP, NOAA and ADB’s Knowledge Management Project. The PI will work with the Secretariat in Year 3 to continue efforts to transfer this capacity to the regional secretariat.

**Table 5. Outputs and Activities for Intermediate Result 1.3**

5-Year Outputs and	Activities
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Workstreams	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
<b>IR 1.3 Learning and Information Networks Strengthened</b>			
<b>CTI Regional Learning network developed with six learning institutions participating to support CTI</b> <ul style="list-style-type: none"> <li>Support capacity of universities and resource organizations to support CTI goals and actions in each country</li> <li>Support the development and maintenance of other networks working towards achievement of CTI goals</li> </ul>	<ul style="list-style-type: none"> <li>Support CTC in facilitating establishment of a CTI regional learning network of universities, including a regional LN design workshop</li> <li>Identify and provide small grants to universities to support CTI goals and actions and share learning across the region</li> <li>Support the development of thematically related learning networks to address CTI goals including CTI TWG and Regional Team efforts through regional exchange activities</li> </ul>	<ul style="list-style-type: none"> <li>Engage resource organizations in developing CCA REAP (see activities in IR4.1)</li> <li>Finalize strategy for supporting the sustainability of CTI learning networks</li> </ul>	<ul style="list-style-type: none"> <li>Track progress of CTI set of learning networks</li> <li>Support Learning Exchange on early experiences from set of CTI smaller learning networks to improve capacity of all CTI LNs</li> </ul>

### IR 1.4 Public and Private Sector Constituencies Engaged

Due to its geography, profile, and regional significance, the CTI provides 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. Integrated management of natural resources requires the understanding, support and engagement of the public and private sector. The CT6 recognize the importance of these constituencies in the short and long term success of the CTI and coastal and marine management in the Coral Triangle.

The US CTI Support Program supported the CTI Business Summit and PPP Regional Exchange in FY10 to facilitate the development of PPPs among the CT6 and will conduct follow-up support to the CT6 to assist them in implementing their PPP action plans from the Regional Exchange. The PI will provide technical, logistical and funding support to Malaysia to host a 2<sup>nd</sup> Regional CTI Business Forum in 2011. The PI will also provide technical assistance to the CT6 to develop a strategy and launch a regional IEC campaign that includes the private sector, and promote institutionalization of mechanisms to maintain the engagement of the public and private sector constituencies in the CTI (FY13). The PI will work with all US CTI Support Program team and CTI partners to engage the private sector in the CTI.

The Program will also support development of public-private partnerships through work with Mayors' Roundtable efforts and IEC activities to develop a CTI Learning Destinations Network summarized in Table 6.

**Table 6. Outputs and Activities for Intermediate Result 1.4**

5-Year Outputs and Workstreams	Activities		
	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
<b>IR1.4 Public and Private Sector Constituencies Engaged</b>			
<ul style="list-style-type: none"> <li><b>Private sector engaged to help</b></li> </ul>	<ul style="list-style-type: none"> <li>Support CT6 efforts in developing 6 public-</li> </ul>	<ul style="list-style-type: none"> <li>Secure GDA with private sector partner</li> </ul>	<ul style="list-style-type: none"> <li>Identify 2 additional PPPs from FY12</li> </ul>

5-Year Outputs and Workstreams	Activities		
	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
<b>strengthen regional and national platforms to catalyze and sustain integrated marine and coastal resource management in the Coral Triangle</b>	private partnerships based on the Regional Exchange held in Manila in January 2010. <ul style="list-style-type: none"> <li>Incorporate public-private partnership development strategies into regional IEC Learning Destinations strategy for CTI</li> </ul>	at USAID/RDMA <ul style="list-style-type: none"> <li>Support development of 2 additional PPPs based on regional exchange in Malaysia</li> <li>Support development of public-private partnerships through Learning Destination support to LGUs</li> </ul>	targets <ul style="list-style-type: none"> <li>Support development of public-private partnerships through Learning Destination support to LGUs</li> </ul>
	<ul style="list-style-type: none"> <li>Issue small grant to assist Malaysia in conducting 2<sup>nd</sup> Regional CTI Business Forum Support Conduct of 2011 CTI Business Forum</li> <li>Support Malaysia in hosting 2nd Regional CTI Business Forum and CT6 participation including presenting new public-private partnerships developed</li> </ul>	<ul style="list-style-type: none"> <li>Hold regional business forum with private sector based on participants at 2011 Business Forum to increase engagement in CTI-related activities</li> </ul>	<ul style="list-style-type: none"> <li>Hold additional regional business forum with private sector based on participants at 2011 Business Forum to increase engagement in CTI-related activities</li> </ul>

### 4.3. Result 2- Ecosystem approach to fisheries management improved in CT Countries

In Year 3 the PI will coordinate and support CTI regional priority actions primarily through the Program’s EAFM Regional Activity Team led by CTSP. The PI will contribute technical input into the design of the Regional Activity Teams EAFM strategy including support toward CTI RPOA priority actions to develop a common regional framework for legislation and policy that support EAFM and to improve enforcement of IUU fishing through greater collaboration. The PI will provide support to prepare and conduct a 2nd Regional EAFM Exchange in collaboration with CTSP and NOAA and under the guidance of the CTI EAFM Technical Working Group.

The PI will also support the process to integrate EAFM approaches in its CTI Local Government Alliance network and CTI Learning Destinations, and specifically through the Executive Course it will offer in conjunction with CTI Mayors’ Roundtables. In addition, the PI will support the University of Malaysia Sabah through a grant to develop and conduct a certificate course for CT6 participants on applying an ecosystem-based approach to fisheries management. Support for the course will be provided in conjunction with other partners including CTSP and the University of Rhode Island.

### 4.4. Result 3- Marine Protected Area management improved in CT countries

In Year 3 the PI will support CTI regional priority actions through the Program’s CTSP-led MPA Regional Activity Team. The PI will contribute technical input into the design of the Regional Activity Teams MPA strategy including support toward CTI RPOA priority actions to develop a series of national resilient networks of MPAs that are designed based on biophysical, socioeconomic and political factors,

climate change projections and vulnerability assessments, and guided by EAFM principles that provide the foundation for establishment of a mutually reinforcing the Coral Triangle MPA system (CTMPAS).

The PI will provide support to prepare and conduct a 2nd Regional MPA Exchange in collaboration with CTSP and NOAA in support of the work of the CTI MPA Technical Working Group. The PI will support the process to integrate MPA management best practices in its CTI Local Government Alliance network and CTI Learning Destinations, specifically through the Executive Course it will offer in conjunction with CTI Mayors' Roundtables. These efforts will be developed and implemented in coordination with CTSP and target support to CTSP integration sites where possible.

#### 4.5. Result 4 - Capacity to adapt to climate change improved in CT countries

Climate change has become accepted as a reality and global threat, the impacts of which will be faced by existing and future generations, although the best ways forward in terms of mitigation of and adaptation to its effects continue to be debated. In the archipelagic nations and small island states that make up the CTI, these impacts will be among the most extreme, from greater losses in fisheries and greater loss of coastal areas and safety than most other regions. The CTI has prioritized action to adapt to the impacts of climate change, such as fisheries shifts, sea level rise and coastal hazards. The PI proposes to address this critical and overwhelming need with two approaches: 1) building capacity in the CT6 countries and at the regional level to adapt to the impacts of climate change through training and the development of the CTI CCA REAP, and 2) increasing the capacity of CT6 countries to assess vulnerability and increase resilience to climate change impacts.

As an outcome of US CTI Support Program Team discussions, it was decided that in Year 3 PI, the PI would take leadership for regional Climate Change (CC) thematic activities including focus of its engagement in the CC RAT and commitment of resources for CC regional exchanges and activities. As an extension of this role, the PI has identified an IR CC Policy gap which it addresses in its Year 3 Work Plan with the inclusion of an additional intermediate result. The PI proposes a new *IR4.1 CCA Framework Developed and Endorsed* which parallels the policy result foci of IR2.1 and IR3.1.

##### IR4.1 CCA Framework Developed and Endorsed

Over the life of the project, the PI will contribute to IR 4.1 by supporting the CT6 with Indonesia and the Solomon Islands leading the CTI Climate Change Adaptation Working Group to develop the CCA REAP. The CCA REAP is identified as a major target of the RPOA by 2015. The PI will work together with NOAA and CTSP to support the CCA working group in drafting, socializing, refining, and finalizing the CCA REAP. The key mechanisms for achieving the anticipate CC outcomes include the conduct of regional exchanges and the application of small grants.

**Table 7. Outputs and Activities for Intermediate Result 4.1**

5-Year Outputs and Workstreams	Activities		
	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
IR 4.1 CCA framework developed and endorsed			

5-Year Outputs and Workstreams	Activities		
	Oct 2010 – Sept 2011 (FY11)	Oct 2011 – Sept 2012 (FY12)	Oct 2012 – Sept 2013 (FY13)
<p><b>CCA Region-wide Early Action Plan adopted by CT6 and guiding investments</b></p> <ul style="list-style-type: none"> <li>Support development of the CCA REAP</li> </ul>	<ul style="list-style-type: none"> <li>Conduct legal and policy review and analysis for CCA</li> <li>Conduct Regional CCA Policy Exchange to develop framework for REAP</li> <li>Conduct Regional CCA Exchange to adopt Vulnerability Assessment (VA) methodologies and resilience best practices</li> <li>Present CCA REAP framework and CCA road map to SOM and CTICOM</li> <li>Conduct workshop to draft CCA REAM and identify priority regional projects and seek funding</li> <li>Provide grant to CRC/URI to adapt, replicate and regionally institutionalize its Coastal Adaptation to Climate Change Course.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Partner’s (donors and private sector) forum to identify funding opportunities for CCA portfolio projects</li> <li>Assist working group present draft CCA REAP at SOM and CTICOM</li> <li>Conduct small write shop to revise the REAP per consultations</li> </ul>	<ul style="list-style-type: none"> <li>Socialize and present CCA REAP for adoption by the SOM/MM</li> <li>Launch CCA REAP and portfolio of CCA projects for and with funding commitments</li> </ul>

## 5. ORGANIZATION AND STAFFING

To effectively manage and achieve the tasks outlined in the October 2009 task order modification expanding the PI scope to include increased regional exchange activities and a small grants program, as well as the Program Midterm Evaluation recommending the PI again increase its scope of work and plan the resources necessary to fulfill it, the PI is realigning the levels of effort of its current Program Team, including additions to the PI short and long-term technical assistance to include a technical assistance team based in Cebu, program specialists, and a consultant. In efforts to serve as a model for gender equity and equality at the institutional level, the PI will continue to seek at achieve least 50% female representation in its hiring practices.

**The Chief of Party** provides overall management, coordination and leadership for the work of the Program Integrator and PI Team. The COP is responsible for ensuring completion of PI activities and deliverables and success of the project. The COP signs all grant agreements; serves on the grant development, evaluation, and review committees; and ensures effective collaboration and coordination of activities among the US CTI Support Program Team, including USAID, NOAA, CTSP, and others; CTI development partners and donors; and CTI regional and national coordinating bodies, specifically including the Regional Secretariat and National CTI Coordinating Committees.

**The Deputy Chief of Party** will dedicate 60 percent of her time developing and managing the small grants and learning exchange programs within the broader context and strategy of a CTI Learning Network. Responsibilities will include managing the grants award, monitoring, evaluation, and reporting systems and

will ensure that requirements are met for all grants and exchange program activities, including the development and application of sustainability plans. The DCOP will support the COP and PI Team in developing and strengthening agreements with Learning Network partners to implement grants supporting regional learning and exchange and local application. The DCOP coordinates updates to the US CTI Support Program consolidated work plan, performance management plan (PMP) and facilitates reporting requirements, and support overall program management.

**The Senior Marine Advisor** provides ongoing assistance to the design and development of the overall Learning Network, including developing strategies and approaches for both regional exchange and grants program components. These approaches will contribute to the development of a network of partners throughout the Coral Triangle region that can sustain the continued development of capacities and resources needed to achieve the goals of the Coral Triangle Initiative. The Senior Marine Advisor helps lead work plan and performance management planning development and consolidation, and leads the PI efforts on developing and advancing policy.

**The Regional Coordinator** works in collaboration with Learning Network partners and grantees across the region in developing, conducting, and following up regional exchange activities; ensuring exchanges achieve effective action planning consistent with Regional and National Plans of Action and are focused on target priority geographies; and assisting network partners and grantees in supporting implementation of these action plans through small grants assistance. She supports efforts to provide grantees and exchange participants with further opportunities to systematically share and exchange information, develop communities of practice, and explore opportunities for collaboration. The Regional Coordinator leads CTI activity mapping, assessment and analysis, including lessons and practices, and serves as Program Integrator liaison to the CTI Secretariat.

**The Outreach and Communications Coordinator** provides strategic support to development and implementation of an effective regional outreach and communications program both within the US CTI Support Program and to outside partners throughout the Coral Triangle. She also leads development and implementation of the PI Private Sector Engagement strategy, and facilitates program coordination activities, including coordination meetings and conference calls.

**The Information and Communications Officer** supports the development and distribution of outreach and communication products highlighting the impacts and achievements of regional exchange and grants program activities as well as providing program partners, grantees, exchange participants, beneficiaries, and other stakeholders with systematic access to information about upcoming and achieved activities. This includes resources and practices developed, and lessons learned that can be applied across the region to support achievement of the CTI goals.

**The Financial and Administration Manager** manages the budget, provides program financial reporting and supports day-to-day field project operations, subcontracts management, regional exchanges and small grants program of the US CTI Support Program.

**Additional Short-term Technical Assistance Team and Program Specialists** are needed to conduct the activities and successfully achieve the major outcomes targeted in the PI Life of Project Plan. As called for in PI scope of work, the PI will mobilize a Technical Assistance Team (TAT) of four uniquely qualified technical staff from the region that have worked together continuously for the last ten years. The team will work with existing staff to support Year 3 activities. Mr. William Jatulan will provide institutional development systems support to the CTI Regional Secretariat for planning and monitoring implementation of the RPOA and will serve as the TAT lead coordinator. Mr. Nygiel Armada will provide technical support to achieve EBFM and MPA outcomes. Mr. Mar Guidote will support activities to mobilize local government associations in the CT6 through the CTI Mayor's Roundtable, and provide technical support to the Program as an IUU technical specialist. . Ms. Rebecca Pestaño-

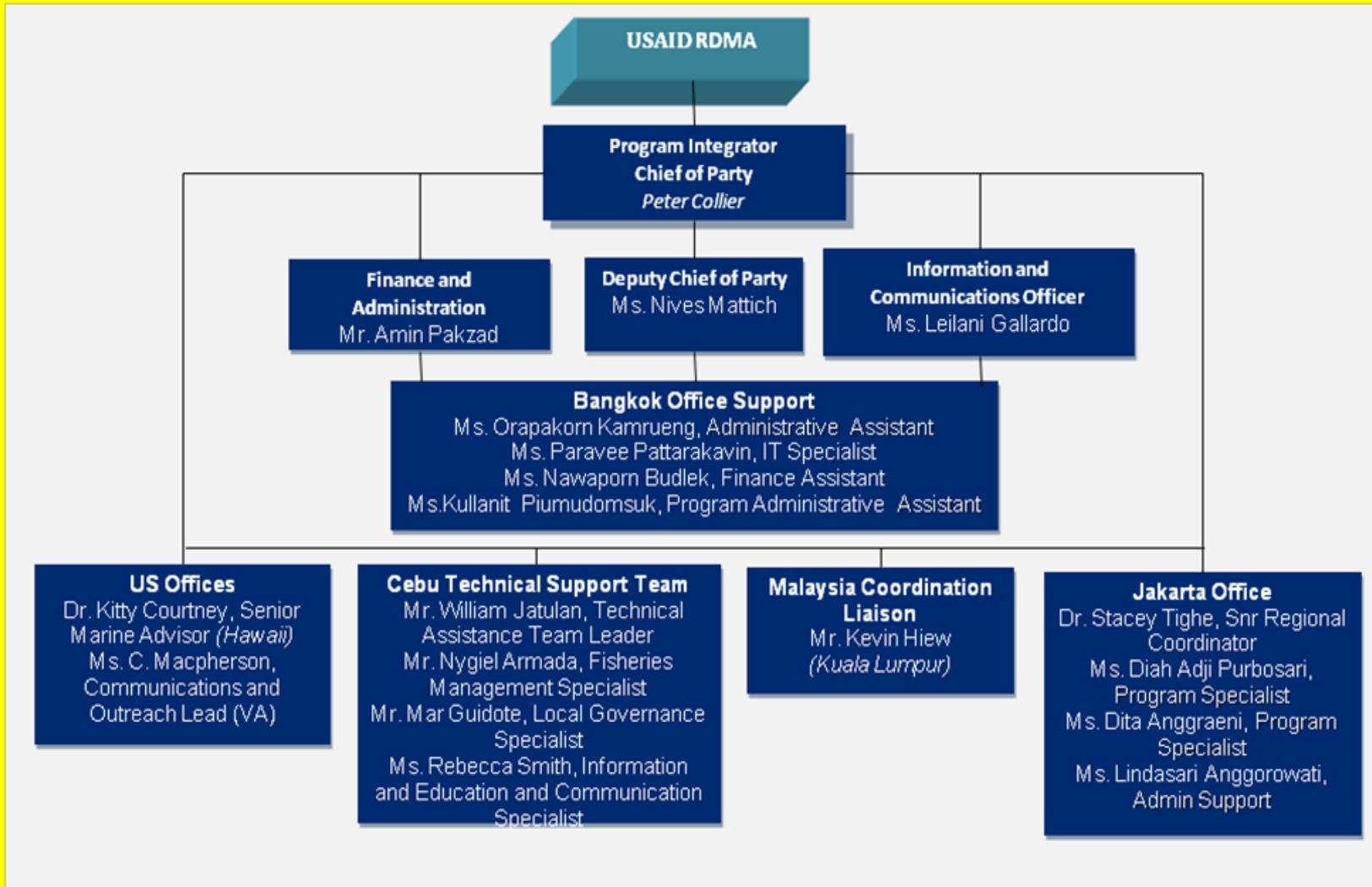
Smith will provide cross-cutting support in education and outreach for all PI activities. Together, this team will develop a training curriculum with the local government associations for each CT6 country and train local chief executives and technical staff in IMCM as a basic service of local government. In addition, the PI brought on board three junior program specialists to work in Jakarta to support coordination of CTI RPOA and other assistance to the Program and interim regional secretariat. The PI will also contract a coordination liaison, Mr. Kevin Hiew, to support the Program's coordination with the Government of Malaysia and its National Coordinating Committee and partners.

**Table 8. US CTI Support Program Integrator Staffing Plan**

Name	Position	Level of Effort	Company	Location
Mr. Peter Collier	Chief of Party	Full Time	Tetra Tech ARD	Bangkok, Thailand
Ms. Nives Mattich	Deputy Chief of Party	Full Time	Tetra Tech ARD	Bangkok, Thailand
Mr. Amin Pakzad	Financial and Administration Manager	Half Time	ARD, Inc.	Bangkok, Thailand
Ms. Stacey Tighe	Senior Regional Coordinator and CTI Regional Secretariat Liaison	Full Time	Tetra Tech ARD	Jakarta, Indonesia
Ms. Leilani Gallardo	Information and Communications Officer	Full Time	Tetra Tech EM Inc.	Bangkok, Thailand
Ms. Kullanit Piumudomsuk	Program Administration Assistant	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. Kitty Courtney	Senior Marine Resource Advisor	L/STTA*	Tetra Tech EM Inc.	Honolulu, HI
Ms. Charlie Macpherson	Communications and Outreach Coordinator	L/STTA*	Tetra Tech, Inc.	Fairfax, VA
Ms. Diah Adji Purbosari	Admin Support	Full Time	Tetra Tech ARD	Jakarta, Indonesia
Ms. Dita Anggraeni	Program Specialist	Full Time	Tetra Tech ARD	Jakarta, Indonesia
Ms. Lindsari Anggorowati	Program Specialist	Full Time	Tetra Tech ARD	Jakarta, Indonesia
Mr. William Jatulan	CRM/Institutional Development Specialist	L/STTA*	Tetra Tech ARD	Cebu, Philippines
Mr. Kevin Hiew	Malaysia Coordination Liaison	L/STTA*	Tetra Tech ARD	Kuala Lumpur, Malaysia
Mr. Nygiel Armada	Senior Ecosystem-based Fisheries Management Advisor	L/STTA*	Tetra Tech ARD	Cebu, Philippines
Mr. Mar Guidote	Local Government/Enforcement Specialist	L/STTA*	Tetra Tech ARD	Cebu, Philippines
Ms. Rebecca Pestaño-Smith	IEC Advisor	L/STTA*	Tetra Tech ARD	Cebu, Philippines
Mr. Morris Israel	Technical Advisor	L/STTA*	Tetra Tech ARD	Burlington, VT
Ms. Chelsea Keyser	Project Manager	L/STTA*	Tetra Tech ARD	Burlington, VT
Mr. Firouz Rooyani	Senior Corporate Backstop	Corporate Backstop	Tetra Tech ARD	Rosslyn, VA

*\*See budget for specific LOE allocations by year.*

**Figure 2. Organizational Structure of the US CTI Program Integrator**



## 6. YEAR 3 WORK PLAN ACTIVITIES

**Table 9. Year 3 Activity Tables**

ACTIVITY	IR	Activity Number	Indicator	FY11				Program Lead	Partners
				Q1	Q2	Q3	Q4		
<b>Program Integration and Support</b>									
Prepare Consolidated US CTI Support Program Annual Work Plan	-	P11-I.S-001	-	■				PI	CTSP, NOAA
Prepare Consolidated US CTI Support Program Performance Management Plan	-	P11-I.S-002	-	■				PI	CTSP, NOAA
Prepare Consolidated US CTI Support Program Annual Report	-	P11-I.S-003	-				■	PI	CTSP, NOAA
Respond to communications and other materials needs of RDMA	-	P11-I.S-004	-	■	■	■	■	PI	CTSP, NOAA
Compile planning and performance data for RDMA	-	P11-I.S-005	-	■		■		PI	CTSP, NOAA
Prepare Weekly, Monthly and Quarterly US CTI Support Program Updates	-	P11-I.S-006	-	■	■	■	■	PI	CTSP, NOAA
Conduct Biweekly Core Team Calls	-	P11-I.S-007	-	■	■	■	■	PI	CTSP, NOAA
Conduct Quarterly Program Coordination Group (PCG) Calls	-	P11-I.S-008	-	■	■	■	■	PI	CTSP, NOAA
Support follow up and review of actions taken on Midterm Review Recommendations	-	P11-I.S-009	-		■		■	USAID	CTSP, NOAA
Plan and Facilitate Program Coordination Meeting	-	P11-I.S-010	-			■		PI	CTSP, NOAA
Conduct biweekly CTI Partner Coordination Teleconference Meetings	-	P11-I.S-011	-	■	■	■	■	PI	CTI Partners
Support any US-hosted CTI Partner Coordination Meetings	-	P11-I.S-012	-	■			■	PI	CTI Partners
<b>R1. Regional and national platforms strengthened to catalyze and sustain integrated marine and coastal management in the Coral Triangle</b>									
<b>Output 1: Functional TWGs Strengthened</b>									
Support establishment of CTI Technical Working Groups for Goals 2, 3 and 4 of the RPOA (EAFM, MPA, CCA)	1.2	P11-1.2-001	PM3	■				PI	CTSP
Support first meeting of CCA TWG in conjunction with 2 <sup>nd</sup> CCA Regional Exchange	1.2	P11-1.2-002	PM4			■		PI	CTSP, NOAA
Coordinate support to EAFM TWG with CTSP and NOAA	1.2	P11-1.2-003	PM3		■			CTSP	CTSP, NOAA
Coordinate support to MPA TWG with CTSP and NOAA	1.2	P11-1.2-004	PM3			■		CTSP	CTSP, NOAA
Conduct a review of existing legal and policy frameworks for IMCM in the region to identify commonalities, differences, and gaps	1.1	P11-1.1-001	PM5		■			PI	N/A
Develop concept paper on IMCM with CTI WGs and CTI Mayor's Round Table that builds on commonalities among CT6 and incorporates RPOA goals	1.1	P11-1.1-002	PM5		■	■		PI	CTSP, NOAA
Work with LGAs to identify a common set of benchmarks to operationalize IMCM as a basic service of local government	1.1	P11-1.1-003	PM5			■	■	PI	CTSP, NOAA
<b>Output 2: Regional Secretariat/IEC Operations Enhanced</b>									
Assist Secretariat and CT6 in coordinating efforts of CTI bodies (M&E WG, CCA TWG, Science Advisory Board)	1.2	P11-1.2-005	PM3	■	■	■	■	PI	Secretariat, CT6, Partners

ACTIVITY	IR	Activity Number	Indicator	FY11				Program Lead	Partners
				Q1	Q2	Q3	Q4		
Support Regional Secretariat and CT6 in conducting annual CTI Regional Priorities Workshop	1.2	P11-1.2-006	PM3 PM4			■		PI	Secretariat, CT6, Partners
Assist Secretariat and CT6 in following up and tracking progress in addressing regional priorities	1.2	P11-1.2-007	PM3	■	■	■	■	PI	Secretariat, MEWG
Form regional IEC team to support CTI Secretariat, LGUs and partners to develop a Learning Destinations initiative	1.2	P11-1.2-008	PM3 PM4		■			PI	CTSP, Secretariat, NCCs, LGAs
Support packaging of Wakatobi as first Learning Destination, including interpretative center, to present as 1 <sup>st</sup> Mayors' Roundtable	1.2	P11-1.2-009	PM4		■	■	■	PI	CTSP, Secretariat, NCCs, LGAs
Support preparation and packing of Learning Destinations in all CT6 countries in coordination with CTSP (integration sites)	1.2	P11-1.2-010	PM4		■	■		PI	CTSP, Secretariat, NCCs, LGAs
Conduct Executive Course and 2 <sup>nd</sup> Mayors Roundtable with science forum to launch 2 <sup>nd</sup> Learning Destination	1.2	P11-1.2-011	PM4				■	PI	CTSP, Secretariat, NCCs, LGAs, NOAA
<b>Output 3: University Network/Science Advisory Group Enhanced</b>	<b>1.3</b>								
Support CTC in facilitating establishment of a CTI regional learning network of universities, including a regional LN design workshop	1.3	P11-1.3-001	PM3 PM4	■	■			PI	CTSP
Identify and provide small grants to universities to support CTI goals and actions and share learning across the region	1.3	P11-1.3-002	PM4	■	■				CTSP
Support the development of thematically related learning networks to address CTI goals including CTI TWG and Regional Team efforts through regional exchange activities	1.3	P11-1.3-003	PM4		■	■	■	PI	CTSP, NOAA
Support CTI in establishing a Science Advisory Group in collaboration with ADB and other partners	1.2	P11-1.2-012	PM3	■	■	■	■	ADB	CTSP, NOAA
<b>Output 4: Local Government Alliance &amp; Public-Private Partnerships Strengthened</b>	<b>1.4</b>								
Conduct Wakatobi assessment using FISH benchmarks and draft Learning Destination profile in collaboration with FISH Project team	1.2	P11-1.2-001	PM4	■				PI	FISH Project
Conduct initial CTI Mayor's Round Table to develop strategy for incorporating IMCM as a basic service of local government	1.2	P11-1.2-001	PM4		■			PI	CTSP, LGAs
Provide small grant to regional LGAs for capacity development	1.2	P11-1.2-001	PM4		■	■	■	PI	CTSP, LGAs
Conduct EBFM training for Local Chief Executives, key technical staff and municipal-level legislators in integration sites in association with LGAs in each CT country	1.2	P11-1.2-001	PM4		■	■		PI	CTSP, LGAs
Conduct 2nd CTI Mayors' Roundtable with focus on Science Forum	1.2	P11-1.2-001	PM4				■	PI	CTSP, NOAA, LGAs
Support CT6 efforts in developing 6 public-private partnerships based on the Regional Exchange held in Manila in January 2010	1.4	P11-1.4-001	PM6	■	■	■	■	PI	WWF, CTSP
Incorporate public-private partnership development strategies into regional IEC Learning Destinations strategy for CTI	1.4	P11-1.4-002	PM6			■	■	PI	WWF, CTSP, LGUs Secretariat, NCCs
Issue small grant to assist Malaysia in conducting 2 <sup>nd</sup> Regional CTI Business Forum	1.4	P11-1.4-003	PM6	■				PI	WWF, CTSP, ASLI
Support Malaysia in hosting 2nd Regional CTI Business Forum and CT6 participation including presenting new public-private partnerships developed	1.4	P11-1.4-004	PM6				■	PI	WWF, CTSP, ASLI, Partners

ACTIVITY	IR	Activity Number	Indicator	FY11				Program Lead	Partners
				Q1	Q2	Q3	Q4		
<b>R2. Ecosystem approach to fisheries management improved in CT countries</b>									
<b>Output 5: EAFM/Integrated Framework Adopted</b>									
Facilitate collaboration to develop a “common regional framework for legislation and policy” that would support EAFM	2.1	P11-2.1-001	PM3 PM4	■	■	■	■	CTSP NOAA	
Provide grant to University of Malaysia Sabah to develop and conduct a modular short course for CT6 participants on ecosystem-based approaches to fisheries management	2.2	P11-2.1-002	PM4		■			PI CTSP, URI, Malaysia NCC, CTC, NOAA	
<b>Output 6: LRFT Standards Developed</b>									
Support CT6 representation at APEC Fisheries TWG to present CTI positions and recommendations on LRFT	2.2	P11-2.2-001	PM3		■			WWF WWF, CTSP, NOAA	
Conduct regional LRFT meeting of market and producer countries to address necessary measures to sustain the trade	2.2	P11-2.2-002	PM3 PM4				■	PI WWF, CTSP, NOAA	
<b>R3. Marine protected area management improved in CT countries</b>									
<b>Output 7: MPA/Integrated Framework Adopted</b>									
Conduct MPA Regional Exchange to introduce management effectiveness protocol and develop roadmap for CTMPAS establishment	3.1	P11-3.1-001	PM4		■			CTSP CTSP, NOAA	
<b>R4. Capacity to adapt to climate change improved in CT countries</b>									
<b>Output 8: CCA/Integrated Framework Adopted (Region-wide Early Action Plan)</b>									
Conduct legal and policy review and analysis for CCA	4.1	P11-4.1-001	PM5	■				PI CTSP, NOAA	
Conduct Regional CCA Policy Exchange to develop framework for REAP	4.1	P11-4.1-002	PM5	■	■			CTSP, PI NOAA	
Develop work plan with CCA WG to prepare CCA REAP	4.1	P11-4.1-003	PM5					PI, NOAA NOAA	
Conduct Regional CCA Exchange to adopt common VA methodologies and identify resilience best practices	4.1	P11-4.1-004	PM4 PM5		■			PI, NOAA NOAA, CTSP	
Present CCA REAP framework and CCA road map to SOM and CTICOM	4.1	P11-4.1-005	PM5			■		PI, NOAA CTSP	
Conduct workshop to draft CCA REAP, identify priority regional projects for funding	4.1	P11-4.1-006	PM5			■	■	PI, NOAA CTSP	
<b>Output 9: CCA Vulnerability &amp; Adaptation Assessment Tools Adopted</b>									
Provide grants to CRC/URI and UP MSI to adapt, replicate and regionally institutionalize its CACC Course focusing on CCA vulnerability assessment	4.2	P11-4.2-001	PM4	■				CTSP, NOAA	
Conduct CCA subregional course in Pacific	4.2	P11-4.2-002	PM4			■		URI, MSI, CTSP, NOAA	
Conduct CCA subregional course in Southeast Asia	4.2	P11-4.2-003	PM4			■		URI, MSI, CTSP, NOAA	

# 7. PROGRAM INTEGRATOR PERFORMANCE MANAGEMENT PLAN

## Introduction

This Performance Management Plan (PMP) describes the results framework, data collection sources and methods, and performance indicators and targets for the US CTI Support Program Integrator, which will in turn contribute to the overall consolidated PMP for the US CTI Support Program. The October 2009 Version 1.0 of the PMP reflects the results of a review process which led to the development of the US CTI Support Program Results Framework, which define the objectives and content of the Work Plan and PMP.

## Results Framework

The US CTI Support Program Results Framework is provided in Figure 1. The overall strategic objective for the US CTI Support Program is Improved Management of Biologically and Economically Important Coastal and Marine Resources and its Associated Ecosystems that Support the Livelihoods of Peoples and Economies in the Coral Triangle. The results framework consists of four results statements that capture the outcomes and impacts of program activities over the life of the program. Respective indicators are detailed in Table 11 incorporating and refining the expected results for the US CTI Support Program Integrator. For USAID RDMA, the objective is Economic Growth, the Program Area is Environment, and the Program Element is Natural Resources and Biodiversity.

## Data Sources, Compilation, and Reporting

This PMP provides the six program indicators and respective targets for the life of the program that will be used to report progress and achievements of the US CTI Support Program against the Results Framework. A description of each indicator, including unit of measure, targets, and responsibility is provided in Table 11.

Each program partner, including the Program Integrator, is required to measure progress using the relevant indicators provided in Table 11 on a semiannual basis. In cases where the Program Integrator works with or supports other Program partners in the achievement of specified indicator targets, the Program Integrator will report and verify its support through specified source documentation; however, the targets will be listed, set and counted in the PMP targets of the Program partner the PI is supporting. The primary exception will be targets set for indicator 4 on USG supported training, where the PI will always count targets achieved in its own performance and reporting.

The PI will contribute directly to and has identified targets for the following program indicators:

- Indicator 3: Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance;
- Indicator 4: Number of people receiving training in natural resources management and/or biodiversity conservation as a result of USG assistance; and

- Indicator 5. Number of laws, policies, agreements, or regulations addressing climate change proposed, adopted, or implemented as a result of USG assistance
- Indicator 6: Number of public-private partnerships formed as a result of USG assistance.

PI's coordination, facilitation and administrative activities in addition to the implementation of the exchange and small grants mechanisms are expected to contribute to results for Indicators 1, 4, and 6.

Each Program partner will submit performance management reports to USAID for consolidation by the PI. These results will be incorporated into the Semi-Annual and Annual Reports for the Program that tracks with the semi-annual process for preparing USAID's planning and performance reporting. Completed performance management reports from each partner agency must be submitted on a semiannual basis. As per USAID Performance Management Plan Toolkit April 2003 guidance, PI will undertake an annual review and necessary adjustments of PMP targets to reflect evolving realities. PI will facilitate a broader review and adjustment process with US CTI Support Program partners to feed into the annual reporting and consolidated reporting process.

### **Reporting Responsibility**

USAID RDMA is ultimately responsible for providing input on these reports to USAID/Washington. At a program level, the PI will be responsible for compiling and reporting PI-specific data to USAID. The PI will also assist USAID and each program partner in consolidating reporting data at the overall US CTI Support Program level. Program partners will be given a brief period to review and comment on draft consolidated PMP report submissions, as well as draft submissions of aforementioned reporting mechanisms, toward which results in this Program Integrator PMP will contribute.

**Table 10. Indicators for the US CTI Support Program**

<p><b>Indicator 1.</b> Number of hectares in areas of biological significance under improved resource management as a result of USG assistance.</p> <p><i>Unit of measure:</i> Hectares</p>	FY	Planned	Actual
	09	0	0
	10	0	0
	11	0	
	12	0	
	13	0	
<b>TOTAL</b>	<b>0</b>	<b>0</b>	

**Definition:** “Improved management” includes activities that promote enhanced management of natural resources for the objective of conserving biodiversity in areas that are identified as biologically significant through national, regional, or global priority-setting processes. Management should be guided by a stakeholder-endorsed process following principles of sustainable natural resources management (NRM) and conservation, improved human and institutional capacity for sustainable NRM and conservation, access to better information for decision making, and/or adoption of sustainable NRM and conservation practices. For US CTI, “Improved management” within marine protected areas (MPAs) refers to meeting established MPA management effectiveness measures. Meeting established effectiveness measures means established national standards or protocols are met which may include: monitoring and evaluation system in place, management body established and functional, boundaries demarcated and enforcement in place, or other appropriate measures used within a country. For US CTI, “Areas of biological significance” refers to area currently in an MPA or with a strong likelihood of being designated an MPA by 2013. These areas are inside CT Priority Geographies which were identified through participatory eco-regional and national assessments and prioritization processes with expert guidance.

**Rationale:** Regional and coordinated institution building supports sustainable management of resources across the Coral Triangle. The indicator tracks the areal extent over which that is occurring within MPAs.

**Data Collection and Analysis Methodology:** The area of marine waters and habitat within MPAs or MPA-designates (using national or local government definitions of MPA) of the six CT countries is all considered to be of “biological significance”. The baseline of area within MPAs is based on spatial mapping using a standard protocol and nationally recognized boundaries. “Improved management” within MPAs will be reported for activities where the USAID supported program is plausibly linked to the improvements observed. CTSP Country Coordinators and Implementation Team Staff will collate data on the baseline of MPAs (ha) and those areas under “improved management”. “Improved management” will be determined through the application locally or nationally adopted protocols or standards that define an effective MPA. Documentation will consist of an Excel spreadsheet that lists the MPAs or MPA-designate, their total area, area under improved management and an associated narrative. The data will also include area (ha) of priority geographies and municipal/district waters as appropriate to provide context and scale for the MPAs where interventions are occurring.

**Disaggregated by:**  
1. Country

**Data source:** Designated national agencies or MPA management boards within Coral Triangle countries with authority over MPAs in coordination with field management teams and non-government organizations.

**Data Verification:** Boundaries plotted on a map and area verifiable through credible data sources.

**Baseline Information:** The baseline is October 2009.

<p><b>Indicator 2.</b> Number of hectares under improved natural resource management as a result of USG assistance.</p> <p><i>Unit of measure:</i> Hectares</p>	<b>FY</b>	<b>Planned</b>	<b>Actual</b>
	<b>09</b>	<b>0</b>	<b>0</b>
	<b>10</b>	<b>0</b>	<b>0</b>
	<b>11</b>	<b>0</b>	
	<b>12</b>	<b>0</b>	
	<b>13</b>	<b>0</b>	
	<b>TOTAL</b>	<b>0</b>	<b>0</b>

**Definition:** “Improved management” includes activities that promote enhanced management of coastal resources and fisheries resources for one or more objectives, such as sustaining fisheries and other resource uses, mitigating pollution and/or climate change or other appropriate outcomes. Management should be guided by a stakeholder-endorsed process following principles of sustainable natural resources management (NRM), improved human and institutional capacity for sustainable NRM and conservation, access to better information for decision-making, and/or adoption of sustainable NRM and conservation practices. For US CTI, area (hectares) of “improved management” may fall within fishery management jurisdictions and/or seascapes but not include area of MPAs or MPA-designates that are counted in Indicator 1. Accepted criteria to qualify an area for “improved coastal resource and fisheries management” include meeting some aspect of coastal resource and fisheries management benchmarks or measures as established within the country of concern. Such benchmarks may include two or more of the following: management regulations decided and plans adopted, management body established and functional, boundaries demarcated, some level of enforcement in place, or other appropriate measures. Indicator 2 can be satisfied only if sufficient criteria (benchmarks) are met for an area to qualify under “improved management”. Otherwise, the area of concern may be measured through a local ordinance, law or policy change that satisfies Indicator 3 on policies adopted. Replication sites that do not show measured changes through the above criteria can also not qualify under Indicator 2 and should also be measured under Indicator 3, 4, or 6 as appropriate.

**Rationale:** Regional and coordinated institution building supports sustainable management of resources across the Coral Triangle. The indicator tracks the areal extent over which that is occurring within coastal and marine resource areas outside of marine protected areas.

**Data Collection and Analysis Methodology:** The baseline of area within priority geographies, coastal resource and fishery management areas is based on spatial mapping using a standard protocol and nationally recognized boundaries. “Improved management” will be reported for activities where the USAID-supported program is plausibly linked to the improvements observed. Project managers and/or NGO country teams will collate data on the baseline of priority geography areas (ha) and those areas under “improved management”. “Improved management” will be determined through the application of locally adopted protocols or standards as noted above. Documentation will consist of an Excel spreadsheet that lists the area under improved management with an associated narrative. The data will also include area (ha) of priority geographies as appropriate to provide context and scale for the areas where interventions are occurring.

**Disaggregated by:**

1. Country; and
2. Management jurisdictions or zones (for example: municipal or district waters, etc.)

**Data source:** Designated national agencies or local government units within Coral Triangle countries with authority over marine areas in coordination with field management teams and non-government organizations.

**Data Verification:** Boundaries plotted on a map and area verifiable through credible data sources.

**Baseline Information:** The baseline is October 2009.

<b>Indicator 3.</b> Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance  <i>Unit of measure:</i> Number of regional, national, or local policies, laws, agreements and regulations	FY	Planned	Actual
	09	0	1
	10	2	3
	11	6	
	12	2	
	13	2	
	<b>TOTAL</b>	12	4

**Definition:** Policies, laws, agreements and regulations include those formed and formally endorsed by government, non-government, civil society, and/or private sector stakeholders with the intent to strengthen sustainable natural resource management. Under CTI, these may support the following:

**Regional:** Multilateral dialogue and agreements, coordinated action and/or policy endorsements  
**National:** Laws, ordinances, policies and/or agreements among local jurisdictions for marine and coastal resource management  
**Local:** Laws, ordinances, policies and/or agreements among jurisdictions for marine and coastal resource management

**Rationale:** Regional and coordinated institution building supports sustainable management of resources across the Coral Triangle. Policies, laws, agreements and regulations underpin institution building and strengthened regional governance.

**Data Collection and Analysis Methodology:** Project managers from each US CTI partners will submit information semi-annually to the Coral Triangle Support Partnership (CTSP) and the PI. The PI will consolidate this information into an Excel spreadsheet with an accompanying narrative.

**Disaggregate:** By country and by theme (e.g. MPA, integrated coastal management, fisheries etc.)

**Data source:** Designated national agencies within Coral Triangle countries with authority over marine areas in coordination with field management teams and non-government organizations.

**Data Verification:** Copies of policies and laws or other indicator accomplishments will be available for verification.

**Baseline Information:** Existing policies, laws, agreements or regulations that already conform to the criteria for this indicator as of October 2009.

**Indicator 4:** Number of people receiving training in natural resources management and/or biodiversity conservation as a result of USG assistance

**Unit of measure:** Number of persons receiving training in ecosystem approach to fisheries management (EAFM), MPA management, integrated coastal management, climate change adaptation, and other training activities conducted under the US CTI Program

FY	Planned	Actual
09	40	25
10	100	108
11	150	
12	100	
13	50	
<b>TOTAL</b>	<b>440</b>	<b>133</b>

**Definition:** The number of individuals participating in learning activities intended for teaching or imparting knowledge and information on natural resources management and biodiversity conservation with designated instructors, mentors or lead persons, learning objectives, and outcomes, conducted fulltime or intermittently.

This includes formal and non-formal training activities, and consists of transfer of knowledge, skills, or attitudes through structured learning and follow-up activities, or through less structured means to solve problems or fill identified performance gaps. Training can consist of long-term academic degree programs, short- or long-term non-degree technical courses in academic or other settings, non-academic seminars, workshops, on-the-job learning experiences, observational study tours, or distance learning exercises or interventions. Subject areas include: EAFM, MPAs and MPA networks, integrated coastal management, climate change adaptation, sustainable financing, and other training activities relevant for coastal and marine management and conservation in the Coral Triangle.

**Rationale:** Capacity building for legislation, policy, environmental management and enforcement will be critical to the creation and effective management of fisheries, MPAs and Networks and adaptation to climate change across the region.

**Data Collection and Analysis Methodology:** Data will be recorded at each training activity, and combined using an Excel spreadsheet. A short narrative (paragraph) on the types, methodologies and subjects of trainings will be provided. All training data will be submitted through Trainet of the US Government.

**Disaggregate by:** Country, Gender and by Subject Area

**Data source:** Designated national agencies within Coral Triangle countries with authority over marine areas in coordination with field management teams and non-government organizations.

**Data Verification:** Sign-up sheets that show lists of participants in trainings by day, gender and subject area verifiable through credible data sources. Information on follow-up contact with trainees available.

**Baseline Information:** Baseline October 2009 assumed to be zero.

<b>Indicator 5.</b> Number of laws, policies, agreements, or regulations addressing climate change proposed, adopted, or implemented as a result of USG assistance  <i>Unit of measure:</i> Number of laws, policies, agreements, or regulations	<b>FY</b>	<b>Planned</b>	<b>Actual</b>
	<b>09</b>	<b>0</b>	<b>0</b>
	<b>10</b>	<b>0</b>	<b>0</b>
	<b>11</b>	<b>2</b>	
	<b>12</b>	<b>0</b>	
	<b>13</b>	<b>0</b>	
	<b>TOTAL</b>	<b>2</b>	<b>0</b>

**Definition:** Policies, laws, agreements and regulations include those formed and formally endorsed by government, non-government, civil society, and/or private sector stakeholders with the intent to explicitly address climate change. Policies may also contribute to addressing climate change by addressing related sectors like forests, land use and agriculture, and urban development. Because many policies may affect climate indirectly, it is essential that the indicator narrative explains how the policies contribute to addressing climate change.

**Rationale:** The formal and informal institutional structures in the form of laws, policies, agreements, and regulations are essential aspects of many USAID programs because they provide the enabling environment on which actions are built and maintained.

**Data Collection and Analysis Methodology:** Data will be collected using an Excel spreadsheet, with accompanying short narratives (paragraphs) on the details of the benefits from each law, policy, agreement or regulation related to climate change adaptation.

**Disaggregate by:** Country and level of implementation (e.g., regional, national and site)

**Data source:** Designated national agencies within Coral Triangle countries with authority over marine areas in coordination with field management teams and non-government organizations.

**Data Verification:** Copies of policies and laws or other indicator accomplishments will be available for verification.

**Baseline Information:** Existing policies, laws, agreements or regulations that already conform to the criteria for this indicator as of October 2009.

<b>Indicator 6.</b> Number of public-private partnerships formed as a result of USG assistance  <i>Unit of measure:</i> Number of public-private partnerships formed supporting regional, national institution building and governance, including strengthened local or site management and seascape management	FY	Planned	Actual
	09	0	0
	10	3	0
	11	3	
	12	2	
	13	2	
	<b>TOTAL</b>	10	<b>0</b>

**Definition:** A partnership is considered formed when there is a clear agreement, usually written, to work together to achieve a common objective. There must be either a cash or in-kind significant contribution to the effort by both the public and the private entity. An operating unit or an implementing mechanism may form more than one partnership with the same entity, but this likely to be rare. Public entities include: the USG, developed country governments, multilateral development institutions, national governments of developing countries, and universities or other arms of national governments. For-profit enterprises and non-governments organizations (NGOs) are considered private. In counting partnerships we are not counting transactions.

**Rationale:** This indicator measures USG leveraging of public and private resources to regional institution building and governance, including strengthened target area management and seascapes, which is critical to improved and sustained management.

**Data Collection and Analysis Methodology:** Public-private partnerships that have been established with CTI support will be analyzed. To the extent that the partnerships support better regional management and coordination, they will be incorporated into an Excel spreadsheet with brief accompanying narrative that explains the public-private partnership.

**Disaggregate by:** Country.

**Data source:** Designated national agencies within Coral Triangle countries with authority over marine areas in coordination with field management teams and non-government organizations.

**Data Verification:** Lists of partnerships verifiable through credible data sources and explanations.

**Baseline Information:** Baseline is October 2009, assumed to be zero. All new partnerships will contribute to this indicator.

# 8. US CTI SUPPORT PROGRAM INTEGRATOR GENDER ACTION PLAN NOVEMBER 2010

## 8.1 Introduction to the Gender Plan

### USAID Gender Requirements

In 2010, USAID updated its Automated Directives Systems (ADS) gender programming requirements to reflect the Administration's core commitment to gender equality and women's empowerment. The updated ADS reinforces the importance of gender analysis for its role in informing the design of strategies and programs to deliver better results. One of the priorities is to help promote greater institutionalization of a gender perspective throughout all USAID programs.

USAID's approach to gender integration is based on gender analysis which is built around two key questions:

- How will the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect the work to be undertaken?
- How will the anticipated results of the work affect women and men differently?

Gender analysis is now mandatory for the design of strategic plans and assistance objectives. Gender analysis continues to be mandatory for projects/activities and attention to gender issues in the procurement process has been significantly strengthened. Technical officers are required to integrate the findings of gender analyses into all aspects of a proposed project. Technical evaluation criteria of all procurements must address gender issues so that contractors and grantees can be held accountable for their ability to impact gender inequalities. Performance management systems and evaluations at the assistance objective and project/activity levels must include gender-sensitive indicators and sex-disaggregated data

These strengthened requirements provide USAID technical officers with a very powerful tool to identify and take gender inequalities, roles and relationships into account, leading to more effective and sustainable development. ADS Gender Requirements can be located in the following sections:

- High-level Planning (ADS 201.3.9.3);
- Project/Activity Planning (ADS 201.3.11.6);
- Project and Activity Procurement (ADS 302.3.5.15 for contracts and ADS 303.3.6.3c for grants and cooperative agreements); and
- Project and Activity Monitoring and Evaluation (ADS 203.3.4.3).

### Supporting Gender Integration in the CTI

The PI is committed to promoting gender equity and equality in its programming in the CT through the application of gender analysis and integration. Sustainable coastal and marine zone management requires a clear understanding of the differences and inequalities between women and men because their needs and

interactions are often quite different in relation to aquatic and related resources. Access to and control over these resources, the resulting benefits, and related decision-making are often differentiated by gender. Female resource users often possess different knowledge about marine, coastal, and estuarine biodiversity than men. For example, in many countries, it is mostly women who are engaged in inland fishing. Further, marginalized groups are often short-changed in resource use patterns, access to land, natural resources, equipment, labor, capital, outside income, and education. Unequal distribution and access to coastal and marine resources remains a significant concern in effective coastal zone management in developing countries.<sup>1</sup>

Although the CT Regional Plan of Action makes reference to human equity, social resilience, community based approaches and a commitment to addressing the economic, social and ecological drivers of marine and coastal management and conservation, explicit reference to gender or women is made only as part of the Goal 2: Ecosystem approach to management of fisheries (EAFM) and other marine resources fully applied and to only the following two targets:

- Target 2: Improved income, livelihoods and food security in an increasingly significant number of coastal communities across the region through a new sustainable coastal fisheries and poverty reduction initiative (“COASTFISH”); and
- Target 3: Effective measures in place to help ensure exploitation of shared tuna stocks is sustainable, with tuna spawning areas and juvenile growth stages adequately protected.

The broader omission of explicit reference to gender or women is not necessarily a reflection of a lack of its prioritization as an issue in the Coral Triangle as all CT6 countries are signatories to the Beijing Declaration and Platform for Action and the UN Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women. The CT6 countries undoubtedly recognize gender as one variable of many that affects marine and coastal resource management. However, the lack of consistent reference in RPOA and NPOA documents does reflect a missed opportunity to ensure that gender considerations are consistently integrated into planning, implementation, and monitoring and evaluation of policies, legislation, and activities. Simply raising the question of the gender implications of an activity increases awareness, sensitivity, and opportunity for women’s empowerment and participation.

The PI will work to actively incorporate gender analysis and address gender integration into its programming and promote gender sensitive practices and approaches within the CT when working with the Secretariat, NCCs and Program Partners. The aim will be to not only identify and address every opportunity to increase equity and equality but to promote the practice of gender analysis as a way of doing business and encouraging its incorporation as an institutional norm. This gender action plan is organized within the framework of the PI’s scope of work for the program. The plan addresses gender along various programmatic dimensions including task, result area and program mechanism and along the full activity cycle including planning, implementation, monitoring and impact analysis. The plan aims to provide a pragmatic approach that can be easily and consistently applied and implemented, maximizes impact, and serves as a model that promotes the practice of gender analysis and integration as a CT norm in pursuit of RPOA and NPOA goals.

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<sup>1</sup> <http://www.genderandwater.org>

## 8.2 Goal and Objectives

The **goal** of the PI's gender action plan is to promote the empowerment of women and marginalized groups in the Coral Triangle to achieve equity in the management and benefits that flow from coastal and marine resources.

The **objectives** of the PI's gender action plan are the following:

- To serve as an institutional and programmatic model for gender integration within the Coral Triangle. This will be done through application of gender analysis across all Program elements (administrative, technical and operational), activity area (by task, result and program mechanism) and in consideration of the full activity cycle (planning, implementation, monitoring and evaluation);
- To capitalize on opportunities identified by gender analyses that maximize impact towards gender equity and empowerment of minorities in pursuit of CT goals; and
- To promote a norm of gender analysis and integration in CT institutions as a function of pursuing RPOA and NPOA goals.

## 8.3 Approach

The PI will work with team members within the US CTI Support Program to consistently apply gender analysis across all program elements, increase the awareness of gender issues in the Coral Triangle, and maximize opportunities to promote gender equality and equity. It will work with US CTI Support Program team members and regional Partners to identify areas of synergy with planned or ongoing initiatives that promote gender equality and equity in pursuit of CT priorities.

The level of gender analysis applied will be determined by the complexity and potential impact of any activity. A sample gender and integration analytical guide is provided in Section 4, which will be elaborated upon or tailored as needed. At the very fundamental level, the PI will ask the following questions when embarking on any activity:

- How will the different roles and status of women and men affect the initiative to be undertaken?
- How will the anticipated results of the initiative/activity affect women and men differently?
- What can the PI/Program do to promote gender equity and equality as a part of this initiative/activity?

For each of its activities as appropriate, the PI will have gender related target outcomes. Overall, the program will aim for the following:

- Hiring practices that aim for a target of 50% female staff;
- A minimum of 30% female participation in all capacity building efforts including Regional Exchanges and Trainings;
- Gender considerations incorporated as a topic in the development of all CT related policies; and
- Gender considerations incorporated as a topic in the development of all CT related planning documents and agreements including PPPs, Learning Networks, etc.

## **Gender Integration in PI Administration and Overall Programmatic Support Activities**

### **Administrative Activities**

The PI addresses gender in its staffing, procurement and award actions by promoting equity in hiring practices and integrating gender issues as appropriate in Requests for Proposal (RFPs) and Requests for Application (RFAs). The PI aims for a target of 50% female representation on its staff. In its sub-contract and sub-awards, the PI will encourage the solicitation of female candidates for work to be carried out.

*Target Outcome:* Hiring practices that aim for a target of 50% female staff.

### **Programmatic Support Activities**

The PI's overall US CTI Support Program activities correlate to the following four tasks as identified in the Tetra Tech ARD Task Order:

- 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; and
- Task 4: USAID Administrative Support.

For each of these Task areas, the PI pursues gender integration through a number of entry points with the objective of ensuring that opportunities to advance gender equity and equality in the pursuit of CT goals are identified and acted upon.

**Task 1: Coordination of USG CTI Activities and Current USG Activities in the Region:** The PI uses its coordination role to raise the issue of gender considerations in US CTI Support Program activities and operations as relevant and appropriate during team calls and meetings. The PI addresses gender in consolidated reporting including on the Performance Management Plan (PMP) target result information. The PMP Indicator 4. Number of people receiving USG support training in natural resources management and /or biodiversity conservation as a result of USG assistance target results are tracked and disaggregated by gender data.

As a part of overall coordination and integration efforts, the PI will work with NOAA and CTSP to ensure gender analysis and integration are incorporated into joint activities. The PI will also work with USAID and the US CTI Support Program team to identify opportunities for synergy with other planned or ongoing USG activities. This includes reaching out to the PATH Foundation and the USAID BALANCE Project in the region.

*Target Outcome:* Gender analysis applied to all joint Program team activities.  
Minimum of 30% female participation in all jointly implemented Program team exchanges or trainings.

**Task 2: Coordination with Non-USG Coral Triangle Programs:** The PI has been facilitating the coordination of CTI Partners by hosting regular conference calls, assisting with arrangements for on-site meetings, participation in development of joint communications, and other activities including information management support through the Project Map and the US CTI Support Program Portal. The PI uses its coordination role to raise the issue of gender considerations when engaging with regional Partners including the application of gender analysis as appropriate. This includes activities or areas of joint concern such as the establishment of the permanent Secretariat and the development of its related agreements;

implementation of the State of the Coral Triangle being led by ADB; and planning for regional Capacity Needs Assessment to be led by Australia.

*Target Outcome:* Gender considerations incorporated into agreements, assessments, communiqués and other areas of joint Partner effort as appropriate.

**Task 3: Internal and External Communications:** The PI's communication role includes preparing materials for both USAID and the Program consumption as well as for a variety of external audiences. These communications serve not only to capture and present information on program progress and achievements but also in instances address technical needs. Information and Education Campaigns (IEC) are anticipated to take on a greater importance in Program years 3-5 with the PI taking leadership as needed. The PI will partner with its on-the-ground team members to create materials for them to deliver that raise gender awareness within Coral Triangle communities. Photos and stories will be presented in a clear and simple way to encourage modified approaches as needed, participation, decision-making, and livelihood benefits for women and marginalized groups.

As part of Task 3, the PI's communication team will apply gender analysis as appropriate when addressing content, format, audience, and distribution/access of materials. The communications team will be a conduit to promote gender analysis as an approach to gender integration and highlight success stories that reflect women in leadership positions or actively participating in coastal and marine conservation. The stories will be presented on US CTI communication materials targeting USAID, Program team members, partners, and the general public.

The PI will also undertake regular capture of lessons learned which will be analyzed and shared in reports, on the portal, and through adaptive management efforts. A gender folder will be created on the US CTI partner portal to serve as a resource for the US CTI partners in incorporating gender into their activities.

*Target Outcome:* US CTI Support Program Lessons Learned on Gender captured and disseminated.

**Task 4: USAID Administrative Support:** The PI provides USAID with gender related information and data as needed to address USG reporting requests and requirements.

## **Gender Integration and PI Technical Assistance**

The PI gender integration approach within its technical assistance efforts are addressed below by result framework and program mechanism areas. The PI will utilize gender analysis and integration for both the activities in which it is the lead and in joint programming efforts.

**IRI.I Policies Developed and Advanced:** In all Program activities with a policy component including those addressed through Regional Activity Team Exchanges, the PI will promote the usage of gender analysis as part of the development process. This includes addressing gender in research and planning activities as well as encouraging the inclusion of gender specific sections in finalized policy documents as relevant and appropriate.

*Target Outcome:* Gender analysis incorporated into development process of 100% of CT related policies supported by the PI.

IR1.2 Institutional Capacity: The PI will promote gender awareness and encourage the CTI Secretariat and NCCs to consistently integrate gender considerations in addressing CT priority actions. The PI will promote the institutionalization of gender analysis as a consistently applied approach in CT administrative and operational planning and implementation. This includes supporting the inclusion of gender Considerations in the staffing structures of the interim and permanent Secretariat and NCCs and ensuring that gender issues are deliberated and incorporated into hiring, financing and other agreements. The PI will also encourage the Secretariat to take a leadership role in promoting gender equity and equality as an issue. This includes promotion of women's participation in CT events; support of activities that raise awareness and positively impact women's role in coastal and marine management and conservation; and advocating for the greater inclusion of gender considerations and consistent application of gender analysis in pursuit of CT goals.

*Target Outcome:* Gender analysis incorporated into development process of 100% of CT related planning documents and agreements supported by the PI.

IR1.3 Learning and Information Networks Strengthened: The PI is supporting the development of a CT Learning Network through the Coral Triangle Center and a regional Mayor's Round Table. The PI anticipates that the CT Learning Network will be based on the sharing of best practices which it will encourage to include specific lessons learned as related to gender. The PI will encourage the active participation of women in its Learning Network activities as well as the application of gender analysis in planning exercises and inclusion of specific gender components in agreements developed.

As local governments are addressing coastal and marine management issues at the front line, the PI will also actively promote the integration of gender issues in this particular work stream. This includes identifying potential areas of synergy with USAID efforts addressing gender related issues including the BALANCE project. As many government officials in the region are men, the program will work to encourage women's representation in activities and facilitate the specific address of gender in community planning, policy development and agreements formulated.

*Target Outcome:* Gender analysis incorporated into development process of 100% of CT related planning documents and agreements supported by the PI.

IR1.4 Public and Private Sectors Engaged: Public-Private Partnerships provide a unique opportunity to empower women economically, politically and socially. The PI is working to facilitate CT6 countries in the development of PPPs related to RPOA and NPOA priorities. As part of its strategic approach, the PI will promote gender analysis in the development of PPPs and identify specific opportunities to promote women's engagement in partnerships.

*Target Outcome:* Gender considerations addressed in 100% of PI supported PPP agreements as a specific element.

R2. EAFM improved in the CT; R3. MPA Management Improved in the CT; and R4. Capacity to Adapt to Climate Change improved in CT

Intermediate results for these results involve the development of frameworks, increase of capacity, and direct application in priority geographies. The PI will address gender in these Result areas with the same strategic approach it applies to Result 1 described above and programmatic Mechanisms described below. The PI will work especially closely with CTSP to ensure that regional activities maximize programmatic impact and synergy at the priority geography level including empowerment of women and minorities. It will

work closely with NOAA and CTSP to promote gender analysis as a component of science based decision making which includes supporting CT Atlas efforts with the inclusion of socio-economic data.

### **Activities by Program Mechanism**

The PI utilizes a number of mechanisms to implement its technical support including Regional Activity Teams, Regional Exchanges, and Small Grants. In Year 3, the US CTI Support Program will expand activities to promote Information and Education Campaigns as a mechanism upon the recommendation of the USAID US CTI Support Program Mid-term Review (October 2010). The below sections describe how each mechanisms will integrate gender.

**Regional Activity Teams (RATs):** The RATS were developed as a mechanism to integrate US CTI Support Program team activities at the regional level including Marine Protected Area (MPA) management: Life Reef Food Fish Trade (LRFFT); Illegal, Unreported and Unregulated (IUU) Fishing; and Climate Change Adaptation (CCA). In Year 3 these teams will be reformed into three Regional Activity Teams: Eco-based Approach to Fisheries Management (EAFM) team with IUU and LRFFT subsumed under it, and MPA and CCA teams.

The RATs work with other PI mechanisms to advance CT priorities. Gender is addressed on two levels: 1. Through PI participation in RATs teams and planning of RATs activities; and 2. In the implementation of RATs activities. Where the PI provides leadership to a RAT team, it will actively promoting gender analysis and integration in calls and planning activities. Where the PI is not the lead of a RAT but a participant, the PI will provide leadership in the promotion of gender analysis and integration. As the RATS works to support CT thematic working groups, the PI will promote a norm of gender analysis as the way of doing business.

*Target Outcome:* CT6 Working Groups adopt Gender Analysis as a standard practice.

**Regional Exchanges:** This mechanism is used for various ends including capacity building, policy development, and activity planning – often in combination. Gender analysis and integration is applied at two levels 1. The planning of the exchange and development of its content and 2. The implementation phase of the Exchange. During the planning phase, the PI works very closely with the Program team, CTI Secretariat and NCCs to identify the most appropriate candidates based on anticipated outcomes of the exchange and impact. Participants are selected to ensure a balance of representation across multiple variables including country and gender. Facilitators are coached on cultural differences and power dynamics that often affect participation of groups that are traditionally disempowered such as women, minorities and youth. They are also provided guidance on how to address these differences to ensure respectful and equal participation. During exchanges, facilitators ensure through participation and content that gender is addressed. Policy development and action planning activities incorporate gender analysis as a component of discussion and CT6 participants are encouraged to explicitly address gender analysis and integration in the content of these and other products.

*Target Outcome:* At least 30% of all participants in regional exchanges are female.

**Small Grants:** The small grants mechanism is used to advance CT goals through catalytic opportunities building on the outcomes of regional exchanges or other activities. Gender analysis and integration is applied at the administrative and operational levels as well as through technical implementation of the grant. Prospective grantees are required to address gender considerations in the application process and in the

negotiation process work with the Small Grants Manager to explore and address additional opportunities to promote gender equity and equality. During the technical implementation of the activities, the grantee provides updates on overall progress including gender implementation and provides data and source documentation towards targets in the PI PMP.

*Target Outcome:* At least 30% of all participants in grant supported trainings are female.

Information and Education Campaigns (IEC): The USAID US CTI Support Program Mid-term Review encouraged the application of IEC campaigns to promote awareness of the CTI and its priorities. The PI will promote gender analysis and integration into IEC planning and monitoring and evaluation. IEC initiatives provide a unique opportunity to rapidly reach large populations. Gender analysis will be used to feed into both targeting and messaging of information. The PI will make a concerted effort to measure impact of campaigns on multiple variables and populations including women and traditionally marginalized groups.

### **Monitoring and Evaluation**

The PI undertake various levels of monitoring and evaluation both to feed into an overall approach of adaptive management and to fulfill USAID contractual and reporting obligations. The US CTI Support Program disaggregates PMP targets for Indicator 4 by gender and provides progress updates on a semi-annual basis. The gender analysis and integration process in itself encourages a constant review of impact and outcomes that feeds into decision making. Applications of gender analysis and integration processes are captured in meeting notes, planning documents and through activity outcomes and products. Evaluations of major initiatives such as IEC campaigns will include a gender lessons learned component that will be shared as appropriate with the program and broader partners through the Portal, Learning Networks and other activities. The PI will report on gender accomplishments and lessons learned as part of its semi-annual reporting process.

*Target Outcome:* Lessons learned for major activities and initiatives are captured and disseminated. USAID semi-annual and annual reports will include a discussion of achievements, challenges and corrective actions as related to gender.

## **8.4 Gender Analysis and Integration Guide**

USAID's approach to gender integration is based on gender analysis which is built around two key questions:

- How will the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect the work to be undertaken?
- How will the anticipated results of the work affect women and men differently?

Below are simplified components of a gender analysis:

1. Analysis of sex-disaggregated data and information
2. Assessment of roles and responsibilities/division of labor
3. Consideration of access to and control over resources
4. Examination of patterns of decision-making

## 5. Examination of the data using a gender perspective (i.e., in the context of women and men's gender roles and relationships)

The United Nations Development Programme synthesizes the steps of gender analysis in this way:

(1) Sex-Disaggregated Data + (2) Analysis + (3) A Gender Perspective = Gender Analysis

In general, all gender analysis approaches should examine representation of men and women in a particular sector (e.g., education, health, or economic growth), how resources are distributed, and why these differences exist. It may also be useful to examine the historical and contemporary social context relevant to the specific sector to understand gender differences.

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The following are steps and related questions that should be applied to each activity or initiative as appropriate. Questions should be adapted or modified as necessary and relevant to a particular subject or context.

### 1. Analysis of Sex-Disaggregated Data and Information

- Review any sex-disaggregated data relevant to the specific technical sector's proposed project or activity.

### 2. Assessment of Roles and Responsibilities/Division of Labor

- Consider men's and women's roles and responsibilities in relation to formal and informal employment, community participation, local/community politics, family and household roles, etc.
- Where is there greater participation of women or men? What are the reasons for this?
- What are the barriers to an equitable division of labor and equal opportunity?
- Where do opportunities or entry points exist to encourage an equitable division of labor and equal opportunity?
- What different roles do boys and girls play within the household and community? How might this affect their access to education, health care, etc.?

### 3. Consideration of Access to and Control over Resources

- Who has access to and control of resources and services?
- It is important to distinguish between the concepts of access and control when examining how resources are allocated between women and men. Access means a person or group can use a resource (e.g., land to grow crops), while control means that a person or group can make decisions about who uses or disposes of a resource (e.g., selling land and gaining the profits).
- Look at the assets that men and women have, including human capital assets (e.g., education), financial assets, natural assets (e.g., land), and social assets (e.g., social networks, time).

### 4. Examination of Decision-Making Patterns

- In what decision-making do men and women participate? Analysis can include the national, community, and household level.
- Look at any constraints to decision-making. In some contexts, there may be formal constraints on women to participate in decision-making, while in others, the impediments may be de facto. Analyze and discuss how women and men are actually participating in decision-making. Such an analysis should include not only who is present when decisions are made but also who has actual power over the outcomes of the decision-making process.

### 5. Examination of the Data Using a Gender Perspective

- The use of a gender perspective means not simply presenting sex-disaggregated data but interpreting the data by considering the differences between men's and women's needs, priorities, responsibilities, status, perspectives, strengths, activities, opportunities, and constraints, among many other factors, over both the short and long term. Using all of the information collected from steps 1-4, it becomes possible to compile a comprehensive picture of the gender roles, responsibilities, and relations in a particular country, community, or project.
- Within the context of any particular development problem, such gender-related data is essential to defining linkages between cause and effect and deciding how specific development goals will be achieved. The gender analysis conducted at the country strategic plan level may require further refinement, including the gathering of more data, as USAID technical officers transform the strategic plan into Assistance Objectives, Intermediate Results, projects, and activities.

## 8.5. Gender Plan References

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