Transforming the Management of Marine and Coastal Resources in the Coral Triangle: A Region-wide Program to Safeguard Marine Biological Resources for Future Generations

Coral Triangle Support Partnership (CTSP) Year-1 Workplan

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List of Acronyms and Definitions

- ADB – Asian Development Bank
- APEC – Asia Pacific Economic Cooperation
- ARMM – Autonomous Region of Muslim Mindanao (Sulu Sea)
- BKSDA - Natural Resource Conservation Office of Ministry of Forestry
- BSSE – Bismarck Solomon Seas Ecoregion – includes Indonesia, PNG and Solomon Islands
- CCC – Coral Triangle Coordination Committee
- CEO – Chief Executive Officer
- CI – Conservation International
- CRFC - Coastal Reef Fisheries Conservation Project
- CRMP - Coastal Resources Management Program
- CSC - Consortium Strategy Committee
- CTC - TNC's Coral Triangle Center
- CTICOM – CTI Council of Ministers
- CTIP – Coral Triangle Initiative Partnership
- CTI Secretariat - Regional CTI Secretariat, interim Secretariat hosted by Indonesia
- CTISTEER - CTI Steering Committee
- CTMPAN - Coral Triangle Marine Protected Area Network
- CTSP - Coral Triangle Support Partnership Project – USAID project
- DANIDA – Danish International Development Agency
- DKP – Indonesia's Ministry of Marine and Fisheries
- Demersal - living or found near or in the deepest part of a body of water; sinking to or deposited on the bottom of a body of water
- EAFM - Ecosystem Approach to Management of Fisheries
- EBFM - Ecosystem Based Fisheries Management (the preferred term for this Project)
- ECOGOV - Environmental Governance Project
- ENT - East Nusa Tenggara
- FADS - Fish Aggregation Devices
- FISH - Fisheries Improved for Sustainable Harvest
- GIS – Geographic Information Systems
- GMSA - Global Marine Species Assessment
- GoI – Government of Indonesia
- HNSI - Indonesia's Fishers Association
- IN - Indonesia
- ICM - Integrated Coastal Management
- ILMMA- Indonesia Locally Managed Marine Area Network
- IUU - Illegal, unregulated and unreported
- LMMAs - Locally managed marine protected areas
- LOP – Life of Project
- LRFFT - Live Reef Food Fish Trade
- LRFT – Live Reef Fish Trade
- M&E – Monitoring and Evaluation

- MCAs Marine Conservation Areas
- Melanesia - PNG + Solomon Islands
- MGTF – Mama Graun Trust Fund
- MMAF – Indonesia's Ministry of Marine Affairs and Fisheries
- MPAs – Marine Protected Areas
- MPAMES – Marine Protected Area Management Effectiveness Assessment System
- MSC – Marine Stewardship Council
- MSG - Melanesia Spearhead Group
- MY - Malaysia
- NCC - National Coordination Committee, aka National Secretariat
- NGO – Non Governmental Organization
- NOAA - National Oceanic and Atmospheric Administration
- NPOA - National Plan of Action
- Pelagic- of or pertaining to the open seas or oceans; especially to certain organisms living or growing at or near the surface of the ocean, far from land.
- PH – Philippines
- PHKA – Indonesia's Directorate General of Forest Protection and Nature Conservation
- PI – Program Integrator
- PMP – Performance Monitoring Plan
- PNG - Papua New Guinea
- RDMA - USAID Regional Development Mission for Asia
- RFMO - Regional Fisheries Management Organization
- RNHP - Regional Natural Heritage Programme of the Australian Government
- RPOA – Regional Plan of Action
- Seascapes - large, multiple-use marine areas defined scientifically and designated and effectively managed strategically, in which government authorities, private organizations and other stakeholders cooperate to conserve the diversity and abundance of marine life and to promote human well-being.
- SI - Solomon Islands
- SOM - Senior Officers Meeting
- SRU - Sustainable Resource Use – site level
- SSME – Sulu-Sulawesi Marine Ecoregion – includes Malaysia, Indonesia and the Philippines
- TNC - The Nature Conservancy
- TL - Timor Leste
- USAID – United States Agency for International Development
- UNIPA - University of Papua
- WWF - World Wildlife Fund

EXECUTIVE SUMMARY

This document represents the Year 1 Workplan for the Coral Triangle Support Partnership (CTSP) project, a $32 million, five year project awarded to a consortium of environmental non-governemental organizations (NGOs): Conservation International (CI), The Nature Conservancy (TNC), and World Wildlife Fund (WWF), the consortium administrator. The project focuses on marine resource management and livelihood security in an area of Southeast Asia and Melanesia known as the Coral Triangle. Actions are focused regionally and in six Coral Triangle countries (Indonesia, Malaysia, Papua New Guinea, the Philippines, the Solomon Islands and Timor Leste).

Sometimes referred to as the "Amazon of the Seas", the Coral Triangle is the epicenter of marine life abundance and diversity on the planet and serves as the spawning and juvenile growth areas for five species of tuna that comprise some of the largest tuna fisheries in the world. The ecological systems of the CT produce biological resources that directly sustain the lives of more than 120 million people living within this area, 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, including: over-fishing, unsustainable fishing methods, land-based sources of pollution, and climate change. These factors adversely impact food security, employment opportunities, and standard of living for those households that comprise the majority of the people dependent on fish and other marine resources for their livelihoods. Sustaining the natural productivity of the Coral Triangle for current and future generations will require a new vision – a holistic approach to marine resource management that respects the interrelated character of the systems and views the region as a whole, incorporating migratory pathways, entire life cycles of species, ocean currents and financial flows.

This workplan presents the CTSP goal, objectives and strategies for the five years of the project, as well as a detailed implementation plan for Year 1 activities. This content was developed through a series of consultative workshops that have involved members of the CTSP consortium, as well as representatives from national governments as well as international, national and local NGOs. This version, submitted on June 26, 2009 includes moderate updates from the May 8 version in two sections – Success Statement on page 6 and the Timor Leste section, starting on page 66. Changes in the Timor Leste section reflect the results of continued consultations in-country that took place after May 8. In addition, the Indonesia section has been fully revised based on USAID Indonesia guidance and consultations with the government in Indonesia. The section starts on page 106 and is supplemented by severall Annexes.

Activities at the regional and national level, with the exception of Indonesia, are focused around the four CTSP objectives that address fisheries, marine protected areas, climate change, and institutional strengthening. In Indonesia, CTSP, through discussions with USAID Indonesia, has opted to focus its work on marine protected areas.

This workplan also addresses CTSP's several cross cutting themes in its programming including Assisting Governments with Policy Support, Strengthening Capacity Building and Institutions, Building Constituencies, and Building Decision Support Capacity. The project will also address gender and livelihoods, and will provide guidance on population, health and environment.

I. INTRODUCTION

The Coral Triangle (CT) falls within the Exclusive Economic Zones of the Solomon Islands, Papua New Guinea, Indonesia, Timor Leste, Malaysia, and the Philippines (the CT6). Sometimes referred to as the "Amazon of the Sea", it is the epicenter of marine diversity on the planet with over 500 species of reef building corals and 3,000 species of fish - twice the number found anywhere else. Its ecological systems produce biological resources that sustain the lives of more than 120 million people who live at or near the coasts, and benefit millions more worldwide. For example, the Coral Triangle hosts critical spawning and juvenile grow-out areas for five commercial species of tuna that populate major Indian and Pacific Ocean fisheries - some of the largest remaining tuna fisheries in the world.

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, including over-fishing and unsustainable fishing methods, land-based sources of pollution, and climate change. These factors adversely impact food security, employment opportunities, and standards of living for people who depend on fish and other marine resources for their livelihoods. Sustaining the natural productivity of the Coral Triangle for current and future generations will require a new vision–a holistic approach to marine resource management that respects the interrelated character of the ecological systems and views the region as a whole, incorporating migratory pathways, entire life cycles of species, ocean currents and financial flows.

President Yudhoyono of Indonesia, concerned about the declining state of these resources, took the bold step of proposing the *Coral Triangle Initiative (CTI) on Coral Reefs, Fisheries and Food Security* at the September 2007 Asia Pacific Economic Cooperation (APEC) meeting in Australia, where it met with broad support. The development of the CTI was formally launched at the CTI Senior Officials Meeting (SOM) during the United Nations Framework Convention on Climate Change (UNFCCC) 13thConference of the Parties (COP 13) in Bali, Indonesia in December 2007. The six Coral Triangle countries have since held a series of Country Coordinating Committee (CCC) meetings to establish the scope and priorities for this monumental effort, with the intermittent approval of senior government authorities at several subsequent SOMs.

At the fourth CCC meeting in Manado, Indonesia in January, 2009, delegates agreed to "pioneer a new 21st Century model for sustainable development of marine and coastal biological resources" centered on **coral reefs, fisheries, food security, and adaptation to climate change.** The five conservation goals laid out in the CTI Regional Plan of Action (RPOA) and the related National Plans of Action (NPOA) are as follows:

1. Priority Seascapes Designated and Effectively Managed
2. Ecosystem Approach to Management of Fisheries (EAFM) and Other Marine Resources Fully Applied
3. Marine Protected Areas (MPAs) Established and Effectively Managed
4. Climate Change Adaptation Measures Achieved
5. Threatened Species Status Improving

Since the launch, the Coral Triangle countries have held a series of joint meetings to formulate the Coral Triangle Initiative Regional Plan of Action (RPOA), the framework through which regional cooperation will be achieved. Simultaneously, each Coral Triangle nation is undergoing multi-agency and stakeholder discussions to hammer out the specifics of interagency coordination and align their vision with the CTI. This series of dialogues and negotiations form a "Roadmap" leading up to the CTI Leaders' Summit in May 2009, where the leaders will formally approve the Regional Plan of Action and sign a joint declaration. In addition, each Coral Triangle country is drafting its own National Plan of Action (NPOA) and vetting it through stakeholder consultations and inter-agency coordination meetings. Although still in draft, the RPOA and NPOAs present clear goals, targets, and prioritized activities necessary to achieve local, national and regional outcomes within 10 to 15 years.

The U.S. Government is providing technical and financial assistance—through well-coordinated efforts by the Agency for International Development (USAID), the National Atmospheric and Oceanic Administration (NOAA), Department of State (DOS) and other agencies—amounting to over $40 million to support implementation of the Coral Triangle Initiative. The main conduit for this aid is the **Coral Triangle Support Partnership (CTSP)**, [1]a five-year project executed by a consortium led by the World Wildlife Fund (WWF) in partnership with The Nature Conservancy (TNC) and Conservation International (CI). The Consortium NGOs maintain a strong presence in the Coral Triangle countries (except Timor Leste, which WWF supports through its Jakarta office) and have invested tens of millions of dollars in the Coral Triangle, with significant scaling-up planned over the next ten years. Coral Triangle countries can take advantage of the Consortium's international reach to leverage additional assistance.

Having participated throughout the ongoing process of developing the CTI Plans of Action, the Consortium NGOs have gained a thorough understanding of the countries' priorities for action. We have designed the CTSP Project to integrate seamlessly with these Plans of Action and contribute to their goals, targets and activities (the terminology used in the Plans of Action).

To design activities that best serve the Coral Triangle countries' needs, we hosted workshops with the CTI National Coordinating Committees (NCCs) and other stakeholders in Indonesia, Philippines, Timor Leste, Solomon Islands, and Papua New Guinea, during which they refined or even completed their NPOAs and identified targets needing CTSP support. CTSP will continue this consultative approach to refine and adapt our workplan, ramping up our efforts after the CTI Summit in May 2009—once the RPOA is formally adopted—to help each NCC refine its NPOA and formulate strategies to meet its goals. With the NCCs, we will identify activities that CTSP will support based on our comparative advantage and coordinate with other donors and partners to maximize synergies and avoid redundancy. CTSP's primary source of guidance for action throughout the Project will be the priorities specified in the NPOAs and RPOAs.

The complete CTSP team organization and command structure/hierarchy of responsibility developed to implement this approach is provided in the Annexes.

[1] The CTSP total funding level is US$45,088,247 for five years, including US$32 million from USAID and an estimated US$13,088,247 (41% of USAID funding level) from the three consortium partners.

II. CTSP 2013 GOAL, SUCCESS STATEMENT, OBJECTIVES AND APPROACH

Through a consultative process involving CTSP Consortium members, CTI governments, and other NGOs, CTSP has developed the following five year goal for the project.

CTSP Goal:

The goal of CTSP 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 addition and through the same process, CTSP has developed a **success statement** that will guide the measurement of project success in achieving its overall goal:

CTSP Success Statement:

CTSP will directly support each CT6 country in completing a minimum set of achievements that, while not solely sufficient, are required for regional outcomes. This minimum set of achievements will include measurable progress in each of the five CTI objective areas in each of the CTI countries using models that are locally appropriate for each country and chosen in concert with each CT6 Government.

CTSP will make significant contributions to the enabling environment in each country that facilitate and lead to strengthened actions by CT6 countries individually and together, and that contribute to regional outcomes through improved natural resource status. As an important part of new enabling environments, CTSP will design its approach to link together sustainable-resource-use-units in a way that "goes to scale" nationally and regionally within the life of the project. This "scale" focus is reflected in the proportion of CTSP funding that is spent on site-level work.

CTSP will demonstrate at least one fully functioning seascape-scale (similar in concept to 'landscape' approaches in terrestrial conservation) program per country that integrates all five objective categories of the CTI (national MPA networks as components of a regional MPA network, seascape governance, ecosystem based fisheries management, reduced pressure on threatened species, and climate change adaptation) in one location. The SRUs in each country's seascape-scale program will effectively extend horizontally to engage different categories/scales of governance and vertically link the lowest recognized unit of governance to the appropriate higher levels of government and processes, thereby establishing a model that supports rollout of seascape-scale management nationally and across the Coral Triangle.

CTSP will contribute to identification and mapping of priority conservation geographies across the Coral Triangle. In all CT6 countries, CTSP will support prioritization exercises using the most current scientific and management information available to produce maps clearly identifying national priority conservation areas. This will contribute to the production of a regional map of priority MPAs adopted at the national level but representative at the regional level. This effort will result in the strengthening of two trans-boundary agreements on cooperative management of functional seascapes in ways that also address all five objectives of the CTI. CTSP also will work with at least one CT nation to design and

implement a program demonstrating integrated small island management that links all five objectives of the CTI in one island location.

CTSP will establish at least 40 new SRU locations in which government and community co-management approaches center on MPA networks. Through these sites CTSP will demonstrate how formal governance frameworks and recurring government budget allocations integrate with local tenure and management systems to directly support co-management regimes. As part of these co-management regimes, CTSP will introduce simple, community-level resource monitoring capacity in all CTSP-assisted sites to at once raise the capacity and provide models for extension to other communities. The result of CTSP work across the Coral Triangle will be the development of a regional MPA management effectiveness scheme that is applied in all CT6 countries through MPA management effectiveness working groups.

CTSP will support CTI Governments to develop appropriately scaled systems that are sustainable under national and local government budgeting allocation levels. Cost effectiveness at the implementation level will ensure that MPAs and other tools developed in concert with CT6 Governments can be sustainably funded and managed within locally relevant systems. CTSP will absorb some of the transactional costs in getting learning sites for new innovations established but will ensure that the models established are available for institutionalization under local government budget funding schemes. Thus, the role of CTSP is to catalyze program development and ensure these programs can be institutionalized as part of the CTSP transfer strategy at the end of the project.

CTSP will assist CT6 Governments to move toward national engagement by using a 'tiered approach' to establish early successes as learning sites and to avoid spreading resources so thinly that success is undermined. In each CT6 country, CTSP will prioritize SRU sites to ensure the best contributions to national and regional plans of action, and the highest value use of USAID support to CTI. "Tier 1 Geographies" (or sites) will be those that are emphasized in the early part of CTSP project. "Tier 2 Geographies" will be those geographies that will receive some start up assistance but less emphasis than Tier 1 Geographies. Tier 3 Geographies will be those considered very important but present clear difficulties for direct engagement. In these geographies it is more likely that information distribution and invitations to events that raise capacity and establish networks will be the primary modality of support.

Particularly important, CTSP will result in leveraged contributions supporting the implementation of the regional and national plans of action of CT Governments that multiply the benefits of USAID support to CTI countries.

CTSP Objectives:

CTSP's strategy to achieve this goal is to focus on four core Objectives developed to substantially support the efforts of the CT nations to implement the five conservation goals laid out in their CTI Regional and National Plans of Action, while carefully taking into account our comparative advantage and the roles that other stakeholders are taking on in support of the CTI. With the following Objectives, the CTSP team has honed in on areas where we are best equipped to catalyze transformational change within five years.

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

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

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

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

Cross-cutting Approach:

In planning our approaches to meeting these four Objectives, CTSP sought to establish an architecture of sustainability—embodied in a set of four cross-cutting Components—to ensure that the results we help catalyze through the Project will endure beyond its conclusion. The Components listed below are further elaborated in Section IV.

Component 1: Assisting governments with enabling policy support
Component 2: Strengthening capacity building and institutions
Component 3: Building constituencies
Component 4: Building decision support capacity

Project Indicators:

The CTSP Monitoring Plan is using the same format developed by the CTI Working Group on Monitoring and Evaluation to facilitate coordination between the CTSP and our national counterparts on monitoring and management of the data gathered on the progress of the RPOA and NPOAs. This revision of the CTSP Year-1 Workplan reflects the target hectares under improved management for Year-1 and estimated target hectares for the succeeding years in each CT country – key indicators required for USAID reporting purposes.

To reach final, updated hectare targets for Years 2 – 5, the Consortium is sensitive to CT6 Governments' requests that priority activities and targets be set in consultation with them, and not driven by the NGOs. With the interim approval of the Year1 Workplan and once comments from USAID Indonesia are received, CTSP will initiate full engagement in each country to set final targets for years 2 – 5. These more intensive consultations can only now take place as the countries near completion of their NPOAs. As they begin to focus on the post-planning implementation phase, the countries will be able to define with much more clarity their priorities for CTSP engagement in Years 2 – 5 than they have been able to thus far. The project teams will be able to update the target numbers for each relevant activity with much more precision and include them in the Year 2 CTSP Workplan due to USAID on August 31, 2009.

By working with CT6 Governments to set these targets the Consortium seeks to ensure the following USAID CTSP approaches:

- align with clear CT6 partner Governments priorities and operational development strategies that are linked to short- and medium-term expenditure frameworks;
- are reflected in annual budgets;
- strengthen capacity by minimizing the number of (donor) duplicative parallel project implementation initiatives in each country;
- result in shared analysis and learning;
- orient around mutually agreed results frameworks; and
- ensure mutual accountability for achieving targets.

In addition, it is important to note that revised targets will reflect the up-coming identification of larger scale learning (anchor) sites in each country. These 'anchor sites' will strive to demonstrate the application and integration of all CTI themes in specific geographic areas as a model for national and international learning.

The full set of results and milestones the CTSP project aims to deliver by the end of the project period can be found in the regional and country-specific tables in Section VI.

Project Geographic Scope:

Updated information on the geographic and geopolitical delineation of demonstration sites in included in this revised CTSP Year-1 Workplan. Selection of demonstration sites is a key decision for the CTSP program. Although formally requested by the Ministers from each CT6 country during the March, 2009 partners dialogue in PNG, and although potential sites have already been informally discussed with each of the CT6 Governments, formal agreement on long-term sites has not yet been reached in all countries.

CTSP respects the desire of CT6 governments' management and technical level teams to have meaningful participation in the process of finalizing selection of these focal sites. The selection and successful implementation of activities in demonstration sites must be accorded the time required for government ownership to maximize aid effectiveness. This is particularly important regarding selection of larger scale sites, which require government commitment for counterpart resources and successful application and integration of all CTI thematic/technical areas of work.

Given the importance of this decision, with the March 23, 2009 USAID interim workplan approval, CTSP country teams initiated consultations with CT6 governments on the geographic and geopolitical delineation of demonstration sites parallel with Year-1 Workplan validation. To the extent permitted by the CT6 Governments, CTSP have clarified these delineations in this revised workplan, however, due to the complexity of this process, some discussions with CT6 Governments on demonstration site selection will necessarily continue into the design phase for CTSP Years 2-3 implementation but will be finalized by August, 2009.

III. CTSP DETAILED OBJECTIVES

Drawing on Consortium members' experience in the region, CTSP will focus on objectives we can address most effectively, based on the comparative advantage each NGO brings to the program, the probability of success within five years, estimated draw on CTSP resources, potential for NGO cost sharing and leverage from other sources, existing political will or resistance, existing constituencies, and potential for positive biodiversity outcomes. The four CTSP Objectives are described below and details on implementation are provided in the Regional and Country Workplans in Section VI.

A. Ecosystem-Based Fisheries Management

Objective 1: EBFM practices established and fisheries reform implemented.

Within the Coral Triangle, fisheries are a principal source of food and livelihoods, providing about 70% of protein intake in coastal populations and up to 90% in poor villages. Furthermore, fish are a major source of foreign currency in all Coral Triangle countries. However, fish resources in these waters are depleted and under increasing threat. Using marine resources sustainably today is the only way to make them last into the future, yet the protein needs of rapidly expanding populations, coupled with growing demand for revenue from fisheries, conspire to make overfishing almost inevitable.

One way to minimize this contradiction is through ecosystem-based fisheries management, a holistic approach for maintaining critical marine ecosystem processes that places sustainable human resource use and stakeholder participation at the center of fisheries management. When making management decisions, EBFM considers both the impacts of the environment on fisheries health and productivity and the impacts that fishing has on all aspects of the marine ecosystem. CTSP will facilitate integration of EBFM into government policies while pursuing a complementary suite of on-the-ground interventions that align with the CTI RPOA and help turn the EBFM concept into reality. In order to address fisheries management within the CT marine system as a whole, both coastal (often traditional) site-based and larger scale spatially-oriented resource management paradigms must be linked and more fully incorporated into national and regional management schemes so that the full life cycle management needs of all exploited and affected species can addressed through sustainable practices. For example, many spawning aggregation sites for tuna and other economically important pelagic fish are within coastal waters, which are often managed through different institutions and mechanisms than pelagic systems.

The EBFM approach will be applied to fisheries that support a spectrum of development issues, from coastal fisheries—including small pelagic and demersal fish that support subsistence livelihoods as well as high value markets such as the live reef food fish trade, to commercial pelagic fisheries, such as tuna, that earn substantial government revenue through access agreements and fees.

1) Coastal fisheries:

CTSP's approach in support of sustainable coastal fisheries development in focal SRUs combines science and information for decision making with capacity building targeted specifically at food security. For instance, at this initial stage in the project, to help identify and target catalytic points of intervention in coastal fisheries management, there is a need to quantify demand versus supply in

priority coastal areas and to conduct market analyses examining local consumption versus international exports.

Capacity-building efforts will focus on practical EBFM initiatives as alternatives to conventional fisheries management tools (i.e. input/output control such as areas and seasonal closures, community based management) that are so difficult to implement in developing nations because of lack of capacity (institutional, financial, structural) to enable enforcement and monitoring of traditional input/output approaches.

2) Live reef fisheries

Live reef fisheries are a unique subset of the region's coastal fisheries because markets outside the Coral Triangle, rather than within it, are exerting the strongest influence. Nonetheless, the overlap of live reef food fisheries with coastal fisheries enables the CTSP to take similar approaches to both in support of the RPOA and NPOAs, including (i) private sector engagement; (ii) EBFM approaches suitable for live reef fisheries, such as networks of spatial and temporal closures; (iii) supply-side strategies, such as mariculture--that address food security issues within an EBFM context; and (iv) demand-side initiatives focused on creating conditions for sustainable production and consumption.

CTSP has no plans at present to engage in the ornamentals trade. However, building on the Philippines model, the Consortium is moving forward on the Live Reef (Food) Fish Trade. With support from CTSP, the Philippines is developing a public-private partnership that will achieve its first milestone "handshake" agreement between Palawan and Hong Kong in the second half of 2009. This event will be followed in 2010 with the first delivery of live reef fish from a sustainable province-wide program in Palawan to the Hong Kong Chamber of Seafood Merchants. Similar actions will be followed by parallel efforts in Tawi Tawi. This model will be followed in other CTI countries with additional direct private sector engagement driven by support for new management and regulatory actions in each country, developed with the support of CTSP.

One of the Consortium's key approaches is to create a regional alliance of stakeholders to promote practical solutions for sustainable trade. We envision doing this in close coordination with the USAID Program Integrator's regional learning networks and exchanges, which will ensure that we align with U.S. policy on demand side management. This will be particularly important in promoting more sustainable seafood purchasing practices in key consumer markets in Hong Kong, China and Singapore.

3) Tuna

The CTSP EBFM approach, by considering ecological, social and economic parameters, appropriately integrates tuna into its coherent EBFM framework. Understanding how Coral Triangle tuna fisheries contribute to tuna catches by non-Coral Triangle fishing fleets is a key first step in distributing the benefits of tuna harvests more equitably. As the NPOAs call for, CTSP will facilitate a trans-boundary tagging program, supported by Coral Triangle countries and distant-water fishing nations, within the first 2 years of this Program. This tagging initiative will provide critical data for devising mechanisms for equitable distribution of benefits and protecting tuna stocks migrating through the Coral Triangle.

A key tool in a sustainable fisheries management regime is the marine protected area (MPA). CTSP will help establish national networks of MPAs linked to key migration routes (some already known, others to be identified through tagging) and managed under respective national jurisdictions. Some countries in

the region prefer this approach over trans-national MPAs to protect straddling stocks, a strategy that was highlighted as politically challenging during the RPOA negotiations. This approach will be carried out in cooperation with ADB's IWLearn program.

In addition, CTSP will support regional cooperation among Coral Triangle countries to engage the private sector. A range of market-based instruments and economic incentives will support EBFM and enhance livelihoods and food security. These include working with retailers and buyers, mainly in Europe and the US where there are "eco-sensitive" markets, on procurement strategies that motivate fishers in the Coral Triangle to adopt better fishing practices so they can access these more lucrative markets. Other initiatives will include market chain analyses to identify tuna's contribution to local economies and food security, improved supply chain processes (i.e. recovery rates) leading to value improvements, prospects for recognition of improved practices through eco-labeling, and certification focused on achieving supply chain traceability.

CTSP aims to reinforce the effectiveness of the **Western and Central Pacific Fisheries Commission** (WCFPC) and other RFMOs in the region, such as the Indian Ocean Tuna Commission (IOTC) and the Commission for the Conservation of Southern Bluefin Tuna (CSBT). The Consortium will coordinate with DOS, USAID and other organizations to help the Coral Triangle countries participate more effectively in, and meet their commitments to, the WCPFC and the other RFMOs—for example, supporting the countries' commitment to reduce tuna mortality by 30% agreed at the December, 2008 WCPFC meeting.

B. Marine Protected Areas and MPA Networks

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

Marine biodiversity in the Coral Triangle is concentrated around shorelines, near shore and small island environments. These areas suffer from the highest concentrations of the negative impacts of human use, especially those related to fishing and coastal development. Most primary threats to coral reef, seagrass, mangrove and associated near-shore ecosystems can be addressed through well designed and effectively managed and enforced marine protected area (MPA) networks, nested within fisheries and coastal resource management systems. In fact, MPAs in a variety of forms have been developed in the Coral Triangle countries, yet implementation of functional MPA *networks* has lagged.

CTSP will thus work with the Coral Triangle countries to dramatically scale up the management effectiveness of existing MPAs together with associated fisheries management systems. CTSP will focus on creating MPA networks that will include some new MPAs, where needed and appropriate, at national and regional scales as a key element of an integrated fisheries-MPA management framework, and as proposed in the CTI Regional Plan of Action.

Through this work and in conjunction with other initiatives in the region, by 2013, the CT region will have a linked, regional MPA network with the sustainable financing mechanisms, trained staff and policy enforcement capacity in place at the regional, national, and local levels appropriate to the needs

and capacity of each country. CTSP's assistance toward implementation and effective management of MPA networks will include the following:

- Functional information systems for designing and planning MPAs and MPA networks that are widely accessible and housed by institutions.
- Stronger policy frameworks to support MPA networks and their effective implementation at the regional, national and local levels that include protocols for resilient design and effective implementation in priority areas for identified for protection based on both ecological and social factors. Documented improvements in MPA coverage and management effectiveness through adoption of management effectiveness protocols and improved monitoring and evaluation systems at appropriate scales.

CTSP will take the following steps to improve national capacity for effective decision making and to help put more information in the hands of decision-makers for planning. The project will build capacity for policy development, planning and implementation at the national scale.

- Consolidate patterns of fisheries, biodiversity, ocean currents, and migration routes, as well as accurate boundaries of key ecosystems and protected areas under a spatial (GIS) format.
- Work with key government agencies to set concrete targets and develop the enabling environment for a 'supra-community' (national-, provincial- or district-level as appropriate) that can carry out reform, policy change, and regulations to enhance and expand MPAs.
- Strengthen the ability of MPA practitioners, fisheries officers and others to manage MPAs in communities and local jurisdictions to promote ecosystem resilience, as well as more effective, responsive and stable management systems.

Ecotourism will be an element of CTSP's work on MPAs in some places. CTSP activities may include assisting in the planning of tourism zones, products and projects, assisting with feasibility studies for development of tourism initiatives, and working with existing tour operators both to enhance their sustainability and to create programs to support conservation based on tourism.

As noted in the EBFM section above, improving MPA governance will lead to resource use patterns that enhance fisheries stocks and ecological conditions within and outside the MPA, which in turn will enhance human well-being. Better understanding of success factors for MPAs and networks at the local level will enable a scaling up at national and regional scales that can trigger much faster adoption of best practices across a broad geographic scope.

C. Climate Change Adaptation

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

Climate change may represent the single biggest threat to the Coral Triangle and its people. The region's coastal and marine environments already provide clear examples of climate change impacts on the oceans. Here are some examples:

- High sea surface temperatures have already harmed coral reefs in the Coral Triangle, causing the first ever mass-coral bleaching event in the Philippines in 1998-99, during which 18 percent of the Coral Triangle region's coral cover died or was damaged. Fortunately, coral bleaching events since then have been relatively minor.
- Current projections indicate that coastal flooding from sea level rise alone will claim a half million victims each year in the Coral Triangle by 2050. Climate change-driven increases in typhoons and other storm events will likely drive this number higher.
- Increasing water temperatures are expected to cause skipjack tuna (*Katsuwonus pelamis*) to migrate into the central Pacific, reducing the population of this commercially important species within Coral Triangle waters.

With the consequences of climate change already apparent in marine ecosystems across the region, it is too late to rely solely on controlling greenhouse gas emissions, i.e. mitigation. Adaptation to climate change must now be a central component in managing marine resources across the Coral Triangle to safeguard the welfare of people who depend on them and minimize impacts to this critical ecosystem.

To date almost all adaptation has emphasized responses to climate change impacts on human communities. Yet this approach overlooks the complex and tightly interrelated responses of biodiversity and humans to climate change; to survive it, *both* must adapt to it. Adaptation to climate change requires management, policy and conservation approaches that explicitly allow for marine species and ecosystems—together with the human communities that depend on them—to adjust to changing climatic conditions. Healthy ecosystems are more resilient to disturbances and better at adapting. To give the Coral Triangle the best odds for maintaining biodiversity and productivity in the face of the changing climate, the CTSP strategy will apply lessons from the following research findings:

- Despite the severity of coral bleaching across the Coral Triangle in 1998, recovery is occurring in specific sites where other human impacts such as pollution, sedimentation, and destructive fishing have been reduced. This shows that when coral reefs are protected in well managed MPAs and other schemes, they are naturally resilient to climate change. Thus minimizing anthropogenic stressors is essential to ensuring the future of coral reefs in the Coral Triangle.
- Mangroves and coral reef areas provide essential storm protection and flood control in coastal areas. For example, Malaysian mangroves provide an estimated US$300,000 of such protection per kilometer of coastline. Climate change will likely make storms and floods more destructive, so protecting and replanting key mangroves is essential to protecting coastal areas and communities.
- Leatherback turtles shift their migration patterns in response to changes in ocean temperature. Some turtle nesting beaches will be severely threatened by flooding and erosion caused by rises in sea level. Protecting these iconic species in the Coral Triangle will require protecting their current and *future* feeding and nesting areas.
- Maintaining spawning and juvenile grounds of inshore coastal fisheries will play an important role in food security for the poor as other climate-driven events and changes exacerbate habitat stress.

To help integrate climate change adaptation into management, policy and conservation of marine resources across the Coral Triangle, CTSP will:

- work with Coral Triangle governments to make more information available for effective decision-making and for the development of methods for quantifying impacts on local communities and ecosystems;
- work with Coral Triangle countries to initiate actions on climate change policy and financing to influence the broader global policy, and scale up local adaptation actions into national and regional adaptation plans and policy;
- provide technical assistance to strengthen related institutions and develop demonstration projects;
- build capacity to implement adaptation, e.g. by understanding and applying the physical, biological and socioeconomic science required to address climate change (e.g. CTSP Year-1 mangrove rehabilitation project in the Philippines' Verde Island Passage to increase protection at sites vulnerable to increases in storms, and the Berau MPA adaptation planning in Indonesia);
- build capacity and awareness on climate change and adaptation, including monitoring, vulnerability assessments, marine conservation and management and national adaptation plans; and
- undertake spatial mapping of coral reef vulnerability to climate change to clearly identify areas most vulnerable to sea level rise.

Vulnerability assessments will focus on maintaining or restoring resilience of ecosystems. Non-USG matching funding will support complementary assessments of vulnerabilities in human communities that are an inseparable part of the overall climate change adaptation strategy. By the conclusion of CTSP USAID funding, each Coral Triangle country will have developed a national strategy for biodiversity and human adaptation to climate change in the coastal regions of their countries, and will have embedded these as key components of national development planning. Significant in-region capacity and demonstration projects will exist to implement those strategies.

D. Institution Building and Strengthened Sustainable Resource Unit (SRU) and Seascape Level Governance

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

This fourth Objective is a cross-cutting one that undergirds the first three (EBFM, MPAs and Climate Adaptation). Integration of all components of the CTSP project needs to occur in any particular geography within the Coral Triangle to ensure the full benefits of an ecosystem approach to management and a holistic approach to maintaining the ecological productivity of the Coral Triangle. The project will help the six countries build their stakeholder and institutional capacities and governance structures to enhance integration of conservation strategies at three scales: SRU and seascape 'anchor sites' and regional.

Sustainable Resource Units (SRU) are demonstration sites within seascapes that will showcase and pilot management approaches for replication in the future. These learning areas will cover a variety of themes such as community-based ecotourism, sustainable fisheries management, MPA effectiveness, species conservation, climate change adaptation models, etc. Seascapes are large, multiple-use, scientifically and strategically defined marine areas, in which government authorities, private organizations and other stakeholders cooperate to conserve the diversity and abundance of marine life and to promote human well-being.

Under this objective, CTSP's main areas of focus are discussed briefly below:

Learning networks: A fundamental approach to transforming marine resource management in the Coral Triangle, with SRUs and Seascapes at the core, is to assemble enduring learning networks that reach across the region and actively involve public and private stakeholders at various levels. CTSP will assess institution-building needs within the three other thematic areas of CTSP program--EBFM, MPA networks, and climate change adaptation. To ensure inclusion of gender and livelihoods focus, CTSP will review needs of existing community, women's, and microfinance institutions in the country. To respond to the needs we identify, CTSP will adopt a multi-sectoral, multi-institutional approach that will be led by the Coral Triangle countries themselves. The strategy will build upon ongoing institution-building efforts at the national and regional levels, including those of NOAA, ADB, PI, UNDP, USAID and WB. CTSP will also work with universities, government agencies and civil society groups to plant the seeds of a CTI Learning Network that will take root over the life of the Project.

National governance: As a primary coordination mechanism of the CTI, National Coordinating Committees (NCCs) are now functioning in all six Coral Triangle countries. Their main role has been to develop National Plans of Action that mirror the core themes of, and feed into, the Regional Plan of Action, and to formulate national sustainable finance plans. CTSP will help strengthen institutional mandates, support necessary institutional reform, and build skills for planning and implementing activities in the RPOA and NPOAs. Special areas to examine include the roles of women and men in resource use management and how private sector engagement can be mainstreamed into resource conservation regimes.

Regional governance: CTSP will help establish a permanent Regional Secretariat and institutional coordination mechanisms such as a CTI Senior Official Steering Committee (CTISTEER), Council of Ministers (CTICOM) and Partnership group (CTIP), along with the regional financial architecture and mechanisms necessary for implementing the RPOA.

Thematic and cross-cutting areas: In collaboration with USAID-funded Program Integrator (PI) and other partners, CTSP will synthesize recommendations from official CTI Working Groups contributing to the implementation of the RPOA on monitoring and evaluation, coordination mechanisms and sustainable financing mechanisms. The project will pull together core groups on technical issues related to our Objectives (MPAs, EBFM, climate change) and a range of key cross-cutting areas (policy, law, M&E, sustainable finance) to identify viable and sustainable ways that institutions can deliver programs at all three scales.

Engaging the private sector and forming public-private partnerships: The private sector wields considerable power to influence patterns of resource use and exploitation, so business and industry engagement, including public-private partnerships, are integral to the institution building strategy. The growing recognition that product quality, risk management and market advantage carry an obligation of corporate social responsibility is providing an exciting opportunity for the CTI to build far-reaching relationships with industry. This may not only generate funds for conservation action, but more dramatically, for transforming entire supply chains so that they sustain rather than deplete marine resources.

The Consortium has a strong comparative advantage to lead such activities through CI's Center for Environmental Leadership in Business, focusing on tourism and fisheries; TNC's Asia Pacific Council, leveraging greater private sector involvement in the region; and WWF's Market Transformation division, promoting best practices and sustainable supply chain approaches. Using USAID's Global Development Alliance partnership model wherever practical, we will engage key industries as integral partners in CTI to advance conservation and human well-being and reduce negative impacts on the Coral Triangle. Examples of the core elements of the program include:

a) establishing a Business Roundtable for industry leaders to engage in the CTI;
b) identifying and actively engaging those industries currently having the greatest negative impact in the region in an effort to reduce impact through the adoption of good practices and other mechanisms;
c) creating and promoting environmental good practice models in key industries;
d) engaging private sector partners directly in sustainable financing of CTI priorities by facilitating public and private sector analysis of revenue flows required to sustain ecosystem services that underpin key industries; and
e) working in partnership with these industries to strengthen institutional structures for sustainable finance mechanisms.

Providing integrated Population, Health and Environment (PHE) Guidance: CTSP's efforts to achieve our four overarching Objectives to improve marine resource management will yield improvements in the livelihoods of the 120 million people living in the Coral Triangle countries who derive their income and protein--and thereby their health—from the oceans. Decreasing human-induced pressures on resources and providing alternatives to environmentally destructive practices are crucial for long-term sustainability of ecosystems and marine resources. Improving the efficiency of ecosystem-based fisheries management helps to improve the livelihoods and food security of coastal communities. To enhance these outcomes and working with partners in the region, CTSP will develop an Integrated Population, Health and Environment (PHE) approach for each country to guide our work with communities to strengthen marine resource management in ways that improve health and livelihoods, and conserve the critical ecosystems upon which humans depend. These benefits, in turn, can help support greater social stability and food security for communities in priority sites and seascapes, men and women working in non-traditional sectors, and poor and vulnerable groups in remote areas with limited income opportunities and little access to social services such as education or healthcare.

IV. CROSS-CUTTING COMPONENTS

The first task undertaken in selecting CTSP focal areas of work was to review the latest versions of the RPOA/NPOAs and consult with the NCCs to identify the countries' most up-to-date priorities in order to hone in on a suite of focal objectives, which are described above. The second was to identify a set of focal work areas in support of building the long term capacity of these nations to sustain the gains made during this project and where the Consortium could add the greatest value in terms of technical depth and regional and country experience compared to other development partners. The selected focal work areas are termed 'cross-cutting components' in this project.

The Components elaborated below have been woven into the strategies for each Objective. Relationships between Components and Objectives are more explicitly mapped in the Regional and

Country Workplan Tables in Section VI. The Components articulate the general approaches CTSP will employ across all four Objectives. The CTSP team will concentrate our efforts within the four objectives at the SRU, seascape and regional levels in these four Components using a suite of tools that include **small grants programs**, thematic/science-based technical assistance, facilitation of local NGO forums, new communication forums between NGOs and governments, awareness raising, and new approaches to community-level and larger scale sustainable financing.

Small Grants:

Through small grants, CTSP seeks to enable breakthroughs and core capacity development related to CTI goals by non-governmental partners in each country that otherwise would not be possible. Assessment of opportunities will be made during the workplan process, implemented under the direction of the Project Manager and guided and monitored by the Consortium Strategy Committee. In each country the best-placed Consortium NGO will take responsibility for delivery and accountability related to each small grant provided. For Years 2-5, CTSP country teams will work with the respective CT6 governments to determine the appropriate level and use of small grants funds to build accountability and capacity.

The CTSP small grants program is designed to be responsive to the opportunities presented in each country. From this perspective, and although coordinated by the Project Manager and the Regional Coordination Team (RCT), the CTSP small grants program is not a single small grants program but rather conceived to be an opportunistic and important part of the Consortium's response to USAID's 'rolling design' concept. Under the Year-1 Workplan, our PNG and Philippines programs will have the only small grants programs in the project. Future programs will be planned in cooperation with host-country governments.

CTSP does not envision a Small Grants Program such as that of the GEF/UNDP. CTSP is considering small grants through implementation mechanisms where grants will be made to implementing partners under a contract or sub-award to carry out a strategic activity. For example, such an activity could involve implementation of a pilot project in support of regional learning activities on MPA management effectiveness. The implementing partner could be a university or a research institution, or a local NGO.

In the Philippines, Year-1 small grants will focus on five areas:

1. Coral and fish monitoring to set up fish catch monitoring in Linapacan, Dumaran, Araceli, Taytay and Cagayancillo and a coral and a parallel fish monitoring survey in Tubbataha/Cagayancillo that contributes to a management effectiveness evaluation system building on existing monitoring data from these sites.
2. Policy development and review of existing policies with a concurrent policy gap analysis specifically related to local government units in Linapacan, Dumaran, Araceli, and Taytay. This will be supplemented by a study on municipal waters vis-à-vis NIPAS policy assistance and an enforcement assessment.
3. Travel grants to undertake turtle and turtle egg monitoring and community consultations.
4. Mariculture assessments in Palawan for seaweed cultural practices, assessments of live reef fish cages practices in Cagayancillo, Taytay, and Quezon, assessment of pearl farming practices in

Taytay, Araceli, Dumaran, and Linapacan, live reef fish cages in Sibutu, and mariculture assessment and seaweeds culture in Sitangkai.

The size of the each grant has a maximum amount in the Philippines for Year-1 of approximately US$10,000. The PNG and Solomon Islands related small grants will provide around US$60,000 through small grants through the Year-1 workplan.

Components:

Component 1: Assisting Governments with Enabling Policy Support

The RPOA and NPOAs identify numerous areas where stronger policies are needed to achieve CTI goals. For example, Indonesia sees a unified MPA governance policy as an essential prerequisite for implementing MPA networks effectively. For Timor Leste, a national integrated coastal zone law is a crucial step toward sustainable fisheries management. Working closely with the NCCs, CTSP will design a scope of work that focuses on policy areas where we have the most expertise and capacity. These are some specific policy areas where CTSP can make constructive contributions:

- Integrated coastal management to maintain pelagic and coastal fisheries and prevent overfishing/overcapacity while protecting habitat and ecosystem services, through EBFM and MPAs;
- Delineation of no-take reserves to support fisheries, conserve biodiversity and provide conservation and recovery zones for threatened species;
- Mainstreaming strategies for adaptation to climate change into national policy;
- Coastal fisheries regulations, including policies that address increasing pressures from the expanding live reef fish trade, in fisheries that have a significantly higher importance relative to poverty and coastal populations;
- Devolution of coastal resource management to local government jurisdictions in a manner that provides adequate resources to support the cost of management;
- Delineation of locally managed marine areas (LMMAs)—a type of community-based MPA set up to achieve local conservation and sustainable resource use objectives through measures such as excluding non-resident fishers and banning destructive fishing practices.

Useful national and regional polices on marine and coastal resource management often exist but compliance is low, so CTSP aims to motivate better implementation and enforcement. Using the list above as a starting point, CTSP is working with partner governments and stakeholders to set more specific priorities for policy engagement. We will evaluate possible activities based on potential for positive impact, technical feasibility, political will, amount of resources required, length of time needed, and capacity of the consortium members. At times a policy intervention that could yield great benefit from CTSP's point of view may end up ranking relatively low because political resistance makes success improbable.

Component 2: Strengthening Capacity Building and Institutions

The RPOA and NPOAs outline an ambitious set of goals, targets, and actions. Achieving these will require significant enhancement of capacity and skills of practitioners and institutions. CTSP will work with each NCC and the Regional Secretariat to identify key practitioner and institutional capacity needs, to identify (and replicate) what has worked well in terms of capacity building, and to roll out a series of targeted capacity strengthening efforts.

A key objective that CTSP will pursue is the development of a strong and permanent Secretariat to support and coordinate the implementation of the CTI Regional Plan of Action, as well as the development of regional and sub-regional funding mechanisms to sustainably support implementation of regional and national activities. In our initial meetings with the countries, several other capacity and institutional strengthening needs have been identified. As a key example, there is a clear need for the development of existing and the creation of new MPA training institutions at all levels to develop a body of trainers necessary for the effective and on-going management of MPAs across the region. In the case of climate change, another focal area for capacity building, we intend to gather global and regional experts to agree on the most critical climate change impacts to the CT, and to work with decision makers on policy and other solutions addressing this urgent threat.

Component 3: Building Constituencies

The limited number of key constituencies that are supporting or demanding conservation action is consistently identified as a weakness in conservation implementation. CTSP will align with the RPOA and NPOAs to understand and build the constituencies necessary to achieve specific goals and targets. Given the geographic scope of the CT countries and the extent of coastal areas to be considered, the CTSP has to target specific areas for intervention that are strategically selected and can benefit from an integrated package to build community level leadership and constituencies for improved coastal resource management and protection. In this regard, it is logical that CTSP will focus on areas for constituency building that are being addressed through other aspects of the Program, such as particular MPAs, seascapes and areas where targeted fisheries work will be undertaken. In this manner, the resources of the CTSP will be focused in the 'anchor demonstrations areas' to the extent feasible and not spread too thinly to have the required impact.

Local governments will play a key role in delivering/ achieving the targets and carrying out the actions outlined in the NPOA, and where possible, CTSP will build on successful local government-led and community-based initiatives, which serve as learning venues for other local governments. CTSP's support to the second Conference of Coastal Municipalities in the Philippines is an important venue by which local governments can learn from each other and promote learning exchanges.

The private sector, including industry (e.g. fisheries and tourism) and the corporate giving community, is an essential constituency that CTSP plans to develop, and for which we have significant expertise. We will employ USAID's Global Development Alliance mechanism towards this end.

In addition to the corporate private sector, national constituencies concerned about enhancing food security can align extremely well with several targets of the RPOA and NPOAs. Demonstrating the vital role of fisheries management in enhancing food security can build strong constituencies to further support sustainable resource management. This management can then, in turn, yield benefits in terms of biodiversity conservation, food security, climate change adaptation, and several other key elements of the CTI.

At the SRU level, working with partners such as RARE, champions already engaged in better practices will be identified and their capacity enhanced to enable them to have a wider influence in their communities on key conservation issues. Pride Campaigns will be important components of overall CTI support. CTSP will initiate Pride Campaigns in selected countries under the Year 1 Workplan after consultations with partner CT6 governments to identify those initiatives that are most likely to provide regional learning anchors for the program. CTSP is already identifying potential partners and champions who will be trained to lead Pride Campaigns through Rare or Rare-type programs through the LMMA network in PNG. Additional Pride campaigns will be carried out in CTSP Years 2-5. These programs and other CTSP actions naturally focus on investments at the community level as such investments in grass-roots constituencies for behavior change are especially important among the predominantly rural populations of the CT6 countries.

Component 4: Building Decision Support Capacity

The CTI Regional and National Plans of Action are highly complex and ambitious, requiring ongoing critical decisions at many levels on policies, management and resource mobilization. To ensure the long-term capacity of each nation to achieve desired results, it is essential that they obtain all the tools, information and skills necessary to make each of these decisions well. CTSP will assist the CT6 countries – through the NCCs – to establish strong systems for planning, information synthesis, delivery of key information to support decision makers, monitoring and evaluation, and adaptive management under each POA /CTSP Goal/Objective so that the countries can monitor progress and adapt management regimes as needed.

Technology transfer:

CTSP will include a targeted technology transfer program to Government and NGO service providers at the national and local levels with a careful balance, agreed to by stakeholders and CT6 Governments, between increasing decentralized control of natural resources decision making objectives and appropriate centralized support in the form of enabling policies, laws, and budget allocations. CTSP will build on existing targeted technology transfer programs in the CT6 countries, especially those that have proven effective at the national and local levels by connecting the national policy processes to results chain analysis, facilitated in a participatory manner.

A principal example of CTSP support to these efforts in the first year will be the assimilation and development of data and mapping for the design of a CT-wide MPA system, as well as an analysis of costs necessary to manage it effectively over time. Data will also be developed to produce a periodic State of the Coral Triangle report to compel regional and global decision makers towards further action. For example, our hope is to work with the CT6 to develop a common language and framework for conservation planning across the region, in order to best harmonize goals and efforts.

Strategic support:

A key aspect of bringing appropriate planning and information technology to government and private organizations who service local communities will be to determine who are these organizations and where do they operate so that partners are strategically selected and capable to make the largest impact at the local level. It is often the intermediary NGOs and provincial and local governments in the CT that have the largest influence on community level management practices. Thus, it is crucial that these organizations are carefully selected and then targeted for training and support to build community level constituencies and capacity for technical assistance.

Examples of areas where more integrated efforts will be planned and implemented and where appropriate organizations will be supported to assist in building local constituencies will include selected MPAs and related areas in Indonesia, prioritized seascapes in the Philippines and Malaysia and sites to be determined in the other countries.

Communications:

One of the main contributions of CTSP in achieving NPOA targets is to assist the scaling up of successful initiatives to inspire positive change in coastal and marine conservation at other levels, either led by local governments or community based organizations or by multi-sectoral boards of local marine conservation areas or MPAs. It is imperative that CTSP bring out communication messages that describe the key factors, best practices, tested technologies and demonstrated effective strategies and approaches that will guide scaling up.

All CTSP activities are designed to "change behavior" in a manner that will lead to improved marine conservation implementation and fisheries management. In this regard, communication strategies are not only designed to raise awareness, though this will remain a targeted outcome, but to enhance improved decision making for sustainable resource management. The communications approaches and messaging will relay information and ideas linked to incentives or disincentives for behavior change. They will be designed to target different levels of government and down to community levels. But, given the large variation in requirements for a communication strategy that serves a regional audience versus a community audience, the CTSP will develop an integrated communication strategy that is implemented at varying scales. A regional strategy will be developed by the CTSP Regional Coordination Team together with the PI. National strategies will be developed by the NGO partners together with their primary government counterparts that address key national needs. Finally, more localized communication strategies will be developed and implemented together with field projects in a targeted manner so they are mutually supportive.

V. CONSULTATION AND COORDINATION

A core principle for CTSP implementation is linking and leveraging with programs of other donors and partners in a way that ensures complimentary and avoids overlap and duplication, not to mention confusion.

A. Consultations and Coordination with the CT6

In depth consultations with all relevant CT6 Government partners led by each country's NCC in cooperation with the CTSP Country Coordinators. The first round of consultations through May, 2009 has produced the insights needed by the Consortium to develop the Year 1 Workplan. More intensive consultations will take place through July, 2009 with the NCCs, other branches of government, and civil society in order to develop a more detailed Year 2 workplan and an updated plan for years 2 – 4.

In the Philippines, for example, WWF and CI have played a core role within the Philippine Government CTI planning framework, which has enabled a quick validation of the CTSP workplan early on in the process. Malaysia, on the other hand, recently underwent a change in government and has yet to identify a lead agency for the NCC with which CTSP can work to validate the CTSP workplan. However, discussions with the CTSP Country Coordinator indicate that the country may be able to identify a lead agency in time for the Manado Summit, which enable the validation of the CTSP Malaysia Workplan by August, 2009.

With the RDMA interim Year-1 Workplan approved, CTSP has mobilized and completed workplan validation in Solomon Islands, Papua New Guinea and Timor Leste. In Indonesia, an intensive planning process between consortium members and the Ministry of Marine Affairs and Fisheries was completed in time to be incorporated into this revised annual workplan.

B. Coordination with donors

Within the USG CTI support program, CTSP will coordinate closely with other organizations such as NOAA, Department of State and the CTI Program Implementer. In addition, there are non-governmental donors such as the Walton Family Foundation with which CTSP will leverage comprehensive MPA training programs in Indonesia and other work in the Philippines.

NOAA is a particularly important CTSP partner for organizational capacity development. A CTSP/NOAA coordinated focus on developing landscape-scale implementation models, especially in Indonesia, would focus funding and technical resources from all four organizations (NOAA plus CTSP NGOs) on establishing a national (and regional) anchor site that at once builds national decision making capacity and provides a model for national large-scale application of CTI objectives. A closely choreographed support program building from the competitive advantages of NOAA and the Consortium would provide the foundation for a regional 'learning thread' that includes all CTI countries and runs for the full term of the program.

This approach to USG-supported coordination highlights the potential unleashed if NOAA and CTSP approaches are integrated rather than separated, i.e., focus on specific geographic area(s) with complementary assistance in technical or thematic areas to respond to specific desired institutional and organizational changes.

In relation to other bi-lateral programs, CTSP is already working closely with the Government of Australia to define complementing programs of work. In Manila, CTSP personnel discussed cooperation with the German agency GTZ and additional discussions have been held with Western pacific organizations like SPREP which receive funding from other sources.

The World Bank loan program COREMAP is a particularly important partner in Indonesia in terms of learning and avoiding duplication, as well as lessons learned from the previous Indonesia Coastal

Resources Management Project (CRMP) funded by USAID from 1996 to 2005. The Asian Development Bank will also be an especially important partner with its current pledge of support estimated at approximately US$300 million in regional implementation funds through various mechanisms including the Global Environment Facility (GEF). The ADB's IWLearn program also will be important in terms of avoiding duplication of information management and decision support funding.

C. Coordination with partners

CTSP is working directly with several ongoing coastal and marine projects of other partners in the Coral Triangle. In Timor Leste, for example, CTSP has directly engaged with Australian researchers who are carrying out a number of projects in the region. The results of their surveys are providing vital information that will be used to develop a national zoning system. Their work identifying a major population of cetaceans in TL, for example, has helped identify an important area for conservation as well as a potential eco-tourism site. These researchers will attend the joint planning meeting to develop the process for setting up a national zoning system.

As the LMMA approach has been identified as a priority approach for marine conservation, CTSP has engaged with the LMMA in PNG and SI. CTSP will support the LMMA Networks in both countries to further refine their strategies and to help ensure sufficient capacity to deliver and expand on this approach. For example, as the LMMA coordinator in SI is new, CTSP will provide him relevant training opportunities. CTSP will also look for regional opportunities where cross site learning (in coordination with Program Integrator) can highlight successful approaches used by partners in one country that can benefit partners in other countries. We will also work with the existing regional LMMA network in the Pacific that already includes sites in PNG, SI, Indonesia and the Philippines. As LMMA operations vary across these four countries, the opportunities for cross learning are great.

Given the conservation focus of the CTSP NGO Consortium, CTSP will partner with other organizations operating in the region such as AusAID, CARE, Save the Children and PATH Foundation Philippines to deliver the social and economic benefits of better marine resource management such as improved health, nutrition, and food security, and sustainable livelihoods. The Consortium will also build on past and current PHE projects in the region including the USAID-funded project in Roxas, Palawan, Philippines. CTSP will also directly implement activities to address PHE issues in the region. Ensuring sufficient protein sources and food stocks requires work at several levels. CTSP's work with high level players—industry and national and regional government levels—is essential to achieving sustainability of food stocks. The triple bottom line is linked: better environmental conditions ensure better food stocks and thereby better economic benefits for stakeholders at all levels, enhancing social well-being for all. It is CTSP's role to ensure that all stakeholders gain equitable access to these resources, especially marginalized groups including women and the poor.

While CTSP has already begun to collaborate with many partners, there are numerous other potential allies. Over the next three months during the Design Phase for Years 2 to 5, CTSP will further identify the ongoing projects that match best with country priorities and CTSP Objectives We will then include collaborative actions with these projects as appropriate and possible within our long-term implementation plans.

VI. CTSP YEAR 1 REGIONAL AND COUNTRY WORKPLANS

The specific regional and country workplans for CTSP are presented below. Each section follows the same structure, with the exception of Indonsesia, which has a slightly modified format:

a) Context and Background
b) CTSP Response and Strategy
c) Implementation Mechanisms
d) Statement of Assumptions and Risks
e) CTSP Operations
f) CTSP Five Year Workplan Table
g) CTSP Year 1 Workplan

A. CTSP at the Regional Level

Regional Program

a) Context and Background:

The regional component of CTSP Project performs three main functions for the project as a whole: First, it helps deliver **conservation at a regional scale**, based on elements of the CTI Regional Plan of Action, (RPOA) such as protection and management of wide-ranging species and large-scale ecosystem processes, and mitigation of broad-scale threats. Second, it fosters **regional learning**, information exchange and monitoring to support decision making for resource management at local, national and regional levels. Third, it will support the development of a **regional governance and coordination** mechanism.

b) CTSP Response and Strategy:

As described above, CTSP will focus its actions within three of the RPOA goals:

- Ecosystem based fisheries management
- Marine protected area networks
- Climate change adaptation strategies

Where possible CTSP will use an integrated approach across all of these goals at the Sustainable Resource Unit, Seascape and Regional scales by strengthening institutional capacity and governance mechanisms in the public and private sectors.

Conservation at a regional scale:

In the first year of the program, CTSP will help catalyze major improvements in ecosystem based fisheries management strategies at the national and regional level. A top priority is to mitigate the impact of one of the most damaging fisheries in the region–the removal of top predator reef fish for export to restaurants in East Asia. This has devastated wrasse and grouper populations across the region, causing a marked decline in function in many reef ecosystems. The regional program will

support the first review of the current status of all threatened wrasse and grouper species in the region using the IUCN Red Data List methodology, which will shed light on how international trade is affecting the region's reefs.

To complement this increased understanding of how one export market is affecting the regional reefs, the program will also project scenarios for future fish supply and demand beyond the live reef food fish trade (disaggregated by species group and production system) that will help inform consumers and set out options for policy makers. This information will enable decision makers to see more clearly what will happen to communities relying on fisheries if current trends continue, and what might happen if they applied more sustainable practices. It will also help raise awareness among consumers about purchasing choices and how overconsumption impacts resources – encouraging them to make demands on decision makers to address the ultimate drivers of these problems. These two reviews will help decision makers in the Coral Triangle countries set priorities for collaborative coral reef fisheries management strategies.

The third series of activities supporting conservation action at a regional scale is identification of priority areas for conservation based on biological, ecological and economic criteria. These will become the foundation for the Regional MPA System detailed in the Regional Plan of Action. The Consortium will work with partners in the region and around the world to collate existing information fora series of maps of existing MPAs and proposed new MPA systems in time for regional and national decision makers to consider at the Manado Summit.

Finally, the program will assess the vulnerability of key Coral Triangle habitats to the effects of climate change – in particular sea level rise and temperature change. In combination, priority area and climate change vulnerability assessments will guide the regions' climate adaptation strategies, in particular the creation of a system of resilient marine protected areas that is at the core of the Regional Plan of Action.

Regional learning:

To carry out the studies just described, CTSP will collaborate with universities, government agencies and civil society groups across the region, laying the foundation for a CTI Learning Network that will develop over the life of the project. CTSP will initiate pilot projects demonstrating MPA management effectiveness and design, local coalition-building for no-take zones, and incorporation of fisheries and climate change adaptation considerations into the design of MPAs. The learning initiatives will also feature integrated management of coastal and marine resources through large scale integrated spatial planning, and integration of MPAs and fisheries management within government marine resource management divisions, as a number of Coral Triangle countries identified these as capacity gaps during RPOA/NPOA consultations. Approaches for regional learning will include cross-pilot project site visits, regional thematic workshops, distance learning, and regional training programs. The development of a CTI learning network will support efforts to develop a standard regional monitoring plan that will feed updates on the status of the Coral Triangle into the periodic State of the Coral Triangle Report, informing regional decision makers such as the Council of Ministers.

Regional coordination:

The third function of the regional program is to help the Coral Triangle countries develop a robust institutional platform for coordination and joint management. Currently these roles are being carried out by the Regional Secretariat and the National Coordinating Committees (NCC). The Countries are

considering revising this system and will be making final determinations on a coordination mechanism within the next few months. In the meantime, in this first year of the project CTSP will provide logistical, operational, strategic and technical support to the NCCs and the regional Secretariat to ensure that they are building a solid base of regional collaboration among the nations and their partners. This regional partnership will enhance local and regional resource management practices and help channel funding and technical resources from the national governments and their international partners to resource managers at all levels.

c) Implementation Mechanisms

The implementation mechanisms will include:

- Small grants and subcontracts to partners for implementation of pilot projects in support of regional learning activities on MPA management effectiveness in particular.
- Technical expertise both internal and external to the consortium will be provided to the regional thematic groups working on the fisheries assessments and regional biological and climate change information development.
- Regional, national or international technical exchanges.
- Seconding staff to government or NCC offices in order to support institutional building of the regional coordination platform.

Establishing CTSP coordination committees with government, private sector, local NGOs and community representatives.

d) Assumptions and Risks:

The principal assumption driving this project is that countries cannot fully address their marine resource management needs solely at a national level. The complex dynamics of marine ecosystems like the Coral Triangle necessitates broader management strategies that safeguard ecosystem function and critical large-scale processes in order to maintain productivity for coastal resources users over the long term. The six countries of the Coral Triangle have accepted this premise and put aside the isolated management approaches of yesterday to craft coordinated, transformational strategies that will restore the productivity of the Coral Triangle as they once knew it.

The main risk is that the countries will not be able to agree on the parameters of collaboration and may perceive it as impinging on their sovereign rights. This risk is exacerbated by the global economic downturn that may cause nations to turn inward to meet immediate needs first, instead of building coalitions to protect their shared resources for a sustainable future.

The Consortium NGOs and USAID have been working together on large-scale conservation efforts around the world and will systematically apply lessons from those efforts to mitigate such risks throughout the life of the project. Experience teaches that success in any project of this magnitude and complexity depends on certain indispensible ingredients: building reliable, stable partnerships with local and national government agencies, fostering a receptive legislative environment, nurturing champions willing to point out innovative ways forward to decision makers, allocating funding in strategic and situation-sensitive ways, and multi-agency processes that avoid duplication of efforts and local confusion.

e) CTSP Operations at the Regional Level

The regional program will be led by the Regional Coordination Team in Jakarta including:

- Project Manager/Team Leader, Maurice Knight
- Deputy Project Manager (TBD)
- Program Officer, Erline Tasmania
- Communications Officer, Maulyati Nuraini Slamet
- Administrative Officer, Vera Tjandrawinata

Short term technical assistance will be secured as needed to facilitate or provide technical support on the regional activities noted above. This team will work at a regional level with institutional partners such as NOAA, the ADB, the GEF, WCS, universities in the region, WorldFish Center, IUCN, etc.

f) CTSP Regional Five Year Table

Objectives, Indicators, Results and Milestones	
CTSP Objective 1: Ecosystem-based fisheries management (EBFM) - EBFM practices established and fisheries reform implemented.	**Sustainability Contribution and Response to RPOA/NPOA**
Indicators: • Areas under improved management • Number of policies, laws, agreements or regulations implemented • Number of people trained • Number and scope of public private partnerships	
EBFM Result 1: Systematic assessment approach for coastal and near shore fisheries in planning for food security finalized and disseminated in the region for adoption at country level.	Assisting Governments with Enabling Policy RPOA Goal 2: Ecosystem approach to management of fisheries and other marine resources fully applied.
Milestones	
• **YR1:** Systematic assessment approach for coastal & near shore fisheries in planning for food security developed for adoption at country level. **ADDITIONAL YEAR 1:** Food Security Scenario Analysis report (fish supply and demand, external drivers, policy options) addressing livelihood / food security in TL & SI disseminated.	
• **YR2:**	
• **YR3:**	
• **YR4:**	
• **YR5:**	
EBFM Result 2: CTI Regional tuna forum supporting tuna management requirements for all CT6 countries, particularly in protecting spawning areas and managing juvenile stock.	Strengthening Governance and Enabling Policy RPOA Goal 2
Milestones	
• **YR1:**	
• **YR2:** Spawning aggregation and nursery sites for protection identified and prioritized. **ADDITIONAL YEAR 2:** Regional supply chain interventions for Government and industry supported, building on APEC regional tuna meeting recommendations.	
• **YR3:**	
• **YR4:** CTI regional forum to develop funding model for protection of tuna spawning and	

juvenile growth areas supported in collaboration with the three RFMOs.	
• **YR5:**	
EBFM Result 3: CTI Regional LRFT forum supporting high-value reef fish management requirements for all CT6 countries, particularly protecting spawning aggregation areas (SPAGs), monitoring & trade regulation.	Strengthening Governance and Enabling Policy RPOA Goal 2:
Milestones	
• **YR1:**	
• **YR2:** Regional meetings engage government & private sector in each stage of the market chain for the LRFT convened, supported, building on the case example in Palawan, FY09.	
• **YR3:** Steering Committee to define provisional goals and objectives of CTI Regional LRFT forum initiated.	
• **YR4:**	
• **YR5:**	
EBFM Result 4: All CT6 countries demonstrating their commitment to cooperate to enforce CITES.	Strengthening Capacity and Building Institutions RPOA Goal 2:
Milestones	
• **YR1:**	
• **YR2:** CT6 have demonstrated commitment to cooperate to enforce CITES.	
• **YR3:** CT6 countries share information to strengthen CITES in the region.	
• **YR4:**	
• **YR5:**	
EBFM Result 5: Regional Red List completed. Policy makers /resource managers have science-based requirements for conservation action & greater access to threatened species data. MPA and Seascapes with threatened species protection plans. Enhanced protection plans for threatened species in place, management enhanced.	Building Decision Support Capacity RPOA Goal 2:
Milestones	
• **YR1:** Red List Assessments of 400 previously unassessed reef fishes of the Coral Triangle completed (Wrasse, Grouper). Training of six CT Nationals in Red List (RL) Assessment methodology.	
• **YR2:** Analysis of existing CT Red List Assessments completed for conservation implications. RL assessments of additional 800 unassessed reef fishes of the CT completed. Training of six CT Nationals in RL methodology.	
• **YR3:** Red List Assessments of additional 800 unassessed CT reef fish completed. Training of 6 CT National in RL methodology. Analysis of existing CT RL Assessments completed for conservation implications. Indicators for threatened species monitoring in place.	
• **YR4:** Regional Database of Species Assessed under Red List Criteria; GIS layers of all assessed species; actions plans developed or in place for newly identified threatened species; recommendation completed for MPA, Seascape, fisheries, & climate change actions to enhance management of newly identified threatened species.	
• **YR5:** Regional Red List completed; MPA and Seascapes incorporate protection plans for newly identified threatened species. Fisheries managers enact enhanced protection plans for threatened species; management of threatened species enhanced.	
CTSP Objective 2: MPAs and MPA Networks - Strengthened enforcement and management of MPAs/marine sanctuaries/fish refugia through networks for species conservation (in particular threatened species), habitat protection and fisheries production.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number of people trained	

• Number and scope of public private partnerships	
MPA Result 1: Comprehensive map of the CT spatial management network established as a work in progress. Collaboration on developing a CTI-wide MPA Network. Countries using the CT Regional Information Sharing system to develop networks.	Building Decision Support Capacity RPOA Goal 3: MPAs established and effectively managed.
Milestones	
• **YR1:**	
• **YR2:** MPAN data layers drafted and MPAN gap analysis completed.	
• **YR3:** Regional priorities for protection discussed at national level in all countries to confirm priorities and discuss transboundary areas.	
• **YR4:**	
• **YR5:** CT nations begin establishing and/or providing more support to protect regional priority locations; ingredients in place for regional functional MPAN information System.	
MPA Result 2: Steps & full costs of MPA Network management effectiveness across CT understood & accepted by MPA management agencies in all CT6 & by large number of local decision makers. Progress at scale to build the necessary capacity to manage the MPAs in the regional system effectively.	Building Decision Support Capacity RPOA Goal 3:
Milestones	
• **YR1:** On-going MPA management effectiveness pilot projects across the region assessed.	
• **YR2:** Existing MPA Network management effectiveness protocols reviewed; Standard MPA Network management effectiveness guidance developed for the CT region building on USAID-funded MPA Network Learning project publication of 2008.	
• **YR3:** Standard management effectiveness protocols implemented and evaluated in selected sites across the region, with recommendations for revision.	
• **YR4:** Standard MPA Network management effectiveness protocols established.	
• **YR5:** MPA Network management effectiveness across the CT understood.	
MPA Result 3: MPA network staff in CTSP focal areas have received the appropriate training; Network of regional MPAN training institutions created, institutionalized, sustainably funded& receiving ongoing technical support from 'sister' training institutions either within the region or abroad.	Strengthening Capacity and Building Institutions Building Decision Support Capacity RPOA Goal 3:
Milestones	
• **YR1:** Regional MPAN training program assessment initiated.	
• **YR2:** Regional MPAN Learning Network designed.	
• **YR3:** Collaborative regional topic-specific MPAN trainings conducted.	
• **YR4:** 50% of necessary staff have received the appropriate training.	
• **YR5:** Key MPAN staff in focal areas have received the appropriate training; Network of regional MPAN training institutions created.	
CTSP Objective 3: Climate Change Adaptation - Efforts supported to assess and reduce vulnerability to impacts of climate change in economically and ecologically important coastal-marine areas and to identify, implement, and evaluate climate change adaptation strategies thereby enhancing disaster preparedness and increasing community resilience.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number of people with increased adaptive management capacity • Number and scope of public private partnerships	
Climate Change Result 1: Regional and global technical experts are collaborating to identify and agree on impacts of climate change to marine systems in the Coral Triangle region. Global experts confer with key stakeholders to develop joint recommendation on CC actions for leaders.	Strengthening Capacity and Building Institutions
Milestones	

• **YR1:** CT6 countries, bilateral and multilateral donors, major private sector companies aware of impacts, risks, socioeconomic costs of CC & need for adaptation; unilateral & multilateral donors informed of initial investment priorities & costs of CC adaptation.	RPOA Objective 4. Climate Change Adaptation Measures Achieved.
• **YR2:** Regional and global technical experts are collaborating to identify and agree on impacts of climate change to marine systems in the Coral Triangle Regional. Global experts confer with key stakeholders to develop joint recommendation on CC actions for leaders.	
• **YR3:** Private sector analysis of adaptation opportunities, needs and impacts complete; Major private sector companies and industry bodies supporting key adaptation actions in the CT.	
• **YR4:**	
• **YR5:** CT6 countries have CC adaptation activities included in national budgets; Some unilateral and multilateral institutional donors committed significant funding to CC adaptation in the CT; significant private sector investment in adaptation activities & support for CC policy reform from local to national levels.	
CTSP Objective 4: Institution Building and Strengthened SRU and Seascape Level Governance - Effective mechanisms in place to promote (i) multilateral government (national or sub-national) policy dialogue and action; (ii) coordinated action by multiple stakeholders at the national and sustainable resource user levels; (iii) actions through public-private partnerships.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number and scope of public private partnerships	
Institution Building Result 1: Additional CTI partners identified and engaged.	Building Constituencies Response to RPOA Principles and Guidance
Milestones	
• **YR1:** Additional CTI partners identified and engaged.	
• **YR2:** Initial industry scan completed; Additional CTI partners actively engaged in technical working groups; Governance workshop completed.	
• **YR3:** Regional industry scan completed; CTI Forum held to assess progress.	
• **YR4:**	
• **YR5:**	
Institution Building Result 2: Common framework for the design, management & M&E of conservation actions in CT, based on widespread understanding, adoption & application of the Conservation Measures Partnership's Open Standards for the Practice of Conservation.	Building Decision Support Capacity Response to RPOA Principles and Guidance
Milestones	
• **YR1:** Complete CTSP Project Design, with clear project theories of change, project effectiveness monitoring indicators, framework for project learning, & information system. Training of coaches to support project planning, M&E and adaptive management.	
• **YR2:**	
• **YR3:** Conservation Measures Partnership's Open Standards for the Practice of Conservation are widely understood, adopted and applied in the CT, providing a common language and framework for the design, management and monitoring of conservation actions.	
• **YR4:**	
• **YR5:**	
Institutional Building Result 3: Information systems fully functional in each CT6 country and contributing to a regional CTI information system. Information about the status of the CT is widely available through regular "State of the CT Reports".	Building Decision Support Capacity Response to RPOA Principles
Milestones	
• **YR1:** Information and capacity needs assessment initiated in each CT6; CTI Information	

management system designed; Baseline State of CT needs identified.	and Guidance
• **YR2:** Information management needs assessment completed in each CT6; State of CT 2010 Report published.	
• **YR3:** Information management system developed and funded.	
• **YR4:** State of the Coral Triangle Report: 2012 published.	
• **YR5:** Information management system fully functional in each CT6 country and contributing to the regional system; CTI information system functioning.	
Institution Building Result 4: Each CT6 has strong National and Sustainable Resource Use-level multi-stakeholder coordination mechanism in place and operating efficiently and supporting effective implementation of the CTI NPOAs. NCCs funded by national budgets.	Strengthening Capacity and Building and Institutions Response to RPOA Principles and Guidance
Milestones	
• **YR1:** CT NCCs organized and functioning.	
• **YR2:** CT NCCs with improved capacity and National Plans of Action (NPOAs) approved.	
• **YR3:** CT NCCs fully functional and implementing NPOAs.	
• **YR4:** CT NCCs NPOA review completed and revisions identified.	
• **YR5:** CT NCCs funded by national budgets.	
Institution Building Result 5: CT has a Permanent Regional Secretariat and has institutionalized thematic technical working groups. A CT Regional Trust Fund (TF) has been capitalized and is providing sustainable finance for marine conservation and management.	Strengthening Capacity and Building and Institutions Response to RPOA Principles and Guidance
Milestones	
• **YR1:** CTI Technical working groups operational; Interim Regional Sec staffed /functioning; CT Regional Trust Fund and Mama Graun Trust Fund studies initiated; CT "leaders" campaign plan and brochure developed to attract domestic funding; CT resource mobilization strategy developed.	
• **YR2:** CTI tech working groups contributing RPOA/ NPOA implementation; Interim Regional Secretariat with improved capacity; CT Regional Trust Fund and Mama Graun Trust Fund studies completed; "leaders" brochure printed in CT languages; resource mobilization strategy promoted to secure funding.	
• **YR3:** Permanent Regional Secretariat established with initial funding; CT Regional Trust Fund established; Mama Graun TF expanded; CT "leaders" campaign brochure disseminated to attract domestic funding; CT resource mobilization strategy has produced additional funding.	
• **YR4:** Permanent Regional Secretariat fully operational and funded; CT Regional Trust Fund operational; Expanded Mama Graun Trust fund capitalized.	
• **YR5:** CTI technical working groups institutionalized; Permanent Regional Secretariat funded for an additional five years; CT Regional Trust Fund operational and funding capitalized.	

g) CTSP Regional Year 1 Workplan

Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (ha)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 1: Ecosystem-based fisheries management (EBFM)											
Systematic assessment approach for coastal and near shore fisheries in planning for food security finalized and disseminated in the region for adoption at country level.	Systematic assessment approach for coastal and near shore fisheries in planning for food security developed for adoption at country level; Food Security Scenario Analysis report (fish supply and demand, external drivers, policy options) for addressing livelihood and food security in Timor Leste & Solomons printed & disseminated.	Assisting Governments with Enabling Policies	Decadal analysis of livelihood diversification initiatives conducted in the CT: lessons learned made available to assist gov't policy makers to develop sector and cross-sector policies enabling fishery-dependent communities to reduce their dependence on fisheries.		Regional	WFC	Jamie Oliver		●	●	●
			Produce &distribute final report describing scenarios for future fish supply & demand (disaggregated by species group and production system) considering external trade impacts and setting out options for policy makers.		Regional	WFC	Neil Andrews		●	●	●

REGIONAL

Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (ha)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
Regional Red List completed; Policy makers and resource managers have science-based recommendations for conservation action; Policy makers and resource managers have greater access to threatened species data; MPA and Seascapes incorporate protection plans for threatened species; fisheries managers enact enhanced protection plans for threatened species; management of threatened species enhanced.	Red List Assessments of 400 previously unassessed reef fishes of the Coral Triangle completed (Wrasse, Grouper); Training of six CT Nationals in Red List Assessment methodology.	Building Decision Support Capacity	Carry out Red List Assessment workshop on 400 previously unassessed coral reef fishes and simultaneously provide training in Red List assessment.		Regional	IUCN/CI	Kent Carpenter		●	●	●

REGIONAL

Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (ha)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 2: MPAs and MPA Networks											
Comprehensive map of the CT spatial management network established as a work in progress. Collaboration on developing a CTI-wide MPANetwork. Countries using the CT Regional Information Sharing system to develop networks.	Agreement on critical data layers for Marine Protected Area Network (MPAN) spatial planning; Preliminary MPA layers shared at World Ocean Conference	Building Decision Support Capacity	Organize pre-workshop in Manado to agree on CT Atlas critical data layers for designing MPA network; Plan &conduct & workshop to plan network based on analysis of data layers.		Regional	TNC			●		
			Collate MPAN priority data layers to support CT Atlas. Include identification of major gaps in MPA coverage.		Regional	TNC / WFC				●	
			Conduct preliminary analysis of data and share at WOC (along with Google Ocean).		Regional	TNC / WFC				●	●

REGIONAL

Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (ha)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
Steps & full costs of MPAN mgmt effectiveness across CT understood &accepted by MPA mgmt agencies in all CT6& by many of local decision makers. Progress at scale to build the necessary capacity to manage the MPAs in the region effectively.	On-going MPA management effectiveness pilot projects across the region assessed.	Building Decision Support Capacity	Develop regional protocol for assessment of MPA Effectiveness.		Regional					●	●
MPAN staff in CTSP focal areas have received the appropriate training; Network of regional MPAN training institutions created, institutionalized, sustainably funded& receiving ongoing technical support from 'sister' training institutions either within the region or abroad.	Regional MPAN training program assessment initiated.	Strengthening Capacity and Building Institutions	Conduct regional MPA training program assessment.		Regional	CI				●	●
			Present MPA Learning Network results at Manado.		Regional	TNC	Alan White			●	

REGIONAL

Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (ha)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 3: Climate Change Adaptation											
Regional and global technical experts are collaborating to identify and agree on impacts of climate change to marine systems in the Coral Triangle Regional. Global experts confer with key stakeholders to develop joint recommendation on CC actions for leaders.	CT6 countries, unilateral &multilateral institutional donors, major private sector companies aware of socioeconomic costs of CC & adaptation; unilateral &multilateral institutional donors informed of initial investment priorities and costs of climate change adaptation; major private sector companies and industry informed of potential impacts, risks and needs for CC adaptation in the CT.	Strengthening Capacity and Building Institutions	Develop spatial map of coral reef vulnerability to impacts of climate change throughout the CTI.		Regional	WCS		●	●	●	●
			Develop map of the Coral Triangle identifying areas that are most vulnerable to sea level rise.		Regional	TNC	Emily Pidgeon			●	●
			Collect and synthesize key climate change impact information for decision makers.		Regional	CI					

REGIONAL

Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (ha)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 4: Institution Building and Strengthened SRU and Seascape Level Governance											
There is a common framework for the design, management and monitoring of conservation actions in the Coral Triangle, based on widespread understanding, adoption and application of the Conservation Measures Partnership's Open Standards for the Practice of Conservation.	Complete CTSP Project Design, including clear articulation of project theories of change, project effectiveness monitoring indicators, framework for project learning, and information system. Training of coaches to support project planning, M&E and adaptive management.	Building Decision Support Capacity	Conduct CTI/CTSP Thematic Workshops to develop a framework for the design, management and monitoring of conservation strategies for the Regional Plan of Action.			WWF, FOS	John Morrison, Nick Salafsky		●	●	●
Information systems fully functional in each CT6 country and contributing to a regional CTI information system. Information about the status of the CT is widely available through regular "State of the CT Reports."	Information and capacity needs assessment initiated in each CT6; CTI Information management system designed; Baseline State of CT needs identified.	Building Decision Support Capacity	Develop outline and identify information needs for baseline for monitoring and evaluation indicators.			WWF, FOS	John Morrison, Nick Salafsky		●	●	●

REGIONAL

Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (ha)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CT6 have strong National & Sustainable Resource Use-level multi-stakeholder coordination mechanism operating efficiently supporting effective implementation of the NPOAs. NCCs funded by national budgets.	CT NCCs organized and functioning		Provide funding for NCC activities to finalize the NPOAs in PNG, SI, and TL.			TNC & WWF		●	●	●	●
CT has a Permanent Regional Secretariat and has institutionalized thematic technical working groups. A CT Regional Trust Fund has been capitalized and is providing sustainable finance for marine conservation and management.	CTI Technical working groups operational; Interim Regional Secretariat staffed and functioning; CT Regional Trust Fund design studies initiated; Mama Graun Trust Fund expansion design studies initiated; CT "leaders" campaign plan and brochure developed to attract domestic funding; CT resource mobilization strategy developed.	Strengthening Capacity and Building Institutions	Develop and agree on TORs for CTI technical working groups.			TNC	Sheldon Cohen		●	●	●
			Participate in CTI technical working groups.			WWF, TNC, CI, CTSP	Mixed		●	●	●
			Provide staffing and operational support to Interim Secretariat.			CTSP	Maurice Knight		●	●	●
			Develop TOR and contract consultant to conduct study on CT regional trust fund.			TNC	Indu Hewawasam		●		
			Develop TOR and contract institution-building specialist to support development of Secretariat.			TNC	Sheldon Cohen / Indu Hewawasam		●	●	●

REGIONAL

Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (ha)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
Additional CTI partners identified and engaged	Additional CTI partners identified and engaged	Building Constituencies	Conduct CTI orientations in each CT6 countries and beyond to expand network of partners.			TNC, CI, WWF	CSC		●	●	●
			Conduct initial industry scan.			CI	Scott Atkinson		●		

B. CTSP at the Country Level

RDMA-SUPPORTED COUNTRIES

MALAYSIA

a) Country Context and Background

Marine resource governance in Malaysia is structured largely according to the geographies of east and west Malaysia with the majority of fish landings coming from west Malaysia (Peninsular Malaysia) while the majority of high bio-diversity habitats (including coral reefs and mangroves) are found in east Malaysia (Sabah). Sabah's state government maintains a large degree of autonomy over marine resources, while the Federal ministries govern marine resources in west Malaysia.

West Malaysia
The two main Federal Ministries involved in managing living marine resources in west Malaysia are the Ministry of Agriculture and Agro-based Industries (MOA) and the Ministry of Natural Resources and Environment (MoNRE).

The Federal MOA through the Department of Fisheries Malaysia (DOFM) worked through Parliament to enact "The Fisheries Act 1985". The management and conservation of all the fisheries resources in the country depend mostly on this Act, including to a large extent those fishery resources in Sabah and Sarawak. The Fisheries Act 1985 has jurisdiction in declared EEZ (exclusive economic zone) waters of the country, and the DOFM uses this Act to extend management to sea turtles, dugongs and other endangered marine species (mostly mammals) in Peninsular Malaysia. The Department of Fisheries has the mandate for food production and resource conservation; however, they have no indicators for conservation and rely entirely on increased production figures for determining annual success. All fisheries research in Malaysia is nested within the Department of Fisheries and there is little public knowledge about the status of fisheries in the country or the structure of the industry.

The MoNRE, through its technical agency the Marine Park Department (MPD), manages and conserves marine biological diversity. This department was moved from the Department of Fisheries to MoNRE in 2004 but it has yet to establish clear legal jurisdictions. The MPD has drafted a Marine Park Act to conserve and manage marine biodiversity and to manage National Marine Parks in Peninsular Malaysia. However, this act has not yet been approved by Parliament. At present, MPD depends on some of the provisions in the Fisheries Act 1985 for any management enforcement authorities. The MPD currently manages a suite of marine parks in Peninsular Malaysia, which cover most of the coral reefs of Peninsular Malaysia. However, these areas cover less than 1% of Peninsular Malaysia's EEZ.

In the State of Sarawak, the Marine Fisheries Department is a Federal Department and reports directly to the Federal Department of Fisheries in Putrajaya, Malaysia's capital. The Sarawak State Forestry Department has jurisdiction over marine resources and species in waters gazetted (legally declared) as National Parks.

Turtles in Malaysia have a special status. They are the only animal species specifically mentioned in the Federal Constitution, and jurisdiction over turtles is provided to each state individually. Two states have

passed legislation to fully protect all turtles (including their eggs). None of the states of Peninsular Malaysia have passed such legislation and therefore their protection is unclear especially when they are within state jurisdictions.

Sabah

In the State of Sabah, through the Ministry of Agriculture and Industrial Foods, the Sabah State Department of Fisheries has the jurisdiction to oversee fisheries resources using the State Fisheries Enactment as well as the Federal Fisheries Act 1985. The Ministry of Tourism, Culture and Environment houses the Department of Wildlife and the Sabah Parks Board. The Sabah State Wildlife Department has jurisdiction over endangered marine species, such as dugong and sea turtles, if they are found within state waters. The Sabah Parks Board has jurisdiction over marine resources and species in waters gazetted (legally declared) as Sabah Parks. The Sabah Park Board has jurisdiction over four existing marine parks in the state. Two more parks are in the process of being gazetted based on a system that includes sustainable use by local communities. The Sabah Parks Board continues to adapt to accommodate these users.

Most of the coastal districts have Fishermen Associations/Cooperatives but these have very little access or input into the management and enforcement of relevant laws and regulations. There also are district level and village level "Development Committees", but for the most part, these are not involved in the management and enforcement of the laws and regulations concerning fisheries resources and marine species. Jurisdiction remains very 'top-down' with powers resting at the Federal and State (Sabah and Sarawak) level. The success of these jurisdictions is measured in terms of year-on-year increased annual output. The DOFM, the DOF Sabah and the Marine Fisheries Department of Sarawak have officers placed in almost all politically defined coastal 'districts' to deal with all matters concerning fisheries, including licensing, statistics collection, extension work, enforcement, and others. It is unclear how well this translates into good management in the country and, as stated above, this network does little to inform the general public about the actual state of marine resources in the country.

Malaysia has not experienced the decentralization of power that has occurred in the Philippines and Indonesia, and the local resource management that typifies Pacific countries does not exist in Malaysia. Malaysian culture dictates that decisions and management authority must come from the highest possible level and trickle down. Given this cultural tradition, transformational actions must include a special focus on the highest level of decision making.

b) CTSP Response and Strategy

CTSP will respond to the Malaysian national context by working towards the established national goals of sustainable fisheries and conservation of charismatic species and, by extension, the conservation of other economically and socially important fisheries and related habitats. The strategies that are being developed and agreed upon by the Sulu-Sulawesi Marine Ecoregion program and that are being implemented in Sabah are an essential element of this work. The initial decision of the Malaysian government to respond to the preliminary map of the Coral Triangle by implementing the CTI only in Sabah in CTSP may be turned around by conducting a Rapid Ecological Assessment (REA) of the marine biodiversity of Peninsular Malaysia.

In addition, CTSP will focus on sustainable commercial fisheries by promoting an ecosystem based approach to fisheries management that develops improved indicators for management of fisheries resources. Awareness campaigns for the general public will be developed to help create the political will needed to push changes. For example, political sustainable fish consumption campaigns to will increase public awareness of food fish species that are threatened. A key component of the ecosystem based fisheries management approach will be to expand the use of marine protected areas for fisheries benefits, including strengthening the capacity of managers to understand the fisheries role of marine protected areas.

c) Implementation mechanisms

In the first year of CTSP implementation in Malaysia, the primary implementation mechanisms will be the provision of expertise, assessments and facilitation of the consultative process through WWF Malaysia. Appropriate mechanisms for support for Year 2-5 will be identified during the May-July, 2009 design phase.

d) Assumptions and Risks

The present very rough draft of the NPOA has been completed primarily by Malaysia Government agencies with no 'outsider' inputs. A national stakeholder's workshop has not been carried out yet. While the NPOA follows basically the RPOA, the specific actions proposed under this CTSP workplan do not directly support all of the actions in the Malaysian NPOA as doing this is beyond the funding available for first year implementation. CTSP workplan for Malaysia is catalytic and transformational because it is not 'business as usual'. While this approach poses risks within the generally cautious Malaysian political context, CTSP will respond to existing interests and momentum within the Malaysian Government who are open and interested in these changes.

Support to Malaysia is needed in preparation for the World Ocean Conference and CTI Summit to be held in Manado, Indonesia in May, 2009. More importantly, CTSP support for post-Manado follow-through and implementation will be critical to sustaining momentum in Malaysia. This will be an important event in building Malaysia's commitment to CTI goals and provide a solid platform for broader commitments to the CTI program in the remaining part of CTSP's first year of implementation ending September 30, 2009 but this momentum could easily fade if adequate attention is not received.

WWF-Malaysia, as the sole NGO presence in Malaysia, will work to bring about institutional and organizational reforms in Malaysia required for sustainable resource management. It is assumed that WWF Malaysia can be successful in opening successful dialogues on transferring DOFM from MOA to MoNRE and changing the Federal Constitution – the two most important organizational and institutional changes necessary for improvements in coastal and marine resources management in Malaysia. While truly transformational, there are risks that (a) there will not be the political will necessary to achieve these changes, and (b) sufficient political will can be built but the time required may extend beyond the period of performance for CTSP. However, even given these risks, the transfer of DOFM to MoNRE alone would be catalytic, establishing a relevant authority to function not just as an agent of fisheries production but an agent of sustainable management of Malaysia's dwindling fisheries resource base.

Outside of the achievement of the above, CTSP has planned a series of stand-alone workstreams that will alone lead to national and regional outcomes. The gazette of new marine protected areas in line with regional MPA linkages would be catalytic and transformational in Malaysia. However, the allocation of Federal Government funding will be important and depends on the overall political climate in Malaysia.

e) CTSP Operations in Malaysia

CTSP will be implemented by WWF-Malaysia. None of the other Consortium partners are active on the ground in Malaysia.

The lead staff person in Malaysia is Kevin Hiew, Senior Advisor for WWF-Malaysia on CTI/CTNI affairs, is 100% dedicated to CTSP. In addition, the WWF Peninsular Malaysia Seas Program will commit 20% of their time to CTSP as cost share. The WWF Malaysia Sulu Sulawesi Seas Program will contribute an addition 20% of their time to CTSP objectives. Both the SSME Program in Sabah and the Peninsular Malaysia Seas Program in Peninsular Malaysia have secured funding of their own from within the WWF Network, WWF-US and local funding to implement their present activities. Kevin Hiew will be the focal person to liaise with the Regional Coordination Team based in Jakarta. In addition to Kevin, Jennifer Neoh Tan, the WWF Malaysia communication officer will devote a 20% of her time to CTSP.

f) Malaysia Five Year Table

Objectives, Indicators, Results and Milestones	
CTSP Objective 1: Ecosystem-based fisheries management (EBFM) - EBFM practices established and fisheries reform implemented. **Indicators:** • Areas under improved management • Number of policies, laws, agreements or regulations implemented • Number of people trained • Number and scope of public private partnerships	**Sustainability Contribution and Response to RPOA/NPOA**
EBFM Result 1: Policy reform in favor of EBFM agreed by government in response to consumer demand for sustainable fish sources.	Building Constituencies RPOA Goal 2: Ecosystem approach to management of fisheries and other marine resources fully applied.
Milestones	
• **YR1:** Economics & structure of Malaysian fisheries industry understood. Sustainability of key fish species understood. This information to be used in a sustainable fish consumption campaign.	
• **YR2:** Sustainable fish consumption campaign is initiated. Consumers in 4 urban areas in Malaysia understand sustainable seafood choices.	
• **YR3:** Sustainable fish consumption campaign continues. Consumers in 4 urban areas in Malaysia understand sustainable seafood choices.	
• **YR4:** Sustainable fish consumption campaign continues. Consumers in 4 urban areas in Malaysia understand sustainable seafood choices.	
• **YR5:** Advocacy campaign for adoption and implementation of EBFM framework via workshops and meetings.	
EBFM Result 2: EBMF adopted/implemented as the major tool for fisheries resource management in Peninsular Malaysia and Sabah. .	Building Decision Support Capacity .
Milestones	
• **YR1:** Parliamentary dialogue started around key information.	
• **YR2:** Development of Policy framework document for EBFM in Malaysia initiated with relevant agencies and required legal reform started. EBFM pilot implementation sites identified and started with data being collected. Export Ban on Bump Head Wrasse in place. Framework for full cycle aquaculture completed and under discussion with Malaysia Government. Key support provided to Malaysia Government for establishing	
• **YR3:** Malaysia Government in Sabah implementing full program for EBFM with training program institutionalized and funded. Program design for full cycle aquaculture completed and implemented by Malaysia Government.	
• **YR4:**An EBFM framework is adopted and implemented as the major tool for fisheries resource management in Peninsular Malaysia and Sabah.	
• **YR5:** Full implementation of EBFM in Malaysia.	
EBFM Result 3: Capacity of the Department of Fisheries to implement EBFM principles in the management of coastal and pelagic fisheries increased and improvements in fisheries management outcomes evident.	Strengthening Capacity and Building Institutions
Milestones	
• **YR1:** CTI lead agency identified by Malaysia Government. NCC formally established. New MPAs identified for gazettement in Sabah.	
• **YR2:**Training programs for government officers and commercial fishermen designed.	
• **YR3:**Government officers and fishermen in 3 states in Malaysia understand and apply the principles of EBFM.	

• **YR4:** Government officers and fishermen in 3 states in Malaysia understand and apply EBFM principles.	
• **YR5:**	
EBFM Result 4: Highly vocal constituencies in favor of regulating the use of marine turtles speaking out to policy makers.	Building Constituencies RPOA Goal 5: Protect threatened species.
Milestones	
• **YR1:** Social marketing opportunities in Malaysia shared with stakeholders mapped and understood.	
• **YR2:** RARE Pride turtle egg campaign planned and implementation begun in 2 sites in Malaysia.	
• **YR3:** RARE Pride turtle egg campaign completed, constituency built, and measured in 2 sites in Malaysia.	
• **YR4:** RARE Pride turtle egg campaign expanded potentially with additional species in new locations. Original campaign completed, constituency built, and measured in 2 sites in Malaysia.	
• **YR5:** National rare campaign started and funded by the Malaysia Government.	
EBFM Result 5: Malaysian constitution amended to remove jurisdiction over sea turtles from states.	Assisting Governments with Enabling Policies
Milestones	
• **YR1:** Framework analysis for Malaysia adoption of key EBFM institutional changes completed including legal and organizational assessment of benefits. Program for release of Bump-Head Wrasse started.	
• **YR2:** Initiative for legal reform started in key priorities regulations and laws in line with GoM objectives.	
• **YR3:**Development of Policy Framework document amending the constitution to remove jurisdiction over sea turtles from individual states.	
• **YR4:** Policy framework document for constitutional amendment circulate and debated.	
• **YR5:** Malaysian constitution amended to remove jurisdiction over sea turtles from states.	
CTSP Objective 2: MPAs and MPA Networks - Strengthened enforcement and management of MPAs/marine sanctuaries/fish refugia through networks for species conservation (in particular threatened species), habitat protection and fisheries production.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number of people trained • Number and scope of public private partnerships	
MPA Result 1: Four new fisheries based MPAs established. Linking MPAs to fisheries management allows more areas to come under protection & fish stocks can be managed along with ecosystems & habitats. Includes establishing more new MPAs with fisheries objectives & expanding the current area of MPAs in Malaysia through expansion of existing MPAs.	Building Decision Support Capacity Building Constituencies Assisting Governments with Enabling Policy NPOA Goal 3: MPAs established and effectively managed.
Milestones	
• **YR1:** Biodiversity and position of Peninsular Malaysian reefs in the Coral Triangle understood and clarified. NCC formally established.	
• **YR2:**Fisheries habitat areas in Malaysia assessed and understood. 1 million hectares new MPAs gazetted. National MPA network mapping started based on national and regional connectivity and outcomes.	
• **YR3:**Vision and map for network of fisheries MPAs completed with stakeholders and relevant agencies. Policy recommendations for restructuring Sabah Parks towards marine capacity needs completed.	
• **YR4:** Policy recommendations for restructuring Sabah Parks towards marine capacity needs	

completed.	
• **YR5:** Policy recommendations for restructuring Sabah Parks towards marine capacity needs completed.	
MPA Result 2: Capacity of Sabah Parks to implement management of MPAs increased and improvements in effective management evident.	Strengthening Capacity and Building Institutions NPOA Goal 3: MPAs established and effectively managed.
Milestones	
• **YR1:** Framework analysis of capacity and gaps in Sabah Parks marine management programs completed in cooperation with Sabah Parks.	
• **YR2:** Sabah Parks end-to-end training, capacity and skills development program designed. First training sessions delivered. Design and discussion of national MPA managers training center connected to civil service system started.	
• **YR3:**Sabah Parks and national budget include funding for national MPA managers center and program. Curriculum fully designed and proposed to cabinet/parliament for adoption.	
• **YR4:** Full capacity development program implemented in Sabah. Cross-Training with Indonesia and Philippines implemented on connectivity and regional management. Draft agreement for co-management of transboundary MPAs created.	
• **YR5:** Finalization of transboundary co-management agreements for large-scale straddling MPAs.	
CTSP Objective 3: Climate Change Adaptation - Efforts supported to assess and reduce vulnerability to impacts of climate change in economically and ecologically important coastal-marine areas and to identify, implement, and evaluate climate change adaptation strategies thereby enhancing disaster preparedness and increasing community resilience.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number of people with increased adaptive management capacity • Number and scope of public private partnerships	
No activities planned for Malaysia	
CTSP Objective 4: Institution Building and Strengthened SRU and Seascape Level Governance - Effective mechanisms in place to promote (i) multilateral government (national or sub-national) policy dialogue and action; (ii) coordinated action by multiple stakeholders at the national and sustainable resource user levels; (iii) actions through public-private partnerships.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implementer • Number and scope of public private partnerships	
Institution Building Result 1: Transnational stakeholder coordination results in a coordinated plan that strengthens governance and enables harmonized policy for MPAs, Fisheries and marine turtle management throughout the priority Sulu-Sulawesi Marine Ecoregion (SSME).	Assisting Governments with Enabling Policies Response to RPOA Principles and Guidance
Milestones	
• **YR1:** SSME MPA Network & Fisheries Actions Plans complete& disseminated widely. Plans provide specific guidance on implementing integrated management of fisheries, marine resources, and transboundary MPAs.	
• **YR2:** Formal joint commitment of all related countries to explore cooperation on co-management.	
• **YR3:** Agreements on coordination drafted and being discussed by relevant parties.	
• **YR4:** Full capacity development program implemented in Sabah. Cross-Training with Indonesia and Philippines implemented on connectivity and regional management. Draft agreement for co-management of transboundary MPAs created.	

• **YR5:** Finalization of transboundary co-management agreements for large-scale straddling MPAs.	
Institution Building Result 2: Strong National & Sustainable Resource Use-level multi-stakeholder coordination mechanism in place, operating efficiently & supporting effective implementation of the CTI NPOA.	Assisting Governments with Enabling Policies Response to RPOA Principles and Guidance
Milestones	
• **YR1:** Strong National & Sustainable Resource Use-level multi-stakeholder coordination mechanism in place, operating efficiently & supporting effective implementation of the CTI NPOA.	
• **YR2:** TBD in cooperation with Government of Malaysia once NCC is established and CTSP has an official point of contact. High focus for May-August, 2009 design phase.	
• **YR3:**TBD in cooperation with Government of Malaysia once NCC is established and CTSP has an official point of contact. High focus for May-August, 2009 design phase.	
• **YR4:** TBD in cooperation with Government of Malaysia once NCC is established and CTSP has an official point of contact. High focus for May-August, 2009 design phase.	
• **YR5:** TBD in cooperation with Government of Malaysia once NCC is established and CTSP has an official point of contact. High focus for May-August, 2009 design phase.	

g) Malaysia Year 1 Workplan

Objective	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Organization	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 1: Ecosystem-based fisheries management (EBFM)											
National Level											
An EBMF framework is adopted and implemented as the major tool for fisheries resource management in Peninsular Malaysia and Sabah. Associated with this transformational change will be the shift of the Department of Fisheries from the Ministry of Agriculture and Agro-based Industry (MoA) to the Ministry of Natural Resource and Environment (MoNRE).	Complete assessment of the economics of Malaysian fisheries industry and the structure of fisheries industry. Carry out assessment of the sustainability of key fisheries by species.	Building Decision Support Capacity	Study to understand economics of fisheries industry in Malaysia completed.		National	WWF	Kevin Hiew			•	•
			Study to understand structure of fisheries industry in Malaysia completed.		National	WWF	Ken Kassem			•	•
			Assessments of sustainability of key fish species for consumer campaign completed.		National	WWF	Ken Kassem			•	•
Highly vocal constituencies in favor of regulating the use of marine turtles are speaking out to policy makers.	Social marketing opportunities in Malaysia shared with stakeholders and understood.	Building Constituencies	Rare Pride awareness workshops in Malaysia.		National	WWF	Kevin Hiew				•

Objective	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Organization	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 2: MPAs and MPA Networks											
Seascape / SRU Level											
Four new fisheries based MPAs are established in Malaysia. By linking MPAs to fisheries management more areas can come under protection and fish stocks can be managed along with their ecosystems and habitats. This includes establishing more new MPAs with fisheries objectives and expanding the current area of MPAs in Malaysia through expansion of existing MPAs.	Biodiversity and position of Peninsular Malaysian reefs in the Coral Triangle understood and clarified.	Building Decision Support Capacity	Rapid Ecological Assessment and Mapping of Peninsular Malaysia's east coast coral reefs completed. (Ministry of Natural Resources and Environment).		Peninsular Malaysia	WWF	Ken Kassem			•	•
CTSP Objective 3: Climate Change Adaptation											
No activities planned											

Objective	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Organization	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 4: Institution Building and Strengthened SRU and Seascape Level Governance											
National Level											
Strong National and Sustainable Resource Use-level multi-stakeholder coordination mechanism in place and operating efficiently and supporting effective implementation of the CTI National Plan of Action.	National CTI Coordinating Committee in place and operational and the National Plan of Action finalized and approved by all relevant government ministries.	Assisting Governments with Enabling Policies	Support interim NCC meetings. Participate in and provide support to technical working group meetings to prepare National Plan of Action.		National	WWF	Kevin Hiew	•	•	•	•
Seascape / SRU Level											
50% of SSME operationalized, covering 1 million sq km.	SSME plans of action on fisheries, species and MPAs finalized and published.	Strengthening Capacity and Building Institutions	Pre-workshop meetings and drafting/completion of plans. Consolidation of information and studies resulting from 3 working groups. (With CI)		SSME	WWF	Ken Kassem	•	•	•	•
			Tri national committee and sub committees are strengthened to implement the workplan.		SSME	WWF	Ken Kassem			•	•
		Building Constituencies	Provide inputs on the publication of SSME Plans of Actions for MPA, Fisheries and Species.		SSME	WWF	Ken Kassem			•	•

PAPUA NEW GUINEA

a) Country Context and Background

Papua New Guinea (PNG) has globally significant terrestrial and marine biodiversity and is one of the most ethnically diverse countries in the world. Papua New Guinea's topography is rugged and mountainous. Rural communities, remaining isolated from each other and from urban centers, form the great majority of the 6.1 million inhabitants. The country's significant natural capital in productive land and marine resources are largely under customary or traditional rights ownership.

PNG's political system has produced a large number of small political parties. This has led to frequent changes of government, but ensures political freedom, independent courts and a vigorous press. The present government appreciates the need for wide ranging reforms, although translating policies and strategies into consistent action remains a challenge. Observers describe the political situation as fluid, and government institutions as weak, with corruption retarding--or in extreme cases subverting-institutional performance.

Prime Minister Somare still dominates the political and economic landscape, although his tenure of service is not guaranteed given to the regular changes of government in PNG. Large, nationally important resource investments in mining, oil & gas, oil palm and other monocrops (sago palm) are brokered behind the scenes, with little public discussion regarding their public benefit or environmental consequences. Political instability may increase, along with the uncertainty associated with a leadership transition. Weak governance of natural resources controlled largely by the national government, a breakdown in law and order, and uncontrolled exploitation of natural resources for economic gain characterize the approach many individuals in positions of influence. Combined with the focus on expanding marine resources contributions to the GDP, pressure on marine and coastal resources is expected to increase.

Despite considerable progress in the first 15 years of independence, by 2002 Papua New Guinea's progress had slowed against a number of key social indicators. In recent years, the economic climate in Papua New Guinea has improved and economic growth is projected to continue over the next five years. However, this does not translate directly to coastal communities maintaining or increasing local pressures on the marine resource base. Population growth, natural disasters, disease and increasing pressure on resources have placed more than half the country's population below the poverty line. The country is experiencing population growth of about 2.5 per cent per year, and at this rate, the population will double by 2035.

Due to a range of factors including lack of cash, low education participation, domestic violence and demands of the extended family, women are amongst the poorest in PNG. In fact, Papua New Guinea is one of the few countries in the world where the life expectancy of women is less than that of men.

The National Fisheries Authority (NFA) and the Department of Environment and Conservation (DEC) are the national agencies responsible for fisheries and environmental management. The Fisheries Management Act 1998 established the baseline for the establishment of the National Fisheries Authority in 2000, along with an independent board. At the ministerial level, the two agencies are in conflict over roles and responsibilities; however, at the agency level the NFA and DEC work cooperatively. The DEC has recently undergone a major restructuring and the field component of its responsibilities has devolved to the provincial government through the Environmental Protection Agency. In addition,

NGOs are considered key partners in the implementation of national fisheries and environment strategies, despite past concerns by government regarding alignment of NGO and national government priorities. In the fisheries sector, despite devolution of powers of fisheries management to the provincial government, the national government holds the power and has been unwilling to release this hold. It has established a framework for community-based fisheries management that has not been implemented.

Given the disconnect between national and provincial level government and weak institutional management of natural resources, civil society has stepped in over the years to provide much of the social and economic support required for communities in rural areas. This action has provided a valuable vehicle for donors, NGOs, development partners and stakeholders to build a capacity and resource base for civil society organizations. CTSP will use the PNG National Plan of Action to build on and design activities, while at the same time building constituencies at community level to leverage transformational change in political and resource governance up to the national level.[2]

b) CTSP Response and Strategy

The activities of CTSP workplan for Papua New Guinea recognizes the need to build capacity of all levels of society, the national and provincial governments, community resource owners, NGOs and civil society. The responses cross cut all key strategies in the National Plan of Action, (Seascapes, MPAs, Threatened Species, EBM and Climate Change with a strong focus on food security, livelihoods and good governance. It does this by initially focusing on the targeted geographic area called the Bismarck Solomon Seas Ecoregion (BSSE) seascape. The aim is to strengthen the regional BSSE MOU between Indonesia, PNG and Solomon Islands to increase governance of transboundary marine resources, specifically sea turtles in the first instance as a platform for expanding governance capacity for other species such as tuna.

Strengthening the existing Locally Managed Marine Area Network (LMMA) of community, NGO and government managers is essential given the low level of control and influence wielded by the various central, provincial and district governments. The goal is to increase LMMA capacity to perform as a fully functioning learning network with the skills and resources to share lessons learned, manage information and data, and to share important knowledge on sustainable management of marine resources.

The CTSP workplan responds to pressures on coastal and small scale fisheries by proposing a fisheries diagnostic assessment of small scale fisheries in Manus Province. The diagnosis will a) provide a contemporary dataset of the small-scale commercial coral reef fisheries; b) inform stakeholders and management authorities of the status of the fisheries; and c) provide recommendations and discussions leading to long-term fisheries sustainability and food security. The transformational impact of such data will help influence future investment policies of donors and other funding agencies to recognize the value of investment in small scale fisheries as a means of sustaining large rural populations in Melanesian countries.

At a national level, the National Fisheries Authority proposes a review of its Live Reef Fish Trade Management Plan to include EBM principles and international standards for the LRFT.

[2] Australian Agency for International Development , Papua New Guinea-Australia Development Cooperation Strategy 2006-2010; WWF Western Melanesia Draft Strategic Plan 2009-2013; WWF South Pacific Programme Draft Strategic Plan FY2010 to FY2014.

The underlying threat of the impacts from climate change and natural disasters such as earthquakes and tsunamis on vulnerable islands states such as PNG is also of critical importance. Vulnerability assessments of the marine and coastal environments will highlight future actions necessary for building resilience in the first instance and short to longer term adaptation strategies.

Another key focus is on strengthening the existing capacity of the Mama Graun Trust Fund to strengthen its PNG presence and expand its current reach into the Solomon Islands. Mama Graun is a reputable and recognized financial institution which has the confidence of PNG government, donors and investors. This approach will lead to a sustainable financing mechanism, based within the focus area of the BSSE which has the structure in place to be accountable and equitable in distribution of funds across all levels of society right down to community level and would potentially increase access to funds for marginalized groups such as women. This reduces the opportunity for leakages of valuable financial investments from weak government institutions currently susceptible to corruption and poor management of public funds.

c) Implementation mechanisms

- Small grants through the Mama Graun Trust Fund;
- Technical experts from within the BSSE constituency and from regional expertise;
- NGO thematic experts working in the BSSE and across the broader Coral Triangle.
- Regional or national technical exchanges;
- Train the trainer programs; “Look and Learn” opportunities between CT countries;
- Seconding staff to government or NCC offices; and
- Mentoring and staff secondments from regionally based NGOs and other development partners.

d) Assumptions and Risks

This project assumes relative stability in the national government, or at least at the institutional level; ongoing support and commitment from the national and provincial governments; willingness of traditional leaders and resource owners to participate in dialogue, commitment from NGOs and development partners to contribute funding and technical support and expertise to implementation of the workplan. An important assumption is the continued ability to move around in the selected priority geographic areas.

e) CTSP Operations in Papua New Guinea

The team will include the National Fisheries Authority and Department of Environment and Conservation, stakeholders such as fishers, community leaders, NGOs including WWF, TNC, Conservation International, World Fish Center, Wildlife Conservation Society, PNG based universities, regional organizations such as SPREP, SPC, SOPAC and IUCN Oceania, regionally based expertise and other development partners and civil society leaders including churches.

Conservation International has already selected its lead person for PNG and Solomons, Niquole Esters, based in Cairns, Australia. TNC and WWF agreed to combine resources in order to be able to attract candidates with sufficient skills and capacity to lead in PNG. Recruitment included announcements in print media and networks in PNG. A large number of applications were received among which there

were few qualified candidates. Three were short-listed and interview. One was rejected as unsuitable, one rejected the offer and one accepted another more lucrative position. The position is now being re-advertised.

f) CTSP Papua New Guinea 5 Year Table

Objectives, Indicators, Results and Milestones	
CTSP Objective 1: Ecosystem-based fisheries management (EBFM) - EBFM practices established and fisheries reform implemented.	**Sustainability Contribution and Response to RPOA/NPOA**
Indicators: • Areas under improved management • Number of policies, laws, agreements or regulations implemented • Number of people trained • Number and scope of public private partnerships	
EBFM Result 1: Increased understanding of the role and importance of small-scale coastal fisheries contributes to reform of fisheries laws and finance mechanisms.	Building Decision Support Capacity RPOA: Goal 2 Target 1: RA 1, 3 Target 3: RA 1 Target 4: RA 1
Milestones	
• **YR1:** PNG, SI, and Indonesia agree on design of transboundary survey of coastal fisheries.	
• **YR2:** Transboundary surveys of coastal fisheries completed PNG stakeholders understand status of fisheries.	
• **YR3:** Strategy to enhance EBFM based on results of fisheries surveys developed.	
• **YR4:** Key PNG Stakeholders understand and support EBFM Strategy.	
• **YR5:** Key elements of EBFM strategy under effective implementation in priority geographic areas.	
EBFM Result 2: Live reef fish trade transformed into a sustainable trade. PNG and Solomon Islands empowered to manage live reef fish within a regional trade alliance.	Assisting Governments with Enabling Policies RPOA:Goal 1Target 2: RA Goal 2Target 2: RA 1 , 2, 3Target 3: RA 2Target 4: RA 1, 2
Milestones	
• **YR1:** NFA Board adopts and gazettes live reef fish trade (LRFT) management plan.	
• **YR2:** Fisheries officers trained to implement LRFT management plan; Policy gaps that limit effective EBFM identified.	
• **YR3:** Implementation of LRFT management plan monitored, evaluated & refined as needed; Necessary policy instruments developed to support effective EBFM in 1 or more priority geographic areas.	
• **YR4:** Necessary policy instruments developed to support effective EBFM in one or more priority geographic areas.	
• **YR5:** LRFT transformed into more sustainable trade; one or more local level government in a priority geographic area strengthens EBFM by revising policies and changing practices accordingly.	
CTSP Objective 2: MPAs and MPA Networks - Strengthened enforcement and management of MPAs/marine sanctuaries/fish refugia through networks for species conservation (in particular threatened species), habitat protection and fisheries production.	
Indicators: • Number of hectares under improved management	

• Number of policies, laws, agreements or regulations implemented • Number of people trained • Number and scope of public private partnerships	
MPA Result 1: Local marine resource governance structures (e.g. LMMAs) expanded and strengthened to foster local empowerment and self-determination.	Assisting Governments with Enabling Policies Strengthening Capacity and Building Institutions RPOA:Goal 2 Target 1: RA 1, 2Goal 3Target 1: RA 3, 5 RPOA: Goal 3 Target 1: RA 3
Milestones	
• **YR1:** Strategic Plan for supporting and mainstreaming LMMAs & LMMA Network complete; policy gaps supporting LMMA identified.	
• **YR2:** Strategic Plan for LMMA approaches being implemented including skills building & support to priority area LMMAs. Strategic partnerships to enhance LMMA approach formed (e.g. University, Government etc.).	
• **YR3:** Existing LMMA areas have high degree of capacity for effective implementation of LMMA approaches. New LMMA Focal Areas identified and skill building underway for LMMA implementation.1 or more strategic partnerships operational.	
• **YR4:** Key policy gaps in support of LMMA approach resolved. LMMA skills building activities continuing; Cadre of effective LMMA trainers in place.	
• **YR5:** Local marine resource governance structures (e.g. LMMAs) expanded and strengthened. LMMA approaches and skills building programs institutionalized in key institutions.	
MPA Result 2: One sustainable finance mechanism (Mama Graun Trust Fund) is capitalized with at least US $1 million and has stronger institutional capacity to manage small grants.	Strengthening Capacity and Building Institutions RPOA:Goal 3Target 1: RA 3, 4
Milestones	
• **YR1:** Potential sources of sustainable finance for Mama Graun Trust Fund identified. Institutional capacity of Mama Graun enhanced.	
• **YR2:** New donors commit to helping capitalize the Mama Graun Trust Fund. Other sources of sustainable MPA finance identified and being pursued.	
• **YR3:** At least US$500,000 of new capital raised for the Mama Graun Trust Fund. Other sources of sustainable MPA finance identified and being pursued.	
• **YR4:** Mama Graun Trust Fund's Institutional governance strong & effective (grants to support marine conservation are made regularly); other sources of MPA sustainable finance in place.	
• **YR5:** Sustainable finance mechanisms have at least One million USD in additional capital and stronger institutional capacity to manage small grants.	
CTSP Objective 3: Climate Change Adaptation - Efforts supported to assess and reduce vulnerability to impacts of climate change in economically and ecologically important coastal-marine areas and to identify, implement, and evaluate climate change adaptation strategies thereby enhancing disaster preparedness and increasing community resilience.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number of people with increased adaptive management capacity • Number and scope of public private partnerships	
Climate Change Result 1: Climate change vulnerability assessed in important coastal marine areas and initial adaptation strategies implemented.	Building Decision Support Capacity RPOA: Goal 4
Milestones	
• **YR1:** No action planned.	
• **YR2:** Climate vulnerability assessment designed with partners.	

• **YR3:** Climate vulnerability assessment conducted with local governments and stakeholders.	
• **YR4:** At least one recommendation for climate change adaptation implemented as a demonstration project.	
• **YR5:** Climate change adaptation project results evaluated and shared with other practitioners.	
CTSP Objective 4: Institution Building and Strengthened SRU and Seascape Level Governance - Effective mechanisms in place to promote (i) multilateral government (national or sub-national) policy dialogue and action; (ii) coordinated action by multiple stakeholders at the national and sustainable resource user levels; (iii) actions through public-private partnerships.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number and scope of public private partnerships	
Institution Building Result 1: Institutionalization of BSSE seascape enables scaling up of community conservation actions & transnational stakeholder coordination, strengthening governance and enabling harmonized policy for MPAs, Fisheries & marine turtle mgmt throughout BSSE. By-catch of leatherback turtles reduced due to changed industry actions from increased monitoring /enforcement.	Strengthening Capacity and Building Institutions RPOA: Goal 1, Target 1 Goal 2, Target 1: RA 1, 2,3
Milestones	
• **YR1:** Roadmap developed for Bismarck Solomon Seas Ecoregion (BSSE) seascape.	
• **YR2:** BSSE Secretariat functions more effectively, strategic plan and national plans endorsed.	
• **YR3:** BSSE regional and national plans implemented.	
• **YR4:** BSSE regional and national plans implemented.	
• **YR5:** Executive order(s) adopted that institutionalize BSSE seascape in national governments.	
Institution Building Result 2: Strong National and Sustainable Resource Use-level multi-stakeholder coordination mechanism in place and operating efficiently and supporting effective implementation of the CTI National Plan of Action.	Strengthening Capacity and Building Institutions RPOA:Goal 2Target 1: RA 1, 2
Milestones	
• **YR1:** National CTI Coordinating Committee in place and operational and the National Plan of Action finalized and approved by all relevant government ministries. Live reef fish trade analysis completed with recommendations for action.	
• **YR2:** Cross-visits to Indonesia to explore replication of the Indonesia national community empowerment program (PNPM Mandira) in PNG. Design of the program started. Assessment for new national marine and coastal management law completed. Public consultations started. Discussions with key parliament members ongoing. Revisions of LRFFT regulations drafted and submitted for consideration by parliament.	
• **YR3:** Implementation of a national community empowerment program in pilot areas that transfers resources from the central government directly to communities based on the Indonesia model but focused on sustainable coastal and marine resources use. Draft coastal and marine management law completed.	
• **YR4:** Improvement of the national model for community empowerment. Evaluation of expansion potential completed. National coastal and marine resources law submitted to parliament for consideration that includes codification of the national coastal community empowerment program.	
• **YR5:** Full rollout of the PNG National Coastal Community Empowerment program for sustainable use of coastal and marine resources. National Coastal and Marine Management Law adopted or nearing adoption.	

g) Papua New Guinea Year 1 Workplan

Objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (Has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 1: Ecosystem-based fisheries management (EBFM)											
National Level											
Live reef fish trade transformed into a sustainable trade. PNG and Solomon Islands empowered to manage live reef fish within a regional trade alliance.	NFA Board adopts and gazettes live reef fish trade (LRFT) management plan.	Assisting Governments with Enabling Policies	Develop Live Reef Fish Management Plan and work with National Fisheries Agency members to get Board approval.		National	TNC, NFA	Andrew Smith, Leban Gisawa, Paul Lokani		●	●	●
		Strengthening Capacity and Building Institutions	Conduct training workshop on LRF Management Plan for provincial fisheries managers.		National	TNC, NFA	Andrew Smith, Leban Gisawa, Paul Lokani				●
SRU Site/Seascape Level											

Objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (Has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
Increased understanding of the role and importance of small-scale coastal fisheries contributes to reform of fisheries laws and finance mechanisms.	PNG, SI, and Indonesia agree on design of transboundary survey of coastal fisheries	Building Decision Support Capacity	Coordinate design of fisheries survey with Solomon Islands &Indonesia using consistent survey design (methods, etc.) in both countries. Review CFMDP and other NGO data on experiences in community-based fisheries management (CBFM). Ensure active government participation through the process.		Bismarck Solomon Seas Seascape	World Fish Center	Neil Andrew		●	●	●
CTSP Objective 2: MPAs and MPA Networks											
National Level											
Local marine resource governance structures (e.g. LMMAs) expanded and strengthened to foster local empowerment and self-determination.	Strategic Plan for supporting and mainstreaming LMMAs and LMMA Network completed; Policy gaps in support of LMMA approaches identified.	Assisting Governments with Enabling Policies	Strengthen plan for integration of LMMA approaches into key institutions such as universities, government agencies using champion as catalyst. Include discussions on national community empowerment program.		National	PNG LMMA Network	Maxine		●	●	●

Objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (Has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
One sustainable finance mechanism (Mama Graun Trust Fund) is capitalized with at least US $1 million and has stronger institutional capacity to manage small grants.	Potential sources of sustainable finance for Mama Graun Trust Fund identified; Institutional capacity of Mama Graun enhanced.	Strengthening Capacity and Building Institutions	Identify sources of sustainable financing for capitalization of Mama Graun Trust Fund. Targets include ADB, GEF, Australia, National Fisheries Agency, and others.		National	TNC MGTF	Paul Lokani, Jane Mogina		●	●	●
			Support institutional capacity and organizational governance of MGTF to be able to manage an expanded grant-making program.		National	TNC, MGTF	Paul Lokani, Jane Mogina		●	●	●
			Help redesign and expand National Fisheries Agency small grants and loans program (managed by Agricultural Development Bank).		National	NFA, WWF	Leban Gisawa				●
SRU Site/Seascape Level											
Local marine resource governance structures (e.g., LMMAs) expanded and strengthened to foster local empowerment and self-determination.	Strategic Plan for supporting and mainstreaming LMMAs and LMMA Network completed; Policy gaps in support of LMMA approaches identified.	Assisting Governments with Enabling Policies	Use Kimbe Bay as case study to understand community dynamics and LMMA governance.		Kimbe Bay	TNC, LMMA	Paul Lokani, Maxine		●	●	●

Objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (Has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 3: Climate Change Adaptation											
No activities programmed.											
Objective	**Activities**	**Program Component(s)**	**Tasks (With Collaborating Organizations)**	**Size (Has)**	**Level: National Seascape SRU site**	**Lead Org**	**Lead Staff**	**Year 1 Timeline**			
								Q1	**Q2**	**Q3**	**Q4**
CTSP Objective 4: Institution Building and Strengthened SRU and Seascape Level Governance											
National Level											
Strong National and Sustainable Resource Use-level multi-stakeholder coordination mechanism in place and operating efficiently and supporting effective implementation of the CTI National Plan of Action.	National CTI Coordinating Committee in place and operational and the National Plan of Action finalized and approved by all relevant government ministries.	Assisting Governments with Enabling Policies	Mobilize CTI National Coordinating Committee		National	TNC	Paul Lokani		•	•	•
			Develop and Support National Project CTI for Manado Announcement		National	TNC, WWF, CI	Paul Lokani, Dan Afzal, Modi Pontio			•	•

Objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (Has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
			Mobilize technical and policy capacity for CTI support from Consortium Partners		National	TNC, WWF, CI	Paul Lokani, Dan Afzal, Modi Pontio	●	●	●	●
SRU Site/Seascape Level											
Institutionalization of BSSE Seascape enables scaling up of community-level conservation actions & transnational stakeholder coordination, strengthening governance & enabling harmonized policy for MPAs, Fisheries & marine turtle management throughout BSSE.	Roadmap developed for Bismarck Solomon Seas Ecoregion (BSSE) seascape.	Assisting Governments with Enabling Policies	Catalyze meeting of 3 gov'ts around March CTI ministerial to review status of MOU to resuscitate tri-national agreement for Bismarck Solomon Seas Ecoregion (BSSE).		BSSE	WWF TNC	Paul Lokani, Jackie Thomas		●		
			Design roadmap		BSSE	WWF, TNC	Paul Lokani, Jackie Thomas		●	●	●

TIMOR LESTE

[Note: In this June 26, 2009 version of the CTSP Workplan, the Timor Leste section of the approved May 8, 2009 version has been updated to incorporate the modified priorities identified through continued consultation with the NCC.]

a) Country Context and Background

Timor Leste is the world's newest nation. Its coastline borders the Banda Sea and the Timor Sea, two of the most important areas for migratory species including economically important pelagics, cetaceans, and threatened species of turtles. Timor Leste was formed in 2002 after a U.N sponsored referendum ended in a decisive result to separate from Indonesia. Timor-Leste (officially the Democratic Republic of Timor-Leste) comprises the eastern half of the island of Timor, the nearby islands of Atauro and Jaco, and Oecussi-Ambeno, an enclave on the northwestern side of the island within Indonesian West Timor. It is the largest of what is known as the Lesser Sunda Islands and has a largely rural population estimated at about 1.2 million.

Timor Leste inherited little from Indonesia in terms of infrastructure and development. However, the country is potentially rich in terms of marine-based fisheries and oil and gas resources. Marine and coastal ecotourism also presents a particularly good opportunity given wise management of its existing resources and appropriate investment in coastal infrastructure.

In terms of CTI, East Timor has been one of the most responsive nations considering its perceived relative lack of capacity and institutional resources. It was the first country to submit its completed proposal to CTSP for set-up of its NCC operational office and continues to be proactive in defining its CTI National Plan of Action. By 2010, Timor Leste plans to have already completed identification and designation of its priority seascapes and these will serve as the geographic focus of major investments for the period 2010-2020. In concert with the identification of priority seascapes, comprehensive seascape investment plans for all seascapes will be completed along with an overall investment sequencing plan and a National Biodiversity Action Plan (NBAP). It is hoped that by the end of 2009 or early 2010, Timor Leste will endorse a transboundary MPA network with Indonesia.

By 2012, Timor Leste hopes to have a system in place for sustainable and optimum marine resources use to provide the highest benefits for its coastal communities. By the end of 2009, Timor Leste hopes to complete a comprehensive catchment study to identify the impacts of upstream development on coastal and near-shore marine environments. Also by the end of 2009, Timor Leste will complete 'mega fauna surveys' to identify the most productive areas for breeding and feeding grounds, distributions and mega fauna migration routes. The Government aims to complete identification of its critical coastal and marine habitats by the mid-2010 focusing especially on the Nino Konis Santana National Park area near important cetacean migratory routes and containing important turtle nesting grounds.

Starting in 2009, Timor Leste will conduct a gap analysis on policies, laws and regulations pertaining to integrated coastal spatial planning as a lead-up to initiating a series of MPA and coastal spatial zoning actions. International and national consultants will be hired and recommendations produced on policies, laws and regulations required to support the development and implementation of integrated coastal spatial (uses and zones) plan. These recommendations will simultaneously be used in the development

of spatial plans, EBFM plans and MPA network designs. By the beginning of 2011 Timor Leste plans to have completed the first series of action that will strengthen laws and regulations pertaining to coastal and marine spatial (uses and zones) planning. Importantly, by the end of 2010 Timor Leste plans to complete ratification of UNCLOS (United Nations Convention on the Law of the Seas) if the necessary analysis can be completed. This includes a study on the cost-benefit analysis, required ministerial meetings, development of related national legislation and other procedural aspects of international treaty ratification.

Timor Leste has already developed timelines and plans to put in place strong legislative, policy and regulatory frameworks to support EBFM. Government Regulation No. 5/2004 on Management and Regulation of Capture Fisheries and Aquaculture and Government Regulation No. 12/2004 on Violation of Fisheries Management Regulations laid the groundwork for additional regulations that support EBFM. This includes tentative targets for completing it fish stock assessment as a basis for setting catch limits and managing fish stocks and mid-2009 Timor Leste will start to participate in relative RFMOs, adopt necessary codes in line with EBFM and continue cooperation with multilateral agencies addressing shared stock issues

Parallel to these efforts will be an initiative to finalize and implement a fisheries recording and reporting system to strengthen decision making concerning fisheries management and drafting of national legislation on marine resources conservation by 2012. Drafting this new marine resources conservation legislation will require a complete analysis of the existing laws and regulations on marine resources uses and customary laws to ensure harmonization of any new legislation. As Timor Leste remains the poorest country in Southeast Asia, addressing poverty through community-based fisheries management schemes and legal reform remains a priority. Poverty reduction and economic development will include development of marine and brackish water mariculture culture projects (e.g., sea weed, sea cucumber, milk fish and groupers).

By 2012 Timor Leste will develop best practice and feasibility of certification system to ensure ecologically responsible trade of live-reef fish, ornamental fish and coral (based on transplantation methods). The ornamental and live-reef fish trade is expected to expand rapidly as infrastructure investments and security increase in Timor Leste.

By the end of 2012 Timor Leste will advance core foundation activities needed to support MPAs management in the future, such as education and public awareness, law enforcement, networking and broader co-management. An MPA will be strictly enforced (with zoning and management plan), four new MPAs established and a trans-boundary MPA network endorsed.

As an interim objective, Timor Leste hopes to finalize its ‘grand strategy’ on MPAs and MPA network development including zoning for Nino Konis Santana National Marine Park and the formation of four new MPAs (Atauro, Batugade, Manatutu and Oecusi) by the end of 2010.

b) CTSP Response and Strategy

CTSP will provide direct support for Timor Leste’s National CTI Coordinating Committee and assist the Government in finalizing the CTI National Plan of Action for adoption by all relevant government ministries. CTSP will focus on a number of additional key achievements necessary for progress in the

second year of CTSP implementation. CTSP will support finalization of a rapid assessment study to identify and map fish production and poverty areas in the coastal zones, including assessment of the health of coral reef fish based populations and their capacity to absorb fishing. CTSP will provide support for marine protected area network development capacity building targeting key levels of practitioners (National Government, District Government and others) to raise the capacity at all levels to participate in MPA network development. This will include support to roll out core foundational activities designed and initiated in key MPA areas to support protected area networks in the future (public education, awareness, law enforcement, networking, and broader co-management).

With CTSP support, Timor Leste will begin the process of creating capacity for effective marine management with a focus on Nino Konis Santana National Park, the country's first MPA. With CTSP support, Timor Leste will develop a comprehensive management program for the marine area of the National Park. This will include identification of an early action strategy to advance conservation, undertaking necessary outreach with local communities, training Government staff in key MPA Management Techniques, employing outreach and enforcement staff to be based in the park, hiring a Project Coordinator to coordinate the efforts to strengthen the Park, contracting necessary Technical Advisors to support the effort to strengthen the park. This project will lead to a process for comprehensive Management Planning and Zoning Process for the Park. Likewise, the foundation for effective marine management that is built through the focus on the Park will better equip the Government of Timor Leste to move into a more comprehensive Integrated Coastal Zone Management Planning Process in Year Two and beyond of CTSP support.

c) Implementation mechanisms

In the first year of implementation, all of CTSP Consortium's NGOs will provide assistance and support to Timor Leste with TNC and CI taking lead roles. Assistance will take the form of technical and management support to the NCC and related government agencies. During this period additional implementation mechanisms will be identified for the second year of CTSP support. A grant will be given to the GoTL by WWF US. A project and grant governance structure will be put in place that ensures transparency and accountability for funds and project implementation.

d) Assumptions and Risks

Current commitment on the part of Timor Leste Government is very high as demonstrated by mobilization of cross-ministerial resources. If this commitment were to drop due to political changes, the speed at which outcomes are realized will be affected. In addition, a stable political environment is assumed for continued progress in Timor Leste. If stability or safety within Timor Leste were to change negatively project progress would be impacted as a result of restricted movement of project staff, including support from CTSP staff based in Bali.

e) CTSP Operations in Timor Leste

None of CTSP Consortium's NGOs currently have a physical presence in Timor Leste. However, in previous visits CTSP Chief of Party/Team Leader conducted interviews with prospective candidates for CTSP technical assistance to the country. Mr. Rui Pinto was selected from the candidates interviewed and he now has been contracted on a temporary basis. Mr. Pinto was engaged by WWF for 50% of his

time. The other 50% of his time will be served under the ADB RETA Design Initiative. Although this was not optimal in some respects, there will be important coordination benefits from having Mr. Pinto work on both the ADB RETA design while he is helping with CTSP start-up. Obvious bridging and coordination synergies are expected. The CTSP regional program manager will continue to make regular trips to Timor Leste for program oversight and management.

As none of the NGOs have offices in Timor Leste, WWF will put in place a grant agreement with the Timor Leste Government in order to facilitate funds transfer and program support. Regular trips by the regional program manager and will be particularly important for grant oversight and implementation monitoring. The regional coordinator and representatives from TNC and CI area expected to have particularly strong working relationships with the CTSP consultant and GoTL.

f) CTSP Timor Leste Five Year Table

Objectives, Indicators, Results and Milestones	
CTSP Objective 1: Ecosystem-based fisheries management (EBFM) - EBFM practices established and fisheries reform implemented. **Indicators:** • Areas under improved management • Number of policies, laws, agreements or regulations implemented • Number of people trained • Number and scope of public private partnerships	**Sustainability Contribution and Response to RPOA/NPOA**
EBFM Result 1: EBFM policy & reg. framework for pelagics, using stock assessments, harmonized w/ existing marine resource & customs, laws& regulations (Tara Bandu). Fishing zone & IUU regulations fully enforced in four highest priority sites.	Assisting Governments with Enabling Policies
Milestones	
• **YR1:**	
• **YR2:** Finalized study on pelagic fish stock assessment as a basis for Total Allowable Catch and fisheries licensing system. Regulations have been drafted on fish quarantine, fishing ports, and marine resource conservation that are harmonized with customary law (Tara Bandu). Highest priority zones for fisheries management areas have been identified and mapped. This will be based on criteria including fisheries production, fisheries dependence, poverty, food security, & others.	
• **YR3:** Reliable fisheries data collection, management, and analysis system is in place providing a basis for determining total allowable catch and issuing fishing permits; effective maritime enforcement system designed and initiated.	
• **YR4:** Complete harmonization of existing laws and regulations on marine resource uses with local customary laws (Tara Bandu).	
• **YR5:** Regulations on fishing zones and IUU fishing are fully enforced in the four highest priority zones for fisheries maintenance and replenishment.	
EBFM Result 2: District-level Officers are implementing community-based marine economic projects (e.g., small-scale capture fisheries, fish processing, mariculture on sea weed, sea cucumber, milk fish and groupers) in at least three high priority fisheries management areas that are helping to reduce poverty and increase food security.	Strengthening Capacity and Building Institutions
Milestones	
• **YR1:** Initiate a rapid assessment study to identify and map fish production and poverty	

areas in the coastal zones, including assessment of the health of coral reef fish based populations and their capacity to absorb fishing.	
• **YR2:** Design and initiate a pilot community based fisheries management project in at least one known high priority fisheries management area; Improved understanding of socio-economic conditions and the importance of fisheries in the five highest priority fisheries management areas.	
• **YR3:** Community-based marine economic projects (e.g., small-scale capture fisheries, fish processing, mariculture on sea weed, sea cucumber, milk fish and groupers) have been planned and initiated in at least three high priority fisheries management areas; Training program developed & initiated for District Level Officers in the development and implementation of community-based fisheries management projects.	
• **YR4:** Socio-economic survey conducted in coastal rural areas to assess the impact of all poverty reduction initiatives; District Officers in five priority fisheries management areas have been fully trained and mentored in techniques to develop and implement community-based fisheries management projects.	
• **YR5:** Community-based marine economic projects (e.g., small-scale capture fisheries, fish processing, mariculture on sea weed, sea cucumber, milk fish and groupers) are fully operational in at least three high priority fisheries management areas; District Level Officers in three of the five priority fisheries management areas are leading the process of development and support implementation of community-based fisheries management projects.	
EBFM Result 3: Timor Leste participates in Regional Fish Management Organizations (RFMOs), adopts necessary EBFM codes, and develops and implements offshore fisheries management policies, rules and projects based on sound information and in compliance with the precautionary approach principles.	Strengthening Capacity and Building Institutions
Milestones	
• **YR1:**	
• **YR2:** Timor Leste will analyze the costs and benefits of participation in RFMO.	
• **YR3:** Timor Leste will participate in RFMO, adopt necessary codes in line with Ecosystem Approach to Fisheries Management (EAFM) and continue cooperation with multilateral agencies addressing shared stock issues.	
• **YR4:** Strict implementation of offshore fisheries management rules and projects in priority fisheries management areas.	
• **YR5:** Development and implementation of new policy on capture-fishery licensing scheme that comply with the precautionary approach principles.	
EBFM Result 4: More sustainable trade in live reef fish and reef-based ornamentals.	Building Decision Support Capacity
Milestones	
• **YR1:**	
• **YR2:** Timor Leste will conduct a rapid assessment of the possibility of developing a coral trade system based on coral transplantation procedure; status of reef fish and ornamental fish stocks will be updated from 1986 data.	
• **YR3:** Best practices and feasibility of certification system will be articulated as a foundation for establishing ecologically responsible trade of live-reef fish and ornamentals. Develop concessions and permit mechanism on coral trade.	
• **YR4:** At least one pilot project on sustainable trade in marine ornamentals will be operating effectively.	
• **YR5:** Lessons from the pilot on marine ornamental trade will be shared with other areas and one or more additional projects will be initiated.	

CTSP Objective 2: MPAs and MPA Networks - Strengthened enforcement and management of MPAs/marine sanctuaries/fish refugia through networks for species conservation (in particular threatened species), habitat protection and fisheries production.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number of people trained • Number and scope of public private partnerships	
MPA Result 1: The national MPA system will be designed, there will be sufficient capacity in Timor Leste to plan, develop, and implement all key aspects of MPAs, and at least four new MPAs will be in place and operating effectively.	Building Decision Support Capacity .
Milestones	
• **YR1:** Data compiled from existing studies and team formed to conduct rapid assessment mapping of marine resources as a basis for the designation of key marine management zones.	
• **YR2:** Additional needed assessment & mapping of marine resources (coral reef, sea grass, etc.) completed for designation of marine management zones in coastal zone plan (including seascapes, MPANs, fisheries management areas, etc.).	
• **YR3:** Coastal zoning plan has been developed and includes identification of key areas for development of new MPAs and MPA networks including the identification of key transboundary MPAs.	
• **YR4:**	
• **YR5:** At least four new MPAs will be in place.	
MPA Result 2: The national MPA system will be designed, there will be sufficient capacity in Timor Leste to plan, develop, and implement all key aspects of MPAs, and at least four new MPAs will be in place and operating effectively.	Building Decision Support Capacity Strengthening Capacity and Building Institutions
Milestones	
• **YR1:** Data compiled from existing studies and team formed to conduct rapid assessment mapping of marine resources as a basis for the designation of key marine management zones. MPAN capacity building strategy & timeline developed targeting key practitioners (National, District Government, others). Project to roll out core activities supporting MPA networks in the future (public education, awareness, law enforcement, networking & co-management) designed and initiated in key MPAs. Project to strengthen the effectiveness of the Marine Areas of Nino Konis Santana National Park initiated.	
• **YR2:** Rapid assessment & mapping of marine resources (coral reef, sea grass, etc.) completed for designation of marine management zones in coastal zone plan (incl. seascapes, MPA networks, fisheries management areas, etc.). Nino Konis Santana National Park has been declared and a zoning plan is completed and adopted; Practitioners at existing and planned MPAs have been trained in all key skills for MPA management and are applying these skills on the job.	
• **YR3:** Coastal zoning plan has been developed and includes identification of key areas for development of new MPAs and MPA networks. This will include the identification of key transboundary MPAs. Atauro, Batugade, Manatutu and Oecusse MPAs are officially established. Ecotourism sector is formally contributing to MPA management through both funding and support to key project activities.	
• **YR4:** MPA capacity building program has been institutionalized in a key agency or institution; Practitioners at existing and planned MPAs are mentored in all key skills for MPA Management and demonstrate proficient use of these skills.	
• **YR5:** At least four new MPAs will be in place and operating effectively. Cadre of 25 expert trainers in TL that are actively providing key MPA skills to other practitioners including representatives from NGOs, national government, and 13 districts.	

CTSP Objective 3: Climate Change Adaptation - Efforts supported to assess and reduce vulnerability to impacts of climate change in economically and ecologically important coastal-marine areas and to identify, implement, and evaluate climate change adaptation strategies thereby enhancing disaster preparedness and increasing community resilience.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number of people with increased adaptive management capacity • Number and scope of public private partnerships	
Climate Change Result 1: Early action climate change adaptation plan developed and implemented for the near-shore marine and coastal environment.	Strengthening Capacity and Building Institutions
Milestones	
• **YR1:**	
• **YR2:** Coastal rehabilitation program to anticipate climate change impacts. Adoption of climate change resilience principles in the MPA zoning &network design.	
• **YR3:** Timor Leste will start to strictly implementing commitment to UNFCCC.	
• **YR4:** Climate Change Research Center established.	
• **YR5:**	
Climate Change Result 2: Early action climate adaptation plan developed and implemented for the near-shore marine and coastal environment.	Strengthening Capacity and Building Institutions
Milestones	
• **YR1:**	
• **YR2:** Finalize studies on social vulnerability to CC impacts. Includes studies on food security, availability, water availability, & overall assessment of coastal community vulnerability to climate change.	
• **YR3:** Timor Leste will develop and implement early warning and response plan to climate adaptation.	
• **YR4:**	
• **YR5:**	
Climate Change Result 3: Early action climate adaptation plan developed and implemented for the near-shore marine and coastal environment.	Strengthening Capacity and Building Institutions
Milestones	
• **YR1:**	
• **YR2:** Implementing programs for community awareness on early warning systems (lead by Ministry of Transportation and Communication).	
• **YR3:** A coastal rehabilitation program (e.g., mangrove re-plantation, etc.) will be underway in priority areas.	
• **YR4:**	
• **YR5:**	

CTSP Objective 4: Institution Building and Strengthened SRU and Seascape Level Governance - Effective mechanisms in place to promote (i) multilateral government (national or sub-national) policy dialogue and action; (ii) coordinated action by multiple stakeholders at the national and sustainable resource user levels; (iii) actions through public-private partnerships.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number and scope of public private partnerships	
Institution Building Result 1: Timor Leste adopts a fully integrated national zoning plan for coastal and marine resource management.	Building Decision Support Capacity
Milestones	
• **YR1:** Good understanding of the most productive and important areas for breeding, feeding, and movement of key megafauna. Key sea turtle nesting areas identified. Good understanding of upstream impacts on marine and coastal areas through studies of major river catchments.	
• **YR2:** Rapid assessment / mapping marine resources (reef, seagrass, etc.) completed for designation of key marine mgmt zones in coastal zone plan (including seascapes, MPANs, fisheries management areas, etc.). Priority seascapes identified considering tourism potential.	
• **YR3:** Results from megafauna survey and assessment and seascape prioritization have been integrated into coastal zone plan.	
• **YR4:**	
• **YR5:**	
Institution Building Result 2: Timor Leste adopts a fully integrated national zoning plan for coastal and marine resource management.	Assisting Governments with Enabling Policies
Milestones	
• **YR1:**	
• **YR2:** National Biodiversity Strategy and Action Plans completed. Includes design of priority seascapes & general investment plans seascapes.	
• **YR3:** Coastal zoning plan has been developed.	
• **YR4:** The coastal zone plan has been adopted by the relevant Government Agencies and advanced for approval into law.	
• **YR5:** Coastal zone plan will be officially adopted in law.	
Institutional Building Result 3: Timor Leste has ratified CITES and has in place a National Plan of Action on the Conservation and Management its most endangered species.	Building Decision Support Capacity
Milestones	
• **YR1:**	
• **YR2:** Assessment on threat status of species under three different ecosystem categories within NBSAP (coastal ecosystem, marine ecosystem and Island ecosystem) finalized; plan for sustainable trade in key species is developed and under implementation (in compliance with CITES).	
• **YR3:** Timor Leste has ratified CITES; studies/inventory of threatened flora and fauna species (Red List) are complete. Crocodile management plan developed and under implementation.	
• **YR4:** Timor Leste has finalized and legalized National Plan of Action on Conservation Management of endangered and vulnerable species.	
• **YR5:**	

Institution Building Result 4: Strong National and Sustainable Resource Use-level multi-stakeholder coordination mechanism in place and operating efficiently and supporting effective implementation of the CTI NPOA.	Assisting Governments with Enabling Policies
Milestones	
• **YR1:** National CTI Coordinating Committee in place and operational and the National Plan of Action finalized and approved by all relevant government ministries.	
• **YR2:** National CTI Coordinating Committee is operational and facilitating implementation of the national plan in coordination with the CTI Regional Steering Committee.	
• **YR3:** National CTI Coordinating Committee is operational and facilitating implementation of the national plan in coordination with the CTI Regional Steering Committee.	
• **YR4:** National CTI Coordinating Committee is operational and facilitating implementation of the national plan in coordination with the CTI Regional Steering Committee.	
• **YR5:** National CTI Coordinating Committee is operational and facilitating implementation of the national plan in coordination with the CTI Regional Steering Committee.	

TIMOR LESTE

g) Timor Leste Year 1 Workplan

Objectives	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective: Ecosystem-based fisheries management (EBFM)											
National Level											
SRU Site/Seascape Level											
District-level officers implement community-based marine econ. projects (e.g., small-scale capture fisheries, fish processing, sea weed mariculture, sea cucumber, milk fish &groupers) in at least 3 high prior. fish mgmt areas -reduce poverty & increase food security.	Finalize rapid assessment study to identify & map fish production &poverty areas in the coastal zones, including assessment of coral reef fish health of based populations and their capacity to absorb fishing.	Building Decision Support Capacity	Identify, assess, &map low income communities with high dependency on fish for food security		SRU site to be determined	WorldFish Center	Mark Tupper			•	•
CTSP Objective 2: MPAs and MPA Networks											
National Level											
The national MPA system will be designed, there will be sufficient capacity in Timor Leste to plan, develop, and implement all key aspects of MPAs, and at least four new MPAs will be in place and	Data compiled from existing studies and team formed to conduct rapid assessment mapping of marine resources as a basis for the designation of key marine management zones.	Building Decision Support Capacity	Participate in Australian Research workshop to discuss coastal resources (Australian Research Consortium is currently doing this work).		National	CI	Scott Atkinson		•	•	

Objectives	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
operating effectively.	MPAN capacity building strategy & timeline developed targeting key levels of practitioners (National Government, District Government, others); Project to roll out core foundation activities to support MPANs in the future (public education, awareness, law enforcement, networking & broader co-management) designed & initiated in key MPA areas.	Strengthening Capacity and Building Institutions	Assessment of training and capacity needs including effective modes of capacity delivery (including workshop).		National	TNC, CI	Gede Wiadnya, Scott Atkinson			•	
			Develop capacity building strategy and timeline including when modules and training will be developed and most appropriate delivery mechanism;		National	TNC, CI	Gede Wiadnya, Scott Atkinson			•	•
			Travel to attend Rare recruiting (social marketing) workshop in Jakarta or Bogor. Workshop costs budgeted in Indonesia workplan.		Regional	RARE	Nigel Sizer				•
CTSP Objective 3: Climate Change Adaptation Strategies											
Early action climate adaptation plan developed and implemented for the near-shore marine and coastal environment.											

TIMOR LESTE

Objectives	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 4: Institution Building and Strengthened SRU and Seascape Level Governance											
National Level											
Strong National and Sustainable Resource Use-level multi-stakeholder coordination mechanism in place and operating efficiently and supporting effective implementation of the CTI National Plan of Action.	National CTI Coordinating Committee in place and operational and the National Plan of Action finalized and approved by all relevant government ministries.	Assisting governments with Enabling Policies	Mobilize CTI NCC		National	WWF	Rui		●	●	
			Develop & support National Project for Manado Announce - focus on identifying &facilitating process for national coastal zoning integrating priority marine fisheries, biodiversity areas, food security.		National	WWF	Rui			●	●
			Mobilize technical and policy capacity for CTI support from Consortium Partners.		National	WWF, TNC, CI	Rui	●	●	●	●
	Policy environment strengthened to facilitate zoning plan.		Conduct Cost Benefit Study for UNCLOS Ratification.		National	CI	Nicole			●	●
Timor Leste adopts a fully integrated national zoning plan for coastal and marine resource management.	Understand most productive &important areas for breeding, feeding, &movement of key megafauna; Key sea turtle nest areas id'd. Understand upstream impacts on marine & coastal areas thru studies of major river catchments.	Building Decision Support Capacity	Provide funding and observers for additional surveys necessary to refine information on location of key megafauna aggregation sites - important for assessing ecotourism potential.		SRU	WWF	Wawan Ridwan			●	●

SOLOMON ISLANDS

a) Country Context and Background

The Solomon Islands is an archipelago of six main islands (Choiseul, Guadalcanal, Malaita, New Georgia, Makira and Isabel) and approximately 900 hundred smaller islands in the southwest Pacific Ocean. It has a population of approximately 500,000 people, and with an annual growth rate of 2.8 percent, the population is expected to double within a generation.

The country has a history of political instability. Following a period of ethnic tension from 1999 to 2003 the Regional Assistance Mission was introduced to Solomon Islands (RAMSI) in July, 2003. Since then the country has seen the restoration of law and order and improvement in the operation, transparency and accountability of key government agencies and institutions. Although criminal lawlessness is much improved, in 2006 riots occurred following the national elections. In December 2007 the national government was overthrown in a no confidence motion resulting in the election of the current government under Prime Minister Dr. Derek Sikua.

There are ongoing sources of tension, especially among young men who are disenfranchised from economic opportunity and employment. The economy has stabilized through stronger governance, revenue collection and repayment of debts. However, corruption is still a serious concern and widespread poverty continues. The economy has been slow to recover (GDP per capita is 2/3rd of pre-conflict levels).

Government and civil society capacity is weak, and access to services and government information is uneven. Conflict could resume due to lingering tensions over political, economic and social opportunities and ongoing weakening of traditional authority structures and widespread poverty. Fisheries governance and management needs improvement, and offshore fisheries have been impacted in the past by inefficiencies in management and corruption.

The SI Ministry of Fisheries and Marine Resources (MFMR) and the Ministry of Environment, Conservation and Meteorology (MECM) are becoming stronger through targeted training initiatives institutional and are looking to take on stronger leadership in their respective areas of responsibility. However, the delivery of on-the-ground support for sustainable management of marine resources is largely dependent on the rural communities who are the resource owners (80% of land is customary owned) working in partnership with NGOs and other civil society organisations. Responsibility for coastal fisheries has been devolved to the provincial governments which lack resources, skills and support to manage this important fishery. The SI Government has embarked on a process of trying to develop new NRM based legislation and has drafted a new Fisheries Management Bill which includes a focus on community-based management. It has also developed regulations for its Environment Act and Wildlife Protection and Management Act. However, capacity and political will to enforce existing and new legal frameworks is limited.

The Solomon Islands population is heavily reliant on its natural resources for food security, subsistence and income generation. More than 80 percent of the population live in rural communities and rely on subsistence agriculture and fishing. These rural areas have seen little improvement in economic and social development but management of coastal and near-shore marine areas benefit from a very strong tenure system for marine coastal zones. This system enables significant community based conservation and sustainable resource management action based on traditional practices which continue to be carried

out. However, these systems are breaking down due to the increasing pressure for "cash" to pay for school fees, family and church obligations, and to meet changing lifestyles. Despite this, customary tenure provides a significant vehicle for community based management of marine resources and village-led recovery and rural livelihood development.

The Solomon Islands has a wealth of natural resources and following a Rapid Ecological Assessment (REA) of the marine environment in 2004 it was found to have globally significant levels of marine biodiversity. As a result, the boundaries of the Coral Triangle were extended eastward to include the Solomon Islands. While the marine resources of Solomon Island are relatively intact in most parts of the country, there is increasing pressure from a rapidly growing population and external markets. Heavily populated areas present more serious impacts on the marine resources with many fisheries in the Western Province being pressured to meet the demands from eastern provinces and the capital city.

The 2004 REA found that many commercially important species such as trochus, sea cucumber and green snail were heavily depleted. There is also pressure on tuna stocks from domestic expectations of increasing national benefits from the fish stocks while foreign fishing nations continue to add their own pressure. Increasing pressures from foreign fleets in South East Asian countries is likely to be a threat to domestic food security issues of a nation which relies heavily on small scale fisheries. Domestic consumption of turtle meat and eggs is also a threat to the marine turtle species which nest, forage and migrate through the waters of the Solomon Islands.

There is a widely held belief that a moratorium on the live reef fish trade is in place in SI and this has kept the legal fishing of commercially valuable reef fish for the Live Reef-Fish Food Trade (LRFFT) under control. In fact, there is no official moratorium on this trade with the last unofficial moratorium dating back to the early 2000's (it was never fully adopted into law). There are currently four government licenses available, two of which have been taken up although only one operator eventually invested in a commercial venture. This venture was originally started in Temotu Province but due to problems with the local reef owners shifted to Rennell and Bellona Provinces where there is now an agreement signed with provincial governments. There are reports of live reef fish from SI being sold in Hong Kong markets.

The most likely successful venue for good governance of marine resources at national, provincial and community through building capacity of civil society organizations, community leaders and government leaders and institutions. Building strong constituencies of people engaged in sustainable management of marine resources at all levels is likely to have a transformational approach to the SI National Government's approach to marine resources management.[3]

[3] Australian Agency for International Development "Working Together:" Solomon Islands Community Sector Strategy 2007-2011 Final October 2007; Australian Agency for International Development, Solomon Islands Transitional Country Strategy, 2006 -mid 2007; Solomon Islands Agriculture and Rural Development Strategy, Building Foundations for Rural Development, Solomon Islands Government, Ministry of Development Planning and Aid Coordination; WWF Western Melanesia draft Strategic Plan 2009 – 2013; WWF South Pacific Programme Draft Strategic Plan FY2010 to FY2014.

b) CTSP Response and Strategy

The activities of CTSP workplan for Solomon Islands recognizes the need to build capacity of all levels of society; national and provincial governments, community resource owners, NGOs and civil society. CTSP responses cross-cut all key strategies in the National Plan of Action, (Seascapes, MPAs, Threatened Species, EBFM and Climate Change with a strong focus on food security, livelihoods and good governance. It does this by initially focusing on the targeted geographic area called the Bismarck-Solomon Seas Ecoregion (BSSE) seascape. The aim is to strengthen the regional BSSE Memorandum of Understanding (MOU) between Indonesia, PNG and Solomon Islands to increase and improve governance of transboundary marine resources by focusing first on sea turtles as a platform for expanding governance capacity for other species such as tuna.

In addition, the CTSP response in the SI aims to strengthen the existing Solomon Islands Locally Managed Marine Area Network (SILMMA) of community, NGO and government managers. This initiative will increase SILMMA network capacity to perform as a fully functioning learning network with the skills and resources to share lessons learned, manage information and data, and to share important local knowledge on sustainable management of marine resources. This effort will be connected to CTSP support to strengthen the existing capacity of the Mama Graun Trust Fund to enable it to expand its current geographic area of interest from Papua New Guinea to include Solomon Islands, a move which is already underway. This approach will lead to a sustainable financing mechanism, based within the focus area of the BSSE, which has the structure in place to be accountable and equitable in distribution of funds across all levels of society down to community levels and would potentially increase access to funds for marginalized groups such as women. This reduces the opportunity for leakages of valuable financial investments from weak government institutions currently susceptible to corruption and poor management of public funds.

The CTSP workplan responds to pressures on coastal and small scale fisheries by proposing a fisheries diagnostic assessment of small scale fisheries around Gizo, the capital of the Western Province and an area which has been identified as having globally significant fish biodiversity, second only to Raja Ampat in Papua, Indonesia. The diagnosis will (a) provide a contemporary dataset of the small-scale commercial coral reef fisheries; (b) inform stakeholders and management authorities of the status of the fisheries; and (c) provide recommendations and discussions leading to long-term fisheries sustainability and food security. The transformational impact of such data will help influence future investment policies of GAAs and other funding agencies to recognize the value of investment in small scale fisheries as a means of sustaining large rural populations in Melanesian countries.

At the national level, the MFMR proposes development of a Live Reef Fish Trade Management Plan which will include EBFM principles and International Standards for the LRFT. This effort is important as the LRFFT is expected to expand moving forward as a result of increasing demand and increased pressures for income generation in SI.

The underlying threat of the impacts from climate change and natural disasters such as earthquakes and tsunamis on vulnerable islands states such as Solomon Islands is also of critical importance. Vulnerability assessments of the marine and coastal environments will highlight future actions necessary for building resilience in the first instance and short to longer term adaptation strategies. With CTSP assistance, climate change will be incorporated into the national management plan by the end of CTSP Year 2.

c) Implementation Mechanisms

The Solomon Islands presents opportunities for a range of implementation mechanisms including:

- Small grants through the Mama Graun Trust Fund and other recipients;
- Technical experts from within the BSSE constituency and from regional expertise;
- NGO thematic experts working in the BSSE and across the broader Coral Triangle;
- Regional or national technical exchanges;
- Train-the-trainer programs; "Look and Learn" opportunities between CT countries.
- Seconding staff to government and NCC offices; and
- Mentoring and staff secondments from regionally based NGO, and other development partners.

d) Assumptions and Risks

This CTSP assumes a period of relative stability in the national government, or at least at the institutional level. Ongoing support and commitment from the National and Provincial level governments is also important as is a willingness to participate by traditional leaders and resource owners. The acceptance of and commitment to CTSP from local NGOs and development partners is also assumed. The support of other donors and funding sources will be critical to increase funding, technical support and expertise to the overall implementation of the SI CTI National Plan of Action in important thematic areas that are complimentary to CTSP but not directly supported by CTSP funds. AS with PNG, CTSP has so far been unsuccessful in recruiting a resident CTSP lead person for Solomon Islands. Capacity and candidates are limited even with the decision by TNC and WWF to combine resources to be better able to recruit qualified candidates. In the interim, CTSP is providing Dr. Hugh Govan to work directly with the SI Government to finalize their NPOA, prioritize a subset of goals and activities for CTSP support and begin implementation. However, this is considered an interim solution and recruiting a suitable candidate for CTSP in Solomon Islands remains a concern and risk to moving forward.

e) CTSP Operations in the Solomon Islands

The team structure in SI will integrate CTSP consortium team members with teams from the National Ministry of Fisheries and Marine Resources, Ministry of Environment, Conservation and Meteorology, stakeholders such as fishers, community leaders, and local NGOs. In addition to the Consortium's members, the WorldFish Center, FSPI (Federation of the Peoples of the South Pacific International), other regional organizations such as the University of the South Pacific, SPREP, SPC, SOPAC and IUCN Oceania, will be important partners. Civil society leaders and churches will play an important role.

CTSP team leaders for WWF and TNC are yet to be identified. Conservation International has already identified its dedicated person for SI (and PNG), Niquole Esters, based in Cairns, Australia with easy access to both PNG and Solomon Islands. Qualified and dedicated personnel are difficult to find in Solomon Islands. TNC and WWF have agreed to combine resources in order to attract sufficiently qualified personnel.

f) CTSP Solomon Islands Five Year Table

Objectives, Indicators, Results and Milestones	
CTSP Objective 1: Ecosystem-based fisheries management (EBFM) - EBFM practices established and fisheries reform implemented.	**Sustainability Contribution and Response to RPOA/NPOA**
Indicators: • Areas under improved management • Number of policies, laws, agreements or regulations implemented • Number of people trained • Number and scope of public private partnerships	
EBFM Result 1: Increased understanding of the role and importance of small-scale coastal fisheries contributes to reform of fisheries laws and finance mechanisms.	Building Decision Support Capacity
Milestones	
• YR1: PNG, SI, and Indonesia agree on design of transboundary survey of coastal fisheries.	
• YR2: Transboundary survey of coastal fisheries completed and SI stakeholders understand status of fisheries.	
• YR3: Strategy to enhance EBFM based on results of fisheries surveys developed.	
• YR4: Key SI Stakeholders understand and support EBFM Strategy.	
• **YR5:** Key elements of EBFM strategy under effective implementation in priority geographic areas.	
EBFM Result 2: Live reef fish trade transformed into a sustainable trade. PNG and Solomon Islands empowered to manage live reef fish within a regional trade alliance.	Assisting Governments with Enabling Policies RPOA: Goal 1 Target 2: RA Goal 2 Target 2: RA 1 , 2, 3 Target 3: RA 2 Target 4: RA 1, 2
• **YR1:** National Fisheries Authority Board adopts and gazettes live reef fish trade (LRFT) management plan.	
• **YR2:** Fisheries officers trained to implement LRFT management plan; Policy gaps that limit effective EBFM identified.	
• **YR3:** Implementation of LRFT management plan monitored, evaluated, & refined as needed; Necessary policy instruments developed to support effective EBFM in 1 or more priority areas.	
• **YR4:** Necessary policy instruments developed to support effective EBFM in one or more priority geographic areas.	
• **YR5:** LRFT transformed into more sustainable trade. One or more local level government in a priority area strengthens EBFM by revising policies and changing practices accordingly.	
CTSP Objective 2: MPAs and MPA Networks - Strengthened enforcement and management of MPAs/marine sanctuaries/fish refugia through networks for species conservation (in particular threatened species), habitat protection and fisheries production.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number of people trained • Number and scope of public private partnerships	
MPA Result 1: LMMAs expanded and strengthened to foster local empowerment and self determination.	Assisting Governments with Enabling Policies
Milestones	
• **YR1:** Discussions on effective approaches for expanding the LMMA network started with an implementation approach drafted and under discussion.	
• **YR2:** Strategic Plan for Locally Managed Marine Areas (LMMA) approaches being	

implemented including skills building and support to LMMAs in priority geographic areas. 50,000 ha of new MPAs identified as part of a national network.	RPOA:Goal 2 Target 1: RA 1, 2Goal 3Target 1: RA 3, 5
• **YR3:** Existing LMMA areas have high degree of capacity for effective implementation of LMMA approaches.	
• **YR4:** Key policy gaps in support of LMMA approach resolved.	
• **YR5:** Communities empowered through understanding of political and economic issues to engage in democratic governance and self determination; Local marine resource governance structures (e.g., LMMAs) expanded and strengthened.	
MPA Result 2: Local marine resource governance structures (e.g.; LMMAs) expanded and strengthened to foster local empowerment and self-determination.	Strengthening Capacity and Building Institutions RPOA: Goal 3 Target 1: RA 3
Milestones	
• **YR1:** A report is developed and distributed that presents the political and institutional analysis of CTI in SI communities. SI government officials understand the value and approaches for networking LMMAs. Strategic Plan for supporting and mainstreaming LMMAs and LMMA Network completed. Policy gaps in support of LMMA approaches identified.	
• **YR2:** Strategic partnerships to enhance LMMA approach formed (e.g. University, Government, etc).	
• **YR3:** New LMMA Focal Areas identified and skills building activities underway for LMMA implementation. One or more strategic partnerships operational.	
• **YR4:** LMMA skills building activities continuing. Cadre of effective LMMA trainers in place.	
• **YR5:** LMMA approaches and skills building programs institutionalized in key institutions.	
MPA Result 3: A regional sustainable finance mechanism (e.g., Mama Graun Trust Fund) is /local facility is extended to include the Solomon Islands. The Trust Fund is capitalized with at least US $1 million and has stronger institutional capacity to manage small grants.	Strengthening Capacity and Building Institutions RPOA:Goal 3 Target 1: RA 3, 4
Milestones	
• **YR1:** A regional sustainable funding mechanism (e.g., Mama Graun Trust Fund) is extended to include Solomon Islands.	
• **YR2:** New donors commit to helping capitalize the Mama Graun Trust Fund. Other sources of sustainable MPA finance identified and being pursued.	
• **YR3:** At least US$500,000 of new capital raised for the Mama Graun Trust Fund. Other sources of sustainable MPA finance identified and being pursued.	
• **YR4:** The Mama Graun Trust Fund's Institutional governance is strong and effective (grants to support marine conservation are made regularly). Other sources of MPA sustainable finance in place.	
• **YR5:** Sustainable finance mechanisms have at least US$1million in additional capital and stronger institutional capacity to manage small grants.	
CTSP Objective 3: Climate Change Adaptation - Efforts supported to assess and reduce vulnerability to impacts of climate change in economically and ecologically important coastal-marine areas and to identify, implement, and evaluate climate change adaptation strategies thereby enhancing disaster preparedness and increasing community resilience.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number of people with increased adaptive management capacity • Number and scope of public private partnerships	
Climate Change Result 1: Solomon Islands has good technical information about their vulnerability to climate change and the recommended approaches for adaptation, empowering informed decisions about the allocation of global and regional funding for climate change adaptation and support effective projects.	Building Decision Support Capacity RPOA:Goal 4 Target 1: RA 1, 2
Milestones	
• **YR1:** No action planned.	

• **YR2:** Climate vulnerability assessment designed and completed with partners. Climate change inserted into the national development plan.	
• **YR3:** At least one recommendation for climate change adaptation implemented as a demonstration project.	
• **YR4:** Expansion of pilots for climate change adaptation.	
• **YR5:** Climate change adaptation project results evaluated and shared with other practitioners.	
CTSP Objective 4: Institution Building and Strengthened SRU and Seascape Level Governance - Effective mechanisms in place to promote (i) multilateral government (national or sub-national) policy dialogue and action; (ii) coordinated action by multiple stakeholders at the national and sustainable resource user levels; (iii) actions through public-private partnerships.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number and scope of public private partnerships	
Institution Building Result 1: Institutionalization of BSSE enables scaling up of community-level conservation actions & transnational stakeholder coordination, strengthening governance enabling harmonized policy for MPAs, fisheries & marine turtle management. Bycatch of leatherback turtles is reduced, resulting from increased monitoring and enforcement at sea from community to national levels.	Building Constituencies Assisting Governments with Enabling Policies RPOA: Goal 1 Target 1, Goal 2 Target 1: RA 1, 2 Goal 2Target 1: RA 1
Milestones	
• **YR1:** Core cadre of government officials and professionals share and advocate for a common vision for Solomon Islands CTI. Roadmap developed for Bismarck Solomon Seas Ecoregion (BSSE) seascape.	
• **YR2:** BSSE Secretariat functions effectively, strategic plan and national plans endorsed.	
• **YR3:**BSSE regional and national strategic plans implemented. Executive order(s) adopted that institutionalize BSSE seascape in national governments.	
• **YR4:** BSSE regional and national strategic plans implemented with expanded funding from national governments.	
• **YR5:**New permanent sub-committees installed with broader authorities for implementing the provisions of transboundary BSSE implementation.	
Institution Building Result 2: Strong National and Sustainable Resource Use-level multi-stakeholder coordination mechanism in place and operating efficiently and supporting effective implementation of CTI NPOA.	Assisting Governments with Enabling Policies Strengthening Capacity and Building Institutions RPOA: Goal 1 Target 2: RA 2,3 Goal 2, Target 1: RA 1, 2
Milestones	
• **YR1:** National CTI Coordinating Committee in place and operational and the National Plan of Action finalized and approved by all relevant government ministries. Capacity Assessment conducted, NCC staff trained and supported, NCC office needs met, NPOA approved, NTWGs established.	
• **YR2:**Expanded funding allocated to BSSE involvement and implementation. LMMA network being expanded and participating in discussions on a national community empowerment program modeled after Indonesia (PNPM Mandiri). Review of national regulatory and legislative framework completed to assess needs for legal and budget reform. Legal reform started focused on an expanded national MPA network. Start-up of updating and expending national MPA network map.	
• **YR3:**Revisions to national marine and coastal management law, and/or related laws, to create expanded national coastal community empowerment program. Rollout of first pilots for program. 50,000 ha of new MPAs created. National MPA network map finalized.	
• **YR4:**More extensive rollout of coastal community empowerment program. 50K ha of new MPAs created.	
• **YR5:**Adoption of new law for coastal and marine management in SI.	

SOLOMON ISLANDS

g) Solomon Islands Year 1 Workplan

objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Scale (ha)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q 1	Q 2	Q 3	Q 4
CTSP Objective1: Ecosystem-based fisheries management (EBFM)											
National Level											
Live reef fish trade transformed into a sustainable trade. PNG and Solomon Islands empowered to manage live reef fish within a regional trade alliance.	Fisheries Advisory Council adopts and gazettes live reef fish trade (LRFT) management plan.	Assisting Governments with Enabling Policies	Develop Live Reef Fish Management Plan and work with Ministry of Fisheries and Marine Resources to obtain Fisheries Advisory Council approval.		National	TNC, MFMR	Andrew Smith, Chris Ramofafia, Paul Lokani		●	●	●
		Strengthening Capacity and Building Institutions	Conduct training workshop on Live Reef Fish Management Plan for provincial fisheries managers.		National	TNC, NFA	Andrew Smith, Chris Ramofafia Paul Lokani				●
SRU Site/Seascape Level											
Increased understanding of the role and importance of small-scale coastal fisheries contributes to reform of fisheries laws and finance mechanisms.	PNG, SI, and Indonesia agree on design of transboundary survey of coastal fisheries.	Building Decision Support Capacity	Coordinate design of fisheries survey with PNG and Indonesia. Use consistent survey design (methods, etc.) in all countries. Review CFMDP and other NGO data on experiences in community-based fisheries management (CBFM). Ensure active government participation throughout the process.		Bismarck Solomon Seas Seascape	World Fish Center	Neil Andrew		●	●	●

SOLOMON ISLANDS

objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Scale (ha)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q 1	Q 2	Q 3	Q 4
Local marine resource governance structures (e.g.; LMMAs) expanded and strengthened to foster local empowerment and self-determination.	Strategic Plan for supporting and mainstreaming LMMAs and LMMA Network completed; Policy gaps in support of LMMA approaches identified.	Assisting Governments with Enabling Policies	Complete Strategy Plan for Integrating LMMAs and Networks with Institutional Partners (e.g., from universities in and out of SI perhaps using champion as catalyst or NGOs). Encourage MFMR LMMA coordinator and network to work with external advisor.		National	FSPI	Patrick Mesia		●	●	●
			Develop a National LMMA Training Program and Initiate by providing Regional Exchange Opportunity and Training for MFMR LMMA Coordinator.		National	FSPI	TBD				●
			Encourage ADB to complete an assessment in Solomon Islands of political economy related to CTI goals.		National	TNC	TBD		●	●	●
One sustainable finance mechanism (Mama Graun Trust Fund) is capitalized with at least US $1 million and has stronger institutional capacity to manage small grants.	Potential sources of sustainable finance for Mama Graun Trust Fund identified; Institutional capacity of Mama Graun enhanced.	Strengthening Capacity and Building Institutions	Identify sources of Sustainable Financing for capitalization of Mama Graun Trust Fund. Targets include ADB, GEF, Australia, National Fisheries Agency, and others.		National	TNC MGTF	Paul Lokani, Jane Mogina		●	●	●
			Support institutional capacity and organizational governance of MGTF to be able to manage an expanded grant-making program.		National	TNC, MGTF	Paul Lokani, Jane Mogina		●	●	●

objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Scale (ha)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q 1	Q 2	Q 3	Q 4
											●
SRU Site/Seascape Level											
No activities programmed.											
CTSP Objective 3: Climate Change Adaptation											
No activities programmed.											
CTSP Objective 4: Institution Building and Strengthened SRU and Seascape Level Governance											
National Level											
Strong National and Sustainable Resource Use-level multi-stakeholder coordination mechanism in place and operating efficiently and supporting effective implementation of the CTI National Plan of Action.	National CTI Coordinating Committee in place and operational and the National Plan of Action finalized and approved by all relevant government ministries.	Assisting Governments with Enabling Policies	Mobilize CTI National Coordinating Committee.		National	TNC	TBD		●	●	
			Develop and Support National Project CTI for Manado Announcement.		National	TNC, WWF, CI	TBD			●	●
			Mobilize technical and policy capacity for CTI support from Consortium Partners.		National	TNC, WWF, CI	TBD	●	●	●	●
	Core cadre of government officials and professionals share and advocate for a common vision for Solomon Islands CTI.	Building Constituencies	Build a National Constituency for CTI by holding a series of workshops focused on furthering the NPOA.		National	TNC, WWF, CI	TBD			●	
SRU Site/Seascape Level											
Institutionalization of Bismarck Solomon Seascape enables scaling up of community-level conservation actions and transnational	Roadmap developed for Bismarck Solomon Seas Ecoregion (BSSE) seascape.	Assisting Governments with Enabling Policies	Catalyze meeting of 3 gov'ts around March CTI ministerial to review status of MOU to resuscitate tri-national agreement for Bismarck Solomon Seas Ecoregion (BSSE).		BSSE	WWF TNC	Paul Lokani, Jackie Thomas		●		

SOLOMON ISLANDS

objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Scale (ha)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q 1	Q 2	Q 3	Q 4
stakeholder coordination, strengthening governance and enabling harmonized policy for MPAs, Fisheries and marine turtle management throughout the BSSE.			Design roadmap		BSSE	WWF, TNC	Paul Lokani, Jackie Thomas		•	•	•

USAID Mission Support

PHILIPPINES

a) Country Context and Background

The Philippines is one of the 18 megadiversity countries in the world; however, marine biodiversity and resources in the country are severely threatened by overfishing, destructive and illegal fishing practices, unregulated coastal development, and pollution, among others. Of the 27,000 km^2 of coral reefs in the country, only five percent are in excellent condition. According to studies, approximately 20 to 30 percent of the original seagrass beds have been lost while mangroves have been increasingly converted for aquaculture, logged or reclaimed for development projects. There are only 120,000 hectares of mangrove remaining - just 25 percent of the mangrove area founding 1920. Under the Fisheries Code of the Philippines, commercial fishing is not permitted within 15 kilometers of the shoreline; however, illegal commercial fishing persists within these limits. In general, fish are over-harvested resulting in the decline in fish catches. The catch per person per year for reef fish in near shore waters (catch per unit effort) is now approximately 2 kilos per day per fisher on average, not enough fish to feed an average family.

Most of the threats to marine biodiversity in the Philippines can be traced to a shortage of information available to resource managers, and their weak capacity to develop and implement policies and projects effectively. The Philippines has devolved coastal management functions to local governments, with support from the other national government agencies and assisting organizations. However, local governments often lack the basic technical knowledge, skills, and resources to be effective. Further, there is a near total lack of capacity at the national level to assist local governments to effectively carry out devolved coastal management functions. To a certain extent, threats stem from lack of understanding of the values of biodiversity and natural resources among local communities, governmental agencies, NGOs, dive and resort developers, and tourists.

The Government of the Philippines has passed various laws that provide platforms for marine conservation. The National Integrated Protected Areas (NIPAS) Act of 1992 (Republic Act 7586) is primarily concerned with establishment and management of protected areas. The Fisheries Code of 1998 (RA 8550) encourages adoption of a holistic approach to fisheries management, such as ecosystem-based fisheries management. Executive Order No. 533 adopts Integrated Coastal Management (ICM) as a national strategy to ensure sustainable development of coastal and marine resources for food security, sustainable livelihood, poverty alleviation and reduction of vulnerability to natural hazards.

At the local level, the Local Government Code of the 1991 (RA 7160) devolved a number of environment and natural resources functions from national agencies to local governments. The primary mandate for management of municipal waters, defined by law to extend 15 kilometers from shore, lies with municipal governments. Marine areas beyond the municipal waters are managed by the Bureau of Fisheries (BFAR) under the Department of Agriculture. Likewise, the management of protected areas such as the Tubbataha Reefs, Apo Reefs Natural Park, and Turtle Islands Wildlife Sanctuary, remain the mandate of the national government, through the Department of Environment and Natural Resources (DENR).

Future directions in fostering marine conservation point to a need to find solutions for the policy inconsistencies and to build capacities and enhance understanding of the stakeholders. For example, there remains the insufficient capacity to effectively implement environment and natural resources management functions devolved to the local government units as provided by the Local Government Code of the Philippines.

b) CTSP Response and Strategy

CTSP Project will contribute to specific goals and targets in the CTI Regional Plan of Action and the Philippines CTI National Plan of Action. Importantly CTSP support is consistent with the objectives of the Sulu-Sulawesi Marine Ecoregion(SSME) Conservation Plan .Recognizing that CTSP Project alone cannot respond to all threats to marine biodiversity in the Philippines, it has identified priorities based on complementarities with other current conservations projects. Specifically, CTSP will plug into the strategies and sustainable resource units (SRUs) identified by the SSME, and apply lessons earlier collaborative work in the SSME, such as the matching grants programs and the Coastal Resources and Fisheries Conservation (CRFC) projects funded by USAID. It also builds on coastal and fisheries management projects such as FISH and EcoGovernance that have built up the environment.

In order to expand the areal coverage of the SSME management regime and fully implement the Environmental Conservation Plan, a series of Plans of Actions of the Three Sub-Committees (MPA, Fisheries and Endangered Species) will be prepared. The finalization of these plans of actions involves data consolidation, validation with the various technical working groups and sub-committees and dissemination of the plans of action at the CTI leader's summit. CTSP will fund the information gathering, national and regional workshops and publication of the three plans of action.

Ecosystem Based Fisheries Management (EBFM) tools and approaches will be set in place for improving fisheries management. The experience of the FISH Project (Fisheries Improved for Sustainable Harvest) is the primary foundation for CTSP in the Philippines. The project will build on the FISH's tried and tested methodologies and technologies in demonstrating the Growth-Control-Maintenance mechanisms. The project will tap FISH technical expertise and mentoring support in applying EBFM approach to increase local and national capacity and constituency in advocating for sustainable fisheries and supporting national policy frameworks for improved fisheries management, with particular emphasis on selected fisheries (e.g. live reef food fish and mariculture/ aquaculture). Palawan has been prioritized to be the SRU for EBFM work in Year-1 of CTSP.

For MPAs, there are two SRUs have been prioritized for the first year, Palawan and Tawi Tawi, both of which have several priority conservation areas defined in the SSME ECP. Spawning aggregation sites in Palawan are candidates for new marine protected areas. The assessments conducted on spawning aggregations will be the basis for establishing new locally managed marine protected areas and will feed into policy processes towards designing a quota system.

In Palawan and Tawi Tawi CTSP will support efforts to enhance capacity of local stakeholders in improving management of existing ones through capacity building of local governing bodies, generating information to support decision and policy making processes, and development of enabling policies. The project will mobilize and create venues for establishing networks of marine protected areas and strengthening institutional capacities at the local, provincial and national levels. Successful models and

lessons learned from marine protected area management will be documented and disseminated by the project.

CTSP will also support the implementation of the Irrawaddy dolphin recovery plan and related marine environment conservation policies and initiatives Palawan and work with local stakeholders in carrying out activities to protect and conserve the dugong through partnerships with Palawan based universities and collectives. It will extend technical assistance to local communities, especially in the Turtle Islands, focusing on the identification of supplemental livelihoods which can also support efforts to reduce threats to turtles and turtle eggs.

The primary focus of the project will be to broker and facilitate the integration of efforts towards improved fisheries management, improved management of existing marine protected areas and establishment of new marine protected areas for fisheries and/ or endangered species protection. This project will create venues where stakeholder groups (i.e., government, non-government organizations, private sector, research and academic institutions) will be able integrate their efforts to help achieve broader benefits to the communities and to the coastal and marine environment. Complementarities among stakeholders - locally at the SRUs and national levels - will be supported by the project at all times.

c) Implementation mechanisms

The instruments and implementation mechanisms include small grants, technical support from WWF and CI, the creation of new coordination forums and support for existing ones, engagement of private sector partners in cost and activity sharing, and leveraging the capacity of previous projects such as FISH.

d) Assumptions and Risks of Actions

The Philippines CTSP project is based on the following major assumptions:

- The sub-awards and fund disbursement will not be changed from the current level of funding or currently planned annual disbursement;
- The NPOA will be finalized and adopted by May 2009;
- There is support by all local governments for policy amendments to include seascapes declared under NIPAS and that the DENR will support policy enhancement;
- National government agencies, local government units, non-government organizations are supportive in CTSP activities; and
- CTSP project can build on the lessons and success from marine conservation projects implemented in the country and elsewhere

While CTSP in the Philippines does not expect implementation problems beyond the normal challenges, CTSP Philippines design takes into consideration the following risks:

- Elections may result to shifts in policy;
- Unemployment increases due to the global downturn may require increased social program allocations and thereby reduce government environmental spending;

- CTSP may not able to encourage and solicit participation of the private sector as quickly as hoped thereby limiting cost and activity sharing and fostering of good environment-friendly business practices;
- Support from and participation of critical stakeholders may not be adequate for the conservation interventions to succeed; and
- Non-anthropogenic threats (e.g. El Nino event) could overwhelm anthropogenic conservation interventions.

e) CTSP Operations in the Philippines

The following staff complement will support the implementation of CTSP in the Philippines for the first year of the project:

Full Time Staff

- Chrisma Salao, WWF-Philippines, CTSP Philippine Manager
- Annabelle Trinidad, CI-P, CI-P CTSP Coordinator RJ dela Calzada, Palawan Coordinator, WWF-Philippines,
- Filemon Romero, WWF-Philippines, Tawi-Tawi Coordinator
- Palawan Assistant Coordinator (Norwin Abes)
- Tawi-Tawi Assistant Coordinator (Roquelito Mancao)
- Communications Officer (To be hired, TORs prepared)
- Program Finance and Admin Officers (Leonida Caballero, Romelyn one more person to be hired)

An average of 13.5 per cent of staff time will be provided by WWF Philippines staff in addition to the support described above. Their technical contributions include the following:

1. Partnership building at the national level (e.g. national government agencies) and CEO levels for NGOs/ and private sector (e.g. Petron);
2. Serving as NGO representative to the CTI interim National Coordinating Committee;
3. Providing technical support to fisheries resources and species management, development of sustainable financing for MPAs; MPA management plan development;
4. Providing technical support to the development sustainable financing for MPAs;
5. Providing technical support on business and industry engagement, public-private partnerships;
6. Organizing venues for capacity-building initiatives for private sector on corporate sustainability tool/technologies;
7. Providing technical and capacity building support to project cycle management techniques/approaches/tools;
8. Assisting in generating cost share/leverage support from other donors;
9. Serving as a members of the CTI Philippines Technical Working Group (or in the Secretariat in the proposed National Coordinating Committee);
10. Extending technical backstopping to GIS/RS applications and advice on presentation displays of map-based information; Provides information on RS imagery acquisition and make necessary correspondence with imagery provider; and
11. Providing inputs/ advice in conceptualizing, designing, planning and conduct of program of events such as project launch, celebrations, and summits.

f) CTSP Philippines Five Year Table

Objectives, Indicators, Results and Milestones	
CTSP Objective 1: Ecosystem-based fisheries management (EBFM) - EBFM practices established and fisheries reform implemented.	**Sustainability Contribution and Response to RPOA/NPOA**
Indicators: • Areas under improved management • Number of policies, laws, agreements or regulations implemented • Number of people trained • Number and scope of public private partnerships	
EBFM Result 1: Three (3) Sustainability Plans developed	Assisting Governments with Enabling Policies NPOA Target : ACTION 1
Milestones	
• **YR1:** One LRF Sustainability Plan for the Municipality of Taytay, Palawan developed and implementation assisted.	
• **YR2:** Two LRF Sustainability Plans developed and implementation assisted.	
• **YR3:** Three LRF Sustainability Plans developed and implementation assisted.	
• **YR4:** Implementation of three (3) LRF Sustainability Plans, Palawan assisted.	
• **YR5:** Implementation of three (3) LRF Sustainability Plans, Palawan assisted.	
EBFM Result 2: Shipment of sustainable Live Reef Fish (LRF) demonstrated across important LRF sites in Palawan.	Assisting Governments with Enabling Policies NPOA Goal 2, Target 4. ACTION 1
Milestones	
• **YR1:**	
• **YR2:**	
• **YR3:** First shipment of sustainable LRF coming from Taytay, Palawan.	
• **YR4:**Shipment of sustainable LRF from two municipalities, Palawan.	
• **YR5:** Shipment of sustainable LRF from two municipalities, Palawan.	
CTSP Objective 2: MPAs and MPA Networks - Strengthened enforcement and management of MPAs/marine sanctuaries/fish refugia through networks for species conservation (in particular threatened species), habitat protection and fisheries production.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number of people trained • Number and scope of public private partnerships	
MPA Result 1: Management effectiveness in at least 250,000 hectares of MPAs improved.	Building Decision Support Capacity NPOA Target 1, Action 5.
Milestones	
• **YR1:** 100,000 hectares of MPAs, including locally managed and national, under improved management.	
• **YR2:**150,000 hectares of MPAs, including locally managed and national, under improved management.	
• **YR3:** 200,000 hectares of MPAs, including locally managed and national, under improved management.	
• **YR4:** 225,000 hectares of MPAs, including locally managed and national, under improved management.	
• **YR5:** 250,000 hectares of MPAs, including locally managed and national, under improved management.	

MPA Result 2: 200 hectares of new locally managed MPAs under improved management/ protection.	Strengthening Capacity and Building Institutions NPOA Goal 3, Target 1, Action 1. Support the adoption and implementation of the Philippine Marine Sanctuary Strategy
Milestones	
• **YR1:** 100 hectares of biologically significant areas (includes spawning aggregation sites important to LRF) are placed under protected status (i.e. new locally managed MPAs).	
• **YR2:**150 hectares of biologically significant areas (includes spawning aggregation sites important to LRF) are placed under protected status (new locally managed MPAs).	
• **YR3:**200 hectares of biologically significant areas (includes spawning aggregation sites important to LRF) are placed under protected status (new locally managed MPAs).	
• **YR4:** 200 hectares of project-assisted locally managed MPAs receiving technical assistance, training and mentoring.	
• **YR5:** Network of locally managed MPAs important to LRF established.	
CTSP Objective 3: Climate Change Adaptation - Efforts supported to assess and reduce vulnerability to impacts of climate change in economically and ecologically important coastal-marine areas and to identify, implement, and evaluate climate change adaptation strategies thereby enhancing disaster preparedness and increasing community resilience.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number of people with increased adaptive management capacity • Number and scope of public private partnerships	
Climate Change Result 1: Climate change adaptation plan completed covering at least 250,000 hectares of marine areas in 2 priority areas (Tubbataha/ Cagayancillo, and Sitangkai).	Assisting Governments with Enabling Policies NPOA Target 1. Action 1
Milestones	
• **YR1:** Existing management and development plans assessed in two priority areas: Tubbataha/ Cagayancillo, and Sitangkai.	
• **YR2:** Climate change impact and vulnerability assessment conducted.	
• **YR3:**Climate change adaptation plan developed and presented to the local government units.	
• **YR4:** Climate monitoring data gathered, communicated. CC adaptation measures incorporated in local management & development plans. Philippine CC adaptation congress convened.	
• **YR5:** Implementation of climate change adaptation measures.	
Climate Change Result 2: Stakeholders understand the results of vulnerability assessments and remain up to date with the communication of on-going data collection. This has inspired them to continue engaging in climate adaptation work.	Building Constituencies NPOA Goal 4. Target 1. Action 1. Conduct vulnerability and risk assessment due to climate change.
Milestones	
• **YR1:**	
• **YR2:** Communication messages on climate change impacts and climate adaptation localized.	
• **YR3:**Stakeholders are aware and understand the results of vulnerability assessments and inspire them to continue engaging in climate adaptation work.	
• **YR4:** Climate monitoring data gathered, communicated. CC adaptation measures incorporated in local management &development plans. Philippine CC adaptation congress convened.	
• **YR5:** Climate monitoring data gathered and communicated.	
Climate Change Result 3: Climate change adaptation plan for Philippines portion of SSME developed and implemented, and model provided to other corridors in the seascape.	Assisting Governments with Enabling
• **YR1:** Vulnerability assessments in Verde Island Passage completed and supported by local	

government. Demonstration site identified, individuals trained in MPA planning in the context of climate change.	Policies NPOA Goal 4. Target 1. Action 1. Conduct vulnerability and risk assessment due to climate change.
• **YR2:** Complete adaptation plan for VIP and begin implementation for high priority action agenda.	
• **YR3:** Vulnerability assessments for Panay, Negros and Cebu completed, adaptation plan for Palawan completed and priority actions implemented.	
• **YR4:** Complete adaptation plan for Palawan and begin implementation for high priority action agenda.	
• **YR5:**Climate change adaptation plan for Sulu-Sulawesi Marine Ecoregion (SSME) in specific marine corridors developed and implemented. Complete adaptation plan for Panay, Negros and Cebu and begin implementation for high priority action agenda.	
CTSP Objective 4: Institution Building and Strengthened SRU and Seascape Level Governance - Effective mechanisms in place to promote (i) multilateral government (national or sub-national) policy dialogue and action; (ii) coordinated action by multiple stakeholders at the national and sustainable resource user levels; (iii) actions through public-private partnerships.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number and scope of public private partnerships	
Institution Building Result 1: 50% of SSME operationalized, covering 100,000,000 hectares	Assisting Governments with Enabling Policies . NPOA Target 2. Action 5. Support the coordination and joint implementation of the SSME Ecoregion Conservation Plan
Milestones	
• **YR1:** SSME subcommittee plans of action on fisheries, species and MPAs. Publication of the 3 plans of action.	
• **YR2:** 10% of SSME operational, plans of action adopted into local legislation/ ordinance (in Verde Passage 1.14M ha). Review performance of seascapes vis-a-vis CTI seascape framework.	
• **YR3:**20% of SSME operational, tri-national committee and sub committees convene regular meetings to monitor work plan implementation; draft policy on seascapes submitted to Legislature for sponsorship.	
• **YR4:** 30% of SSME operational, committees convene regular meetings and monitor implementation; management plan adopted for new seascape.	
• **YR5:** Operationalize 50% of SSME covering 1 million sq km. Support for seascape widespread. Implementation of management plan started. Investment plan developed and protected area policies aligned with seascape framework.	
Institution Building Result 2: New seascape covering at least 1 million ha. designated with investment plan.	Assisting Governments with Enabling Policies
Milestones	
• **YR1:** Candidates for new seascape identified. Review of performance of seascapes initiated vis-à-vis CTI seascape framework.	
• **YR2:** Protected area policies aligned with seascape framework.	
• **YR3:**Management plan developed for new seascape.	
• **YR4:**	
• **YR5:** New seascape covering at least 1 million ha. designated with investment plan.	
Institutional Building Result 3: National conservation plan completed based on all identified threatened species.National Red List policy endorsed by government.	Building Decision Support Capacity
Milestones	
• **YR1:** Philippines contributes to regional wrasse and grouper threatened species assessment. 4 personnel trained in Red List Assessment.	
• **YR2:** 8 personnel trained in Red List Assessment. Complete translation of regional Red List	

Assessments of 100 species to National Red List.	
• **YR3:**12 personnel trained in Red List Assessment. Complete translation of regional Red List Assessments of 200 species to National Red List.	
• **YR4:** 16 personnel trained in Red List Assessment. Complete translation of regional Red List Assessments of 400 species to National Red List.	
• **YR5:** Complete translation of regional Red List Assessments of 600 species to National Red List.	
Institution Building Result 4: Effective public-private partnerships contributing to achievement of NPOA objectives.	Strengthening Capacity and Building Institutions
Milestones	
• **YR1:** Round table discussion among business/industry players on sustainability issues. Multimedia communication tools developed.	
• **YR2:** Business industry players support management plans (seascapes, MPAs, EBFM) implementation.	
• **YR3:**Two industry players adopting changes in their business practice supportive of CTI goals.	
• **YR4:** Two industry players adopting changes in their business practice supportive of CTI goals.	
• **YR5:** Four industry players adopting changes in their business practice supportive of CTI goals.	
Institution Building Result 5: Capacity of local government to achieve CTI goals increased.	Strengthening Capacity and Building Institutions
Milestones	
• **YR1:** 60 municipalities represented in Conference of Coastal Municipalities. Capacity assessment conducted and training program developed for municipal leaders.	
• **YR2:** Training program conducted for municipal leaders. Capacity assessment conducted and training program developed for state colleges and universities.	
• **YR3:**Training program conducted for academic institutions; capacity assessment conducted and training program developed for local NGOs/Pos.	
• **YR4:** Training programs conducted.	
• **YR5:** Training programs conducted.	
Institutional Strengthening Result 6: Strong National and Sustainable Resource Use-level multi-stakeholder coordination mechanisms in place and operating efficiently and supporting effective implementation of the CTI National Plan of Action.	Strengthening Capacity and Building Institutions
Milestones	
• **YR1:** National CTI Coordinating Committee in place and operational and the National Plan of Action finalized and approved by all relevant government ministries.	
• **YR2:** National CTI Coordinating Committee is operational and facilitating implementation of the national plan in coordination with the CTI Regional Steering Committee.	
• **YR3:** National CTI Coordinating Committee is operational and facilitating implementation of the national plan in coordination with the CTI Regional Steering Committee.	
• **YR4:** National CTI Coordinating Committee is operational and facilitating implementation of the national plan in coordination with the CTI Regional Steering Committee.	
• **YR5:** National CTI Coordinating Committee is operational and facilitating implementation of the national plan in coordination with the CTI Regional Steering Committee.	

g) Philippines Year 1 Workplan

Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 1: Ecosystem-based fisheries management (EBFM)											
National Level											
Coastal areas important to LRFT are under improved management	Successful models on sustainable fisheries communicated to other coastal municipalities/ local governments	Building Decision Support Capacity	Provide for travel grants to local government representatives to the Second Conference of Coastal Conference		National	WWF-P; CI- P	Chrisma Salao (WWF-P)			•	
Seascape / SRU Level											
15,000 hectares of coastal and marine areas important to LRFT in Taytay, Palawan are under improved management.	Prepare sustainability plans for live reef food trade (LRFT) for one municipality in Palawan	Building Decision Support Capacity	Commission consultant to draft sustainability plans in consultation with the Palawan Council for Sustainable Development, local government unit, and live reef fish traders	5,000	Taytay municipality in Palawan	WWF-P	RJ dela Calzada		•	•	•
		Building Decision Support Capacity	Commission consultant to prepare/ update socio-economic profile and monitoring systems		Three (3) municipalities	WWF-P	RJ dela Calzada, CTSP Palawan Coordinator			•	•

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Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
		Building Decision Support Capacity	Technical assistance in GIS/ RS mapping complemented with community/ participatory mapping and ground validation at sampling points of coral reef resources distribution and status		Palawan	WWF-P	RJ dela Calzada, CTSP Palawan Coordinator				•
		Assisting Governments with Enabling Policies	Provide grants to NGO supporting legal and policy processes such as review of the proposed quota system for live reef fish trade and on policy requirements for sustainability plan adoption and implementation		Palawan	WWF-P	RJ dela Calzada, CTSP Palawan Coordinator			•	•
		Assisting Governments with Enabling Policies	Provide travel grants to local government unit staff to participate in the Second Coastal Conference.		Palawan	WWF-P	RJ dela Calzada, CTSP Palawan Coordinator			•	•

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Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
		Building Constituencies	Prepare communications plan and develop appropriate communication messages and materials on sustainable fisheries		Palawan	WWF-P	Communications Officer-Philippines (TBH)			•	•
Successful EAFM model of best practices documented and scaled up through demonstrations and cross-site learning at X sites across the Philippines and the Coral Triangle region.	Undertake assessment of management and operations practices of mariculture	Building Constituencies	Commission consultant to prepare an assessment of the mariculture practices		Palawan, Tawi Tawi	WWF-P	Chrisma Salao				•
		Strengthening Capacity and Building Institutions	Undertake training on EBFM targeting local stakeholders; collaboration with FISH project staff and consultants		Palawan	WWF-P	RJ dela Calzada, CTSP Palawan Coordinator			•	•

PHILIPPINES

Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 2: MPAs and MPA Networks											
National Level											
250,000 hectares of marine protected areas , both locally managed or under the national integrated protected areas system or NIPAS under improved management	Successful models on MPA establishment and management communicated to other coastal municipalities/ local governments	Building Decision Support Capacity	Provide for travel grants to local government representatives to the Second Conference of Coastal Conference		National	WWF-P; CI-Philippines	Chrisma Salao (WWF-P); Abbie Trinidad (CI-P)			•	
Seascape / SRU Level											
250,000 hectares of marine t areas both locally managed or under the national integrated protected areas system or NIPAS under improved management.	Extend technical assistance to enhance management effectiveness in MPAs	Building Decision Support Capacity	Technical assistance to conduct coral & fish monitoring surveys, & feed results to MPA management body	100,000 (first year)	Palawan, Tawi Tawi	WWF-P	RJ dela Calzada, CTSP Palawan Coordinator; Filemon Romero, CTSP Tawi Tawi Coordinator			•	•
		Building Decision Support Capacity	Technical assistance to ID opportunities for supplemental livelihoods in the Turtle Islands, Tawi Tawi (supplemental livelihood should support turtle and turtle egg conservation, including potential for buy back of	part of the 100,000 target for the first year	Tawi Tawi	WWF-P	Filemon Romero, CTSP Tawi Tawi Coordinator			•	•

PHILIPPINES

Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
			turtle eggs).								
		Building Decision Support Capacity	Technical assistance -identify appropriate tools used in assessing management effectiveness for locally managed MPAs	part of the 100,000 target for the first year	Palawan, Tawi Tawi	WWF-P	RJ dela Calzada, CTSP Palawan Coordinator; Filemon Romero, CTSP Tawi Tawi Coordinator			•	•
		Assisting Governments with Enabling Policies	Technical (policy) assistance to MPA management boards/ park officers on policy formulation& reviews &policy recommendations; include drafting of ord.- new MPAs	part of the 100,000 target for the first year	Palawan, Tawi Tawi	WWF-P	RJ dela Calzada, CTSP Palawan Coordinator; Filemon Romero, CTSP Tawi Tawi Coordinator			•	•
		Building Decision Support Capacity	Provide travel grants to staff of the Pawikan Conservation Project (PCP) to undertake turtle & egg monitoring& community consultations	part of the 100,000 target for the first year	Palawan	WWF-P	RJ dela Calzada, CTSP Palawan Coordinator			•	

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Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
		Strengthening Capacity and Building Institutions	Provide small grants to comm. based NGOs supporting MPAs for training programs, proposal development, MPA plan preparation/ updating, or evaluating MPA management effectiveness	part of the 100,000 target for the first year	Palawan, Tawi Tawi	WWF-P	RJ dela Calzada, CTSP Palawan Coordinator ; Filemon Romero, CTSP Tawi Tawi Coordinator			•	•
200 hectares of biologically significant areas including spawning aggregation sites are placed under protected status (new locally managed MPAs)	Technical assistance towards the establishment of a new MPA(~50 hectares) in Taytay municipality, Palawan	Assisting Governments with Enabling Policies	Technical assist. to MPA management boards/ park officers on policy formulation, reviews, including drafting of ordinance for proposed new MPAs	50 hectares (for the first year)	Palawan	WWF-P	RJ dela Calzada, CTSP Palawan Coordinator			•	•
			Technical assistance in the identification of component MPAs for a network of MPAs specifically on LRF spawning aggregations sites		Palawan	WWF-P	RJ dela Calzada, CTSP Palawan Coordinator			•	•

Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
			Prepare appropriate communication messages and materials on spawning aggregations (link to sustainable fisheries)		Palawan	WWF-P	RJ dela Calzada, CTSP Palawan Coordinator			•	•
Objectives	**Year 1 Activity**	**Program Component(s)**	**Tasks (With Collaborating Organizations)**	**Size (has)**	**Level: National Seascape SRU site**	**Lead Org**	**Lead Staff**	**Year 1 Timeline**			
								Q1	**Q2**	**Q3**	**Q4**
CTSP Objective 3: Climate Change Adaptation											
National Level											
By 2013, climate change adaptation plan completed covering at least 250,000 hectares of marine areas in 2 priority areas (Tubbataha/ Cagayancillo, and Sitangkai)	Participate in fora directed towards developing the National Climate Adaptation Plan	Building Decision Support Capacity	Work with national government agencies, research institutions and universities in preparing the National Climate Adaptation Plan		National	WWF-P	Chrisma Salao				•
Seascape / SRU Level											

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Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
	Vulnerability assessments in Verde Island Passage completed and supported by local government. Demonstration site identified, individuals trained in MPA planning in the context of CC	Building Decision Support Capacity	Undertake vulnerability assessment -Verde Island Passage; concept note for institutional collaboration; conduct scoping workshop with national institution; development of CC programs. (UPMSI, DOST)		Verde Passage Corridor	CI	Abbie Trinidad		•	•	
		Assisting Governments with Enabling Policies	Demonstration site for climate vulnerability assessment identified and supported by local government		Verde Passage Corridor	CI	Abbie Trinidad		•	•	
		Building Decision Support Capacity	Cadre trained on MPA Plan Preparation in the context of CC.		Verde Passage Corridor	CI	Abbie Trinidad		•	•	
CTSP Objective 4: Institution Building and Strengthened SRU and Seascape Level Governance											
National Level											

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Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
New seascape covering at least 1 million ha. designated with investment plan.	Identify candidates for new seascape. Initiate review of performance of seascapes vis-à-vis CTI seascape framework.	Building Decision Support Capacity	Consolidate data on possible seascapes. Develop prioritization criteria in prioritization workshop. Develop and print information materials for CTI Summit.(DENR-PAWB,UP-MSI)		TBD	CI	Abbie Trinidad				•
		Building Decision Support Capacity	Reviews of existing laws and plans on PAs consolidated.		National	CI	Abbie Trinidad				•
		Building Decision Support Capacity	Review previous initiatives on implementation of RA 7586. Consult with LGUs in priority seascapes and formulation of white paper during second coastal conference. Advocacy and coalition building. (DENR-PAWB, LMP)		National	CI	Abbie Trinidad		•		•

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Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
Strong National and Sustainable Resource Use-level multi-stakeholder coordination mechanism in place and operating efficiently and supporting effective implementation of the CTI National Plan of Action.	National CTI Coordinating Committee in place and operational and the National Plan of Action finalized and adopted.	Assisting Governments with Enabling Policies	Conduct workshop to review EO; interim NCCC meetings; undertake TWG meeting to prepare work plan first year		National	CI, WWF - P	Abbie Trinidad (CI-P); Luz Baskinas (WWF-P)		•		
		Assisting Governments with Enabling Policies	Advocate to have EO signed creating NCCC.		National	CI, WWF - P	Abbie Trinidad (CI-P); Luz Baskinas (WWF-P)				•
		Strengthening Capacity and Building Institutions	Participate in and support the mobilization of the CTI National Coordinating Committee		National	CI, WWF - P	Abbie Trinidad (CI-P); Luz Baskinas (WWF-P)	•	•	•	
		Strengthening Capacity and Building Institutions	Conduct capacity assessment; provide initial support to NCCC office operations and NPOA development.		National	CI, WWF - P	Abbie Trinidad (CI-P); Luz Baskinas (WWF-P)				•
			Assist design &fundraising for a national priority project announced at the Manado Summit.		National	CI, WWF - P	Abbie Trinidad (CI-P); Luz Baskinas (WWF-P)	•	•		

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Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
Effective public-private partnerships contributing to achievement of NPOA objectives.	Round table discussion among business/industry players on sustainability issues. Multimedia communication tools developed		Communicate with potential businesses in key CTI related sectors. Facilitate development of the agenda. Host pre-workshop prep meetings. Host and facilitate the roundtable. Publish recommendations and meeting report.		National	CI –P WWF- P	Abbie Trinidad Joel Palma WWF-P			●	●
National conservation plan completed based on all identified threatened species. National Red List policy endorsed by government	Philippines contributes to regional wrasse and grouper threatened species assessment. 4 personnel trained in Red List Assessment		Host global meeting on status and threat to grouper and wrasse species.		National	IUCN, CI	Kent Carpenter			●	●
Seascape / SRU Level											
50% of SSME operationalized, covering 1 million sq km.	Finalize and publish SSME plans of action on fisheries, species and MPAs.	Strengthening Capacity and Building Institutions	Pre-workshop meetings and drafting/completion of plans. Consolidation of information and studies resulting from 3 working groups.	1 million sq. km.	SSME	CI	Abbie Trinidad	●	●	●	●

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Objectives	Year 1 Activity	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
			Tri national committee and sub committees are strengthened to implement the work plan		SSME	CI	Abbie Trinidad	•	•	•	•
		Building Constituencies	Publication of SSME Plans of Actions for MPA, Fisheries and Species		SSME	CI	Abbie Trinidad			•	•
		Building Constituencies	Launch and dissemination to communities and three governments, press outreach.		SSME	CI	Abbie Trinidad			•	•

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a) Country Context and Background

Indonesia is the largest archipelagic country in the world, stretching across three time zones, encompassing more than 7,000 islands, 86,700 square kilometers of coral reefs, and 24,300 square kilometers of mangrove areas. It is one of the largest countries in the world with a population of more than 230 million people.

Indonesia depends on marine resources for much of its food and income. Presently, about 20% of Indonesia's GDP is derived from marine and fishery industries while 60% of the Indonesian population lives within 50 km of the coast and it is estimated that 70% of the country's protein source comes from fish, and upwards of 90% in some rural coastal villages. Fishing continues to be an important source of food and livelihood driven by population growth, limited employment opportunities, dwindling land area and quality for agriculture, and the open access to fisheries, particularly for small scale fishers. Indonesia estimates that the number of coastal fishers increased by more than 40% over the last 10 years as fishing is often considered to be a livelihood of last resort for the poor.

Despite a national increase in fisheries output (8.7 million tons in 2008 vs. 8.2 million tons in 2007) and export (895,000 tons in 2008 vs. 854,329 tons in 2007[4]), it is acknowledged that most of the fishery zones in the western areas of Indonesia are severely depleted or at least over-exploited and in need of rehabilitation. Thus, the focus of much fishing effort has moved to the rich eastern waters that represent a major part of the Coral Triangle. Domestic port fisheries development is planned at a rate that simultaneously attempts to provide economic opportunities in the region, and increase contribution to GDP in some areas. This is contributing to unsustainable pressures on already stressed resources.[5]
Indonesia is a young and rapidly evolving democracy, electing its first President by name in 2004. It is still in the early stages of decentralization, with less than a decade of experience in working with a decentralized government that is now sending the bulk of the country's money to the more than 300 districts. Although decentralization to the district level or *kabupaten/kota* was proposed in an effort to bring natural resources management decision making to villages and communities, it has also created a huge need and demand for capacity building for district managers. New organizational operations are still evolving and new cultures for individual performance and responsibility will take a decade or more to put in place.[6]

At the national level, the Ministry of Marine Affairs and Fisheries (MMAF) plays a central role in addressing the need for institutional, organizational and personnel development. The complexity of its mission is clear when remembering that it has responsibilities for managing marine resources sustainably while increasing the value of the marine and fishery sector as well as increasing the quality of life for coastal citizens. However, MMAF's current strategies do not

[4] Jakarta Post, Feb 20, 2009, reported as data from MMAF
[5] Knight, M., 2005, Institutional and Organizational Development Assessment for Domestic Fisheries Port Development in Indonesia, World Bank.
[6] Knight, M. and G. K. Lowry, 2003. Institutional Arrangements for Decentralized Coastal Management In Indonesia, Indonesia Journal of Coastal and Marine Affairs (Journal Pesisir dan Lautan), ISSN 1410-7821, Special Edition 1, 2003, Bogor Agricultural Institute (Institute Bogor Pertanian).

fully meet the demand for expanded management and protection of biodiversity and fish stocks. It is believed that most of the country's fishery stocks are plummeting,[7] the capture fisheries sector is facing an inevitable decline over medium-term and biodiversity is facing an overall decline in the face of climate change and increasing pressure from fishery exploitation.

Current trends strongly suggest that over the next decade Indonesia's coastal waters will require substantially more protection and integrated management if they are to maintain sustainable refugia for ocean biodiversity, provide a sustained resource for coastal village artisanal fishing, which sustains most of the coastal population. In addition, the sustainability of important livelihoods such as deep-sea fishing, on- and off-shore aquaculture, seaweed cultivation, marine-based tourism and other coastal activities is in question if they are not more effectively managed. In order to meet this challenge, Indonesia must address the currently visible gaps related to integrating effective area-based management approaches (MPAs) with biodiversity and fisheries management practices. Progress over the medium- to long-term is made more complicated by the need for connectivity among marine protected areas (MPAs) within Indonesia as well as in the CTI region. Developing networks of MPAs that are connected necessitates both provincial and regional cooperation to manage such concerns as spawning aggregation sites, juvenile grow-out areas and adult migration routes for the country's most important commercial and food fish species, in addition to the expected negative impacts to biodiversity from climate change.

The Indonesian National Fisheries Law (UU 31/2004) and the National Coastal Management Law (UU 27/2007) both discuss the need to use MPAs to improve the management and sustainability of the fisheries. There is already recognition that the Fisheries Law will need to be revised to include provisions for a broader range of management tools, including expanded provisions for MPAs, to bring in a broader range of technical approaches that will sustain resources and biodiversity. At the same time, there are important issues related to DKP's national mandate to expand marine resources contribution to the national GDP. The Ministry of Marine Affairs and Fisheries is committed to integrating MPAs into the larger biodiversity and fisheries management approaches by linking 'seascapes' to management of their fishing regions. The term 'seascape' combines the areal aspects of ecologically functional (linked) marine ecosystems with the necessary political, institutional and organizational systems necessary for managing bounded marine areas within areas designated as marine protected areas.

MMAF recently received management authority for expanded biodiversity and fisheries resources conservation in Indonesia. Under this new authority, MMAF will take over the mandate of managing all types of aquatic protected areas from the Ministry of Forestry. One immediate result of this is the transfer of eight marine conservation areas (MCAs) from the Ministry of Forestry to MMAF. Additional transfers will happen in time. MMAF already has requested CTSP support to build sufficient capacity to smooth the transfer of this authority and result in the effective management of these and other MPAs. Key needs include developing a system for collecting and using key biology and socioeconomic data in decision making, an approach for involving multiple stakeholders in the planning and management of MPAs, developing and applying an effective adaptive management approach, developing and delivering training and mentoring programs for managers and other participating stakeholders, and institutionalizing management approaches and skills-building programs in MMAF and local universities.

[7] Although, this is masked by increasing effort that in some cases shows increasing catch.

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Note that additional information on CTSP's work in Indonesia can be found in Annex I.

b) CTSP Response and Strategy

In Indonesia CTSP will focus on two of CTSP's four objectives. Sub-Objectives specifically for Indonesia have also been developed for both of these two objectives. These are:

CTSP Objective 2 (MPAs and MPA Networks): Strengthened enforcement and management of MPAs/Marine Sanctuaries/Fish Refugia through networks for species conservation, habitat protection and fisheries production.

- Sub-Objective One: MPAs and MPA Networks in priority geographies have necessary support and skills for effective management.
- Sub-Objective Two: A national system of MPAs is geographically identified, codified and approved.
- Sub-Objective Three: Effective MPA management systems, policies, and capacity are institutionalized at multiple levels of government.

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

How this workplan supports the Indonesia CTI National Plan of Action (NPoA)
Target and activities contained in the NPoA are tied to the medium and long-term government strategies related to coral reef, fisheries and food securities. While Indonesia's commitment to the implementation is obvious, at the CTI Summit in Manado, the Government of Indonesia has put Goal 3 of the Indonesia's National Plan of Action: ***Marine Protected Areas (MPAs) Established And Effectively Managed***, as the priority for the CTI implementation.

Indonesia had established and is currently developing MPAs and networks of MPA system with various objectives and sizes through government projects, by NGOs and local communities. To date, Indonesia has achieved around 11 million hectares of MPA and plans to establish and 20 million hectares by 2020. This achievement has set the need for effective management and capacity building for MPA as laid out in the National Plan of Actions.

c) Core Principles and Key Relationships

CTSP in Indonesia will apply the same core principles and build upon many of the same relationships at a national level that have been instituted by CTSP across the entire program. This section describes how those principles and relationships will be applied and built upon in the context of Indonesia.

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Core Principles

CTSP is partnering with the Government of Indonesia (GoI) to greatly improve the status of biological diversity and coastal fisheries by strengthening Indonesia's Marine Protected Area (MPA) System. CTSP will be guided by several core principles that will be applied in all aspects of our work in Indonesia. These include:

- **CTPS will base its work on science, conservation priorities, and where it can have the greatest positive impact.** CTSP's work will support the GoI to enhance conservation in the highest priority areas in the most effective way. We will prioritize areas for work based on biological and socio-economic criteria. We further refine this set of possible focal areas based on the priorities of the GoI and on the relative ability of CTSP and our partners to create meaningful results in specific areas.

- **CTSP will support MMAF in its priority objectives and activities under its mandate to effectively manage marine protected areas.** CTSP and MMAF have identified several key program areas where it feels CTSP can be the most supportive. These are:

  1. Capacity (Skills) Building for Effective MPA Management;
  2. Supporting MMAF to effectively manage MPAs in certain high Priority Geographies (discussed below);
  3. Assisting MMAF to acquire and apply key biological and socio-economic information in the management of MPAs; and
  4. Assisting MMAF in the process of updating the 2006 MPA Master Plan to create a strong national system of MPAs that includes consideration of priority habitats, fisheries, and threatened species.

- **CTSP will focus MPA strengthening efforts in priority geographies.** 'Priority Geographies' are the "Crown Jewels" of Indonesia's marine landscape and are often referred to as seascapes in the current global marine management literature. As described in more detail below, Priority Geographies for CTSP are being identified in concert with MMAF and external experts first based on their biological significance, then on their relative priority to MMAF, and finally based on where CTSP and its partners can be most effective or can develop capacity to be effective.

- **CTSP will design all activities to build capacity, abilities, and sustainability at key levels of governance (local, regional, and national).** To be sustainable CTSP must ensure that key organizations both have the ability and motivation to carry out and to train and support others in key MPA skills in the long-term. CTSP will identify those entities that have the greatest potential to carry out and teach others how to carry out key MPA activities in the long-term. CTSP will then involve them in building skills in all aspects of effective MPA management. CTSP will identify individuals and institutions locally, regionally, and nationally that are motivated to become mentoring and training partners. This will include Universities, NGOs, local Government, MMAF, and others as appropriate. CTSP will help them to build their abilities both to implement and to teach others how to implement key MPA skills. CTSP will create social peer networks around development of key management skills and activities.

- **CTSP will create and institutionalize replicable models, policies, and activities for effective MPA management that can be applied throughout Indonesia and shared regionally.** To truly transform MPA effectiveness in Indonesia CTSP cannot simply focus on strengthening MPAs in a subset of the highest Priority Geographies. CTSP must also create approaches and policies to MPA strengthening that can be adopted and applied in the long-term by MMAF, PHKA, Local Governments, and Local Institutions such as Universities, NGOs, and communities at a national scale. MMAF and other MPA practitioners must have the ability to apply Best Practices in MPA Management in Areas where CTSP does not have the capacity to work. Essential policy frameworks to support effective MPA creation and implementation must also be in place. As a result, all CTSP work in Priority Geographies will be approached from how it can enable replication in other areas of Indonesia. This will include collaborating closely with MMAF on the development of skills building programs, management models, policy approaches, and other key elements needed to strengthen MPAs. It also means institutionalizing key approaches and policies in MMAF, local Universities, local NGOs, National NGOs, and others. At the end of the five year CTSP program, MMAF and other Indonesian entities will be actively and effectively replicating best management approaches in numerous MPAs and MPA Networks across Indonesia. CTSP will take care to integrate its activities both horizontally and vertically in various levels of Governance including communities, local Government, local partners, and National Government. CTSP will also work to build activities into sustainably financed programs and institutions and to develop new modes of generating sustainable finance. In this way, activities will be able to continue in the long-term.

- **CTSP will integrate biodiversity conservation and livelihood considerations into project approaches.** CTSP believes the conservation of biological diversity is intimately linked with enhancing and maintaining human well being and quality of life. Most local communities are primarily concerned about food security and income. Fortunately, MPAs can be extremely effective at simultaneously conserving biodiversity while yielding significant fisheries and other socio-economic benefits. MPAs result in increased abundance of key species, which can also yield increased catch, increases fisheries income, and increased tourism.

- **CTSP will collaborate with and complement the work of others (including COREMAP , the Walton Foundation, the Asian Development Bank, the Packard Foundation, AusAID, and others).** CTSP is working to transform the efficacy of marine conservation in Indonesia. The only way we can do this is to collaborate and complement the work of others. CTSP is a relatively small program with very large goal of greatly enhancing marine conservation. CTSP is designed both to complement ongoing and planned work and to develop new approaches that partners and CTSP can work on collectively to advance marine conservation.

Key Relationships:

Success in CTSP's work is dependent on developing and enhancing a number of key relationships including building upon the past USAID projects and collaborating with MMAF, PHKA, NOAA, ADB, Other NGOs, Universities, and others.

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Past Relevant USAID Programs: The USAID Coastal Resources Management Program (CRMP) initiated work in Indonesia in 1996. At the time there were numerous marine and coastal programs already ongoing. These typically large programs focused on creating national marine parks, establishing technical capacity in geographic information systems, and planning work at both the site and national levels; very few projects had moved forward into implementation. With USAID support, CRMP moved to address this implementation gap using three primary strategies to advance ICM in Indonesia:

1. Implementing place-based demonstrations of integrated coastal management (ICM) good practices that addressed a range of coastal situations;
2. Investing sufficiently in monitoring and documentation so that domestically generated good practices were 'proven in Indonesia'; and
3. Developing legal and institutional enabling frameworks and capacity at sub-national levels to sustain and foster replication of ICM.

The CRMP initially worked in **North Sulawesi** supporting community-based ICM planning and management strategies in several key sites. One of the first and most tangible results was the creation of a marine sanctuary which showed increases in key target species identified by local communities within a few years of establishment. Local villagers perceived increases in fisheries production, increased coral cover and expanded economic opportunities, and biomass within the sanctuary was verified by simple surveys (manta tow method) over a period of years compared to a baseline. Manuals were produced to assist communities manage their reefs, including a monitoring manual and a guide for organizing a community clean-up of coral-destroying Crown-of-Thorns starfish. Because the sites in North Sulawesi were designed as pilot projects, extensive baselines were established in 1997 of both biophysical and socioeconomic conditions at the sites with intermediate assessments conducted in 2000 that verified local villagers' perceptions. A significant event was when the sanctuary site village was able to bring sanctions against a neighboring village resident for breaching sanctuary rules through negotiations between the two village heads. In 1999, the district of Minahasa passed a district law with CRMP support giving legal recognition to village-adopted coastal management laws. Subsequently over 35 village level laws were adopted across Minahasa.

In **Lampung**, CRMP created a highly participatory process of planning and management at the provincial scale. The result, the *Lampung Coastal Resources Atlas*, defined for the first time the extent and condition of the province's natural resources, through a combination of secondary information and the input of over 270 local stakeholders and 60 government and non-government organizations. The Atlas provided the foundation for the development of a Lampung coastal strategic plan. The Atlas and strategic plan spurred intense media coverage and led to significant support from provincial agencies that provided an estimated US$800,000 in additional funding for plan implementation. The project field office ultimately became an Institut Pertanian Bogor (Bogor Agricultural Institute) university-based coastal extension office through which students were trained in field techniques. Complementing the provincial work and to support action on priority coastal issues, two community-based initiatives—one in Pematang Pasir with an emphasis on sustainable aquaculture good practice, and the other on an island in Lampung Bay focused on marine sanctuary management—were implemented largely with very limited funding based on community support and action. The Atlas model was adopted by the Ministry of Home Affairs and replicated throughout Indonesia using only local funds. CRMP evolved the Atlas model in North Sulawesi and Papua with project funds.

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In **East Kalimantan**, the principal focus was on developing a profile and integrated management plan for Balikpapan Bay and its watershed—the commercial and industrial hub of the province's coastal ecosystem. This profile—again done with a high level of local participation and consultation—assisted in the development of the first-ever bay and watershed management plan in Indonesia and resulted in a moratorium on shrimp mariculture in one area of the delta region. The approval of the integrated bay and watershed management plan was achieved in 2003 through adoption by four watershed governments and was recognized by the Indonesia National Government as the best new policy innovation that year in Indonesia. The project focused on enhancing awareness, building partnerships and networks, and strengthening provincial and local government capacity to implement the plan.

In **Berau**, East Kalimantan, CRMP worked with TNC and WWF in an innovative arrangement to combine resources in an integrated budget to support the District Government of Berau, to develop and adopt a decree declaring the establishment of a 1.2 million hectare marine protected area (MPA). The Berau MPA encompasses the Derawan Archipelago. The innovative partnership worked from a combined office that included the three organizations, three local NGOs and local government.

CRMP focused on the policy and legal analysis required to draft and adopt this first sub-national declaration of a marine protected area at the district level. TNC focused on biophysical characterization of the area while WWF focused on working with communities and government on turtle conservation. These islands also support the largest green turtle nesting and feeding ground in the Southeast Asia region. All three organizations worked together on community outreach and education.

The zoning plan for the area is designed to include different types of utilization and no-take areas. Traditional use zones are areas where only small-scale traditional fishing is allowed, no-take zones are areas of critical habitat where no extractive activities will be allowed, usually covering areas where fish spawn and turtles nest. Other utilization zones are areas where legal types of fishing, tourism and other activities are allowed. The District Government of Berau worked together with stakeholders in determining the outer boundary for the protected area.

In adopting the law forming the MPA, the District Government and the House of Representatives recognized the need to protect and manage the marine resources of the region, providing an example of a protected area that is initiated by local people through a bottom-up process. The initiative provided a new governance model that is still being played out and has important implications for how CTSP might work in other areas. The Derawan archipelago is an integral part of the Sulu-Sulawesi Marine Ecoregion that stretches across Indonesia, Malaysia and the Philippines.

In **Bintuni Bay, Papua** CRMP worked with local government and communities in this very rich coastal area that contains the largest contiguous stand of mangrove in Southeast Asia. CRMP's first programmatic activity was to gather both primary and secondary data needed to develop a coastal resource profile of Bintuni Bay. This task was undertaken in partnership with the University of Papua (UNIPA), local non-governmental organizations (NGOs), relevant local government agencies, the private sector (BP through its Tangguh LNG operation), and the local communities.

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Using the data collected in this remote region of Papua, CRMP staff worked with UNIPA teams to produce a coastal resource atlas of Bintuni Bay. The University of Papua (UNIPA) led the development of the atlas and a geographic GIS catalog working with local government and other stakeholders supported by CRMP mentors. Two local NGOs took the lead in conducting socio-economic surveys in Bintuni Bay. The private sector (BP) made available data that reduced time and cost of data acquisition. An integrated bay management plan was developed and taken up by local government and BP as part of its regional development plan. To make key information contained in the full-scale Atlas information more accessible to local communities, a simpler, companion, newspaper-format mini-atlas was produced and to the all bay communities and other stakeholders

This on-the-ground work in field projects was complemented by CRMP's involvement in shaping a national coastal policy and program. In 2000, building on its successes in Lampung, North Sulawesi and East Kalimantan, CRMP increased emphasis on national enabling legislation. With CRMP-supported district and provincial laws already adopted or under review, a new initiative was started to build enabling conditions through the new Ministry of Marine Affairs and Fisheries. In August, 2000, CRMP took the Minister, Director General for Coasts and Small Islands, Director for Small Islands, and the heads of three provincial planning offices, among others, to the United States to: (i) observe how the U.S. Coastal Zone Management Act was implemented under the decentralized authorities of the U.S., and (ii) learn about the U.S. Sea Grant University Program as a potential model for a university-based integrated coastal management system in Indonesia focused on applied research, economic development, community awareness raising and outreach, and education.

This study tour formed the basis for starting two important initiatives. First was the development of the Indonesia National Coastal Management Law. This law was adopted as Law 27/2007 and created the legal framework for a vertically and horizontally integrated coastal management program in Indonesia that recognized the role of communities in protecting marine resources.

The second initiative was the formulation of a university-based system in Indonesia modeled after the U.S. Sea Grant Program. By the end of the CRMP in 2005, this program was already institutionalized and receiving an estimated $US800,000 in central government funding. When Law 27/2007 was adopted by the Indonesia Parliament, the Sea Partnership Program was codified and now operates across more than 30 learning institutions in Indonesia. It is considered the most advanced sea grant-like institution in the world outside the United States.

In addition to CRMP, two of TNC Indonesia's marine field programs in Wakatobi (a joint program with WWF Indonesia) and Raja Ampat received a six-year grant from the USAID Global Conservation Program (GCP) since these programs were initiated in 2003. TNC Indonesia's first marine conservation program in Komodo was also supported by the USAID LWA cooperative agreement from 2000-2004. This USAID funding was used to leverage funding from other public and private donors including Regional Natural Heritage Programme (RNHP) of the Australian Government, the Global Environment Facility, the Walton Family Foundation, and the David and Lucile Packard Foundation to support advancement of marine conservation programs in these geographic areas.

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A particularly important aspect of this USAID funded activity in Indonesia is the emphasis on: (a) decentralized coastal management; (b) enabling conditions; and, (c) community-based approaches. During the 1990s these approaches were somewhat antithetical to the highly centralized government of Indonesia. However, the somewhat diverse body of USAID-funded work that took place during the 1990s produced considerable information and experience that help position the new Ministry of Marine Affairs and Fisheries when Indonesia's highly centralized government was decentralized in a 'big bang' at the beginning of its decentralization and reform era.

The decentralization era starting in 1999 opened the door for new approaches to managing coastal zones in Indonesia and USAID's CRMP program played a lead role in supporting Indonesia's efforts to create new legal and enabling frameworks. Indonesia's own decentralization laws radically changed the hierarchical relationships between central, provincial and district governments and provided financial and administrative authority to take actions regarding coastal and marine resources management. This had tremendous implications for the empowerment of civil society, provided an opportunity to revitalize and institutionalize traditional rights where these existed, and encouraged strengthened efforts in community-based and collaborative management.

The decentralization law, revised in 2004 (Law 32/2004), clarified the area of coastal zone, under provincial administration that extends up to 12 nautical miles from the coastal shoreline and over one-third of the provincial waters, seaward from the island shoreline, under provincial government administration and 3 miles under district administration. Provincial government still holds authority in three primary fields: (i) cross-jurisdictional issues between districts and cities, (ii) authority not yet, or not able to be, handled by the city and district administration; and (iii) administrative authority delegated from the central government.

However, there are still approximately 22 laws that affected the coastal zone that need to be harmonized to prevent ineffective and incompetent management. These are sectoral-based lacking in integration and unconcerned with sustainability principles. The enforcement of those laws caused ineffective management, conflict, redundancy, and gaps among the development sectors of the country (Putra, 2003). The revised fisheries law and the National Coastal and Small Islands Management Law (UU 27/2007) both encourage local governments to manage their coastal zones. Particularly, UU 27/2007 focuses on three major topics: (i) development of a framework for coordination, integration, and consistency in management and planning decisions; (ii) creation of a voluntary, incentive-based program for local integrated coastal management at the city and district level; and (iii) general provisions relating to administration and implementation, such as monitoring and evaluation, conflict resolution, and funding.

Lessons learned through USAID's CRMP program were particularly well documented and highlight the need for innovation and diversity in approach all aspects of project design and implementation, designing small-scale grants, cross-sectoral decision-making, redesigning workshops and fora for disseminating information. Direct community engagement for CRMP alone including drawing lessons from over 30 community grants and 25 NGO grants across all field sites combined with other activities such as technical assistance, mentoring, support policy analysis for the national government, exchange visits, and years of discussions.

d) Implementation Mechanism

CTSP's Scientific Process for Determining Highest Priority Geographies

CTSP will use a scientific process to determine highest priority geographies that will include a prioritization exercise to determine highest priority geographies for conservation in Indonesia as a foundation to select areas for CTSP implementation. CTSP will base its assessment on the opinions of leading marine scientists that are external to CTSP. Further CTSP will engage MMAF, and may include the opinions of leading marine scientists within the three consortium NGOs. The contributions of MMAF and CTSP consortium will be disaggregated, so as to maintain objectivity of the process.

The prioritization exercise will be conducted at the seascape level and MPA network level, not individual MPA level, to ensure adequate coverage for Indonesia's biodiversity representation. In working on the prioritization, CTSP will also identify gaps where MPAs may not yet exist but are essential to the protection priority of marine biodiversity. Maps of priority geographies will be one of the products of this exercise.

Objectives of the Prioritization Exercise
The objectives of the prioritization exercises will be:

- To solicit input to establish what constitutes priority geographies for essential marine biodiversity for Indonesia.
- To identify scientific justifications for specific geographic areas that need to be brought under effective management to protect the marine biodiversity of the selected areas.
- To identify areas lacking in the effective management of marine protected areas.

This process will be followed by meetings with MMAF and internally within the consortium NGOs to determine the Priority Geographies where CTSP will focus its implementation.

Furthermore this process will be followed by a much more thorough process to support the GoI to identify priority areas to create an integrated national MPA system. Dialogue on how to carry out this more thorough National MPA System process will be initiated in Year One under Sub-Objective two and the process itself will be initiated early in Year Two. The earlier prioritization process carried out under sub-objective one of this workplan will feed into this more thorough national MPA system process.

Methodology
USAID Indonesia stated very clearly in their recommendation, that CTSP should disaggregate the scientific process and the discussions with stakeholders –which include government officials and NGOs— to maintain independence of assessment and reduce the potential conflict of interest. As such, the prioritization exercise will be divided into two subsequent components.

The first component will address the need of independent input by leading scientist in marine biodiversity. CTSP will engage scientists recommended by USAID Indonesia as well as scientist/expert who can contribute to the validity and integrity of process and result of the prioritization process. The second component will be devoted for stakeholders for discussions

that will contribute to the identifications of areas with potential success for marine conservation investment.

The first component comprised of scientific assessment of geographic areas. This will be done through survey with questionnaire to various experts related to identify what represent essential marine biodiversity for Indonesia. The questionnaire will include:

a) Biodiversity, that should include:
   i. Alpha diversity
   ii. Endemism
   iii. Representativeness of biogeographic realms.
   iv. Genetic Subdivision/Connectivity and presence of private haplotypes or apparent cryptic biodiversity. This could be tied further in with the evidence of current factors promoting generation of new biodiversity (e.g., Cendrawasih Bay).
b) Endangered Species that inquires areas of specific aggregation or critical life stages. This includes turtles, cetaceans, sharks, groupers, napoleon wrasse, crocodiles and clams.
c) Unique habitat/faunal/floral assemblages (e.g. euryhaline lakes).
d) Conservation feasibility/degree of threat/current status of ecosystem/governance issues.
e) Importance from an ecosystem services perspective for Indonesia's population.
f) The need for replication to build resilience in light of the impacts of climate change.

This component will be conducted electronically, particularly for scientists who cannot be in presence physically in Indonesia. The survey will be followed up by prioritization workshop with wider experts that reside in Indonesia. The workshop is a second iteration of scientific justification aiming the similar result of independent discussion on marine biodiversity in Indonesia and verification of the relative importance of the candidate Priority Geographies. The "strawman" of the result of the first iteration of survey will be ready and will be used as the basis for discussion of the second iteration.

The second component of the prioritization process is workshop with stakeholders, consists of government agencies and NGOs, including members of consortium and partners.

Expected Outputs from the Process

The outcome of this exercise is Geographic Priorities, in which investment on marine conservation effort should be directed. The product of geographic prioritization exercise will include:

a) Establishment of what constitutes essential marine biodiversity for Indonesia;
b) Identification the specific geographic areas that need to be brought under proactive management in order to protect the said priority marine biodiversity. This will include:
   - priority eco-regions
   - priority seascapes within those eco-regions; and
   - priority geographic areas that need to be brought under effective management in order to protect the priority marine diversity (including MPAs, MPA Networks, and areas that should be included as future MPAs); and
c) initial information on gaps where MPAs may not yet exist but are essential to the protection priority of marine biodiversity.

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As the priority geographies are determined with the scientific and standardized process above. CTSP will be in a better position to build strategy for selection and program implementation for all sites. The field site selection strategy and program implementation will capitalize on the comparative advantage of each consortium member and the available best practices for MPA and MPA network development. Further, the output will be used as input for the development of the National MPA System or "Grand Strategy for MPAs and MPA Network Management.

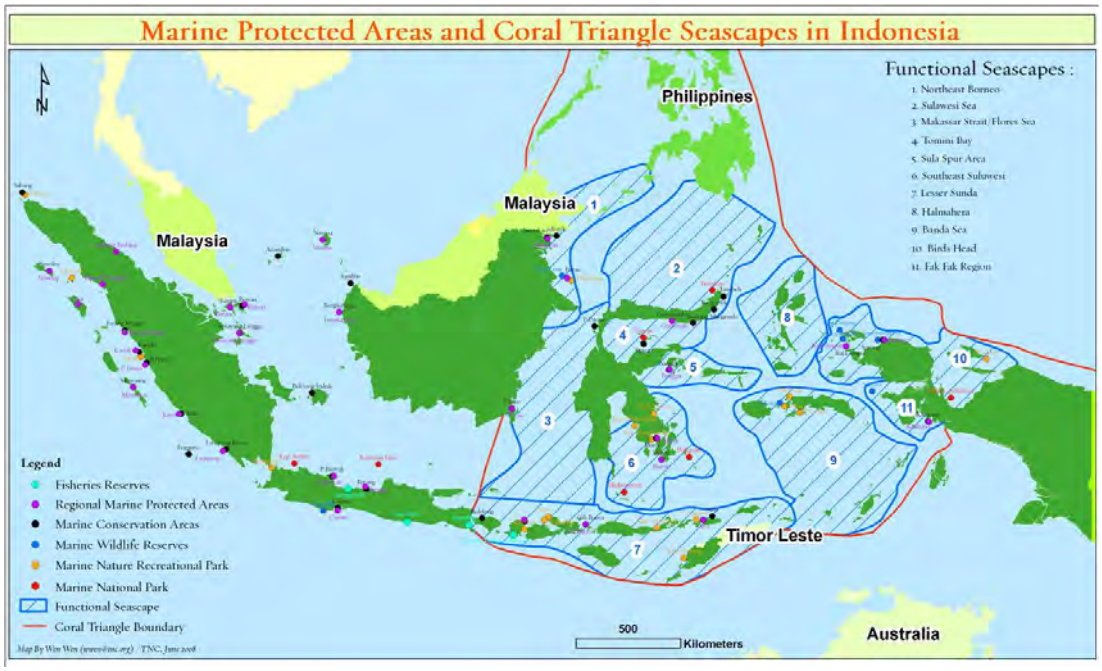

Figure 2. Coral Triangle Seascapes in Indonesia

Field Site Selection Strategy & Model for Site Approach

As the Priority Geographies are determined with the scientific and standardized process above, CTSP, MMAF, and partners will be in a much better position to select sites for program implementation. CTSP will not be able to work in all the important Priority Geographies. We will initiate work in a set of Priority Geographies where CTSP and our partners have the best comparative advantage to generate conservation benefits in the short term. As these sites become more effective, CTSP will look to other Priority Geographies where we may either initiate conservation work or support partners to pursue important conservation actions. We have to recognize that CTSP alone will not be able to work everywhere. However, the major objective of CTSP is to create lasting systems that form a solid foundation for conservation success across Indonesia. As a result, all Priority Geographies and sites where CTSP works must contribute to the larger efforts to create a national system for effective MPA management.

Criteria for Site Selection Include:

1. Falls within a Priority Geography
2. Supports the Priorities of MMAF and PKHA
3. CTSP or our Partners have Capacity to Generate Effective Conservation Benefits in the Area

4. Has Potential to Integrate Numerous Priority Objective such as Biodiversity Conservation, Effective Fisheries Management, Sustainable Livelihood Generation, and others
5. Local Stakeholders are Supportive of CTSP or its Partners Working in the Area
6. Can Serve as a Model Area for Local, National, and Regional Learning in Important MPA Management Elements
7. Can Contribute to Efforts to Institutionalize Effective MPA Management Systems at the National and Local Levels
8. Are at a Scale Where CTSP's Level of Resources can Have a Positive Catalytic Impact to General Conservation Benefits
9. CTSP's Actions Compliment Ongoing or Planned Actions that Provide Support for Effective and Sustainable MPA Implementation

Sites where CTSP will work should meet the majority of these criteria. CTSP may chose to focus work in individual MPA sites, MPA Networks, or Seascapes depending on how the individual areas meet the criteria above and support CTSP to achieve its Objectives.

Given the scale of resources of CTSP, we will focus initially on sites and Priority Geographies where CTSP believes strongly that targeted action can yield conservation benefits. CTSP will not only work in the existing sites of its member NGOs but will develop new sites and support partner organizations to pursue catalytic work in other Priority Geographies.

CTSP will not be in a position to establish complete new field conservation projects in multiple sites. As a result, we will look to areas where CTSP or its partners can leverage ongoing or planned activities and provide key catalytic support to yield higher conservation benefits.

CTSP will limit the number of areas where it works so that our impact can be more significant. As mentioned we will focus on creating Model Sites and supporting processes to institutionalize the replication of the MPA Effectiveness Actions carried out in the priorities.

Model for Site Approach

In Selected Sites, CTSP will pursue a model approach. This model approach is informed by the Essential Elements for MPA Success and lessons learned from work in Indonesia and the region. This will include the following actions:

1. Identify and Pursue Early Actions that Can Yield Short Term MPA Effectiveness Benefits.
2. Develop a Standard Assessment for MPA Needs at Various Spatial Scales. The needs assessments will be based on the Essential Elements to Successful MPAs and Lessons Learned.
3. Carry out initial Site Visits (these are explained more below)
4. Review Assessments of MPA Needs in the Selected Sites.
5. Develop Strategies to Fill MPA Needs that CTSP can Effectively Fill. This will include setting measureable objectives for MPA progress.
6. Develop Systems to Deliver Sustainable Capacity Building on Effective MPA Management Approaches in Each Priority Site.
7. Coordinate with Partners to Identify Needs that they Can Fill.

8. Develop Strategies to Institutionalize Effective MPA Approaches from the Sites
9. Link Relevant Sites in CTSP Learning Networks Locally, Nationally, and Regionally
10. Review Progress Toward Objectives in the Sites and Adaptively Manage.
11. Link all Site Processes to MMAF and Other Relevant GoI Departments to Help Generate National Capacity for Effective Management

The individual actions in the places where CTSP will work may vary, but these actions help to summarize the model approach that CTSP will take to strengthening MPA Effectiveness in the Priority Geographies and Sites where it works.

Site Visits

Early after priority sites for CTSP work have been identified, CTSP (with USAID staff as available and interested) will carry out a series of site visits to the said geographic priorities. Such site visits aim to aquire knowledge and initial information to understand the challenge and the opportunities in building the effective marine protected areas. It is hoped that the visit can provide appreciation of the complexity of balancing the activities in achieving marine protected area ultimate objective and the reality on the ground.

The site visit should include:

- Series of meetings with stakeholders that can influence the achievement of success of CTSP's effort, such as governments, leaders, communities, civil society groups and university (if any).

- Visit(s) to the actual site of the proposed marine protected areas to appreciate the marine resource and the effort to conserve.

- Visit(s) to places related to the effectiveness of marine protected areas such as local economic, cultural and educational activities as well as other activities that will influence the conservation effort

The output for the site visits will include initial knowledge on issues that will influence the success of marine protected areas and MPA networks such as institutional set up, economic activities, socio-cultural set up, education, basic infrastructure condition and accessibility. These sites visits should then be followed up by more complete assessments and strategy development that will address the needs for MPA and MPA Network in the particular area, including biophysical, biodiversity and threat, planning and design of the MPA and MPA Network, capacity building for multiple target stakeholders.

e) CTSP Operations in Indonesia

The primary mechanism for overall decision-making and annual work planning in Indonesia is coordination and communication between the consortium partners, the National Coordinating Committee (NCC) and USAID. The Chief of Party (COP) and Deputy Chief of Party (DCOP) provide support, guidance and advice, and help to remove obstacles to successful implementation. However, significant decision-making authority on implementation and monitoring remain primarily a joint responsibility between the Ministry of Marine Affairs and Fisheries, the CTSP NGOs, and later sub-national governments and stakeholders, while the

COP/DCOP remain engaged to ensure that CTSP achieves its overall commitments and outcomes at the national and regional levels.

Annual work plans are based on the CTI National Plan of Action and national commitments to the CTI Regional Plan of Action, and derived through a consultative and cooperative process and in conjunction with the GoI/NCC and USAID. In addition, both to ensure coordination and quality, the Consortium Strategy Committee (CSC), made up of two representatives from each NGO, is involved. This ensures further alignment between partners, the GoI and USAID on priorities. Once annual work plans are approved, implementation and monitoring are the responsibility of the consortium NGOs and their respective implementation teams with assistance in communications and reporting from the CTSP regional program office (RPO) in Jakarta. Figure 3 depicts the mechanism for decision-making, communication, organization and reporting.

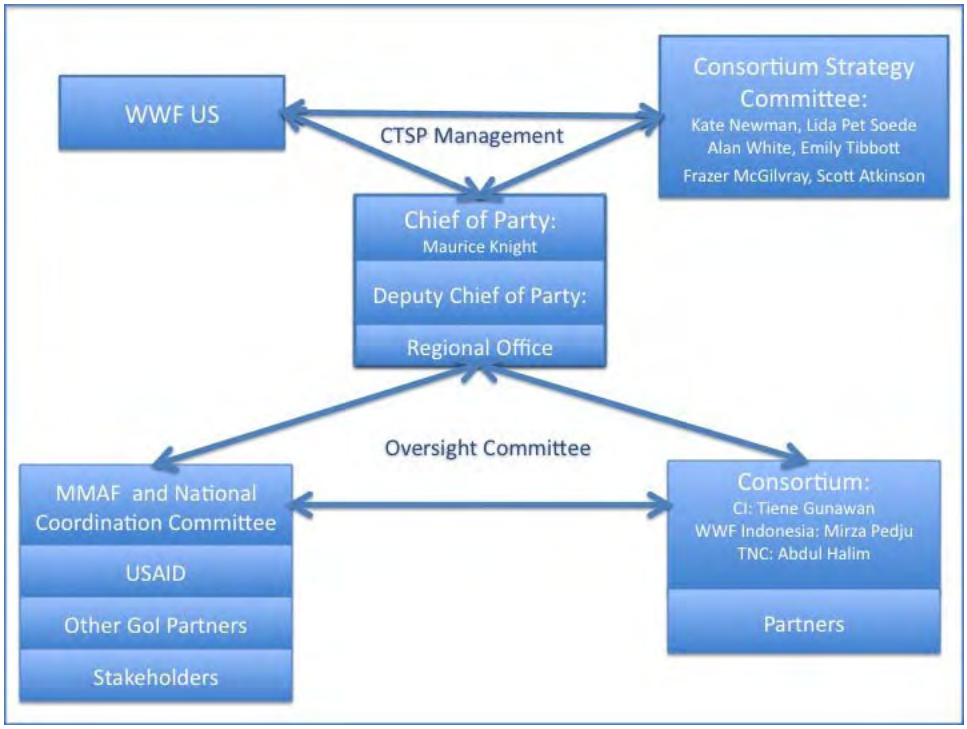

Figure 3. CTSP Indonesia Organizational Chart

CTSP provides a lead Point of Contact (POC) in each country to ensure that host-country governments and USAID Missions have a single point of contact on CTSP issues. The POC is does not take the place of nor represent the other NGOs on divided implementation responsibilities but is there to ensure that communication and coordination is achieved. For Indonesia, Dr. Tiene Gunawan is the overall CTSP POC for USAID and the Government of Indonesia (GoI). Dr. Gunawan is responsible for leading coordination among the NGOs and in responding to GoI and USAID requests for information and coordination. The POC's responsibilities include but are not limited to:

- Coordinate annual workplan development and updates of the Life of Project Strategy (LoPS);

- Respond to direct requests from USAID, U.S. Department of State, NOAA and other partners, including providing onward referrals to the other consortium NGOs as appropriate;
- Convene bi-monthly coordination meetings with CTSP consortium NGOs;
- Convene quarterly oversight committee meetings (see below);
- Coordinate work across the NGOs as needed;
- Work directly with the Regional Program Office (RPO) on Indonesia reporting issues.

Annual work plans and the LoPS provide concrete guidance on strategic direction while maintaining the flexibility required for adaptive management and opportunistic implementation in the field with an emphasis on country-driven priorities on sub-project selection and institutional arrangements. Under the coordination of the Indonesia POC, a CTSP oversight committee will meet quarterly, joint chaired by the head of the NCC and USAID, to review CTSP progress and ensure coordination, communication and consensus among all parties.

f) CTSP's National & Site-Specific MPA Activities.

CTSP's proposed Five Year strategy and Year 1 workplan are summarized in the tables below. A more detailed description of these activities and their outputs can be found in Annex J: Indonesia Annex 3.

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Objectives, Indicators, Results and Milestones	
CTSP Objective 1: Ecosystem-based fisheries management (EBFM) - EBFM practices established and fisheries reform implemented.	**Sustainability Contribution and Response to RPOA/NPOA**
Indicators: • Areas under improved management • Number of policies, laws, agreements or regulations implemented • Number of people trained • Number and scope of public private partnerships	
Milestones: NO ACTIVITIES PROGRAMMED	
CTSP Objective 2: MPAs and MPA Networks - Strengthened enforcement and management of MPAs/marine sanctuaries/fish refugia through networks for species conservation (in particular threatened species), habitat protection and fisheries production.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number of people trained • Number and scope of public private partnerships	
Sub-objective One: MPAs and MPA Networks in priority geographies have necessary support and skills for effective management.	CTI Goal 3. MPAs established & Effectively Managed (including community-based
Sub Objective One Result 1: Indonesia has a permanent governance structure that is guiding MPA strengthening with active participation of DKP and key partners over 5 million hectares of MPAs.	

Milestones	resource utilization and management).
• **YR1:** MPA Effectiveness Working Group created and active.	
• **YR2:** MPA Effectiveness Working Group actively guiding MPA Strengthening efforts in country.	
• **YR3:** MPA Effectiveness Working Group actively guiding and monitoring results from MPA Strengthening efforts in country.	
• **YR4:** MPA Effectiveness Working Group actively guiding and monitoring results from MPA Strengthening efforts in country.	
• **YR5:** MPA Effectiveness Working Group actively guiding and monitoring results from MPA Strengthening efforts in country.	
Sub Objective One Result 2: Indonesia is focusing on building and sustaining MPA skills and capacity in representative set of priority geographies.	Assisting Governments with Enabling Policies
Milestones	
• **YR1:** Priority Geographies for MPA Strengthening identified and confirmed.	
• **YR2:** Priority Geographies reviewed annually and added to as needed.	
• **YR3:** Priority Geographies reviewed annually and added to as needed.	
• **YR4:** Priority Geographies reviewed annually and added to as needed.	
• **YR5:** Priority Geographies reviewed annually and added to as needed.	
Sub Objective One Result 3: Indonesia has a replicable MPA needs assessment protocol, has applied this protocol in all PGs and has ongoing strategies for skills building in these priority geographies.	
• **YR1:** Early Action Plans for priority geographies developed and initiated.	Assisting Governments with Enabling Policies
• **YR2:** MPA Needs Assessment carried out in all selected CTSP Priority Geographies and strategies to fill these needs developed. This assessment will focus on the role of both local and national stakeholders in management.	
• **YR3:** MPA Strengthening Needs of Priority Geographies reviewed annually and strategy updated accordingly.	
• **YR4:** MPA Strengthening Needs of Priority Geographies reviewed annually and strategy updated accordingly.	
• **YR5:** MPA Strengthening Needs of Priority Geographies reviewed annually and strategy updated accordingly	
Sub Objective One Result 4: Indonesia has a strong national and regional network of MPA effectiveness builders in all key competency areas and these are active in ensuring MPAs are increasingly effective.	
• **YR1:**	Strengthening Capacity and Building
• **YR2:** MPA Strengthening Strategy and program initiated in three to five Priority Geographies.	
• **YR3:** MPA Strengthening Programs are up and running in all Priority Geographies with measureable increases in capacity.	
• **YR4:** A national cadre of MPA Effectiveness Builders has been	

created and is actively strengthening MPA Effectiveness in Priority Geographies	Institutions
• **YR5:** A national cadre of MPA Effectiveness Builders continues to grow annually and is actively building effectiveness of MPA practitioners in Priority Geographies.	
Sub Objective One Result 5: DKP (with partners) is leading a major permanent MPA Effectiveness Strengthening Program with a focus on maintaining needed skills and capacity across its System of MPAs.	
• **YR1:**	Strengthening Capacity and Building Institutions
• **YR2:**	
• **YR3:**	
• **YR4:** DKP is playing a strong role in coordinating Programs to Strengthen the Effectiveness of MPAs across Indonesia.	
• **YR5:** DKP is leading a major MPA Effectiveness Strengthening program in Indonesia.	
Sub Objective One Result 6: MPA Effectiveness Approaches are institutionalized and actively pursued nationally and at the majority of PGs in Indonesia.	
• **YR1:**	
• **YR2:**	
• **YR3:**	
• **YR4:** Newly identified priority geographies are receiving MPA strengthening assistance.	
• **YR5:** Majority of Original Priority Geographies are able to pursue continued MPA Effectiveness Strengthening with little outside support and new geographies active as well	
Sub Objective One Result 7: MPAs in Priority Geographies achieve measureable improvements related to the MPA Effectiveness Strengthening Programs fostered by CTSP.	
• **YR1:**	Building Constituencies
• **YR2:**	
• **YR3:**	
• **YR4:** Measurable benefits to MPAs are occurring as a result of application of MPA Effectiveness Strengthening Programs (e.g. decreases in illegal fishing, increases in key indicator species, community support and involvement).	
• **YR5:** Measurable benefits to MPAs in both original and new Priority Geographies are documented.	
Sub-objective Two: A National System of MPAs is geographically identified, codified and approved.	
Sub Objective Two Result 1: Indonesia has an approved National System of MPAs that integrates biodiversity conservation and fisheries considerations.	
• **YR1:** Agree to Draft Process for planning national MPA System (with integration of conservation and fisheries and local management).	Assisting
• **YR2:** The proposed process for the national MPA System is approved	

and initiated.	governments with Enabling Policies CTI Goal 3. MPAs established & Effectively Managed (including community-based resource utilization and management).
• **YR3:** The proposed national MPA System has undergone review and is in the process for approval.	
• **YR4:** The national MPA System is approved.	
• **YR5:** The national MPA System is approved.	
Sub Objective Two Result 2: Up to 5 million hectares of new MPAs are formed and priorities within these are receiving MPA effectiveness strengthening from DKP and partners.	
• **YR1:**	Assisting governments with Enabling Policies CTI Goal 3. MPAs established & Effectively Managed (including community-based resource utilization and management).
• **YR2:** The design of the National System of MPAs is complete	
• **YR3:** Several new MPAs are in the pipeline for creation following guidance of the National MPA System.	
• **YR4:** Up to 5 million hectares of New MPAs are created.	
• **YR5:** Newly formed MPAs are receiving MPA Effectiveness Strengthening assistance from DKP and partners.	
Sub-objective Three: Effective MPA management systems, policies, and capacity are institutionalized at multiple levels of governance.	
Sub Objective Three Result 1: DKP has an ongoing national program to enhance the effectiveness of MPAs and MPAs in priority geographies are regularly receiving support, and resulting in measurable benefits to 5 million hectares of MPAs.	
• **YR1:** National Assessments of MPA needs in terms of management effectiveness and successful modes for delivery of programs to enhance MPA management effectiveness are initiated.	Assisting governments with Enabling Policies CTI Goal 3. MPAs established & Effectively Managed (including community-based
• **YR2:** Assessments completed and National Strategies for enhancing and institutionalizing MPA Management Effectiveness Activities developed and initiated.	
• **YR3:** MPA Effectiveness activities incorporated into National Government Programs (e.g. MPA Managers School, Technical Guidance Documents, Training Program, Policy Support, Learning Networks, and others).	
• **YR4:** DKP is leading a major program nationally to increase effectiveness of MPAs with support of partners (this may include the MPA Managers School, Technical Guidance Documents, Training Programs, Policy Support, Learning Networks, and others)	

• **YR5:** MPA Effectiveness activities (especially skills building, governance support, policy support, and capacity provision) are permanently incorporated into ongoing DKP program and actively delivered in PGs. This results in measureable benefits to MPAs.	resource utilization and management).
Sub Objective Three Result 2: Local institutions in several priority geographies measurably benefit from active programs to support MPA Effectiveness and MPAs.	
• **YR1:** MPA Capacity Building Team is initiated and pilot MPA effectiveness strengthening programs are initiated.	Building Constituencies
• **YR2:** Partners in Priority Geographies Identified for institutionalization of MPA Effectiveness Approaches from community to national level.	
• **YR3:** MPA Effectiveness activities incorporated into institutions in priority geographies.	
• **YR4:** Local institutions in PGs play a key and ongoing role in delivery of MPA Effectiveness activities (especially skills building).	
• **YR5:** MPA Effectiveness activities (especially skills building) are incorporated into ongoing programs of local institutions in priority geographies and coordinated with DKP.	
Sub Objective Three Result 3: MPA implementation is more effective as a result of an enabling policy framework.	
• **YR1:** A draft MPA Effectiveness Assessment protocol is developed.	
• **YR2:** Key Policy Gaps in Indonesian MPA Framework Identified at national and PG levels.	
• **YR3:** Key policies developed and in line for approval	
• **YR4:** Necessary policies to strengthen MPA legal framework in place	
• **YR5:** Enhanced policy framework supports more effective MPA implementation across Indonesia	
Sub Objective Three Result 4: There are measurable improvements in financial flows to MPAs.	
• **YR1:** Program to understand current and potential flows of finance into MPAs initiated	
• **YR2:** Policies analyzed that affect financing of MPAs to identify policy gaps in support of finance	
• **YR3:** Key policies developed to support sustainable financial mechanisms at local and national level	
• **YR4:** Policies put in place and tested in support of sustainable finance	
• **YR5:** Enhanced policies begin to support improved financial support for MPAs.	
CTSP Objective 3: Climate Change Adaptation - Efforts supported to assess and reduce vulnerability to impacts of climate change in economically and ecologically important coastal-marine areas and to identify, implement, and evaluate climate change adaptation strategies thereby enhancing disaster preparedness and increasing community resilience.	
Indicators: • Number of hectares under improved management	

• Number of policies, laws, agreements or regulations implemented • Number of people with increased adaptive management capacity • Number and scope of public private partnerships	
NO ACTIVITIES PROGRAMMED	
CTSP Objective 4: Institution Building and Strengthened SRU and Seascape Level Governance - Effective mechanisms in place to promote (i) multilateral government (national or sub-national) policy dialogue and action; (ii) coordinated action by multiple stakeholders at the national and sustainable resource user levels; (iii) actions through public-private partnerships.	
Indicators: • Number of hectares under improved management • Number of policies, laws, agreements or regulations implemented • Number and scope of public private partnerships	
Result 1: National Coordinating Committee fully functional and facilitating a number of processes and projects resulting in improved and sustainable marine management in Priority Geographies of Indonesia	
YR1: NCC mobilized with effective working groups and initial priority project that support the NPoA designed and initiated	
• **YR2:** NCC working groups are regularly designing and facilitating national level projects and processes that support the NPoA and improve marine management	Strengthening Capacity and Building Institutions CTI Goal 3. MPAs established & Effectively Managed
• **YR3:** NCC facilitated projects enhancing marine management in Priority Areas	
• **YR4:** NCC achieving several priority targets of the NPoA	
• **YR5:** NCC priority projects achieve intended results in support of priority targets of the NPoA	
Result 2: Indonesia Fully Participating in Sulu-Sulawesi Marine Ecoregion Program and enhancing conservation of MPAs, Fisheries, and Threatened Species in the SSME Sub-Objective Two Result 2.	
• **YR1:** Indonesia actively participates in SSME Action Planning process for SSME on MPAs, Fisheries, and Threatened Species	CTI Goal 1. Priority Seascapes Designated and Effectively Managed CTI Goal 3. MPAs established & Effectively Managed
• **YR2:** Indonesia has designed and has initiated several actions that contribute to effective conservation of MPAs, Fisheries, and Threatened Species in the SSME	
• **YR3:** Indonesia effectively implements priority projects on MPAs, Fisheries, and Threatened Species in the SSME	
• **YR4:** Indonesia monitors its implementation of priority projects on MPAs, Fisheries, and Threatened Species in the SSME and adaptively manages as needed to achieve measurable conservation results	
• **YR5:** Indonesia's SSME projects on MPAs, Fisheries, and Threatened Species show measurable conservation results	
Result 3: Initiate a tri-national review of the BSSE Seascape plan of action to identify capacity needs required put it back into operation Sub-objective Three.	
• **YR1:** A review of the BSSE Seascape has been initiated to identify capacity needs required put it back into operation	CTI Goal 1. Priority

• **YR2:** The BSSE Seascape is operational and has developed an updated Strategy with a series of actions to improve transnational conservation of target species of marine turtles	Seascapes Designated and Effectively managed. CTI Goal 3. MPAs Established & Effectively Managed
• **YR3:** The BSSE participating countries are actively pursuing cooperative actions to enhance conservation of target species of marine turtles	
• **YR4:** BSSE projects start to yield positive conservation benefits for marine turtles such as decreases in poaching, predation, turtle hunting, and other key threats	
• **YR5:** The BSSE cooperation continues to actively pursue trans-national cooperation resulting in decreased threats to target marine turtles.	

g) Indonesia Year 1 Workplan

Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 2: MPAs and MPA Networks											
National Actions											
Sub-Objective One: MPAs and MPA Networks in Priority Geographies Have Necessary Support and Skills and For Effective Management											
Sub-objective One: MPAs and MPA Networks in priority geographies have necessary support and skills for effective management.	Create a National MPA Effectiveness Working Group and Review Status of MPA Strengthening Efforts	Assisting Governments with Enabling Policies	Meeting to form and agree on role and composition of MPA Effectiveness Working Group		National	WWF, CI	Mirza Pedju Ketut Putra			●	
			Develop initial six month activity plan for MPA Effectiveness Working Group .		National	WWF	Mirza Pedju, Ketut Putra			●	●
	Carry out expert process to identify priority geographies for CTSP implementation		Meetings with USAID, MMAF, and NGOs to agree on prioritization process and criteria .			CI	Mark Erdmann and Tiene Gunawan				●

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Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
			Preparation of necessary maps and supporting documents.			CI, WWF, TNC	Tiene Gunawan,			●	●
			Carry out virtual Prioritization Process with top international marine scientists.			CI	Mark Erdmann			●	●
			Hold prioritization workshop in Indonesia with Indonesian Experts and available international experts.			CI	Mark Erdmann				●
			Meet with MMAF and other GoI agencies to review results and cross reference with their geographic priorities.			CI, TNC, WWF, partners	Tiene Gunawan				●

Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
			Meet with NGOs and MMAF to Identify those Priority Areas where CTSP and partners have the ability to have a positive impact in the short, medium, and long-term. This will result in identification of a first set of Priority Geographies for CTSP in Year Two and a set of priority geographies where CTSP will consider investing in subsequent years.			CI, TNC, WWF, partners	Tiene Gunawan				●
	Identify and initiate early actions to immediately strengthen MPA effectiveness in the priority geographies that have been identified.		Hold CTSP and MMAF meetings to identify early actions that can both improve MPA Effectiveness and set a Foundation for long-term MPA Success both in priority geographies and nationally.			CI, TNC, WWF, partners	Tiene Gunawan				●

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Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
			Initiate important early actions in priority geographies.			CI, TNC, WWF, partners	CI, TNC, WWF, partners				•

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Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 2: MPAs and MPA Networks											
Sub-objective Two: A National System of MPAs is Geographically Identified, Codified and Approved											
Sub-objective Two: A national system of MPAs is geographically identified, codified and approved.	Initiate development of the process to design a national system of MPAs including integration of fisheries management issues	Assisting Governments with Enabling Policies	Assemble core team of national/international experts to assist in developing the process to plan the national MPA network .			WWF	Mirza Pedju			●	
			Collate basic data (mostly maps on habitats, key species, existing FMAs and MPAs, etc.).			WWF/TNC/CI	Mirza Pedju Abdul Halim Tiene Gunawan			●	●

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Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
		Building Decision Support Capacity	Prepare short document on what were the key factors used by Capture Fisheries to design the 13 FMAs and how Fisheries intends to do planning for the future.	National	National	TNC	Rudyanto				●
			Prepare short document on what process was used by DKP to design the MPAs in Indonesia and how DKP intends to do planning for the future.	National	National	TNC	Rudyanto				●
			Hire or contract Fisheries specialist that can support the process of integration of fisheries priorities into the MPA System design.	National	National	WWF	Mirza Pedju				●

INDONESIA

Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
		Building Constituencies	Hold two meetings/ workshops to develop and agree to vision and process for planning a national level MPA System that addresses biodiversity conservation and fisheries.	National	National	WWF	Mirza Pedju				•

INDONESIA

Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org.	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
CTSP Objective 2: MPAs and MPA Networks											
Sub-objective Three: Effective MPA Management Systems, Policies, and Capacity are Institutionalized at Multiple Levels of Governance											
Sub-objective Three: Effective MPA management systems, policies, and capacity are institutionalized at multiple levels of government.	Initiate socialization of new parliament and key officials at Kapubaten level on the DKP approach to MPA governance structure.	Assisting Governments with Enabling Policies	Printing of DKP technical guidance document on MPA governance structure		National	CI	Ketut Putra			●	
			One on one meetings with key Parliament members to build understanding and support for DKP approach		National	CI	Ketut Putra			●	●
			Workshop with Parliament to raise awareness of the DKP MPA Governance Structure. (Note: kabupaten level workshops will start in Year Two).		National	CI	Ketut Putra				●

INDONESIA

Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org.	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
	Initiate Development of National MPA Effectiveness Strengthening Program including forming an initial team, undertaking necessary assessments, and initiating priority pilots A collaborative Strategy for delivery of MPA effectives strengthening programs to build and maintain long-term MPA Management Effectiveness will be developed early in Year two based on the assessments. This Strategy and	Building Decision Support Capacity	Assemble team of Effectiveness Strengthening Specialists with new contracts or hires at CI, TNC, WWF, and WCS		National	CI/TNC/WWF/WCS	Tiene Gunawan, Abdul Halim, Wawan Ridwan			●	
			Initiate assessment of MPA Capacity needs. This will include a combination of consultancies, workshops, and work by the Capacity Building Specialists		National	TNC	Abdul Halim			●	
			Initiate assessment of success factors and successful methods of delivery for MPA effectiveness strengthening programs This will focus on local stakeholders and their roles and		National	CI	Tiene Gunawan			●	

Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org.	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
	system will be institutionalized within national and district government structures and will focus on managerial level concerns of management at the national, district and local levels A focus for CTSP is strengthening the ability of national and local governance structures to develop successful co-management systems		responsibilities in the co-management of MPAs. This will include a combination of consultancies, workshops, and work by the Capacity Building Specialist								
			Initiate Comprehensive MPA Training Program with Pilot in Bird's Head		National with pilot in Bird's Head	CI	Tiene Gunawan, Laure Katz				●

INDONESIA

Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org.	Lead Staff	Year 1 Timeline			
								Q1	Q2	Q3	Q4
			Seascape								
			Initiate design of first DKP technical guidance document and training program Initiated pilot on integration of DKP and community-based management in Padaido Islands		National National with pilot in Padaido Islands	CI LMMA	Tiene Gunawan Cliff Marlessy				•

INDONESIA

Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Lead Org	Lead Staff	Year 1 Timeline			
	Initiate Development of a Draft MPA Management Effectiveness Assessment protocol for national adoption and utilization through a process of site testing, local and national workshops together local stakeholders and key partners in collaboration with NOAA and in consultation with international prototypes.		Develop a draft MPA Management Effectiveness (ME) Assessment protocol and test it in Wakatobi National Park		National with Pilot in Wakatobi	TNC	Alan White	●	●	●	
		Building Decision Support Capacity	Conduct a national workshop in July 09 to review and refine draft MPA ME Assessment protocol		National	TNC	Alan White and Stuart Campbell			●	
			Test the protocol in one or more MPAs (e.g. Raja Ampat, North Sulawesi, Aceh, Derawan)		National	TNC, WCS	Alan White Stuart Campbell				●
			Prepare for a major ME Assessment workshop in early 2010		National	TNC	Alan White				●

INDONESIA

CTSP Objective Four on Institution Building and Strengthened SRU and Seascape Level Governance: Strong National and Sustainable Resource Use-level Multi-Stakeholder Coordination Mechanism in Place and Operating Efficiently

Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org.	Lead Staff	Year 1 Timeline			
National Level											
Strong National and Sustainable Resource Use-level multi-stakeholder coordination mechanism in place and operating efficiently. Supporting effective implementation of the CTI National Plan of Action.	Strengthen the National CTI Coordinating Committees and initiate a National Priority Project for CTI	Strengthening Capacity and Building Institutions	Mobilize CTI National Coordinating Committee (MMAF (Secretary General and DGs for Capture Fisheries and Coastal Small Islands and Marine Affairs)		National	TNC	Darmawan	●	●	●	●
			Mobilize technical and policy capacity for CTI support from Consortium Partners (WWF, CI, USAID PI)		National	TNC WWF CI	Darmawan Wawan Ridwan Tiene Gunawan		●	●	●
			Support design and initiation of a national priority Project to be implemented by MMAF (Secretary General and DGs for Capture Fisheries and Coastal Small Islands and Marine Affairs)		National	TNC	Darmawan			●	●

INDONESIA

Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org.	Lead Staff	Year 1 Timeline			

Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org.	Lead Staff	Year 1 Timeline			
Seascape Level											
Transnational stakeholder coordination results in a coordinated plan that strengthens governance and enables harmonized policy for MPAs, fisheries and marine turtle management throughout the priority Sulu Sulawesi and Bismarck Solomon Seascapes.	Partner with CTSP in the Philippines and Malaysia to facilitate the completion of the SSME MPA Network and Fisheries Actions Plans	Strengthening Capacity and Building Institutions	Support Tri-national committees and the SSME Secretariat in MMAF to carry out a series of workshops/write-shops to complete MPA and Fisheries Plans for Sulu-Sulawesi (SSME) Seascape. (MMAF (Secretary General and DGs for Capture Fisheries and Coastal Small Islands and Marine Affairs)	TBD	Sulu Sulawesi Marine Ecoregion Seascape	CI	Tiene Gunawan				•

INDONESIA

Objective/Sub-objective	Activities	Program Component(s)	Tasks (With Collaborating Organizations)	Size (has)	Level: National Seascape SRU site	Coordinating Org.	Lead Staff	Year 1 Timeline			
	Initiate a tri-national review of the BSSE Seascape plan of action to identify capacity needs required put it back into operation	Strengthening Capacity and Building Institutions	Support the BSSE Secretariat at MMAF in tri-national consultations to operationalize and update regional turtle management Plan for BSSE Seascape. (MMAF (SecGen and DGs for KP3K)		Bismarck Solomon Seas Seascape	WWF	Wawan Ridwan			•	•

V. ANNEXES

Annex A: Annual Workplan – Activity Budget

USAID - Coral Triangle Support Partnership (CTSP)
Annual Workplan - Activity Budget
Year 1
October, 2008 - September, 2009
(Budget amounts includes indirects)

Regional Subtotal	727,200
National Subtotal	3,468,600
SRU Subtotal	379,200
Total	4,575,000

Workplan Objective	Sub-Objective	Activity	Regional (R) National (N) SRU (S)	Year 1 Activity Budget								USAID Total Budget
				USAID								
				Regional Activities	Timor Leste	Solomon Islands	PNG	Malaysia	RDMA Total	Philippines	Indonesia	
EBFM Fisheries		Systematic assessment approach for food security planning. Food security scenario analysis report in Timor and Solomons. WFC.	R	36,000					36,000			36,000
		Red List Assessment of wrasse and training. (IUCN) [In Philippines workplan, found under Institution building]	R	36,000					36,000	84,000		120,000
		Fisheries economics assessment (WWF)	N					24,000	24,000			24,000
		Fisheries structure assessment (WWF)	N					30,000	30,000			30,000
		Sustainably harvested Fish species identification (WWF)	N					24,000	24,000			24,000
		Develop LRF Management Plan (TNC, NFA, WWF)	N			48,000	39,600		87,600			87,600
		Conduct LRF Man. Plan training (TNC, NFA)	N			12,000	24,000		36,000			36,000
		Transboundary survey of coastal fisheries in Solomons and PNG. (WFC)	N			36,000	24,000		60,000			60,000
		Integrated program of MPA management effectiveness and sustainable fisheries program in Palawan and Tawi Tawi regions (WWF) [Detailed budget provided separately with R/N/S indicated]							-	522,000		522,000
		Timor Leste receives observer status in RFMO (WWF)	N		18,000				18,000			18,000
		Identify target low income communities with high dependence on fisheries (WFC?)	S		24,000				24,000			24,000
		Total EBFM - Fisheries		$72,000	$42,000	$96,000	$87,600	$78,000	$375,600	$606,000	$0	$981,600
		Pre-Manado workshop meeting on spatial data layers. (TNC)	R	7,200					7,200			7,200
		Collect MPAN priority data layers for Manado. (TNC)	R	36,000					36,000			36,000

Workplan Objective	Sub-Objective	Activity	Regional (R) National (N) SRU (S)	Year 1 Activity Budget								USAID Total Budget
				USAID								
				Regional Activities	Timor Leste	Solomon Islands	PNG	Malaysia	RDMA Total	Philippines	Indonesia	
MPAs		Preliminary analysis of MPA system for Manado along with Google Ocean. (TNC and WFC)	R	24,000					24,000			24,000
		Regional MPA training assessment and develop regional training strategy. (CI)	R	24,000					24,000			24,000
		Develop regional protocol for assessment of MPA effectiveness. (WWF)	R	12,000					12,000			12,000
		Assessment of training needs and effectiveness of existing programs in Timor.	N	6,000	12,000				18,000			18,000
		Coral Assessment Peninsular Malaysia (WWF)	S					60,000	60,000			60,000
		Strengthen national LMMA Plan (LMMA Network)	N				18,000		18,000			18,000
		Sustainable Finance capitalization of Mama Graun for PNG and SI (TNC MGTF)	N				18,000		18,000			18,000
		Capacity building for Mama Graun in PNG and SI (TNC, MGTF)	N				18,000		18,000			18,000
		Complete LMMA Strategic Plan, workshops, etc. (FSPI)	N			18,000			18,000			18,000
		Regional exchange and training for LMMA coordinator (FSPI)	N			18,000			18,000			18,000
		Assessment of training and capacity needs (TNC)	N		12,000				12,000			12,000
		Develop strategy and training modules (TNC)	N		12,000				12,000			12,000
	1	Create and/or strengthen MPA effectiveness working group (WWF)	N								4,200	4,200
	1	Expert process for prioritizing CTSP priority geographies (CI)	N								40,800	40,800
	1	Early actions in priority geographies after prioritization process	N								378,000	378,000
	2	Initiate development of the process to design a National system of MPAs (WWF)	N								96,000	96,000
		Initiate development of National MPA effectiveness strengthening program	N									0

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Workplan Objective	Sub-Objective	Activity	Regional (R) National (N) SRU (S)	Year 1 Activity Budget								USAID Total Budget
				USAID								
				Regional Activities	Timor Leste	Solomon Islands	PNG	Malaysia	RDMA Total	Philippines	Indonesia	
	3	Assemble team of MPA effectiveness specialists (individuals at CI, TNC, WWF, and WCS)	N								120,000	120,000
		Initiate assessment of MPA capacity needs (TNC)	N								48,000	48,000
		Initiate assessment of successful methods of effectiveness delivery (CI)	N								48,000	48,000
		Initiate MPA Managers School assessment (TNC)	N								48,000	48,000
		Initiate comprehensive MPA training program (with pilot in Bird's Head) (CI, WWF, TNC, NOAA)	S								60,000	60,000
		Initiate Design of first MMAF MPA technical guide and training program (CI)	N								30,000	30,000
		Initiate pilot on integration of DKP and community management (LMMA and WCS)	S								72,000	72,000
		Initiate MPA effectiveness assessment program (TNC)	N								48,000	48,000
		Initiate sustainable finance program with review of revenue streams for MPAs (WWF)	N								24,000	24,000
				$109,200	$36,000	$36,000	$54,000	$60,000	$295,200	$0	$1,017,000	$1,312,200
Climate Change		Spatial map of coral reef vulnerability to impacts. (WCS)	R	84,000					84,000			84,000
		Spatial map of sea level rise. (TNC)	R	36,000					36,000			36,000
		Collect climate change impact Info for decision making (CI)	R	84,000					84,000			84,000
		Verde Passage Vulnerability assessment, demonstration site identified, training in MPA plan preparation. (CI)	S						-	96,000		96,000
		Conduct coastal climate vulnerability assessment and address threat to mangroves (WWF)	N		6,000				6,000			6,000
		Total Climate Change		$204,000	$6,000	$0	$0	$0	$210,000	$96,000	$0	$306,000

ANNEXES

Workplan Objective	Sub-Objective	Activity	Regional (R) National (N) SRU (S)	Year 1 Activity Budget								USAID Total Budget
				USAID								
				Regional Activities	Timor Leste	Solomon Islands	PNG	Malaysia	RDMA Total	Philippines	Indonesia	
Institution Building & Seascape/SRU Governance		Conduct CTI/CTSP thematic workshops to develop a framework for design and monitoring of NPOA (WWF, FOS) [included in management costs below]							-			0
		Information and capacity needs assessment, Information Management system, State of CT baseline. (WFC, WWF, FOS)	R	30,000					30,000			30,000
		NCC Mobilization in PNG, SI, TL, and Indonesia [Malaysia and Philippines supported by State Dept]	N		64,800	64,800	64,800		194,400		64,800	259,200
		Technical Working Group support [included in management costs below]							-			0
		Interim Secretariat staff and operational support [State is also supporting this] (TNC, WWF)	R	180,000					180,000			180,000
		Sustainable Financial Resource Mobilization and sustainable trust fund (TNC)	R	48,000					48,000			48,000
		Institutional Specialist to advise Secretariat on governance/ regional coordination mechanism (TNC)	R	36,000					36,000			36,000
		Private sector event at or around APEC (WWF)	R	36,000					36,000			36,000
		RARE regional constituency building training (RARE)	R/S/S	18,000	6,000			6,000	30,000			30,000
		Initiate National Integrated coastal zoning (includes project development funds) (WWF)	N		78,000				78,000			78,000
		Project Development support to govt's for major new project	N			60,000	60,000	60,000	180,000	60,000	60,000	300,000
		Consortium NGO Tech Assistance	N		48,000	144,000	144,000	48,000	384,000	96,000	144,000	624,000
		SSME Action Plan Documentation (CI)	N					24,000	24,000	144,000	24,000	192,000
		BSSE Seascape Revitalization (WWF)	N			21,600	21,600		43,200		21,600	64,800

ANNEXES

Workplan Objective	Sub-Objective	Activity	Regional (R) National (N) SRU (S)	Year 1 Activity Budget								USAID Total Budget
				USAID								
				Regional Activities	Timor Leste	Solomon Islands	PNG	Malaysia	RDMA Total	Philippines	Indonesia	
		NPOA and CTI constituency building, workshop to review Executive Order. (CI, WWF)	N						-	42,000		42,000
		Identification of new seascape, links to MPAs, coalition building and training. (CI)	N						-	36,000		36,000
		Private Sector Engagement Strategy Verde Passage (CI)	S						-	55,200		55,200
		NPOA and CTI constituency building workshops. (TNC, WWF, CI)	N			18,000			18,000			18,000
	3	Initiate socialization on the DKP approach to MPA governance	N								30,000	30,000
				$348,000	$196,800	$308,400	$290,400	$138,000	$1,281,600	$433,200	$344,400	$2,059,200
Conservation Activities Total				$733,200	$280,800	$440,400	$432,000	$276,000	$2,162,400	$1,135,200	$1,361,400	$4,659,000
Management Budget Total*									$1,715,773	$236,379	$148,800	$2,100,952
TOTAL 1 YEAR Budget									$3,878,173	$1,371,579	$1,510,200	$6,759,952

*RDMA covers all HQ and regional management costs including adaptive management and planning activities, except for the CTSP Coordination Team office staff and support (including their travel). Allocation of Coordination office costs is prorated based on the level of obligation from each USAID mission.

Conservation Activities Distribution by Type of Activity in each Country

Country	Regional	National	SRU	Total
Regional	727,200			727,200
Timor Leste		250,800	30,000	280,800
Solomon Islands		440,400		440,400
Papua New Guinea		432,000		432,000
Malaysia		210,000	66,000	276,000
Philippines	84,000	900,000	151,200	1,135,200
Indonesia		1,229,400	132,000	1,361,400

Annex B: CTSP Organizational Structure

- The WWF US Cooperative Agreement Manager oversees the management of CTSP.
    - Submits all final technical reports and other formal deliverable to USAID.
    - Supervises the Project Manager.
    - Oversees all sub-awards to consortium members and other CTSP partners.
    - Participates as a member of the Consortium Strategy Committee.
- The Consortium Strategy Committee (CSC) finalizes decisions on the overall suite of programs to be undertaken by the project, based on the outputs of the adaptive management process.
- The Project Manager makes all decisions related to implementation of approved project activities.
    - Supervises the Coordination Team in Jakarta to support country and regional implementation of CTSP activities.
    - Provides recommendations on strategy to the CSC and on approaches, techniques and strategy to Country Coordinators and NGO members of the Country Teams.
    - While the Project Manager has final decision-making responsibility on implementation, he carries this out in full in consultation and cooperation with the CSC and the heads of the consortium organizations in each country.
- Country Coordinators are employed by one of the Consortium members and is 100% dedicated to CTSP. General roles and responsibilities of Country Coordinators are described in Attachment 2 (Country Coordinator Terms of Reference) to this response.
    - Due to the difficulty of finding qualified personnel in Papua New Guinea (PNG) and the Solomon Islands (SI), WWF and TNC are combining resources in these countries to attract and hire the quality of national person needed to assume the role of Country Coordinator. Short-listing for these positions has been completed and selection of a successful candidate in PNG is expected by 15 April, 2009 in PNG and in SI by 30 April, 2009.
    - Until PNG and SI Country Coordinators are in place, Paul Lokani of TNC and Iain Carr of WWF will share responsibilities for coordinating in PNG and Willie Atu will carry out the responsibilities of the Country Coordinator for SI.
    - In both cases, TNC and WWF will continue to work in concert with the CI-designated Country Coordinator.
    - To provide interim support in the Solomon Islands, WWF and TNC have combined resources to provide the Government with the services of Hugh Govan, a senior advisor in organizational development and marine conservation planning with extensive experience in SI, to finalize the SI NPOA and prioritization of initiatives for CTSP support. This support was specifically requested by the SI National Coordinating Committee (NCC).

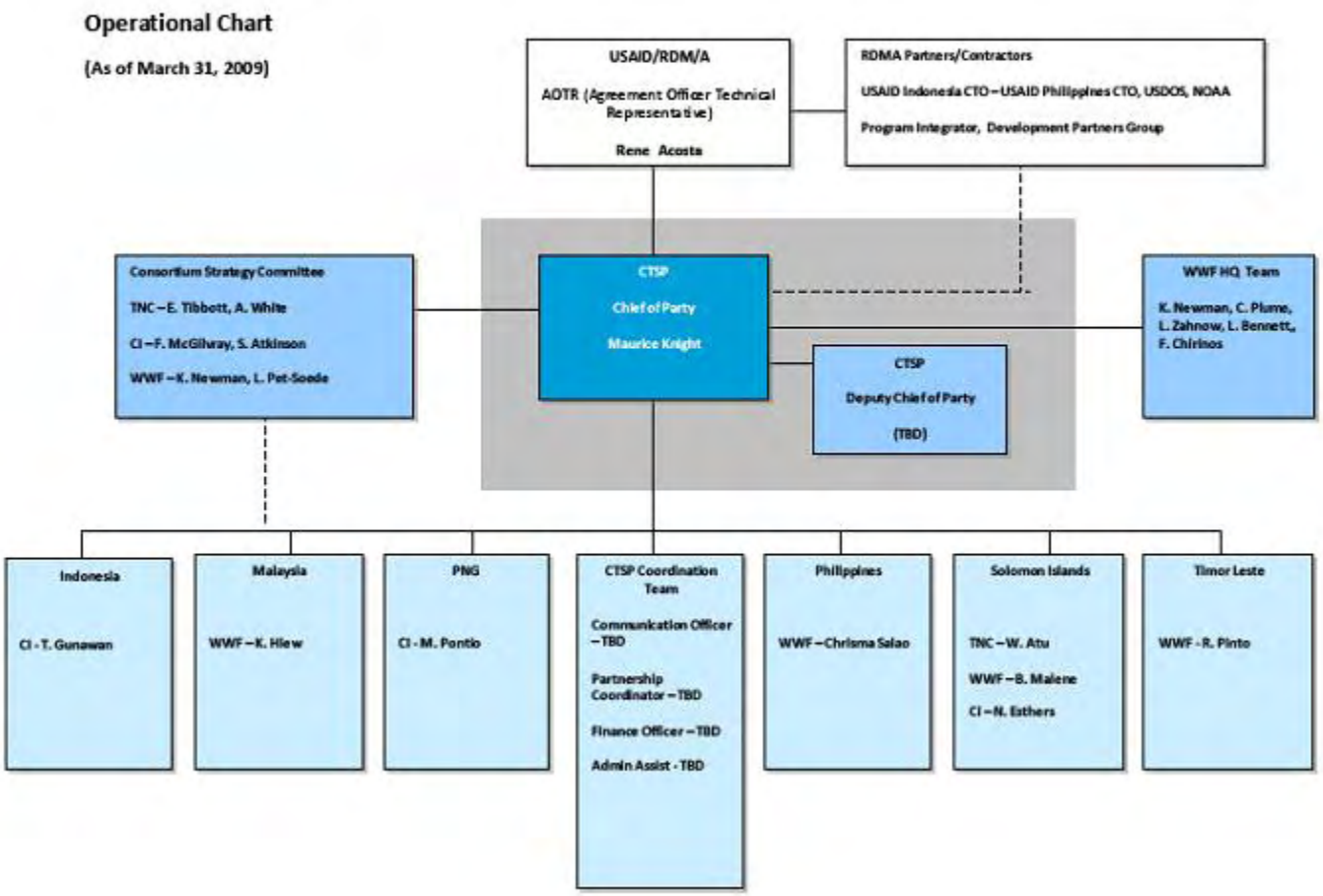
Monitoring and reporting:
Responsibility for project monitoring and reporting on project progress to USAID is held by WWF in close collaboration with Consortium partners as approved by the CSC. The Project Manager and the Regional Coordination Team (CT) based in Jakarta is responsible for providing WWF and the CSC with

detailed monitoring information for their periodic review through the Project Monitoring Program (PMP).

Project communications:
Communication with USAID Missions, including RDMA, Indonesia and the Philippines is primarily the responsibility of the Project Manager. On occasions where clarification of administrative or financial processes is required and in the case of required technical and financial report submissions, Kate Newman of WWF US will communicate directly with the USAID Missions. On specific financial topics, WWF US financial staff may be in touch with the USAID RDMA Contracts officer or CTO.

Communications with Country Teams – both NGO consortium and government members, is carried out by the Project Manager and his team directly and through existing reporting and communication channels within each NGO.

Annex C: CTSP Organigram



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Annex D: CTSP Staff and FTE Table

	Name	***Title***	***FTE CTSP funded***	***FTE CTSP COST SHARE***	***Email***
WWF US HQ Contacts	Kate Newman	Managing Director, WWF US Coral Triangle Program	.10	.10	kate.newman@wwfus.org
	Catherine Plume	Director, Coral Triangle Program	.50	.50	catherine.plume@wwfus.org
	Andrea Stauffer	Program Coordinator	.75	.15	Andrea.stauffer@wwfus.org
CTSP CSC Members	Frazer McGilvray	CI CTSP CSC Member	.85	.15	f.mcgilvray@conservation.org (Washington, DC area)
	Scott Atkinson	CI CTSP CSC Member	0	.25	s.atkinson@conservation.org (Bali)
	Emily Tibbott	TNC CTSP CSC Member	0	.50	etibbott@tnc.org (Washington, DC area)
	Alan White	TNC CTSP CSC Member	1	0	alan.white@tnc.org (Hawaii)
	Kate Newman	WWF CTSP CSC Member	See WWF US HQ	See WWF US HQ	
	Lida Pet-Soede	WWF CTSP CSC Member	0	0	lpet@wallacea.wwf.or.id (Bali)
CTSP Jakarta Regional Staff	Maurice Knight	CTSP Project Manager	1	0	Maurice.knight@wwfus.org
	TBD	CTSP Deputy Project Manager	1	0	TBD
	Maulyati Nuraini	CTSP Communications Officer	1	0	mnuraini@wwf.or.id
	Erline Tasmania	CTSP Program Officer	1	0	etasmania@wwf.or.id
	Vera Tjandrawinata	CTSP Administrative Officer	1	0	vtjandrawinata@wwf.or.id
	CTSP Country Teams				
Indonesia	Tiene Gunawan	Conservation International	.9	.1	t.gunawan@conservation.org
	Darmawan	The Nature Conservancy	1	0	darmawan@indo.net.id
	Mirza Pedju	World Wildlife Fund	1	0	mpedju@wwf.or.id
Malaysia	Kevin Hiew	World Wildlife Fund	.6	.4	khiew@wwf.org.my

ANNEXES

PNG	TBD	World Wildlife Fund	.5	0	**This person will be .5 TNC and .5 WWF
	TBD	The Nature Conservancy	.5	0	**same person as WWF PNG
	Niquole Esters* *based in Australia	Conservation International	.9	.1	orcasnowleo@hotmail.com
Philippines	Chrisma Salao	World Wildlife Fund	1	0	csalao@wwf.org.ph
	Annabelle Trinidad	Conservation International	.9	.1	a.trinidad@conservation.org
Solomon Islands	TBD	World Wildlife Fund	.5**	0	**This person will be .5 TNC and .5 WWF
	TBD	The Nature Conservancy	.5**	0	**same person as WWF Solomon Islands
	Niquole Esters	Conservation International	See PNG	See PNG	orcasnowleo@hotmail.com
Timor Leste	Rui Pinto (to be hired)	World Wildlife Fund	.5	.5	

Underlined names indicate CTSP Country Coordinators. Note that TNC and WWF will assign staff to be Country Coordinators in PNG and the Solomon Islands. Niquole Esters of CI will be a Country Team Member for both the PNG and SI teams. Note that not all Consortium members have offices in each of the CT6 countries, hence the lack of Consortium representatives in some countries.

ANNEXES

Annex E: TOR CTI Country Coordinators

Terms of Reference, CTI Country Coordinator

A. Background of CTI National Program Facilitation Support

The U.S. Government, through the United States Agency for International Development (USAID) has engaged a Consortium of three NGOs (World Wildlife Fund [WWF], The Nature Conservancy [TNC] and Conservation International [CI]) to provide support to the six countries of the area called the Coral Triangle (Solomon Islands, Papua New Guinea, Timor Leste, Indonesia, Malaysia, and Philippines – CT6). As part of this support, funding is provided specifically for each NGO to provide hire a member of the Country Team to ensure that each NGO meets its Consortium-based commitments to USAID country and regional offices and other commitments such as the U.S. Department of State and other various grants and commitments that may be received related to CTI support.

The allocation of this funding ensures that each NGO is provided with a high level of professionalism, organizational skill and, as appropriate, specific technical expertise in priority areas. Each Consortium member-NGO will determine the appropriate mix of staffing for its overall program implementation needs and to meet its contribution to overall Consortium commitments under CTSP beyond that of the country coordinator. In addition, in each country the Consortium members will select one representative related to serve as a point of contact for USAID Country Missions and USAID/RDMA. This TOR describes the responsibilities of this country coordinator.

B. Relationship to Country Institutional and Funding Context

The country coordinator will work closely with other NGO personnel in the related country, as well as country executing agencies, to ensure effective communication and coordination among Consortium members in each country. Assumption of the country coordinator responsibilities requires that the person be easily accessible to the country USAID Mission and USAID/RDMA and has sufficient time to attend all relevant meetings, conduct necessary activities, interact with relevant government teams and representatives, and serve as the primary point of contact for Consortium partners. The relationship of the country coordinator with other implementation related personnel will vary from country to country depending on the institutional context and specific technical needs of individual country programs.

The country coordinator will ensure that coordination among all CTSP-related personnel is consistent regarding government engagement, including continuity in attend regular coordination meetings called by the NCC, call regular meetings of CTSP NGO personnel involving all NGOs, monitor and report on national coordination committee needs and activities, and provide a additional contact point for the COP. The country coordinator should be able to serve a leadership role in at least one technical area related to NGO and national program implementation.

C. Expected Country Coordinator Results

The country coordinator will at a minimum provide assistance in the following:

1. Support consistency and continuity in working with the CTSP Project Manager and the relevant in-country NGOs;
2. Ensure Consortium effectiveness and continuity in government engagement;
3. Serve as a point of contact for USAID country missions and USAID RDMA as appropriate;
4. Work closely with other CTSP Consortium personnel to provide effective coordination and continuity in engaging country governments, including communicating and engaging the Regional Secretariat when needed;
5. Assist the Consortium in aligning all activities with the Coral Triangle National Plan of Action (NPOA);
6. Call regular meeting of all country-based Consortium members and contribute to consistent response to high priority implementation needs identified by the government;
7. Work with other CTSP Consortium/NGO personnel to identify national capacity building and training needs to be supported by the CTSP Consortium;

D. Reporting

1) The country coordinator will work with the other NGO personnel to coordinate weekly, monthly, bi-annual and ad hoc reporting as required by the COP. Particularly, the country coordinator will support responding to ad hoc information needs by USAID Missions, USAID/RDMA, the COP or the DCOP as needed. This is a core responsibility of the country coordinator.

Annex F: Responses to Additional Questions from USAID RDMA:

USAID RDMA sent a list of questions to CTSP on March 25, 2009 in response to the CTSP Year 1 Workplan submitted on March 2, 2009. The Consortium sent USAID a response to most of those questions on April 16, 2009. Below are responses to the remaining questions from RDMA.

25. Additional clarification will be useful regarding CTSP strategy to interface with State Department and NOAA on ongoing work on tuna with the RFMOs, APEC, and others relative to the CTSP role in these complex relationships with the CT6 countries. Although it is understood that CTSP focuses on national and sub-national capacity development, and does not plan to directly engage with the three RFMOs in the CT region (WCPFC, IOTC, and CCSBT), any related actions must be closely coordinated with State and other relevant entities.

CTSP has no plans at this point to directly engage regional fisheries management organizations (RFMOs) in the implementation of activities. However, WWF has an RFMO strategy and is a formal observer on all the RFMOs relevant for this area. So while CTSP will not pursue this as part of this project, WWF will continue to take part as the core of its organizational approach to regional fisheries management, thereby providing linkages to the CTSP.
The Project Manager has been in contact with the Department of State (DOS) in Washington and Fiji on U.S. policy. CTSP, as a U.S.-funded project, will work to align and support DOS policies and positions related to regional improvements in tuna fisheries. Recognizing that any RFMO is only as good as its members, CTSP will provide support to its national partners as requested to strengthen their capacity to participate in science-based tuna management and to put in place enabling policies and increased regional cooperation. CTSP will work to harness private sector willingness to work with governments in effecting reforms in tuna management and conservation.

26. CTSP SRU activities should consider the issue of fishing overcapacity, "open access regimes" and options for rights-based fisheries management schemes. The issue of marine tenure is an important and recurring issue and should be addressed appropriately through CTSP as part of pelagic management, coral reef fisheries and fisheries for food security and biodiversity conservation.

The CTSP intends to address long-term solutions to the overcapacity problem and destructive fishing practices, which threaten the sustainability of coral reef fisheries and ecosystems and valuable tuna fisheries in the Coral Triangle. WWF's Smart Fishing Network Initiative has adopted rights-based management as a transformational strategy for fisheries governance. We recognize that rights-based management is the only pathway to truly solve the overcapacity problem and provide sustainable employment in fishing dependent communities. For tuna fisheries we will explore the development of RBM programs from which resource rents can be captured and reinvested in coastal communities to alleviate poverty and reduce fishing pressure on reef fish fisheries. Through more responsible fisheries management, that goes hand in hand with rights-based management, additional employment in the fisheries governance sector will be created to better monitor and enforce fisheries regulations. To initiate this planning effort, WWF will convene a think tank workshop this fall centered around market-based solutions to improve the quality of ecosystem services and the health of tuna populations in the Coral Triangle region. In addition, WWF has contracted with the University of British Columbia to develop answers on the economic losses and gains from a suite of harvesting strategies for tuna, which will guide policies we recommend. In the coming year, we will also develop ideas for community assessments to be used in the future development of unemployment mitigation strategies. It must be noted that healthy coastal fisheries may not be able to sustain the

present level of employment, and, no change to status quo management, would likely lead to degraded resources that threaten food security in many coastal rural communities.

SCALE OF IMPLEMENTATION

27. Future CTSP planning needs to focus on a balance between the large-scale seascape investments and the small-scale (LMMA) investments, emphasizing the later as appropriate.

Agreed. The CTSP will primarily invest in the planning, capacity needs, strategies for management and enforcement, and monitoring and evaluation systems required for MPAs, MPA networks and LMMA scale of projects so that measureable field accomplishments can be attained. These types of interventions will provide tangible protection and management for coral reefs and their associated habitats (e.g. fisheries and other resources). While realizing that these focused projects are essential to achieve specified levels of quality management and protection, it is equally important to always be planning for and attempting to scale up these efforts to cover wider areas that are of ecological and geographic resource importance.

By investing in seascape scales, together with more targeted geographies, the overall needs for improved governance of broader marine areas (beyond MPAs) is addressed. In the larger scheme of marine conservation, more effective governance of wide areas that sustain critical habitats and fisheries is essential if the 20 year targets for protection and management are to be achieved. Seascapes and MPA networks will play an important role together with integrated forms of management within national legal jurisdictions, to achieve these regional targets for both MPAs and fisheries.

28. Where possible, CTSP should support 'going to scale' for sub-national and national MPA programs in countries where the capacity and institutional infrastructure is in place. CTSP must balance between working at sub-national levels and national capacity to support meaningful decentralization to these levels.

CTSP will work with the Coral Triangle countries to dramatically scale up existing MPAs and improve their effectiveness, together with associated fisheries management systems. Specifically, CTSP will focus on creating MPA networks at national and regional scales as a key element of an integrated fisheries-MPA management framework, as proposed within the CTI Regional Plan of Action. Through this work and in conjunction with other initiatives in the region, by 2013, the CTI will have a linked, regional MPA network (or system) that is mapped with measured progress against initial targets through the support of regional/national institutions. These MPAs will have sustainable financing mechanisms in place and there will be trained staff and policy enforcement in place at the regional, national, and local level to ensure the integrity of these protected areas over time while reflecting structures that are sensitive and appropriate to the needs and capacity of each country. The implementation of the NPOA through its various partners will be key in each country to the development and implementation of MPA networks and the improvement of MPA management effectiveness. This will be facilitated through the sharing of lessons and the adoption of management protocols that allow for national reflection on how the county is proceeding towards its objectives. Expected results from the 3 types of interventions to support MPAs by the CTSP will include:

1. Functional information system(s) that support design and planning of MPAs and MPA networks that are widely accessible and under sustainable and continuing institutions.

2. Improved policy frameworks to support MPA networks and their effective implementation at the regional, national and local levels that pertain to: 1) what constitutes a functional MPA network; 2) protocols for resilient design and effective implementation; 3) priority areas for protection based on ecological and social design; and, 4) case studies and training materials needed to further practice.
3. Documented improvements in MPA coverage and management effectiveness towards stated objectives through the adoption of management effectiveness protocols and the implementation of improved monitoring and evaluation systems at appropriate scales.

The CTSP exit strategy is premised on the principle that all interventions of the CTSP are aimed to build self sufficiency and internal capacity through a participatory decision making, planning and implementation process. In this manner, all interventions become sustainable as they are implemented and the exit at any time of the CTSP does not jeopardize the gains to date. Each intervention should stand on its own feet during the time that it is implemented. In this regard, the buy-in and participation of national and local partners is at all times essential.

SOCIO-ECONOMIC AND ECOLOGICAL BENEFITS

29. Clarify CTSP role in promoting investment resulting in tangible social and economic benefits for the constituent resource users and how CTSP will consider poverty in the up-front design of the project and how poverty will be addressed at the SRU level (obtaining triple bottom-line -- social, economic, and environmental benefits).

POPULATION, HEALTH AND ENVIRONMENT

30. Clarify how CTSP will integrate ongoing NGO activities related to population, health and environment.

The Consortium has opted to group the response to these two questions.

Key to CTSP's overarching goals is improving the livelihoods of the 120 million people living in the Coral Triangle countries who derive their income and protein--and thereby their health—from the oceans. CTSP will develop an Integrated Population, Health and Environment (PHE) approach that will allow each country to work with communities to strengthen marine resource management in ways that improve health and livelihoods, and conserve the critical ecosystems upon which humans depend. These benefits, in turn, can help support greater social stability and food security. Given the conservation focus of the CTSP NGO Consortium, CTSP will partner with other organizations operating in the region such as AusAID, CARE, Save the Children and PATH Foundation Philippines to deliver the social and economic benefits of better marine resource management such as improved health, nutrition, and food security, and sustainable livelihoods. The Consortium will also build on past and current PHE projects in the region including the USAID-funded project in Roxas, Palawan, Philippines.

CTSP will also implement activities to address PHE issues in the region. Ensuring sufficient protein sources and food stocks requires work at several levels. CTSP's work with high level players—industry and national and regional government levels—is essential to achieving sustainability of food stocks. The triple bottom line is linked: better environmental conditions ensure better food stocks and thereby better economic benefits for stakeholders at all levels, enhancing social well-being for

all. It is CTSP's role to ensure that all stakeholders gain equitable access to these resources, especially marginalized groups including women and the poor.

At the same time, CTSP recognizes the need to work directly with poorer and marginalized populations to ensure that they derive benefits of CTSP activities either directly or indirectly. Many of the Consortium's in country staff are field-based and have a unique insight into the issues and barriers that marginalized populations face. One way CTSP will ensure that these populations receive due attention is by documents the number of participants in CTSP training events by gender in the Project Monitoring Plan (PMP). In addition during the CTSP design phase, partners and regional and national stakeholders will engage in a strategic visioning discussion for how to use PHE and gender approaches to support the CTI conservation and human well-being objectives. CTSP will design a regional strategy for the PHE component of CTI and potential fundraising opportunities in CTI countries for national and local level activities. A gender consultant has joined the Design Phase team to help Consortium teams in each country empower marginalized populations through a activities appropriate to the needs and cultural context of each country. For example, in the Philippines, CTSP will initiate a small grants program. Lessons learned from this program will determine if the program should be expanded to more countries. In Timor Leste, CTSP plans to initiate community based marine economic projects. These projects will generate much needed income and protein sources for local populations through the capture of fisheries and their processing, as well as seaweed, sea cucumber and milk fish mariculture. In Malaysia, CTSP is planning a sustainable fishing campaign that will educate citizens about diminishing fish stocks and measure that they can adopt to ensure the sustainability of these populations over time.

These benefits, in turn, can help support greater social stability and food security. In many of the CT coastal areas, up to 80% of the coastal communities are subsistence economies. Key beneficiaries of the PHE strategy or component will be the communities in priority sites and seascapes, men and women working in non-traditional sectors, and poor and vulnerable groups, often in remote areas with limited income opportunities and little access to social services such as education or healthcare.

Demonstrated benefits from the PHE approach suggest that it is especially appropriate in the context of this project. Recent reports suggest that an integrated approach yields a greater impact on human health and food security than single sector interventions and that integrated approaches can be more cost effective. Decreasing human-induced pressures on resources and providing alternatives to environmentally destructive practices are crucial for long-term sustainability of ecosystems and marine resources. Improving the efficiency of ecosystem-based fisheries management helps to improve the livelihoods and food security of coastal communities.
The project will. In this project, WWF worked with the local government unit and received technical assistance from Save the Children in creating a Roxas PHE Technical Working Group and passing of several local ordinances focused on family planning and reproductive health. It also improved capacity of community health workers in conducting family planning action sessions, and funded family planning by the Municipal Government of Roxas.
The Partners will also investigate possible leveraging of other assistance mechanisms such as the new USAID PHE Technical Leadership project, which includes training and capacity building in PHE as well as field level implementation of integrated projects.

Throughout work in the CTI, the CTSP commits to ensuring that women and marginalized groups, such as vulnerable fishers and the poor, have access to resources and participation in conservation and marine resource management. As a fundamental first step in designing the CTI workplan, comprehensive, grounded, and effective gender strategies will be developed and implemented in all

project activities. Project managers need to understand and analyze the different, often complex roles men and women play in accessing and using resources, and then to craft, with local stakeholder knowledge and input, effective interventions which address and try to improve those relationships. Governance structures should provide for both human and ecosystem well-being and equity.

In order to achieve transformative successes across scales, the differences between how men and women access and manage marine resources across the diverse CT countries should be identified and understood. Improved understanding of gender relations within the context of EBFM is needed, such as the fact that men often travel to fish while women are more often responsible for cleaning, processing and selling the fish. The project will also consider gender dynamics involved in emerging issues such as climate change adaptation; especially in collecting baseline socio-economic information and analysis of existing adaptation strategies and successful tools, such as social resilience models. Once reliable data is collected, CTI partners will work with local stakeholders and leaders to craft activities and opportunities to improve gender parity, change unsustainable behaviors and increase benefit-sharing among men and women.

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ANNEX G: Performance Monitoring and Evaluation Tables

CTSP M&E system will provide information to measure indicative progress towards the 4 Focal Areas and Objectives at a regional, national scale, and SRU scale. The indicators selected will be those that can be measured across the six Coral Triangle countries but which can be disaggregated by country.

The framework with the focal areas, objectives, indicators and pertinent information for each indicator follows in a set of tables. The indicator tables follow the outline below:

1. **Focal Area** 1 (title and description)
   a. **Objective** 1 (title and description)
      i) **Indicator** 1.1: (title)
         1. **Unit of measure**: (e.g. number of units, percent, etc.)
         2. **Description**: (description of the indicator)
         3. **Relevance to the target**: (relevance or importance of indicator to the objective)
         4. **Country targets** (planned and actual) by year: (numerical targets)
         5. **Data collection and analysis methodology**: (process to measure indicator)
         6. **Data source (s)**: (best source and responsible agency)
         7. **Data verification**: (how data is confirmed or known to be accurate)
         8. **Baseline information**: (source of baseline information and whether it exists)

Other indicators may be added. The M&E System will be finalized and approved by August 2009.

ANNEXES

	Ecosystem-based fisheries management (EBFM)
CTSP Objective 1	**EBFM practices established and fisheries reform implemented (both pelagic/commercial and near shore small-scale, including rationalized approaches to aquaculture and capture fisheries, and mitigation of bycatch and other harm to threatened species).**
Indicator 1.1	Number of hectares in areas of biological significance under improved management as a result of USG assistance
Indicator 1.2	Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance
Indicator 1.3	Number of people receiving USG supported training in environmental law, enforcement, public participation, and cleaner production policies, strategies, skills, and techniques
Indicator 1.4	Number and scope of public-private partnerships forged at the regional, national, and sustainable resource user (SRU) level
	MPAs and MPA Networks
CTSP Objective 2	Strengthened enforcement and management of MPAs/marine sanctuaries/fish refugia through networks for species conservation (in particular threatened species), habitat protection and fisheries production.
Indicator 2.1	Number of hectares in areas of biological significance under improved management as a result of USG assistance
Indicator 2.2	Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance
Indicator 2.3	Number of people receiving USG supported training in environmental law, enforcement, public participation, and cleaner production policies, strategies, skills, and techniques
Indicator 2.4	Number and scope of public-private partnerships forged at the regional, national, and sustainable resource user (SRU) level
	Climate Change Adaptation
CTSP Objective 3	**Efforts supported to assess and reduce vulnerability to impacts of climate change in economically and ecologically important coastal-marine areas and to identify, implement, and evaluate climate change adaptation strategies thereby enhancing disaster preparedness and increasing community resilience.**
Indicator 3.1	Number of hectares in areas of biological significance under improved management as a result of USG assistance
Indicator 3.2	Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance
Indicator 3.3	Number of people with increased adaptive capacity to cope with impacts of climate variability and change as a result of USG assistance
Indicator 3.4	Number and scope of public-private partnerships forged at the regional, national, and sustainable resource user (SRU) level
	Institution Building and Strengthened SRU and Seascape Level Governance
CTSP Objective 4	**Effective mechanisms in place to promote (i) multilateral government (national or sub-national) policy dialogue and action; (ii) coordinated action by multiple stakeholders at the national and sustainable resource user levels; (iii) actions through public-private partnerships.**
Indicator 4.1	Number of hectares in areas of biological significance under improved management as a result of USG assistance
Indicator 4.2	Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance
Indicator 4.3	Number and scope of public-private partnerships forged at the regional, national, and sustainable resource user (SRU) level

ANNEXES

Ecosystem-based fisheries management (EBFM)			
CTSP Objective 1:EBFM practices established and fisheries reform implemented (both pelagic/commercial and near shore small-scale, including rationalized approaches to aquaculture and capture fisheries, and mitigation of bycatch and other harm to threatened species).	**FY**	**Planned**	**Actual**
CTSP Indicator: 1.1: Number of hectares in areas of biological significance under improved management as a result of USG assistance	**09**		
	10		
	11		
	12		
	13		

Unit of measure: Area (hectares) under improved management (for EBFM)

Description: Biologically significant habitat is considered under "improved" management when any one of the following occurs: a change in legal status favors conservation, a local site assessment is completed, management actions are designed with appropriate participation, human and institutional capacity is developed, management actions are implemented, ongoing monitoring and evaluation is established, adaptive management is demonstrated, or on-the-ground impacts are demonstrated.

Relevance to Goal: EBFM if fully applied as a management paradigm throughout the Coral Triangle will ensure that fisheries over the long term will become sustainable.

Country Target: ***(by FY by level)***

Country	Target by FY (ha)				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines	**5000**	**5000**	**5000**		
Solomon Islands					
Timor-Leste					

Country Actual: ***(by FY by level)***

Country	Actual by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					
Solomon Islands					
Timor-Leste					

Data Collection and Analysis Methodology: The total area of marine habitat of the six countries is based on GIS mapping using a standardized protocol and agreed boundaries for each country. 'Biological significance' is identified through national, regional, or global biodiversity priority-setting processes. Improved management will be reported for activities where the USAID supported program was plausibly linked to the improvements observed. Potential benchmarks for improved management include:

- Change in legal status that favors conservation
- Local site assessment completed
- Management actions designed with appropriate participation
- Human and institutional capacity developed
- Management actions implemented
- Ongoing monitoring and evaluation initiated
- Adaptive management demonstrated
- On the ground impacts

Documentation will consist of an Excel spreadsheet and associated narrative.

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

Baseline Information: The baseline is January 2009.

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Ecosystem-based fisheries management (EBFM)			
CTSP Objective 1:EBFM practices established and fisheries reform implemented (both pelagic/commercial and near shore small-scale, including rationalized approaches to aquaculture and capture fisheries, and mitigation of bycatch and other harm to threatened species).	**FY**	**Planned**	**Actual**
CTSP Indicator: 1.2: Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance	**09**		
	10		
	11		
	12		
	13		

Unit of measure: Number of policies, laws, agreements and regulations (for EBFM)

Description: At the national and regional levels, a strong legislative, policy and regulatory framework must be in place for achieving EBFM as a key step towards addressing common concerns such as: i) overfishing of shared pelagic fish stocks; ii) illegal cross-border fishing by small-scale fishers (stimulated by depletion of local costal fisheries), commercial-scale fishing operations, and trans-shipment; and iii) by-catch of migratory species.

Relevance to Goal: EBFM if fully applied as a management paradigm throughout the Coral Triangle will ensure that fisheries over the long term will become sustainable.

Country Target: ***(by FY by level)***

Country	Target by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines			1	1	1
Solomon Islands					
Timor-Leste					

Country Actual: ***(by FY by level)***

Country	Actual by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					
Solomon Islands					
Timor-Leste					

***Data Collection and Analysis Methodology*:** Policies, laws and regulations that pertain to fisheries management will be analyzed as to their support for EBFM. To the extent that existing laws support EBFM and generally holistic approaches to management that will ensure sustainability over time, they will be incorporated into the database.

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 that support EBFM available for verification.

Baseline Information: Baseline is the number of policies and laws supporting EBFM assumed to be zero. All existing and new policies, laws and regulations will contribute to this indicator.

Ecosystem-based fisheries management (EBFM)					
CTSP Objective 1:EBFM practices established and fisheries reform implemented (both pelagic/commercial and near shore small-scale, including rationalized approaches to aquaculture and capture fisheries, and mitigation of bycatch and other harm to threatened species).	**FY**	**Planned***		**Actual**	
		# men	**#women**	**#men**	**#women**
CTSP Indicator: 1.3: Number of people receiving USG supported training in environmental law, enforcement, public participation, and cleaner production policies, strategies, skills, and techniques	**09**	**5,000**		15,000	
	10				
	11				
	12				
***currently only includes Philippines**	**13**				

Unit of measure: Number of persons receiving training (associated with EBFM)

Disaggregate by: Gender

Description: 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. 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.

Relevance to Goal: Capacity building for legislation, policy, and enforcement will be critical if EBFM is to be fully applied as a management paradigm throughout the Coral Triangle in order to ensure that fisheries over the long term will become sustainable.

Country Target: ***(by FY by level)***

Country	Target by FY (persons: # men, #women)									
	2009		2010		2011		2012		2013	
Indonesia										
Malaysia										
Papua New Guinea										
Philippines	**5,000**								**15,000**	
Solomon Islands										
Timor-Leste										

Country Actual: ***(by FY by level)***

Country	Actual by FY (persons: # men, #women)									
	2009		2010		2011		2012		2013	
Indonesia										
Malaysia										
Papua New Guinea										
Philippines										
Solomon Islands										
Timor-Leste										

***Data Collection and Analysis Methodology*:** Data will be collected using an Excel spreadsheet. A short narrative (paragraph) on the types, methodologies and subjects of trainings will be provided.

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 participants in trainings verifiable through credible data sources.

Baseline Information: Baseline of number of people being trained in environmental law, enforcement, public participation, and cleaner production policies, strategies, skills, and techniques for EBFM is assumed to be zero.

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Ecosystem-based fisheries management (EBFM)			
CTSP Objective 1:EBFM practices established and fisheries reform implemented (both pelagic/commercial and near shore small-scale, including rationalized approaches to aquaculture and capture fisheries, and mitigation of bycatch and other harm to threatened species).	**FY**	**Planned**	**Actual**
CTSP Indicator: 1.4: Number and scope of public-private partnerships forged at the regional, national, and sustainable resource user (SRU) level	**09**		
	10		
	11		
	12		
	13		

Unit of measure: Number of public-private partnerships formed (supporting EBFM)

Description: 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. In counting partnerships we are not counting transactions

Relevance to Goal: This indicator measures USG leveraging of public and private resources to promote transformational development for EBFM.

Country Target: ***(by FY by level)***

Country	Target by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					**4**
Solomon Islands					
Timor-Leste					

Country Actual: ***(by FY by level)***

Country	Actual by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					
Solomon Islands					
Timor-Leste					

***Data Collection and Analysis Methodology*:** Public-private partnerships that pertain to fisheries management will be analyzed as to their support for EBFM. To the extent that the partnerships support EBFM and generally holistic approaches to management that will ensure sustainability over time, they will be incorporated into an Excel spreadsheet with brief accompanying narrative. 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.

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.

Baseline Information: Number of partnerships supporting EBFM assumed to be zero in January 2009. All new partnerships will contribute to this indicator.

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MPAs and MPA Networks			
CTSP Objective 2: Strengthened enforcement and management of MPAs/marine sanctuaries/fish refugia through networks for species conservation (in particular threatened species), habitat protection and fisheries production.	**FY**	**Planned(ha)**	**Actual**
CTSP Indicator: 2.1: Number of hectares in areas of biological significance under improved management as a result of USG assistance	**09**	**102,950**	
	10	2,802,950	
	11	2,852,950	
	12	2,877,950	
	13	2,902,950	

Unit of measure: Area (hectares) under improved management (associated with existing or future MPAs and MPA Networks)

Description: Biologically significant habitat is considered under "improved" management when any one of the following occurs: a change in legal status favors conservation, a local site assessment is completed, management actions are designed with appropriate participation, human and institutional capacity is developed, management actions are implemented, ongoing monitoring and evaluation is established, adaptive management is demonstrated, or on-the-ground impacts are demonstrated. Actions leading toward the establishment or effective management of MPAs and MPA Networks would be considered under this indicator.

Relevance to Goal: Improved management is often a stepwise process proceeding toward the creation and effective management of MPA Networks, which are recognized as a linchpin of sustainable marine biodiversity conservation.

Country Target: ***(by FY by level)***

Country	Target by FY (ha)				
	09	10	11	12	13
Indonesia		**2,650,000**	**2,650,000**	**2,650,000**	**2,650,000**
Malaysia					
Papua New Guinea					
Philippines	**100,000**	**150,000**	**200,000**	**225,000**	**250,000**
Solomon Islands	**2,950**	**2,950**	**2,950**	**2,950**	**2,950**
Timor-Leste					

Country Actual: ***(by FY by level)***

Country	Actual by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					
Solomon Islands					
Timor-Leste					

***Data Collection and Analysis Methodology*:** The total area of marine habitat of the six countries is based on GIS mapping using a standardized protocol and agreed boundaries for each country. 'Biological significance' is identified through national, regional, or global biodiversity priority-setting processes. Improved management will be reported for activities where the USAID supported program was plausibly linked to the improvements observed. Documentation will consist of an Excel spreadsheet and associated narrative.

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

Baseline Information: The baseline is January 2009.

ANNEXES

MPAs and MPA Networks			
CTSP Objective 2: Strengthened enforcement and management of MPAs/marine sanctuaries/fish refugia through networks for species conservation (in particular threatened species), habitat protection and fisheries production.	**FY**	**Planned**	**Actual**
CTSP Indicator: 2.2: Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance	**09**		
	10		
	11		
	12		
	13		

Unit of measure: Number of policies, laws, agreements and regulations (associated with existing or future MPAs and MPA Networks)

Description: At the national and regional levels, a strong legislative, policy and regulatory framework must be in place for developing a robust and resilient MPA Network.

Relevance to Goal: Legal and policy reform and/or enhancement is a necessary prerequisite to the creation and effective management of MPA Network, which are recognized as a linchpin of sustainable marine biodiversity conservation.

Country Target: ***(by FY by level)***

Country	Target by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines	1	1	1		
Solomon Islands					
Timor-Leste					

Country Actual: ***(by FY by level)***

Country	Actual by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines		TBD	TBD	TBD	
Solomon Islands					
Timor-Leste					

***Data Collection and Analysis Methodology*:** Policies, laws and regulations that pertain to MPAs and MPA Networks will be analyzed as to their support for MPAs and MPA Networks. To the extent that existing laws support MPA Networks, they will be collected into an Excel spreadsheet with brief accompanying narrative.

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 that support MPAs and MPA Networks available for verification.

Baseline Information: Baseline is the number of policies and laws supporting MPA Networks as of January 2009. All new policies, laws and regulations will contribute to this indicator.

ANNEXES

MPAs and MPA Networks					
CTSP Objective 2: Strengthened enforcement and management of MPAs/marine sanctuaries/fish refugia through networks for species conservation (in particular threatened species), habitat protection and fisheries production.	**FY**	**Planned**		**Actual**	
		# men	**#women**	**# men**	**#women**
CTSP Indicator: 2.3: Number of people receiving USG supported training in environmental law, enforcement, public participation, and cleaner production policies, strategies, skills, and techniques	**09**				
	10				
	11				
	12				
	13				

Unit of measure: Number of persons receiving training (associated with MPAs and MPA Networks)

Disaggregate by: Gender

Description: 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.

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.

Relevance to Goal: Capacity building for legislation, policy, and enforcement will be critical to the creation and effective management of MPA Networks across the region.

Country Target: ***(by FY by level)***

Country	Target by FY (persons: # men, #women)									
	2009		2010		2011		2012		2013	
Indonesia										
Malaysia										
Papua New Guinea										
Philippines										
Solomon Islands										
Timor-Leste										

Country Actual: ***(by FY by level)***

Country	Actual by FY (persons: # men, #women)									
	2009		2010		2011		2012		2013	
Indonesia										
Malaysia										
Papua New Guinea										
Philippines										
Solomon Islands										
Timor-Leste										

***Data Collection and Analysis Methodology*:** Data will be collected using an Excel spreadsheet. A short narrative (paragraph) on the types, methodologies and subjects of trainings will be provided.

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 participants in trainings verifiable through credible data sources.

Baseline Information: Baseline is the number of people being trained in environmental law, enforcement, public participation, and cleaner production policies, strategies, skills, and techniques for MPAs and MPA networks as of January 2009.

MPAs and MPA Networks			
CTSP Objective 2: Strengthened enforcement and management of MPAs/marine sanctuaries/fish refugia through networks for species conservation (in particular threatened species), habitat protection and fisheries production.	**FY**	**Planned**	**Actual**
CTSP Indicator: 2.4: Number and scope of public-private partnerships forged at the regional, national, and sustainable resource user (SRU) level	**09**		
	10		
	11		
	12		
	13		

Unit of measure: Number of public-private partnerships formed (supporting MPAs and MPA Networks)

Description: 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. In counting partnerships we are not counting transactions

Relevance to Goal: This indicator measures USG leveraging of public and private resources to promote transformational development of MPA Networks.

Country Target: ***(by FY by level)***

Country	Target by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					
Solomon Islands					
Timor-Leste					

Country Actual: ***(by FY by level)***

Country	Actual by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					
Solomon Islands					
Timor-Leste					

***Data Collection and Analysis Methodology*:** Public-private partnerships that pertain to MPAs and MPA Networks will be analyzed as to their support for MPAs and MPA Networks. To the extent that the partnerships support MPA Networks, they will be incorporated into an Excel spreadsheet with brief accompanying narrative. 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.

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

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

Baseline Information: The baseline is the number of partnerships supporting MPA Networks in January 2009. All new partnerships will contribute to this indicator.

Climate Change Adaptation			
CTSP Objective 3: Efforts supported to assess and reduce vulnerability to impacts of climate change in economically and ecologically important coastal-marine areas and to identify, implement, and evaluate climate change adaptation strategies thereby enhancing disaster preparedness and increasing community resilience.	**FY**	**Planned**	**Actual**
CTSP Indicator: 3.1: Number of hectares in areas of biological significance under improved management as a result of USG assistance	**09**		
	10		
	11		
	12		
	13		

Unit of measure: Area (hectares) under improved management (for climate change)

Description: Biologically significant habitat is considered under "improved" management when any one of the following occurs: a change in legal status favors conservation, a local site assessment is completed, management actions are designed with appropriate participation, human and institutional capacity is developed, management actions are implemented, ongoing monitoring and evaluation is established, adaptive management is demonstrated, or on-the-ground impacts are demonstrated. Climate impact and vulnerability assessments and plans for adaptation would be considered under this indicator.

Relevance to Goal: Adaptation to climate change would be considered improved management which is in turn an important step toward sustainable resource management and consequently food security.

Country Target: ***(by FY by level)***

Country	Target by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					**250,000**
Solomon Islands					
Timor-Leste					

Country Actual: ***(by FY by level)***

Country	Actual by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					
Solomon Islands					
Timor-Leste					

Data Collection and Analysis Methodology: The total area of marine habitat of the six countries is based on GIS mapping using a standardized protocol and agreed boundaries for each country. 'Biological significance' is identified through national, regional, or global biodiversity priority-setting processes. Improved management will be reported for activities where the USAID supported program was plausibly linked to the improvements observed. Documentation will consist of an Excel spreadsheet and associated narrative.

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

Baseline Information: The baseline is January 2009.

Climate Change Adaptation			
CTSP Objective 3: Efforts supported to assess and reduce vulnerability to impacts of climate change in economically and ecologically important coastal-marine areas and to identify, implement, and evaluate climate change adaptation strategies thereby enhancing disaster preparedness and increasing community resilience.	**FY**	**Planned**	**Actual**
CTSP Indicator: 3.2: Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance	**09**		
	10		
	11		
	12		
	13		

Unit of measure: Number of policies, laws, agreements and regulations (associated with climate change adaptation)

Description: At the national and regional levels, a strong legislative, policy and regulatory framework must be in place for developing adaptation to climate change.

Relevance to Goal: Legal and policy reform and/or enhancement will be required to provide the enabling conditions for climate change adaptation assessment and implementation.

Country Target: ***(by FY by level)***

Country	Target by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines			1	1	
Solomon Islands					
Timor-Leste					

Country Actual: ***(by FY by level)***

Country	Actual by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					
Solomon Islands					
Timor-Leste					

***Data Collection and Analysis Methodology*:** Policies, laws and regulations that pertain to climate change will be analyzed as to their support for climate change adaptation. To the extent that existing laws support climate change adaptation, they will be collected into an Excel spreadsheet with brief accompanying narrative.

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 that support climate change adaptation available for verification.

Baseline Information: Baseline is the number of policies and laws supporting climate change adaptation as of January 2009. All new policies, laws and regulations will contribute to this indicator.

Climate Change Adaptation					
CTSP Objective 3: Efforts supported to assess and reduce vulnerability to impacts of climate change in economically and ecologically important coastal-marine areas and to identify, implement, and evaluate climate change adaptation strategies thereby enhancing disaster preparedness and increasing community resilience.	**FY**	**Planned**		**Actual**	
		#men	**#women**	**# men**	**#women**
CTSP Indicator: 3.3: Number of people with increased adaptive capacity to cope with impacts of climate variability and change as a result of USG assistance	**09**				
	10				
	11				
	12				
	13				

Unit of measure: Number of persons (benefitting from increased climate change adaptation)

Disaggregate by: Gender

Description: Number of people with increased capability to adapt to or better cope with the impacts of climate variability and change as a result of: communication of weather and climate forecasts, increased availability of weather and climate information including long-term climate projections, understanding of potential impacts of climate variability and change on development, creation and dissemination of tools to incorporate climate variability and change in development projects, consideration of future climate change in project planning and implementation, greater economic opportunities. The number of people benefiting from improved adaptive capacity in the different sectors is an appropriate measure because the purpose of the program is to improve lives by increasing resilience to the impacts of climate change.

Relevance to Goal: Capacity to cope with the impacts of climate variability is the equivalent to climate change adaptation.

Country Target: ***(by FY by level)***

Country	Target by FY (persons: # men, #women)									
	2009		2010		2011		2012		2013	
Indonesia										
Malaysia										
Papua New Guinea										
Philippines										
Solomon Islands										
Timor-Leste										

Country Actual: ***(by FY by level)***

Country	Actual by FY (persons, # men, #women)									
	2009		2010		2011		2012		2013	
Indonesia										
Malaysia										
Papua New Guinea										
Philippines										
Solomon Islands										
Timor-Leste										

***Data Collection and Analysis Methodology*:** Natural Resource Management: Number of people benefiting from improvements in natural resource management as members of communities that rely heavily on natural resources understand the impacts of climate variability and change on the ecosystems that support their livelihoods, and have tools to manage the resources better. Human Health: Number of people benefiting from improved human health as communities use short and long term weather forecasts and climate projections to reduce the impacts of food scarcity, vector borne diseases, and communicable diseases. Data will be collected using an Excel spreadsheet, with accompanying short narratives (paragraphs) on the details of the benefits.

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 groups (and associated persons) verifiable through credible data sources.

Baseline Information: Baseline is the number of people benefitting from improved adaptive capacity as of January 2009.

Climate Change Adaptation			
CTSP Objective 3: Efforts supported to assess and reduce vulnerability to impacts of climate change in economically and ecologically important coastal-marine areas and to identify, implement, and evaluate climate change adaptation strategies thereby enhancing disaster preparedness and increasing community resilience.	**FY**	**Planned**	**Actual**
CTSP Indicator: 3.4: Number and scope of public-private partnerships forged at the regional, national, and sustainable resource user (SRU) level	**09**		
	10		
	11		
	12		
	13		

Unit of measure: Number of public-private partnerships formed (supporting climate change adaptation)

Description: 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. In counting partnerships we are not counting transactions

Relevance to Goal: This indicator measures USG leveraging of public and private resources to promote transformational the capacity to adapt to climate change.

Country Target: ***(by FY by level)***

Country	Target by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					
Solomon Islands					
Timor-Leste					

Country Actual: ***(by FY by level)***

Country	Actual by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					
Solomon Islands					
Timor-Leste					

***Data Collection and Analysis Methodology*:** Public-private partnerships that pertain to climate change will be analyzed as to their support for climate change adaptation. To the extent that the partnerships support climate change adaptation, they will be incorporated into an Excel spreadsheet with brief accompanying narrative. 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.

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.

Baseline Information: The baseline is the number of partnerships supporting climate change adaptation as of January 2009. All new partnerships will contribute to this indicator.

Institution Building and Strengthened SRU and Seascape Level Governance			
CTSP Objective 4: Effective mechanisms in place to promote (i) multilateral government (national or sub-national) policy dialogue and action; (ii) coordinated action by multiple stakeholders at the national and sustainable resource user levels; (iii) actions through public-private partnerships.	**FY**	**Planned**	**Actual**
CTSP Indicator: 4.1: Number of hectares in areas of biological significance under improved management as a result of USG assistance	**09**		
	10		
	11		
	12		
	13		

Unit of measure: Area (hectares) under improved management (related to regional institution building and governance, including strengthened SRUS and seascapes)

Description: Biologically significant habitat is considered under "improved" management when any one of the following occurs: a change in legal status favors conservation, a local site assessment is completed, management actions are designed with appropriate participation, human and institutional capacity is developed, management actions are implemented, ongoing monitoring and evaluation is established, adaptive management is demonstrated, or on-the-ground impacts are demonstrated.

Relevance to Goal: 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.

Country Target: ***(by FY by level)***

Country	Target by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					**500,000**
Solomon Islands					
Timor-Leste					

Country Actual: ***(by FY by level)***

Country	Actual by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					
Solomon Islands					
Timor-Leste					

***Data Collection and Analysis Methodology*:** The total area of marine habitat of the six countries is based on GIS mapping using a standardized protocol and agreed boundaries for each country. 'Biological significance' is identified through national, regional, or global biodiversity priority-setting processes. Improved management will be reported for activities where the USAID supported program was plausibly linked to the improvements observed. Documentation will consist of an Excel spreadsheet and associated narrative.

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

Baseline Information: The baseline is January 2009.

Institution Building and Strengthened SRU and Seascape Level Governance			
CTSP Objective 4: Effective mechanisms in place to promote (i) multilateral government (national or sub-national) policy dialogue and action; (ii) coordinated action by multiple stakeholders at the national and sustainable resource user levels; (iii) actions through public-private partnerships.	**FY**	**Planned**	**Actual**
CTSP Indicator: 4.2: Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance	**09**		
	10		
	11		
	12		
	13		

Unit of measure: Number of policies, laws, agreements and regulations (supporting regional institution building and governance, including strengthened SRUS and seascapes)

Description: At the regional level, explicit policies, laws, agreements and regulations which support multilateral dialogue, coordinated action, and regional public-private partnerships are considered for this indicator.

Relevance to Goal: 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.

Country Target: ***(by FY by level)***

Country	Target by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines	1				
Solomon Islands					
Timor-Leste					

Country Actual: ***(by FY by level)***

Country	Actual by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					
Solomon Islands					
Timor-Leste					

***Data Collection and Analysis Methodology*:** Policies, laws and regulations that support (i) multilateral government (national or sub-national) policy dialogue and action; (ii) coordinated action by multiple stakeholders at the national and sustainable resource user levels; (iii) actions through public-private partnerships will be considered. Information will be entered into an Excel spreadsheet with accompanying narrative.

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 that support regional institution building and strengthened SRU level and seascape governance will be available for verification.

Baseline Information: Existing laws that already conform to the criteria for this indicator as of January 2009. All new policies, laws and regulations supporting regional institution building and strengthened SRU level and seascape governance will contribute to this indicator.

Institution Building and Strengthened SRU and Seascape Level Governance			
CTSP Objective 4: Effective mechanisms in place to promote (i) multilateral government (national or sub-national) policy dialogue and action; (ii) coordinated action by multiple stakeholders at the national and sustainable resource user levels; (iii) actions through public-private partnerships.	**FY**	**Planned**	**Actual**
CTSP Indicator: 4.3: Number and scope of public-private partnerships forged at the regional, national, and sustainable resource user (SRU) level	**09**		
	10		
	11		
	12		
	13		

Unit of measure: Number of public-private partnerships formed (supporting regional institution building and governance, including strengthened SRUS and seascapes)

Description: 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. In counting partnerships we are not counting transactions

Relevance to Goal: This indicator measures USG leveraging of public and private resources to regional institution building and governance, including strengthened SRUS and seascapes, which is critical to more regional (and effective) management.

Country Target: ***(by FY by level)***

Country	Target by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					
Solomon Islands					
Timor-Leste					

Country Actual: ***(by FY by level)***

Country	Actual by FY				
	09	10	11	12	13
Indonesia					
Malaysia					
Papua New Guinea					
Philippines					
Solomon Islands					
Timor-Leste					

***Data Collection and Analysis Methodology*:** Public-private partnerships that pertain to regional institution building and governance, including strengthened SRUS and seascapes 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. 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.

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.

Baseline Information: Baseline is January 2009. All new partnerships will contribute to this indicator.

ANNEXES

ANNEX H: Additional information on MPA Objectives

The CTSP exit strategy is premised on the principle that all interventions of the CTSP are aimed to build self sufficiency and internal capacity through a participatory decision making, planning and implementation process. In this manner, all interventions become sustainable as they are implemented and the exit at any time of the CTSP does not jeopardize the gains to date. Each intervention should stand on its own feet during the time that it is implemented. In this regard, the buy-in and participation of national and local partners is at all times essential.

The section below explains steps CTSP will take to put more information in the hands of decision-makers for planning and build capacity for policy development, planning and implementation at the national scale.

1) Consolidate and organize existing information (spatial, biophysical, socioeconomic, and management) related to MPAs at the national and regional scale upon which planning can proceed to fill gaps and to support decision making. The six countries of the Coral Triangle lack, to varying degrees, essential spatial information as well as a coordinated mechanism for collating and distributing available information in a format useful for decision-makers. Consolidating patterns of fisheries, biodiversity, ocean currents, and migration routes, as well as accurate locations and area of key ecosystems and the gazetted boundaries of MPAs and LMMAs [under a spatial (GIS) format will facilitate developing an inspiring vision (and concrete targets) for the MPAS in the Coral Triangle. Such information is needed to design spatial management solutions and measure progress. CTSP will develop an interactive system able to process data into regional and localized maps that demonstrate the connectivity and flow of both biological and economic resources.

2) Work with key government agencies to set concrete targets and develop the enabling environment for 'supra-community' (national-, provincial- or district-level as appropriate) reform, policy change, and regulations and the funding flows that result from these to support more and improved MPAs and MPA networks in relation to larger, integrated management regimes, and including adaptation to climate change. CTSP will work with the Coral Triangle governments to initiate a comprehensive decision-making process and galvanize partners to establish targets that will achieve or exceed area targets set in indicators. Initial activities will focus on building commitments for integrated region-wide spatial management, training in management effectiveness, and testing of effectiveness systems at site level for adoption at the national level. We will assist government to track how MPAs are doing, determine to what extent they are achieving their objectives and stimulate learning through comparison of levels of management across countries and regionally. One result will be to understand what works in what context, given the wide diversity of the CT6 countries and their variety of MPAs.

3) Strengthen the ability of MPA practitioners, fisheries officers and others to effectively manage MPAs in communities and local jurisdictions. In light of rapidly increasing threats from global climate change and globalization, we need to focus not only on ecosystem resilience, but also on those factors, such as learning and capacity building, that promote more effective, responsive and stable management systems. Therefore, CTSP will focus on building capacity to improve MPA design and implementation, and measure MPA management effectiveness as well as social and ecological impacts. Efforts will focus on partner organizations and national and sub-national agencies with fisheries and coastal management responsibilities. This will be accomplished through training as well as direct field support. Improving MPA governance will lead to resource use patterns that enhance fisheries stocks and ecological conditions within and outside the MPA, which

then enhances human well-being. Better understanding of success factors for MPAs and networks at the local level will enable a scaling up at national and regional scales that can trigger much faster adoption of best practices across a broad scale.

Ecotourism as an element of MPAs:
Thus far, ecotourism has been emphasized as a priority primarily at the national level in Timor Leste and in other specific sites such as Verde Passage in the Philippines and selected MPAs in Indonesia. CTSP will help to support specific actions to develop ecotourism potential as requested by the NCCs of each of the Coral Triangle governments and in collaboration with existing and planned projects of the Consortium partners. For example, in the Verde passage, CI will work with tourism operators to introduce user fees and promote sustainable business practices. Other potential actions that CTSP will take to support eco-tourism development include assisting in the planning of tourism zones, products, and projects, assisting with feasibility studies for development of tourism initiatives, and working with existing tour operators both to enhance their sustainability and to create programs to support conservation based on tourism.

In planning support for ecotourism development, CTSP will build on lessons we are learning in the region. The Sustainable Coastal Tourism in Asia (SCOTIA) Project, for example, is undertaking activities in various coastal tourism areas that portray sustainability models. These models can be adapted to appropriate sites in CTSP project areas to minimize the potential negative impacts of tourism development. In addition, various functional ecotourism-based MPAs in the Philippines and Indonesia (e.g. Komodo National Park and Bunaken National Park) offer models for regional exchanges to Timor Leste and other countries or project sites.

During our first year of operation, CTSP is supporting TL's efforts to develop a national coastal zoning plan that will identify priority areas for various types of management including marine ecotourism. CTSP's first engagement in this process will be through a joint planning workshop organized by the Consortium with the Government of TL, researchers from the Northern Territories Government in Australia, TNC, and CI. This workshop will identify a process that can be followed to develop a national coastal zone plan as well as a zoning plan for Nino Konis Santana National Park (TL's only marine national park). Areas for ecotourism will be identified and a plan for their development will be formulated over time. If the TL NCC determines that it would like CTSP support for development of ecotourism, we will design specific actions that will be under taken in Years 2 to 5. While the details remain to be determined, possible actions include refining tourism zoning, providing specialists on tourism planning to assist the TL Government to develop specific tourism products, working with private sector operators and the Government to help create incentives to initiate tourism operations in specific areas. The recent documentation of major cetacean populations as well as the Australia and dive tourism industries provide an excellent opportunity for tourism development in the area. CTSP will use the successful models such as Bunaken National Park and others noted above in an effort to limit impact to the natural resources and provide financial support for conservation action through user fees.

ANNEXES

ANNEX I: Additional information on Private Sector Engagement

The perspective of Consortium NGOs, and their combined global reach, provides a unique opportunity to engage new audiences – especially those involved in the private sector. Together, we can change the way economies are viewed and measured and address market distortions that prop up unsustainable behavior by developing new partnerships to change entire supply chains and even out the imbalances for basic resource needs such as energy and clean water.

While the direction of CTSP's engagement with the private sector will be a consultative process, our current interactions indicate that CTSP will work with CT6 governments to engage private sector players to attain conservation targets and sustainable solutions. Finalizing this strategy with CT6 governments will help a) embed broad based ownership of natural resources among stakeholders and the NGO consortium, b) ensure that information and focus regarding natural resource management is well grounded and country- appropriate, and c) provide a platform for continuity for the management of natural through joint NGO, government and industry support.

With climate change now a universally acknowledged threat, long-term economic, social and geopolitical security is uncertain. Payment for environmental services, fisheries, tourism and coastal protection are important, but may only deliver direct benefit to artisanal communities. These strategies do not usually address commercial consumption, or provide incentives along the supply chain. Business as usual is no longer an option. The financial crisis, while potentially internally constraining, externally presents possibilities for new engagement. Faith in current economic systems has crumbled, defiant attitudes about limitless growth are uncertain and we see opportunities for new understandings and beliefs.

Private sector engagement and public-private partnerships are an integral element of the CTSP strategy, supplemented by non-USG contributions by each NGO Consortium member. Recognizing that business and industry hold significant economic power and influence over patterns of resource use and exploitation, the Consortium members will engage industry players in win-win relationships that seek to achieve a zero or more transformational positive impact on the state of CT resources. Industry's growing recognition that product quality, risk management and market advantage come with corporate social responsibility is providing an exciting opportunity for the CTI to build far-reaching relationships with industry – relationships capable of not only generating funds for conservation action, but more dramatically, for changing the face of how industry profits from natural resource exploitation.

All three Consortium members give significant attention to private sector engagement to galvanize sustainable business practices and new revenue streams. CI has its Center for Environmental Leadership in Business, with important focuses on tourism and fisheries, and TNC has its Asia Pacific Council, a leverage point for greater private sector involvement in the region. WWF's Global Markets Division works closely with the private sector (including many industries operating in the region) to promote best practices and sustainable supply chain approaches in agriculture and fisheries.

The CTSP strategy includes:

a) conducting an industry scan study in select high biodiversity sites;
b) establishing a Business Roundtable for industry leaders to engage in the CTI;
c) identifying and actively engaging those industries currently having the greatest negative impact in the region in an effort to reduce impact through the adoption of good practices and other mechanisms;

d) creating and promoting environmental good practice models in key industries;
e) encouraging industry actors to adopt practices that support the goals of the CTI;
f) engaging private sector partners directly in sustainable financing of CTI priorities by facilitating public and private sector analysis of revenue flows required to sustain ecosystem services that underpin key industries; and
g) working in partnership with these industries to strengthen institutional structures for sustainable finance mechanisms.

As in all other components of the project, CTSP will partner with CT6 governments and other stakeholders to build capacity and understanding of how to sustain private sector engagement beyond CTSP.

ANNEX J: CTSP INDONESIA PROGRAM ANNEXES

Indonesia Annex 1. Definitions

This work plan uses terminology for which it is important to have a common understanding and working definition both for this work plan and for marine conservation in general in Indonesia. Thus, the following definitions are presented to enhance the clarity of the work plan. The CTSP will be consistent in the use of these definitions.

- **Marine Protected Area (MPA):**

An accepted international definition of MPA that CTSP prefers is: *"a clearly defined geographical space, recognized, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values."* (IUCN-WCPA 2008). An MPA in the Indonesian context contains the range of marine ecosystems and resources prevalent in the Coral Triangle region (e.g. coral reefs, seagrass beds, mangroves, estuaries, beaches, and a large variety of associated fisheries (UU 31/2004). In addition, an effective MPA is a mechanism that can ensure sustainable use of economically valuable resources such as fisheries, tourism services, aquaculture development and others that are compatible with sustainable utilization. All MPAs establish agreed spatial controls on use and access to resources to ensure ecosystem and resource viability and conservation through time and include areas where no-extraction of resources is permitted.

- **MPA Networks:**

An MPA network as defined by IUCN-WCPA 2008 is:
"a collection of individual MPAs or reserves operating cooperatively and synergistically, at various spatial scales, and with a range of protection levels that are designed to meet objectives that a single reserve cannot achieve."

Not just any collection of MPAs constitutes an MPA network. A network can include several MPAs of different sizes, located in critical habitats, containing components of a particular habitat type or portions of different kinds of important habitats, and interconnected by the movement of animals and plant propagates (PISCO 2007). They must be appropriately placed, sized and spaced to function collectively as an ecological network and successfully achieve biodiversity goals. Protection of the ecological interconnectedness between and within ecosystems through strategically placed MPAs can strengthen the resilience of the systems to maintain the key functions and processes in the face of stresses (Holling 1973). Additionally, a network implies a coordinated system of MPAs, linked through biological levels, as well as administrative levels, reflecting a consistent approach to design, finance, management and monitoring. Incorporating no-take areas is considered a foundation in most networks. The proportion of no-take areas contained in the network system depends on the degree of protection, recovery being sought and the level of decline in an area. No-take areas can be an effective tool for maintaining or enhancing fisheries, especially those that target long-lived demersal species with planktonic larval dispersal and sedentary adults. Social, economic and environmental benefits are generally greater where the no-take area(s) is/are insufficiently large and well-integrated into broad ecosystem-based management regimes.

- **National MPA System:**

CTSP is supporting the Government of Indonesia to enhance its National MPA System. For CTSP's purposes this is defined as the MPAs across the nation of Indonesia that are collectively designed and

agreed to by the Government. This may include both individual MPAs and Networks of MPAs in specific geographies of the country.

For the purposes of CTSP or other programs in Indonesia, the term "*MPA system*" is suggested to be used for the nationwide scale (or Coral Triangle scale) of MPA development and implementation. This system will use a set of minimum criteria, including ecological connectivity and other factors, that leads to the development of a true "network" in scientific and socio-economic terms. The CTSP will use the term "MPA network" to refer to following groups of MPAs or zones within MPAs in Indonesia:

- A large MPA or marine conservation area that contains various use zones including no-take areas that with relative certainty are both ecologically and administratively connected.
- A group of MPAs within a defined seascape or eco-region that, with relative certainty, is both ecologically and administratively connected.

- **Ecoregions, Seascapes & Priority Geographies:**

An *ecoregion* is defined by WWF and an expert workshop group (TNC et al 2007) and adopted by CTSP as: "*a large unit of land or water containing a geographically distinct assemblage of species, natural communities, and environmental conditions*". The boundaries of an ecoregion are not fixed or sharp, but rather encompass an area within which important ecological and evolutionary processes most strongly interact. Criteria for determining an ecoregion include: geographically distinct areas; distinct natural communities and species; and environmental conditions (e.g. currents, sea surface temperatures, salinity, bathymetry) that are significantly homogeneous. Ecoregions within Indonesia and the Coral Triangle are defined and named according to the map in Figure 1.

Figure 1. Coral Triangle Ecoregions in Indonesia.

At a smaller scale within an ecoregion, a *functional seascape* was defined in a workshop (AIMS and CRC Reef Research Center 2002) as: "Areas within a wider ecoregion within which there is some

geographical or ecological distinctiveness, but over a smaller area that maybe more suitable for the application of management measures such as MPA networks"[8]

Seascapes can be further defined as 'large multiple-use marine areas, defined scientifically and strategically, in which government authorities, private organizations and other stakeholders cooperate to conserve the diversity and abundance of marine life, and to promote human well-being'. Seascapes typically have high biological diversity, ecological and economic connectivity, and aesthetic and cultural values. By nesting them within seascapes government-authorized MPAs have a logical foundation for the various management needs that may be identified. This approach allows for addressing special management needs and provides an opportunity for government agencies to coordinate their efforts voluntarily to secure more effective regional management programs.[9]

The primary criteria used by MMAF and CTSP to identify functional seascapes in Indonesia, that are consistent with the above definition, include:

- Geographic integrity (contiguous areas with similar habitats, communities, and species);
- Good connectivity within areas (within and among ecosystems)
- Environmental factors that may help explain how species are distributed, or that maybe required for biological values to survive (e.g. wave or current energy regimes)
- Shared ecological characteristics among sites within the functional seascapes (such as particularly high biodiversity, or the area of importance for a particular species group)
- Large area: scale 100s of kilometers across

The CTSP in Indonesia adopts the above definitions of ecoregion and seascape and will use them accordingly.

The term "Priority Geographies" is used by CTSP to describe eco-regions, seascapes, MPA networks or MPAs where the Indonesian government is focusing efforts for improved management and implementation due to the presence of rich biodiversity and/or because they are areas that lack effective management intervention or other criteria justifying the need for support in these priority areas. CTSP is focusing its site specific work in Priority Geographies that contain important MPAs or MPA networks. These Priority Geographies for CTSP's work are being identified through an Expert Prioritization and Review Process. This process includes both biological prioritization and review based on Government Priority and the potential for effective conservation work within each area.

[8] **Delineating the Coral Triangle, its ecoregions and functional seascapes**, Report on an expert workshop, held at the Southeast Asia Center for Marine Protected Areas, 2003, Bali Indonesia.

[9] **Seascapes, a future for marine conservation,** Proceedings of the 2008 Annual Seascapes Strategy Workshop,2008, Kota Kinabalu, Malaysia

Indonesia Annex 2: CTSP Approach to MPAs

The CTSP consortium will focus on facilitating development of the essential elements for successful designation and management of a national system of marine protected areas in Indonesia. This will include support for targeted MPAs and MPA networks in Priority Geographies as well national scale interventions to enhance the National MPA System and build capacity and improve the overall effectiveness of MPAs in the country. We will pay particular attention to the interface between national management and local management to help build more successful models for co-management. This is particularly relevant given Indonesia's increasing decentralization of marine management authority.

In summary, through its three MPA sub-objectives in Indonesia, CTSP is working in the following ways:

- Strengthening the Efficacy of MPAs and MPA Networks within Priority Geographies. These Priority Geographies are being identified through an Experts Prioritization and Review Process (described below). These Priority Geographies may include individual MPAs, MPA Networks, Seascapes, eco-regions or other appropriate scales of spatial management. CTSP will work at scales of management that are high priority for the Government of Indonesia where our core members and Partners can be most effective given the resources and expertise that we have or can develop during the period of the CTSP project. As a result, CTSP will not be able to work in all the Priority Geographies of Indonesia but instead will focus where it can have the greatest positive impact.

- Supporting the Government of Indonesia to enhance its national system of MPAs through additional prioritization and subsequently strengthening the efficacy of MPAs and MPA networks in newly identified priority geographies.

- Institutionalizing the process of effective management including appropriate MPA management systems, enabling Policies, and systems to deliver ongoing capacity and capacity building.

The consortium members bring technical depth and experience in using MPA tools as core components of biodiversity conservation, fisheries sustainability and social and economic welfare of people dependent on these resources especially the poor who live in coastal areas. CTSP will support MMAF in making MPAs an integral tool for sustaining it coastal and marine resources. These efforts are all geared to support the development of a "MPA system" in Indonesia.

MPA Essential Elements

While each MPA and MPA Network is inherently different in its situation; there are a number of well known essential elements that are now generally accepted as important to success in management. CTSP will work to ensure that practitioners at various levels of MPA governance have these core competencies and also to ensure that Indonesia has a system to sustainably deliver capacity in these core competencies. Core MPA competencies include:

Effective Governance and Leadership: To succeed, MPAs need a dedicated group of motivated individuals from key stakeholder groups to guide design, planning, and implementation.

Balance of Responsibility and Action between various Levels of Governance: Transfer of power from central to the local governments started in 1999 has been the approach not only for the purpose of providing better public services to the population, but also to keep the country together. This approach certainly has direct impact to coastal and marine resources management in which a single ecosystem unit can now fall under different governing authorities. Local governments in the provincial and district levels are assuming controls over human, natural as well as social capital at the very local levels. Whilst the operational and budget transfer gives local government additional power to manage public funding resources, their jurisdictions in protecting the functioning of coastal and marine ecosystem unit remain limited. Ecological systems with its natural boundary will now have to be co-managed by different administrative and political authorities who are operating within that boundary.

To gain the maximum benefit of our natural capital, decision over coastal and marine resources management needs to be based on an integrative consideration. Resource use needs to be planned parallel to the resource conservation following natural processes and dynamics. Ecological function is the life support system of an ecological area and needs to be managed through an integrated governance system which synchronizes jurisdictional authorities into effective management. In this regard, an approach to integrate the decision making processes linking jurisdictional boundary and ecosystem based natural resources management is required.

Enabling Policy Context: Indonesia possesses comprehensive legal instruments that support the establishment and management of MPAs. These legal instruments include various Laws, Government Regulations, Ministerial Decrees and Ministerial Regulations. Some of the earliest legal instruments are Law no 5/1990 on Natural resources and ecosystem conservation and its associated Government Regulations no 68/1998 on nature reserves and nature conservation areas. These laws and regulations are within the domain of Ministry of Forest prior to the establishment of Ministry of Marine Affair and Fisheries as the leading authority for MPA management in the country. These laws and regulations put a lot of emphasize the biodiversity protection on the management of natural resources.

Subsequent to the establishment of MMAF in 1999, Indonesia recognized the need to incorporate MPA as an important tool for sustainable fishery management and to encourage the involvement of district governments and local communities in marine and fishery conservation. Under the coordination of MMAF, Indonesia seek to address coastal, sustainable fishery, marine conservation and governance issues through the development of Law No Law no 31/2004 on Fishery; Law no 27/2007 on management of coastal areas and small islands; Government Regulation no 60/2007 on conservation of fish resources[10]; Ministerial Decree 38/2004ongeneral guidelines for coral reef management; and Marine Affairs and Fisheries Ministerial Regulation no 17/2008 onConservation areas in Marine, Coastal, and Small Islands. In addition, the involvement of district government for the management and protection of its marine resources is also stipulated under Law no 32/2004 District Governance.

Sufficient Staffing and Technical Ability: To achieve its objective, MPAs and MPA Networks management need to be supported by staff and personnel with sufficient skill and technical ability. Skills and technical ability needs to be in concurrence with the level of MPA and MPA Network governance.

[10] Indonesian law defines fish as all living aquatic species. That is fish encompassed all aquatic (marine, freshwater, and brackish) species including reptiles, mammals, and other species

Results based Planning System: The most effective MPAs are created to achieve specific results or outcomes and subsequently are designed to achieve these outcomes. Desired outcomes will vary greatly depending on the site and may include multiple desired results. However, experience has demonstrated that articulation of clear, measurable, and achievable results is important to guiding effective MPA design and implementation. All objectives, activities, regulations, and zones are subsequently designed to achieve these desired results. Success in the MPA is measure against progress toward achieving these results and the MPA is managed adaptively.

Support and Involvement of Key Stakeholders: Experience with MPAs has demonstrated that all key stakeholders should have an opportunity to contribute to the design of the MPA and participate in its implementation if they would like. Stakeholders such as local communities, tourism operators, government and others can either be a great support or a great hindrance to effective implementation of MPAs. Involving them in the MPA design and implementation process and working out appropriate roles and authority in management is critical to success. Yet, a balance must be sought given the cost of participation.

Effective Design based on Biological and Social Conditions: Once the results that are desired from an MPA have been identified, it is important to design the MPA boundaries, regulations, zones, and activities to achieve these results. For example, if a desired result is improvement in the population of key fish, it is critical that appropriate habitat for that fish species be appropriately managed. If a desired result is employment in tourism it is important that areas for tourism be well managed and activities designed to enhance tourism be pursued. Key Stakeholders should help to identify the social conditions of particular geographies.

Outreach, Compliance, and Enforcement: Once regulations have been established, it is critical that there is sufficient outreach and awareness raising to help ensure compliance. When compliance is not achieved it is important to have a safe and effective enforcement system. In many MPAs, local community members often serve as outreach and/or enforcement officers. This not only provides jobs for people who may be dependent on the area for income but also these are the people who often know best about the local situation and therefore are often likely the most effective in this role.

A Systems for Adaptive Management: It is important to have some sort of system for tracking implementation, measuring progress toward desired results, and adapting the project as needed to stay on course. There are several effective systems for ensuring this adaptive management of projects that can be reviewed, molded and adapted to needs in Indonesia.

Sufficient Sustained Finance: MPAs almost always require some funding to be effective. Several community-based MPAs are able to function on minimal funding but depend on the volunteerism of community members; while large national MPAs may require significant cash budgets. Regardless of the scale of the MPA, it is critical that there be sufficient funding and support in the long-term. Many MPAs are now putting a lot of effort into developing mechanisms to generate sustained financing from user fees and other approaches.

While there are other features that are important to the success of MPAs depending on the local situation, these few core competencies represent the absolutely essential elements to MPA success. CTSP will work with the GoI to help ensure that key MPAs and MPA Networks both strengthen these core-competencies and develop ways to continually deliver training and skills building in these and other areas as appropriate.

Supporting the GoI to strengthen the effectiveness of its MPAs and MPA Networks is a complex endeavor due to the expanse and remoteness of Indonesia's extensive coastal and marine areas. Nevertheless, Indonesia recognizes that communities must be the focus of local/decentralized management efforts. Community involvement and ownership of the extraction of resources at all levels, as well as biodiversity conservation practices, are critical to the success of Indonesia's sustainability goals. Making sustainable management of marine resources publicly, politically, and economically relevant is essential for an effective MPA System in Indonesia and is a priority of MMAF. CTSP will respond to this priority by helping MMAF provide leadership to develop national and local policies that include the participation of communities and local resources users in both the planning and implementation of resource use and management plans for a national MPA System and MPA networks at a range of scales in priority geographies.

MPA networks are based on the concept of connectivity (both biophysical and social/management). An MPA System in Indonesia that contains MPA networks that seeks to preserve biodiversity, contribute to sustainable benefits for coastal communities, and sustain contribution to national, regional and global economic development is only as sustainable as the overall extra-national MPA systems and network to which it connects. Emphasis on areas expected to have greater resilience to climate change and contribute more effectively to national and regional social and economic development require both a national and regional perspective which is often difficult without resources, information networks and coordination mechanisms at the regional level.

Through its regional network of NGOs, CTSP will provide resources to connect MMAF staff to ministries and teams in other countries in the region in ways that ensures that the outcomes of a regional MPA System and its component networks of MPAs and MPAs in general is greater than the simple sum of its parts. This support will also be provided in ways to directly increase the capacity of MMAF and its national partners to understand and manage their resources that results in an additional 5 million hectares of new MPAs by 2013 across Indonesia.

In addition to the Essential Elements for MPA Success mentioned above, there are six important overarching considerations for establishing a national MPA network in Indonesia. These include:

1. **Co-management approaches that involve government and communities are keys to successful establishment of MPA networks in Indonesia but approaches must focus on fitting into the government framework over the medium-term.** As communities become more heterogeneous and formal governance systems more important it will be important for local governments to have the responsibility, capacity and funding allocations to directly support co-management regimes. The CTSP approach should emphasize and consolidate the role of various levels of government from MMAF to district government. Emphasizing this vertical integration helps to legitimize what is still a very new MPA management regime in Indonesia, builds capacity by doing, and increases the likelihood that gains will be sustained.

2. **It is critical that MPAs and MPA networks are established with regard to functional management (governance) areas.** This does not eliminate or contradict the need for ecological approaches that may cross government management boundaries but recognizes that MPA establishment and sustained management will be more difficult without considering political realities and local government jurisdictions that are necessary for integrating multi-sector approaches. As already revealed by the active discussions in Indonesia between those with responsibility for marine protected areas and those with fisheries responsibilities, governance must be purposefully integrated into the establishment of MPAs at all levels. Legal frameworks remain an important element of long-term

sustainability and at local scales integrated forms of management are more efficient for local governments.

3. **Cost effectiveness at the implementation level is critical to ensure that MPAs can be sustainably funded and managed within locally relevant systems.** Local government financing constraints must be considered in setting up MPAs and MPA networks. Local budgets are often severely constrained. CTSP may absorb some of the transactional costs in getting learning sites established but it is not a sustainable strategy to create systems that cannot be financially sustained over the long-term. Thus, one of the roles of CTSP is to catalyze more local government spending on marine conservation through the creative use of incentives that national policies may influence and support.

4. **A 'tiered approach' will be necessary to establish early successes that can be used as learning sites and to avoid spreading resources so thinly that success is undermined.** Once the prioritization of sites has been completed based on biodiversity considerations, CTSP will further prioritize sites based on such practical matters as resources required, likelihood of success, whether or not there are local partners, and local political commitment (a recognized best practice for MPA work). Tier 1 geographies (or sites) will be those that are emphasized in the early part of CTSP project. Tier 2 geographies will be those geographies that will receive some start up assistance but less emphasis than Tier 1 geographies. Tier 3 geographies will be those considered very important but present clear difficulties for direct engagement. In these geographies it is more likely that information distribution and invitations to events that raise capacity and establish networks will be the primary modality of support.

5. **Simple community level resource monitoring activities and perceptual monitoring should be emphasized to identify gaps and/or community benefits that roles up in a data base that can be shared across MPAs .** Monitoring and evaluation at the local scale is valuable to raise awareness and to improve management effectiveness and to provide information to government about the efficacy of MPA implementation. But expensive data-driven monitoring should be avoided as these often produce marginal additional information and consume valuable resources. Communities and local management entities benefit most from appropriately scaled monitoring and evaluation efforts that is sufficiently standardized for comparison across various MPAs and yet simple enough that most of the data collection is easily accomplished by local personnel who have been trained in practical techniques. Such methods being developed for Indonesia can build on existing monitoring approaches and streamlined for national use to enhance the quality of MPA management at local and national scales.

6. **Livelihood or alternative income generation activities should be closely scrutinized before any resources are expended on these types of activities.** In recent years evidence has emerged from Indonesia and the Philippines indicating that local and wide-scale MPA implementation results in measurable improvements in food security and in some cases income through tourism for local populations. However, a significant number of livelihood projects failed while consuming huge levels of project resources with no measurable benefits. Particularly, there is little evidence in Indonesia that livelihood projects have benefitted or resulted in positive changes in marine or coastal resource status. As a result, livelihoods will remain an option in the tool box at a local scale if the context and opportunities are appropriate, but CTSP will focus on the establishment of locally sustainable marine protected areas and not community livelihood projects.

Indonesia Annex 3: Description of Proposed Activities and Deliverables

CTSP Objective Two on MPA and MPA Networks:

In Indonesia, CTSP will focus on CTSP Objective Two:
Strengthened Enforcement and Management of MPAs/Marine Sanctuaries/Fish Refugia through Networks for Species Conservation, Habitat Protection and Fisheries Production.

CTSP will follow our guiding principles to pursue the following specific sub-objectives for improving MPA management and effectiveness:

A. Sub-Objective One: MPAs and MPA Networks in Priority Geographies Have Necessary Support and Skills for Effective Management

CTSP Priority Geographies are being identified through a process that includes external expert identification of priorities based on biological and socio-economic criteria, overlap with MMAF priorities, and areas where CTSP and its partners can have the most positive impact during the life of the CTSP project. CTSP will also focus on Priority Geographies that offer potential models for the rest of Indonesia in terms of the development core competencies for effective MPA management. As a result each Priority Geography where CTSP works must contribute in some manner to the larger collective effort to enhance MPA Management Effectiveness in Indonesia overall.

Each priority geography has specific needs in terms of capacity and skill development. CTSP will adapt to these needs in each area. At the same time, the minimum required areas of capacity and skills for effective MPA and MPA network success are already well known. CTSP will work with MMAF to standardize an assessment typology for identifying the highest priority capacity and skills development needs that can be applied across Indonesia. We will pursue both the development and implementation of MPA strengthening strategies in each Priority Geography as well as early actions in the first part of year two that will immediately advance MPA Effectiveness in the Priority Geographies. Through our efforts, a large number of MPAs will gain considerable skill and capacity; however, CTSP recognized that it can not meet all of the needs of Indonesia's MPAs. As a result, close partnerships with MMAF, key donors, and ongoing projects of partner organizations will be essential to our success.

During Year One, CTSP will work with MMAF on the activities summarized below. These activities will form the basis for ongoing work that will be pursued in Year Two and beyond. Detailed tasks under each activity are found in the attached Work Plan Tables in Annex One.

1. Create a National MPA Effectiveness Working Group and Review Status of MPA Strengthening Efforts. We believe a working group to guide this effort is essential. We will consult with MMAF, PKHA, and other partners on the composition and roles of such a group. Based on initial discussions with MMAF and PKHA, it is suggested that this group link closely with the CTI National Coordinating Committee which has working groups for each of the five CTI themes. However, it has been suggested that this group needs to include participation from entities that are not currently represented in the NCC.

Deliverables:
a. National MPA Effectiveness Working Group established
b. Status of current MPA strengthening efforts reviewed and reported

2. Identification of Priority Geographies for CTSP Implementation. At the request of USAID we have included a detailed explanation of this activity in Section VI of this work plan. In summary, CTSP will work with GoI and top marine scientists to identify the highest priority conservation geographies for Indonesia based on biological and socio-economic criteria. From this set of Priority Geographies, CTSP will focus implementation on a sub-set that are both priorities for GoI and where CTSP and its partners can have significant positive impact on conservation. For more detail on this activity refer both to Section VI and the work plan tables. Following this process, CTSP will identify early actions that can be initiated in Year Two in these Priority Geographies to advance MPA effectiveness in the short term. Early in Year Two we will undertake more thorough assessments of MPA Effectiveness needs in these Priority Geographies and develop and pursue strategies to help fill these needs.

   Deliverables:
   a. Priority Geography identified and reported
   b. CTSP early actions in Priority Geographies identified to be initiated early in Year Two.

3. To Initiate Early Actions in Priority Geographies to Strengthen MPA Effectiveness in the Short Term. As mentioned, CTSP will host a Prioritization Process to confirm the highest Priority Geographies in Indonesia from a Marine Biological Diversity and Socio-economic perspective. We will follow this with a process to identify those Priority Geographies where CTSP and our conservation partners can have our greatest conservation impact. We will also identify and initiate Early Actions that are important to immediately generating conservation benefits in the identified Priority Geographies. Each of these early actions will focus on building a foundation from which to build long-term MPA Effectiveness in the Priority Geography and to support National efforts to create a sustainable delivery system for MPA Effectiveness. So for example, early actions may include necessary surveys from which to create zoning plans for MPAs Networks within Priority Geographies. They may also include outreach to communities and other stakeholders to build the necessary constituency for MPA development. CTSP will be transformative in that we will not only undertake these Early Actions in Priority Geographies but in Year Two we will also undertake assessments of the suite of MPA Effectiveness Building Needs in each Priority Geography and identify ways to link efforts to fill these needs with larger national MPA Effectiveness efforts. At this stage, we have simply estimated a budget number for Early Actions in Priority Geographies. However, once these Priority Geographies are identified and confirmed we will develop detailed workplans and budgets. We will then start the most important Early Actions in Year One. We will then initiate the MPA Effectiveness needs assessments in Year Two and develop and pursue strategies to fulfill these needs.

B. Sub-Objective Two: A National System of MPAs is Geographically Identified, Codified and Approved.

Indonesia already has 11 million hectares of legally declared MPAs; however even with this vast area, there are gaps in legal protection that need to be filled as well as gaps in management effectiveness of the existing sites. The Government is targeting the creation of as much as 20 million hectares of MPAs by 2020 and has requested that CTSP assist them in the identification of important areas to be included in this expanded MPA system and develop the grand strategy for a National MPA Systems. Additionally, MMAF has highlighted the importance of advancing Indonesia's National MPA System to more fully integrate biodiversity conservation and fisheries considerations and to enhance co-management systems between the National Government, Local Government and stakeholders. CTSP will work closely with MMAF to design and pursue a process to fully design a National MPA System that integrates these important priorities. In this process, new areas for MPAs will be identified and pursued. These may be located either in existing Priority Geographies or in new areas. As new MPAs come on line, CTSP will continue to work with MMAF and other partners to provide MPA strengthening activities as possible. This will be a particular focus during the later stages of CTSP implementation as the project more fully develops a national cadre of MPA Effectiveness Strengtheners.

Activities:

In Year One, CTSP's main activity under this sub-objective will be to work with MMAF to develop a draft process for designing the expanded National System of MPAs. While a sectoral approach in fisheries and marine resource management is currently pursued by MMAF (i.e., production and conservation), CTSP believe that fisheries resource management is closely linked to the effectiveness of MPA and MPA Network. As a result the approach should be complimentary and integrated. This process will be agreed to and pursued early in Year Two. Steps to agreeing on the process include the following and are articulated as tasks in the attached Work Plan Tables:

a. Assemble core team of national/international experts to assist in developing the process to plan the national MPA Network. The team will lead the process of initial integration effort if fisheries conservation and utilization approaches. As the CTI National Coordination Committee is pivotal in the implementation of Coral Triangle Initiative, to the extent possible, CTSP will include Fisheries and MPA working group of the NCC.

b. Collate basic data, which mostly consist of maps on habitats, key species, existing Fisheries Management Areas (*WPP*) and MPA. The maps will be used as the basis for assessment of fisheries management and marine protected areas. The result of geographic prioritization exercise could be well incorporated in this activity.

c. Prepare two short documents on what were the key factors used by Directorate General of Capture Fisheries to design the 13 Fisheries Management Areas (*Wilayah Pengelolaan Perikanan*) and on process used by Directorate General of Coastal and Marine Conservation to design the strategy for MPA in Indonesia. These processes will also identify how MMAF plan for the fisheries management and marine resource conservation in the future.

d. Hold two meetings/workshops to develop and agree to vision and process for planning a National level MPA System that addresses biodiversity conservation and fisheries. This will include identification of key criteria for the design of a National MPA Network.

Deliverables:

a. Core planning team is established and mobilized
b. Basic data collated and accessible
c. Two short documents on key factors on the design of 13 Fisheries Management Areas (WPP) and MPAs in Indonesia
d. Two meetings conducted to initiate discussion of the process to use to pursue this objective and the proceeding published and followed up

C. Sub-Objective Three: Effective MPA Management Systems, Policies, and Capacity are Institutionalized at Multiple Levels of Governance

Ensuring that Indonesia's MPAs have sufficient support and capacity will require establishment of permanent institutional mechanisms, CTSP will work with MMAF and our partners to institutionalize key elements of MPA Management Effectiveness including policies, MPA strengthening programs, co-management systems for implementation, and others. CTSP will work with MMAF to assess approaches to long-term MPA Effectiveness Strengthening that have been successful, to identify MPA Capacity needs, and to design a long-term approach for building and maintaining MPA Effectiveness at the various level of MPA implementation. Our initial work will also include a feasibility study for the establishment of an MPA Managers School that would provide a permanent mechanism for building and maintaining the skills of MPA practitioners. We will collaborate with NOAA and other partners that are also working on development of systems to strengthen MPA Effectiveness. We will also work with MMAF to ensure that key Effective MPA Management Approaches are codified in Technical Guidance Documents with accompanying training programs. The long-term outcome from this effort will be that MMAF and local partners have sufficient skills and capacity to continually maintain a high level of MPA Management Effectiveness in Priority Geographies.

During Year One, CTSP will work with MMAF on the following activities:

1. Initiate Socialization of the New Parliament and Key Officials at Kapubaten level on the DKP Approach to MPA Governance Structure. MMAF has recently prepared a Technical Guidance on MPA Governance Structures. MMAF would like all Kapubaten level MPAs to follow this guidance in developing their MPA Governance systems. MMAF has requested that CTSP help support outreach related to this documents. In Year One we will focus on raising awareness in Indonesia's newly elected Parliament, while in Year two we will focus on raising awareness and understanding in the Kapubaten's in Priority Geographies.

   Deliverables:

   a. Increase in awareness of member of parliaments on MMAF MPA governance structure
   b. Technical guidance document on MPA governance structure printed

2. Initiate Development of MPA Effectiveness Strengthening Program. Capacity building system needs to be institutionalized within national and district government structures and will focus on managerial level concerns of management at the national, district and local levels. This will be pursued by initiating the formation of a team of MPA Effectiveness Specialists in which each member of the consortium and partners such as WCS will start to build the team by contracting or securing new hires. This process will also include a

series of assessments both of capacity building needs and effective modes of capacity delivery. One very important task within this activity will be to initiate a feasibility study for the proposed MPA Managers School. If developed, this School may in time provide a permanent institutionalized system for building and maintaining vital MPA skills in Indonesia. This will be followed by the development of a comprehensive strategy for MPA Effectiveness strengthening early in Year Two. In addition, CTSP will work with MMAF to start to create a series of Technical Guidance documents and training programs on key MPA skills that will further institutionalized effective approaches to MPA management.

Deliverables:

a. Team of MPA effectiveness strengthening specialist established and mobilized.
b. Plan for assessment of MPA capacity needs developed, distributed.
c. Plan for Assessment of Effective modes of delivery for MPA Effectiveness programs developed
d. Plan for Feasibility study for MPA Managers School developed
e. Workshop Proceedings from MPA Training Pilot in Birds Head completed
f. Contents for MMAF Technical Guidance Document on MPA Management Developed
g. Plan Pilot project for MMAF and community-based management in Padaido Island developed.

3. Initiate Development of a National MPA Management Effectiveness Assessment Protocol. This protocol will be designed for eventual National adoption through a process of site testing, local and national workshops together local stakeholders and key partners in collaboration with NOAA and in consultation with international prototypes. This process will provide a systematic approach that MMAF can use to periodically assess the effectiveness of its MPAs and provide input to the adaptive management and refinement process for MPAs. This will help provide necessary guidance for continually strengthening of the MPA system in Indonesia. CTSP will also support the process of institutionalizing this protocol through a Technical Guidance document and training programs.

   Deliverables:

   a. Draft MPA Management Effectiveness Assessment protocol developed and tested

   b. One national workshop conducted to review the MPA Assessment protocol

Early in Year Two, CTSP will work with partners to undertake additional policy assessments to understand how to best strengthen the MPA Policy Framework in Indonesia. CTSP may also support the formation and/or strengthening of social networks of practitioners to advance lessons sharing and learning as social networks have been proven as an effective MPA strengthening tools.

CTSP Objective Four on Institution Building, Governance, and Seascapes in Indonesia:

Objective Four: Strong National and Sustainable Resource Use-level Multi-Stakeholder Coordination Mechanism in Place and Operating Efficiently

While the majority of CTSP's work in Indonesia will be on strengthening the efficacy of MPAs and MPA Networks, CTSP will also pursue several activities in Indonesia under our Fourth Objective: Institution Building, Governance, and Seascapes in Indonesia. Under this objective in Indonesia, CTSP will work at the National and Trans-boundary level. Sustainable Resource Use level activities will be carried out under CTSP's Objective Two on MPAs and MPA Networks. The CTSP activities under Objective Four will include supporting the National Coordinating Committee to be a strong and effective body for advancing the Goals of the Indonesia CTI National Plan of Action, providing support for the Government to pursue a high priority enabling project to advance marine conservation, and advancing Indonesia's role in the effective management of two transboundary marine management programs (Sulu-Sulawesi Marine Ecoregion and Bismarck Solomon Seas Ecoregion)
Activities

1. **Strengthen the National CTI Coordinating Committees and Initiate a National Priority Project for CTI**

   CTPS will help to mobilize the CTI National Coordinating Committee (NCC) by working with the member agencies particularly to support the NCC's working groups focused on pursuing the CTI NPoA. CTSP will provide organizational support to the NCC enabling it to create an office facility and hire support staff. CTSP will also provide technical and policy support from Consortium Partners (CI, TNC, WWF, the USAID Program Integrator and other partners). In addition, CTSP will support the design and initiation of a national priority project to be implemented by MMAF with guidance from the NCC. CTSP will initiate support for such a project in Year One and continue to provide similar support in each the subsequent years of the CTSP project.

   Deliverables:
   a. Ongoing support, technical and policy support to NCC
   b. National priority project designed
   c. Implementation of priority project is initiated

2. **Partner with CTSP in the Philippines and Malaysia to facilitate the completion of the SSME MPA Network and Fisheries Actions Plans**

   This activity will include support to MMAF officials to participate in the Tri-national committees and the SSME Secretariat to initiate the process of completing MPA and Fisheries Plans for the Sulu-Sulawesi Marine Ecoregion (SSME). Threatened Species Plans for SMME will be pursued in Year Two and beyond. It is hoped that through the life of CTSP, transnational stakeholder coordination will result in coordinated plans that strengthen governance and enables harmonized policy for MPAs, fisheries and threatened species.

   Deliverables:
   a. Series of meeting for Fisheries and MPA working groups on implementation

3. Initiate a tri-national review of the BSSE Seascape plan of action to identify capacity needs required put it back into operation

The BSSE initiative is focused on promoting marine turtle conservation between Indonesia, PNG, and Solomon Islands. Recently, the initiative has not been active as the participating Governments would like it to be. With support from CTSP, the Governments of Indonesia, PNG, and the Solomon Islands will first work to understand what is necessary to reinvigorate this cooperation. Specifically, in this work plan, CTSP will support the BSSE Secretariat at MMAF to initiate tri-national consultations to review the BSSE Regional Turtle Management Plan and identify how best to reinvigorate it.

Deliverables:

a. Tri-national consultation on BSSE Regional Turtle Management Plan initiated

b. BSSE Regional Turtle Management Plan revitalized

Indonesia Annex 4: Current Programs with Other Donors

CTSP has ongoing relationships with a variety of donor institutions that are working in Indonesia. These relationships are detailed below.

Walton Family Foundation: With support from **Walton Family Foundation** in 2005, The Bird's Head Seascape (BHS) initiative aims to protect biodiversity in a manner that also sustains fisheries and ensures the growth of sustainable local livelihoods, thereby generating considerable sustained benefits for local communities and for the entire Seascape. To achieve this objective, Conservation International (CI) and its partners, including The Nature Conservancy (TNC) and The World Wide Fund for Nature Indonesia (WWF), worked to establish and now to implement a multiple-use network of ecologically connected marine protected areas (MPAs) that is supported by and embedded in local and national legislation and that is co-managed by local communities and local government agencies.

A common understanding of the uniqueness and global importance of the Bird's Head Seascape, along with a shared goal of protecting its biodiversity, fisheries, and the well-being of its citizens, had brought about Conservation International, The Nature Conservancy, and The World Wide Fund for Nature Indonesia to join together in 2008 in an unprecedented partnership for the second phase of the Bird's Head Seascape Initiative. Our three nongovernmental organizations (NGOs) each have a slightly different but complementary geographic focus within the BHS, allowing this conservation team to apply a truly Seascape-level approach to marine conservation in the region. Between our combined efforts, over 3.5 million ha of critical marine ecosystems are protected in MPAs across the BHS.

The second phase of the BHS initiative has also brought a significant a shift in focus—moving from the initial goals of scientific characterization and the creation of a broad enabling environment, to the effective implementation of 10 focal MPAs across the BHS. With more than 150 staff collectively supporting the second phase of the BHS initiative, CI, TNC, and WWF are currently working hard to achieve our joint goal that the coastal and marine resources of the Bird's Head Seascape are effectively managed in a sustainable manner that incorporates the principles of ecosystem-based management and conserves the rich biodiversity of the seascape while supporting the livelihoods of the seascape's citizens.

Federal Government of Germany: In 2008, The Nature Conservancy's collaboration with WWF received support from Federal Government of Germany for the Savu Sea project. Working in collaboration with MMAF, the project objective is to establish a new MPA in the Coral Triangle region that can mainly protect the habitat of Cetaceans and demonstrate resilience to the impacts of climate change which will be achieved through adaptation measures and targeted management at the local level, as well as resilience at scale through representation and connectivity across large seascapes.

One of the project objectives has been materialized by the declaration of Savu Sea Marine National Park under the Decree of Minister of Marine Affairs and Fisheries no. KEP.38/MEN/2009 on May 8, 2009 which covers about 3.5 million hectares of mostly deep sea waters of Cetacean habitat at 13 districts of East Nusa Tenggara Province and is considered as the largest MPA in Asia. In its execution the project cooperates closely with the provincial government of East Nusa Tenggara (ENT), particularly through a multi-stakeholders Team called as *Tim PPKKL Laut Savu* to assess, design and plan the management of Savu Sea MPA. The team comprises of 13 districts governments, local universities (University of Nusa Cendana at Kupang, Artha Wacana Christian University at Kupang, Muhammadiyah University at Kupang, Santo Thomas Catholic University,

Academy for Marine Technology – Sekolah Tinggi Teknologi Kelautan), fisheries industry (Indonesia's Tuna Association and Indonesia's Fishers Association or HNSI), local community and NGOs (Yayasan Selaras Lingkungan, Yayasan IEHARI, OISCA.

DANIDA-supports WWF Indonesia's project in Solor-Alor for MPA Management Planning modules. Support includes the establishment and implementation of collaborative management initiatives. Further, this project provides support for the Community Livelihood activities that are compatible with MPA conservation objectives.

David and Lucile Packard Foundation: The David and Lucile Packard Foundation supports WWF Indonesia for effective marine protected area management in Eastern Indonesia. At the site level the Foundation supports Solor-Alor, Berau, and Bunaken in the development of MPA management modules.

Working with and supported by various donors, has allowed the Consortium to succeed in leveraging impacts of conservation efforts to improve the condition of biodiversity to achieve human well being goals. With its comparative advantage in hand, each of the Consortium members seek to link the planned activities with the existing program supported by other donors such that there is no duplication in the accomplishment in achieving this work plan's objective.

Ministry of Marine Affairs and Fisheries: CTSP's work plan in Indonesia has been designed in complete collaboration with MMAF both through the CTI NCC and directly and is pursuing a number of MMAF Priorities. These include:

- Strengthening MPA effectiveness in Priority Geographies and especially in areas where MMAF is taking over MPA management from PHKA.
- Strengthening Delivery of Capacity Building Approaches at local and national levels
- Assisting MMAF to enhance the National System of MPAs by prioritizing additional areas for the creation of MPAs and integrating this with conservation and fisheries management needs.
- Assisting MMAF to acquire and apply key biological and socio-economic information in the management of MPAs.
- Assisting with the creation of a National MPA Effectiveness Assessment Program.

Directorate General of Forest Protection and Nature Conservation (PHKA): CTSP is also working closely with the Ministry of Forestry, which currently manages the marine national parks in Indonesia. PHKA is particularly interested in developing effective long-term capacity building programs, which is a shared priority for CTSP. PHKA representatives sit on the Indonesia NCC and have played a major role in development of the Indonesia CTI National Plan of Action (NPoA) which is guiding CTSP's work.

Building on Indonesia's CTI NPoA: CTSP has collaborated extremely well with the Indonesian CTI National Coordination Committee (NCC) to support them in the creation of the Indonesia NPoA and to prioritize elements of the NPoA to support with CTSP funds. CTSP's work plan in Indonesia flows directly from the NPoA with a focus on MPAs. Several of the activities in the work plan are priority activities under the MPA Goal of the NPoA.

Collaboration with NOAA: CTSP is collaborating closely with NOAA particularly in two programs areas: Developing a National MPA Effectiveness Assessment Program and developing Effective MPA Capacity Building Programs.

MPA Management Effectiveness Assessment System (MPAMES): CTSP is working with NOAA to develop a national system for assessing MPA management effectiveness (MPAMES) that will assist MMAF as well as its local representatives and partners to determine gaps in MPA management through a relatively simple tool that can be applied by national and local managers and down to the community level of MPA implementation. This tool or management effectiveness protocol, once developed can identify and standardize elements of MPA management, and would be immediately useful to MMAF as it takes over responsibility from the Ministry of Forestry for MPAs currently being transferred, to document the state of these MPAs as a baseline at the time of transfer. It can likewise be used by MMAF and CTSP to analyze the strengths and weaknesses of MPAs throughout the country, enabling MMAF/CTSP to develop or refine training tools and materials to address common gaps. Synergies with CTSP through experience in other countries will help to make this tool more robust and bring it online more quickly.

One of key features of the MPAMES is that it will provide a framework for a standardized database for MPAs in Indonesia that includes pertinent information on:

a. Location and extent of the area protected with basic historical facts of the area of concern;

b. Biophysical condition of the area protected that with parameters of habitat extent and quality, and fish and other resource data;

c. Status of governance and management of the MPA in a form that will identify what has been accomplished and what gaps exist;

d. Socio-economic status of communities within the boundaries of the MPA and trends that affect their quality of life; and

e. An overall assessment of the status of the MPA that provides useful input to planning and improving the quality of management.

The overall result of the MPAMES will be that a dynamic and user-friendly information system will be created that is informed by periodic field assessments that have immediate value for improving MPA management effectiveness within individual MPAs and for MPA networks. Such an information system will also enable the MMAF and other agencies to have access to the status of their national MPA system as it evolves. Such a system can be set up for local MPAs and MPA networks in a manner that rolls up to a national scale. The result would also be immediately useful to MMAF as it takes over responsibility from the Ministry of Forestry for MPAs currently being transferred. Further, MPAMES will be very useful to many MPAs being managed by PHKA and at the local level under the management of BKSDA Natural Resource Conservation Office of Ministry of Forestry

The MPAMES is in its first stages of development starting in 2008 and is being tested in Wakatobi National Park in 2009 with other sites slated for field testing by the end of 2009. In 2010, the MPAMES will be vetted at a national scale so that it can be refined for widespread testing and use by MMAF and local entities that have jurisdiction of MPAs in some capacity. By 2012, the MPAMES will have established a functional system that includes the data and information system required to show change over time with relevance for national and local planning of MPAs and MPA networks.

Comprehensive MPA Capacity Building:

CTSP is working with NOAA nationally to design an assessment for MPA Capacity Building needs and identify effective modes of delivery for capacity building programs. CTSP is also working closely with NOAA to develop a model MPA Training Program in the Birds Head Seascape that will be replicated in other parts of Indonesia.

- W. Papua/Bird's Head for MPA Training: Prior to the initiation of CTSP, CI initiated work with NOAA, TNC, and WWF to develop a comprehensive MPA Training program for the Bird's Head Seascape. CTSP is now directly supporting this program and will also capture lessons learned from the program to replicate key trainings in other priority geographies of Indonesia and as a basis for institutionalizing MPA training programs in Indonesia.

- National MPA Capacity Building Program: CTSP is collaborating with NOAA to design an assessment approach that will help us to understand capacity building needs as well as effective modes of delivery for capacity building programs. We will then work with together with NOAA and others to design and deliver a national MPA training program that is based on this assessment as well as lessons learned from the Birds Head Seascape work.

- The "NOAA" School: NOAA will consider the development of a School-based training approach as one possible mechanism for delivery of capacity building programs. CTSP will collaborate closely with NOAA on the assessment of the best modes of delivery of affective capacity building programs including targeted assessment of the possibility of developing a one or more school-based approaches. Depending on the results of the assessment NOAA and CTSP may join forces and involve other partners to develop this possible mode of MPA Capacity delivery. This will likely be only one of many modes of delivery of capacity building and MPA Effectiveness Strengthening that CTSP and partners work to develop. CTSP's first year work plan includes a feasibility study for development of an MPA Managers School. CTSP will collaborate closely with NOAA on this study and to ensure that all possible synergies and collaboration between these modes of capacity building delivery are developed.

- Sea Partnership Program: NOAA's Sea Grant program is also delivering capacity programs through its Sea Partnership Program which is based in local Universities. As CTSP undertakes assessments and develops strategies for effective delivery of Capacity Building Programs, it will evaluate the possibility of working with this partnership as one means of delivery. Universities are definitely an important partner for institutionalizing Capacity Building Programs. As a result, there are many possible synergies with the Sea Partnership Program.

Asian Development Bank: CTSP is working closely with the Asian Development Bank which is programming several million dollars of support in the CT region. CTSP is particularly coordinating on Decision Support systems for the CTI, on capacity building assessment, and on general joint planning for CTI implementation in general.

Other NGOs and Universities:

CTSP is working closely with the Wildlife Conservation Society (WCS) and the Indonesia Locally Managed Marine Area Network (ILMMA) on the development of capacity building approaches and in Priority Geographies. Although CTSP Consortium members each have worked with local universities individually, such as Universitas Papua and Universitas Cendrawasih in the Bird's Head Seascape, CTSP as an entity is yet to start working with local universities. However, CTSP envisions that the institutionalization of capacity building programs will largely happen through universities in Priority Geographies.

Wildlife Conservation Society (WCS): CTSP will work with Wildlife Conservation Society (WCS) to support their long-term commitment to build capacity to protect biodiversity and fisheries to sustain local livelihood. With support from various donors and in collaboration with PHKA and MMAF, WCS builds its works on collection and analysis of biological and socio-economic data to lay the foundation for effective marine protected areas management with ongoing participation by local communities. CTSP will support WCS, in particular in the assessment and development of MPA management effectiveness protocols and indicators.

Indonesia Locally Managed Marine Area Network (ILMMA): CTSP will work with the Indonesia Locally Managed Marine Area Foundation (ILMMA) to support their efforts to enhance the active role of community-based co-management in MPAs in Eastern Indonesia. ILMMA has a very successful record of supporting communities to create Locally Managed Marine Areas that generate biodiversity, ecosystem, catch, and income benefits. Under ILMMA's approach, communities are provided with necessary skills to establish and manage areas that revitalize traditional management to generate the benefits the community wants from the marine ecosystem. These often include food security as well as conservation of ecosystem services and biological diversity. In particularly, CTSP will support ILMMA to document its replicable models for community-based MPA co-management. It will also support ILMMA to work with MMAF in specific sites where community-based LMMAs and MMAF MPAs overlap such that MMAF and communities can develop effective co-management models that may be able to be replicated throughout Indonesia. WCS is also pursuing similar types of work as ILMMA. As a result, CTSP will work with WCS to also pursue similar actions in other Priority Geographies where WCS works. CTSP will work to ensure important collaboration and lessons learned from both ILMMA and WCS can help to benefit national efforts to enhance MPA Effectiveness.

While the process of decentralization of coastal zone management in Indonesia is still in its infancy, there are important lessons learned that can be drawn from experience in coastal and marine management programs in Indonesia that have implications for the CTSP project in Indonesia. This has further produced some specific recommendations for program planning and execution in Indonesia in specific thematic areas as follows:

Governance

Lesson 1: It is more effective to recognize and work within the existing legal framework in order to achieve project or program goals.

Lesson 2: A law has a lifecycle - enactment, implementation and enforcement. Better governance results if lawmaking is viewed as one endeavor, with links between its individual components.

Lesson 3: New laws are stronger and better implemented if the legislative and executive branches work together from the beginning of the process.
Lesson 4: A good, early analytical study can help justify the need for a new policy or law and guide regulators on its purpose and scope.
Lesson 5: Public participation is essential, but not all participation is equal. Participation alone does not guarantee good governance and can require substantial resources to maintain.
Lesson 6: Inter-agency coastal councils are a key component of the legal and institutional framework but they need to be strong and have clear cross-sectoral authorities.
Lesson 7: It is important to understand and utilize existing institutions.
Lesson 8: It is also essential to strengthen institutions that support the analytical framework shaping the laws.
Lesson 9: Work through partnerships, especially government counterparts.
Lesson 10: Work through laws and governmental actions as much as possible rather than policies, which are far more open to interpretation and change.
Lesson 11: It is more efficient to do integrated planning with a '1-door policy' for policy-making and permit coordination.

Capacity Building and Policy Analysis

Lesson 1: Tools for capacity building come in all flavors and designs. Use them all and then make up new ones.
Lesson 2: Coastal management requires capacity in a new kind of cross-sectoral decision-making institutional framework that benefits from outside facilitation.
Lesson 3: Workshops are being over-utilized and are often under-effective. Better planning and alternative designs are necessary to avoid wasting resources.
Lesson 4: NGOs can be great partners to lead the public consultation process or effect change, but they still need the skills to match expectations.

Coastal Partnerships – The Indonesia Sea Partnership Program (Program Mitra Bahari - PMB)

Lesson 1: Regional universities are good partners but need help to take a giant step away from the ivory tower and incorporate stakeholders in practical terms.
Lesson 2: A strong Advisory Committee for decision-making is important for the university engagements to ensure broad decision making.
Lesson 3: To start a program (vs. a project) use national budget for the core costs and USAID support only for "extras" or those that build sustainable programs.
Lesson 4: Focus on process and mechanism first, and then focus on quality.
Lesson 5: Leveraging is essential and requires creativity - start small and be transparent in funding.
Lesson 6: It is OK to learn as you go, but go carefully. Use adaptive management. Be flexible. Success sells.
Lesson 7: Communications is one of the most important components of a program at any stage.
Lesson 8: Most people use partnerships, but do not understand how they work. It is all about roles, responsibilities, and mutual trust.

Marine Protected Areas

Lesson 1: Commitment to MPAs does not take root until the conventional wisdom is changed (connections between human actions and environmental outcomes are made) and the

stakeholders understand the basics of zoning, adaptive management, local access and integrated management.

Lesson 2: Financing of conservation requires an innovative, diversified set of mechanisms, and the earlier managers recognize this, the better.

Lesson 3: ICM requires MPAs and MPAs require ICM.

Lesson 4: Integrated spatial planning (i.e., land and sea) needs to occur at the ecosystem or watershed-scale for ecological results, but the actions can be managed through administrative jurisdictions for effectiveness.

Lesson 5: Effective local and small-scale spatial planning and ICM requires keeping larger institutional and geographical scales in mind.

Sustainable Coastal Tourism and Small Islands

Lesson 1: Many misunderstandings about ecotourism exist. Sustainable tourism planning needs to be based on clear definitions, stakeholder involvement and a collective vision for development of an area of concern.

Lesson 2: Money talks-Having the pertinent economic and business information can sway decisions towards conservation if good cost-benefit analyses exist.

Lesson 3: Small may be beautiful, but you still need some economy of scale for development on small islands.

Lesson 4: Sustainable tourism can make conservation affordable and extend its reach, but only when planning includes multiple stakeholder views and acceptance.

Coastal Livelihoods

Lesson 1: Start with what you have and nurture it – new programs not based in some local advantage or need are likely to fail and consume a large amount of resources while doing so with no benefit to coastal resources.

Lesson 2: It is okay to delay a supplemental livelihood activity start-up until the local research on markets is complete and tested.

Lesson 3: If the ‘end-to-end market map’ is not complete it is not likely that supplemental livelihood programs will succeed.

Lesson 4: Livelihood improvement programs that focus on improving the quality of lives of coastal people are much easier to achieve but should be undertaken for quality of life objectives not resource management objectives.

Lesson 5: Most possible livelihood options have been tested somewhere and offer many lessons worth knowing before new actions are taken.