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# INDONESIA SUSTAINABLE ECOSYSTEMS ADVANCED (SEA) PROJECT

INTEGRATED COMMUNICATION  
AND COORDINATION PLAN



**March 2016 – March 2017**

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## TABLE OF CONTENTS

ACRONYMS & ABBREVIATIONS.....	5
TABLES .....	7
FIGURES.....	7
EXECUTIVE SUMMARY .....	8
RINGKASAN EKSEKUTIF.....	12
1.0 BACKGROUND.....	16
2.0 INTRODUCTION TO THE COMMUNICATIONS & OUTREACH COORDINATION PLAN	17
3.0 INTERNAL COMMUNICATIONS .....	18
3.1. Formal Reporting Requirements .....	18
3.2. Online Calendar of Activities.....	22
3.3. Key Internal Audiences .....	23
3.4. Inter-organizational Communication for Coordination .....	23
4.0 EXTERNAL COMMUNICATIONS.....	28
4.1. Target Audiences .....	28
4.2. Key Messaging .....	30
4.3. Event Procedures and Processes .....	36
4.4. Communications Products and Channels.....	39
a) Website.....	40
b) Social Media.....	41
c) Audio Visual Products.....	44
d) Success Stories and Professional Photos .....	44
e) Newsletter .....	45
f) Mass Media.....	46
g) Factsheets and Infographics .....	46
4.5. Media Spokespersons and Points of Contact .....	47
5. KNOWLEDGE MANAGEMENT PLAN.....	48
5.1. Knowledge Capture .....	48
5.3. Knowledge Sharing.....	49
APPENDIX ONE: Monthly report template .....	51
APPENDIX TWO: Workshop report template .....	54

APPENDIX THREE: Training report template ..... 56

APPENDIX FOUR: Activity report template ..... 58

APPENDIX FIVE: Trip report template..... 60

APPENDIX SIX: News coverage report template ..... 61

APPENDIX SEVEN: Success Story template ..... 66

APPENDIX EIGHT: Stories from the field template..... 69

APPENDIX NINE: Quarterly report template..... 72

APPENDIX TEN: Media briefing templates..... 76

APPENDIX ELEVEN: Social media plan..... 78

## ACRONYMS & ABBREVIATIONS

APIK	Climate Change Adaptation and Resilience ( <i>Adaptasi Perubahan Iklim dan Ketangguhan</i> )
ASEAN	Association of Southeast Asian Nations
BIJAK	Build Indonesia to Take Care of Nature for Sustainability ( <i>Bangun Indonesia untuk Jaga Alam demi Keberlanjutan</i> )
CBD	Convention on Biological Diversity
CI	Conservation International
CITES	Convention on the International Trade in Endangered Species
COP	Chief of Party
COREMAP	Coral Reef Rehabilitation and Management Program
CT	Coral Triangle
CTC	Coral Triangle Center
CTI-CFF	Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security
DCOP	Deputy Chief of Party
DEC	Development Experience Clearing house
DKP	Department of Marine and Fisheries ( <i>Dinas Kelautan dan Perikanan</i> )
EAFM	Ecosystem Approach to Fisheries Management
EBM	Ecosystem-Based approach to Management
ECOFISH	Ecosystems Improved for Sustainable Fisheries
FGD	Focus Group Discussions
FMA	Fishery Management Area
FTF	Feed the Future
GEF	Global Environment Facility
GOI	Government of Indonesia
ICED	Indonesia Clean Energy Development
IFACS	Indonesia Forestry and Climate Support
I-NCC	Indonesian National Coordinating Committee
IPB	Bogor Agricultural Institute ( <i>Institut Pertanian Bogor</i> )
KKP	Ministry of Marine Affairs and Fisheries ( <i>Kementrian Kelautan dan Perikanan</i> )
LINI	Indonesia Nature Foundation ( <i>Yayasan Alam Indonesia</i> )
LIPI	Indonesian Institute of Sciences ( <i>Lembaga Ilmu Pengetahuan Indonesia</i> )
LMMA	Locally Managed Marine Area
MC	Marine Change
MDGs	Millennium Development Goals
MDPI	Indonesian Community and Fisheries Foundation ( <i>Yayasan Masyarakat dan Perikanan Indonesia</i> )
MMAF	Ministry of Marine Affairs and Fisheries

MoU	Memorandum of Understanding
MPA	Marine Protected Area
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non-governmental organization
NOAA	National Oceanographic and Atmospheric Administration
RCI	Reef Check Indonesia
SA	Strategic Approach
SEA	Sustainable Ecosystems Advanced
SEAFDEC	Southeast Asian Fisheries Development Center
SEO	Search Engine Optimization
SFP	Sustainable Fisheries Partnership
SR	Starling Resources
TA	Technical Approach
TERANGI	Indonesia Coral Reef Foundation ( <i>Yayasan Terumbu Karang Indonesia</i> )
TNC	The Nature Conservancy
TT	Tetra Tech
TV	Television
TWGs	Thematic Working Groups
UN	United Nation
UNEP	United Nation Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
US	United States
USAID	United States Agency for International Development
USAID SEA	United States Agency for International Development – Sustainable Ecosystems Advanced Project
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund
ZSL	Zoological Society of London
WPP	Fisheries Management Area ( <i>Wilayah Pengelolaan Perikanan</i> )

**TABLES**

Table 1: List of attachments required for monthly report, relevant to activities undertaken ..... 21

Table 2: USAID SEA Project - List of internal formal reporting requirements ..... 22

Table 3: Key audiences for internal communications..... 23

Table 4: The anticipated Thematic Working Groups, and the representative members from each organization ..... 24

Table 5: Geographic site leads and key institutional engagement across sites..... 27

Table 6: Target audiences for external communication ..... 30

Table 7: Key messaging considerations for external audiences ..... 35

Table 8: Media Spokespersons and Points of Contact..... 47

**FIGURES**

Figure 1: January 2017 Social Media plan as an example..... 42

## EXECUTIVE SUMMARY

The Indonesian Sustainable Ecosystems Advanced (SEA) Project is a five-year project (March 2016 – March 2021) that supports the Government of Indonesia (GOI) to improve the governance of fisheries and marine resources and to conserve biological diversity at local, district, provincial, and national levels. By using an ecosystem-based approach to management (EBM) and engaging key stakeholders, the objectives of the project are: (a) to support enhanced conservation and sustainable use of marine resources by reforming fisheries management and promoting marine protected areas to enhance fisheries productivity, food security, and sustainable livelihoods within the target areas; and (b) to support the strengthening of the leadership role and capacity of the MMAF and local governments to promote conservation and sustainable fishing.

The USAID SEA Project is being implemented in three provinces in eastern Indonesia: West Papua, North Maluku, and Maluku Provinces. Lead implementers of the project Tetra Tech, supported by a consortium of partners that includes the Wildlife Conservation Society (WCS), Coral Triangle Center (CTC), and World Wildlife Fund-Indonesia (WWF). These implementers work closely with the Ministry of Marine Affairs and Fisheries of the Republic of Indonesia (MMAF) as the main counterpart.

To support the USAID SEA Project, this integrated communication and coordination plan has been developed for the SEA team to clearly strategize communications (both internal and external) and promote inter-organizational coordination of activities throughout the project term. The plan explores and outlines strategic approaches for **internal communications** and **external communications**, as well as outlining considerations for **knowledge management**.

### INTERNAL COMMUNICATIONS:

Effective internal communications' help to develop a cohesive culture and empower team members to make the right decisions in line with the project's goals and objectives and in turn leads to greater efficiency and productivity. Within a project that consists of such a range of implementation partners from different organizations, different technical fields of work, and located in as many different geographical locations as the USAID SEA Project, an effective internal communication strategy is of vital importance to ensure that all team members are working collaboratively towards common goals.

To that end, formal reporting requirements have been systematically designed to both capture the necessary information for external report production, as well as share that information internally on a regular and consistent basis. Requirements include:

- A monthly report – tabular in design, this summarizes the activities, achievements, challenges and outcomes of the previous month. In support of this report, sub-reports are also produced and submitted along with the monthly report where relevant. These include: training reports; workshop reports; activity reports; trip reports; news coverage reports; success stories; and stories from the field.
- A quarterly report – narrative in design, this report is more analytical than the monthly report, and explores wider issues such as gender inclusion, spatial information, etc.

All reports have clear templates to follow, and are submitted through a Dropbox facility, enabling all parties to view one another's reports as they are submitted.

An online calendar of activities compliments these reports, and provides a resource for all implementing partners to document their planned activities, and schedule actions in a coordinated manner.



Inter-organizational communication for coordination has been further supported through the development of Thematic Working Groups (TWGs) for each core theme in the SEA program, i.e. SA 1 (Creating Demand), SA 2- TA 1 (EAFM), TA 2 (MPAs), TA 3 (MSP) and TA 4 (Law); SA 3 (Incentives), SA 4 (Policies & Regulations) and SA 5 (Training & Capacity Building). These TWGs will aim to, (a) promote the sharing of technical knowledge, experiences, approaches and lessons learned between organizations; (b) ensure all parties are aware of the work being undertaken at the scale of the overall initiative; and (c) avoid the duplication of work efforts across the initiative and reduce redundancy.

In addition to this, geographic coordination has been supported through the identification of 'lead' organizations for each of the sites within the USAID SEA Project portfolio. These lead implementing partners are responsible for ensuring site-based activities are coordinated and scheduled strategically and effectively between all parties active at the site. This is particularly important to maximize efficacy of effort, and to ensure frontline stakeholder engagement at any given site is not overly burdensome, duplicative, repetitive, or contradictory for the audiences concerned.

## **EXTERNAL COMMUNICATIONS:**

This section outlines the plans, procedures and processes for externally communicating the USAID SEA Project activities and achievements.

Target audiences for external communications are tiered as follows:

- Tier 1 – External audiences that are closely related to the USAID SEA Project goals (whether geographically related, technically related, or programmatically related). This includes, for example, direct beneficiaries (stakeholders, communities) as well as local, regional and national government agencies, and related private sector actors.
- Tier 2 – External audiences that are more generally related to marine & coastal sustainable management in Indonesia and the region. This includes: regional inter-governmental initiatives that impact Indonesia; regional and international donor / support projects that impact Indonesia; private foundations actively supporting marine and coastal management in the region; non-governmental organizations and civil society groups active in marine and coastal management in other areas of Indonesia; other projects active in the region that may benefit from lessons learned from the SEA Project; and higher education and research institutions.
- Tier 3 – All other external audiences (i.e. wide coverage, up to the general public).

Guideline considerations for key messaging in external communications are provided, including:

- a) Boilerplates (standardized institutional summaries) to use when referring to the USAID SEA Project and associated organizations.
- b) The importance of ensuring recognition and ownership of achievements by USAID SEA Project counterpart MMAF, local government, and site-based stakeholders (direct beneficiaries).
- c) Ensuring recognition of support provided by USAID.
- d) Ensuring accuracy and transparency of information.
- e) Promoting tailored audience-based messaging in targeted external collaterals.
- f) Ensuring coordination of communication collaterals.

Event procedures and processes are also outlined; from pre-event preparation (i.e. use of logo's on collaterals, production of banners, preparation of media briefing, and process for media invitations); through the event itself (i.e. the importance of collecting photo and audio-visual records, and the use of the Photo/Video Consent Release form); to post-event follow up (i.e. editing and captioning photos and videos, media follow up, article production, and documenting of news coverage).

Various bi-lingual (Bahasa Indonesian and English) communications products and channels will be utilized for externally communicating about the USAID SEA Project. These include:

- A USAID SEA Project Website – will serve as a platform to transparently share all key project documentation, success stories, stories from the field, media articles, video testimonies and the like. The website will acquire USAID approval prior to launch, and key project documentation may also be featured where permitted / appropriate through the existing MMAF counterpart website.
- Social Media – in particular, facebook and instagram, (as the most popular social media platforms in Indonesia). Postings will be released at least once-per-week in addition to postings on key calendar occasions to link with trending memes, and use of hashtags. A full USAID SEA Project social media plan and schedule, as well as social media guidelines for partners, will support the effective use of this important communication platform.
- Audio Visual Products – aimed to raise top-of-mind awareness, these products will be utilized during USAID SEA Project events / activities (where relevant) and featured on all external communication platforms (website, social media).
- Success Stories and Professional Photos – will be available to wide audience and featured on both the USAID SEA Project platforms and wider USAID communication and outreach channels. High quality photos are to accompany these publications.
- Newsletter – bilingual, this will provide periodic updates about the USAID SEA Project that showcase the projects’ human-interest and impact, success stories, key-activities and events, milestones, and other relevant information. Released quarterly, in both electronic and hard-copy format, the newsletter will also serve as an effective knowledge sharing tool.
- Mass Media – will be utilized through collaborative media partners to ensure a continuing stream of stories and articles are published through mass media portals. Media spokespersons have been identified for each key implementing institution, to provide consistent voices and ‘faces’ of the project to the wider public; and designated media points of contact within each organization have been identified to ensure coordination of media presence and targeted messaging through media portals.
- Factsheets and Infographics - will be developed to raise awareness and provide educational information about the project. These will be available in both English and Bahasa Indonesia.

*All communications products and channels will refer to USAID Graphics Standards Manual and Partner Co-Branding Guide; ADS Chapter 320 on Branding and Marking; ADS Chapter 557 on Public Information; USAID ADS Chapter 558 on Use of Social Media for Public Engagement; USAID Social Networking: A Guide to Strengthening Civil Society through Social Media; USAID Shooting Guide and any other relevant USAID sources.*

## **KNOWLEDGE MANAGEMENT**

Knowledge management is the process by which knowledge is effectively captured, developed, shared and utilized. Over the course of the USAID SEA Project considerable knowledge will be created. As a fixed term project, it is essential to plan, from the outset, the mechanisms for effectively capturing, sharing, developing and utilizing this knowledge. This is important for ensuring the experiences and lessons learned from the project are both documented appropriately, and are maximally transferable to be applied by other programs facing similar challenges, opportunities and circumstances.

This section explores the anticipated mechanisms to be utilized by the USAID SEA Project for effective knowledge management. This includes:

- Capturing Explicit Knowledge – through reports and documentation throughout the project lifecycle.
- Capturing Conceptual Knowledge – usually in the form of words of concepts that are borne out of experience. The knowledge owner knows that they possess this knowledge, but it is oftentimes not effectively captured in traditional ‘explicit knowledge’ formats. As the concepts are possible to verbalize however, they are possible to document, and can be captured through semi-structured interviews or the articulation and expression of best practice approaches experienced by the practitioners.
- Capturing Perceptual Knowledge – also known as ‘skills’, gained from experience, and usually challenging to verbalize or articulate. This knowledge is generally best captured through discussion and efforts of expression in the form of skills building or training course development, whereby the knowledge holder is required to analyze and breakdown the key steps anticipated to achieve the skills in question.
- Capturing True Tacit Knowledge – is particularly challenging. This is knowledge (in any form) that a person possesses but does not know that they have. Undertaking unstructured interviews or focus group discussions with key team members, either through the project term, or at the end of the project, that are open-ended and simply encourage general discussion around a particular experience within the project, can sometimes lead to true tacit knowledge emerging that can then be document.

Knowledge is anticipated to be shared through the following mechanisms:

- Internal mechanisms – as outlined in the internal communications section (i.e. accessible internal reports from all partners, and thematic working groups).
- External explicit mechanisms – through the communication products and channels described in the previous section (i.e. website, social media, mass media etc.)
- External implicit mechanisms – opportunistic in nature this may involve, for example, presenting about the project at national or international forums and events; participating in discussion panels at conferences or workshops; representing the project in partner meetings, academic forums and such like).
- Institutional mechanisms - through the USAID development experience clearing house (DEC); the USAID learning lab; and / or relevant USAID repositories or systems relevant and operational at the end of the USAID SEA Project term.

## RINGKASAN EKSEKUTIF

Proyek Sustainable Ecosystems Advanced (SEA) merupakan proyek lima tahun (Maret 2016 – Maret 2021) yang mendukung Pemerintah Indonesia dalam memperkuat tata kelola sumber daya perikanan dan kelautan, serta melestarikan keanekaragaman hayati di tingkat lokal, kabupaten, provinsi, dan nasional. Dengan menggunakan pendekatan berbasis ekosistem (*ecosystem-based approach to management* – EBM) serta melibatkan pemangku kepentingan utama, Proyek USAID SEA bertujuan untuk: (a) mendukung upaya konservasi dan pemanfaatan sumber daya kelautan yang berkelanjutan melalui perbaikan pengelolaan sumberdaya perikanan dan meningkatkan pengelolaan kawasan konservasi perairan yang efektif, sehingga dapat memastikan keberlanjutan produktivitas perikanan, ketahanan pangan, dan mata pencaharian yang berkelanjutan di wilayah target; dan (b) mendukung upaya penguatan kapasitas dan peran kepemimpinan di Kementerian Kelautan dan Perikanan dan pemerintah setempat dalam upaya konservasi sumberdaya kelautan dan pengelolaan perikanan yang berkelanjutan.

Proyek USAID SEA akan dilaksanakan di tiga provinsi di timur Indonesia: provinsi Papua Barat, Maluku Utara, dan Maluku. Pelaksana utama proyek ini adalah Tetra Tech, didukung oleh konsorsium mitra yang terdiri dari Wildlife Conservation Society (WCS), Coral Triangle Center (CTC), dan World Wildlife Fund-Indonesia (WWF). Pelaksana ini akan bekerja sama erat dengan Kementerian Kelautan dan Perikanan sebagai mitra utama.

Untuk mendukung Proyek USAID SEA, rencana komunikasi dan koordinasi terpadu ini dikembangkan agar tim Proyek SEA dapat merencanakan kegiatan komunikasi (internal dan eksternal) secara jelas dan meningkatkan koordinasi kegiatan antar organisasi selama proyek ini berlangsung. Rencana ini memaparkan dan menguraikan pendekatan strategis untuk **komunikasi internal** dan **komunikasi eksternal**, serta mengulas aspek manajemen pengetahuan.

### KOMUNIKASI INTERNAL:

Komunikasi internal yang efektif akan membantu terbangunnya tim yang kuat serta memberdayakan anggota tim dalam pengambilan keputusan yang tepat dan sesuai dengan target dan tujuan dari proyek, dan pada akhirnya akan mengarah pada efisiensi dan produktivitas yang lebih baik. Dalam sebuah proyek dengan mitra pelaksana yang berasal dari organisasi yang berbeda, bidang teknis pekerjaan yang berbeda, dan berada pada lokasi geografi yang berbeda, seperti dalam Proyek USAID SEA ini, strategi komunikasi internal yang efektif menjadi sangat penting untuk memastikan semua anggota tim dapat bekerja sama dengan baik dalam mencapai target bersama.

Untuk itu, hal-hal yang diperlukan atau persyaratan dalam sistem pelaporan telah disusun secara sistematis agar dapat menangkap semua informasi penting untuk keperluan pelaporan eksternal, maupun dalam hal berbagi informasi secara internal dengan teratur dan konsisten. Persyaratan ini meliputi:

- Laporan bulanan – dalam bentuk tabel, berisi rangkuman kegiatan, capaian, tantangan dan hasil dari kegiatan bulan lalu. Untuk melengkapi laporan ini, laporan pelengkap (*sub-report*) juga diperlukan dan diserahkan bersama laporan bulanan. Laporan pelengkap ini dapat berupa: laporan pelatihan (*training reports*); laporan lokakarya (*workshop reports*); laporan kegiatan (*activity reports*); laporan perjalanan (*trip reports*); laporan liputan oleh media; cerita-cerita sukses; dan cerita dari lapangan.
- Laporan kuartal – dalam bentuk narasi, laporan ini lebih bersifat analisis dibandingkan laporan bulanan, dan mencakup isu yang lebih luas seperti hal pelibatan gender, informasi spasial, dan lain-lain.

Semua laporan memiliki *template* yang jelas untuk diikuti, dan dikumpulkan melalui Dropbox, sehingga semua pihak terkait dapat melihat laporan dari pihak lain setelah dikumpulkan.

Kalender kegiatan berbasis online akan melengkapi laporan-laporan tersebut, dan memberikan sarana bagi semua mitra pelaksana untuk mendokumentasikan kegiatan yang direncanakan, dan menentukan langkah selanjutnya secara terkoordinasi.

Komunikasi dalam organisasi untuk menjamin adanya koordinasi juga didukung dengan dibentuknya Kelompok Kerja Tematik (*Thematic Working Groups – TWGs*) untuk setiap tema inti dalam program SEA, yaitu SA 1 (Menciptakan *Demand*), SA2-TA 1 (EAFM), TA 2 (MPAs), TA 3 (MSP) and TA 4 (Penegakan Hukum - *Law*); SA 3 (Insentif - *Incentives*), SA 4 (Kebijakan & Peraturan - *Policies & Regulations*) dan SA 5 (Pelatihan & Membangun Kapasitas - *Training & Capacity Building*). TWG ini bertujuan untuk, (a) mendukung proses berbagi pengetahuan teknis, pengalaman, pendekatan dan pembelajaran antar organisasi; (b) memastikan semua pihak paham akan tugas dan pekerjaan yang dilakukan dalam inisiatif ini; dan (c) menghindari terjadinya duplikasi dan mengurangi pengulangan dari pekerjaan selama inisiatif ini.

Selain itu, koordinasi lintas geografis juga didukung dengan diidentifikasinya *lead* organisasi untuk ‘memimpin’ setiap lokasi yang ada dalam portfolio Proyek USAID SEA. *Lead* organisasi ini bertanggungjawab untuk memastikan aktivitas di lokasi tersebut dapat terkoordinasi dan terjadwalkan dengan strategis dan efektif antara semua pihak yang terlibat di lokasi tersebut. Hal ini sangat penting untuk memaksimalkan efektifitas kegiatan, dan menjamin keterlibatannya pemangku kepentingan utama yang menjadi audiens target di setiap lokasi tidak terlalu dibebani dengan adanya duplikasi, pengulangan, atau pertentangan.

## **KOMUNIKASI EKSTERNAL:**

Bagian ini menjelaskan rencana, prosedur dan proses untuk mengkomunikasikan kegiatan dan capaian Proyek USAID SEA ke pihak luar (eksternal).

Audiens sasaran untuk komunikasi eksternal terbagi dalam beberapa lapisan sebagai berikut:

- Tingkat 1 – audiens eksternal yang terkait erat dengan tujuan Proyek USAID SEA (baik secara geografis, teknis, atau program). Ini termasuk, misalnya, penerima manfaat langsung (pemangku kepentingan, masyarakat), serta lembaga pemerintah di tingkat lokal, regional, nasional, dan sektor swasta.
- Tingkat 2 – audiens eksternal yang terkait secara umum dengan pengelolaan kelautan dan pesisir yang berkelanjutan di Indonesia dan di wilayah kerja. Ini termasuk, inisiatif antar pemerintah di tingkat regional yang akan berpengaruh pada Indonesia; donor regional dan internasional/ dukungan untuk proyek yang berdampak pada Indonesia; yayasan pribadi yang secara aktif mendukung pengelolaan kelautan dan pesisir di wilayah kerja; lembaga swadaya masyarakat dan kelompok masyarakat sipil yang aktif dalam pengelolaan kelautan dan pesisir di wilayah lain di Indonesia; proyek lainnya yang aktif di wilayah kerja yang dapat mengambil manfaat dari pembelajaran dari Proyek SEA; dan lembaga pendidikan tinggi dan penelitian.
- Tingkat 3 – semua audiens eksternal lainnya (cakupan yang luas, hingga masyarakat umum).

Panduan yang perlu dipertimbangkan dalam membuat pesan kunci untuk komunikasi eksternal, mencakup:

- a) *Boilerplates* (ringkasan standar dari institusi) yang dapat digunakan ketika mengacu kepada Proyek USAID SEA dan organisasi terkait.
- b) Pentingnya memastikan adanya pengakuan dan rasa memiliki dari capaian oleh mitra Proyek USAID SEA seperti Kementerian Kelautan dan Perikanan, pemerintah daerah, dan pemangku kepentingan di lokasi (penerima manfaat langsung).
- c) Memastikan adanya pengakuan atas dukungan yang diberikan oleh USAID.
- d) Memastikan adanya akurasi dan transparansi informasi.
- e) Mendukung pembuatan pesan komunikasi eksternal yang disesuaikan dengan audiens.
- f) Memastikan adanya koordinasi antara bahan komunikasi.

Prosedur dan proses dalam mengadakan suatu acara juga diuraikan; dari persiapan sebelum acara (seperti pemasangan logo pada materi komunikasi, pembuatan spanduk, persiapan media *briefing*, dan proses mengundang media); sampai pada saat pelaksanaan acara tersebut (pentingnya mengumpulkan foto dan membuat catatan audio-visual, dan ijin penggunaan dan pelepasan hak foto/ video); sampai pada tindak lanjut setelah acara berlangsung (misalnya editing dan teks foto dan video, menindaklanjuti dengan media, pembuatan artikel, dan dokumentasi dari liputan media).

Berbagai produk komunikasi yang multi bahasa (bi-lingual) (Bahasa Indonesia dan Bahasa Inggris) dan saluran (channel) yang akan digunakan untuk komunikasi eksternal mengenai proyek USAID SEA. Ini termasuk:

- Website Proyek USAID SEA – akan berfungsi sebagai platform dalam berbagi informasi secara transparan yang meliputi semua dokumen kunci proyek, cerita sukses, cerita dari lapangan, artikel media, testimonial video dan sejenisnya. Situs ini akan memperoleh persetujuan dari USAID sebelum diluncurkan dan dokumen proyek yang penting akan ditampilkan apabila diijinkan melalui situs Kementerian Kelautan dan Perikanan yang sudah ada.
- Media sosial – khususnya Facebook dan Instagram (yang merupakan platform media sosial paling populer di Indonesia). Postingan akan dirilis setidaknya sekali per minggu, selain postingan pada kegiatan penting tertentu sehingga dapat dikaitkan dengan trending *meme* dan penggunaan *hashtag*.
- Produk audio visual – yang bertujuan untuk meningkatkan kesadaran yang bersifat *top-of-mind* (hal pertama yang muncul di benak akan topik tertentu), produk seperti ini akan digunakan untuk acara/kegiatan Proyek USAID SEA (jika relevan) dan ditampilkan juga di semua platform komunikasi eksternal (website, media sosial).
- Kisah sukses dan foto (profesional) – akan tersedia untuk khalayak luas dan ditampilkan di *platform* Proyek USAID SEA dan media komunikasi dan penjangkauan USAID yang lebih luas. Foto dengan kualitas tinggi akan disertakan dalam publikasi ini.
- Buletin (*newsletter*) – dalam dua bahasa, akan memberikan *update* secara berkala mengenai Proyek USAID SEA yang dapat menunjukkan *human-interest* dan dampak yang terkait dengan proyek ini, kisah sukses, aktivitas dan kegiatan penting, tonggak pencapaian (*milestone*), dan informasi terkait lainnya. Akan diterbitkan setiap 3 bulan sekali, baik dalam format elektronik atau *hard-copy*, buletin ini akan menjadi sarana berbagi informasi yang efektif juga.
- Media massa – akan dimanfaatkan melalui kolaborasi dengan mitra media untuk memastikan adanya cerita dan artikel yang berkesinambungan yang diterbitkan melalui portal media massa. Juru bicara media telah diidentifikasi untuk setiap institusi pelaksana, sehingga proyek ini memiliki ‘suara’ dan ‘wajah’ yang konsisten di masyarakat luas; dan kontak utama terkait media dari setiap organisasi juga telah diidentifikasi untuk menjamin koordinasi yang baik dalam pemberitaan di media dan penyampaian pesan yang tertargetkan melalui portal media.
- Lembar fakta dan infografis – akan dikembangkan untuk meningkatkan kesadaran dan memberikan informasi terkait proyek. Ini akan tersedia dalam bahasa Inggris dan Indonesia.

Semua produk dan media komunikasi akan mengacu kepada USAID Graphics Standards Manual and Partner Co-Branding Guide; ADS Bab 320 tentang Branding and Marking; ADS Bab 557 tentang Public Information; USAID ADS Bab 558 tentang Use of Social Media for Public Engagement; USAID Social Networking: A Guide to Strengthening Civil Society through Social Media; USAID Shooting Guide dan sumber USAID lainnya yang relevan.

## MANAJEMEN PENGETAHUAN

Manajemen pengetahuan atau *knowledge management* adalah proses dimana pengetahuan dapat diserap/ditangkap, dikembangkan, dibagikan dan dimanfaatkan secara efektif. Selama masa implementasi Proyek USAID SEA, banyak pengetahuan yang akan dihasilkan. Sebagai proyek yang akan berlangsung selama beberapa waktu, sangat penting untuk merencanakan, dari awal, mekanisme yang secara efektif dapat menangkap, membagikan, mengembangkan dan memanfaatkan pengetahuan ini. Hal ini penting untuk memastikan pengalaman dan pembelajaran dari proyek ini dapat terdokumentasi dengan baik, dan dapat ditransfer secara maksimal untuk dipakai oleh program lain yang menghadapi tantangan, kesempatan dan kondisi yang serupa.

Bagian ini akan menjelaskan mekanisme yang diantisipasi dapat dipakai oleh Proyek USAID SEA untuk manajemen pengetahuan yang efektif. Meliputi:

- Menangkap pengetahuan eksplisit (*explicit knowledge*) – melalui laporan dan dokumentasi selama siklus proyek.
- Menangkap pengetahuan konseptual (*conceptual knowledge*) – umumnya dalam bentuk konsep kata-kata yang lahir dari pengalaman. Pemilik informasi ini mengetahui bahwa mereka memiliki pengetahuan ini, namun sering kali tidak tercerminkan dalam format “pengetahuan eksplisit” yang tradisional. Karena konsep ini dapat diverbalisasi, maka dapat didokumentasikan, dan dapat ditangkap melalui wawancara semi-terstruktur atau melalui artikulasi dan ekspresi dari praktisi tersebut terkait pengalamannya.
- Menangkap pengetahuan perseptual (*perceptual knowledge*) – atau dikenal dengan ketrampilan (*skills*), diperoleh dari pengalaman, dan biasanya sulit untuk diverbalkan atau diartikulasi. Pengetahuan ini dapat ditangkap melalui diskusi dan terungkap dalam kegiatan pengembangan ketrampilan.
- Menangkap pengetahuan *tacit* yang sebenarnya (*true tacit knowledge*) – sangat sulit dilakukan. Pengetahuan ini (dalam bentuk apapun) dimiliki oleh orang tanpa mereka sadari. Melakukan wawancara tidak terstruktur atau diskusi kelompok terfokus (FGD) dengan anggota tim kunci, baik selama masa proyek, atau di akhir proyek, dengan mengajukan pertanyaan terbuka (*open-ended*) dan mendorong diskusi yang secara khusus terkait dengan pengalaman tertentu dalam proyek, terkadang dapat menangkap pengetahuan *tacit* yang sebenarnya sehingga kemudian dapat didokumentasikan.

Pengetahuan dapat dibagikan melalui mekanisme:

- Mekanisme internal – seperti yang sudah tertuang di bagian komunikasi internal (yaitu laporan dapat diakses secara internal, termasuk laporan dari mitra dan kelompok kerja tematik).
- Mekanisme eksternal ekplisit – melalui produk dan sarana komunikasi seperti yang dijelaskan di bagian sebelumnya (yaitu, website, media sosial, media massa, dan lain-lain)
- Mekanisme kelembagaan - melalui *development experience clearing house* (DEC) USAID; lab pembelajaran USAID; dan/ atau sistem penyimpanan USAID atau sistem dan operasional lainnya pada akhir masa Proyek USAID SEA.

## 1.0 BACKGROUND

The Indonesian Sustainable Ecosystems Advanced (SEA) Project is a five-year project that supports the Government of Indonesia (GOI) to improve the governance of fisheries and marine resources and to conserve biological diversity at local, district, provincial, and national levels. By using an ecosystem-based approach to management (EBM) and engaging key stakeholders, SEA will 1) enhance the conservation and sustainable use of marine resources by reforming fisheries management and promoting marine protected areas to enhance fisheries productivity, food and nutrition security, and sustainable livelihoods within the target area; and 2) strengthen the leadership role and capacity of the Ministry of Marine Affairs and Fisheries (MMAF) and local governments to promote conservation and sustainable fishing. SEA is implemented by Tetra Tech and a consortium of partners that includes the Wildlife Conservation Society (WCS), Coral Triangle Center (CTC), and World Wildlife Fund-Indonesia (WWF) and will run from March 2016 through March 2021.

The USAID SEA Project is predicated on an ecosystem approach to fisheries and marine resources management, which implies that it will integrate across sectors and assist in the development of plans and implementation actions that address biophysical, governance and socio-economic concerns. To accomplish this vision of ecosystem approach and integration, it will need to formulate a consistent level of baseline information for project areas so that actions and longer-term plans will truly address the underlying issues and threats to the geographic areas of focus. Such an approach will also provide a model for other areas in Indonesia and a systematic means of scaling up coastal and marine resource management by local districts, provinces and the national government.

The USAID SEA Project will implement activities in the three provinces—West Papua, North Maluku, and Maluku Provinces—that lie within Indonesia’s Fishery Management Area 715. This zone was chosen to be the site of the SEA Project because of the area’s high marine biodiversity, status as a national priority area for fisheries, the presence of small island provinces/districts, high rates of extreme poverty and high vulnerability to climate change. The project will also operate at a national scale to support specific activities of the Ministry of Marine Affairs and Fisheries.

The objectives of the USAID SEA Project are to:

- Support enhanced conservation and sustainable use of marine resources by reforming fisheries management and promoting marine protected areas to enhance fisheries productivity, food security, and sustainable livelihoods within the target areas
- Support the strengthening of the leadership role and capacity of the MMAF and local governments to promote conservation and sustainable fishing

Overall, at the end of five years, USAID assistance through SEA Project will have improved the conservation and management of Indonesia’s marine biodiversity through increased capacity and the practical application of marine conservation and sustainable fisheries management. In pursuit of this goal, SEA supports USAID’s Biodiversity Conservation earmark, the Feed the Future (FTF) initiative, and the Executive Order and National Strategy on Combatting Wildlife Trafficking.

The high-level results that must be achieved by the completion of the project are as follows:



1. At least six million hectares in the target FMA or sub-FMA under improved fisheries management as a result of USG assistance, measured through the MMAF EAFM and MPA Effectiveness Index scores or other approved national or international standards, disaggregated by national, provincial, and district jurisdiction, and by whether within or outside MPAs
2. At least six policies, laws, regulations, and/or operational protocols in support of marine conservation and sustainable fisheries management created, strengthened, promulgated, and/or enforced at all levels
3. Key drivers and highest-rated pressures to marine biodiversity show a declining trend in the target areas

## **2.0 INTRODUCTION TO THE COMMUNICATIONS & OUTREACH COORDINATION PLAN**

To support the USAID SEA project, this integrated communication and coordination plan has been developed for the SEA team to clearly strategize communications and inter-organizational coordination activities throughout the project term. The communication and coordination approaches described in this document are designed to better facilitate working relations with all program stakeholders with the goal of promoting achievement of the overall USAID SEA mission and supporting the project to achieve its overall goals.

The plan is presented in three key sections:

### **INTERNAL COMMUNICATIONS:**

This section outlines a robust and practical strategy for ensuring systematic coordination and communication processes within and between SEA project staff and primary sub-contractors. This aims to ensure contractual expectations are met, at the same time as fostering transparent, constructive and collaborative processes between all partners related to the USAID SEA Project. The development of this section considered partners existing communications and reporting systems and processes, as well as best practice approaches available. It aims to bring added value without overly burdensome demands being exacted, to ensure overall programmatic efficiency and effectiveness.

### **EXTERNAL COMMUNICATIONS:**

This section outlines the plans, procedures and processes for externally communicating the USAID SEA Project activities and achievements. This includes guidance on the use of media outlets, the production of articles, success stories, case studies, stories from the field and newsletters. It includes plans for the SEA website and open access approaches for project documentation.

### **KNOWLEDGE MANAGEMENT:**

This section outlines the planned processes for knowledge management (capture and sharing) throughout the term of the USAID SEA Project.

## 3.0 INTERNAL COMMUNICATIONS

Effective internal communications' help to develop a cohesive culture and empower team members to make the right decisions in line with the project's goals and objectives and in turn leads to greater efficiency and productivity. Within a project that consists of such a range of implementation partners from different organizations, different technical fields of work, and located in as many different geographical locations as the USAID SEA Project, an effective internal communication strategy is of vital importance to ensure that all team members are working collaboratively towards common goals. This internal communication plan will help the project implementation partners, i.e. Tetra Tech, Wildlife Conservation Society (WCS), Coral Triangle Center (CTC), and World Wildlife Fund-Indonesia (WWF-Indonesia), and potential future partners, to maximize coordination, exchange news and ideas, develop and share best practice approaches, overcome potential problems, and facilitate decision making.

The USAID SEA Project Internal Communication plan is divided into three parts:

- formal reporting requirements,
- key internal audiences, and
- inter-organizational communication for coordination.

### 3.1. Formal Reporting Requirements

Reports are vital tools for the communication of information. Effective reporting provides communication channels to send information upward, downward, and laterally; providing systems to record, track, and implement activities. The USAID SEA Project reporting systems serve as a framework to provide relevant information for the key audiences on a timely basis.

The USAID SEA Project Core Team and implementation sub-contractors are required to produce internal reports in a timely manner. These consist of:

- A monthly report (with a range of sub-report attachments)
- A quarterly report

To support this process, templates for all reporting requirements have been developed and are available on the USAID SEA Project Dropbox.

#### (a) Monthly Report

The USAID SEA Project monthly report requires USAID SEA Project Core Technical Team and project leaders of each implementation partner (i.e. WCS, CTC, WWF-Indonesia, and future potential partners) to submit a summary of activities on a monthly basis. The report is predominantly in tabular format for ease of completion, and includes fields to provide information on: activities undertaken, dates locations/ venues of activities, participants, relevancies to the SEA project's strategic approaches (SA's) and technical approaches (TA's), key outputs/ outcomes, and summary information of any challenges that have been encountered that month.

In addition to this, the summary includes a field for report authors to identify any areas where they feel greater collaboration or support is required. This is particularly useful for the USAID SEA Project coordination team to be able to respond, provide support or target strengthened coordination efforts in a timely manner to promote optimal project efficacy. See Template in Appendix One.

During each monthly report submission, two different sets of attachments also need to be submitted (as relevant).

Attachments required from the **USAID SEA Project Core Technical Team** consist of:

- training reports,
- workshop reports,
- activity reports,
- trip reports.

(as relevant to the actions undertaken during the month).

Attachments required from the **project leaders of each of the implementation (sub-contractor) partners** consist of:

- training reports,
- workshop reports,
- activity reports,
- news coverage reports,
- success stories,
- and stories from the field.

The monthly report along with all relevant attachments should be submitted on the 5<sup>th</sup> day of the following month, except for the monthly report required on the last month of each quarter that should be submitted on the 1<sup>st</sup> day of the following month.

The monthly report and all relevant attachments are to be submitted through the Dropbox folder designated for USAID SEA Project internal coordination, and will be available to USAID SEA Project management (COP, DCOP, and Communications and Outreach Team) as well as other sub-contractors and members. This supports transparency, coordination and knowledge-sharing among relevant project members, as well as encourages timely submission of documents.

Templates for the monthly reports and all associated attachments are available on Dropbox (link: [Monthly Report Templates](#)).

A full description of the monthly report **attachments** is provided in Table I.

*Notes to the table:*

- For SEA Core Team the News Coverage Report, Success Stories and Stories from the Field will be completed by the Communications Team where relevant, and therefore do not need to be submitted by Technical SEA Core Team Members.
- If there are extenuating circumstances that lead to requiring an extension for the monthly report submission, requests should be communicated through the USAID SEA Project Chief of Party (COP), Deputy Chief of Party (DCOP), and Communications and Outreach Team at least three days in advance of the deadline.

ATTACHMENT	SUMMARY DESCRIPTION	REQUIRED SUBMISSION (WHEN RELEVANT) FOR:	
		USAID SEA CORE TEAM	SUB-CONTRACTORS
<b>Workshop Report</b>	<p>Following any workshop, a workshop report needs to be completed and submitted as an attachment to the monthly report. A workshop report is the responsibility of the institution that led the workshop implementation, i.e. the USAID SEA Project Core Technical Team and / or project leaders of each of the implementation partners as relevant.</p> <p>The workshop report template covers various information, including workshop introduction, objectives, summary of agenda, summary of participants, summary of materials and methods, summary of feedback from participants, key outputs, key outcomes, achievements, recommendations, and photos with captions. See template in Appendix Two.</p>	✓	✓
		See template on dropbox <a href="#">SEA Core Team Workshop Report Template</a>	See template on dropbox <a href="#">Sub-Contractor Workshop Report Template</a>
<b>Training Report</b>	<p>Following any training, a training report needs to be completed and submitted as an attachment to the monthly report. A training report is the responsibility of the institution that led the training implementation.</p> <p>The training report template covers various information including training introduction, objectives, summary of agenda, summary of trainers and participants, summary of materials and methods, summary of feedback from participants, key outputs, key outcomes, achievements, recommendations, and photos with captions. See template in Appendix Three.</p>	✓	✓
		See template on dropbox <a href="#">SEA Core Team Training Report Template</a>	See template on dropbox <a href="#">Sub-contractors Training Report Template</a>
<b>Activity Report</b>	<p>For other activities or events e.g. key-level meetings, outreach events in the field, key partner liaison events etc, an activity report needs to be completed and submitted as an attachment to the monthly report. An activity report is the responsibility of the institution that led the activity implementation.</p> <p>The activity report template covers various information including activity introduction, objectives, summary of participants, results, key outputs, key outcomes, achievements, recommendations, and photos and captions. See template in Appendix Four.</p>	✓	✓
		See template on dropbox <a href="#">SEA Core Team Activity Report Template</a>	See template on dropbox <a href="#">Sub-Contractor Activity Report Template</a>
<b>Trip Report</b>	<p>Following any trip, a trip report needs to be completed by USAID SEA Project Core Technical Team and submitted to USAID SEA Project Dropbox as an attachment to the monthly report. A trip report is the responsibility of USAID SEA Project Core Technical Team only and one of its main purposes is to fulfill administrative/ financial requirements. The trip report template covers various information, including trip background, objectives, trip activities/ structures, and key actions or items to follow up. See template in Appendix Five.</p>	✓	✗
		See template on dropbox <a href="#">Trip Report Template</a>	

ATTACHMENT	SUMMARY DESCRIPTION	REQUIRED SUBMISSION (WHEN RELEVANT) FOR:	
		USAID SEA CORE TEAM	SUB-CONTRACTORS
<b>News Coverage Report</b>	<p>The news coverage report aims to provide collated information of the media output (i.e. print, online, broadcast, and social media) that makes reference to the project, its activities and/ or relevant designated topics of interests. The news coverage report includes the systematic recording of radio and television broadcasts, the collection of press clippings from print media publications, and the collection of data from online information sources.</p> <p>The project news coverage report covers a range of information including name of the media, title of the news in English, a short summary of the news, and a link, clipping or recording of the news as relevant. The USAID SEA Project news coverage report needs to be submitted by the project leader of each sub-contractor (in close coordination with their respective communications team) as an attachment to the monthly report, The template for the news coverage reports can be seen in Appendix Six.</p>	✘	✔
			See template on dropbox <a href="#">News Coverage Report Template</a>
<b>Success Stories</b>	<p>Success stories help the project and USAID to educate people about the project assistance. A success story uses a photo and approximately 500 words to explain the impact the USAID SEA Project has had on an individual or community. The narrative starts by introducing the character, conflict, and/ or opportunity. The story then outlines the project's description and/ or assistance and ends with the success, improvement, and/ or positive change(s) due to the project's initiatives and assistance.</p> <p>USAID guidelines for the production of good success stories are available on Dropbox (<a href="#">Telling a Story Guidelines</a>). The USAID SEA Project success stories need to be submitted by the project leader of each sub-contractor (in close coordination with their respective communications team) x as an attachment to the monthly report. Stories will then be publicly featured on the project's and USAID external relations tools (e.g. website, newsletter, social media, etc). See template in Appendix Seven.</p>	✘	✔
			See template on dropbox <a href="#">Success Stories Template</a>
<b>Stories from the Field</b>	<p>A story from the field covers narrative and inspiring information on the project activities and/ or initiatives depicted from a beneficiaries or partners point of view, and is complimented with photos and captions.</p> <p>USAID guidelines for the production of good success stories are available on Dropbox (<a href="#">Telling a Story Guidelines</a>). The USAID SEA Project 'story from the field' needs to be submitted by the project leader of each sub-contractor (in close coordination with their respective communications team) as an attachment to the monthly report, Stories from the field will then be publicly featured on the project's and USAID external relations tools (e.g. website, newsletter, social media, etc.).</p> <p>See template in Appendix Eight</p>	✘	✔
			See template on dropbox <a href="#">Stories from the Field Template</a>

Table 1: List of attachments required for monthly report, relevant to activities undertaken

## (b) Quarterly Report

In addition to a monthly report, the USAID SEA Project internal reporting system also requires USAID SEA Project Core Technical Team and project leaders of each implementation partner (i.e. WCS, CTC, WWF-Indonesia, and future potential partners) to contribute quarterly reports. These will then be compiled by the SEA Core Communications Team into the overall quarterly report for the project that will be available for external stakeholders.

The quarterly report will complement and elaborate upon information that has been covered on the monthly reports in a narrative setting, as well as collate additional information not covered in the monthly reports. This will include: overall progress/ achievements in the last quarter under each strategic approach, and by each province; information on gender inclusion; challenges encountered in the last quarter and solutions implemented and/ or proposed; spatially related changes to capture the geographical footprint of project implementation, and overall key activities planned for the coming quarter. The quarterly report will be made available in both English and Bahasa Indonesian, and upon submission to USAID, all monthly reports and associated attachments will be submitted as an appendix for reference.

The template for the quarterly report from USAID SEA Project Core Technical Team and project leaders of each implementation partner is available on Dropbox (see: [Quarterly Report Template](#)) and can be seen in Appendix Nine. The completed report should be submitted to the SEA Core Communications Team on the 1<sup>st</sup> day of each quarter (e.g. January 1<sup>st</sup> 2017, April 1<sup>st</sup> 2017, July 1<sup>st</sup> 2017, October 1<sup>st</sup> 2017, etc) and should be submitted along with the latest relevant monthly report.

USAID SEA CORE PROJECT TECHNICAL TEAM	USAID SEA PROJECT SUB-CONTRACTORS
Monthly Report (with attachments)	Monthly Report (with attachments)
Training Report	Training Report
Workshop Report	Workshop Report
Activity Report	Activity Report
Trip Report	News Coverage Report
Quarterly Report	Success Story
	Stories from the Field
	Quarterly Report

Table 2: USAID SEA Project - List of internal formal reporting requirements

## 3.2. Online Calendar of Activities

In addition to the monthly reports and quarterly reports, the SEA Core Team and sub-contractor implementing partners are expected to regularly update and maintain an online calendar activities that will be available for all to view.

An online, up to date calendar is essential, particularly for coordinating activities at any given site, and ensuring all partners are aware of the upcoming activities being implemented by other partners. The calendar should show at least the following two months of activities at any given time, and changes to the calendar should be accompanied by email notification amongst team leaders. At the time of writing this online calendar is in development, and will be shared with all SEA team members once available. For more information contact the SEA outreach team.

### 3.3. Key Internal Audiences

Internal formal reports and the online calendar will be available at all times for USAID SEA Project Core Team members and key implementing partners to be able to view (see: [Monthly Report Submissions and Attachments](#), [Quarterly Report Submissions](#) and Online Calendar).

These internal formal reports are available for USAID SEA Project’s key internal audiences as shown in Table 3.

KEY INTERNAL AUDIENCES	
United States Agency for International Development (USAID).	The project’s activities are made possible through the USAID funding as the project’s donor. Thus, all formal internal reports of project’s activities will be available for review by USAID.
Ministry of Marine Affairs and Fisheries (MMAF) at national and provincial levels as the SEA Project key partner agency.	MMAF, at both national and provincial levels, act as the main counterpart of the project. It is important to make information available for their review in order to enable further collaboration, and ensure that the project activities go in accordance with MMAF strategies.
The National Development Planning Agency, Badan Perencanaan Pembangunan Nasional (BAPPENAS) and Provincial Dinas Kelautan Dan Perikanan (DKP) offices.	BAPPENAS and Provincial DKP offices are institutions integral to the successful implementation of th USAID SEA Project, and open and transparent communications on overall programmatic progress will be essential.
Implementation Partners i.e. Tetra Tech, World Wildlife Fund-Indonesia, Wildlife Conservation Society, Coral Triangle Center.	To enable and ensure project coordination, all formal internal reports of project’s activities will be available for review by all implementing partners. This will allow all project members to nurture and plan further discussion and collaboration.
In addition to the main key internal audiences, information derived from the internal reports may also be used as materials for external communications, e.g. success stories, stories from the field, photos and captions, etc published on various USAID SEA Project communications channels/ products.	

Table 3: Key audiences for internal communications

### 3.4. Inter-organizational Communication for Coordination

The key implementers of the USAID SEA Project initiative are the projects core team and the sub-contractor organizations – the Coral Triangle Center (CTC), World Wildlife Fund Indonesia (WWF-Indonesia), and the Wildlife Conservation Society (WCS). In addition to this, other organizations and individuals are anticipated to be involved at key stages of implementation as required including Yayasanan Masyarakat dan Perikanan Indonesia [MDPI] and Marine Change [MC] amongst others).

With so many groups working in widely dispersed geographies, inter-organizational communication for coordination is critical. Effective communication between organizations is required to:

- Ensure all parties are aware of the work being undertaken at the scale of the overall initiative.
- Promote the sharing of technical knowledge, experiences, approaches and lessons learned.
- Avoid the duplication of work efforts across the initiative and reduce redundancy.
- Ensure activities at any given site are coordinated, both to maximize efficacy of effort, and – importantly – to ensure stakeholder engagement and involvement is not burdensome, duplicative, repetitive, or (worst case) contradictory for the audiences concerned.

Two key categories of inter-organizational communication are particularly relevant in the in the USAID SEA Project initiative: Thematic Communication, and Geographic Communication.

### (a) Thematic Communication

This refers to situations where different organizations are working on the same Strategic Approach (SA) or Technical Approach (TA), and where coordination is particularly critical between parties. For example, all three sub-contractor organizations as well as the USAID SEA Project team will be working on the development and effective management of MPAs across the program site. Sharing skills, knowledge, tools and lessons learned throughout the program term will be essential for maximizing impact, reducing duplication of effort, and ensuring best-practice approaches are utilized throughout the work. Likewise, for the other SA and TA themes, all or some of the key implementers, as well as wider organizations, are anticipated to be involved, and will likewise require transparent, regular communications to maximize efficacy of effort.

To that end, the development of **Thematic Working Groups** (TWGs) is recommended. These TWGs will be established for each SA and key TA, and will involve one named representative from each relevant organization working on that theme. The TWGs will be coordinated initially by an allocated representative from the SEA Project core team (from Tetra Tech) for year 1 of the initiative, but the coordination role may be allocated in the future to volunteer ‘Chairs’ from other organizations as desired (see table 4 for the anticipated TWGs and their membership).

ORG	SA 1: Creating Demand	SA 2: Ecosystem Management of FMA 715 & MPAs				SA 3: Incentives	SA 4: Policies & Regulations	SA 5: Training & Capacity Building
		TA 1. EAFM	TA 2. MPA	TA 3. MSP	TA 4. Law			
TT	TBD	Irna Sari	Stacey Tighe	Christiana Yuni/ WenWen	Christiana Yuni	Tiene Gunawan	Christiana Yuni	Asril Djunaidi
WWF	Dwi Aryo Tjiptohandono	Abdullah Habibi	Toufik Alansar	Toufik Alansar	Candhika Yusuf	Candhika Yusuf	n/a	Muhammad Yusuf
CTC	Yoga Putra	n/a	Marthen Welly	n/a	n/a	n/a	n/a	Hesti Widodo/ Reinhart Paat
WCS	Tisna Nando	Irfan Yulianto	Yudi Herdiana	Prayekti Ningtias	Prayekti Ningtias	Yudi Herdiana	n/a	Arisetiarso Soemodinoto
MDPI	Deirdre Duggan	Guillermo Moreno	n/a	n/a	n/a	Yasmine Simbolon	Momo Kochen	Guillermo Moreno

**Table 4: The anticipated Thematic Working Groups, and the representative members from each organization**

*Note: These groups are dynamic and representative persons may change over time. Also, additional institutions may join if / when engaged for particular areas of work.*



These TWGs are expected to meet (whether in person, or virtually through skype call) at least once each month to share progress, tools and materials developed, discuss challenges and coordinate thematic efforts. Each TWG organizational representative will be responsible for sharing information from the TWGs to wider colleagues within their own organizations.

The TWGs are anticipated to be further supported by: (a) informal communications between organizations relevant to the topic (i.e. via phone, WhatsApp etc); (b) the sharing and reviewing of each other's monthly reports online (in the SEA Project Dropbox); (c) the reviewing of the online calendar to keep abreast of one another's plans and activities.

### **(b) Geographic Communication**

In addition to thematic communication, it will be imperative to have clear inter-organizational communication and coordination at the geographic level. This is particularly relevant to ensure activities at any given site are coordinated, both to maximize efficacy of effort, and – importantly – to ensure stakeholder engagement and involvement is not burdensome, duplicative, repetitive, or (worst case) contradictory for the audiences concerned.

With many different actors undertaking work, oftentimes at the same site, timing and planning of site based activities will be critical. Teams visiting sites need to coordinate plans to ensure activities with stakeholders are undertaken in a step-wise fashion that enable audiences to understand and follow progress and plans, and engage effectively in all the processes, without being overwhelmed or confused by the various compounding streams of activities underway.

Additionally, overall messaging related to the goals of the program, relevance of the different activities to an overall vision in line with desires of the stakeholders, and targeted behavior change communication, needs to be consistent and clear between all groups. This is particularly relevant in the early stages of the program, where an inundation of information or mixed messaging may inadvertently create confusion and resistance from stakeholders that can undermine future engagement with, and adoption of, targeted behaviors<sup>1</sup>.

The regional USAID SEA Project offices in Ambon, Sorong and Ternate will be responsible for ensuring this geographic coordination is optimized throughout the program, through the office Directors / Coordinators. However, from a communications perspective it is also recommended that each geographic location be allocated a lead institution.

The lead institution is the organization anticipated to be most active at the given site, and will be responsible for coordinating overall activities and efforts at the site alongside the relevant partners. Partner organizations will be expected to communicate and coordinate any of their own activities relevant to that site with the lead institution at all times.

Table 5 shows a preliminary allocation of lead institution roles for the different sites (subject to review and refinement over time). Note: shaded sites remain under discussion at time of writing.

In addition to the above processes, USAID SEA Core Team will coordinate at least a bi-annual meeting with national and local government agencies at the provincial level to update them on USAID SEA Project progress and coordinate planning at the geographic level.

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<sup>1</sup> See more on this topic in the associated report: "From awareness raising to behavior change: Considerations in support of Strategic Approach #1"

PROVINCE	KABUPATEN/ SUB-DISTRICT	SITES / VILLAGES	LEAD	KEY PARTNERS ACTIVE AT SITE						
				SEA Core	CTC	WCS	WWF	MDPI	MC	RARE
NORTH MALUKU	Morotai/Morotai Selatan	Mitita Island/Juanga	WCS	V (ST)	V				TBD	
	Morotai/Morotai Selatan Barat	Wayabula/Wayabula	WCS	V (ST)	V				TBD	
	Morotai/Morotai Selatan Barat	Rao/Posi Posi Rao	WCS	V (ST)		V			TBD	
	Ternate/TBD	Ternate/TBD	WVS	V(IS)		V				
	Sula Island/Mangoli Utara Timur	Lifamatola & Mangoli/TBD	CTC	V (ST)	V					
		Lifamatola & Mangoli/TBD	CTC	V (ST)	V					
	Sula Island/Sanana Utara	Sulabesi Utara/TBD	MDPI	V (IS)				V		
	Pulau Tidore/Tidore Selatan	Mare Island/Maregam	WCS	V (ST)		V				
		Mare Island/Marekofo	WCS	V (ST)		V				
		Mare Island/Kosa	WCS	V (ST)		V				
		Mare Island/Toseho	WCS	V (ST)		V				
		Mare Island/Akeguraci	WCS	V (ST)		V				
		Mare Island/Akesai	WCS	V (ST)		V				
		Mare Island/Lola	WCS	V (ST)		V				
		Mare Island/Tadupi	WCS	V (ST)		V				
		Mare Island/Togeme	WCS	V (ST)		V				
	South Halmahera/Gane Timur Selatan	Widi Island/Gane luar	WCS	V (ST)		V				
		Widi Island/Pulau	WCS	V (ST)		V				
	South Halmahera/Kayoa	Guraici Island/Lelei	WCS	V (ST/IS)		V				
		Guraici Island/Buli	WCS	V (ST/IS)		V				
		Guraici Island/Dorolamo	WCS	V (ST/IS)		V				
		Guraici Island/Gunange	WCS	V (ST/IS)		V				
		Guraici Island/Kida	WCS	V (ST/IS)		V				
		Guraici Island/Ligua	WCS	V (ST/IS)		V				
		Guraici Island/Pulau	WCS	V (ST/IS)		V				
	Guraici Island/Talimau	WCS	V (ST/IS)		V					
	South Halmahera/Bacan Barat	Bacan Island/TDB	MDPI	V (IS)				V		
	South Halmahera/Bacan	Bacan Island/TBD	MDPI	V (IS)				V		
South Halmahera/Bacan Selatan	Bacan Island/TBD	MDPI	V (IS)				V			
South Halmahera/Bacan Timur Selatan	Bacan Island/TBD	MDPI	V (IS)				V			
South Halmahera/Bacan Timur Tengah	Bacan Island/TBD	MDPI	V (IS)				V			
South Halmahera/Bacan Timur	Bacan Island/TBD	MDPI	V (IS)				V			
South Halmahera/Bacan Utara	Bacan Island/TBD	MDPI	V (IS)				V			
South Halmahera/Obi Utara	Bisa Island/TBD	MDPI	V (IS)				V			
Central Halmahera/Patani Utara	Jiew/Gemia	WCS	V (ST)		V					
Central Halmahera/Weda	TBD	WCS	V (IS)		V					

PROVINCE	KABUPATEN/ SUB-DISTRICT	SITES / VILLAGES	LEAD	KEY PARTNERS ACTIVE AT SITE						
				SEA Core	CTC	WCS	WWF	MDPI	MC	RARE
MALUKU	Central Maluku/Seram Utara Barat	Sawai/Pasanea	WWF	V (ST/IS)			V			
		Sawai/Gale-Gale	WWF	V (ST/IS)			V			
		Sawai/Labuan	WWF	V (ST/IS)			V			
		Sawai/Karlutukara	WWF	V (ST/IS)			V			
		Sawai/Paa	WWF	V (ST/IS)			V			
		Sawai/Wailulu	WWF	V (ST/IS)			V			
		Sawai/Horale	WWF	V (ST/IS)			V			
		Sawai/Saleman	WWF	V (ST/IS)			V			
	Central Maluku/Seram Utara	Sawai/Sawai	WWF	V (ST/IS)			V			
		Sawai/Wahai	WWF	V (ST/IS)			V			
		Sawai/RumahSokat	WWF	V (ST/IS)			V			
		Sawai/ Parigi	MDPI	V (IS)				V		
		Sawai/AirBesar	WWF	V (ST/IS)			V			
		Sawai/Besi	WWF	V (ST/IS)			V			
	West Seram/Huamual Belakang	Buano/Buano Utara	CTC	V (ST/IS)	V		V			
		Buano/Buano Selatan	CTC	V (ST/IS)	V		V			
Central Maluku/Banda	Ai/Pulau Ai	CTC	V (IS)	V						
	Rhun/Pulau Rhun	CTC	V (IS)	V						
East Seram/Bula	Bula/Sesar	MDPI	V (IS)				V			
East Seram/Pulau Gorom	KoonNeiden/Kataloka	WWF	V (ST)			V				
WEST PAPUA	Raja Ampat/Teluk Mayalibit	Teluk Mayalibit/Araway	SEA Core	V (IS)						V
	Raja Ampat/Teluk Mayalibit	Teluk Mayalibit/Beo	SEA Core	V (IS)						V
	Raja Ampat/Teluk Mayalibit	Teluk Mayalibit/Go	SEA Core	V (IS)						V
	Raja Ampat/Teluk Mayalibit	Teluk Mayalibit/Kabilol	SEA Core	V (IS)						V
	Raja Ampat/Teluk Mayalibit	Teluk Mayalibit/Kalitoko	SEA Core	V (IS)						V
	Raja Ampat/Teluk Mayalibit	Teluk Mayalibit/Lopintol	SEA Core	V (IS)						V
	Raja Ampat/Teluk Mayalibit	Teluk Mayalibit/Mumes	SEA Core	V (IS)						V
	Raja Ampat/Teluk Mayalibit	Teluk Mayalibit/Waifoi	SEA Core	V (IS)						V
	Raja Ampat/Teluk Mayalibit	Teluk Mayalibit/Warimak	SEA Core	V (IS)						V
	Raja Ampat/Teluk Mayalibit	Teluk Mayalibit/Warsamdin	SEA Core	V (IS)						V
	Sorong City/Sorong Barat	Sorong/TBD	WWF	V (IS)			V			
	South Sorong/TBD	South Sorong/TBD	WWF	V (TBD)	(postponed)					
	Bintuni Bay/TBD	Bintuni Bay/TBD	WWF	V (TBD)			V			
	Fak-fak/Karas	Nusalasi/Malakuli	SEA Core	V (ST)						
	Fak-fak/Kokas	Teluk Berau/Arguni	SEA Core	V (ST)						

Table 5: Geographic site leads and key institutional engagement across sites

## 4.0 EXTERNAL COMMUNICATIONS

This section focuses on external programmatic communications, here defined as the mechanisms for communicating about the USAID SEA Project (progress, challenges, achievements etc.) to external audiences. These audiences can be widely varied, from non-SEA related conservation organizations, government agencies not directly involved in the initiative, wider donor entities also working in the marine and coastal sector, through to the general public through media reporting.

Given the range of organizations, institutions and stakeholders involved in the SEA Project, it is critical to ensure external communications about the program are consistent, clear, proactive and appropriately representative of the program funder (USAID) and government counterpart (MMAF). Therefore, this section outlines the mechanisms, processes, procedures and other considerations for all external programmatic communications.

### 4.1. Target Audiences

External programmatic communications are oftentimes available in the public domain, making audiences potentially far-reaching. However, the key external audiences that will be more proactively ‘targeted’ with information about the USAID SEA Project can be divided into three Tiers:

- Tier 1 – External audiences that are closely related to the USAID SEA Project goals (whether geographically related, technically related, or programmatically related).
- Tier 2 – External audiences that are more generally related to marine & coastal sustainable management in Indonesia and the region.
- Tier 3 – All other external audiences (i.e. wide coverage, up to the general public).

These target audiences are as follows:

TARGET AUDIENCES FOR EXTERNAL COMMUNICATIONS		Tier 1	Tier 2	Tier 3
Direct Beneficiaries i.e. community members and key stakeholders at the SEA Project sites.	External communications for this audience will require tailoring in order to: (a) avoid overly technical language and ensure information is readily accessible by this audience; and (b) align with concurrent outreach and behavior change messaging being targeted at these audiences through the project work (see more on this in the associated report: “From awareness raising to behavior change: Considerations in support of Strategic Approach #1).	▼		
Local, Regional and National Government Agencies of Indonesia	Communications with departments and agencies directly involved and engaged in the SEA Project are described in the ‘internal communications’ section 3. However, it will be important to also share and disseminate knowledge, progress and lessons learned from the SEA Project with wider departments and agencies that may have influence on, or be influenced by, activities within the SEA Project.	▼	▼	
Regional inter-governmental initiatives that impact Indonesia	Effective external communications with regional inter-governmental entities and their associated national representatives will be essential for ensuring achievements from the SEA Project are appropriately recognized as contributing to wider regional commitments, and experiences and lessons learned are shared to promote learning and best practices across the region. This will include effective external communications with the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) and the associated Indonesian National Coordinating Committee (I-NCC).		▼	

TARGET AUDIENCES FOR EXTERNAL COMMUNICATIONS		Tier 1	Tier 2	Tier 3
Regional and international donor and / or support projects that impact Indonesia	External communications with wider support agencies active in the region will be essential for sharing experiences and lessons learned that may be replicated in other areas. This includes groups such as the Association of Southeast Asian Nations (ASEAN), the Southeast Asian Fisheries Development Center (SEAFDEC), the USAID APIK project (Climate Change Adaptation and Resilience - <i>Adaptasi Perubahan Iklim dan Ketangguhan</i> ), the USAID BIJAK project (Build Indonesia to Take Care of Nature for Sustainability - <i>Bangun Indonesia untuk Jaga Alam demi Keberlanjutan</i> ), the USAID LESTARI project, the USAID OCEANS project, the National Oceanographic and Atmospheric Administration (NOAA), the Coral Reef Rehabilitation and Management Program (COREMAP), and the Global Environment Facility (GEF).		▼	
Private foundations active in supporting Indonesia's marine and coastal resource sectors	Foundations play a strong role in supporting sustainable marine and coastal management in Indonesia. Therefore communications with such organizations will be critical to ensure lessons learned are shared, and two-way dialogue is promoted in order to learn from the experiences of these groups, ensure collaboration and coordination with other active programs in the region, and implement best practices. These groups include the David and Lucile Packard Foundation, the Walton Family Foundation, the Margaret A Cargill Foundation, and the MacArthur Foundation.		▼	
Non-governmental organizations and civil society organizations active in Indonesia's marine and coastal sector	A wide range of NGOs and civil society groups are active in Indonesia, supporting sustainable marine and coastal management. Proactive external programmatic communication with such groups will be important to promote transparency and effective dialogue between groups, and to explore possible collaborations and engagements in different elements relevant to the SEA program. These groups include institutions such as Conservation International (CI), The Nature Conservancy (TNC), Coral Reef Alliance, the Coral Triangle Information and Learning Center, the Locally Managed Marine Area (LMMA) Network, MantaWatch, Rare, Reef Check Indonesia (RCI), Starling Resources (SR), the Sustainable Fisheries Partnership (SFP), Yayasan Alam Indonesia Lestari (LINI), Yayasan Terumbu Karang Indonesia (TERANGI), and the Zoological Society of London (ZSL) Indonesia.		▼	
Higher education and research institutions	Nearly 30 universities and academic institutions in Indonesia run courses and training initiatives that support elements of sustainable marine and coastal management. Ensuring SEA programmatic information, experiences and lessons learned in the Indonesian context are available to these institutions will be beneficial for incorporation into training and teaching elements for the next generation of marine and coastal management practitioners. <sup>2</sup>		▼	▼
Other projects in the region that may benefit from the USAID SEA project experiences	This involves undertaking proactive external programmatic communications with initiatives in other Coral Triangle (CT) countries that are undertaking activities similar to the USAID SEA Project. This would include, for example, the USAID supported Ecosystems Improved for Sustainable Fisheries (ECOFISH) initiative in the Philippines. Proactive communications and dialogue between such programs is essential for cross-program learning, and a south-to-south visit between such groups is also proposed in the SEA Project work plan.		▼	

<sup>2</sup> These institutions include: Akademi Perikanan Sorong, West Papua; Institut Pertanian Bogor (IPB - Bogor); Sekolah Tinggi Ilmu Teknologi Kelautan (Kupang); Sekolah Tinggi Perikanan (STP - Jakarta); Sekolah Tinggi Teknologi Kelautan Balik Diwa (STITEK Balik Diwa – Makassar); Universitas Andalas, Padang West Sumatera; Universitas Brawijaya (UB - Kota Malang); Universitas Bung Hatta; Universitas Diponegoro (Undip - Semarang); Universitas Halu Oleo (Kendari); Universitas Hasanuddin (Unhas - Makassar); Universitas Jenderal Soedirman (Unsoed – Purwokerto); Universitas Khairun (Ternate); Universitas Lambung Mangkurat (ULM – Kalimantan Selatan); Universitas Maritim Raja Ali Haji, Kep Riau; Universitas Mulawarman (Unmul – Kalsel); Universitas Muslim Indonesia (UMI – Makassar); Universitas Negeri Gorontalo; Universitas Negeri Papua Manokwari, West Papua; Universitas Nuku (Tidore, Maluku Utara); Universitas Nusa Cendana (Kupang); Universitas Padjadjaran (Unpad – Bandung); Universitas Pattimura (Unpat ti – Ambon); Universitas Riau (Unri – Riau); Universitas Sam Ratulangi (Unsrat – Manado); Universitas Satya Negara Indonesia (Jakarta Selatan); Universitas Syiah Kuala (Banda Aceh); Universitas Trunojoyo (Madura); Universitas Udayana (Unud – Denpasar); Indonesian Institute of Sciences (Lembaga Ilmu Pengetahuan Indonesia – LIPI).

TARGET AUDIENCES FOR EXTERNAL COMMUNICATIONS		Tier 1	Tier 2	Tier 3
Private sector	<p>Proactive open and transparent external programmatic communications with private sector entities in the relevant marine and coastal sectors will be critical to ensure engagement and the promotion of collaborative efforts to achieve SEA Projects goals and targets. Key private sector entities will include the fisheries industry (across the supply chain, from traders, mini-plants and processors through to exporters), as well as ecotourism related operators and businesses active in the region.</p> <p>Many of these stakeholders may already be categorized under 'Direct Beneficiaries' and involved in both internal and external communication elements of the program. However, industry representatives that may not be directly active at SEA sites but nonetheless are involved in the fisheries or tourism sector in the region need to be proactively targeted with appropriate programmatic communications to ensure wide-net engagement and transparency, as well as sharing lessons learned for possible replication and best practice implementation.</p>	v	v	
In addition to the above highlighted key audiences for external programmatic communications, information related to the SEA Project will be made publically available to enable the general public and any interested parties access and information at all times (see section 4.4)				v

Table 6: Target audiences for external communication

## 4.2. Key Messaging

In all external programmatic communications, it will be essential to ensure key messaging is clear, consistent, accurate and transparent. To that end the following rules-of-thumb are provided for all key messaging related to the USAID SEA Project external programmatic communications:

**f) Use of boilerplates for referring to USAID SEA Project organizations.**

When referring to the SEA Project or any of the key sub-contractors related to the program, use of the agreed boilerplate descriptions is required. These are concise, clear, and compelling descriptions of the project and the key institutions involved that should be used to represent and / or communicate the project to stakeholders.

The USAID SEA Project boilerplates are as follows:

**Summary description of the USAID SEA Project**

English – The USAID funded Sustainable Ecosystems Advanced (SEA) Project is a five-year project (2016-2021) that supports the Government of Indonesia to improve the governance of fisheries and marine resources and to conserve biological diversity. Implemented by Tetra Tech and a consortium of partners, the SEA project is targeted at national, provincial, and local levels, with a focus on the Provinces of West Papua, Maluku, and North Maluku that lie within Indonesia’s Fishery Management Area (FMA) 715. The project aims to utilize an ecosystem approach to fisheries management and engage key stakeholders, to (1) reform fisheries management and promote marine protected areas to enhance fisheries productivity, conservation, and sustainable utilization; and (2) strengthen the leadership capacity of local governments and the Ministry of Marine Affairs and Fisheries (MMAF).

Bahasa Indonesia – Proyek Sustainable Ecosystems Advanced (SEA) yang didanai oleh USAID merupakan proyek lima tahun (2016-2021) yang mendukung Pemerintah Indonesia dalam menguatkan tata kelola sumber daya perikanan dan kelautan, serta konservasi keanekaragaman hayati. Proyek yang diimplementasikan oleh Tetra Tech dan konsorsium mitra ini bekerja pada tingkat nasional, provinsi, serta lokal di Papua Barat, Maluku, dan Maluku Utara yang termasuk di dalam Wilayah Pengelolaan Perikanan (WPP) 715 Indonesia. Dengan menggunakan pengelolaan perikanan berbasis ekosistem dan melibatkan pemangku kepentingan utama, Proyek USAID SEA bertujuan untuk (1) menguatkan pengelolaan perikanan dan kawasan perlindungan laut guna meningkatkan produktivitas perikanan, konservasi, dan pemanfaatan berkelanjutan; dan (2) memperkuat kapasitas kepemimpinan dari pemerintah lokal dan Kementerian Kelautan dan Perikanan (KKP).

### **Summary description of the United States Agency for International Development(USAID)**

English – The United States Agency for International Development (USAID) is a federal agency that manages U.S. foreign aid to provide assistance throughout the world to help developing countries improve their economic and social conditions. USAID is the lead U.S. Government agency that works to end extreme global poverty and enable resilient, democratic societies to realize their potential. Through targeted investment and by harnessing the power of science, technology and innovation, USAID works with the Government of Indonesia, local leaders, academia, the private sector, civil society and partners to address development challenges, from forging a just and accountable democracy to meeting the needs of the most vulnerable Indonesians. Please visit [www.usaid.gov](http://www.usaid.gov).

Bahasa Indonesia – Badan Pembangunan Internasional Amerika Serikat (USAID) adalah sebuah instansi yang mengelola bantuan dari Amerika Serikat untuk mendukung negara-negara berkembang di seluruh dunia dalam meningkatkan kondisi ekonomi dan sosial mereka. USAID adalah instansi Pemerintah Amerika Serikat yang bekerja untuk mengatasi kemiskinan ekstrim global dan mendukung masyarakat demokratis yang tangguh, guna mewujudkan potensi mereka. Melalui investasi dengan target yang telah ditetapkan dan memanfaatkan keunggulan ilmu pengetahuan, teknologi dan inovasi, USAID bekerja sama dengan Pemerintah Indonesia, tokoh daerah, akademisi, sektor swasta, masyarakat sipil dan para mitra untuk mengatasi tantangan pembangunan, mulai dari memperkuat demokrasi yang adil dan bertanggung jawab hingga memenuhi kebutuhan masyarakat Indonesia yang paling rentan. Silakan kunjungi [www.usaid.gov](http://www.usaid.gov).

### **Summary description of the Ministry of Marine Affairs and Fisheries (MMAF)**

English - The Ministry of Marine Affairs and Fisheries (MMAF) of the Republic of Indonesia, was first established as an entity in 1999. The vision of Indonesian marine affairs and fisheries is to achieve competitive and sustainable development of fisheries and marine resources for the welfare of the community. To realize this vision, the ministry's mission is to: (1) Optimize the utilization of marine resources and fisheries; (2) Increase the value and competitiveness of marine and fishery products; and (3) Maintain the carrying capacity and environmental quality of marine resources and fisheries. Please visit <http://kkp.go.id/>

Bahasa Indonesia - Kementerian Kelautan dan Perikanan (KKP) Republik Indonesia pertama kali dibentuk pada tahun 1999. Visi pembangunan kelautan dan perikanan Indonesia adalah mewujudkan pembangunan kelautan dan perikanan yang berdaya saing dan berkelanjutan untuk kesejahteraan masyarakat. Untuk mewujudkan visi pembangunan kelautan dan perikanan tersebut, maka misi yang diemban adalah: (1) Mengoptimalkan pemanfaatan sumber daya kelautan dan perikanan; (2) Meningkatkan nilai tambah dan daya saing produk kelautan dan perikanan; dan (3) Memelihara daya dukung dan kualitas lingkungan sumber daya kelautan dan perikanan. Silakan kunjungi <http://kkp.go.id/>

### **Summary description of Tetra Tech**

English – Tetra Tech is a leading provider of consulting, engineering, and technical services worldwide. In the field of international development Tetra Tech aims to create practical, sustainable, and environmentally responsible solutions to address the world's most complex challenges. Its service areas include agriculture and economic growth; democracy and governance; energy; environment and natural resources; land tenure and property rights; water supply and sanitation; architecture, engineering, and construction services; and global security. The firm has provided premier services to support sustainable development throughout Asia for more than 20 years, and more than 50 years globally. Tetra Tech is an implementing partner of the USAID in multiple countries. Tetra Tech projects under USAID contract in Indonesia include the USAID SEA Project, USAID LESTARI (reducing greenhouse gas emissions and conserving biodiversity) USAID IFACS (Indonesia Forestry and Climate Support), USAID ICED (Indonesia Clean Energy Development), and USAID ICED 2. Please visit [www.tetratechintdev.com](http://www.tetratechintdev.com)

Bahasa Indonesia – *Tetra Tech adalah penyedia konsultasi, teknik, dan layanan teknis profesional ternama. Di bidang pembangunan internasional Tetra Tech bertujuan untuk menciptakan solusi praktis, berkelanjutan, dan ramah lingkungan untuk mengatasi tantangan kompleks di dunia. Area kerja Tetra Tech meliputi pertanian dan pertumbuhan ekonomi; demokrasi dan pemerintahan; energi; lingkungan dan sumber daya alam; hak kepemilikan tanah dan properti; pasokan air dan sanitasi; arsitektur, teknik, dan konstruksi; serta keamanan global. Tetra Tech telah menyediakan layanan yang mendukung pembangunan berkelanjutan di seluruh Asia selama lebih dari 20 tahun, dan lebih dari 50 tahun secara global. Tetra Tech adalah mitra pelaksana dari USAID di beberapa negara. Proyek Tetra Tech di bawah USAID Indonesia termasuk USAID SEA Project, USAID LESTARI (pengurangan emisi gas rumah kaca dan konservasi keanekaragaman hayati) USAID IFACS (Indonesia Forestry and Climate Support Indonesia/ Bantuan Kehutanan dan Perubahan Iklim), USAID ICED (Indonesia Clean Energy Development/ Pengembangan Energi Bersih Indonesia), dan USAID ICED 2. Silakan kunjungi [www.tetratechintdev.com](http://www.tetratechintdev.com).*

### **Summary description of the World Wildlife Fund-Indonesia (WWF-Indonesia)**

English – WWF-Indonesia is an independent national conservation organization and member of the WWF global network. WWF-Indonesia was established in 1962 and today works in 28 field areas in 17 provinces, from Aceh to Papua. Supported by around 500 staff, WWF-Indonesia works in collaboration with government, local communities, the private sector, local NGO's and the general public at large. Since 2006 WWF-Indonesia has gained over 64,000 supporters. Please visit [www.wwf.or.id](http://www.wwf.or.id).

Bahasa Indonesia – *WWF-Indonesia adalah organisasi konservasi nasional yang mandiri dan merupakan bagian dari jaringan global WWF. Mulai bekerja di Indonesia pada tahun 1962 dengan penelitian Badak Jawa di Ujung Kulon, WWF-Indonesia saat ini bergiat di 28 wilayah kerja lapangan di 17 propinsi, mulai dari Aceh hingga Papua. Didukung oleh sekitar 500 staff, WWF-Indonesia bekerja bersama pemerintah, masyarakat lokal, swasta, LSM, masyarakat madani, dan publik luas. Sejak 2006 hingga 2013, WWF-Indonesia didukung oleh sekitar 64.000 supporter di dalam negeri. Kunjungi [www.wwf.or.id](http://www.wwf.or.id).*

### **Summary description of the Coral Triangle Center (CTC)**

English – CTC is a local foundation based in Bali with a regional scope and global impact. CTC provides training on sustainable fisheries and works to ensure that marine protected areas within the Coral Triangle are managed effectively, supporting on-the-ground programs through its learning sites in Nusa Penida and the Banda Islands. CTC leads regional learning networks of women leaders, local government executives and marine protected area practitioners. As a certified training center of the Government of Indonesia and an official partner of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF), CTC works with communities, businesses, governments, and partners to shape lasting solutions to protect coral reef ecosystems and ensure sustainable livelihoods and food security. Please visit [www.coraltrianglecenter.org](http://www.coraltrianglecenter.org).



Bahasa Indonesia – CTC adalah yayasan lokal yang berbasis di Bali dengan cakupan regional dan pengaruh global. CTC memberikan pelatihan mengenai perikanan berkelanjutan dan memastikan bahwa kawasan perlindungan laut yang berada di dalam Segitiga Karang (Coral Triangle) dikelola secara efektif, serta mendukung kegiatan lapangan melalui situs-situs pembelajaran di Nusa Penida dan Kepulauan Banda. CTC memimpin jaringan pembelajaran regional dari para pemimpin perempuan, pimpinan pemerintah daerah, dan praktisi kawasan perlindungan laut. Sebagai pusat pelatihan bersertifikat dari Pemerintah Indonesia dan mitra resmi dari Coral Triangle Initiative dalam bidang terumbu karang, perikanan, dan ketahanan pangan (CTI-CFF), CTC bekerja dengan masyarakat, pelaku usaha, pemerintah dan mitra lain untuk membentuk solusi yang langgeng guna melindungi ekosistem terumbu karang dan menjamin penghidupan yang berkelanjutan, serta ketahanan pangan. Silahkan kunjungi: [www.coraltrianglecenter.org](http://www.coraltrianglecenter.org)

### **Summary description of the Wildlife Conservation Society (WCS)**

English – WCS has worked in Indonesia since initial surveys in the 1960s, and opened a country program in 1995 under an MoU with the Ministry of Environment and Forestry. WCS has operated projects in Sumatra, Java, Sulawesi, Nusa Tenggara and Maluku, undertaking work ranging from population and threats assessments to hunting management issues and the impact of logging on wildlife. In recent years WCS has become one of the leading actors in both key wildlife species conservation and the fight against wildlife crime. WCS's current programs focus on the megafauna of Sumatra, unique biodiversity of Sulawesi, and establishing marine protected areas and improved fisheries management. Please visit [www.wcs.org](http://www.wcs.org).

Bahasa Indonesia – WCS telah bekerja di Indonesia sejak survei awal pada tahun 1960, dan secara resmi membuka program di Indonesia pada tahun 1995 di bawah MoU dengan Kementerian Lingkungan Hidup dan Kehutanan. WCS telah mengoperasikan proyek di Sumatera, Jawa, Sulawesi, Nusa Tenggara dan Maluku, mulai dari kajian populasi dan ancamannya hingga isu pengelolaan perburuan serta dampak dari penebangan hutan terhadap hidupan liar. Dalam beberapa tahun terakhir WCS telah menjadi salah satu lembaga terkemuka di kedua bidang konservasi spesies satwa liar dan memerangi kejahatan perdagangan satwa liar. Program WCS di Indonesia saat ini fokus pada konservasi fauna besar Sumatera, keanekaragaman hayati yang unik di Sulawesi, serta membangun kawasan perlindungan laut dan perbaikan pengelolaan perikanan. Silakan kunjungi [www.wcs.org](http://www.wcs.org).

### **Summary description of the Yayasan Masyarakat dan Perikanan Indonesia (MDPI)**

English – MDPI was founded in July 2013 as an independent foundation to promote responsible and sustainable fisheries activities and ongoing care for the conservation of fisheries resources and ecosystems of Indonesia and the region. These efforts are specifically focused on small-scale, artisanal fisheries. In addition, MDPI supports the development of the fishing communities and related supply chains, through programs that support economic improvements and social stability, working closely with industries within the supply chains of varied seafood products. MDPI also works on building networks and partnerships with various organizations such as national and international universities, district, central and provincial governments, development agencies, NGOs, nationally and internationally based industry and others. MDPI believes the greater the collaboration of work towards sustainability the quicker and more successful the path towards it will be. Please visit [www.mdpi.or.id](http://www.mdpi.or.id).

Bahasa Indonesia – MDPI didirikan pada Juli 2013 dikenal sebagai lembaga independen untuk mempromosikan kegiatan perikanan yang bertanggung jawab dan berkelanjutan serta perawatan berkelanjutan untuk konservasi sumber daya perikanan dan ekosistem di Indonesia dan daerah sekitarnya. Upaya ini secara khusus berfokus pada skala kecil, yaitu perikanan skala rakyat. Selain itu, MDPI juga mendukung pengembangan masyarakat nelayan dan kaitan rantai pasokannya, melalui program-program yang mendukung perbaikan ekonomi dan stabilitas sosial, serta bekerja sama dengan industri dalam rantai pasokan produk makanan laut yang bervariasi. MDPI juga bekerja dalam membangun jaringan dan kemitraan dengan berbagai organisasi seperti perguruan tinggi nasional dan internasional, kabupaten, provinsi dan pemerintah pusat, agensi pengembang, LSM, industri nasional dan internasional, dan lainnya. MDPI yakin bahwa semakin besar kolaborasi kerja yang dilakukan, maka semakin cepat dan sukses perjalanan menuju perikanan yang berkelanjutan. Silahkan kunjungi [www.mdpi.or.id](http://www.mdpi.or.id).

**g) Recognition and ownership of achievements by USAID SEA Project counterpart MMAF, local government, and site-based stakeholders (direct beneficiaries).**

A key element of success for any project-based (fixed-term) initiative is the establishment of norms and systems that can pertain and be sustainable beyond the project life-cycle. To that end, external programmatic communications should place emphasis on the achievements of the entities and individuals that are anticipated to continue the work beyond the project period, namely the SEA Project counterpart MMAF and the communities, stakeholders and local champions for change at the SEA Project sites. By establishing a strong sense of ownership and achievement related to SEA Project objectives, and by achieving recognition for such work right from the start of the initiative, these national and local entities can build a foundation for future leadership, responsibility and sustainability. Therefore, external programmatic communication collaterals should at all times recognize the work and contributions of these key stakeholders, and should place emphasis on achievements with these groups, as they are the ones that that will be taking the initiative from 'project' to 'long-term practice'.

**h) Recognition of support provided by USAID.**

Clear recognition of the support provided by USAID is a key component of the project communications materials. Information and/ or acknowledgement of USAID support should appear where relevant in all communications materials, channels, and products. All publications and/ or communications products must follow the branding and marking standards provided by USAID and always display disclaimer language to inform that the views expressed do not necessarily reflects the views of the USAID or the US Government.

**i) Ensuring accuracy and transparency of information.**

External programmatic communication collaterals need to be accurate and informative to maximize transparency and promote effective knowledge management (see section 5). To that end, statements of achievements in collaterals should be verifiable through support data (whether qualitative or quantitative). Additionally, failures, challenges, and solutions found to those challenges are as valuable in communications as achievement-based or progress-based reporting, and will provide valuable insights for other practitioners in the region. Therefore, external programmatic communications should at all times strive to be insightful, accurate, honest and transparent regarding both the highs and lows of project implementation; tailored in such a way as to ensure lessons learned are productive, and/or messaging for change (in relation to challenges) is captured within the narrative for target audience viewing.

**j) Promoting tailored audience-based messaging in targeted external collaterals.**

As outlined in section 4.1, external programmatic communications will be publicly available, potentially reaching a wide range of audiences. However, key messaging for target audiences needs to be considered in external programmatic communications, with recommendations as provided in Table 7.

TARGET AUDIENCES	KEY MESSAGES IN EXTERNAL PROGRAMMATIC COMMUNICATIONS
<p>Direct Beneficiaries</p> <p>i.e. Community members and key stakeholders at the SEA sites.</p>	<p>These stakeholders are critical to the overall success of the SEA initiative, and will be the recipients of targeted external communications for outreach and behavior change (BC) concurrently with access to viewing external programmatic collaterals being more widely disseminated (see more information in the associated report “From awareness raising to behavior change: Considerations in support of Strategic Approach #1). As such, consideration is required when shaping external programmatic collaterals in order to ensure consistency with outreach and BC messaging, and to further endorse and strengthen this messaging wherever possible.</p>
<p>Local, Regional and National Government Agencies of Indonesia.</p> <p>Regional inter-governmental initiatives that impact Indonesia.</p>	<p>Lessons learned and achievements in the SEA program can lead to best-practice replication and implementation beyond the SEA geography. They can also positively impact on wider governmental initiatives and associated international commitments - such as the Convention on Biological Diversity (CBD) (and associated National Biodiversity Strategy and Action Plan – NBSAP implementation); Millennium Development Goals (MDGs); the UN United Nations Framework Convention on Climate Change (UNFCCC); Convention on the International Trade in Endangered Species of Wild Flora and Fauna (CITES); conventions within the UNEP Regional Seas Programme; and commitments under the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF), Sustainable Development Goals (SDGs), amongst others - all in support of the sustainable development of Indonesia as a nation.</p>
<p>Regional and international donor and / or support programs that impact Indonesia.</p> <p>Private foundations active in supporting Indonesia’s marine and coastal resource sectors</p> <p>Non-governmental organizations and civil society organizations active in Indonesia’s marine and coastal sector.</p> <p>Other projects in the region that may benefit from SEA program experiences.</p>	<p>Lessons learned and best-practices trialed and developed in the SEA program are transferable to other initiatives with similar marine and coastal challenges and goals. Likewise the SEA program can learn from other initiatives experiences, and utilize lessons learned and best-practice approaches developed under other programs.</p>
<p>Higher education and research institutions</p>	<p>Real-world experiences, insights, practical implementation practices and testimonies offer an enriching addition to theoretical learning, and can support students and researchers to better comprehend the application of learning in a real-world environment.</p>
<p>Private Sector, i.e. fisheries and tourism industries in particular</p>	<p>As critical stakeholders in the marine and coastal environment, their engagement, involvement and support to SEA program efforts affords an element of sustainability beyond the program that can only be achieved with their participation. Recognition of positive alliances and productive engagements needs to be highlighted at all times, as cross-sector collaboration is key to achieving the overall goals of the initiative.</p>

**Table 7: Key messaging considerations for external audiences**

**(g) Ensuring coordination of communication collaterals**

The dissemination of USAID SEA Project external programmatic communication collaterals will be managed by the SEA Project Communication and Outreach Team. However, partners and sub-contractors are anticipated to produce their own communication materials at regular intervals throughout the program. Therefore coordination in terms of disseminating such information is critical to consider, particularly with regards to the impact that external materials can have on internal processes. For example, equitable exposure about the achievements in the different sub-geographies of the program will be important, to ensure that no apparent bias is seen towards particular sites, agencies or individuals, that may lead to a demoralizing effect on others. Additionally, effective tracking and capturing of information will be critical for long-term knowledge management beyond the project period (see section 5). Therefore all external programmatic collaterals should be discussed with the USAID SEA Project Communications and Outreach Team prior to release to ensure effective coordination of efforts.

### 4.3. Event Procedures and Processes

These procedures and processes provide step-by-step guidelines to be followed by USAID SEA Project Core Team members and Sub-Contractors for the implementation of all in-country trainings, workshops or other events conducted under the USAID funded Sustainable Ecosystems Advanced (SEA) Project. To conduct events such as trainings, workshops, and other relevant activities the following communications steps must be completed to ensure accordance with USAID and Tetra Tech’s policy and regulations. The guidelines are divided into three steps:

- Pre-event preparation
- Event
- Post-event follow up

The details of each step are as follows:

**(a) Pre-Event Preparation**

- (i)** USAID SEA Project Core Team (COP/DCOP) should always be informed of any upcoming SEA events at least a week in advance. This is to enable effective tracking of activities and to assist Core Team during invoice review.
- (ii) *Backdrop Banners:*** The standard backdrop banner size for the SEA Project is 4 x 1.5 m. The size may change however, depending upon the available space at the venue. The USAID logo is to be set in the top left section of the banner and the MMAF logo is to be set in the top right section of the banner. The only other logos permitted on the banner (if / where relevant) are other government of Indonesia logo’s that are relevant to that particular event (i.e. Province or Kabupaten logos). If information on the banner is in English, the English USAID logo should be used (stating “From the American People”). If the information on the banner is in Bahasa Indonesian, the Indonesian USAID logo should be used (stating “Dari Rakyat Amerika”). The banner should include the following information about the training/event:
  - Name of the training/event
  - Location of the event
  - Date

All banner information should be emailed to USAID SEA Project Communications and Outreach team, Operations Manager, Admin Officer and Administrative Assistant for approval before use. Level of approval is COP or DCOP, with approval coordination channeled through the SEA Communications Specialist.

Please refer to the USAID Graphic Standards Manual and Partner Co-Branding Guide and ADS 320 for more detailed information. (Use approved template for reference).

- (iii) **Standing Banners:** The standard standing banner size for USAID SEA Project is 160 cm x 60 cm (though the size may change based on the available space at the venue). The USAID logo is to be set in the top left section of the banner and the MMAF logo is to be set in the top right section of the banner. The only other logos permitted on the banner (if / where relevant) are other government of Indonesia logo's that are relevant to that particular event (i.e. Province or Kabupaten logos). If information on the banner is in English, the English USAID logo should be used (stating "From the American People"). If the information on the banner is in Bahasa Indonesian, the Indonesian USAID logo should be used (stating "Dari Rakyat Amerika").

All banner information should be emailed to USAID SEA Project Communications and Outreach team, Operations Manager, Admin Officer and Administrative Assistant for approval before use. Level of approval is COP or DCOP, with approval coordination channeled through the SEA Communications Specialist.

Please refer to the USAID Graphic Standards Manual and Partner Co-Branding Guide and ADS 320 for more detailed information. (Use approved template for reference).

- (iv) **Media Briefings:** Media briefings are intended to be distributed to potential media partners during an event. Media briefings should at the least include general information about the USAID SEA Project (see boilerplate information in section 4.2.a), information about the training/ event being held (e.g. date, location, objectives, participants, etc.), and quotes (from USAID SEA Project and/ or government counterparts and/or beneficiaries).

If a media briefing is prepared by a sub-contractor, a template is provided that includes the contact details of both the USAID Communications and Outreach Specialist and the sub-contractor's contact person. If the USAID SEA Project core team is preparing the media briefing, a template is provided that only shows the USAID Communications and Outreach Specialist as the contact person. The Bahasa Indonesian template (with Bahasa version of USAID logo) should be used for media briefings that are prepared in Bahasa Indonesian, and the English template (with English version of USAID logo) should be used for media briefings prepared in English. See: [Media Briefings Templates](#) and the templates in Appendix Ten. Guidelines for media relations activities are also available in the project's Dropbox (see: [Guidelines for Media Relations](#)).

All USAID SEA media briefings should be reviewed by SEA Communications Specialist, and approved COP or DCOP before release. (see: [Guidelines for Media Relations](#)).

Media briefings for events that will potentially be attended by the USAID Ambassador, the USAID Mission Director, and / or other leaders of US Government institutions, should be approved by the USAID Communications and Outreach Development team. Ideally such briefings should be sent to USAID two weeks prior to the event.

- (v) **Media Invitations:** Where events may be appropriate for media attendance, media invitations should be send to potential media partners in the area. It is recommended to work on the media invitation with the SEA project counterpart, MMAF, at the national and/ or provincial level as relevant to the event. The communication person and/ or program or event manager in charge should facilitate an interview time between media partners and resource persons. It is advised that the communication person and/ or program or event manager in charge should be present during interview session(s). Guidelines for media relations activities are also available in the project’s Dropbox (see: [Guidelines for Media Relations](#)).

**(b) Event**

- (i) **Photo and Video Consent Release Statement:** This statement should be written on the bottom of all daily attendance list forms. The statement aims to provide consent to use the image and/ or sound recording of the person who has signed the form.

**English:**

Note: “Photo, Video, and Sound Recording Consent Release Statement: By signing this form, I hereby give my consent to USAID SEA Project, contractors and affiliates, to create, reproduce, use, display, broadcast, and distribute derivative works of these images and recordings. I understand that my consent to the use of the photographs, video and sound recordings and my image, likeness, appearance, and voice is for forever. The photos, videos, and sound recordings belong solely to USAID and/ or USAID SEA Project, its contractors and affiliates. The photographs, video and sound recordings may be used in whole or in part, alone or with other recordings. The photographs, video and sound recordings may be used for any educational, editorial, institutional, scientific or informational purposes whatsoever, but not for any commercial uses without requirement for USAID, USAID SEA Project, and its contractors to provide advance notice to or get permission from me, and give compensation in any form. I further give permission to the USAID, USAID SEA Project, and its contractors to use my name and biography in connection with any such uses of the photographs, video and sound recordings. I understand that photos, videos, and sound recordings will be used accordingly in respectable manner. I certify that photos, videos, and sound recordings are taken with consent from me”.

**Bahasa Indonesia:**

Catatan: “Izin Penggunaan dan Pelepasan Hak Foto, Video, dan Rekaman Suara: Dengan menandatangani formulir ini, saya memberikan hak penuh dan dalam jangka waktu yang tidak terbatas kepada USAID SEA Project, kontraktor serta afiliasinya untuk membuat, memperbanyak, memasang, dan menyebarkan secara global, dalam bentuk format media tradisional maupun elektronik, terhadap foto-foto, video-video, rekaman-rekaman suara, dan gambar-gambar lain yang serupa. Foto-foto, video-video dan/ atau rekaman suara ini akan menjadi milik USAID dan/ atau USAID SEA Project. Lebih lanjut saya menjamin USAID SEA Project dengan memberikan hak tanpa syarat untuk menggunakan gambar-gambar, baik seluruhnya maupun sebagian, dan memberikan hak bagi USAID, USAID SEA Project, serta kontraktor terkait untuk menggunakannya dalam tujuan edukasi, editorial, institusi, saintifik, informatif, atau penggunaan non-komersial lainnya, dan tanpa mewajibkan USAID SEA Project memberikan pemberitahuan terlebih dahulu kepada saya, atau mendapatkan ijin dari saya, dan memberikan kompensasi dalam bentuk apapun. Saya juga memberikan izin kepada USAID SEA Project untuk menggunakan nama dan biografi saya dalam judul atau dalam teks yang menyertai gambar atau rekaman suara saya. Saya memahami bahwa gambar-gambar dan rekaman suara ini akan dipergunakan secara benar dalam bentuk yang terhormat. Saya menyatakan bahwa gambar-gambar dan rekaman suara ini diambil dengan sepengetahuan dan seijin saya.”

- (ii) **Photos:** Still photos of the event should be taken along with associated notes to ensure accurate captions can be provided.
- (iii) **Video and / or Audio Testimonies:** Recording events in the form of video and/ or audio is recommended where possible, in order to capture event activities and best practices accordingly. In addition, recording testimony videos is recommended wherever possible, to understand the impact and benefits of the event/ training for the participants and/ or relevant key-stakeholders. The recorded testimonies can then provide materials for success stories and other publications e.g. video testimonies, stories from the field, newsletters, etc. Refer to USAID branding and marking guidelines and USAID Shooting Guide for more information.

### (c) Post-Event Follow Up

- (i) **Media / News Coverage Reports:** These provide brief explanations of media clips featuring the event/ training/ activities. See section 3.1a for full information.
- (ii) **Photos:** Event reports should include a minimum of three best photos from the event, along with photo captions. These images (with associated captions) can then be used in event reports, stories and associated media, to be featured in USAID and USAID SEA Project publications (e.g. newsletter, story from the field, success stories, etc), websites, and social media. Refer to USAID Shooting Guide for more information.
- (iii) **Edited Video Testimonies:** Edited and completed videos should be branded and marked with proper USAID logo, disclaimers, and subtitles (English subtitle for video in Bahasa Indonesia, and vice versa). Such videos are to be featured on USAID SEA Project and key-stakeholders communication channels. Refer to USAID Shooting Guide for more information.
- (iv) **Short Article / Report:** A short article / report on the event should be made available. This report may be shared on the SEA website, newsletter and/ or in social media materials. Articles about the event may also be in the form of success stories and/ or stories from the field (see section 3.1a). Guidelines on telling USAID project stories are available on Dropbox (see: [Telling a Story Guidelines](#)).

## 4.4. Communications Products and Channels

The USAID SEA Project utilizes various communications products and channels in order to reach the right target audiences at the right time. The communications products and channels aim to raise top-of-mind awareness of the project, keep stakeholders informed of cause-related news, educate targeted members of the public, as well as inspire and motivate goodwill for change. To this end, a considerable variety of communications products and channels will be developed for the SEA project include a website, use of social media, audio visual products, success stories and professional photos, newsletters, mass media, factsheets and infographics.

All communications products and channels must refer to USAID Graphics Standards Manual and Partner Co-Branding Guide; ADS Chapter 320 on Branding and Marking; ADS Chapter 557 on Public Information; USAID ADS Chapter 558 on Use of Social Media for Public Engagement; USAID Social Networking: A

Guide to Strengthening Civil Society through Social Media; USAID Shooting Guide and any other relevant USAID sources. These references are available at Dropbox ([Guidelines for Communications](#)).

**a) Website**

The USAID SEA Project website will provide publically accessible, up to date, and important information about the initiative; available in both English and Bahasa Indonesian. All materials presented on the web will be of consistent quality to ensure the provision of clear and accurate information to the public. The information will seek to provide an understanding of the project background, goals, objectives, operations, upcoming activities, results, achievements and other relevant information. The web content will include narrative texts, embedded graphics, photos, videos, audio transcripts, maps and other multimedia for interaction with the user. All materials posted in the website must follow USAID standards and regulations especially those explained under USAID Graphics Standards Manual and Partner Co-Branding Guide, ADS Chapter 320 on Branding and Marking, and ADS Chapter 557 on Public Information. To that end, an informative explanation of USAID support and proper disclaimer will appear in the “profile” or “about” section.

In addition, the project website will also serve as a knowledge sharing tool, where stakeholders and the general public can access project knowledge on achievements, successes, capacity building tools, training materials, lesson learned, best practices, innovation, case studies and other relevant knowledge. Such knowledge will be linked to main partners’ website, i.e. KKP, university partners, and sub-contractors. Success stories will be featured on the USAID Indonesia website. Note: Further discussion and agreement may be needed in order to gain relevant approvals and access to shared information.

USAID SEA Project members of Core Team and Sub-Contractors are anticipated to contribute to the website materials in the form of narrative texts, videos, photos, and other relevant communications materials. The USAID SEA Project Communications and Outreach Team and Information and Technology Team are responsible for the website management, including developing regular content updates (based on contributions from all team members), website maintenance, and quality control of all contents in general.

To ensure the visibility of the website and its content on organic search engine results pages, the USAID SEA Project website will also activate search engine optimization (SEO). Strong site architecture with clear navigation will help search engines index the project website quickly and easily. This will also, more importantly, provide visitors with a positive experience when using the website and encourage repeat visits.

Google Analytics will also be installed to measure, track, and report on website traffic. This feature will allow the team to determine the site’s effectiveness, and make improvements where relevant to track and maximize the communication of the project’s progress and success. With Google Analytics it is possible to track various information, including: unique visitor rates (the number of individuals who visit the website during a given period of time), page views (the number of individual pages that the visitors click on during a given period of time), search engine traffic (the amount of traffic being referred to the project’s website through search engines), and bounce rate (the percentage of visitors who come to the project’s site and then immediately “bounce” or leave before clicking on any other page). A bounce rate of less than 40 percent is considered good. If it is any higher, it may be an indication that the website is not of sufficient quality to retain viewers attention and interest.



## b) Social Media

Social media serves as a tool for the project to reach its communication goals more efficiently and engage with its stakeholders more deeply. The use of effective social media will raise top-of-mind awareness of the project, keep stakeholders informed of cause-related news, educate targeted members of the public, as well as inspire and motivate goodwill for change.

According to *'USAID Social Networking: A Guide to Strengthening Civil Society through Social Media'*, social media offers opportunities to collect and share news, communicate with audiences, advocate for change, and promote advancements. Social media allows the project to multiply its audience reach, connect with people, and inform them about important issues affecting their lives and communities.

As reported by Jakpat, a mobile survey platform in Indonesia, through their Indonesia Social Media Trend Q3 2016, the top two most widely used social media platforms in Indonesia are Facebook (84.6% of respondents) and Instagram (66.7% of respondents). Facebook and Instagram also show consistent trend among different age groups and gender to connect with friends, with work colleagues, and with family. Twitter usage, the third most widely used social media, appeared to have significantly declined in 2016 however; from 41% of respondents in Q1 of 2016, to only 28% in Q3.

Therefore based on these findings the USAID SEA Project determines that the most appropriate social media platforms to reach its target audience and achieve its intended goals are Facebook and Instagram. Steps to establish a social media presence for the USAID SEA Project will therefore be as follows:

- i. Create a Facebook page and an Instagram account for USAID SEA Project.
- ii. Maintain a timeline of activities, events, and milestones.
- iii. Actively engage audiences with status updates, events or activity plans, photos, videos, and other information.
- iv. Be proactive to answer questions raised on the page.
- v. Follow or become friends with other organizations whose missions align with the project, e.g. USAID Indonesia, USAID Oceans, KKP, Provincial DKP, WWF, WWF-Indonesia, CTC, WCS, TNC, CI, Marine Change, MDPI, etc.
- vi. Establish at minimum weekly intakes, proportional to other special intakes.
- vii. Add special intakes on environment related or other notable days.

Examples of anticipated special intakes and social media materials are as follows:

- International Biodiversity Day (May 22): A brief on Indonesia as one of the world's richest nations in terms of biodiversity, with associated campaign to educate and inspire environmental responsibility and a new generation of environmental advocates;
  - National Fishers Day (April 6): A brief on Indonesian fishers - their biggest challenges, and how we can, and are, helping them;
  - International Friendship Day (First Sunday of August): A famous quote about being friends with nature;
  - National Heroes Day (Nov 10): A testimony or a short profile of an environmental hero (i.e. a local community member from the projects' area whom has acted to benefit his community and his environment, and is also a project beneficiary), along with a friendly reminder that anyone can be a hero;
  - Anniversary of Maluku Province (Aug 19): Anniversary greetings and invitations for social media users to support the DKP Provinces' most recent/ most prominent strategy.
- viii. Use hashtags for the project and utilize trending hashtags, e.g. @USAIDSEAProject, #SEAProject, #SEA, #nature, #environment, #wildlife, #sustainable, #sustainability,

#conservation, #water, #earth, #landscape, #coast, #biodiversity, #love, #eco, #ecofriendly, #instagood, #instalike, #photooftheday, #picoftheday, #tbt, #follow, #happy, #beautiful, #smile, etc.

Consider hashtags when deciding what to post on the social media accounts (i.e. Instagram), but be cautious of ‘overusing’ them.

All social media materials will adhere to the USAID SEA Project Social Media Guidelines as outlined in Box I. An example of a social media plan for January 2017 is shown in figure 1.

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3 f i Happy New Year	4	5	6 f i Weekly intakes	7
8	9 f i Weekly intakes	10	11	12 f i Hari Lingkungan Hidup Indonesia (National Environment Day)	13	14
15	16	17 f i Hari Peristiwa Laut dan Samudera (Dharma Samudera)	18	19	20 f i Weekly intakes	21
22	23 f i Weekly intakes	24	25	26	27 f i National Food and Nutrition Day / Chinese New Year (January 28)	28
29	30 f i Weekly intakes	31	1	2	3	4
5	6	NOTES:				

Figure 1: January 2017 Social Media plan as an example

Note: A full version of the USAID SEA Project Social Media Plan 2017 is available in Appendix Eleven

Where instances may occur of implementing sub-contractors and wider partners publishing USAID SEA Project related information on other social media portals / their own social media platforms and the like, all postings should adhere to the USAID SEA Project Social Media Guidelines as outlined in Box I.

In addition to these two main social media platforms - Facebook and Instagram - the USAID SEA Project will create a YouTube channel to provide visual opportunities for the audiences to learn more about the project.

Through this YouTube channel, the project will share promotional videos, visual success stories, testimonies, and other visual-based information. All social media channels would be managed and analyzed through Hootsuite, Facebook Insights, and Google Analytics.

### **Box I: USAID SEA Project Social Media Guidelines**

- All materials posted about the project on social media should not take any stance on any political, racial, religious and other sensitive/ questionable issues that could potentially harm the project, its activities, its stakeholders, and its employees.
- All materials posted about the project on social media must be of consistent quality and accessibility, provide clear and accurate information to the general public, and conform to overall design, branding, and navigation requirements.
- All materials posted should be respectfully and professionally representing the project.
- For all materials posted that have people featured in them (i.e. photos, audio broadcasts, videos etc) consent forms should be adhered to, in order not to violate anyone's privacy or make them uncomfortable.
- All materials posted must follow USAID standards and regulations especially those explained under USAID Graphics Standards Manual and Partner Co-Branding Guide, ADS Chapter 320 on Branding and Marking, and ADS Chapter 558 on Use of Social Media for Public Engagement.
- Materials should not contain any confidential and / or proprietary information about the project, e.g. financial information, legal matters, internal process, employees' personal information, etc.
- All materials posted should be aligned with projects strategy and/ or not be any contradictory with the projects initiative.
- Proper disclaimer must appear in the "profile" or "about" section to clarify that the views expressed in the materials do not necessarily reflect the views of the USAID or the US Government.
- The communications and outreach team is responsible for managing the project social media accounts including but not limited to uploading materials, gathering materials, responding to questions, tracking comments, monitoring conversations on the social media account. All project members are responsible to provide relevant materials.
- Upon receipt of enquires / questions through the social media platform, answers should be responsive and accurate in providing information.
- If / when engaging in discourse through social media, should disagreement with others' opinions occur, remain appropriate and polite. When a situation online may look as if it's becoming antagonistic, do not get overly defensive and do not disengage from the conversation abruptly. Ask the communications and outreach specialist and COP/ DCOP how to disengage from the dialogue in a polite manner that reflects the projects values well.
- The materials posted on social media accounts may be varied, including educational information, advocacy, fun and quirky stuff, inspirational quotes, testimonies that may come from external sources (second or third party sources). Be sure to put credit title and acknowledgements where required, and beware of trademark and copyright infringement.
- Go along with popular social media trends to optimize the projects' social media presence.
- Three questions to ask yourself before posting materials on the social media account:
  1. Is the material free of any political, racial, religious and other sensitive/ questionable issues that could potentially harm the project?
  2. Does the material go in accordance with the USAID guidelines and best represent the project?
  3. Is this material or information accurate and of high quality?

*Note: If you have doubts in answering these three questions, consult the communications and outreach specialist, and COP/ DCOP.*

For further information on Impact Measurement go to USAID ADS Chapter 558 on Use of Social Media for Public Engagement, and Chapter 6 of USAID Social Networking: A Guide to Strengthening Civil Society Through Social Media.

For further information on Security and Privacy refer to USAID ADS Chapter 558 on Use of Social Media for Public Engagement, and Chapter 7 of USAID Social Networking: A Guide to Strengthening Civil Society Through Social Media.

When any concern is raised please refer to USAID Graphics Standards Manual and Partner Co-Branding Guide, ADS Chapter 320 on Branding and Marking, USAID ADS Chapter 558 on Use of Social Media for Public Engagement, USAID Social Networking: A Guide to Strengthening Civil Society Through Social Media, and consult the USAID communications outreach and specialist, and COP/ DCOP.

**c) Audio Visual Products**

As different people learn and absorb information in different ways, audio visual products will allow the project to present information in a way that appeals to a wide audience. Audio visual products support the projects communication efforts by providing channels for mass publicity and mass education; the products may raise top-of-mind awareness of the project, educate members of the public, as well as inspire and motivate goodwill for change.

Example of potential audio-visual communication products include: project video profiles, case studies, best practices, and success stories. The communications and outreach team will work closely with other USAID SEA Project members to identify the best stories to be featured in audio visual format. The communications and outreach team will then work to provide creative ideas in capturing the stories. In addition to that, the project will also develop more simple audio visual products e.g. recording of events/ activities, and participants/ beneficiaries' testimonies.

All audio-visual communication products will be shown during USAID SEA Project events/ activities (where relevant) and be featured on all external communication platforms i.e. website and social media. In addition to that, all products will also be featured during project and/ or key-partner activities, key-partners' websites and social media platforms.

At the end of the project, all audio visual products (especially project's video profile, case studies, best practices, and success stories) will be compiled in a storage device (e.g. flash-drive, CD Rom) and distributed to key-stakeholders, partners, and beneficiaries as a knowledge sharing tool to allow them learn from the projects experiences.

For best quality audio visual products that follow the USAID standards, refer to USAID Shooting Guide, available on Dropbox ([USAID Shooting Guide](#)). In the production of all audio visual products, consent form release must be presented and signed by all characters featured in the final products.

All products will follow the USAID audio visual standards and regulations, and be produced in Bahasa with English subtitles or vice versa.

**d) Success Stories and Professional Photos**

The USAID SEA Project success stories will be published for two main purposes, one for USAID and one for wider audience. The success stories for USAID SEA Project will use the USAID template as they will be featured on USAID communications and outreach channels, while more popular web-based features will be used in USAID SEA Project communications and outreach channels i.e. website, social media, and newsletter.

A USAID success stories template is available on Dropbox, along with guidelines for success story development (see section 3.1 on Formal Internal Reporting).

The best short stories typically include both a human-interest lead that illustrates how a project has improved people's lives or made a difference in the community, and results to back up any claim to success. The success stories will be in text form completed with emotionally-moving or human interest photos and show the before-after condition wherever possible to show the impact of USAID SEA Project intervention on people's lives. Stories must contain quotes from beneficiaries. These stories are not mere program descriptions, but are real-life examples of the project's good work through the lens of the people affected by them.

The success stories will be accompanied by high quality photos that are colorful and depict immersive visual narrative (refer to USAID Shooting Guide, available on Dropbox [USAID Shooting Guide](#) and guidelines on telling stories ([Telling a Story Guidelines](#))).

In the production and publication of photos, consent forms should be presented and signed by all characters featured in the photos.

**e) Newsletter**

The USAID SEA Project newsletter will be available in both English and Bahasa Indonesia. It will be a communications and outreach medium for building relationships and maintaining regular connection with stakeholders and beneficiaries to raise top-of-mind awareness of the project, keep stakeholders informed of cause-related news, educate the general public, as well as inspire and motivate goodwill for change.

The newsletter will provide periodic updates from the project that showcase the projects human-interest and impact, success stories, key-activities and key-events, milestones, and other relevant information. The projects newsletter also serves as an effective knowledge sharing tool and provides information that stakeholders and beneficiaries can use towards the success of their activity.

All USAID SEA Project members of Core Team and Sub-Contractors are anticipated to contribute towards newsletter materials in the form of texts and photos. The communications and outreach team is responsible to lead the gathering of information, writing, editing, lay-outing, and distributing process. All USAID branding and marking requirements will be followed in the newsletter's development.

The USAID SEA Project newsletter will be developed on a quarterly basis in two publication formats: electronic and print-based. The electronic newsletter (e-newsletter) is the preferred format that will allow the project to reach a wide audience in cost-efficient manner through mailing-list distribution. In addition the e-newsletter will be accessible through the projects website. Printed newsletters will be available for stakeholders and beneficiaries with limited or no internet access. This newsletter will be distributed to key-stakeholders' offices at both the national and provincial levels (e.g. through KKP, DKP, university partners, USAID SEA Project regional offices, sub-contractors, community leaders, media, partner organizations etc.).

To track the e-newsletter success, these following metrics will be used:

- i. Bounce rate (the total percentage of emails that were not delivered successfully).
- ii. Delivery rate (the percentage of messages that ended up in the contacts' inboxes).
- iii. Spam complaint rate (that measures how many of the emails were marked as spam by the recipient).
- iv. Open rate (the percentage of total email contacts who open the email of the e-newsletter, as opposed to deleting the message or ignoring it).
- v. Sharing rate (the measure of how many of the recipients choose to forward the email to a friend).

To measure the printed-newsletter effectiveness, readers/receivers surveys and feedback gathering may be undertaken.

**f) Mass Media**

Publicity and positive media coverage can be a powerful and cost-effective tool in raising public awareness and advocate for public changes. A continuing stream of positive stories in the media about the project, its issues, its people and its beneficiaries provides the vital context for impact and credibility to other communication and outreach activities.

The USAID SEA Project communications and outreach team will lead the project to build positive relationships with the media in order to generate positive media coverage. In the beginning of the project it is important to introduce the project to potential media partners at both national and provincial levels through media visits and/ or media gatherings.

Thereafter, it is important to identify the potential media partners that will cover news about the project in specific geographical locations (i.e. site, national and provincial levels) and help the project to reach its target audience; based on such identification it is important to develop a media database or press list. It is also recommended to get assistance from well-established key-partners or key-stakeholders with good media relations to introduce the project to their media partners.

In preparation of an activity/ event, it is important to keep the media in mind; invite the media, send media briefings, conduct press conferences (if needed), follow up, send updates (if needed), and perform media monitoring. It is also important to be available to talk and share timely and appropriate information to the media, and participate in interviews both on-air and off-air (making sure that a key-person with in-depth knowledge of the project and its activities, as well as expertise of the related issues act as the spoke-person).

It is also useful invite media for field trips (to visit beneficiaries) to provide them with first-hand experience and knowledge of the projects' impact and activities. These approaches are important not only during an activity, but also whenever significant issues raise and / or when the project has significant updates to share (key milestones).

**g) Factsheets and Infographics**

A set of USAID SEA Project factsheets will be developed to raise top-of-mind awareness and educative information about the project. Factsheets provide key-point information on the projects' issues and activities. In the beginning of the project, 13 factsheets will be developed to cover essential information about the USAID SEA Project including: one general project factsheet; five factsheets covering each of the five strategic approaches of the project; four factsheets outlining the four project technical approaches; and three provincial based factsheets about the projects three working areas. All factsheets will follow the USAID template, and be available in both English and Bahasa Indonesia.

To keep stakeholders informed with the cause-related news of the project, the communications and outreach team will also lead the development of project infographics annually (in accordance with USAID SEA Project monitoring and evaluation report). These infographics will utilize visual graphic images to represent updated information and/or data that shows the project's impact. The infographics will simplify complex data and information to provide materials that are more easily understandable at-a-glance.

## 4.5. Media Spokespersons and Points of Contact

For media relations it will be important to maintain consistency of information and representation where possible. To that end, each of the SEA institutional partners will have a designated ‘media spokesperson’ as well as a designated ‘point of contact’ for media communications. These are as shown in table 8.

ORGANIZATION	KEY MEDIA SPOKESPERSON / REPRESENTATIVE	MEDIA POINT OF CONTACT
MMAF	Spatial Management	
	Mr. Agus Dermawan	Mr. Agus Dermawan
	Fisheries	
	Dr. Reza Syah Pahlevi	Dr. Reza Syah Pahlevi
	Planning	
	Ms. Ishartini	Ms. Ishartini
	Conservation	
	Mr. Andi Rusandi	Mr. Andi Rusandi
Tetra Tech	Alan White	TBD
WWF-Indonesia	Candhika Yusuf	Dwi Aryo Tjiptohandono
Coral Triangle Center	Hesti Widodo	Yoga Putra
Wildlife Conservation Society	Yudi Herdiana	Sutisnawaty Nando
MDPI	Aditya Surono	Indah Rufiati

Table 8: Media Spokespersons and Points of Contact

- **Media Points of Contact** – manage and coordinate all media messaging and communications from their relevant institutions. These are also the points of contact for communication liaison with the SEA Core Team, and for media representatives during any event being led by that institution. The point of contacts’ name and contact information should also be provided on the project media briefing where relevant.
- **Media Spokespersons** – are the designated persons from each organization anticipated to be spokespeople for the SEA project when the situation arises. Whilst other individuals in each institution may on occasion also be spokespeople (dependent upon circumstances), in general, these individuals are the ‘faces’ of the SEA project in terms of media interviews and representation of the SEA project to the media.

## 5. KNOWLEDGE MANAGEMENT PLAN

Knowledge management is the process by which knowledge is effectively captured, developed, shared and utilized. Over the course of the USAID SEA project (March 2016 to March 2021), considerable knowledge will be created. As a fixed term project, it is essential to plan, from the outset, the mechanisms for effectively capturing, sharing, developing and utilizing this knowledge. This is important for ensuring the experiences and lessons learned from the project are both documented appropriately, and are maximally transferable to be applied by other programs facing similar challenges, opportunities and circumstances.

Capturing and managing knowledge is inherently challenging in project-based operations. Oftentimes knowledge is shared and spread amongst select individuals, but is not documented effectively, shared with wider team members, or made available and accessible to support organizations or other institutions that might benefit from such sharing.

This section explores the anticipated mechanisms to be utilized by the USAID SEA Project for effective knowledge management.

### 5.1. Knowledge Capture

Knowledge can be broken down into the below four key categories (adapted from Kingston, 2012<sup>3</sup>). For each of these categories the mechanisms for effectively capturing the knowledge need to be tailored accordingly.

#### 5.1.1. Capturing Explicit Knowledge

‘Explicit knowledge’ is knowledge that can easily be documented, described verbally, or captured in diagrams or documents. The various written reports, videos, images and associated materials that are anticipated to be produced through the lifecycle of the project (as described in section 3 and 4) are expected to effectively and sufficiently capture this explicit knowledge.

#### 5.1.2. Capturing Conceptual Knowledge

‘Conceptual knowledge’<sup>4</sup> is knowledge gained from experience that the knowledge owner knows that they possess, but are oftentimes not effectively captured in traditional ‘explicit knowledge’ formats. It may be in the form of words or concepts that are borne out of experience and observation.

Capturing conceptual knowledge can be achieved by a range of mechanisms. As the concepts are possible to verbalize, they are therefore possible to record or document. Undertaking structured or semi-structured interviews with key team members in possession of conceptual knowledge, whether throughout an initiative, or at the end of the project term, is one mechanism for effectively capturing and documenting this conceptual knowledge. This may be particularly useful when capturing conceptual knowledge related to overcoming challenges, or attempting to articulate best-practice approaches developed through a project term.

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<sup>3</sup> Kingston, J.K.C. (2012) Tacit Knowledge: Capture, Sharing, And Unwritten Assumptions. Journal of Knowledge Management Practice, Vol. 13, No. 3, September 2012

<sup>4</sup> In Kingston, 2012, this is referred to as ‘Symbolic Experiential Knowledge’, but has been adapted here for improved articulation.



### 5.1.3. Capturing Perceptual Knowledge

'Perceptual knowledge'<sup>5</sup> is knowledge gained from experience that is not in the form of words or concepts, but in some other form. This knowledge can sometimes be referred to as a 'skill', and can be very challenging to express in words. The owner of this knowledge knows that they have it, but may find it very difficult to verbalize or articulate.

The most effective means of capturing perceptual knowledge is to channel that knowledge into a training related format. This requires the knowledge holder to breakdown, analyze and articulate the various steps s/he believes enabled them to acquire that particular knowledge (skill).

Inherently this process tends to lose some of the nuances of perceptual knowledge, as it needs to become legible, coherent and replicable by another audience. However, it goes some way to capturing and effectively expressing that knowledge in a format readily useable and absorbable by others.

The various training materials (curricula, courses) that will be developed and / or utilized through the term of the USAID SEA Project, are anticipated to build in the perceptual knowledge of the expert practitioners within the SEA Core Team and associated sub-contractors leading that particular training effort. The training related institutions active in the USAID SEA Project (such as CTC) are well known for incorporating these elements into training design, and where new materials are developed, or other institutions involved, the institution(s) concerned should be encouraged to explore, capture and incorporate perceptual knowledge where possible.

### 5.1.4. Capturing True Tacit Knowledge

'True Tacit knowledge' is knowledge (in any form) that a person possesses but does not know that they have. Capturing true tacit knowledge is extraordinarily difficult, and it is knowledge that tends to reside in the sub-conscious, or peripheral memory, of the knowledge holder.

Undertaking unstructured interviews or focus group discussions with key team members, either through the project term, or at the end of the project, that are open-ended and simply encourage general discussion around a particular experience within the project, can sometimes lead to true tacit knowledge emerging. Through these discussions the knowledge holder needs to be engaged and encouraged to openly discuss all elements of the particular experience, and through this articulation may find him/herself revealing thoughts, insights and observations (knowledge) they had previously not articulated, even to themselves.

## 5.3. Knowledge Sharing

Various mechanisms will exist within the USAID SEA Project to ensure effective knowledge sharing. These include internal mechanisms, external explicit mechanisms, external implicit mechanisms and institutional mechanisms.

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<sup>5</sup> In Kingston, 2012, this is referred to as '*Non-Symbolic Experiential Knowledge*', but has been adapted here for improved articulation.

### 5.3.1. Internal Mechanisms

Internal mechanisms for knowledge sharing are already outlined in detail in section 3. These include the sharing of written reports between SEA Core Team and sub-contractors through a Dropbox system accessible to all; the sharing of an online calendar of activities; the internal technical working group meetings held for each thematic element of the project; and the geographic coordination efforts.

Results of any interviews conducted to elicit conceptual knowledge or true tacit knowledge will also be shared through this portal, and participation in FGDs or training program development / implementation will further compliment the sharing of this knowledge.

Additionally, informal mechanisms of communications (skype calls, WhatsApp discussions, phone calls etc) will encourage real-time knowledge and experiential sharing, to benefit all within the lifecycle of the project.

### 5.3.2. External Explicit Mechanisms

External explicit mechanisms for knowledge sharing are already outlined to a large extent in section 4 (on external communications). These include the many and varied mechanisms envisaged for disseminating project information and lessons learned (i.e. through social media, website, audio-visual products, success stories, newsletters, mass media, factsheets etc), as well as formal report production and wide dissemination.

Additionally, at the end of the USAID SEA Project term, all of the various products are anticipated to be shared and made available to the project counterpart (MMAF) and sub-contractors where relevant, for incorporation into their own knowledge databases / repositories.

### 5.3.3. External Implicit Mechanisms

External implicit mechanisms for knowledge sharing tend to be opportunistic in nature. They may involve, for example, presenting about the project at national or international forums and events; participating in discussion panels at conferences or workshops to discuss issues relevant to the USAID SEA Project and sharing the experiences of the project; participating in interviews; representing the project in partner meetings; presenting in academic forums; or producing spin-off discussion pieces, articles, blogs etc related to the knowledge manifest by the experiences of the project.

### 5.3.4. Institutional Mechanisms

Institutional mechanisms for knowledge sharing include the submission of all relevant materials to both the USAID development experience clearing house (DEC) [USAID DEC](#); the USAID learning lab ([USAID Learning Lab](#)); and / or relevant USAID repositories or systems relevant and operational at the end of the USAID SEA Project term. These mechanisms are aimed to facilitate knowledge sharing; collaboration internally and with external stakeholders; feeding new learning, innovations, and performance information to inform funding allocations, program design and project management; translating new learning, as well as information about changing conditions, into iterative strategic and programmatic adjustments; and catalyzing collaborative learning and systemic analysis and problem solving among developing country citizens and institutions to foster country-led development.

The central function of these systems is to ensure that progress toward development objectives is guided by continuous learning (through analysis of a wide variety of information sources and knowledge) that bring to light new best practices or call into question received wisdom, and collected observations from those who have particularly deep or unique insight in a given area.

## APPENDIX ONE: Monthly report template



### USAID SUSTAINABLE ECOSYSTEM ADVANCED (SEA) PROJECT

#### MONTHLY SUB-CONTRACTOR REPORT

Please complete the below tables and provide the associated reports (as described at the end of this document) where relevant.

Tables may be left blank if no work has been undertaken relevant to that strategic approach in the last month. Please submit the monthly updates along with relevant reports to USAID SEA Chief of Party and Deputy Chief of Party, cc'ing Communications and Outreach Specialist and ..... on the 5<sup>th</sup> of every month.

SUB-CONTRACTOR: [\[ADD HERE\]](#)

MONTH: [\[ADD HERE\]](#)

YEAR: [\[ADD HERE\]](#)

#### SUMMARY OF ACTIVITIES

*Please add more rows as necessary*

Activity	Dates	Location/ Venue	Participants	Ref to Work plan (TA, Tasks etc)	Key outputs/ outcomes	Challenges encountered	Areas identified for greater SEA collaboration/ coordination (where relevant)
<b>STRATEGIC APPROACH 1: CREATE DEMAND THROUGH AWARENESS RAISING AND ADVOCACY</b>							

Activity	Dates	Location / Venue	Participants	Ref to Work plan (TA, Tasks etc)	Key outputs / outcomes	Challenges encountered	Areas identified for greater SEA collaboration / coordination (where relevant)
<b>STRATEGIC APPROACH 2: IMPROVE ECOSYSTEM MANAGEMENT OF FMA-715 AND MPAs.</b>							
<b>STRATEGIC APPROACH 3: INCREASE INCENTIVES FOR MARINE STEWARDSHIP.</b>							
<b>STRATEGIC APPROACH 4: ADVANCE THE DEVELOPMENT OF MARINE AND FISHERIES POLICIES AND REGULATIONS.</b>							
<b>STRATEGIC APPROACH 5: INSTITUTIONALIZE TRAINING AND CAPACITY BUILDING FOR FISHERIES MANAGEMENT AND MARINE CONSERVATION.</b>							
<b>MANAGEMENT COMPONENTS AND CROSS-CUTTING TASKS</b>							

## ATTACHMENTS:

Please attach where relevant:

- **Training Report(s):** (see: [SEA Training Report Template](#)). To be completed for each training event that has taken place in the last month.
- **Workshop Report(s):** (see: [SEA Workshop Report Template](#)). To be completed after each workshop event.
- **Activity Report(s):** (see: [SEA Activity Report Template](#)). Where other key activities may have taken place (for example; survey trips, key high-level meetings, etc) this template can be used to capture the relevant information.
- **Media Coverage Report** (see: [SEA Media Coverage Report Template.docx](#)). This report includes all media coverage attained this month in relation to project activities (aggregated from all media content providers including print, online, social, and broadcast media).

### In addition to the above:

(A) Please update the **online calendar** with your planned activities for the coming **Two Months**

(B) Where possible, please provide:

- A success story - a short article (one or two pages) that highlight both the successes and the lessons learned to help stakeholders and other audiences to understand the process and impact of USAID SEA activities. Include previous challenges, how the project play roles in overcoming the challenges, and the current updates. Focus on human and/ or institutional approaches. (see: [SEA Success Story Template.docx](#)).
- A 'Story from the field' - a short article (one or two pages) that illustrates an inspirational activity or motivating story from a key-stakeholders/ beneficiaries. (see: [SEA Story from the field Template.docx](#)).

Please use approved templates at all times.

For further information please refer to the USAID Branding and Marketing Guidelines, and USAID shooting guide for photographs.



USAID FROM THE AMERICAN PEOPLE

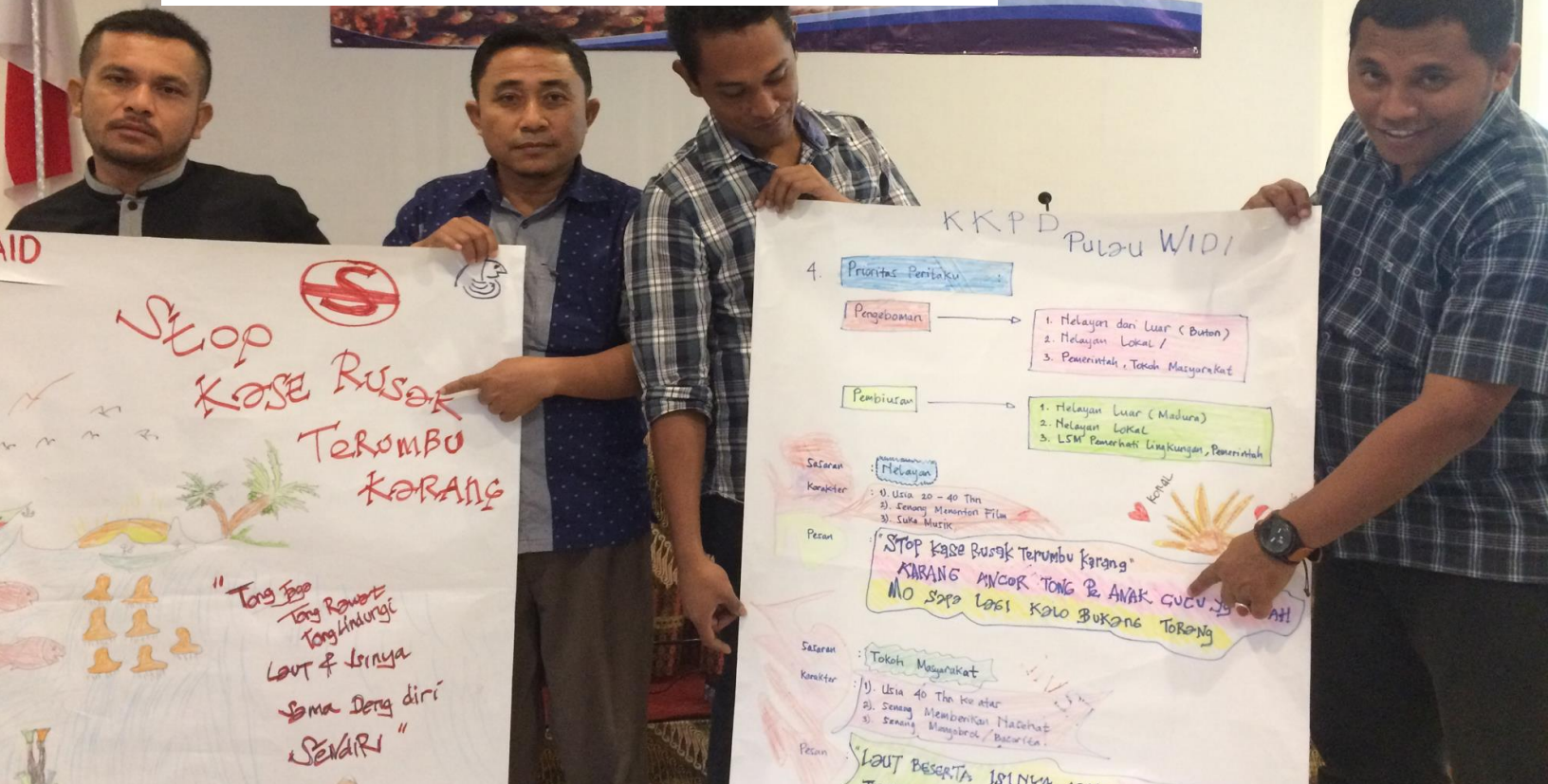
USAID DARI RAKYAT AMERIKA

SUSTAINABLE ECOSYSTEMS ADVANCED (SEA) PROJECT

Pelatihan dan Uji Kompetensi Dasar-dasar Pengelolaan Kawasan Konservasi Perairan Tingkat Pelaksana



APPENDIX TWO: Workshop report template



USAID SUSTAINABLE ECOSYSTEMS ADVANCED (SEA) PROJECT

WORKSHOP REPORT: [ADD HERE NAME OF WORKSHOP]

[ADD HERE DATE OF WORKSHOP]

Prepared by: [ADD HERE YOUR NAME OR SUB-CONTRACTOR NAME]

TABLE OF CONTENTS

- INTRODUCTION
- WORKSHOP OBJECTIVES
- SUMMARY OF AGENDA
- SUMMARY OF PARTICIPANTS
- WORKSHOP RESULTS
  - Summary Workshop Materials & Methods
  - Summary Feedback from Participants
- KEY OUTPUTS, OUTCOMES, AND ACHIEVEMENTS
- RECOMMENDATIONS
- LESSONS LEARNED, BEST PRACTICE APPROACHES TO SHARE (where relevant)
- PHOTOS & CAPTIONS
- ANNEXES

DISCLAIMER

This workshop report is made possible by the generous support of the American People through the United States Agency for International Development (USAID) with the close collaboration of the Government of Indonesia (GOI). The contents of this report are the sole responsibility of [ADD HERE, Name of Contractor/ Sub-Contractor] and do not necessarily reflect the views of USAID or the United States Government.

## **INTRODUCTION**

## **WORKSHOP OBJECTIVES**

## **SUMMARY AGENDA**

[Please provide a short paragraph outlining the agenda of the workshop]

## **SUMMARY OF PARTICIPANTS**

[please provide a short paragraph describing the number and type of participants (i.e. government, community members, NGOs, etc), and where possible information on proportional representation of genders.]

## **WORKSHOP RESULTS**

**Summary of Workshop Materials & Methods**  
**Summary of Feedback from Participants**

## **KEY OUTPUTS, OUTCOMES, AND ACHIEVEMENTS**

## **RECOMMENDATIONS**

**LESSONS LEARNED, BEST PRACTICE APPROACHES TO SHARE (where relevant)**

## **PHOTOS AND CAPTIONS**

[Please provide minimum three best photographs of the workshop. Photographs are colorful and depict immerse visual narrative. Please refer to USAID Shooting Guide (available on dropbox). The photographs can be of landscape or portrait format; the image resolution should be 1536 x 1024 pixels minimum or 4 MB image size minimum. Under each photograph, add a brief description of the image, 50 – 100 words, that explain and elaborate the photograph. The caption should be simple and summarize the story. Include at the very least information of character(s), location, and relevancies to USAID SEA project.]

## **ANNEXES**

[i.e. full agenda, full list of participants, workshop materials, etc] .

**[Notes: please use Gill Sans font, 12 for headers and 11 for content in black]**



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## APPENDIX THREE: Training report template



**USAID SUSTAINABLE ECOSYSTEMS ADVANCED (SEA) PROJECT**

**TRAINING REPORT: [ADD HERE NAME OF TRAINING]**

**[ADD HERE DATE OF TRAINING]**

Prepared by: [ADD HERE YOUR NAME OR SUB-CONTRACTOR NAME]

### TABLE OF CONTENTS

INTRODUCTION

TRAINING OBJECTIVES

SUMMARY OF TRAINING AGENDA

SUMMARY OF TRAINERS AND PARTICIPANTS

TRAINING IMPLEMENTATION

    Summary of Training Materials & Methods

    Summary of Feedback from Participants

KEY OUTPUTS, OUTCOMES, AND ACHIEVEMENTS

RECOMMENDATIONS

LESSONS LEARNED, BEST PRACTICE APPROACHES TO SHARE (where relevant)

PHOTOS WITH CAPTIONS

ANNEXES

### DISCLAIMER

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## **INTRODUCTION**

## **TRAINING OBJECTIVES**

## **SUMMARY OF TRAINING AGENDA**

[Please provide a short paragraph outlining the agenda of the training]

## **SUMMARY OF PARTICIPANTS**

[please provide a short paragraph describing the number and type of trainers and participants (i.e. government, community members, NGOs, etc), and where possible information on proportional representation of genders.]

## **TRAINING IMPLEMENTATION**

**Summary of Training Materials & Methods**

**Summary of Feedback from Participants**

## **KEY OUTPUTS, OUTCOMES, AND ACHIEVEMENTS**

## **RECOMMENDATIONS**

**LESSONS LEARNED, BEST PRACTICE APPROACHES TO SHARE (where relevant)**

## **PHOTOS AND CAPTIONS**

[Please provide minimum three best photographs of the training. Photographs are colorful and depict immerse visual narrative. Please refer to USAID Shooting Guide (available on dropbox). The photographs can be of landscape or portrait format; the image resolution should be 1536 x 1024 pixels minimum or 4 MB image size minimum. Under each photograph, add a brief description of the image, 50 – 100 words, that explain and elaborate the photograph. The caption should be simple and summarize the story. Include at the very least information of character(s), location, and relevancies to USAID SEA project.]

## **ANNEXES**

[i.e. full agenda, full list of participants, workshop materials, etc] .

**[Notes: please use Gill Sans font, 12 for headers and 11 for content in black]**



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**APPENDIX FOUR: Activity report template**



**USAID SUSTAINABLE ECOSYSTEMS ADVANCED (SEA) PROJECT**

**ACTIVITY REPORT: [ADD HERE NAME OF ACTIVITY]**

**[ADD HERE DATE OF ACTIVITY]**

Prepared by: [ADD HERE YOUR NAME OR SUB-CONTRACTOR NAME]

**TABLE OF CONTENTS**

- INTRODUCTION
- OBJECTIVES OF ACTIVITY
- SUMMARY OF PARTICIPANTS
- RESULTS
- KEY OUTPUTS, OUTCOMES, AND ACHIEVEMENTS
- RECOMMENDATIONS
- LESSONS LEARNED, BEST PRACTICE APPROACHES TO SHARE (where relevant)
- PHOTOS AND CAPTIONS
- ANNEXES

**DISCLAIMER**

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## **INTRODUCTION**

## **OBJECTIVES OF ACTIVITY**

## **SUMMARY OF PARTICIPANTS**

[please provide a short paragraph describing the number and type of participants (i.e. government, community members, NGOs, etc), and where possible information on proportional representation of genders.]

## **RESULTS**

## **KEY OUTPUTS, OUTCOMES, AND ACHIEVEMENTS**

## **RECOMMENDATIONS**

## **LESSONS LEARNED, BEST PRACTICE APPROACHES TO SHARE (where relevant)**

## **PHOTOS AND CAPTIONS**

[Please provide minimum three best photographs of the workshop. Photographs are colorful and depict immerse visual narrative. Please refer to USAID Shooting Guide (available on dropbox). The photographs can be of landscape or portrait format; the image resolution should be 1536 x 1024 pixels minimum or 4 MB image size minimum. Under each photograph, add a brief description of the image, 50 – 100 words, that explain and elaborate the photograph. The caption should be simple and summarize the story. Include at the very least information of character(s), location, and relevancies to USAID SEA project.]

## **ANNEXES**

[i.e. full agenda, full list of attendance, activity materials, etc] .

**[Notes: please use Gill Sans font, 12 for headers and 11 for content in black]**

## APPENDIX FIVE: Trip report template

### USAID Sustainable Ecosystem Advanced (SEA) Project



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## Trip Report

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Date of Trip :

Location :

To : Alan White, COP  
Tiene Gunawan, DCOP

Cc : Christina Tampubolon, Finance Manager  
Atik Setiowati, Operation Manager

From : [Name, Position]

Subject : [Put brief purpose of the trip report]

### BACKGROUND:

### OBJECTIVES OF TRIP:

### TRIP ACTIVITIES/ STRUCTURES:

### KEY ACTIONS/ ITEMS TO FOLLOW UP:

## APPENDIX SIX: News coverage report template



### USAID Sustainable Ecosystem Advanced (SEA) Project MEDIA COVERAGE REPORT Month, Year [ADD HERE]

No. of Media Clips: [ADD HERE]

No. of Media: [ADD HERE]

#### FOR ONLINE NEWS

##### TITLE OF ARTICLE (IN ENGLISH)

Date/Month, link to article [ADD HERE]

Brief summary on the article [ADD HERE]

Example:

##### **27 HIGHER EDUCATION INSTITUTIONS AGREE TO ESTABLISH RESEARCH AND INNOVATION PARTNERSHIP WITHIN USAID HELM**

27/04, <http://www.tobasatu.com/2016/04/27/27-lembaga-pendidikan-tinggi-sepakat-jalin-kerjasama-penelitian-dan-inovasi-usaid-helm/>

A total of 27 higher education institutions in West and Central Indonesia met in Medan to talk about research and innovation partnership initiated by the USAID funded HELM project. During the two days, Wednesday –to Thursday (27-28 /4/2016), participants discussed the continuation of the partnership. The two-days meeting ended up forming a network called HELM Collaboration and Innovation (COIN) Network, which currently has a committee with arrangement of one coordinator, one secretary, and four sections, each dealing with research institutions and community services (LPPM), science and publications, innovation, and commercialization.

FOR NEWSPAPER

**TITLE OF ARTICLE (IN ENGLISH)**

Date/Month, Name of Media [ADD HERE]

Brief summary on the article [ADD HERE]

Copy of Article

Example:

**ACADEMICS RESEARCH IS NOT VERY USEFUL FOR INDUSTRY**

28/04, Jurnal Asia Medan

25 higher education professionals from West and Central Indonesia institutions met in Medan to talk about research and innovation in higher education. The event aimed to raise awareness of higher education institutions in the importance of academic research that able to answer the industry needs.



FOR SOCIAL MEDIA

Title or Theme of the news [ADD HERE]

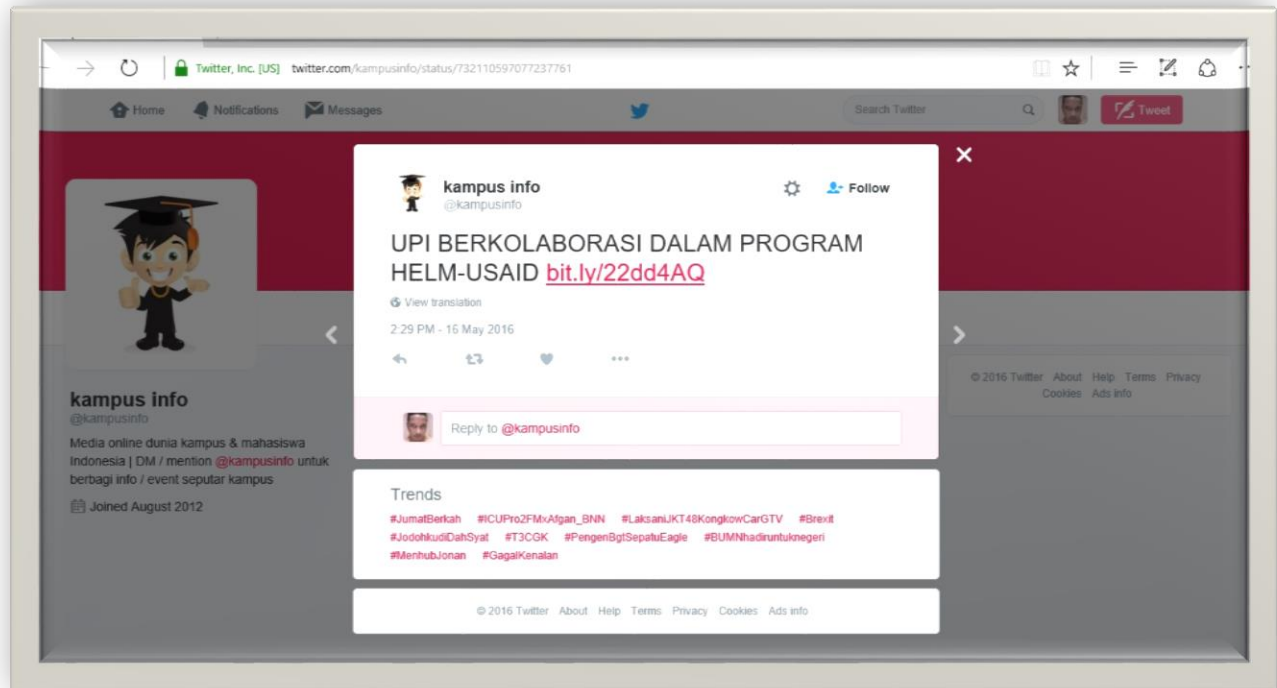
Date/Month, link to news [ADD HERE]

Screen Capture or Image of the news [ADD HERE]

Example:

**UPI COLLABORATE WITH USAID HELM PROGRAM**

16/05, <https://twitter.com/kampusinfo/status/732110597077237761>



## FOR TV

Title or Theme of the news [ADD HERE]

Date/Month, link to news [ADD HERE]

Brief summary of the news [ADD HERE]

Screen Capture or Image of the news [ADD HERE]

Example:

### **JTV COVERAGE ON FINANCIAL MANAGEMENT TOT IN MALANG**

03/08, <https://www.youtube.com/watch?v=D8xPuZ6MGAY>

United States Agency for International Development-Higher Education Leadership and Management (USAID-HELM) worked with the University of Muhammadiyah Malang (UMM) to develop financial management training modules for private universities; as well as training of trainers for staff and lecturer. In his opening remarks, the Assistant of Rector for International Collaboration, Mr. Suparto, explained about the training objectives. "This training aims to synchronise the financial management system for private institutions, which has not been standardized yet." The training was attended by six private institutions of USAID HELM partners, and 11 private universities in Malang. The five days training introduced participants to financial management related issues include planning and budgeting, procurement, financial reporting, and internal audit.



## FOR RADIO



Title or Theme of the news [ADD HERE]

Date/Month, link to news [ADD HERE]

Brief summary of the news [ADD HERE]

Example:

**RRI PRO 1 COVERAGE ON FINANCIAL MANAGEMENT TOT MALANG**

04/08, <https://www.youtube.com/watch?v=SZBqZCkYnMk>

United States Agency for International Development-Higher Education Leadership and Management (USAID HELM) worked with the University of Muhammadiyah Malang (UMM) in strengthening the financial governance of private universities through financial management training for private institutions. The five days training introduced participants to four main issues in financial management i.e. planning and budgeting, procurement, financial reporting, and internal audit.

## APPENDIX SEVEN: Success Story template



**USAID** | **INDONESIA**  
FROM THE AMERICAN PEOPLE

# SUCCESS STORY

## Title of Success Story

### Success Story Intro Copy



Photo: USAID SEA Project

*Photo caption. Example: Students of XXX University in Maluku conduct fisheries and aquaculture research in the university lab. XXX University works closely with USAID-funded SEA Project in enhancing fisheries productivity in five Maluku villages by promoting sustainable fish farming.*

**Summary of the success story.**  
**This part explains about what changed and who benefited.**  
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U.S Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)

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**Celly Catharina**  
Senior Marine Program Specialist  
USAID Indonesia  
[ccatharina@usaid.gov](mailto:ccatharina@usaid.gov)  
Tel: (+62-21) 3435 9408

**Alan White, Ph.D**  
Chief of Party  
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Tel: (+62-21) 250 6262



# CERITA SUKSES

## Judul Cerita Sukses

### Intro Copy Cerita Sukses



Photo: USAID SEA Project

*Photo caption. Example: Students of XXX University in Maluku conduct fisheries and aquaculture research in the university lab. XXX University works closely with USAID-funded SEA Project in enhancing fisheries productivity in five Maluku villages by promoting sustainable fish farming.*

**Rangkuman cerita sukses.**  
**Bagian ini menjelaskan apa saja yang berubah berkat kerja USAID SEA Project dan siapa yang memperoleh manfaat.**  
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U.S Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)

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Tel: (+62-21) 250 6262

## SUCCESS STORY

A compelling way to tell our story is a priority. An official success story template is available in Microsoft Word for download at [www.usaid.gov/branding](http://www.usaid.gov/branding). This template can be used for desktop publishing and creating Adobe Acrobat PDF files.

### SUCCESS STORY INCLUDES:

- COUNTRY IDENTITY
  - POSITION .5" FROM TOP AND LEFT EDGES
- SUCCESS STORY TITLE
  - GRAPHIC IN FILE, DO NOT ALTER
- HEADLINE
  - ARIAL 30PT/30PT
  - COLOR IS USAID BLUE

- INTRO COPY
  - ARIAL BOLD 14PT/16PT
  - COLOR IS USAID BLUE
- PHOTOGRAPH
  - POSITION .7" FROM LEFT EDGE
  - SIZE IS 2.25"W X 1.5"T
- PHOTO CAPTION
  - ARIAL (ITALIC) 9PT/11PT
  - COLOR IS DARK GRAY
- PHOTO CREDIT
  - ARIAL 6PT/13PT

- SUMMARY (LOWER LEFT)
  - ARIAL BOLD ITALIC 11PT/15PT
  - COLOR IS USAID BLUE
- BODY TEXT
  - ARIAL 11PT/14PT
  - SPACE BETWEEN PARAGRAPHS IS PB
- AGENCY NAME AND URL
  - GRAPHIC IN FILE, DO NOT ALTER



## SUCCESS STORY

### Community Schools Bring Change

**USAID empowers parent associations to work with the government to improve education**



*For children like Amadou and his friends in Sama Wankala, Mali, a new tax plan means the school year won't be their last. When 10-year-old Amadou left her classroom at the end of the school year in June, she gave Monsieur Sacko, the teacher at her community school, a hearty handshake. "A teacher" she said with a smile. "See you soon." Amadou's school in Sama Wankala is one of 1,349 that USAID helped through a grant-gates program which started in 2003.*

**USAID's programs have empowered communities to help improve their education. Similar programs have also been implemented by other donors, and today Mali has some 2,550 community schools. USAID has switched its strategic focus from building schools to improving the quality of education.**

U.S. Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)

Amadou is one of thousands of children attending community schools supported through aid. These children live in rural, sparsely populated areas of Mali, where the government has been unable financially to provide and equip schools. Community schools are not paid for through Mali's formal education system. Instead, the pupils' parents pay the teachers' salaries. To cover school costs, parents pay monthly fees, or the communities create communal farms to help raise the funds.

In 1995, USAID started a program to help these schools, such as providing supplies and training teachers. Where there was interest, the program helped secure the long-term survival of the schools by helping parents organize associations following democratic principles. Parent associations were formed which are the equivalent to PTAs in the U.S. These parent associations were trained to manage the school, recruit and hire teachers, and advocate to local authorities for services and financial support.

After several years of economic hardship, contributions to the community school in Amadou's hometown of Sama Wankala stopped. The parent association drew up a comprehensive funding request and presented it to the mayor, who agreed that a percentage of the local tax revenue would support the community school.

Parent associations in other villages have approached their mayors as well, and the results have been positive. In Mali, according to decentralization plans, public primary schools are becoming the domain of communes—equivalent to districts in the United States. As the tax base eventually becomes stronger, communes will be able to take better responsibility for primary schooling in both public and community schools.

Sama Wankala is one of the first communities to approach a commune for financial support with the commune responding in a positive manner by using local taxes. The commune has taken control using a new transparent tax system. USAID's support to the communes in developing transparent tax systems, and to the community schools in developing parent associations, encourages the sharing of resources in the community.

Success stories help the Agency educate people about U.S. assistance.

A success story uses a photo and approximately 500 words to explain the impact USAID has had on an individual or community. The narrative starts by introducing the character, conflict, or opportunity. The middle paragraphs describe the program, and the final section ends the story with a powerful close.

- Good headlines are short, simple, and summarize the story.
- Intro copy and pull quotes highlight key points.
- Photographs are colorful and depict action.
- The lead grabs the reader's attention
- Body copy details what USAID did and funded.
- The summary explains what changed and who benefited.

## APPENDIX EIGHT: Stories from the field template



### STORY FROM THE FIELD TITLE OF STORY FROM THE FIELD

Normal text

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## APPENDIX NINE: Quarterly report template



**USAID**  
FROM THE AMERICAN PEOPLE

# USAID SUSTAINABLE ECOSYSTEMS ADVANCED (SEA) PROJECT SUB-CONTRACTOR & CORE TEAM QUARTERLY REPORT

Month-Month, Year [please add]

At this quarterly juncture in the SEA program, please provide answers to the below questions.

Guidance is provided in red writing. Please delete all red writing upon completion.

Name of Author: [add here]

Name of Institution: [add here]

1. **Reflecting upon your last three monthly reports, please give a short narrative outlining your overall progress / achievements in the last quarter under each strategic approach. Please include mention of the activities undertaken, how these activities have led / are leading to achievements, and how gender inclusion was incorporated into activities.**
  - a. Strategic Approach 1
  - b. Strategic Approach 2
    - i. Technical Approach 1
    - ii. Technical Approach 2
    - iii. Technical Approach 3
    - iv. Technical Approach 4
  - c. Strategic Approach 3
  - d. Strategic Approach 4
  - e. Strategic Approach 5



2. Please list the various challenges you described in your monthly reports in the last quarter, and describe how you have worked / are working to resolve these challenges?

No	CHALLENGE	SOLUTION IMPLEMENTED / PROPOSED	RELEVANT TO WHICH SA/ TA

Please add more rows as necessary

3. Please provide any spatially related changes / advances that your work has resulted in that will enable us to capture the geographical footprint of your implementation efforts. This data should facilitate the development of spatial mapping (polygon data, not point data) for overall SEA reporting. It should reflect elements of the workplan related to the implementation of activities that have spatial elements (such as the establishment – draft or formalization – of FMAs, MPAs, zones etc).

When submitting spatial information please provide the following information:

District / Sub-district / Village name / location	
Coordinates where available (WGS 1984 projection coordinates)	
MPA or FMA ? *	
Related to SA, TA?	
Brief description of activities undertaken to support SEA objectives	

\* Please indicate if the spatial information relates to an MPA, Fisheries Management Area, or 'other' (please describe).

The spatial data should be in ESRI shapefile format and should include standard ISO Metadata, including:

- Title of spatial data,
- The purpose of the area,
- Description (map scale, date, author, attributes)
- Credits

When submitting maps, please follow the template format provided in dropbox. The maps should include at least map title, map contain, legend, scale and north arrow, annotation/label (all font in Gili Sans – 10), map inset, date of map creation and author. The map should be also in JPEG/TIFF format and at least 350 DPI (High res).

Please also ensure all maps include the USAID logo and are clearly described in terms of standard map layout.

**4. If you have not updated the USAID SEA Project online calendar, please complete the below table providing details of your overall plans for the next quarter. (An example is provided in the top row).**

No	SA, TA, and Tasks	Key Planned Activities	Month1				Month2				Month3			
1	SA 2, TA 1, Task 3	Provincial government meetings in North Maluku for Task Force establishment			X	X							X	X

Please add more rows as necessary

**5. If you have not yet submitted any success stories or 'Stories from the field' in association with your previous monthly reports, please be sure to provide at least two here. (See associated templates in the SEA dropbox).**



## APPENDIX TEN: Media briefing templates

### Sustainable Ecosystem Advanced (SEA) Project

#### **MEDIA BRIEFING [for SEA CORE TEAM]**

For Immediate Release

[Month Date, Year ADD HERE]

[INSERT HEADLINE]

(Headline should be newsworthy, an action, and be in present tense. Try to emulate headlines you see in newspapers.)

JAKARTA - [Normal text goes here. This paragraph should be about three sentences explaining who, what, and why. If a reporter reads the lead paragraph, he or she would know what the announcement or event is about and why it is important. Think not just about the objective of the program but also how it helps people and why they should care. The word USAID Sustainable Ecosystem Advanced (SEA) Project should appear in this paragraph.]

[Normal text goes here. The 2<sup>nd</sup> paragraph contains more detailed information to support the 1<sup>st</sup> paragraph. Insert a draft quote from the USAID SEA Project side, e.g. COP, DCOP, Task Leaders, Project Coordinators, etc.]

[Normal text goes here. This paragraph explains a little more on how USAID SEA Project is trying to accomplish its objectives in the program or activity. For example, how is USAID SEA Project enhancing fisheries productivity and food security. What are the activities?]

[Normal text goes here. Insert a quote from a Government of Indonesia (GOI) partners or beneficiary if possible. This can be pulled from the GOI official's remarks or asked in advance of an event, or if the briefing is written after the event the quote can be collected during the event.]

The USAID SEA Project is just one of the USAID Indonesia environment initiatives in Indonesia, which demonstrates the breadth of engagement under the US - Indonesia comprehensive partnership.

[Normal text goes here. This paragraph should wrap-up your media briefing and includes more information such as the partners working on this project or event, a website where people can find out for more information, and other details about the project or event e.g. event participants, speakers/ resource person, institutions represented, etc.]

[Notes: please read the USAID SEA Project Media Briefing Guidelines. Bahasa Indonesian version of this template available]

#### **For more information:**

**Communications and Outreach Specialist**  
**USAID Sustainable Ecosystem Advanced (SEA) Project**  
**info@sea-indonesia.org | +62-21-2506262**

# USAID Sustainable Ecosystem Advanced (SEA) Project

## **MEDIA BRIEFING [for SUB-CONTRACTORS]**

For Immediate Release

[Month Date, Year ADD HERE]

[INSERT HEADLINE]

(Headline should be newsworthy, an action, and be in present tense. Try to emulate headlines you see in newspapers.)

JAKARTA - [Normal text goes here. This paragraph should be about three sentences explaining who, what, and why. If a reporter reads the lead paragraph, he or she would know what the announcement or event is about and why it is important. Think not just about the objective of the program but also how it helps people and why they should care. The word USAID Sustainable Ecosystem Advanced (SEA) Project should appear in this paragraph.]

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**Full Name [ADD HERE]**  
**Title [ADD HERE]**  
**Organization [ADD HERE]**  
**Email [ADD HERE]**

## APPENDIX ELEVEN: Social media plan

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3   Happy New Year	4	5	6  Weekly  kes	7
8	9  Weekly  intakes	10	11	12   Hari Lingkungan Hidup Indonesia (National Environment Day)	13	14
15	16	17   Hari Gawai Laut dan Samudera (Dharma Samudera)	18	19	20  Weekly Weekly intakes 	21
22	23  Weekly Weekly intakes 	24	25	26	27   National Food and Nutrition Day / Chinese New Year (January 28)	28
29	30  Weekly Weekly intakes 	31	1	2	3	4

2017

JANUARY

2017  
FEBRUARY

SUN	MON	TUE	WED	THU	FRI	SAT
29	30 f Weekly i kes	31	1	2 f i World Wetlands Day	3	4
5	6	7	8	9	10 f Weekly i kes	11
12	13	14 f i Valentine's Day	15	16	17 f Weekly i kes	18
19	20 f i World Day of Social Justice	21	22 f i World Thinking Day	23	24 f Weekly i kes	25
26	27 f i World NGO Day	28	1	2 f i Hari Gizi Nasional Indonesia (National Nutrition Day)	3 f Weekly i kes	4

2017  
MARCH

SUN	MON	TUE	WED	THU	FRI	SAT
26	27	28	1	2	3 f i World Wildlife Day	4
5	6 f Weekly i kes	7	8 f i International Womens' Day	9	10	11
12	13	14	15	16	17 f Weekly i kes	18
19	20 f i International Day of Happiness	21 f i International Color Day	22 f i World Water Day	23	24 f Weekly i kes	25
26	27	28	29	30	31 f Weekly i kes	1

2017

APRIL

SUN	MON	TUE	WED	THU	FRI	SAT
26	27	28	29	30	31	1
2	3 f .Weekly instakes	4	5	6 f Instagram National Fishers' Day	7 f Instagram World Health Day	8
9	10	11	12	13	14 f .Weekly instakes	15
16	17 f .Weekly instakes	18 f Instagram World Heritage Day	19	20	21 f Instagram Earth Day (April 22) / Kartini Day	22
23	24	25	26	27	28 f .Weekly instakes	29

2017

MAY

SUN	MON	TUE	WED	THU	FRI	SAT
30	1 f Instagram International Worker's Day (May Day)	2 f Instagram National Education Day	3	4	5 f .Weekly instakes	6
7	8	9	10	11	12 f .Weekly instakes	13
14	15 f .Weekly instakes	16	17 f Instagram World Information Society Day	18	19 f Instagram Endangered Species Day / National Awakening Day (May 20)	20
21	22 f Instagram International Biological Diversity Day	23 f Instagram World Turtle Day	24	25	26 f .Weekly instakes	27
28	29	30	31	1	2	3



2017

JUNE

SUN	MON	TUE	WED	THU	FRI	SAT
28	29	30	31	1 f Instagram Pancasila Day	2 f Instagram .Weekly intakes	3
4	5 f Instagram World Environment Day	6	7	8 f Instagram World Oceans Day	9 f Instagram Coral Triangle Day	10
11	12 f Instagram Social Media Day (June 10)	13	14	15	16 f Instagram National Port Day (June 17)	17
18	19 f Instagram .Weekly intakes	20	21 f Instagram World Hydrography Day	22	23	24
25	26 f Instagram Day of the Seafarer (June 25)	27	28	29	30 f Instagram .Weekly intakes	1

2017

JULY

SUN	MON	TUE	WED	THU	FRI	SAT
25	26	27	28	29	30	1
2	3 f Instagram .Weekly intakes	4	5	6	7	8
9	10	11 f Instagram World Population Day	12	13	14 f Instagram .Weekly intakes	15
16	17 f Instagram .Weekly intakes	18	19	20	21 f Instagram National Children Day (July 23)	22
23	24	25	26	27	28 f Instagram .Weekly intakes	29
30	31 f Instagram International Day of Friendships (July 30)	NOTES:				

2017

AUGUST

SUN	MON	TUE	WED	THU	FRI	SAT
30	31	1	2	3	4  .Weekly  takes	5
6	7   Friendship Day (first Sunday of August)	8	9	10	11  .Weekly  takes	12
13	14   International Youth Day (August 12)	15	16	17   Indonesian Independence Day	18   Anniversary of Maluku (Aug 19)	19
20	21   National Maritime Day	22	23	24	25   Women's Equality Day (August 26)	26
27	28	29	30	31	1  .Weekly  takes	2

2017

SEPTEMBER

SUN	MON	TUE	WED	THU	FRI	SAT
27	28	29	30	31	1  .Weekly  takes	2
3	4	5   International Day of Charity	6	7	8  .Weekly  takes	9
10	11	12	13	14	15  .Weekly  takes	16
17	18	19	20	21	22  .Weekly  takes	23
24	25  .Weekly  takes	26	27   World Tourism Day	28   World Maritime Day (Last Thursday of September)	29	30

2017

OCTOBER

SUN	MON	TUE	WED	THU	FRI	SAT
1	2   World Habitat Day (first Monday of Oct)	3	4   World Habitat Day/ Anniversary of West Papua/ Anniversary of North Maluku	5	6   .Weekly intakes	7
8	9	10	11   Weekly intakes	12	13	14
15	16   International Food Day	17   International Day of Poverty Eradication	18	19	20   .Weekly intakes	21
22	23   .Weekly intakes	24   World Development Information Day	25	26	27   National Youth Pledge Day (Oct 28)	28
29	30	31   World Cities Day	1	2	3	4

2017

NOVEMBER

SUN	MON	TUE	WED	THU	FRI	SAT
29	30	31	1	2	3   .Weekly intakes	4
5	6   Hari Cinta Puspa dan Satwa Nasional (Nov 5)	7	8   National Spatial Planning Day	9	10 National Heroes' Day	11
12	13   National Father's Day (Nov 12)	14	15	16	17   .Weekly intakes	18
19	20	21   National Fish Day	22	23	24   .Weekly intakes	25
26	27   .Weekly intakes	28	29	30	1	2

2017

DECEMBER

SUN	MON	TUE	WED	THU	FRI	SAT
26	27	28	29	30	1  .Weekly  takes	2
3	4	5	6	7	8  .Weekly  takes	9
10	11   International Animal Rights Day (Dec 10)	12	13   Nusantara Day	14	15  .Weekly  takes	16
17	18  .Weekly  takes	19	20	21	22   National Mother's Day	23
24	25  .Weekly  takes	26	27	28	29   New Year	30