

Final Evaluation of the Coral Gardens Initiative: Poverty Alleviation through Capacity Building of Island Communities to Manage and Restore Coral Reef Fisheries Resources

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Acronyms

AFD	French Development Agency	IWP	International Waters Program
AoSIS	Alliance of Small Island States	JWP	Just World Partners
BINGO	Big International Non-government Organisations	LINGO	Local Indigenous Non-government Organisations
BMT	Barbados Marine Trust	LMMA	Locally Managed Marine Area/Network
BPoA	Barbados Program of Action	MPA	Marine Protected Areas
CANARI	Caribbean Natural Resource Institute	MTR	Mid-Term Review
CBO	Community-based Organisations	NCRPS	Negril Coral Reef Preservation Society
CC	Counterpart Caribbean	NGO	Non-governmental Organisation
CI	Counterpart International	NMP	Negril Marine Park
CCA	Caribbean Conservation Association	NOAA	National Oceanic and Atmospheric Administration
CEC	Carriacou Environmental Committee	NZAID	New Zealand Agency for International Development
CERMES	Centre for Resource Management and Environmental Studies	PCDF	Partners in Community Development - Fiji
CPMWTA	Carriacou and Petite Martinique Water Taxi Association	PICCC	Pacific Islands Community-based Conservation Management Course
CREP	Caribbean Regional Environmental Program	PLA	Participatory Learning and Action
CRISP	Coral Reef Initiative for the South Pacific	SGP	Sustainable Grenadines Project
CROP	Council of Regional Organizations in the Pacific	SGWTA	Southern Grenadines Water Taxi Association
EC	European Commission	SIDFMR	Solomon Islands Division of Fisheries and Marine Resources
EU	European Union	SIDS	Small Island Developing States
ECANSI	Environmental Concerns Action Network-Solomon Islands	SIDT	Solomon Islands Development Trust
FLMMA	Fiji Locally Managed Marine Areas Network	SILMMA	Solomon Islands Locally Managed Marine Areas Network
FMP	Fisheries Management Plan	SPC	Secretariat of the Pacific Communities
FSPI	Foundation for the Peoples of the South Pacific - International Secretariat	SPREP	South Pacific Regional Environment Program
FSPK	Foundation of the Peoples of the South Pacific - Kiribati	TANGO	Tuvalu Association of NGOs
FSPV	Foundation of the Peoples of the South Pacific – Vanuatu	UNDP	United Nations Development Program
GEF	Global Environment Facility	USP	University of the South Pacific
ICRAN	International Coral Reef Action Network	WFC	WorldFish Centre
		WWFSP	World Wildlife Fund - South Pacific

Executive Summary

The ‘Coral Gardens Initiative: Poverty Alleviation through Capacity Building of Island Communities to Manage and Restore Coral Reef Fisheries Resources’ (here after called just the Initiative) was a multi-country and cross-regional program funded by the European Commission (EC) and administered by the Foundation of the Peoples of the South Pacific-International (FSPI) in partnership with Counterpart Caribbean and Just World Partners (JWP) before its demise in May 2005. Originally designed as a two-year program, the Initiative started on the 27th July 2003, and was extended by a further a six months to a final completion date of the 27th January 2006.

The over-arching aim of the Initiative was to promote the Barbados Plan of Action (BPoA) for alleviating poverty and to build capacity in community-based coastal management in Small Island Developing States (SIDS) through the dissemination of an innovative and adaptive model of community-based coastal management that would restore over-fished and degraded marine resources and habitats that are essential to subsistence and the provision of cash-earning opportunities of communities residing in SIDS of the Pacific (Kiribati, Tuvalu and the Solomon Islands) and the Caribbean (Jamaica, the Grenadines and Barbados). Additional funding secured during the first year of the Initiative enabled the inclusion of Vanuatu participants in a number of activities during year two. Fiji was also utilised as a training base and demonstration site for many training activities due to the long-term success of programs conducted by FSPI’s affiliate, Partners in Community Development-Fiji (PCDF).

The project had three main areas of implementation. The first was to implement scoping studies and needs-assessments in targeted countries within the Pacific and Caribbean. The second was training of trainers, addressing priority capacity-building and technical assistance needs identified in the scoping studies and assisting local

affiliate and other Non-governmental Organisations (NGOs), as well as government departments in accessing resources and funding for further implementation of community-based coastal management programs. The third area was to publicise lessons learnt throughout SIDS whilst making appropriate use of the Alliance of Small Island States (AoSIS) and other relevant networks.

Relevance and Quality of Design

The overall conclusion by the Evaluator is that the Initiative is and remains an important and highly relevant program for the AoSIS and all SIDS in terms of potential global benefits. The Initiative despite several problems in implementation did achieve its stated objective and purposes as detailed in the Logical Framework, and a proven model for community-based coastal management was further tested, which provided some important contributions to the management of marine resources or improved livelihoods that underpin coastal and island community life.

The underlying concept of the Initiative was strategically sound, as it embraced community-based coastal management in the sense of being an integral part of coastal and island societies administered through their customary, local or traditional resource management frameworks. The philosophy of the Initiative also helped to foster a sense of local ownership through capacity building and training, which placed a major focus on learning-by-doing, demonstration and importantly sharing lessons. Attention was also given to practical aspects such as the need to sustain or enhance marine habitats for productive fisheries and other livelihood activities. The Initiative also addressed the requirements of several international agreements. As such it was an ambitious program operating within multiple countries and across wide geographical regions.

The relevance and focus of the Initiative’s stated ‘Activities’ to actual needs during implementation remained strong, however changes in the course of implementation occurred over its duration. Utilising an adaptive management approach, FSPI in conjunction with Counterpart Caribbean restructured certain activities to allow more detailed attention to other activities that would support and enhance the training of trainers’ component. The main areas where changes occurred included a decreased focus on coral reef restoration, sustainable reef-based enterprises and smart partnerships and inter-regional exchange. It was also considered that a regional not a global advocacy approach was more practical and more likely to yield results, particularly with advocacy of a community-based approach and accessing new funding opportunities.

During the Mid-Term Review (MTR), it was noted that the Logical Framework was not well structured, even though it was the guiding document for Initiative implementation and outputs. The MTR suggested that the Logical Framework be reviewed which would allow for better reporting against the criteria within the Logical Framework. It is also considered by the Evaluator that a simple and practical monitoring and evaluation system should have been incorporated into the Logical Framework to measure the impacts of the training programs and other interventions.

One aspect that was highlighted during the final sharing and evaluation workshop at Maravaghi in the Solomon Islands was the need for the recognition and incorporation into the Initiative design of gender and equity issues to address the differing perceptions and roles of men, women and youth in community-based coastal management. The Initiative did attempt to address these issues in a culturally sensitive manner through the use of Participatory Learning and Action (PLA) tools and approaches. Future activities however should include the development of a general policy for application at the field level, therefore making allowance for the differing

approaches to gender in communities across the two regions, particularly in the Pacific.

Efficiency of Implementation

The Initiative was the first EC-funded program in which FSPI was funded directly, rather than through an EC counterpart. Due to this new situation, there were some delays in the initial phase of Initiative development due to the need to acquire adequate staff, and the development of administrative and reporting protocols and procedures and formulating networks and partnerships for implementation. These issues were quickly overcome, though some training and partnership activities did not start until the second year.

Once established on a firm footing, the Initiative made good use of FSPI’s affiliates and linkages with in-country government departments in the Pacific, and Counterpart Caribbean utilised local institutions effectively in the Caribbean. In addition, the Initiative had the benefit of FSPI’s 38 years experience in community development as well as developed linkages with other NGOs, Council of Regional Organisations of the Pacific (CROP), such as the South Pacific Regional Environment Program (SPREP) and the Secretariat of the Pacific Communities (SPC) and other regional activities, such as the International Coral Reef Action Network (ICRAN), International Waters Program (IWP) and the Locally Managed Marine Areas (LMMA) network, which targets learning sites for dissemination to the global community. FSPI’s Solomon Islands programs and its Fijian affiliate PCDF are already active participants in the LMMA learning portfolio.

The considerable cultural and logistical variations within the two regions, and the vast distances involved in travel between island countries, argued for regional, national and local approaches, except where sub-regional groupings could be useful for technical support,

training and for exchanges of skills and experience. The approach in terms of the technical support coming from FSPI subsequently relied on a strong inter-change of skills and mutual support between the countries. While overall oversight was provided by FSPI, it tried to maintain as light a footprint as possible so as to allow for Initiative activities to be as locally driven as possible.

The Initiative did face a number of significant challenges in relation to the production of information, partly due its geographical range, which included an array of partners, government liaison points, sub-contractors and employees. Reporting in the Caribbean component was excellent, whilst Initiative documentation from the Pacific was often just partial documentation or uncompleted drafting of reports.

One area that was progressively behind schedule was the website development and despite several upgrades and inputs has only at the time of the Evaluation become fully operational. The use of media and international, regional, national and local fora and conferences was conducted appropriately and resulted in wide exposure of the Initiative’s intent and activities.

Due to frustrations and difficulties caused by EC funding delays, the demise of JWP, natural disasters, and logistical and staffing issues, a six-month budget neutral extension was requested and approved. Despite these issues it is the opinion of the Evaluator that overall, given the wide geographical range and logistical issues in facilitation, coordination, and strengthening of community-based coastal management efforts in each country and region, FSPI and Counterpart Caribbean managed the administrative side competently and the financial and administrative reporting system adopted for the Initiative’s management remained satisfactory throughout its duration. Administration costs at design were reasonable and the management teams tried to maintain these levels, but the delays in disbursement and extension by six-months of the Initiative without

an increase in funds for administration did cause some stress across all sectors.

Effectiveness

The Initiative utilised a continual adaptive management approach to implementation responding to needs, issues and opportunities as they arose. One-strength of the Initiative was the consolidation of many existing projects and incorporating them under regional umbrella programs, which allowed in most cases for increased outputs in targeted countries. Another area in which the Initiative was hugely effective was using established linkages with LMMA and other agencies to support either financially or technically, Initiative activities, particularly in Vanuatu and the Solomon Islands. Counterpart Caribbean was also very successful in sourcing funds from the Global Environment Facility (GEF) Small Grants Program, the National Oceanic and Atmospheric Agency (NOAA) and other agencies.

The Initiative was also successful in delivering a multi-faceted extension process, which supported local ownership and encouraged broader support in pilot or already established sites. The most immediate and visible result of this approach is the establishment of a cadre of people that have now been provided with experience and skills that can be used widely in community-based coastal management activities at a community level throughout the regions.

Even though the development of sustainable reef enterprises and smart partnerships took on a lesser priority, some attempt was applied to developing capacity for these activities with some reports and manuals produced. The Initiative was careful not to promote expectations of these interventions, until further research has been conducted. The Initiative also supported a financial assessment of the coral trade in Fiji and the Solomon Islands, and assisted in the

‘green’ Certification process of the Marine Aquarium Council (MAC). In the Caribbean, Initiative activities focused on developing an accreditation scheme for marine operators (both in Barbados and the Grenadines), and conducted several workshops for water taxi operators. These workshops focused on nature interpretation, the ‘greening’ of their operations and services and environmental stewardship.

Impact

As noted above, the Initiative surpassed its purposes in that well over 500 trainers and community representatives were exposed, and impacted upon. In the end, a total of 1,344 people had been either trained or been impacted by the Initiative.

Another area that the Initiative surpassed expectations was in the establishment or consolidation of management areas and plans. During the course of the Initiative, there were several sites established in the Solomon Islands including three in Marau, six in Ngella and three in Langalanga. In total, 25 communities have started to discuss issues related to improving fish catch. There was also a network of three villages established in North Efate, Vanuatu with the purpose of managing a large marine area, encompassing several Marine Protected Areas (MPAs). In Tuvalu, two islands are working on establishing MPAs, with one already established. Assistance was also given to the network of MPAs in Fiji. Kiribati identified a list of sites for potential MPAs. The Negril Marine Park in Jamaica is now also closer to finally having its Fisheries Management Plan (FMP) in place, and there has been an improvement in environmental practices of water taxi services in the Grenadines.

Coral reef restoration techniques were undertaken in both the Caribbean and the Pacific. However the trials implemented as part

of and after this training were not overly successful or encouraging, particularly in Jamaica. In Barbados, the process for obtaining permission to conduct training in coral reef restoration techniques was inhibited by regulations, which prohibited the breaking or handling of corals. It is noted that robust restoration interventions are unlikely to be successful unless overall management and associated processes are in place.

FSPI has sought to address informational gaps on restoration and assess whether it is an appropriate management tool in reducing poverty driven destruction of coral reefs. The MTR also noted that there was not sufficient baseline data in place in this program to ultimately show the impact of these activities on alleviating poverty in the marine resource dependent communities it will work with.

Sustainability

Community-based coastal management is a key part of FSPI’s long-term focus and operational strategy for which it constantly seeks support and resources both in terms of lobbying governments for the introduction of appropriate legislation to support community-based activities and donors and other organisations for financial support. In the Pacific the established FSPI network of affiliated NGOs is a permanent structure that can be used for maximum benefit and continuity. Counterpart Caribbean and the Centre for Resource Management and Environmental Studies (CERMES) has also provided continued support to trainees and communities involved in pilot sites beyond the life of the Initiative, as well as forging partnerships with other NGOs. In both the Caribbean and the Pacific, FSPI and its partners continue to advocate on behalf of communities and the need for community-based coastal management.

A variety of donors have already been targeted for each national project, including private foundations, multilateral organisations, the GEF and other donors, as well as the various National governments. In addition, those smart partnerships with the private sector that were developed during the Initiative (particularly in Vanuatu, the Solomon Islands, Jamaica, Barbados and the Grenadines) also provide additional sources of incentives or income to sustain activities in particular countries.

As noted in the MTR, long-term sustainability of the Initiative will vary from community to community and from country to country dependent on willingness, cohesion and resources. The community-based approach taken by the Initiative, which focused on local ownership with wider technical support, will ensure that activities commenced under the Initiative should endure. It is this foundation that should also work to enable sustainability and adaptation of the Initiative to other SIDS as well.

Summary of Conclusions

The Evaluator was asked by FSPI to utilise a scoring system that was used by the EC in their MTR. The Evaluator’s determination of relevance, quality, efficiency, effectiveness, impact and sustainability are therefore listed in the table below.

Activity	Mid-term Review	Final Evaluation
Relevance and quality of design	b	a
Efficiency of implementation	b	b
Effectiveness	c	b
Impact	c	a
Sustainability	b	a

Note: a = very good, b = good, c = problems, d = serious deficiencies

1. Introduction

In early 2003 the European Commission (EC) approved funding for the Coral Gardens Initiative: Poverty Alleviation through Capacity Building of Island Communities to Manage and Restore Coral Reef Fisheries Resources (here after called just the Initiative). This Initiative was administered and implemented by the Foundation of the Peoples of the South Pacific-International Secretariat¹ (FSPI), in collaboration with Just World Partners² (JWP) and Counterpart Caribbean³.

The Initiative was originally a two-year project, starting on the 27th July 2003, and after a six month extension ended on the 27th January 2006. The Initiative was developed as a vehicle to promote the Barbados Program of Action⁴ (BPoA) for poverty alleviation of Small Island Developing States⁵ (SIDS) through the dissemination of an innovative and adaptive model of community-based coral reef management that would restore over-fished and degraded marine resources essential to subsistence and cash economies of communities residing in SIDS.

The purpose of the Initiative was to build capacity in community-based coastal management initially in three countries in the Pacific (Kiribati, Tuvalu, Solomon Islands) and the Caribbean (Jamaica, the Grenadines and Barbados). Additional funding secured during the Initiative enabled the inclusion of Vanuatu participants in a number

of activities during year two, thus making the Initiative a unique multi-country cross-regional program, encompassing Micronesia, Melanesia, Polynesia and some Caribbean States.

The Pacific component of the Initiative was implemented as part of the broader FSPI’s Communities and Coasts Program⁶. The Caribbean component (Caribbean Coastal Co-management and Coral Regeneration Program, or 4Cs Program) was implemented by Counterpart Caribbean in a decentralised fashion due to the varied needs of the target countries and the lack of a formal network of national Non-government Organisations (NGOs) at a regional level implementing similar projects. Counterpart Caribbean was therefore responsible for co-ordinating the Caribbean regional scoping studies, linking established NGOs in potential countries, developing strong governmental links, sourcing funds, and stimulating additional technical assistance and ‘smart partnerships’ as appropriate.

JWP was responsible for technical assistance in project and process monitoring, and to ensure that linkages were made between the Initiatives and other natural resource conservation projects that were being implemented by FSPI and Counterpart Caribbean. In May 2005, JWP went into receivership causing funding and management problems for the Initiative.

¹ FSPI is the largest secular NGO network in the Pacific, with affiliates in Fiji, the Solomon Islands, Vanuatu, Papua New Guinea, Tonga, Tuvalu, Samoa, Kiribati, and East Timor.

² JWP was the Europe-based partner of the FSPI network, and had worked previously with FSPI affiliates on a range of development projects.

³ Counterpart Caribbean is a successor organisation to the Future Centre Trust, with the mission of promoting sustainable development in Caribbean countries.

⁴ The Barbados Program of Action addresses the special challenges and constraints facing Small Island Developing States (SIDS) and focuses on the principals endorsed by participating States at the United Nations Conference on Environment and Development.

⁵ SIDS include low-lying coastal countries that share similar development challenges

⁶ FSPI’s Communities and Coasts Program aims towards self-reliant coastal and island communities, whilst building on their traditional knowledge. Main activities include capacity building and support of participatory governance processes, methods for improved coastal management, and sustainable livelihoods; assessing the financial viability of alternative livelihoods; developing educational materials; developing policy, legal and advocacy activities; and developing networks and partnerships. Other projects in the program have included the Living Reefs Community-based Coral Reef Management in the Pacific Project which was implemented in Tuvalu, Kiribati and Vanuatu, the Blue Forests: Protecting Biodiversity through Sustainable Farming of Reef Corals Project, and the Solomon Islands Coral Gardens Initiative. Both the Living Reefs and the Blue Forests projects were impacted severely by the demise of JWP.

It should be noted here that the Initiative was not a methodology *per se* but a community participatory approach. It was also not a conservation program in the true sense, but rather a coastal resources management and development program.

2. The Evaluation

The task given to the Evaluator was to review and assess the Initiative’s relevance, design, efficiency, effectiveness, impact and sustainability, as provided by the EC’s evaluation protocol used in the Mid-term Review (MTR). As a suitable level of funding was not available to conduct the evaluation appropriately, the evaluation was centred on a regional sharing and evaluation workshop held at Maravaghi Resort in the Solomon Islands from the 21st-24th February in which key NGOs, community representatives and government partners were brought together from participating countries.

The purpose of this workshop allowed participants to review and share their community-based coastal management experiences in their own countries under the Initiative and allowed discussion on how the Initiative could be continued to strengthen capacity and national approaches in the region over the next five years. This was achieved through presentations, plenary discussions and theme-guided group discussion.

Specific tasks conducted by the evaluator (as per the Terms of Reference) included:

- Review of all available project documentation, reports and other country information⁷ (see Appendix A);

⁷ A special effort was made by the Evaluator to compile an inventory of all training, media and conference activities and to produce a bibliography of all Initiative related documents (these can be found in the Appendices).

- Attendance at the regional workshop in Maravaghi, whereby the evaluator also assisted FSPI staff in the design, participation and presentation of the workshop;
- Compilation of the results of the literature review and the regional workshop into a final evaluation report; and
- Provisions of recommendations for the improvement of further capacity building activities.

Due to the inability of actually reviewing the Initiative’s programs in each individual country (due to the aforementioned lack of funding), the evaluator also sent out a general purpose email to all peoples and institutions involved during the Initiative or consulted during the scoping phase in each country, asking for their personal and professional thoughts on the Initiative, including success or not of the training, implementation and sustainability of the training approaches and listed outcomes. Follow-up correspondence was then carried out with those that responded. The evaluator also visited several Initiative associated websites (see Appendix A).

Finally, the Evaluator was assisted in the evaluation by his previous exposure and participation with some of the Initiative’s activities in both Fiji and the Solomon Islands. This has allowed for both an outsiders (etic) and insiders (emic) perspective on the relevance of the Initiative’s activities and its effectiveness and application.

3. The Coral Gardens Initiative

The conceptual framework of the Initiative was designed to empower resource-owning communities to take full responsibility for the utilisation of their marine resources, by working with existing traditional, governmental and non-government structures, and carry forward tested concepts originally trailed in Fiji and the Solomon Islands, to the Caribbean and the wider-Pacific.

The Initiative had three main areas of implementation. The first was to implement scoping studies and needs-assessments in targeted FSPI-affiliated Alliance of Small Island States⁸ (AoSIS) in the Pacific and Caribbean that best met the criteria based on vulnerable islands, with coastal communities facing economic hardship and degraded marine environments. Specific areas of focus during the scoping studies included surveying socio-economic conditions and existing national situations in relation to community-based coastal management; identifying potential trainees and gaps in current capacity that could be incorporated into training of trainers workshops (essentially a training needs assessment); identifying community, NGO and governmental collaborators; and developing a plan of action to implement key capacity-building, technical and pilot activities.

The second area built on the results of the scoping study and focused on the delivery of training and technical assistance, addressing priority capacity-building needs and assisting local affiliate and other NGOs, as well as government departments in accessing resources and funding for further implementation of community-based coastal management programs. Main activities for this area was training of trainers, developing or strengthening networks, facilitating exchanges between practitioners and communities from within the region and also countries, identifying resources and funding opportunities for organisations to support communities, and providing information relevant to communities.

Selected individuals identified in the scoping studies from government, NGOs and communities were trained in tools of participatory community-based coastal management, appropriate methods of coral reef conservation including in some cases, habitat

restoration and income generation. Specific capacity building and training activities were practical and needs-based, and included basic coral reef ecology, human impact issues, potential management options and natural resource planning, demonstration of low-technology methods of marine habitat restoration and habitat enhancement, fisheries and environmental monitoring, and finally improving nutritional status and food security. The Coral Gardens Initiative also provided for follow-up support to trainers and communities to assist with demonstration sites in home-countries, which could be later used as models for the sustainable management of coastal and marine resources, with the hope of further replication within the AoSIS.

The final aim of the Initiative was to promote community-based coastal management frameworks, publicising lessons learnt throughout SIDS whilst making appropriate use of the AoSIS and other relevant networks. This component of the Initiative meshed well with the BPoA+10 review⁹ held in Mauritius in January 2005, and other regional Council of Regional Organizations in the Pacific (CROP) activities in the Pacific. FSPI and Counterpart International have also been active with the AoSIS Secretariat in New York in promotion of the Initiative. The Initiative was able to link in with various international initiatives, and also focused on networking, dialogue, internet exchange, website development and links. Media campaigns also allowed for widespread dissemination, and applied demonstration of cooperation and partnerships.

⁸ The AoSIS is a coalition of SIDS and functions primarily as an ad hoc lobby and negotiating voice within the United Nations system. AoSIS has a membership of 43 States and observers. Thirty-seven are members of the United Nations.

⁹ FSPI’s network members were involved in the drafting of the BPoA, and the current FSPI Executive Director is one of the founding members of AoSIS.

4. Relevance and Quality of Design

The overall conclusion by the Evaluator is that the Initiative is and remains an important and highly relevant program for the AoSIS and all SIDS in terms of potential global benefits. The Initiative despite several problems in implementation did achieve its stated objective and purposes in the Logical Framework, and an already proven model for community-based coastal management was further tested, which provided some important contributions to the management of marine resources or improved livelihoods that underpin coastal and island community life.

The underlying concept of the Initiative was strategically sound, as it embraced community-based coastal management in the sense of being an integral part of coastal and island societies administered through their customary or local and traditional resource management framework of their communities. The philosophy of the Initiative also helped to foster a sense of local ownership through its capacity building and training needs, which placed a major focus on learning-by-doing, demonstration and importantly sharing lessons. Attention was also given to practical aspects such as the need to sustain or enhance marine habitats for productive fisheries and other livelihood activities. The Initiative also addressed the requirements of several international agreements. As such it was an ambitious program operating within multiple countries and across a wide geographical region.

The relevance and focus of the Initiative’s stated ‘Activities’ to actual needs during implementation remained strong, however changes in the course of implementation occurred during its duration. Utilising an adaptive management approach, FSPI in conjunction with Counterpart Caribbean restructured certain activities to allow more detailed attention to other activities that would support and enhance the training of trainers’ component. The main areas where

changes occurred included a decreased focus on coral reef restoration, sustainable reef-based enterprises and smart partnerships and inter-regional exchange. It was also considered that a regional not a global advocacy approach was more practical and more likely to yield results, particularly with advocacy of a community-based approach and accessing new funding opportunities.

During the MTR, it was noted that the Logical Framework was not well structured, even though it was the guiding document for Initiative implementation and outputs. The MTR suggested that the Logical Framework be reviewed which would allow for better reporting against the criteria within the Logical Framework. It is also considered by the Evaluator that a simple and practical monitoring and evaluation system should have been incorporated into the Logical Framework to measure the impacts of the training programs and other interventions.

One aspect that was highlighted during the final sharing and evaluation workshop at Maravaghi in the Solomon Islands was the need for the recognition and incorporation into the Initiative design of gender and equity issues to address the differing perceptions and roles of men, women and youth in community-based coastal management. The Initiative did attempt to address these issues in a culturally sensitive manner through the use of Participatory Learning and Action (PLA) tools and approaches. Future activities however should include the development of a general policy for application at the field level, therefore making allowance for the differing approaches to gender in communities across the two regions, particularly in the Pacific.

5. Beneficiaries and Partnerships

The main targeted groups under the Initiative in the Pacific were government and NGO staff working with coastal and island communities who face economic hardship and degraded marine environments. In the Caribbean, universities, national park staff and the private sector were engaged insofar as their contribution furthered the goal of supporting communities in project monitoring, and enterprise development.

Table 1: Partnership or Collaborating Agencies

Agencies and Donors	European Commission Foundation for the Peoples of the South Pacific-International Just World Partners Counterpart International Counterpart Caribbean UK Darwin Initiative Secretariat for the Pacific Regional Environment Program Secretariat of the Pacific Community International Waters Program United Nations Environment Program International Coral Reef Action Network Locally Managed Marine Area network United Nations Development Program – Global Environmental Facility National Oceanic and Atmospheric Administration
Kiribati	FSP Kiribati Betio Fishermen Association Kiribati Association of NGOs Ministry of Environment, Ministry of Natural Resource and Development Ministry of Agriculture, Ministry of Internal and Social Affairs
Tuvalu	Tuvalu Association of NGOs Tuvalu Fisheries Division Tuvalu Environment Division Tuvalu Planning Division International Waters Program – Kiribati Kaupules

Solomon Islands	Environmental Concerns Action Network – Solomon Islands Foundation for the Peoples of the South Pacific – Solomon Islands International Waters Program – SI Marine Aquarium Council Roviana Village Marine Resource Management Committee Solomon Islands Department of Fisheries and Marine Resources Solomon Islands Department of Forestry, Environment and Conservation Solomon Islands Development Trust Solomon Islands Locally Managed Marine Areas Network Tetapare Descendants Association The Nature Conservancy World Wide Fund for Nature – Solomon Islands
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Vanuatu	Foundation of the Peoples of the South Pacific - Vanuatu International Waters Program – Vanuatu University of the South Pacific Vanuatu Cultural Centre Vanuatu Environment Unit Vanuatu Fisheries Department Vanuatu Peace Corps Wan Smol Bag Wantok Environment Centre
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Fiji	Partners for Community Development-Fiji University of the South Pacific and the Institute of Applied Science Marine Aquarium Council World Wide Fund for Nature-South Pacific
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Caribbean	Barbados Marine Trust Caribbean Regional Environment Program Carriacou and Petite Martinique Water Taxi Association Carriacou Environmental Committee Centre for Resource Management and Environmental Studies/University of the West Indies The Lighthouse Foundation Negril Coral Reef Preservation Society Southern Grenadines Water Taxi Association Sustainable Grenadines Project
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6. Implementation

Implementation of the Initiative focused primarily on capacity building, partnerships, networks and community participation. FSPI was ultimately responsible for overall administration, implementation, management, monitoring and evaluation, utilising the Initiative’s Logical Framework (see original Initiative proposal). In addition, Partners in Community Development-Fiji (PCDF) were involved as trainers in community-based participatory processes and biological monitoring. JWP, before its demise was expected to offer technical assistance in Initiative and process monitoring, and to ensure that linkages were made between other projects that were being implemented by FSPI, Counterpart Caribbean and other partners. Some specific training and technical advice activities in the Pacific were designed to address national capacity needs that would allow for integration with other FSPI activities that were funded through the Darwin Initiative and the French Development Agency’s (AFD) Coral Reef Initiative for the South Pacific (CRSIP). In the Caribbean, specific training and technical assistance activities were designed to be integrated with other existing site support and related capacity-building activities funded through other sources such as GEF Small Grants, National Oceanic and Atmospheric Administration (NOAA) and the Sustainable Grenadines Project (SGP).

In the Pacific, a number of national activities were undertaken in each country, which were supported with strategic regional interventions where necessary. In the case of the Caribbean, a slightly different approach to implementation was taken due to contextual difference. The most notable difference being a more co-management approach to coastal management, integrated under the 4Cs Program . Whilst the Pacific component of the Initiative was relatively similar across all countries, the Caribbean component was relatively diverse in direction and activities. The Counterpart

Caribbean 4Cs project in Jamaica focused on fisheries management planning within the Negril Marine Park (NMP) with support from the Negril Coral Reef Preservation Society¹⁰ (NCRPS) and the European Union (EU) funded Caribbean Regional Environmental Program (CREP); the Barbados 4Cs project focused on coral restoration and responsible diving¹¹; and the Grenadines 4Cs project (which involved the island nations of Grenada and St. Vincent and the Grenadines (SVG)) focused on institutional strengthening of local water taxi associations¹². The unifying factor, which enabled 4Cs participants to learn from each other’s projects, was their interest in coastal co-management.

As the Initiative developed, the focus and number of activities were constantly refined to reflect institutional strengthening or capacity-building activities.

6.1 Activity 1: *Gather preliminary baseline data for Pacific and Caribbean target countries. Establish and continue linkages with FSPI affiliates and regional stakeholders, including the Secretariat for the Pacific Regional Environment Program (SPREP), the WorldFish Centre (WFC) and the Locally Managed Marine Area Network (LMMA) in the Pacific; and Caribbean Natural Resource Institute (CANARI), Centre for Resource*

¹⁰ The mission of the NCRPS is to protect and preserve coral reef ecosystems, locally, regionally, and globally, through education, research, training, monitoring, lobbying, and the creation of marine protected areas. The authority of the NCRPS is derived from the Natural Resources Conservation Authority of the Government of Jamaica. Planning for the NMP was also enhanced by a NOAA grant that enabled a socioeconomic monitoring program to be conducted within the NMP area.

¹¹ In Barbados, 4Cs activities were changed due to the challenges of obtaining permission to handle corals from government authorities and also by an infusion of funds from the GEF Small Grant Program to the Barbados Marine Trust. Subsequently, the original theme of coral gardening and sustainable livelihoods, was transformed under a broader theme of caring for our coasts and our future.

¹² The Grenadines 4Cs program also received funds from the GEF Small Grants Program, which allowed the Carriacou Environmental Committee (CEC) to be involved in implementation.

Management and Environmental Studies (CERMES), etc. in the Caribbean.

This activity went ahead without any serious difficulties.

Table 2: Activity 1 – Progress Activity

Progress Interval	Activity
6-Months	<p>Developed office-based and field scoping criteria.</p> <p>Baseline data gathered for Pacific countries.</p> <p>Linkages established with affiliates and partners (FSPK, TANGO, SIDT; Government departments in the Solomon Islands, Tuvalu and Kiribati; Counterpart Caribbean and CERMES).</p> <p>Linkages established with national, regional and international organisations (SPREP, WFC and LMMA).</p> <p>Extensive library and internet searches conducted.</p> <p>Participation in meetings and regional fora (LMMA, USP and SIDSNET).</p>
12-Month	<i>Waiting for baseline data from the Caribbean.</i>
18-Month	<p>Participation in meetings and regional fora (BPoA+10, CROP Sustainable Development and Marine Working Groups, GEF Council).</p> <p>MOU with USP for FSPI to support SIMMA with needs assessment, training and skills exchange</p>
24-Month	
30-Month	<p>Linkages established with national, regional and international organisations (SPC).</p> <p>Participation in meetings and regional fora (NCRT).</p> <p>Further linkages made or consolidated in the Caribbean with the BMT, NCRPS, CEC, SGTWA, CPMWTA, SGP, UWI, UNDP and CREP</p>

6.2 Activity 2: Conduct Pacific and Caribbean scoping studies in conjunction with local affiliates in the first instance to identify and gather information on partners for the selection of project sites and trainees and analyse and document information.

The purpose of the scoping studies was to analyse linkages between poverty reduction and coral reef resource abundance, based on governmental advice, existing statistical data, and field assessments. Some scoping studies provided high quality analysis of the social character of communities, incorporating the nature and dynamics of communities including social structures, decision-making processes, tenure, kinship, causes of conflict and cohesion. The scoping studies were seen as providing key baseline data with which to measure the correlation between improved coral reef environments and enhanced economic and food security thus linking environmental sustainability with poverty alleviation.

The collection of this data also enabled communities to assess their own situations and in some cases provided practical training activities for trainers and community alike. In-country scoping studies were based on a partnership philosophy, whereby affiliate and local NGOs, government and communities were actively engaged. These partnerships arrangements allowed for the identification of government and private stakeholders, suitable sites and potential smart partnerships.

Pacific scoping studies took place in the Solomon Islands, Kiribati, and Tuvalu, which are some of the least developed AoSIS states. In the Solomon Islands, FSPI’s country program worked mainly with the Solomon Islands Development Trust (SIDT) alongside other local NGOs and Community-based Organisations (CBOs), as well as national and provincial governments. The focus of the Solomon Islands scoping was to identify gaps and capacity needs to assist further in coral reef restoration, as well as building the foundations for future activities required to replace the harvest of betel-nut with low-tech transplanting methodologies and mari-culture. In Tuvalu and Kiribati, the scoping studies gathered data on the state of coral reef degradation on the main islands of Funafuti and Tarawa, as well

as the causal factors behind this degradation, along with food security issues. The scoping studies also conducted a stakeholder analysis and determined participants for the Fiji-based and national training of trainers.

The guidelines utilised in the Pacific scoping assessment were also used by Counterpart Caribbean. Counterpart Caribbean was also able to consolidate information garnered by CREP as well as conducting its own further field scoping visits to particular sites, which expanded the geographic scope to the Grenadines. Main focus areas for data collection were similar to those of the Pacific scoping studies, including stakeholder analyses, rapid assessment of coastal and reef resources, consultation with NGO and governmental partners, identification of communities and sites who will have ‘ownership’ of the program, as well as potential trainers and trainees from local NGOs, government and the private sector. Preliminary scoping trips to the Caribbean were conducted in July 2003 by the FSPI Regional Coastal Program Manager, in preparation for the project’s commencement and again in December 2003 by the Coral Gardens Scientist to visit existing management sites in the Caribbean, analyse restoration needs and potential partnerships. These visits covered Jamaica, Barbados, Dominican Republic, and Honduras.

Overall, scoping activities highlighted that each country required a slightly different approach as each had its own set of strengths and weaknesses or, in other terms, current capacity. In some cases similar needs were identified between the target countries within the two regions to justify running regional training sessions and bi-lateral exchanges. No initial needs for inter-regional exchange were identified through the scoping.

Table 3: Activity 2 – Progress Activity

Progress Interval	Activity
6-Months	<p>Scoping carried out in the Solomon Islands.</p> <p>Desk-based reports are available for Tuvalu and Kiribati and visit reports and needs assessments are available for the Solomon Islands.</p> <p>Formation of SILMMA to facilitate needs assessments, trainings and skills exchange.</p> <p>Identification of potential Solomon Island trainees.</p> <p>Caribbean scoping has gone through 3 stages of pre-scoping: a visit by Coastal Program Manager, a visit by the Project scientist and regional meetings resulting in a final scoping in progress.</p>
12-Month	<p>Scoping carried out in Tuvalu and Kiribati by Coastal Program Manager.</p> <p>Scoping reports consolidating field and desk based reports currently underway.</p> <p>Formation of advisory committees in Kiribati provided comments on draft scoping report and to select pilot sites.</p> <p>Processes established for stakeholder comment on scoping reports in Tuvalu and the Solomon Islands.</p> <p>Caribbean scoping currently finalised.</p>
18-Month	<p>Scoping reports for Caribbean completed and work commenced in selected sites.</p> <p>Meetings held with Caribbean stakeholders (BMT and NCRPS) to identify priority activities.</p>
24-Month	
30-Month	

6.3 Activity 3: *Compile SIDS scoping report for international dissemination through AoSIS. Design and implement regional and international media campaign. Hold small AoSIS seminar to discuss Coral Gardens Initiative transference to SIDS.*

It was originally thought that scoping studies commissioned during the early stages of the Initiative would provide a comprehensive analysis of a community’s social structure and decision making procedures and the relationship of these to other levels of administration (village, local government, national government), as these would provide the essential pre-requisites to finalisation of community-level program design. Reports were compiled in the Caribbean (culminating in two Masters’ theses relating to the Grenadines 4Cs program and one Master’s thesis relating to the Jamaica 4Cs program) and presentations were made at the Whitewater to Blue Water conference and the Gulf and Caribbean Fisheries Institute meetings.

Due to delays in funding and the increasing burden of work for relatively few staff, scoping studies in the Pacific were not formally completed but rather were retained as living documents to be updated as implementation progressed. Under the guidance of FSPI, the Initiative continued to focus on the practical aspects of implementation rather than risking ending the Initiative with good documentation but little practical achievement in the field, a scenario often seen in the region. Subsequently, no scoping reports for the Pacific were produced in a formal published format. It is of the opinion of the Evaluator however, that it would have been still worthwhile to distribute the findings of the scoping reports to participating communities in a simple brochure-style format.

Throughout the duration of the Initiative there was constant use of the media to publicise events and Initiative activities (see Appendix B for details). As well as using more traditional forms of media such as radio and print, FSPI has now finally completed a web-site and a DVD-ROM package with resource materials and videos which was utilised by affiliate NGOs to run several training the trainer activities and other workshops. While the DVD-ROM is an important and

successful output of the Initiative, the Evaluator feels that the content could have been better screened before distribution.

A series of draft power point presentations were also developed targeted at agency and government senior staff covering topics such as community participation, co-management and stakeholder analysis. Several internet sites and lists were also utilised during the Initiative to promote awareness and discussion and these included SIDSNET, CORAL, Small Islands Voice, Darwin Initiative Discussion Forum, Wise Coastal Practices for Sustainable Human Development and the World Commission on Protected Areas mailing lists, IUCN - Theme on Indigenous and Local Communities, Equity, and Protected Areas and Collaborative Management Working Groups, and finally various SPREP - Round Table for Nature Conservation Working Groups.

During the course of the Initiative it became apparent that a regional not a global advocacy approach was more practical and more likely to yield results, particularly with advocacy of a community-based approach and accessing new funding opportunities.

Table 4: Activity 3 – Progress Activity

Progress Interval	Activity
6-Months	Preliminary media protocol established. Press releases. Preliminary contacts with AOSIS. Participation in various regional and international electronic fora. <i>Web site design and implementation due at outset of project delayed until scoping assessments are analysed.</i>
12-Month	Upcoming BpOA +10 review meeting in Mauritius to be used as launching pad for the global advocacy components. Discussions underway for a side event at BpOA+10.

	<p>Media protocol advanced to ensure balanced and accurate publicity from wide range of partners.</p> <p>Further discussions initiated with AoSIS and firmer channels of participation agreed.</p> <p>Current FSPI Coastal Program website under review and redesign to enable improved access to information for communities and improved dissemination of Coral Gardens Initiative outputs and lessons learned.</p> <p>Participation in various regional and international electronic fora.</p> <p><i>Some proposed activities delayed in order to coincide with the BPOA +10 process.</i></p>
18-Month	<p>Attendance of BpoA+10 Civil Society and Government Meetings. Co-hosted a Pacific Regional NGO side event in Mauritius.</p> <p>FSPI Coastal Program website updated.</p> <p>Participation in various regional and international electronic fora.</p> <p><i>Resources web-site page for national practitioners still under construction.</i></p> <p><i>Negotiations with Counterpart International to develop the international and regional media/advocacy campaign did not bear fruit and have caused a rethink of this component.</i></p>
24-Month	Participation in various regional and international electronic fora.
30-Month	<p>Participation in various regional and international electronic fora.</p> <p>Web-site up.</p>

6.4 Activity 4: Begin writing proposals and sourcing funds for small-scale implementation of Coral Gardens Initiative in target countries (Note: Full-scale implementation was beyond the scope of the Initiative).

The Initiative has been relatively successful in attracting additional funding to support Initiative activities. The Mac Arthur Foundation supported the inclusion of Vanuatu in many activities. Future activities in both Kiribati and Tuvalu were originally secured through the Darwin Initiative, though this was negated by the demise of JWP in May 2005. FSPI has been able to retrieve the situation by

securing support from the AFD, which now provides support through the CRISP to continue coastal management capacity building activities and site support not only in Kiribati and Tuvalu, but also across the Pacific region over the next three years. This will enable FSPI and its partners to consolidate activities under the Initiative activities and/or expand the program to a number of other countries.

A follow-up proposal has also been submitted to the EC to extend the Initiative to an additional five countries. One of the most effective contributions for the Initiative was garnering the support of the LMMA Network to enable the formation of the Solomon Islands Locally Managed Marine Area Network (SILMMA). FSPI was also successful in obtaining funds through SPREP in collaboration with Marin Aquarium Concil (MAC) to conduct a financial analysis of the coral trade in the Solomon Islands and Fiji, which also included an assessment of the feasibility of farming corals (Lal and Kinch, 2005¹³; Lal and Cerala, 2005¹⁴).

In the Caribbean, the Initiative was successful in attracting funding for the Junior Rangers Program¹⁵ and Socio-Economic Monitoring of Negril Marine Park through a NOAA grant. CERMES and Counterpart Caribbean also assisted local partners in the Grenadines to develop a proposal for funding under the Global Environment Facility (GEF) Small Grants Program, with potential for eligibility

¹³ Lal, P. and Kinch, J. 2005. *Financial Assessment of the Marine Trade of Corals in Solomon Islands*. Suva: FSPI.

¹⁴ Lal, P. and Cerala, A. 2005. *Financial and Economic Analysis of Wild Harvest and Cultured Live Coral and Live Rock in Fiji*. Suva: FSPI.

¹⁵ The Junior Rangers Program has been running since 1995 with the support of communities, the Negril Coral Reef Preservation Society, and the Ministry of Education. The program is comprehensive and intense, and involves attendance at workshops whereby students (from very poor families) learn all about the Negril Environmental Protection Area, its habitats, threats to its integrity, and recommendations for protection. In addition, the students learn First Aid, CPR, Disaster Preparedness, and are exposed to all the habitats in the area. The program was so successful and popular that it was continued, in 1998, 1999, 2000, 2001 and 2002. Counterpart Caribbean contributed to the summer program in 2004, and has been active in sourcing funds for its continuation.

for a medium-sized GEF grant. The proposal was successful and a small grant was awarded to the Carriacou Environmental Committee to promote environmental stewardship and sustainable livelihoods of water taxi operators in the Grenadines. The Barbados 4Cs program also received funds from the GEF Small Grant Program to the Barbados Marine Trust, and has attracted the attention of the Caribbean Conservation Association (CCA), which may lead to future financial support.

The need for additional training materials was highlighted during the Initiative and a proposal to the New Zealand Overseas Development Agency was submitted but unfortunately was declined. The proposal will be used as the basis for requesting resources from other donors.

Based on initial discussions held at the BPoA+10 International Meeting in Mauritius, FSPI and the New Zealand Agency for International Development (NZ AID) have developed a strategic partnership that will ensure the core sustainability of FSPI and to some extent the Community and Coasts Program (as well as other FSPI programs) over the next 5 years providing core salary, travel, research, networking and training funds.

Table 5: Activity 4 – Progress Activity

Progress Interval	Activity
6-Months	<p>Proposal submitted to Mac Arthur Foundation to bring Vanuatu into the program.</p> <p>Three proposals submitted to Darwin Initiative, AFD and NZAID to expand the participating countries and improve the materials available for training and site implementation.</p> <p>Developed synergies between the Coral Gardens Initiative and other projects of the FSPI Communities and Coasts Program such as those funded by the Darwin Initiative, SMART and SPREP.</p>
12-Month	<p>Funding secured from Mac Arthur Foundation to bring Vanuatu into the program.</p>

	<p>Funding secured with assistance from JWP from the Darwin initiative enabling local projects officers to be recruited in Kiribati and Tuvalu and to cover site support costs in Kiribati, Tuvalu and Vanuatu enhancing the Coral Gardens Initiative ability to have lasting impacts in these countries. <i>This opportunity was later lost due to the demise of JWP.</i></p> <p>Funding secured from AFD to extend Coral Gardens Initiative scoping and capacity.</p> <p><i>Successful proposals will increase the range and impact of the Coral Gardens Initiative while strengthening areas that are emerging as under-funded.</i></p> <p><i>Funding for mass production of training materials has been identified as a funding need but funding has yet to be secured for this component.</i></p> <p><i>It is expected that once the scoping studies are finalised other priorities for country specific funding gaps will be highlighted which will be used as the basis for further fundraising efforts.</i></p>
18-Month	<p>Funding secured from AFD to countries post-Initiative funding.</p> <p>The 4Cs project in the Caribbean has so far has been successful in attracting funding for Junior Rangers Program and socio-economic monitoring of NMP.</p> <p>CERMES and Counterpart Caribbean assisted the local partners in the Grenadines to develop a proposal for funding under the GEF Small Grants Program.</p> <p>The Barbados 4Cs project has attracted the attention of the CCA and the Executive Director of CCA has indicated that financial support is available to complement the 4Cs work.</p> <p><i>Funding to continue capacity building efforts post-Initiative funding, and extend the program to other countries in the Pacific Region currently the major focus of fund-raising at the regional level now that country support has been secured through the Darwin Initiative, Mac Arthur and AFD’s CRISP.</i></p>
24-Month	<p>Funding support from LMMA network secured for SILMMA key capacity building activities.</p> <p><i>Discussions regarding strategic partnership between NZAID and FSPI to financially support the delivery of FSPI programs including the Communities and Coasts Program have entered an advanced stage of negotiations with initial bridge funding under this secured.</i></p>

30-Month	<p>NZAID funding secured.</p> <p>Proposal submitted to EC Tropical Forests and Environment Budget line to extend the Initiative to 5 new countries and support for existing programs.</p> <p>The strategic partnership between NZAID and FSPI to financially support the delivery of FSPI programs including the Communities and Coasts program has commenced providing a secure source of funding to further the work initiated under this project.</p> <p>GEF-small Grant was awarded to the Carriacou Environmental Committee with support of the 4Cs Program.</p> <p>GEF-small Grant was awarded to The Barbados Marine Trust with support of the 4Cs Program.</p>
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6.5 Activity 5: Conduct Training of Trainers workshops for Pacific and Caribbean trainees, focusing on participatory models for involving communities and other local stakeholders, low-tech habitat enhancing techniques such as coral reef restoration methods, ‘Green’ coral aquaculture, eco-tourism and other ‘alternative livelihoods, and associated issues, including environmental education, conflict management, and other relevant skills areas.

The specific training and capacity-building activities carried out under the Initiative was determined during the scoping activities and a detailed work plan for each country was then developed. As well as planned national training and technical support activities a number of regional training activities were also conducted (see Appendix C for details). Overall, the training of trainers was based on participatory techniques, practical hands-on exercises, and learning by doing.

In terms of process methodology, the Initiative focused on building capacity in Participatory Learning and Action (PLA) processes and tools that had been developed by FSPI’s Fijian affiliate, PCDF. The PLA process itself helps foster improved local governance,

awareness, and stewardship of the natural environment and shared community resources; and promotes an adaptive and integrated approach to community-based coastal management. Technical training also focused on methodologies developed by PCDF and other Fijian partners of FLMMA. Each of the modules utilised were designed for maximum uptake on the part of communities, with low amounts of resource input. In other words, technologies are low-tech, user friendly and inexpensive.

The Evaluator understands the factors of cost and convenience of gathering trainees from widely dispersed island countries in one place for training (Fiji for the Pacific and Jamaica for the Caribbean), nevertheless FSPI and Counterpart Caribbean made determined efforts to train at country level or through appropriate inter and intra-country exchanges (e.g.: Vanuatu and the Solomon Islands, and Tuvalu and Kiribati). These exchange visits were popular at the local community level, and there was moderate uptake from national NGO stakeholders and where possible government or community counterparts accompanied FSPI affiliate NGO trainees. This improved the joint NGO and government understanding of the aims and objectives and also allowed government departments to engage in communities.

When training and skills development was conducted in the participant’s own country, training was considered as being more applicable as it was usually tested in pilot or other project sites. Examples of enhanced knowledge, understanding, cooperation and capacity were identified as the Evaluator reviewed workshop or participant’s reports. While there was in some cases duplication of training for some participants in the Initiative, this does not seem to have been an issue, and it is considered by the Evaluator that all training activities were largely relevant.

A major outcome of this Activity was the development and translation of environmental education posters into Solomon Islands Pigin, Tuvaluan and Vanuatu Bislama. These posters had been field-tested during the Initiative and modified and translated as necessary (see Appendix D). Unfortunately, time and expense were obstacles to producing more, as was the technical nature of some of the text (which was noted by some Initiative participants when communicating the content of the posters during community consultation¹⁶). Also the delay in publication and distribution diminished their usefulness in embedding and disseminating the knowledge gained from training. Nevertheless, these have been very popular. The Initiative was also careful to target awareness raising and education in a livelihood context.

In the Caribbean, a training pack was first developed for use in the workshops held with dive operators in Barbados, and then the contents of this pack were modified for use in the workshops with water taxi operators in the Grenadines. The training pack were called ‘Caring for Our Coasts and Our Future – Materials for Trainers’ and includes video clips, posters, power-point presentations suitable for teaching, and two original training modules called ‘Coral Care and Environmentally-Sound Dive Practices’, and ‘Collecting Information About Corals - Ways of Encouraging Community Participation in Resource Management’ - as well as collections of existing reference materials such as posters, booklets and outreach materials which have been prepared by others. Additional training materials were later prepared during the 4Cs Grenadines Project including, a draft booklet of guidelines and a checklist for ‘green’ water taxi operators, which was prepared by the operators themselves.

¹⁶ Generally, the main way activities were communicated to participating communities was through speaking in local languages.

It was acknowledged early on in the Initiative that smart partnerships would have limited chance of success in relation to reducing poverty driven causes of coral reef destruction, unless overall management and associated processes was in place. Whilst many options of so called sustainable reef-based enterprises are available to communities, the conditions in which they are appropriate are still not clear, nor is there any available tool by which communities can analyse whether an option is right for them. In recognition of this, FSPI’s ongoing strategy is to address these gaps through a practical and unbiased evaluation of experiences in community appropriate income generation options in coastal areas of the region. Once this has been completed, FSPI can then offer the type of training of trainers to not only develop tried and tested alternative livelihood options but also community-appropriate tools to enable communities to evaluate alternatives themselves in the future. As noted above, FSPI has already supported such an initiative with the oversight of a financial assessment of the coral trade in the Solomon Islands and Fiji.

Table 6: Activity 5 – Progress Activity

Progress Interval	Activity
6-Months	Curriculum and training development. Draft participatory needs assessment procedure tested in the Solomon Islands Three day participatory planning training tested in the Solomon Islands. Participatory editing of environmental awareness posters as part of curriculum development.
12-Month	Draft Coral restoration and farming training materials tested in workshop at the Discovery Bay Marine Lab, Caribbean, and modified for Barbados context. <i>Scoping reports once finalised will determine an implementation plan for priority capacity building activities.</i> <i>Planned testing of draft coral restoration and farming training materials in Vanuatu during July was cancelled.</i>

18-Month	<p>Pacific Regional Training conducted in partnership with PCDF in Fiji and the communities of Moturiki at Caqalai Island.</p> <p>Training modules developed for regional training, covering topics such as adaptive management and planning, PLA, management options, awareness raising, project management and monitoring.</p> <p>Modules further developed for more comprehensive national training activities on PLA and facilitation and adaptive management and monitoring based on needs identified in scopings for Tuvalu and Kiribati.</p> <p>Implementation plans have been developed for capacity building in target Caribbean sites as a part of scoping. These are only just now starting to be implemented with the exceptions of some training in coral restoration techniques as part of the Barbados and Negril projects, and presentations on marine management relating to the water taxi and dive operators in the Grenadines in late 2004.</p> <p><i>Implementation in the Caribbean was delayed due in part to the cyclones that affected the Caribbean late last year and the delay in disbursements from the European Commission. The latter also delayed implementation of training activities in the Pacific by approximately 5 months.</i></p>
24-Month	<p>National project officers from Kiribati, Tuvalu and the Solomon Islands sponsored to attend PICCC training in Fiji.</p> <p>Solomon Islands Field Manager and Village Development Worker sponsored to attend national multi-stakeholder community-based coastal management workshop in Vanuatu.</p> <p>Training of trainers in community-based coastal management PLA and facilitation tools and techniques held in Tuvalu.</p> <p>Preparations made for training of trainers in community-based coastal management in Kiribati.</p> <p>Workshop held on socio-economics, fisheries management planning and NGO effectiveness for Negril Marine Park.</p> <p>4C’s planning workshop held on strengthening environmental stewardship and livelihoods in the Grenadine Islands.</p> <p>Caring for our Coasts and our Future 4Cs workshop in Barbados and Carriacou.</p>
30-Month	<p>Training of trainers in community-based coastal management in Kiribati.</p>

	<p>Training of trainers in community-based coastal management in the Solomon Islands.</p> <p>Distribution of awareness posters in Solomon Islands Pigin, Tuvaluan and Vanuatu Bislama.</p> <p>Website and DVD of training materials plus important resources and links completed.</p>
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6.6 Activity 6: *Follow-up technical assistance for trainees in Pacific and Caribbean countries in the implementation of skills in their local projects. Follow-up mini-workshops conducted by trainers. Initiation of some site-based trials of Coral Gardens Initiative’s methodologies.*

Experience elsewhere has shown that without relevant follow-up, investment in short duration workshops is not overly productive, and a lack of follow-up after training reduces interest and use. Subsequently, a strong component of the Initiative was follow-up technical assistance.

In the Pacific and following the Fiji training of trainers’ workshop, several follow-up visits were conducted to provide support for trainers as they designed their pilot sites. FSPI was successful in raising funds or assisting countries to raise their own funds to implement activities in pilot sites.

Trainees from Kiribati, Tuvalu and Solomon Islands who participated in the PICCC also had to carry out practical work at pilot sites and report back during the second phase of the PICCC, which was supported by technical assistance from the Initiative’s Program Manager and Program Scientist.

In addition, Counterpart Caribbean and its partners conducted follow-up visits to also assist with technical assistance and design of pilot sites, environmental feasibility testing, as well as developing

funding proposals for donors and the private sector. Counterpart Caribbean also hosted several workshops with trainers and other stakeholders (including the private sector and tourist interests) to brief the wider community.

Table 7: Activity 6 – Progress Activity

Progress Interval	Activity
6-Months	Two site visits and follow-ups in the Solomon Islands. Support and advice to Fiji projects managed by PCDF.
12-Month	<i>Implementation plans contained within the scoping reports determine the timetable and focus of these activities.</i>
18-Month	Work plans with national specific technical assistance, training and support needs developed for Vanuatu, the Solomon Islands, Kiribati, Tuvalu, Jamaica, the Grenadines and Barbados have been completed. Support and advice to SILMMA. Technical assistance mission to Kiribati to initiate small scale coral culture trials and provided project management advice. <i>Implementation in the Caribbean was delayed due in part to the cyclones that affected the Caribbean and the delay in disbursements from the EC. The latter also delayed implementation of training activities in the Pacific by approximately five months.</i>
24-Month	Look and learn visits in the Solomon Islands. Support and advice to SILMMA. Technical assistance visits to NMP to further work on the fisheries management plan and the socio-economic survey. Assistance provided to NCRPS in conducting community consultations. Technical assistance from CERMES for reef restoration. Caring for our Coasts and Our Future 4C’s workshop in Barbados. 4C’s Planning workshop on strengthening environmental stewardship and livelihoods in the Grenadine Islands.
30-Month	Look and learn visits in the Solomon Islands. Support and advice to SILMMA.

Training of Trainers Follow up and monitoring training Tuvalu.
Exchange visits between Vanuatu and the Solomon Islands project officers and community members to strengthen linkages.
Technical assistance visits to NMP to further work on the fisheries management plan and the socio-economic survey.
Assistance provided to NCRPS in conducting community consultations.
Caring for our Coasts and our Future workshop in Carriacou and Union Island.
Greening of boats workshops in the Grenadines.

6.7 Activity 7: Hold Caribbean ‘debriefing’ with other regional stakeholders focusing on ‘Training of Trainers’ results and follow-on activities (e.g. design of sites and sourcing of funds for wider implementation).

A final sharing and evaluation workshops was held in January 2006, whereby all Initiative participants across the Caribbean were brought together to share their knowledge and experiences, continue networking, disseminate project outcomes and evaluate capacity-building activities and supporting material to determine the next steps and further needs (see Mahon, 2006¹⁷).

Table 8: Activity 7 – Progress Activity

Progress Interval	Activity
6-Months	
12-Month	
18-Month	
24-Month	
30-Month	Sharing and Evaluation Meeting

¹⁷ Mahon, S. 2006. *Sharing and Evaluation Workshop Report: The Caribbean Coastal Co-management and Coral Regeneration Program*. CERMES, University of West Indies.

6.8 Activity 8: *Continue with global information campaign and web site work including seminar with AoSIS to raise awareness of the relevance of the community-based approach to coral reef conservation and management.*

The focus of this component of the Initiative was partly to advocate for enabling policy environments for community-based coastal management. FSPI¹⁸, JWP and Counterpart International have all worked with the AoSIS Secretariat at the United Nations in New York to promote the Coral Gardens pilot sites in the Caribbean and Pacific as models of coastal and marine resource management. Counterpart Caribbean has also promoted the Initiative concept and its results throughout the Caribbean. Global advocacy was coordinated to coincide with the BPoA+10 meeting in Mauritius, the Pacific Islands Ocean Forum, several CROP working groups and other regional and global conferences (see Appendix E).

Promotional, learning and advocacy activities have also focussed on media campaigns (radio, newsprint etc), participation at key international conferences, and creation of a web-site with linkages in SIDSNET (see also Activity 3, and Appendices B and C).

During the course of the Initiative it was determined that regional avenues were more effective, based on the outcomes of the BPoA+10 conference, and the impact of regional advocacy activities running concurrently. Both FSPI and Counterpart Caribbean participated in numerous regional meetings to talk about the Initiative, to discuss other relevant activities that are taking place internationally in support of community-based coral reef conservation, and identify other countries around the world where the Initiative’s model may be suitable.

¹⁸ The FSPI Secretariat Executive Director, a founding member of AoSIS and contributor to the BPoA, has spearheaded this networking and dialogue to promote global learning and partnership.

FSPI is the largest community focused organisation in the region and provides an important liaison role between the governments of the participating countries. In order to improve collaboration, increase information exchange and support existing initiatives FSPI has formally entered into partnership with the LMMA, which is a network of projects around working on community management of coastal resources¹⁹. The partnership has already borne fruit in Solomon Islands and was a useful component for training, networking and global advocacy. Funding from the ICRAN also enabled involvement in this forum in relation to the work being undertaken in the Solomon Islands. In the Caribbean networking was enhanced by participation in the White Water to Blue Water Conference, visits to other major projects in Jamaica, workshops in the Grenadines, and meetings with the United Nations Development Program and the CCA in Barbados.

FSPI has also promoted the benefits of creating networks to reduce duplication, as is often seen in the conservation arena; different agencies and institutions basically working with the same communities, but duplicating each other with similar activities and at times embarking on opposing approaches that not only result in communities bewildered but also creating friction between institutions and agencies. FSPI is thus attempting to bring about an environment that will improve coordinating, collaborating and improving some of the regional programs (e.g.: SPC and SPREP) that could assist in promoting and supporting best practices in community-based coastal management.

¹⁹ Collaboration between organisations with shared interests and experience in resource management is essential so as to bring the best knowledge to bear on community support interventions, and so the best results from the institutions set up to serve their needs.

Table 9: Activity 8 – Progress Activity

Progress Interval	Activity
6-Months	See Activity 3.
12-Month	See Activity 3.
18-Month	See Activity 3.
24-Month	See Activity 3.
30-Month	See Activity 3.

6.9 Activity 9: Final participatory evaluation, external evaluation and project wrap-up.

During the MTR conducted in June 2005, it was highlighted by the EC Delegation Officer that the amount of funding allocated for the final evaluation of the Initiative was inadequate for a useful evaluation given its nature and geographic spread.

Concern was also raised at the time as to whether due consideration had been given to how the Initiative would be evaluated and hence whether the appropriate information was being collected during the implementation to allow for an adequate evaluation. Based on this FSPI submitted a request to increase the amount of funds allocated toward the final evaluation alongside the request for a financial and time extension of the project. This was however declined.

Subsequently, FSPI working under the constraints imposed, designed and arranged with the EC for an evaluation that was commensurate with the original budget allocation provided for this activity. The approach taken was to bring participants from all countries and regions together for a sharing and evaluation workshop at Maravaghi Resort in the Solomon Islands. The Evaluator was also asked to attend and review Initiative documents (see Section 3).

Table 10: Activity 9 – Progress Activity

Progress Interval	Activity
6-Months	
12-Month	
18-Month	<i>Final Evaluation was substantially under budgeted in the original proposal. To enable an effective evaluation an increase in the budget for this component of the project was requested as part of the extension request made due to delay in funding disbursement. Request Project Evaluation to be moved to be due 3 months post-project completion date</i>
24-Month	<i>The request for extension and more funding was rejected and a new evaluation strategy was designed commensurate with the original budget allocation for this activity.</i>
30-Month	Sharing and Evaluation workshop in the Solomon Islands bringing together participants from all targeted countries. Project evaluation was completed.

7. Efficiency in Implementation

The Initiative was the first EC-funded program where FSPI was funded directly rather than through an EC counterpart. Due to this situation, the establishment of administrative mechanisms and developing links to relevant projects inside and outside FSPI required more time than that which had been allocated in the original proposal and provided a heavy task to administrative, accounting and legal staff. The delay in getting the administrative procedures and protocols and linkages in place caused a delay of approximately two months in the scoping activities.

Implementation of the Coral Gardens Initiative suffered several setbacks during its time frame (see Appendix F). The biggest problems faced by the Initiative were several-fold. The first was the delay in disbursements²⁰ as these caused delays in Initiative in both

²⁰ These delays were partly due to the decentralisation of EC projects to the Fiji Delegation. Thus they also had new systems for management that had to be put in place to adequately manage these new responsibilities.

FSPI and Counterpart Caribbean, but also had a rippling affect down the implementation ladder, thus also affecting affiliate NGOs and partners in their home countries. The shortfall in expected cash flow impacted on other closely linked projects and activities in FSPI’s marine resources portfolio (SPREP, ICRAN and the Darwin Initiative projects), the progress of which was directly linked to a successful outcome in the EC project. The impact of the cash flow was also felt on FSPI as a whole, and had broader cash flow implications for other projects within FSPI’s Community and Coasts Program and FSPI as a whole as funds were diverted to cover core salary and office costs that should have been covered by the EC funds, and FSPI incurred these costs for staff and overheads.

Owing to the delays incurred on this project and other related projects FSPI in December 2004 requested a six- month extension of the contract. In addition, FSPI also requested partial coverage of core staff and overheads due to the extension, and extra funds to carry out a more thorough final evaluation. The time extension and use of contingency funds was eventually approved in May 2005 however the additional funds request was not.

Another difficulty encountered in the initial phases was the lack of dedicated staff in some countries, notably Kiribati and Tuvalu. This was resolved when funding was approved under the Darwin Initiative in January 2004, though recruitment of staff was not completed until November 2004. Unfortunately the Darwin Initiative was administered through JWP and their demise in May 2005 combined with the delays in getting staff onboard impacted upon the ability to implement Initiative activities in these countries. The lack of secured funding and relatively weak local human resources meant that in Kiribati and Tuvalu, training and technical assistance activities under the Initiative required modification to a more wide reaching approach that delivered key skills to a range of stakeholders and then monitoring participants to see how and if each

applied these skills within their current roles. In Tuvalu it was necessary to scale back some activities.

The demise of JWP also caused other problems. Even from the start, negotiations over roles and responsibilities for JWP and the Initiative had been drawn out, which resulted in the majority of the scoping studies being completed before JWP even began meaningful participation. Subsequently, their role had been redefined to a purely fundraising and dissemination role targeting other European-based donors and organisations. JWP was successful in obtaining the Darwin Initiatives for activities in the Pacific²¹, and also another project in the Caribbean. Unfortunately, their demise negated any positive contribution they had made. Also the fundraising activities that JWP was expected to complete under the Initiative were never done. In response to the demise of JWP, FSPI worked proactively to secure additional funding. These efforts were successful, and long term funding has been sourced through the AFD’s CRISP to continue work in the Solomon Islands, Tuvalu, Kiribati and Vanuatu.

Other impacts on the Initiative in the Pacific included the loss of government fisheries and other NGO staff from several countries to the EU-funded PROCFISH program. This was particularly a problem in the Solomon Islands whereby a leading partner NGO staff member left for PROCFISH and the main collaborating government fisheries officer moved across to the NGO.

In the Caribbean, implementation plans were developed as a part of scoping studies, but activities were delayed due in part to the hurricanes that affected the Caribbean in late 2004 and the delay in disbursements from the EC, and the demise of JWP. One of the

²¹ These were the Living Reefs Community-based Coral Reef Management, which was to be implemented in Tuvalu, Kiribati and Vanuatu, and the Blue Forests: Protecting Biodiversity through Sustainable Farming of Reef Corals Project, and the Solomon Islands Coral Gardens Initiative.

foremost strategies of the 4Cs Program was to seek funding from other sources that would complement funding received under the Initiative. Efforts to attract complementary funding were successful for all three of the 4Cs projects and enabled activities to proceed with minimal disruption. This complementary funding allowed the Initiative to achieve results, which are reported by the 4Cs program as exceeding expectations.

7.1 Outputs

Under the original proposal several outputs were listed.

7.1.1 Output 1: *Scoping Studies containing stakeholder analyses (including needs analysis, potential sites etc), as well as documenting local and traditional governance structures of communities and potential linkages with NGOs and Governments in support of marine conservation for poverty alleviation.*

The reports produced during the scoping studies are still being used as working documents and are updated as implementation progresses. As such it is now no longer envisaged by FSPI that the full scoping reports will be produced in a published format. It is the Evaluator’s opinion that smaller brochure style community profiles should have been completed and returned back to community²².

Scoping reports prepared for each of the 4Cs Program in the Caribbean were distributed to, and by, the respective implementing agencies - the NCRPS in Jamaica; the Barbados Marine Trust in Barbados; and the Carriacou Environmental Committee in the Grenadines.

²² Though not explicit to the Evaluator during the Evaluation, you do not want a situation to arise where communities see the scoping reports as a product of outsiders, with the communities role essentially one of providing inputs.

7.1.2 Output 2: *Compilation of data for the analysis of poverty alleviation and marine resource recovery.*

The scoping studies where possible looked at poverty and demographics. Other relevant Human Development Indexes have also been compiled or are accessible. Some environmental monitoring was also carried out.

7.1.3 Output 3: *Exchange visits between Caribbean and Pacific SIDS (two Caribbean trainees to the Pacific, and two Pacific experts to the Caribbean)*

Both the FSPI Community and Coasts Manager and Program Scientist visited the Caribbean twice and two Caribbean personnel visited the Solomon Islands for the sharing and evaluation workshop at Maravaghi. In addition to this there were several inter and intra-country exchange programs. FSPI affiliate staff from Vanuatu and the Solomon Islands visited each other’s project sites, trainers from Fiji went to Kiribati and the Solomon Islands, a trainer from Kiribati went to Tuvalu, and several look and learn programs were taken in the Solomon Islands by differing communities.

It was determined during the course of the Initiative that wider regional exchange between the Pacific and the Caribbean was not necessary because appropriate technical expertise to build capacity in each region existed already, and sourcing this expertise from within each region was more cost effective enabling much more to be achieved with the funding available.

7.1.4 Output 4: *Curriculum developed and published by FSPI and PCDF that is user-friendly and accessible by a broad range of stakeholders, including Caribbean SIDS representatives.*

The Initiative produced a number of manuals as guidelines for community-based conservation work. A DVD-ROM has been produced by FSPI that outlines PLA activities and other resources. A series of posters were tried and translated in the Pacific. The FSPI website has been updated and is now on-line. PowerPoint versions of the curriculum (university level, advanced local and community leaders and practitioners) have been developed. The Caribbean project developed a large resource base and the Program Scientist developed a guide for coral culture.

7.1.5 Output 5: *A cadre of 10 trainers trained in the various and diverse aspects relating to the Coral Gardens model, two each from five island countries.*

The Coral Gardens Initiative surpassed this number. In the end a total of 1,344 people had been either trained or been impacted by the Initiative (see Appendix C for details).

7.1.6 Output 6: *Ten to twenty new sites identified and designed, with initiation of community processes.*

There have been several sites established during the Initiative in the Solomon Islands including three in Marau, six in Ngella and three in Langalanga. In total, 25 communities have started to discuss issues related to improving fish catch, bringing back trochus, giant clams, and sea cucumbers to their coastal waters. In these locally managed marine areas communities have decided to close areas to fishing, restrict types of fishing and deal with illegal activities such as dynamite fishing.

There is a network of three villages in North Efate, Vanuatu managing a large marine area, encompassing several MPAs. In Tuvalu, two islands are working on establishing MPAs, with one already established. Assistance has been given to the network of

MPAs in Fiji. Kiribati has identified a list of sites for potential MPAs. The Negril Marine Park in Jamaica is also closer to finally having its Fisheries Management Plan in place.

7.1.7 Output 7: *Certification system for sustainable ‘green’ coral aquaculture co-developed with the Marine Aquarium Council.*

A collaborative program was established with the MAC using EC funding under the Sustainable Marine Aquarium Trade program. Joint activities occurred in Fiji and the Solomon Islands. Coral culture was not well established in the Solomon Islands due to the demise of infrastructure during the civil tension, it is further established in Fiji. MAC Certification was pursued in both countries with one company being certified in Fiji. The FSPI Program Scientist also produced a guide on culturing corals to assist communities in this activity.

7.1.8 Output 8: *Establishment of environmental feasibility sites to trial the various coral transplanting, restoration, and coral aquaculture technologies.*

Several trials were established in the Solomon Islands and in Fiji, with another trial established in Kiribati. A further trial was to commence in Vanuatu but did not go ahead due to a personal loss in the family of the Initiative Program Scientist. Trials were also carried out in Jamaica and Barbados. Overall, these trials highlighted the numerous environmental challenges that still need to be considered and overcome before coral restoration can be widely promoted as a restoration option.

Scoping highlighted that there were still significant capacity needs relating to management that required priority before any robust restoration interventions could be successfully trialed. FSPI also

considered that there was not enough available information to enable anyone to recommend coral reef restoration to a community and sought to address these gaps in a parallel project funded by the Darwin Initiative. This is still ongoing with funds under the AFD CRISP initiative and there is still not enough information available to determine whether this is an appropriate management tool in reducing poverty driven destruction of coral reefs.

FSPI was also proactive in supporting a financial analysis of the coral trade in both Fiji and the Solomon Islands.

7.1.9 Output 9: Documentation of the adaptation of the Pacific approaches and methods to the Caribbean situation, and for Caribbean approaches introduced into the Pacific.

In both regions the expertise was available internally for the priorities identified. There is however, potential for the continuation in the future and it has become clearer over the course of the Initiative what potential areas of exchange may be, though these are different from the ones originally identified.

7.1.10 Output 10: Socio-economic, environmental, and fisheries baseline and follow-up monitoring of the new Coral Gardens sites.

This type of monitoring is a major undertaking. All affiliated and other NGO, participating government officers and some community members have had a minimum of one training on monitoring. The priority under the Initiative has been on the setting up of local management systems in each site and ensuring these are established before distracting communities with monitoring. Of all the participating countries, the Solomon Islands and Jamaica are the most advanced with baseline surveys and several follow-up surveys. The financial studies on the viability of coral trade have also provided essential information on factors that would need to be

addressed for coral farming to be commercially viable at the community level.

7.1.11 Output 11: Coral Gardens web-site designed that promotes the project, encourages international dialogue and learning, and promotes the European Commission contribution to the project.

The web-site is now up and on-line and will be linked with SIDSNET.

7.1.12 Output 12: Regional and international media campaign to publicise the project, share best practices and lessons learned from Fiji, share scoping study results, and promote the role of the European Commission in supporting coral reef conservation and local livelihoods.

Media was well used during the life-span of the Initiative. Participation in international and regional fora also occurred. For details see Appendices B and E.

7.1.13 Output 13: Proposal developed for the five new country sites to allow for full implementation of Coral Gardens Initiative model, including cross Pacific-Caribbean exchanges

An outcome of the scoping studies was the need for dedicated staff and site support in Kiribati and Tuvalu and funding for this was secured through the Darwin Initiative. Unfortunately, the closure of JWP affected this component. Vanuatu was successfully brought under the umbrella of the Coral Gardens Initiative with funding assistance from the Mac Arthur Foundation. The AFD has also provided funds to FSPI to carry out coastal management capacity building activities and site support in the Pacific region over the next three years under the CRSIP. A follow-up proposal has also been

submitted to the EC to extend the Initiative to an additional five countries.

In the Caribbean, the Initiative was successful in attracting funding for the Junior Rangers Program and socio-economic monitoring of the NMP. CERMES and Counterpart Caribbean have also assisted local partners in the Grenadines to source funding under the GEF Small Grants Program, with potential for eligibility for a medium-sized GEF grant. The Barbados project has also attracted the attention of the CCA and the Executive Director of CCA has indicated that financial support is available.

Based on initial discussions held at the BPoA+10 meeting in Mauritius, FSPI and NZAID have developed a strategic partnership that will ensure the core sustainability of FSPI and to some extent the Community and Coasts Program (as well as other FSPI programs) over the next 5 years providing core salary, travel, research and networking and training funds.

8. Impacts

The Initiative surpassed expectations in the establishment or consolidation of management areas and plans, and the capacity built in well over 500 trainers and community representatives. In the end a total of 1,344 people had been either trained or been impacted by the Initiative.

During the course of the Initiative, there were several sites established in the Solomon Islands including three in Marau, six in Ngella and three in Langalanga. In total, 25 communities have started to discuss issues related to improving fish catch. There was also a network of three villages established in North Efate, Vanuatu with the purpose of managing a large marine area, encompassing several Marine Protected Areas (MPAs). In Tuvalu, two islands are

working on establishing MPAs, with one already established. Assistance was also given to the network of MPAs in Fiji. Kiribati identified a list of sites for potential MPAs. The Negril Marine Park in Jamaica is now also closer to finally having its Fisheries Management Plan in place, and there has been an improvement in environmental practices of water taxi services in the Grenadines.

Coral reef restoration techniques were undertaken in both the Caribbean and the Pacific. However the trials implemented as part of and after this training were not overly successful or encouraging, particularly in Jamaica and Barbados. It is noted that robust restoration interventions are unlikely to be successful unless overall management and associated processes are in place. FSPI has sought to address informational gaps on restoration and the determination if it is an appropriate management tool in reducing poverty driven destruction of coral reefs.

8.1 Some Coral Garden Initiative Country Examples

8.1.1 The Solomon Islands

A Coastal Resource Management and Training Workshop was conducted in the Marau Sound, in January 2004. The aim of the workshop was to provide information to the Komukomu Community and strengthen their capacity for managing their marine resources. The workshop was also used as a training venue by FSPI for Village Demonstration Workers from the Environmental Concerns Action Network-Solomon Islands (ECANSI), the SIDT and the SILMMA program. It also fostered involvement of the Solomon Islands Division of Fisheries and Marine Resources (SIDFMR) and the MAC. Participants from the surrounding villages were divided into three groups based on tribal and island affiliation and were asked to identify marine areas, resources, uses and problems. Environmental information was presented, demonstrated by posters and explained

by facilitators. The community then drew up an action plan. Following this workshop and with support from FSPI under the Initiative, a team of SIDFMR and ECANSI personnel visited the Marau stakeholder communities to initiate baseline data collection on important invertebrates (both commercial and subsistence) and at the same time provide relevant training to selected community representatives in appropriate survey methods, as the communities wished to declare their MPAs. This baseline survey and training thus provided a set of data for comparison with future surveys.

8.1.2 Vanuatu

Perhaps one of the biggest achievement and success of the Initiative has been the support given to the Village-based Resource Management Areas and their associated implementing organizations in the setting up of MPAs, in particular Mystery Island. This area has been a success site for both the Fisheries Department and the Initiative with respect to the increase in marine life in the MPA contributing to the successful eco-tourism sector of the Island, and the benefits this returns to the communities involved. Another success or achievement has been the revival of respective traditional and custom practices of reef management either through banning or the enforcement of traditional fishing methods.

8.1.3 Fiji

The communities of Moturiki Island, Fiji have been working with PCDF since 2003 to improve their capacity to better manage their coastal resources. Initially PCDF facilitated a PLA workshop with participants from all communities. Using tools such as historical profiles, resource mapping, transect walk, networking, vision mapping, problem and solution identification and management planning the communities developed management plans for their resources. Three experimental coral farm sites were also established

and research was started to study appropriate community methods for coral culture. The technique tested involved collecting and growing of ‘mother’ corals from which fragments are broken off and ‘planted’ in a degraded spot of reef either on tables or lines and ‘grown’ until they are big enough for sale. Three no take areas were also established and communities received training in baseline monitoring, and established a fish warden network on the island. Moturiki has also been the site for studies regarding the financial and socio-economic viability of coral mari-culture.

8.1.4 The Grenadines

The Project Planning Workshop for the Grenadines and Petite Martinique Water Taxi Associations was initiated with the scoping mission to Carriacou and Union Island at which time meetings were held with water taxi operators from both areas. The purpose of the workshop was to develop ideas further by elaborating a mission for the operators, their vision of what successful water taxi operations would look like several years in the future and the generation of a small number of project ideas that would enable the achievement of that vision. After the visioning workshop the group addressed some possible project activities they could undertake as next steps in their progress. To address these activities the group self-selected four working groups that would gather data for beginning project development in four key areas. These were environmental education, customer service training, safety at sea, and organisational strengthening. The water taxi project has now been integrated with complementary activities relating to the Caribbean Regional Environmental Program, and the GEF Small Grants Program.

9. Sustainability

As noted in the MTR, sustainability of the Initiative is likely to vary from community to community and from country to country. Certainly the approach taken by the Initiative whereby communities are given the technical support and tools for decision-making should increase the potential for long-term success. It is this foundation of support that should work to enable sustainability and adaptation of the Coral Gardens approaches in the various countries.

In the Pacific the established FSPI network of affiliated NGOs is a permanent structure that can be used for maximum benefit and continuity, with a well-established record of local control and ownership over community development projects. Counterpart Caribbean and CERMES will also provide continued support to trainees and communities involved in pilot sites beyond the life of the project, as well as forging partnerships with other NGOs. In both the Caribbean and the Pacific, FSPI and its partners will advocate on behalf of communities and the need for community-based coastal management.

A variety of donors have already been targeted for each national project, including private foundations, multilateral organisations, the GEF and other donors, as well as the various National governments. In addition, those smart partnerships with the private sector that were developed during the Initiative (particularly in Vanuatu, the Solomon Islands and the Grenadines) will also provide additional sources of incentives or income to sustain activities in particular countries.

10. Conclusion

The Initiative was successful in its main goal of devising ways of supporting local community efforts to conserve biodiversity in the social and economic circumstances of SIDS; the Initiative proved to

be a flexible program of devolved, innovative, adaptive, community-centred activities, with the underlying rationale for community-based coastal management remaining relevant. It is in fact of fundamental importance, for the future of SIDS lies in local action as this will be the only effective and lasting approach to poverty avoidance and alleviation. The need for interventions like the Initiative is now pressing²³ as the protection and management of coastal resources can be achieved only through an applied approach that addresses natural resource management in its widest sense and that adequately encompasses the social basis for resource management while not implying unrealistic expense for government.

The Initiative from the outset understood the problems of top-down approaches and the imbalance of power between governments, regional agencies and NGOs when providing support for community-based coastal management, and the communities themselves. The Initiative’s design and execution tried to effectively transfer some of that power, through meaningful participation, capacity building and management responsibility. If this could be extended over a longer period, impacts would be further enhanced.

The Initiative also tried to be flexible and utilised an adaptive management approach. This was considered necessary given the difficulties encountered during implementation, which included natural disasters, delays in funding, the demise of a partner and logistical issues. The Initiative was successful in drawing multiple projects together under regional umbrellas. This again was considered necessary given the current funding climate whereby many programs are run from multiple funding sources. The only problem with this is that many donors are tied up with issues of

²³ Experience in the SIDS has shown that the use, management and protection of resources and their habitats cannot succeed unless local communities are at the centre, in control of the process and empowered to make decisions, as communities, cultures and livelihoods are intimately connected with their natural environment and resources.

accountability that equates to regimes of measurement, which reduces implementation to a pre-defined set of activities on the assumption that they will translate into a linear finite number of outputs and outcomes. This in itself causes problems as it does not allow the flexibility of working in a constantly changing world, particularly one where you are dealing with communities. It is not surprising that most programs prove themselves unsustainable, in fact how many successful large-scale conservation or resource management programs are there?

The Initiative was able to have considerable success due to its innovative and creative manner, which will also ensure longer-term sustainability of Initiative activities that have been commenced. The program design provided for participatory processes, adaptive program management and innovative pilot exercises; from the start, it was not to be an inflexible blueprint type of project.

The Initiative is one of the first if not the first example of Pacific and Caribbean project implementation ever to take place. By working closely with AoSIS, national and regional NGOs, governments and communities, the Initiative has supported and raised awareness of a new paradigm for co-operation amongst SIDS. It has also helped establish workable models of poverty reduction based on the empowerment of communities in the various resource management skills. Local and FSPI affiliate NGOs throughout the Initiative sought to constructively involve governments to jointly work with communities, with NGOs acting as a conduit and mediator of top down (government) and bottom up (communities) needs, concerns and implementation of Initiative activities.

Further support for the Initiative should be through a framework approach that provides for the community to design its own project, and in the context that it views as important. Current financing, by and large, promotes short-term projects. It is fundamental that

programs like the Initiative take a longer-term process, coupled with the gradual unfolding of people’s latent capacity to innovate, to deal with set-backs or adversity, to take control over their lives, to hold onto a vision for a better future, to seize opportunities, to develop and nurture a variety of relationships, to learn from experiences, and to be involved in civil and political life. Partnership building and involved participation has gone some way to ensuring that an exit strategy is in place by transferring knowledge, expertise and management to local and government stakeholders.

Despite the difficulties that occurred in implementation, the type of programs like the Initiative should be further supported by the EC or other funding sources. Continued support for the Initiative would allow for the consolidation of capacity building, trials and community site support in existing countries but would also allow for extension to other SIDS; further allow for research, pilot and implementation of income generating opportunities that would alleviate poverty within SIDS, allow for other SIDS to be incorporated, particularly Tonga, Samoa, East Timor and Palau; and future inter-regional collaborations.

11. Recommendations

The recommendations provided below are those that the Evaluator considers important for better management and also for future activities. The recommendations are in no particular order of importance.

- The development and use of a more formal evaluation and monitoring process should have been incorporated into the Initiative’s design and work plan so as to verify what has worked and what hasn’t. This monitoring and evaluation plan should encompass areas such as the effectiveness, use of knowledge or the impact of training courses and workshops that took place,

and their up-take in current or planned activities. Another aspect would be the follow-up examination of policies, programs and activities designed or implemented in the regions to determine impacts.

- Even though the Initiative has now finished, there is some moral obligation by FSPI and Counterpart Caribbean to the participating communities to provide follow-up support. The Initiative did acknowledge that community sites started under the Initiative would need support beyond the life of the Initiative, and this has been achieved. Even though this continued financial support has been sourced, exit strategies still need to be formalised, which incorporate self-sustaining funding arrangements. It is envisaged by FSPI that many of its affiliate NGOs would eventually run stand alone national programs, and thus wean themselves of being dependent on one central co-ordinating body. Some participants at the final sharing and evaluation workshop at Maravaghi, thought that initiated activities could in some instances be handed over to National governments if they could be resourced and funded.
- Continue to carry out or commission demand-driven research on both livelihood options and also on the potential biological performance of management activities and other alternative approaches to managing coastal resources. The former is very important for any future activities.
- Produce a lessons learned document from the Initiative’s activities detailing individual country experiences, which also draws together an analysis of opportunities for community-based coastal management in targeted countries.
- Establish a co-ordination mechanism for donor, regional agencies and NGO in order to avoid duplication in targeted countries and to minimize the sometimes unco-ordinated approach to capacity development in which different organizations run similar projects with sometimes similar approaches. The identification of potential and suitable focal points for regional agencies, particularly CROP agencies²⁴ could also be part of this, along with a compilation of a portfolio of other projects with similar objectives, which could then be utilised as a resource tool for the Pacific and the Caribbean. This would link with FSPI’s philosophy of networking and partnerships.
- There is a need to continue advocacy at the regional level. During the course of the Initiative it was quickly determined that this was going to be more effective than a global strategy. There is however a need to overhaul the ways in which national agendas and in-country projects relate and link to regional programs so that experience can be shared to the advantage of all. There is also a need to promote and encourage CROP projects such as the SPC’s PROCFISH program, those implemented by Big International Non-government Organisations²⁵ (BINGOs) and other agencies such as LMMA and regional universities to engage productively with smaller in-country NGOs (what the Evaluator terms Local Indigenous Non-government Organisations or LINGOs²⁶).

²⁴ There is a need for FSPI to maintain efforts to engage regional and inter governmental organizations such as SPREP and SPC, SPC, FFA and SOPAC in the Pacific as these are regional organisations with considerable experience in natural resource management, resource sectoral development work, and community and social development.

²⁵ The term BINGO is usually applied to the ‘big three’ conservation NGOs, the World Wide Fund for Nature, The nature Conservancy and Conservation International. The Wildlife Conservation Society could also be classified as a BINGO.

²⁶ The acronym in part refers to the use of the slang term ‘lingo’ for language, i.e. if you know the ‘lingo’ you are usually more in-tune with the ‘local’.

- Religion is now an important component of most community lives. There is a need to explore relationships with churches, women’s fellowships and youth groups as these can provide a potent and innovative vehicle for reaching large constituencies on community-based coastal management issues.
- Continue with translation of resource materials into local languages. Environmental literacy is important and should be encouraged as it has the potential of providing an important means to create awareness of options for conservation, development and resource management. This was a largely successful output from the Initiative. Further work could be conducted on the production of awareness materials on sound business practices for communities to encourage improved management of both financial and natural resources. This could also be adopted into the training of trainers approach.
- Conduct research to determine the level of dependency on marine resources and community cash requirements. This would fit under future scoping studies.
- Continue the philosophy of local ownership and self-reliance. Within many SIDS there is an attitude that foreigners know best, which implies the risk of ignoring their own traditional, national and regional expertise, and the associated unintended consequences that arise. This is also a strong point of FSPI’s community-based participation process.
- Continue the sharing and evaluation workshops. These proved successful for both the Counterpart Caribbean and FSPI’s programs and should be conducted at least annually. This activity allows for sharing of experiences (cross-pollination) and the opportunity for local practitioners to bounce ideas off each other. Another aspect of this could be the production of an

Initiative newsletter every quarter detailing in-country activities and interviews, and circulated widely amongst affiliate NGOs, governments, other partners, but also to communities.

- Acknowledge the important ramifications of gender differences in community-based coastal management action and impact and formulate a general policy at the regional level and to provide guidance for its application at the field level, therefore making allowance for the differing approaches to gender in communities across the region.
- Community-based coastal management initiatives, even where firmly based on community consultation and recognised ownership, cannot be sustained in the absence of supporting national policy and legislation. There is a need for further work to support community-based management regimes at differing levels of government, but also supporting the community level judicial system.
- Finally, there is a need to pursue good funding sources to reduce costs for administration purposes thus freeing up more money for implementation and research. Another aspect of this is to streamline reporting, accounting and fund request protocols. The Initiative suffered in its overall effectiveness due to unnecessary delays in disbursement of funds from the EC. There is also a need for the EC and other large donor agencies, such as the Packard and Mac Arthur Foundations to fund smaller in-country NGOs and civil society groups. Regional agencies and UNDP should also be targeted for funding opportunities and support or at least co-financing.

Appendix A: Materials Consulted

Pacific

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Appendix B: Media Releases

Date	Title	Media
Sep-03	Solomon Islands	Locally Managed Marine Areas Network Newsletter
Nov-03	Marine Resource Workshop	Solomon Islands Broadcasting Corporation Radio
Jul-03	Sustaining Marine Assets	Fiji Times
Dec-03	Fisheries Industry Seeking Traditional Ideas	Pacific Beat, Radio Australia
Dec-03	Coastal Management Projects Launched	Solomon Star Newspaper
Mar-04	Counterpart Caribbean Coastal Co-management and Regeneration Program	CERMES Connection Newsletter
Apr-04	Coral Reef Monitoring in Marau	Solomon Star Newspaper
Apr-04	Netting Ideas For Fisheries Management	Pacific Islands Business Magazine
Apr-04	EU Helps Caribbean to Protect Coral Reefs	Delegation of European Commission in Barbados and the Eastern Caribbean Newsletter
Jul-04	Sustainable Livelihoods for the Grenadines Water Taxi Operator	CERMES Connection Newsletter
Jul-04	Workshops with the Negril Coral Reef Preservation Society	CERMES Connection Newsletter
Jul-04	Coral Reef Restoration Workshop	CERMES Connection Newsletter
Nov-04	Fiji Community Approach to Coastal Resources Management a Prototype for the Pacific	Press Release
Dec-04	Communities around the Pacific Learn from Fiji Example	Press Release
Dec-04	Vanuatu Creates Marine Reserve	Vanuatu Daily Post Newspaper
Jan-05	FSPI Argues for Real Involvement by Communities in Development	Press Release
Feb-05	FSPI Calls for Community-based Development	Press Release
Mar-05	Conserving Marine Resources	USP Beat Newsletter
May-05	FSPI Partner with USP to Strengthen Delivery of Community-based Resource Management	Press Release
Jun-05	Negril 4 Cs project	CERMES Connection Newsletter
Jun-05	Coastal Program Whets News	Press Release
Jul-05	Tuvalu – Communities Prepare to Improve Management of Their Coastal Resources	Press Release
Aug-05	Marine Conservation a Success	Solomon Star Newspaper
Aug-05	Barbados 4 Cs project	CERMES Connection Newsletter
Nov-05	Voices - A New Era or Missed Opportunity? Public Participation and the Pacific Plan	Pacific Magazine
Jan-06	Greening the Youth	Barbados Advocate Newspaper
Feb-06	Experts Gather to Share Experiences	Solomon Star Newspaper

Appendix C: Workshop Details**Pacific**

Kiribati	Place	Country	Date	Participants
Community-based Fisheries Management Awareness Training Workshop	South Tarawa	Kiribati	8-12/08/2005	32
Coral Reef Restoration Exercise	South Tarawa	Kiribati	03-10/03/2005	8
Tuvalu	Place	Country	Date	Participants
Community Facilitation Skill and Resource Participatory Training Workshop	Funafuti	Tuvalu	23-25/02/2005	12
Community-based Coastal Management Training of Trainers: PLA and Facilitation Tools and Techniques Workshop	Funafuti	Tuvalu	11-15/07/2005	14
Community Workshops	Nukufetau	Tuvalu	?/11/2005	57
Progress Evaluation and Monitoring Workshop	Funafuti	Tuvalu	22-27/01/2006	13
Project Planning Workshop	Funafuti	Tuvalu	30/01-03/02/2006	20
Solomon Islands	Place	Country	Date	Participants
Towards Community-based Coastal Resource Management in the Solomon Islands: A Networking and Training Needs Workshop	Honiara	Solomon Islands	25-27/11/2003	28
PLA Training and Management Planning Workshop	Langalanga	Solomon Islands	02-06/03/2004	40
Coastal Resource Management and Training of Trainers Workshop	Katou	Solomon Islands	25-27/01/2004	35
Community Workshops	Marau	Solomon Islands	24/03-01/04/2004	120
Community-based Resource Monitoring Training Exercise	Marau	Solomon Islands	03-09/04/2004	12
Community-based Resource Monitoring and Training of Trainers Exercise	Langalanga	Solomon Islands	28/05-04/06/2004	60
Community-based Resource Monitoring and Training of Trainers Exercise	Ngella	Solomon Islands	23-28/07/2004	22
PLA Training and Management Planning Workshop	Ngella	Solomon Islands	17-22/12/2004	50
Community-based Resource Monitoring Training Exercise	Langalanga	Solomon Islands	03-07/02/2005	10
SILMMA National workshop and Monitoring training	Maravaghi	Solomon Islands	20-25/02/2005	45
Community-based Resource Monitoring and Training of Trainers Exercise	Langalanga	Solomon Islands	28/05-04/06/2005	30
Leadership Training	Honiara	Solomon Islands	24-26/08/2005	11
Look and Learn Visit - Langalanga	Ngella	Solomon Islands	17-25/08/2005	17
Participatory Processes for Community-based Coastal Resource Management Workshop (includes Look and Learn Exercise from Vanuatu)	Maravaghi	Solomon Islands	21-25/11/2005	79
Look and Learn Visit - Roviana and Tetepare	Roviana and Tetepare	Solomon Islands	29/1-2/2 2006	26
Vanuatu	Place	Country	Date	Participants
Village-based Resource Management Workshop (includes Look and Learn Exercise from the Solomon Islands)	Port Vila	Vanuatu	18-22/07-2005	51
Fiji	Place	Country	Date	Participants
Training of Trainers Biological Monitoring Workshop	Solevu	Fiji	16-20/01/2006	28

Appendix C: Workshop Details

Caribbean

Jamaica	Place	Country	Date	Participants
Socio-economic Monitoring and Fisheries Management Planning Workshop	Negril	Jamaica	14/04/2005	23
Fisheries Management Participatory Meeting	Green Island	Jamaica	30/06/2005	15
Fisheries Management Participatory Meeting	Davis and Cousins Coves	Jamaica	13/07/2005	28
Fisheries Management Participatory Meeting	Negril	Jamaica	22/07/2005	33
Fisheries Enforcement Meeting	Russia-Savanna-La Mar	Jamaica	30/08/2005	36
Socio-economic Monitoring and Fisheries Management Planning Workshop	Salmon Point	Jamaica	22/11/2005	23
Socio-economic Monitoring and Fisheries Management Planning Workshop	Little Bay	Jamaica	22/11/2005	20
Socio-economic Monitoring and Fisheries Management Planning Workshop	Negril	Jamaica	23/11/2005	27
Socio-economic Monitoring and Fisheries Management Planning Workshop	Negril	Jamaica	23/11/2005	42
Socio-economic Monitoring and Fisheries Management Planning Workshop	Orange Bay	Jamaica	24/11/2005	22
Socio-economic Monitoring and Fisheries Management Planning Workshop	Davis Cove and Green Island	Jamaica	24/11/2005	26

Barbados	Place	Country	Date	Participants
Jamaica <i>Acropora cervicornis</i> Restoration Workshop - Training of Trainers	Discover Bay Marine Lab	Jamaica	14-17/06/2004	24
Jamaica <i>Acropora cervicornis</i> Restoration Workshop - Training of Trainers	Discover Bay Marine Lab	Jamaica	29/11-03/12/2004	6
Bougainvillea Coral Restoration Field Exercise	Underwater Barbados	Barbados	26/02/2005	12
Caring for Our Coasts and Our Future Workshop	University of West Indies	Barbados	27/06/2005	24
Caring for Our Coasts and Our Future Workshop	Underwater Barbados	Barbados	4/07/2005	24

Grenadines	Place	Country	Date	Participants
Project Planning Workshop for the Grenadines and Petite Martinique Water Taxi Associations	Carriacou	Grenada	27-28/06/2004	34

Regional

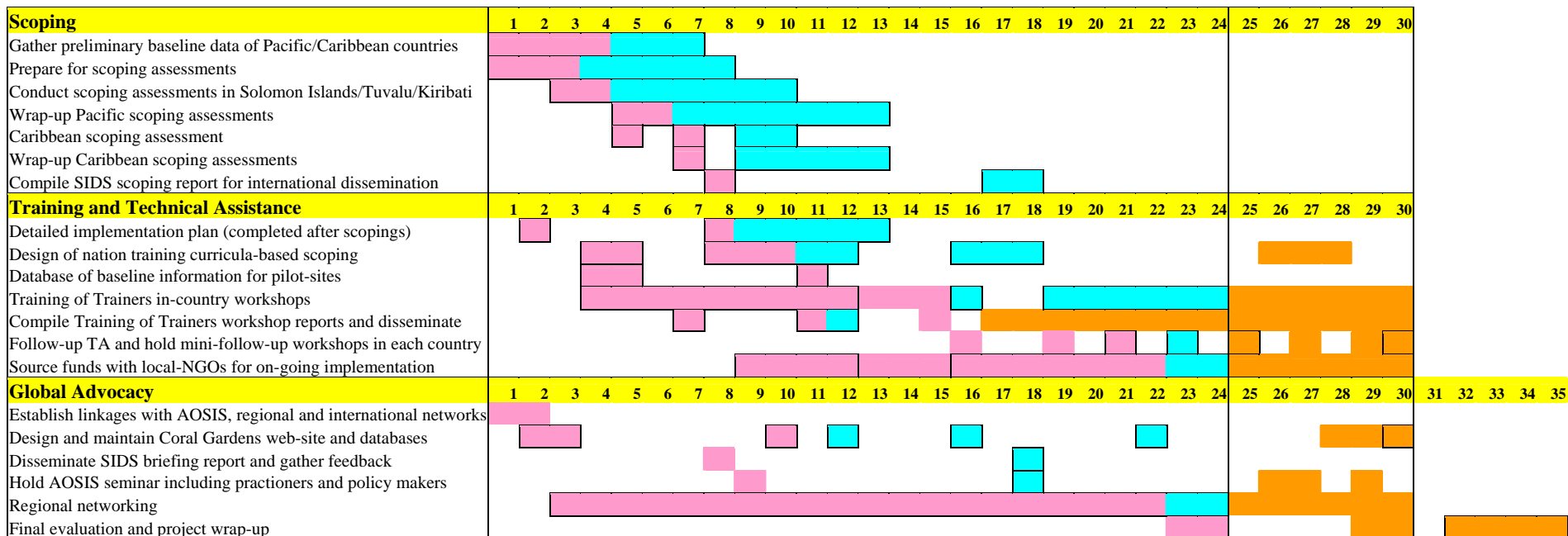
Regional	Place	Country	Date	Participants
FSP Network Community-based Coastal Resource Management Workshop	Moturiki	Fiji	15-19/11 2004	27
Pacific Islands Community-based Conservation Course	University of the South Pacific	Fiji	17/04-12/05/2005	13)
Pacific Islands Community-based Conservation Course	University of the South Pacific	Fiji	10-21/10/2005	13)
Sharing and Evaluation Workshop	Future Centre	Barbados	11-12/01/2006	25
Community-based Coastal Resource Management Regional Workshop	Maravaghi	Solomon Islands	22-27/02/2006	27

Appendix D: FSPI Poster Examples

Appendix E: International and Regional Conferences and Meetings

Conference/Meeting	Place	Date
Coastal Zone Management Options in the Pacific Islands Region	Suva, Fiji	Dec-03
SIDS Expert Meeting - Capacity Development for Sustainable Development through Training, Education and Awareness	Suva, Fiji	Dec-03
Pacific Island Regional Ocean Policy Forum	Suva, Fiji	Feb-04
White Water to Blue Water Conference	Miami, USA	Mar-04
Congreso Nacional de Ciencias del Mar	Coquimbo, Chile	May-04
Council of Regional Organisations in the Pacific (Sustainable Development and Marine Sector Working Groups)		Jun-04 to Jul-05
Pacific Islands Forum and the Pacific Plan Regional NGO Meetings		Jun-04 to Jul-05
Barbados Program of Action + 10	Mauritius	Jan-05
Locally Managed Marine Areas NCT Meeting	Manila, Philippines	Mar-05
SPREP Round Table for Nature Conservation in the Pacific Meeting (Communities and Marine Working Groups)	Alotau, PNG	Jul-05
International Marine Protected Areas Conference	Geelong, Australia	Oct-05

Appendix F: Timeframe



- █ Original workplan
- █ Completed tasks as per original workplan
- █ Additional time taken to complete tasks as per original workplan
- █ Revised workplan as per 18 month progress report
- █ Completed tasks as per revised workplan from the 18 month progress report