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WWF MATCHING GRANT

Sulu Sulawesi Seas Marine Ecoregion Program

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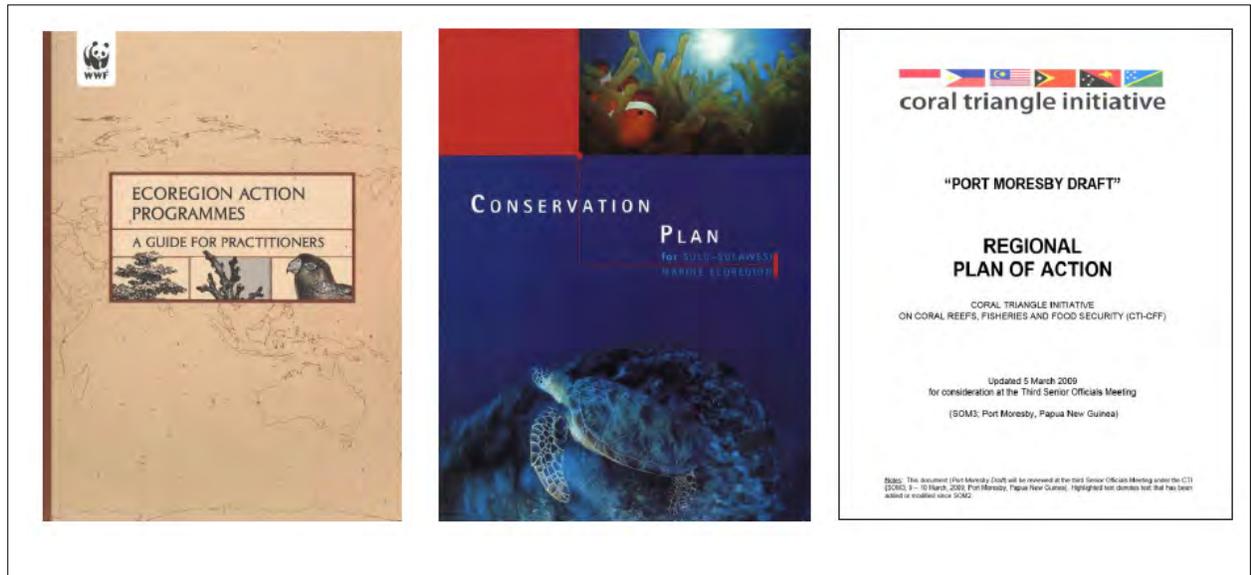
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LIST OF ACRONYMS

ARNP	Apo Reef Natural Park
APEC	Asia Pacific Economic Cooperation
BSSE	Bismarck-Solomon Seas Ecoregion
CBD	Convention on Biological Diversity
CCIF	Conservation and Community Investment Forum
CD	Compact disc
CMP	Conservation Measures Program
CRM	Coastal Resources Management
CTNI	Coral Triangle Network Initiative
CTI	Coral Triangle Initiative
DIP	Detailed Implementation Plan
ECP	Ecoregion Conservation Plan
ERBC	Ecoregion-based Conservation
EUF	Environmental Users' Fee
FAD	Fish Aggregating Device
GDP	Gross Domestic Product
GIS	Geographic Information System
IPAF	Integrated Protected Area Fund
LGU	Local Government Unit
MARXAN	Acronym combining MARine, and SPEXAN, SPatially EXplicit ANnealing
MG	Matching Grant
MGP	Matching Grants Program
MPA	Marine Protected Area
MSC	Marine Stewardship Council
MTE	Mid-term Evaluation
M&E	Monitoring and Evaluation
NGO	Nongovernmental Organization
PAMB	Protected Area Management Board
PVC	Private Voluntary Cooperation
SBSTTA	Subsidiary Body on Science, Technical and Technological Advice
SSME	Sulu Sulawesi Marine Ecoregion
TNC	The Nature Conservancy
TOSCA	Tourism Sector Coordinating Association
UNEP	United Nations Environment Programme
USAID	United States Agency for International Development
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund (for USA) and World Wide Fund for Nature (outside USA)

SUMMARY



The closing of WWF's Matching Grant Program (MGP) marks the beginning of the most important marine conservation effort in the world today – the Coral Triangle Initiative. This momentous scaling up in vision and future impact is due in large measure to the confidence built up in the SSME through the Matching Grant Program and its predecessor USG and NGO funded programs. The countries can now see that joint action for resource management is indeed possible - and in fact is probably the only way to achieve the profound shifts in resource extraction behavior needed to fend off the collapse of their highly valued marine ecosystems. In one month, the six Heads of State of the Coral Triangle countries will sign into reality their commitment to share the management of the most biologically outstanding ecological complex in the ocean, and a new and highly promising marine conservation era in the region will begin.

The five years of thought-provoking and boundary-pushing learning experiences have also made a strong mark on WWF, as originally intended. WWF has changed the way it works on large scale, multi-faceted programs based on insights gained through this project. Our partners in the region have also expanded their expectations for their own conservation future. Specifically, the MGP-supported programs in the Philippines (Donsol, Sablayan and Puerto Galera) and Indonesia (Berau) attained most of their objectives. The Sulu Sulawesi Marine Ecoregion (SSME) is now a formally endorsed entity that is being implemented by a tri-national committee created by the governments of Indonesia, Malaysia and the Philippines, and the WWF Steering Committee that evolved into the Coordinating Unit has successfully guided the ecoregional planning and learning process. In addition to establishing new MPAs in the Philippines and Indonesia, sustainable financing mechanisms have been implemented with varying degrees of success. An MPA Network Framework for SSME has been created by marine experts from the region and abroad, and disseminated widely. Key components of this framework are being implemented by various partners throughout the SSME. Finally, coastal zone management plans have been developed

for Donsol, Apo Reef, Puerto Galera and Derawan through intensive stakeholder consultations, and these plans have been aligned with local and national government priorities.

The SSME has evolved to cover a wider geographic area that is becoming known as “The Coral Triangle.” Within WWF, the Coral Triangle has become one of only 19 Network Initiatives that are targeted for transformational conservation results involving a wide array of stakeholders, from local citizens to national and regional governments and industry. While initially encouraged by NGOs, the SSME and the Coral Triangle Initiative (CTI), supported from their inception by U.S. efforts in the region, are now embraced by the six governments (Indonesia, Malaysia, Papua New Guinea, the Philippines, Solomon Islands and Timor Leste).

The monitoring of biological indicators continues at field sites, and each country is adopting protocols that are appropriate to their own political and cultural context. At the same time, there are initiatives to standardize methods that will enable cross-site comparisons. Various policy initiatives have been implemented at site and national levels in Indonesia, ranging from marine law enforcement to fisheries regulation. Overall, the MGP has enabled WWF to scale up conservation within a country from site-level intervention involving a few hectares and focusing on specific issues and stakeholders to a more holistic form of conservation that involves a broader range of stakeholders and looks at ecosystem interventions. Over the years, this has strengthened WWF’s country programs, which are the very fabric of ecoregional conservation.

This new brand of conservation, emphasizing stakeholder involvement in planning and implementation, has made the conservation agenda more amenable to people and the government as well as the private sector. Furthermore, by ensuring that interventions are tailored to local circumstances, this effort has helped ensure that conservation is accepted, institutionalized and continued beyond the lifespan of MGP projects.

BACKGROUND

From Concept to Reality: Ecoregional Conservation in the Coral Triangle

Implementing a Vision

WWF’s mission is to conserve and protect the abundance and diversity of life on Earth. In 1998 WWF launched ecoregion-based conservation (ERBC) as our primary approach for achieving conservation in endangered ecosystems around the world. The ERBC process includes reconnaissance and assessment phases that lead to the development of a “Biodiversity Vision” – a stakeholder-driven, science-based expression of how the ecoregion should look in 50 years. This forms the basis of a subsequent ecoregion conservation plan (ECP), with strong emphasis on consultation, stakeholder involvement and development of partnerships. Following approval of the ECP by the countries’ stakeholders, WWF determines the particular role we might play and develops a corresponding WWF action program.

Catalyst for Transformational Change

In 2002 the Private Voluntary Cooperation (PVC) division of USAID approved the WWF Matching Grant proposal to support the development of an ecoregion-based conservation program in the Sulu Sulawesi Marine Ecoregion (SSME). At the time, the SSME program had completed the visioning process and was about to embark on development of the ECP. After signing the contract with PVC in February 2003, WWF submitted the Detailed Implementation Plan (DIP) to PVC in October 2003. The DIP was reviewed by both parties in December 2003 and requested revisions were submitted to PVC in March 2004. The DIP was approved on September 30, 2004. Annual reports were submitted to PVC in April 2004, April 2005 and January 2006.

On August 2, 2007, the SSME Matching Grant project was turned over to USAID Philippines when the PVC division closed down. This occurred through Modification Number 4, which also reduced the budget by \$63,698. Due to the change in status of the project, in December 2007 WWF requested that the annual report schedule change back to the original date marking the project's anniversary and become a final report in 2008. On March 5, 2008, the Matching Grant project end date was extended to June 30, 2008, and the budget increased by \$100,000 through Modification Number 5. The project end date was extended again to September 30, 2008, and the budget was increased by \$150,000 on June 25, 2008, through Modification Number 6. Finally, the project end date was amended to December 31, 2008, through Modification Number 7 signed on September 30, 2008.

Expansion of a Vision

The SSME is located in the heart of the "coral triangle" in Southeast Asia – the global epicenter of coral biodiversity. The Sulu and Sulawesi seas are surrounded by the Philippines, Indonesia and Malaysia. Field sites selected for the Matching Grant program include several seascapes established as top priorities in the SSME Biodiversity Vision – Verde Passage, Mindoro Strait, and Ragay Gulf to San Bernardino Strait in the Philippines, and the Derawan Islands in East Kalimantan, Indonesia. While all of these sites have high biodiversity values, they were also selected based on strong working relationships with local stakeholders and on stakeholder interest in receiving further support from WWF; the urgency of the conservation threats and poverty/development needs in the sites; and the existence of other conservation and development service providers as partners in the program.

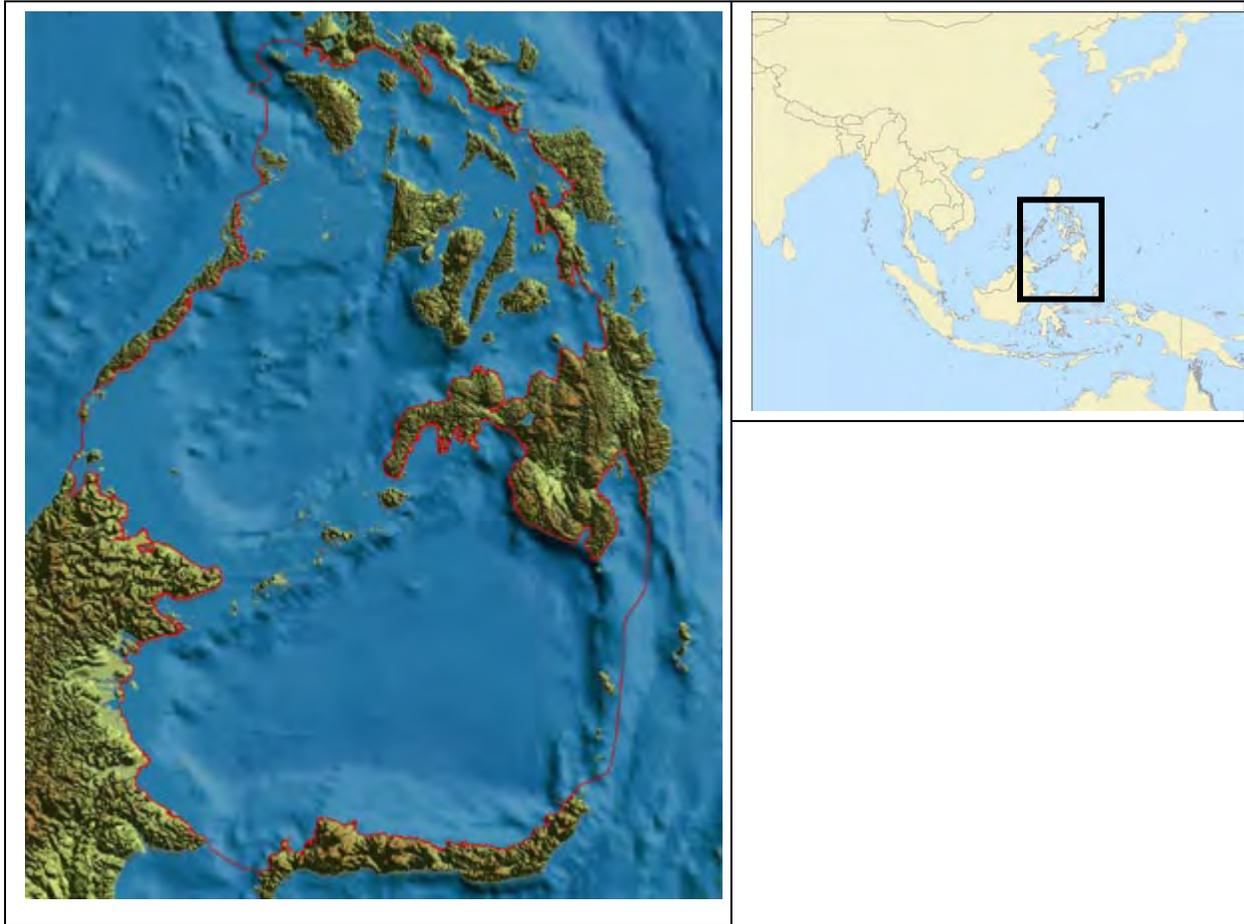


Figure 1: Sulu-Sulawesi Marine Ecoregion (SSME) (WWF-Philippines). Inset: Southeast Asia (Reefbase)

The Matching Grant (MG) program was designed to address constraints to WWF's efforts to scale up conservation implementation from the traditional site level to the ecoregion level. Marine ecoregional program models typically are not comprehensively systematized or widely disseminated, while field programs often find ecoregional management principles difficult to conceptualize and implement. The MG program thus enabled WWF headquarters and field staff, as well as our ecoregional partners, to develop the organizational capacities, skills and field methods and tools required to incorporate ecoregional principles into both our site-based and ecoregion-wide conservation programming.

Program Design

The original Detailed Implementation Plan was approved in 2004 and revised in 2006 via the Mid-term Evaluation (MTE). The WWF PVC Matching Grant Sulu-Sulawesi Seas Marine Ecoregion Program Goal was to develop a program that could provide catalytic leadership and capacity building to the multi-stakeholder coalitions implementing ecoregion conservation.

Target Beneficiary Groups

While beneficiary groups were identified earlier in the project, actual outreach to the groups relied upon social, political, and natural resource management regimes. In the Philippines, the field program successfully engaged stakeholders from a broad range of sectors and groups, including fisheries, tourism, business, women, indigenous peoples, academics, enforcement agencies, and local, provincial and national governments. A wide range of activities such as training, faith-based groups, scientific research, marine law enforcement, management planning, information campaign, resource mobilization, and policy advocacy were implemented. In Indonesia, to pilot the country's first large-scale, multiple-use Marine Protected Area (MPA), the Indonesian field program focused on involving stakeholders immediately relevant to MPA management, such as management authorities and enforcement agencies. Over time, the project involved other stakeholders such as those connected with tourism and universities.

PROGRAM PERFORMANCE

The reporting flow of this section is based on the revised DIP (modification #6) that takes into consideration the recommendations from the 2006 MTE. Significant accomplishments in each site were extracted from past Matching Grant annual reports.

The MTE recommended a restructuring of the program around four pillars characterized by these objectives:

Pillar 1: Organizational Effectiveness: Capacity, leadership and training. (Certain strategies and activities that have been aligned with Objective 1 to date should be shifted to Pillar 2 below, where they are a better fit.)

Pillar 2: Collaborative Partnerships: Ecoregion-level activities and scaling up of ongoing local-level efforts for enhanced partnerships.

Pillar 3: Organizational Learning

Pillar 4: Financial Sustainability

Key strategies and results associated with each objective are noted below.

Objective 1

Stated Objective: Enhanced SSME management and technical capacity for catalytic leadership to guide and support scaling up to multi-stakeholder ecoregion conservation planning and programming in the SSME.

Key Strategies: Strengthen organizational capacity for natural resource management, including governance and multi-stakeholder coalition building; strengthen planning for MPA development; assess fisheries and species status to support MPA planning and gazettement; and facilitate collaborative conservation management mechanisms.

MTE-revised key strategies for Objective 1: Strengthen WWF planning, leadership, management and training capacity; catalyze strong governance by reinforcing the SSME Tri-national Committee; strengthen planning and implementation of large-scale transnational programs; strengthen planning for MPA and MPA Network development; develop a comprehensive, ecoregion-level monitoring protocol.

Results:

Scaling Up the Ecoregional Process: SSME, CTNI and CTI

From a trilateral conservation initiative involving Indonesia, Malaysia and the Philippines, work on the SSME led to the development of the Coral Triangle Initiative (CTI) and WWF's Coral Triangle Network Initiative (CTNI). The CTI is a government-led initiative that includes the three SSME countries and Papua New Guinea, the Solomon Islands and Timor Leste. The CTI was initially endorsed by leaders at APEC in September 2007 and was officially launched in December 2007 during the 13th Conference of the Parties to the UN Framework Convention on Climate Change in Bali. While the SSME Ecoregion Conservation Plan continues to be implemented in the respective countries, the SSME Tri-national Committee has embraced its new role as a functional component in the emerging CTI governance structure.ⁱ Furthermore, focal thematic areas in the SSME – such as species, an MPA network, and fisheries – find continuity in the CTNI strategies and CTI's Regional Plan of Action with additional items on climate change adaptation and the ecosystem-based approach. As mentioned, the CTNI represents a WWF Network decision to focus resources on the region, and to fund and support catalytic change in the Coral Triangle, particularly by addressing market-driven and global threats to marine and coastal ecosystems that go beyond political and geographical boundaries.

The Coral Triangle now contains not only the SSME, but the Banda-Flores Ecoregion and the Bismarck-Solomon Seas Ecoregion. The SSME now serves as an example for these other ecoregions as they seek to establish formal intergovernmental structures and a program of work.ⁱⁱ Key factors contributing to the success of this ecoregional program include the early engagement of stakeholders in the planning process, government support and willingness to take on a leadership role in the process, WWF's sustained effort, and fruitful government-NGO partnerships at local, national and transboundary scales

Live Reef Fish Trade: Indonesia

At the national level, efforts have been made to assess major export hubs for the live reef fish trade. The Indonesian government and traders are receptive to the creation of a regional trade association that will push for sustainable live reef fish trade and explore potential for implementing full-cycle aquaculture.

Transboundary Conservation Work on Tuna: Indonesia

The appointment of new government officials in Indonesia requires a new phase of relationship-building to promote the creation of a Peace Park Initiative for tuna. At the same time, there is steady momentum on other fronts. A new economic model to finance tuna management was presented in October 2008 at the APEC-sponsored Coral Triangle Tuna Meeting, the first-ever platform for involving the private sector from Indonesia, Papua New Guinea and the Philippines. Preliminary studies show that financial and investment institutions are willing to cooperate in the tracking of tuna investments and the studies have strengthened WWF's relationship with the private sector.

Objective 2

Stated Objective: A SSME multi-stakeholder conservation coalition is actively helping to provide technical assistance and shape policies/regulations promoting biodiversity protection at the local, national, regional and ecoregional levels.

Key Strategies: Provide technical guidance on enforcement and monitoring, education and communication, policy consultation, and advocacy.

Develop an ecoregion-level monitoring and evaluation protocol that captures ecological, social, economic and political parameters while remaining robust at the seascape level.

MTE-revised key strategies for Objective 2:

Build multi-stakeholder coalitions; facilitate collaborative conservation management mechanisms; improve enforcement; build capacity in conservation education, communications, policy consultation, and advocacy; assess fisheries and species status to support MPA planning and gazettement.

Results:

Improved Governance: Philippines

WWF-Philippines has demonstrated strong linkages and cohesiveness in their site- and national-level activities. At their anchor sites – Donsol, Puerto Galera and Apo Reef – various stakeholder groups have been trained in policy development and law enforcement and have drawn from the experiences of other successful WWF-Philippines project sites such as Tubbataha (no-take zone policy), Palawan (multi-stakeholder environmental law enforcement) and Batangas (user fee and multi-stakeholder resource management).ⁱⁱⁱ Through the program's extensive consultations, project staff have assessed needs in these sites and developed appropriate strategies based on political conditions, cultural settings and available resources. Natural resource management needs identified by local stakeholders were (1) park management, (2) sharing of powers and institutional overlaps, (3) sustainable financing, (4) multi-stakeholder social structure for resource management, (5) good governance, (6) tourism, (7) coalition of stakeholders, and (8) marine protected area management.^{iv}

Sharing the Power: Sablayan, Philippines

Power struggles among authorities often can have negative impacts on biodiversity and allow opportunists to take advantage of weakened enforcement and management structures. At Apo Reef in Sablayan, however, the local government unit (LGU) and the central government agency overcame this threat by sharing their authority through facilitated dialogue and establishing institutional structures. The LGU of Sablayan capably implemented their coastal resource management (CRM) plan and produced important conservation results such as drastic reductions both in fish aggregating devices and in the encroachment of commercial fishers in municipal waters.^v

Empowerment of Local Government to Create CRM Plan that Works: Puerto Galera, Philippines

The MGP provided technical assistance that was essential to building both the confidence and the capacity of local policy makers to codify 38 pieces of local legislation. The laws, which pertain to conservation and management, were codified through a consultative process with various stakeholders. The resulting environmental laws have benefited police and local government. They also have been a help to the well known *Bantay Dagat*, or civilian fisheries patrol force, who, bolstered by more clearly stated laws, increased enforcement efforts which resulted in a significant reduction of violations. This process underscores the importance of creating good laws that are also easily understood. Puerto Galera's formal multi-stakeholder alliance created a CRM plan and board that established a new MPA. The MPA includes full protection of the often-neglected and fragile seagrass ecosystem. Other key accomplishments include the publication of an operations manual for a user fee system, rules and regulations for MPA management, and preliminary plans for sewage treatment.

From Whale Sharks to All Fishes: Donsol, Philippines

Already a success story in its own right, Donsol continues to shine as an environmental champion by broadening its approach to resource management from whale shark tourism to fisheries management. MGP-funded technical studies on municipal fisheries, coastal habitat, and the economic valuation of whale shark tourism helped spur action and inform resource users as they developed policy instruments, legal systems and social structures for reducing overfishing. The initial approach, targeted to save a specific species, was crucial to the overall success of this project. Building on the heightened awareness of stakeholders in Donsol, the move to expand resource management to fisheries will conserve not only the beloved *butanding*, as the whale shark is locally known, but also preserve livelihoods and ensure food security for local residents. Furthermore, this locally based fisheries management plan includes the creation of a fisher registry and fish catch monitoring system, as well as the establishment of a 100-ha MPA. These accomplishments are significant, as coastal fisheries are notoriously difficult to administer. Involving local stakeholders in these processes is key to WWF's ecosystem-based approach of decentralizing management to the lowest appropriate level.^{vi} The MGP's multi-stakeholder approach in Donsol also has helped create an Integrated Fisheries and Aquatic Resource Management Council that broadens the reach of marine conservation efforts in the Ticao Pass.

A Showcase of Collaborative MPA Management: Berau, Indonesia

While Berau is a large, multiple-use MPA, it also serves as a vital part of a resilient MPA network in the functional seascape of Northeast Borneo^{vii} and provides a model site to the Indonesian government, which is seeking to conserve 10 million ha of marine areas by 2010.^{viii} From its humble beginning aimed at turtle conservation on the islands of Sangalaki and Semama,^{ix} this park was 30 years in the making and is now 1.27 million ha in size. Still, much work is needed to ensure that the park operates effectively. The Berau MPA multi-agency steering committee comprises four government agencies, two international NGOs and a local NGO, as well as representatives from the tourism industry, academia and various interest groups. The steering committee has succeeded in developing a zoning system that was guided by the concerns of local communities. The park's zoning system was developed using decision-support software called "MARXAN" that includes data derived from a coral reef monitoring program. Through the Joint Program Management Capacity, trained government fishery officers have contributed to a data collection effort using MGP-funded monitoring protocols for reef health and fish spawning aggregation.

The alignment of a zoning plan with the coastal spatial plan of the Berau government is ensuring strong buy-in and increased compliance for this MPA. The steering committee continues to practice collaborative management with the drafting of a standard operating procedure for the Berau MPA surveillance system.^x

A broad range of community and stakeholder outreach initiatives have been implemented to ensure widespread support for the Berau MPA, including alternative livelihood programs, capacity-building for local NGOs, and creation of participatory mechanisms for stakeholders in MPA planning processes. Socialization of the MPA is important to ensure future compliance and acceptance of regulations. Stakeholders obey rules not only because they are enforced, but also because they understand the benefits and purpose of the MPA. The Berau MPA has also made headway in developing a local regulation on sustainable fisheries that includes the termination of a turtle egg concession. In addition, joint resource use monitoring was carried out regularly between local fisheries authorities and forestry department officers, resulting in a higher rate of prosecutions for the use of illegal fishing gear and other violations.^{xi}

The Berau MPA's early success provides added value to Indonesia's experience in collaborative management. If sustained, it will provide an excellent benchmark for new and existing MPAs in Indonesia.

Public-Private Partnership in Tuna Fisheries: Indonesia

The following are updates from October-December 2008 work carried out under no-cost extension (amendment #6).

During the final phase of the MGP, WWF-Indonesia promoted sustainably caught tuna among East Nusa Tenggara (Solor-Alor) fishers using hand lines while working in sync with committed buyers who would purchase the higher quality tuna product. Two tuna companies have been working closely with WWF-Indonesia. Chen Woo Ltd. Co. is one of Anova's local suppliers for tuna, grouper and snapper. Anova is an international fresh and frozen seafood supplier to Europe and America. Both companies are interested in eco-labeling and are now undergoing a preassessment process for Marine Stewardship Council (MSC) certification facilitated by WWF-Indonesia.^{xii}

Rural and undeveloped, Solor-Alor is one of the few areas in Indonesia where tuna stocks are still abundant. Unfortunately, this is also an area where whales and dolphins are hunted legally using traditional gear. WWF-Indonesia has been working in the area to set up another MPA. Included in this program is the development of a small-scale tuna fishery as part of a sustainable livelihood program. This project is operating under the hypothesis that the pelagic nature of the tuna fishery will help reduce pressure on the near-shore demersal fishery, reduce destructive fishing practices, and slowly divert locals away from cetacean hunting and toward more sustainable options.^{xiii} The program promotes the use of more environmentally friendly fishing gear. To ensure that the alternative livelihood program does not bring about problems associated with open access regimes in fisheries, the program also features training on post-harvest fish handling, as well as management of fish aggregating devices (FADs), laying the proper foundation for ownership of and access to fishing areas where FADs are laid.

WWF-TNC-CI-WCS: Union of International NGOs for Ecoregional Conservation

WWF-US has provided constant support to the country programs by providing technical expertise, raising the profile of SSME at international fora (SBSTTA for CBD, IUCN World Conservation Congress, etc), assisting with fundraising, and strengthening collaboration with other conservation NGOs working in the Coral Triangle, such as The Nature Conservancy (TNC), Conservation International (CI), and the Wildlife Conservation Society (WCS).^{xiv} In addition, preliminary work on the Conservation Measures Partnership (CMP) formed the basis of an M&E protocol for capturing ecological and social parameters.^{xv} The CMP product, known as the Open Standards, is now being implemented for project planning and evaluation by WWF-Indonesia and WWF-Philippines.

Objective 3

Stated Objective: Enhanced SSME contribution to WWF and partner organizational learning in ecoregion conservation.

Key Strategies: Organize and participate in peer learning networks that allow partners to learn and share with counterparts from other key sites in the areas of strategic development and management, use of technical skills in monitoring and enforcement, and financial and political sustainability.

Share lessons learned with the broader conservation community regionally and internationally through documentation, in position papers and journal articles, on program interventions and adaptive management resulting from monitoring and evaluation.

Use various SSME-related communication tools and strategies to share lessons learned, and actively engage in ecoregion standardization processes within WWF and the broader conservation peer community.

The SSME follows closely the UNEP Regional Seas Model.^{xvi} When compared with other trans-boundary coalitions such as the Baltic, Black Sea, Mediterranean, Wadden Sea and Wider Caribbean, SSME has the lowest heterogeneity index. This is not only because it involves fewer countries but also because of small differences in average per capita GDP.^{xvii} Based on this premise, the SSME has high potential for successful transboundary collaboration. While the SSME is successful in its own right, the MGP revealed intricacies that need to be taken into consideration in future large-scale conservation efforts.

Results:

Learning from our success – understanding our challenges

Being ahead of the game in marine and coastal management in Southeast Asia, WWF-Philippines looked inward for lessons learned from several of its successful projects. They documented the successes of those reference projects as well as MGP projects in a series of case studies: Tawi Tawi, Mabini-Tingloy, Tubbataha, El Nido and Donsol. These studies were widely disseminated among conservation

practitioners via learning networks and communication channels (conferences, websites, CDs and printed publications).

However, we also found that differences in country capacity and ingrained perceptions of one country toward another resulted in much of the organizational learning occurring within a country and only occasionally among countries. Differences in how NGOs were perceived from country to country affected NGO effectiveness in influencing policy and implementing conservation activities on the ground. Additionally, broad participation and collaboration were dependent on relationships among WWF offices.

Consequently, there was insufficient regional and cross-country learning. No party other than the SSME Coordinating Unit took up the neutral and often difficult role of fostering a regional working relationship among the three SSME countries to achieve ecoregion-level conservation goals.

On the international front, WWF-US joined with TNC, CI and WCS to develop a 5-year institutional learning program for resilient and representative networks of tropical MPAs. This network, known as the MPA Network Learning Partnership, focuses on improving conservation practices and tools. The network recently published *Marine Protected Area Networks in the Coral Triangle: Development and Lessons*.^{xviii}

While high quality and thoughtfully written case studies and manuals have been produced, they are insufficient to sustain and institutionalize organizational and peer learning networks. These structures require specific funding and sustained program implementation, and they need to be hosted by a neutral party if they are to endure.

MGP-Derived Capacity Forges Way Forward for CTI: Philippines^{xix}

WWF-Philippines continues to lead by example with its Conservation Research, Mapping and Systems Development unit. The web-based information-sharing system is accessible to conservation practitioners and decision makers.^{xx} However, the extent of the adoption of this system throughout the SSME remains to be seen.

Capacity building from the MGP has prepared the Philippines for the expansion of SSME to the Coral Triangle Initiative (CTI). Tapping into its vast network of stakeholders, both academicians and government agencies, WWF-Philippines organized a stakeholders' meeting of experts in CRM to develop Sustainable Resource Use sites for the USAID-Coral Triangle Support Partnership project – Tawi Tawi and Palawan.

WWF-Philippines continues to demonstrate strong convening power and leadership in large-scale conservation planning.

Objective 4

Stated Objective: Sustainable financing mechanisms help support costs of coalition facilitation and biodiversity protection.

Key Strategies: Assist partners in conceptualizing and capturing opportunities and costs for undertaking ecoregion-level conservation. Research potential options for private sector involvement in long-term financing, particularly in the tourism sector. Seek to obtain agreements that detail partnerships between governments and the private sector and/or local communities to institutionalize trust funds, revolving funds, conservation fees or commissions.

Implement capacity-building programs to increase the ability of SSME program staff to develop and manage ecoregion-level budgets, as well as the ability of local level partners to develop project proposals to fund conservation at local project sites.

Conservation projects such as MPAs are expensive and unsustainable endeavors if they are not streamlined into local priorities. Conservation is also only one of the many options of resource use competing for governments' attention.

Conservationists need to convince decision makers to factor ecological services and the aesthetic value of the environment into the economic equation to avoid overexploitation that leads to degradation of the resource base.

Results:

Improved Pricing Structure for Environmental Fee Collection: Apo Reef, Philippines

After studying tourism pricing structures in Tubbataha, Puerto Galera and Mabini, the Apo Reef Natural Park protected area management board opted to increase environmental fees in Apo Reef. The resulting price structure increased collection by 237 percent in 2007. In mid-2007, some 75 percent of these fees were immediately released from the Integrated Protected Area Fund for park management.^{xxi}

Tourism Sector Leads the Way for Sustainable Use of Natural Resources: Puerto Galera, Philippines

The Tourism Sector Coordinating Association, which is a part of the Puerto Galera CRM board, established an environmental users' fee (EUF) for every visiting tourist in Puerto Galera. In the first six months of EUF implementation, the local government collected PHP 7.9 million (USD 162,000). The association has effectively implemented part of the user fee manual operations developed by the board.^{xxii}

More Buy-In Required for Significant Government Spending on Resource Management: Donsol, Philippines

In the Philippines, the local government has understandably been slow in committing funds, as it transitions its focus from species conservation to fishery management. More time is required for the LGU and stakeholders to sort out their priorities and work out mechanisms for financing the new MPA. Program activities in Donsol should be followed up with other funding options as MGP bows out of the site.^{xxiii}

Preliminary Assessment of Berau MPA Conservation Cost: Indonesia

Since the Berau MPA was gazetted in 2005, its steering committee has taken a hard look at the costs required to run the large park. Findings by sustainable financing experts at the Conservation and

Community Investment Forum (CCIF) were shared with the steering committee. CCIF carried out training and developed a detailed cost model, as well as a sustainable financing strategy. They will work with the steering committee to conduct further consultations with local constituencies.

MONITORING AND EVALUATION

Three years into MGP implementation, WWF examined its ability to enhance its own internal effectiveness and carry out large-scale ecoregional change through the Mid-term Evaluation (MTE). The main recommendation coming from this analysis was a refocusing of priorities. Field site activities were continued but pared down, organizational development activities for enhancing internal capacity were initiated, and ecoregional-level activities were to be carried out in earnest.^{xxiv} Through this exercise, six pillars were identified as guidance for the remainder of the implementation period, and these required WWF country offices to expand its thinking. Through this process, change was recognized as an uncomfortable process that was nonetheless necessary given the urgent threats to the region's marine and coastal resources.

WWF-Philippines responded to the MTE recommendations by engaging field staff in conferences and symposia on MPA and marine law enforcement, at both national and international scales. This exposure helped field staff to network more widely with peers in the SSME and other parts of the world.^{xxv}

LESSONS LEARNED

This section compiles some of the most essential lessons learned through the implementation of the MGP.

Stakeholder Trust Is Essential to Program Success

Transparency, a broad consultative process, and an information campaign lay the proper foundation for engaging stakeholders from the start of the project. Formalized structures for participation also help bring forward the voices of groups that might otherwise be sidelined.

Public-Private Partnerships Are Crucial to Environmental Stewardship

MGP interventions can work out ways to engage the private sector along with other primary resource users and the government. Often portrayed in a bad light, members of the private sector – particularly those with genuine corporate social responsibility – can actually bring creative solutions to the table.

It Takes Time for Success to Become Evident

Whether for an MPA or a fishery management program, conservation results and benefits may not be evident to the stakeholders until many years after the start of the project. This underscores the importance of identifying short-term successes to ensure continued motivation and participation.

Political Neutrality Helps Ensure Objectivity

Conservation practitioners often are affected by political process at the site, but they cannot allow themselves to be associated with any particular political group. This is important for maintaining the ability to engage a broad range of stakeholders, which is key to successful conservation implementation.

Partnership with Local Government Lays a Solid Foundation for Implementation

Beyond being respectful and knowledgeable of municipal or provincial priorities and sensitivities, it is crucial to maintain a good working relationship with the local government. The health of that relationship contributes to the legitimacy and sustainability of any conservation project.

LONG-TERM IMPLICATIONS

WWF is optimistic that the success of MGP interventions will be long-lasting. That confidence is based on the many steps that were taken to ensure the sustainability of activities. In Indonesia and the Philippines, for example, stakeholders were consulted at every step of the way, so their knowledge informed everything from the determination of MPA use zones, to the codification of local environmental regulations, to the setting up of a CRM board. MGP implementers were careful to tailor interventions to local conditions while keeping their eyes on the broader conservation goals.

Practitioners were also attuned to other realities that could undo years of work, such as changes in political leadership and downturns in the economy. Because they paid attention to those realities, MGP implementers were able to walk away at the close of the project with the hope that the legal and social structures they helped set up will continue to guide stakeholders as they become drivers and stewards of their own resources.

Appendix A

Previous “Telling Our Story” cases were included in the 2008 annual report. This last case study resulted from the activities undertaken in Indonesia through the final cost extension.

Telling Our Story

Public-Partnerships for Sustainable Tuna Fisheries



Participating fishers learn how to assemble a fish aggregating device, or FAD, using environmentally friendly materials.

“Fishermen are very superstitious people

who tend to resist change of any kind. Their lives and their livelihoods hang by a thread at times because of the dangers of the sea and the tenuous economics of fishing. Therefore, fishers tend to hang on to time-tested methods and resist changing a very fundamental item such as the hook, which is probably the single most important piece of their fishing tackle.

However, through our work on this project with WWF and the Indonesian longline tuna fishers in Bali, I have learned that fishers hold an underlying fundamental belief that the sea is a sacred place and that an act of preservation, such as using circle hooks to prevent the incidental killing of sea turtles, is a pursuit that justifies change.

Success, measured in small increments, began months after our first “office” meetings in Bali – on the day that we (Anova) stood on a longline vessel in Benoa Harbor with our WWF partners, the boat captain, the WWF observer, 20 crew members, and onlookers, and discussed how to haul the hooks back into the boat.

As I write this, the first full trial encompassing a WWF observer, a complement of circle hooks, and a willing captain is under way. We look for full data at the end of March.”

Blane Olson, President, ANOVA Inc., USA

Appendix B

Performance Monitoring Matrix

PVC-ASHA Reporting Guidelines on the Detailed Implementation Plan (DIMP) Planning Matrix (PM)

Use the table format below to summarize the status of DIMP achievements to date.

Objective	Measurement and Data Management Methods	Indicators	Baseline	Targets: Year 3	Activities
Objective 1: Enhanced WWF/SSME management and technical capacity to guide and support the transition to multi-stakeholder ecoregion conservation planning and programming in the SSME.	<ul style="list-style-type: none"> Method: TWG semi-annual reports and workplan update; Steering committee meeting and program reports; SSME M&E reports. Tool: Review of operating procedure guidelines and assessment of compliance by report review and staff interviews. Data collected annually. 	Indicator 1A: National Technical Working Groups (TWG) and WWF Steering Committee develop and adopt operating procedures addressing governance, program implementation, budgets and financial management.	<p>In 2003, the TWGs were just forming and had little in terms of governance and finance structure.</p> <p>In 2003, the SSME Steering Committee had been formed for over one year; they met regularly and had an MOU.</p>	<p>Trinational Committee formally created by the three governments.</p> <p>WWF Steering Committee in place, but in the process of redesigning itself to fit into new structure.</p>	<ul style="list-style-type: none"> Strengthening organizational capacity for natural resource management, including governance and multi-stakeholder coalition building.
	<ul style="list-style-type: none"> Method: Project managers at anchor sites will collect information on MPA network development 	Indicator 1B: National and local governments implementing MPA network framework.	No MPA Network in place.	New MPAs established in Indonesia and the Philippines.	<ul style="list-style-type: none"> Strengthening planning for MPA development. Assessments for fisheries and species to support MPA planning and

	<p>including local government, legislation and institutionalization. The Secretariat of the TWGs will collate collective information.</p> <ul style="list-style-type: none"> • Tools: <ul style="list-style-type: none"> ○ Personal interview with local partners. ○ Review of partner reports. ○ Review of legislation. • Progress update in quarterly reports. 			<p>In the Philippines, communities declaring interest in linking MPAs into networks.</p> <p>MPA Network Framework published.</p>	<p>gazettal MPA establishment.</p>
	<ul style="list-style-type: none"> • Method: Review of government and community coastal management plans. • Tools: Plans and reports will be collected by project manager and shared with Coordination Unit for M&E purposes. • Data collected annually. 	<p>Indicator 1C: Number of collaborative coastal management plans in place consistent with comprehensive coastal and marine resource management.</p>		<p>Coastal zone management plans being developed in Derawan, Donsol, Apo Reef and Puerto Galera.</p>	
	<ul style="list-style-type: none"> • Method: Review of ecoregion coordination Unit M&E report. • Tools WWF-US H Q staff will collect comprehensive data from Ecoregion Coordination Unit. • Annual data collection. 	<p>Indicator 1D: Number of implementing partners' co-management agreements.</p>			

	<ul style="list-style-type: none"> Method: Review WWF International report: Asia/Pacific Region, Measures and Audit; Ecoregion Task Force. Tools: Members of WWF International monitoring and evaluation staff will be interviewed in person (when possible) or by phone or email. Interviews will be standardized by use of questionnaire. 	<p>Indicator 1E:</p> <p>SSME program stays in Track 1 status.</p>		<p>SSME remains a top 19 WWF-US Priority.</p> <p>Coral Triangle chosen as a WWF Network top 12 priority initiative.</p>	
<p>Objective 2:</p> <p>A SSME multi-stakeholder conservation coalition actively helping to provide technical assistance and shape policies/regulations promoting biodiversity protection at local, national, regional and ecoregion levels.</p>	<ul style="list-style-type: none"> Method: Review ecoregion-based biological monitoring protocol and evaluate constraints and success with monitoring implementation. Tools: Review of biological guideline documents, monitoring reports, interview field staff. Annual data collection. 	<p>Indicator 2A:</p> <p>Biological monitoring protocols incorporate ER parameters.</p>		<p>Biological monitoring under way at the site level.</p> <p>Policy initiatives having impact at the site level and at the national level in Indonesia.</p>	<ul style="list-style-type: none"> Enforcement and monitoring. Education and communication. Policy consultation and advocacy.
	<ul style="list-style-type: none"> Method: Review of SSME quarterly progress reports. Tools: Progress towards 	<p>Indicator 2B:</p> <p>Ecoregion M&E system tracking changes in SSME.</p>		<p>Monitoring not taking place at the ecoregion level.</p>	

	<p>achieving ecoregion M&E system adequately tracking changes will be reviewed in progress reports and reviewed by SSME team at annual strategic planning sessions.</p>				
<p>Objective 3: Enhanced SSME contribution to WWF and partner organizational learning in ecoregion conservation.</p>	<ul style="list-style-type: none"> • Method: Content of workshop reports, published papers, and toolkits will be reviewed for contribution to ecoregion conservation learning process. • Tools: Data will be measured against ecoregion conservation standards. • Annual data collection. 	<p>Indicator 3A: SSME convened workshops, peer reviewed publications and toolkits devoted to SSME experience, partnerships and program strategies.</p>		<p>Local workshops held.</p> <p>MPA framework document distributed.</p>	<ul style="list-style-type: none"> • Document organizational learning and share with broader community.
	<ul style="list-style-type: none"> • Method: Review ecoregion Task Force reports. Individual ecoregion progress reports and publication. Interview of ecoregion coordinator and/or program officer. • Tools: HQ staff will compare against ecoregion standard parameters, ecoregion task force report, etc., 	<p>Other ecoregion programs reflect influence of SSME program.</p>		<p>Coral Triangle document influencing other ecoregions' decisions.</p>	

	<p>and interview ecoregion coordinator and/or program officer in person or by email questionnaire.</p> <ul style="list-style-type: none"> • Annually 				
	<ul style="list-style-type: none"> • Method: Self assessment skills test. • Tools: Annual performance evaluation, Ecoregion Skills self-assessment questionnaire. • Annually 	Improved ecoregion skills in HQ and national office staff.		TBD	<ul style="list-style-type: none"> • Assess personnel skills. • Individual skill development workplans.
Objective 4: Sustainable financing mechanism helps support costs of coalition facilitation and biodiversity protection.	<ul style="list-style-type: none"> • Method: Review of seascape-level operating budgets, comparison of seascape operating budget and seascape revenue collection. • Tools: Questionnaire. • Annually. 	Seascape-level budget determined and percentage of operating costs recovered by sustainable financing.		<p>Site-level funds raised for park management at all four sites.</p> <p>WWF, TNC and CI collaborating on an MPA Trust Fund.</p>	<ul style="list-style-type: none"> • Diversify the funding base for programs. • Involve the private sector in financing activities. • Assist partners with budgets and funding plans. • Research potential options for revenue generation.

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