Facilitating Integrated Coastal Management in Indonesia
2001-2003
FINAL REPORT

CONTENTS

Acronyms 1
Background 2
Programmatic Outputs & Impacts 4
Activities & Outputs 4
  Objectives 4
  Expected Outputs 4
  Achievements 4
Impacts & Indicators 15
Summary of Outputs 16
The BCMTP Story 18

Annexes: Agreements
A Memorandum of Agreement: Among PKSPL-IPB, DGCSI-MMAF, TELAPAK, PUTER, TNC, WWF-WALLACEA and JARING PELA
B Amendment to Letter of Agreement: Additional Indonesian Collaborators
C INCOM – Indonesian Network on Coastal Management
D Memorandum of Agreement: between ICLARM, DOST-PCAMRD, DENR-CEP, DA-BFAR and HARIBON
E Letter of Agreement between ICLARM and DOST-PCAMRD
F Letter of Agreement b between ICLARM and DOST-PCAMRD
G Directory of Participants of Orientation Workshop
H Memorandum of Agreement between ICLARM and CCMRS-IPB
I Task Analysis Results
J Training Objectives
K Summary of Training Needs Analysis
<table>
<thead>
<tr>
<th>Acronyms</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCMTP</td>
<td>Broad-based Coastal Management Training Program</td>
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<tr>
<td>BFAR</td>
<td>Bureau of Fisheries and Aquatic Resources</td>
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<tr>
<td>CCMRS</td>
<td>Center for Coastal and Marine Resources Studies (locally known as Pusat Kajian Sumber Daya Pesisir &amp; Lautan or PKSPL)</td>
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<tr>
<td>CEP</td>
<td>Coastal Environment Program (now the Coastal and Marine Management Office)</td>
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<tr>
<td>CMMO</td>
<td>Coastal and Marine Management Office</td>
</tr>
<tr>
<td>DA</td>
<td>Department of Agriculture</td>
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<tr>
<td>DENR</td>
<td>Department of Environment and Natural Resources</td>
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<tr>
<td>DKP</td>
<td>Departemen Kelautan dan Perikanan (Ministry of Marine Affairs and Fisheries)</td>
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<tr>
<td>DOST</td>
<td>Department of Science and Technology</td>
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<tr>
<td>GO</td>
<td>Government organization</td>
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<tr>
<td>ICLARM</td>
<td>International Center for Living Aquatic Resources Management (now called The WorldFish Center)</td>
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<tr>
<td>ICM</td>
<td>Integrated Coastal Management</td>
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<tr>
<td>IPB</td>
<td>Institut Pertanian Bogor (Bogor Agricultural University)</td>
</tr>
<tr>
<td>INCoM</td>
<td>Indonesian Network for Coastal Management</td>
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<tr>
<td>Jaring Pela</td>
<td>Jaringan Kerja untuk Pesisir dan Laut (Indonesian NGO Network for Marine and Coastal Resources)</td>
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<tr>
<td>NGO</td>
<td>Non-government organization</td>
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<tr>
<td>PCAMRD</td>
<td>Philippine Council for Aquatic and Marine Research and Development</td>
</tr>
<tr>
<td>PKSPL</td>
<td>Pusat Kajian Sumber Daya Pesisir &amp; Lautan (Center for Coastal and Marine Resources Studies)</td>
</tr>
<tr>
<td>PESUT</td>
<td>Yayasan Pesisir dan Laut (Indonesia Coastal &amp; Marine Foundation)</td>
</tr>
<tr>
<td>TERANGI</td>
<td>Yayasan Terumbu Karang Indonesia (The Indonesian Coral Reef Foundation)</td>
</tr>
<tr>
<td>TNA</td>
<td>Training Needs Assessment</td>
</tr>
<tr>
<td>TNC</td>
<td>The Nature Conservancy</td>
</tr>
<tr>
<td>TOT</td>
<td>Training of Trainers</td>
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<tr>
<td>UN-TSC</td>
<td>United Nations Train-Sea-Coast</td>
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</table>
Background

The integrated coastal management training (ICM) initiative based in the Philippines started with financial support from the Rockefeller Brothers Fund and collaboration among 6 agencies in 1994. This group was composed of three government organizations: the Philippine Council for Aquatic and Marine Research and Development under the Department of Science and Technology (PCAMRD-DOST), the Bureau of Fisheries and Aquatic Resources of the Department of Agriculture (BFAR-DA) and the Coastal and Marine Management Office (formerly the Coastal Environment Program) of the Department of Environment and Natural Resources (CMNOR-DENR) and three non-government organizations: the International Institute of Rural Reconstruction (IIRR), the Haribon Foundation for the Conservation of Natural Resources (Haribon) and the WorldFish Center (then ICLARM).

The collaboration is managed by representatives from all collaborating organizations, now reduced to five with the change in mandate of the IIRR. The group is now called the Broad-based Coastal Management Training Program Organizing Committee (BCMTP OC). The membership is bound by a memorandum of understanding renewed every 3-5 years. The members have agreed to certain obligations: the Haribon Foundation is the convener of meetings and organizes national fund sourcing, the BFAR and PCAMRD allocate time, personnel, fund sourcing effort directed at organizing national ICM training workshops, the focus of which are to upgrade the ICM skills of government and non-government ICM workers and institutionalize the training in organizations mandated with coastal management responsibility. The WorldFish Center is tasked to organize national and regional (Southeast Asia) linkages, source support for the organization, development and management of ICM training at the regional level and maintain a training bulletin.

Over three hundred middle managers and local government unit personnel and over 30 trainers in the Philippines have since been trained. The project made a major move in 2001 and expanded to Viet Nam and Indonesia with the assistance of the MacArthur and Packard foundations. Parallel outputs have been generated in Indonesia at the level of the kecamatan (sub-district) where 77 have been trained in ICM and 11 as trainers and module developers.

Indonesia is considered a "hotspot" in terms of reefs at risk, having high levels of reef fish biodiversity that are under high threat from human activities. Eighty three percent (83%) of its 42,000 square kilometers of coral reefs are at risk. According to World Bank estimates, Indonesia forfeits more than US$10 million a year in lost productivity, coastal protection, and other benefits through large scale poison fishing alone. Because of the vast reef area, coastal zone policy and management by Indonesia can have major impacts on the global heritage of coral reef diversity regionally and globally.

Specifically, threats to Indonesian reefs and coastal resources include: anchor damage where fishermen unknowingly destroy corals on reefs by dropping anchors on delicate growths; blast fishing; oil pollution from weathered crude oil and accidental spillage at harbors; the use of drag nets, cyanide and drive in nets; mining and collection of corals for the production of lime; upland deforestation, agriculture, industry, tourism and recreation and the development of tourist facilities (e.g. boat harbours and breakwaters) which often lead to reef damage as a result of bad planning. It is quite evident that the proliferation of destructive practices in Indonesia's coastal areas reflects the dearth in skilled personnel and expertise in integrated coastal management.
At the policy level, there is indication that the need for conservation of the coral reefs in Indonesia has been realized and is evident in several policies that promote the management and conservation of parks and reserves. However, such legislation could not be appropriately implemented without stakeholder capacity for sustainable resource use and management, understanding of coastal resource dynamics, planning expertise and most importantly, coastal management implementation skills.

There is therefore a need to provide operational and implementing capacities for the management of resources by mandated institutions and coastal stakeholders in the Southeast Asian region, specifically in Indonesia where the poor feel the majority of destructive impacts. The present project funded by The David and Lucile Packard Foundation was undertaken during the period 2001-2003 to enhance such capacities with the ultimate goal of producing skilled coastal management practitioners in the country, equipped with a training tool focused on addressing Indonesian coastal resource use issues. As detailed in following sections, 77 officials have been trained in ICM and 11 as trainers and module developers, details of which are provided in this report.
Programmatic Outputs & Impacts

A. Activities & Outputs

Objectives

The overall objective of this project is to promote the equitable and sustainable use of coastal resources in the Asian region through the development and implementation of integrated coastal management training tools. The main strategy of the project is to enhance national capacity building through training on integrated coastal management.

Specific objectives:

(1) To develop a pool of coastal managers and trainers in Indonesia
(2) To support the conduct of initial in-country training needs assessment and its presentation
(3) To assist in the development of integrated coastal management (ICM) training courses relevant to the coastal management needs of Indonesia
(4) To organize workshops on curriculum and manual development, implement integrated coastal zone management training seminars and a training of trainers.

Expected Outputs

(1) A network of ICM practitioners in Indonesia
(2) Commitments in the form of letters of agreements or exchange of letters with assurances of responsibilities among collaborators
(3) The training needs assessment (TNA) conducted, analyzed and presented
(4) Course curriculum developed
(5) ICM framework developed
(6) Modules and training manual developed
(7) Trained trainers
(8) Training evaluation report

Achievements:

(1) A network of ICM practitioners in Indonesia

At the onset, information regarding all coastal management practitioners and initiatives in the country were gathered and communications with prospective collaborators were explored. Individuals and institutions that were in the mainstream of coastal management-related activities in the country were identified and informed of the initiative. The network was set up initially with the assistance of Haribon Foundation by organizing meetings with government, non-government and academic institutions involved in coastal management. Some key persons and organizations initially consulted with include:

1. Effendy A. Sumarja – Minister (Global Environment Affairs of the State Ministry of the Environment)
2. Mr. Darmawan – (Center for Coastal and Marine Resources Studies-Bogor Agricultural University, involved in coastal management for small islands in Indonesia)
3. Dr. Rohman Dahuri – Director General (Coastal, Beaches and Small Island Affairs of the Ministry of Marine Affairs and Fisheries)
4. Dr. Tirtoya Kusumaanto – Director (Center for Coastal and Marine Resources Studies-Bogor Agricultural University)
5. Mr. Marthen Welly – Dinamisator (Jaring Pela)
6. Mr. Denny Boy Muchran – Office Manager (Puter)
7. Ms. Ilil Djohani – Director (Coastal Marine Indonesia Program of the Nature Conservancy based in Bali, Indonesia)
8. Mr. Ketut Sarijana (WWF – Indonesia)
9. Mr. Imran Amin (Telapak – Indonesia)

Throughout project implementation, representatives from these organizations attended the workshops and training activities, which include, the Orientation Workshop (20-23 March 2001), the conduct of the training needs assessment (August 2001), the TNA and Curriculum Development Workshop (25-28 September 2001), the Training of Trainers and Module Development Write Shop (22-29 April 2002) and the pilot training workshops in Kecamatan Tejakula (18-21 December 2002), Kecamatan Penajam (24-30 May 2003), and Kecamatan Kasemen (10-14 September 2003).

As a result of the constant collaboration and the realization for the need to sustain project activities beyond project life, collaborators in Indonesia with support from the organizing committee, set up the INCoM – Indonesian Network on Coastal Management (Jaringan Kerja Indonesia untuk Pengelolaan Pesisir) towards the end of the Module Developers’ Write Shop and Training of Trainers for CMTP collaborators at the DL Umali Hall at the IRRI Complex, College, Laguna in April 2002. To date the INCoM collaboration exists and have since developed and finalized an agreement among themselves (Annex A). Additional organizations became interested in the INCoM and have negotiated for their inclusion into the partnership (Annex B). INCoM is now comprised of 10 organizations and 17 active members:

<table>
<thead>
<tr>
<th>Individual INCoM Members</th>
<th>Organization</th>
<th>About the Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ruddy Susandi</td>
<td>PKSPL-IPB</td>
<td>PKSPL-IPB aims to break the blindness on Indonesia’s coastal and marine resource potentials. Formulation of various strategic policy options and courses of actions on scientific basis is our ultimate goal. It is devoted to sustainable management and utilization of the coastal and marine resources.</td>
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<tr>
<td>2. Aminudin</td>
<td>Daya Pesisir &amp; Lautan – Institut Pertanian Bogor (Center for Coastal and Marine Resources Studies – Bogor Agricultural University)</td>
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<td>3. Prof. Dr. Tridoyo Kusumastanto</td>
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<td>4. Eko Rudyanto</td>
<td>DGCST-MMAF</td>
<td>The DGCST-MMAF is a government organization that aims to improve the quality of coastal environment and to develop a clean, healthy and productive coastal ecosystem through the following strategies/priority activities: (1) establishing integrated coastal management and empower coastal areas towards a better condition, (2) coastal ecosystem rehabilitation, (3) marine pollution control and natural disaster through developing policies and models, (4) enhancing the capacity of human resources and institutions, (5) developing guidelines, laws and government regulations on coastal management, (6) implementing utilization models on coastal resources use, (7) developing rehabilitation models and restocking coastal ecosystems, (8) developing models on disaster mitigation of coastal area, (9) improving data and information system and building models, pilot project and field study, and (10) establishing a coastal ecosystem database and to carry out coastal management coordination.</td>
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<tr>
<td>5. Nifzi Rasyid</td>
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<td>6. Imran Amin</td>
<td>TELAPAK Indonesia</td>
<td>Telapak works for the cause of a just natural resource management – in the interest of people, generations and other living entities of the earth – through: 1) facilitation and capacity building of Telapak and its partners, grassroots groups, NGO networks and local communities; 2) persuading formal and informal leaders, local-national-international NGOs and universities; 3) pressures on big multinational companies and financial institutions; and 4) promoting better natural resources management policies and practices.</td>
</tr>
<tr>
<td>7. Denny Boy Mochran</td>
<td>PUTER Indonesia</td>
<td>PUTER Indonesia focuses itself in community based planning activities. It is committed in assisting community-based organizations, NGOs, the private sector and government agencies that share PUTER’s vision and mission in developing their program and project plans. PUTER is supported by skilled and experienced planning facilitators.</td>
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<td>8. Taryono Darusman</td>
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<td>9. Rili Djohani</td>
<td>5. The Nature Conservancy</td>
<td>The Nature Conservancy’s mission is to preserve the plants, animals and natural communities that represent the diversity of life on Earth by protecting the land and waters they need to survive. The Nature Conservancy has five priority conservation initiatives to address the principal threats to conservation at the sites where the project worked, focusing on climate change, fire management, freshwater conservation, invasive species, and marine conservation.</td>
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<tr>
<td>10. Mirza Pedju (Marthen Welly)</td>
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<tr>
<td>11. Boyke Lakasereu</td>
<td>6. World Wildlife Fund – Indonesia Wallacea Bioregion Program</td>
<td>For more than 30 years, WWF Indonesia has worked with government agencies, non-government organizations, universities and community leaders to promote sustainable development and conservation in Indonesia, eventually becoming WWF’s largest program in Asia Pacific region. Our marine program goal is to reduce development threats to marine and coastal conservation in three bioregions: Sundaland, Wallacea and Sahul. Significant progress was recorded in all three areas during the year, including improving control of coral reef damage as well as a reduction in illegal hunting in protected marine areas.</td>
</tr>
<tr>
<td>12. Marthen Welly</td>
<td>7. Jaring Pela</td>
<td>Jaring Pela (Jaringan Pesisir dan Laut Nasional) is Indonesian NGO Network for Coastal and Marine Resources. It has more than 100 NGOs and 12 individual members throughout Indonesia. Jaring Pela was established in 1998 in Bogor (West Java). Jaring Pela’s vision is sustainable community-based coastal resources management through policy advocacy, community organizing and development, education and database management.</td>
</tr>
<tr>
<td>13. Ramli Malik</td>
<td>8. PESUT YayasanPesisir dan Laut</td>
<td>Pesut Foundation’s goal is to organize, assist, and develop relationships among functional dynamic stakeholders such as universities, government institutions, private sector, NGOs and other development institutions that have a parallel vision. The organization envisions a prosperous coastal community through integrated coastal zone management. To attain this vision, Pesut’s missions include: (1) increasing community awareness on the importance of coastal resource management; (2) empowering local communities and other stakeholders through training and participation to manage their coastal areas; (3) promoting the community-based coastal management approach to policy makers; (4) conducting research, policy studies and information dissemination about coastal resources in East Kalimantan; and (5) developing efforts for environmental and economic sustainability of coastal communities.</td>
</tr>
<tr>
<td>14. Syamsu Alam</td>
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<tr>
<td>15. Silvianita Timotius</td>
<td>9. TERANGI Yayasan Terumbu Karang</td>
<td>Terangi was established in 1999 and the pioneer environmental organization that focused exclusively in coral reef conservation issues. Terangi works across six interdependent programs: (1) coral reef education and training; (2) coral reef resources and management; (3) coral reef clearing house; (4) coral reef science; (5) coral reef policy; and (6) resource and management; (3) coral reef clearing house; (4) coral reef science; (5) coral reef policy; and (6) coral reef public awareness.</td>
</tr>
<tr>
<td>16. Ida Ayu Juli Puswati</td>
<td>10. Yayasan Bahtera Nusantara</td>
<td>Bahtera Nusantara is local NGO in Bali that focus on coastal and marine issues with strong vision on sustainable community-based coastal resources management. Since its establishment in 2000, Bahtera Nusantara developed three main programs to achieve its vision, which are: (1) destructive fishing reform with pilot site in Les Village (Tegalakula-Buleleng District, North part of Bali), (2) coral reef monitoring and rehabilitation around Bali, and (3) mangroves research and monitoring in South Bali. In short future, Bahtera Nusantara will replicate the Les Village model around Bali and throughout Indonesia and eventually develop a Fisherman Training Center in Les Village.</td>
</tr>
<tr>
<td>17. Windy Prayogo</td>
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</table>
As a result of the collaboration, the training workshop for Kecamatan Kasemen (10-14 September 2003) was co-funded by the Ministry of Marine Affairs and Fisheries (locally known as Departemen Kelautan dan Perikanan or DKP) and the training workshop for Kecamatan Puluau-Puluau was fully funded by Telapak. The INCoM has likewise developed an official logo (Annex C).

(2) Commitments in the form of letters of agreements or exchange of letters with assurances of responsibilities among collaborators

The project organizing committee of the Broad-based Coastal Management Training Program (BCMTP) which includes representatives from the Department of Science and Technology-Philippine Council for Aquatic and Marine Research and Development (DOST-PCAMRD), Haribon Foundation, Department of Environment and Natural Resources Coastal Environment Program (now the Coastal and Marine Management Office) (DENR-CEP) and Department of Agriculture-Bureau of Fisheries and Aquatic Resources (DA-BFAR) convened an organizational workshop to design initial basis for work in Indonesia (11-12 January 2001). Outputs of the workshop include a general work plan for Years 1-3 and a detailed work schedule for Year 1, a draft MoU among collaborators, an agreement on budget allocations, and arrangements for setting up the training network. Subsequent to this meeting, the Memorandum of Understanding among the members of the organizing committee for collaboration (Annex D) was signed and the Letters of Agreement (LOA) between WorldFish Center and Haribon (Annex E), and WorldFish Center and DOST-PCAMRD (Annex F) for the transfer of funds were finalized and implemented.

The Orientation Workshop: Facilitating Integrated Coastal Management in Indonesia (20-23 March 2001, Bogor, Indonesia) provided potential partners with a venue to present their specific areas of work in integrated coastal management and enabled them to generate mechanics of working together. Fourteen Indonesian potential partners from the Center for Coastal and Marine Resources Studies-Bogor Agricultural University, Ministry of Marine Affairs and Fisheries (DKP), TNC, Jaring Pela, Puter, Telapak Indonesia and WWF Wallacea Program attended the workshop (Annex G).

A memorandum of agreement (MOA) among the institutions (Annex A) in Indonesia was drafted. Since more organizations wanted to commit to the project, the MOA was amended in 2002 (Annex B). The MOA between PKSPL-IPB and the WorldFish Center (then ICLARM) (Annex H) were likewise discussed during this meeting. These MOAs were later on finalized and became the legal basis for project implementation and transfer of funds.

(3) The training needs assessment (TNA) conducted, analyzed and presented

The field surveys and report integration for the TNA conducted in August 2001 was spearheaded by PKSPL-IPB. PKSPL-IPB Jaring Pela, Puter, Telapak and TNC conducted TNA surveys in their respective sites as agreed with the other collaborators. These agencies organized a survey of the target stakeholder groups at 13 sites in Indonesia identified during the Orientation Workshop in Bogor. The table below summarizes the training needs of the areas covered.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Sites Covered</th>
<th>Training Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>PKSPL-IPB</td>
<td>1. Kampung Laut (Central Java)</td>
<td>• Marine and coastal resources rehabilitation</td>
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<td></td>
<td>2. Pulau Palawan (Lampung Bay)</td>
<td>• Marine and coastal resources management</td>
</tr>
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<td></td>
<td>3. Desa Pemokong (East Lombok)</td>
<td>• Alternative income for coastal inhabitants</td>
</tr>
<tr>
<td>Jaring Pela</td>
<td>4. Pulau Pahawang (Lampung Island)</td>
<td>• Rehabilitation of coastal resources</td>
</tr>
<tr>
<td></td>
<td>5. Kop. Padaido (Biaik)</td>
<td>• Coastal and marine resource management</td>
</tr>
<tr>
<td></td>
<td>6. Pulau Seribu (North Jakarta)</td>
<td>• Monitoring and evaluation of coastal areas</td>
</tr>
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<td></td>
<td>7. Selakau (West Kalimantan)</td>
<td>• Marine protected area management</td>
</tr>
<tr>
<td></td>
<td>8. Desa Les (Bali)</td>
<td>• Small islands management</td>
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<tr>
<td></td>
<td>9. Gorontalo &amp; Satal (North Sulawesi)</td>
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</tr>
</tbody>
</table>

Final Report: Facilitating Integrated Coastal Management in Indonesia
The Draft Includes Final Report in Indonesia
10. Kecamatan Kasemen (Panjang Island, Banten)  
- Bandeng fish mariculture  
- Decentralization implementation on coastal management  
- Small island management  
- Home industry (chicken farming, etc.)  
- Seaweed culture  
- Alternative income generating activities

11. Sabang (North Sumatra)  
- Marine and coastal management  
- Marine and coastal rehabilitation  
- Alternative income  
- Monitoring and evaluation

12. Pangkep (South Sulawesi)  
13. Sinjai (South Sulawesi)  
- Marine and coastal management  
- Marine and coastal rehabilitation  
- Alternative income  
- Monitoring and evaluation

There were a total of 198 respondents, 74 from western Indonesia, 86 from Central Indonesia and 38 from Eastern Indonesia. The age range of respondents was 16 to 72 years, the highest age distribution came from the 31–40 years old bracket. The surveys were conducted with a mix of methods, applied as appropriate, to include: participatory resource appraisal, purposive sampling and at times assisting the respondents answer the questionnaires. The survey report presented the educational background of respondents and classification according to livelihood. The main output of this activity was the comprehensive TNA report that discussed (a) personal information, (b) knowledge on marine and coastal management, (c) training experiences and (d) training needs of the respondents/target groups in the kecamatan.

Constraints encountered during the training needs surveys include:

- Limited time to distribute the questionnaire
- Language barrier – there was some difficulty explaining the questions in different dialects
- Differences in methodology – some questionnaires were distributed, others were conducted with interviews
- There were different expectations from community members

(4) Course curriculum developed

Recommendations compiled from the training needs analysis (TNA) provided the context framework that served as the basis for developing the country-specific curriculum. At the curriculum development workshop, the collaborators were briefed on the process of translating the TNA outputs into the curriculum with the use of the Train-Sea-Coast methodology.

The process was initiated with task analysis, a process that identifies the knowledge, skills and attitudes of a coastal manager at the kecamatan (sub-district) level. Tasks identified at this level were as follows: community organizing, facilitating ICM programs, assisting communities, administration, coordination and management, ICM planning and implementation, monitoring of programs, formulation and enforcement of laws related to ICM and community advocacy.

These tasks were analyzed (Annex 1), and based on these tasks, the group formulated the training objective. For each task, the training objectives, intermediate objectives and terminal objectives were identified. (Annex 2). This process produced the curriculum:

COMMUNITY ORGANIZING

1.1 To improve the community organizing capability of the participants to enable them to conduct community organizing activities at the kecamatan level

1.1.1 Identify and determine stakeholder groups and their concerns
Sub topics:
- Issue identification and analysis
- Stakeholder analysis

1.1.2 Gather and integrate data specific to coastal environment concerns
Sub topics:
- Data type and sources
- Collection and analysis of data

1.1.3 Present and validate integrated issues to stakeholder groups
Sub topics:
- Information presentation
- Participatory mapping on issues
- Validation techniques

1.1.4 Facilitate/assist community groups in organizing themselves;
Sub topics:
- Team building
| 1.1.5 | Community advocacy  
Sub topics:  
- Advocacy strategies and techniques  
- Communication skill  
- Awareness campaign/media |
| 1.1.6 | Conflict resolution  
Sub topics:  
- Conflict identification and analysis  
- Conflict resolution strategies and techniques (Mediation, negotiation, role-play, etc.) |

FACILITATING ICM PROGRAMS, ASSISTING COMMUNITIES

2.1 To improve the capacity of participants in assisting and facilitating communities in the development and implementation of ICM programs. To achieve measurable progress in facilitating ICM programs

2.1.1 Leveling off perception on ICM and similar entry behavior  
Sub topics:  
- Overview of ICM

2.1.2 Constituency building on ICM  
Sub topics:  
- Definition and importance of constituency building  
- Lobbying techniques  
- Communication skill  
- Marketing strategies and techniques

2.1.3 Identify component and steps of program and activities preparation (ICM planning)  
Determine stakeholder group for adoption and approval  
Announce and distribute the programs implementation to all stakeholders  
Gathering local stakeholders for public participation  
Facilitate ICM programs  
Assist Communities  
Sub topics:  
- Overview of ICM Process  
- Issue and stakeholder identification  
- Program / plan preparation  
- Plan adoption and approval  
- Overview of program implementation  
- Overview of program monitoring and evaluation

ADMINISTRATION, COORDINATION AND MANAGEMENT

3.1 To improve participants’ capability in ICM program administration, coordination and management system

3.1.1 Identify and analyze previous and existing administration system, mechanism of coordination and management on ICM program  
- all levels  
- all kinds of developing agencies  
Sub topics:  
- Overview of previous and existing administration, coordination mechanism and management system  
- Management analysis techniques

3.1.2 Develop administration, coordination and management system  
Sub topics:  
- Examples of good / best ICM practices  
- Financial management  
- Human resources management

ICM PLANNING AND IMPLEMENTATION

4.1 To improve participants’ capability in managing ICM programs

4.1.1 Implementation Planning Process  
Program Management Planning (Organizing, Staffing)  
Refer to 2.1.3 (ICM Program Planning)  
Sub topics:
| 4.1.2 | Project implementation  
Sub topics:  
- Project management  
- Finance management  
- Organizing and staffing  
- Team building |
| 4.1.3 | Project reporting |
| 4.1.4 | Dissemination of project outcome / outputs |

**MONITORING OF PROGRAMS**

**5.1 Monitoring of programs**

| 5.1.1 | Assess the monitoring and evaluation system from previous projects  
Sub-topics:  
- Designing monitoring and evaluation  
- Assessment methods  
- Analysis of monitoring and evaluation systems |
| 5.1.2 | Identify and assess on-going projects  
Sub-topics:  
- Monitoring and evaluation process  
- Monitoring outcomes |
| 5.1.3 | Develop self-monitoring and evaluation system including specific criteria and indicators  
Sub-topics:  
- Self monitoring definition  
- How to use self monitoring  
- Participatory monitoring concept  
- Logical framework development  
- Criteria and indicator development |
| 5.1.4 | Sub-topics:  
- Reason for gathering information  
- Clarification and confirmation with stakeholders  
- Kinds of information related to ICM |
| 5.1.5 | Writing project monitoring report and recommendations  
Sub-topics:  
- Kind of Reports  
- Simple technique on writing  
- How to make the best recommendations |
| 5.1.6 | Dissemination of monitoring and evaluation outputs  
Sub-topics:  
- Reason and strategy of dissemination  
- The art of effective dissemination |

**FORMULATION AND ENFORCEMENT OF LAWS RELATED TO ICM**

**6.1 To improve the participants' capability in formulation and enforcement of laws and regulations related to ICM**

| 6.1.1 | Identify and analyze existing traditional, local, national and international laws and regulations related to ICM  
Sub-topics:  
- Definitions of traditional, national and international law  
- Identify existing traditional, national and international law related to ICM  
- SWOT analysis |
| 6.1.2 | Socialization of result of analysis to all stakeholders  
Sub-topics:  
- Public relationship  
- Socialization strategy  
- Presentation method |
| 6.1.3 | Gap analysis and participatory (re-) formulation of essential laws and regulations  
Sub-topics:  
- Policy analysis |
| 6.1.4 | Law enforcement  
Sub-topics:  
- Definitions of law enforcement  
- Involving stakeholders in law enforcement  
- Law enforcement simulation |
With the developed modules and presentation materials, the curriculum was implemented at four pilot kecamatans and resulted in a total of 98 kecamatan stakeholders trained:

<table>
<thead>
<tr>
<th>Training Course/Date</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Pelatihan Pengelolaan Pesisir Terpadu tingkat Kecamatan - Kecamatan Tejakula, Kabupaten Buleleng, Bali (Training on Integrated Coastal Zone Management for Kecamatan Tejakula, Kabupaten Buleleng, Bali)(^\ast), 18-21 December 2002.</td>
<td>24</td>
<td>2</td>
<td>26</td>
</tr>
<tr>
<td>&quot;Pelatihan Pengelolaan Pesisir Terpadu tingkat Kecamatan - Kecamatan Penajam-Kalimantan Timur (Training on Integrated Coastal Zone Management for Kecamatan Penajam-Kalimantan Timur)(^\ast), 24-30 May 2003</td>
<td>18</td>
<td>7</td>
<td>25</td>
</tr>
<tr>
<td>&quot;Pelatihan Pengelolaan Pesisir Terpadu tingkat Kecamatan - Kecamatan Kasemen-Kabupaten Serang (Training on Integrated Coastal Zone Management for Kecamatan Kasemen-Kabupaten Serang)(^\ast), 10-14 September 2003</td>
<td>25</td>
<td>2</td>
<td>27</td>
</tr>
<tr>
<td>&quot;Pelatihan Pengelolaan Pesisir Terpadu tingkat Kecamatan - Kecamatan Pulau-Pulau, Kabupaten Sinjai (Training on Integrated Coastal Zone Management for Kecamatan Pulau-Pulau, Kabupaten Sinjai)(^\ast), 11-16 April 2004</td>
<td>16</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td>TOTAL</td>
<td>83</td>
<td>15</td>
<td>98</td>
</tr>
</tbody>
</table>

Philippine-based partners attended all four pilot training courses and for the first three courses, assisted in the improvement of the curriculum design, module content and presentation materials, trainer/facilitator evaluation and process documentation. They also assisted in logistics management. The INCoM members organized and managed the last training course conducted in Kecamatan Pulau Sembilan, Kabupaten Sinjai, South Sulawesi. They sourced 100% of the funds for its implementation.

The trainers developed the following criteria for the selection of participants at the kecamatan level:

- Actively involved in coastal management at the kecamatan level
- Age between 18 – 60 years
- Decision maker and planner for coastal area management related issues at the kecamatan level
- Life and their job related with coastal resources and has strong commitment for sustainable coastal resources management
- Have the capability to read and write in Indonesian language
- Any person out of the conditions above but have a special interest to increase the capability of local people (business person, investor, consultant, teacher, conservationist, fund seeker/funding agency, etc.)

(5) ICM framework developed

The ICM framework developed from out of the curriculum and module development process. The importance of an overarching framework was realized by the collaborators, and expressed this by putting emphasis on items they perceived as the most necessary for ICM in Indonesia such as: the understanding of the planning and management process, constituency building and law enforcement. The framework reflects the experience of the collaborators in working with coastal communities, their needs to understand the principles of sustainable use and conservation. The downward pointing arrows indicate the sequence of knowledge transfer to optimize the understanding of ICM at the kecamatan level. The premise is that stakeholders at this level should have understood their needs as members of the local coastal constituency, have attained some understanding of project design and management before they could validate and reform their local policies and enforce these.

```
Community Organizing related to ICM
  ↓
ICM Program Planning
  ↓
ICM Program Management
  ↓
ICM Program Implementation
  ↓
ICM Policy and Regulation
```
The downward pointing arrows indicate the sequence of knowledge transfer to optimize understanding of ICM at the kecamatan level. The premise is that stakeholders at this level should have understood the needs of the local constituency, have attained some understanding of project design and management before they can validate and reform their local policies and enforce these.

(6) Modules and training manual developed

The Module Developers’ Write-Shop (April 2002) sessions were focused on the accomplishment of the module plans and trainers guides for the curriculum. The participants decided on the module writing partnerships while BCMFP members conducted briefings for each session, “Pendaman Pelatihan – Pengelolaan Pesisir Terpadu di Indonesia (Training Guide – Integrated Coastal Management in Indonesia)”, containing module plans and trainer’s guides, were presented. The Indonesian collaborators revised the training guide to accommodate refinements.

Criteria for the formulation and selection of appropriate modules and writers were developed. This preceded the development of the country-specific coastal management manual that embodies the modules that address the Indonesian collaborators’ TNA recommendations with moderate assistance from the BCMFP. In-country pilot training courses were held to pre-test and add inputs to the course.

ICM training modules:
(The training modules that resulted from the curriculum development process are listed; the Indonesian titles are in parenthesis.)

<table>
<thead>
<tr>
<th>Module No</th>
<th>Module Title (Indonesian)</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Community Organizing (Pengorganisasian Masyarakat)</td>
<td>Ramil Malik, Denny Boy Mochran, Nevilaty P. Zamani</td>
</tr>
<tr>
<td>2.a</td>
<td>Overview of Integrated Coastal Management Program (Gambaran Umum Pengelolaan Wilayah Pesisir Secara Terpadu (ICM))</td>
<td>Imran Amin, Windy Prayogo</td>
</tr>
<tr>
<td>2.b</td>
<td>Constituency Building in Integrated Coastal Management (Membangun Dukungan dalam Pengelolaan Wilayah Pesisir)</td>
<td>Budy Wirawans, Imran Amin, Windy Prayogo</td>
</tr>
<tr>
<td>2.c</td>
<td>Integrated Coastal Management Planning (Perencanaan Pengelolaan Pesisir Terpadu)</td>
<td>Budy Wirawans, Imran Amin, Windy Prayogo</td>
</tr>
<tr>
<td>3.a</td>
<td>ICM Program Management (Manajemen Program ICM)</td>
<td>M. Eko Rudianto, Boyke O. Lakasera</td>
</tr>
<tr>
<td>3.b.1</td>
<td>Spatial Planning and Zonation of Resources (Perencanaan Spasial dan Penzonal Pemanfaatan Sumberdaya)</td>
<td>Aminudin, Mirza Pedju</td>
</tr>
<tr>
<td>3.b.2</td>
<td>Participatory and Spatial Mapping for Marine Resources (Pemetaan Partisipatif Sumberdaya dan Pemetaan Spasial Kelautan)</td>
<td>Silvianita Timobius, Mirza Pedju</td>
</tr>
<tr>
<td>3.c</td>
<td>Small Islands Management (Pengelolaan Pulau-pulau Kecil)</td>
<td>Am Azbas Tausuman, Aminudin</td>
</tr>
<tr>
<td>3.d.1</td>
<td>Community Advocacy (Advokasi Masyarakat)</td>
<td>Denny Boy Mochran</td>
</tr>
<tr>
<td>3.d.2</td>
<td>Conflict Resolution (Resolusi Konflik)</td>
<td>Denny Boy Mochran, Budy Wirawans, Ramil Malik</td>
</tr>
<tr>
<td>3.e</td>
<td>Alternative Income Generation (Penggalian Pendapatan Alternatif)</td>
<td>Ruddy Sawandi, Marthen Welly</td>
</tr>
<tr>
<td>3.e.1</td>
<td>Fish Processing (Pengolahan Ikan)</td>
<td>Ruddy Suanini</td>
</tr>
<tr>
<td>3.e.2</td>
<td>Fish/Other Product Development (Pengembangan Produk Lainnya)</td>
<td>Ruddy Suanini</td>
</tr>
<tr>
<td>3.e.3</td>
<td>Agriculture (Budidaya Laut)</td>
<td>Am Azbas Tausuman</td>
</tr>
<tr>
<td>3.e.4</td>
<td>Marine and Coastal Tourism (Ekotourisme Pesisir)</td>
<td>Ruddy Suanini</td>
</tr>
<tr>
<td>3.f</td>
<td>Community-based and Cooperative Management (Community Based Management dan Co-Management)</td>
<td>Nevilaty P. Zamani, Aminudin</td>
</tr>
<tr>
<td>3.g</td>
<td>Watershed Area Management (Pengelolaan Daerah Aliran Sungai)</td>
<td>Aminudin</td>
</tr>
</tbody>
</table>
### (7) Trained trainers

The Module Developers’ Training of Trainers (TOT) was developed based on a TNA of prospective trainers conducted during the workshop in PPLH-Bali with the Indonesian partners as respondents. The trainers were selected based on their interest to develop and deliver the modules, the available time that they had to spare for the effort and the past experiences that they had on ICM (Annex K).

The Module Developers WriteShop and Training of Trainers was a week long interactive and activity-filled learning experience that enhanced the delivery skills of coastal zone management trainers. It is a structured approach for training, understanding of the learning process, creative development of modules and use of visual media for presentations. It develops communication, facilitation, listening and feedback skills of coastal zone management practitioners. Eleven (2 female, 9 male) Indonesian collaborators participated in the Training of Trainers.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Am Azbas Taurusman</td>
<td>Staff</td>
<td>PKSPL-IPB</td>
</tr>
<tr>
<td>2. Aminuddin (Amin)</td>
<td>Staff</td>
<td>PKSPL-IPB</td>
</tr>
<tr>
<td>3. Denny B. Mochran</td>
<td>Office Manager</td>
<td>Puter</td>
</tr>
<tr>
<td>4. Imran Amin</td>
<td>Executive Director</td>
<td>Telapak</td>
</tr>
<tr>
<td>5. Marten Wely</td>
<td>Member/NGO Liaison Program Officer</td>
<td>Jaring Pela/ TNC-Southeast Asia Center for Marine Protected Area</td>
</tr>
<tr>
<td>6. Mirza Pedju</td>
<td>Program Assistant</td>
<td>TNC</td>
</tr>
<tr>
<td>7. Niifah Rasyid</td>
<td>Staff for Directorate of Coastal Affairs</td>
<td>DGCSI-MMAF</td>
</tr>
<tr>
<td>8. Ramlu Malik</td>
<td>Director</td>
<td>PESUT</td>
</tr>
<tr>
<td>9. Ruddy Suwandi</td>
<td>Research Associate</td>
<td>PKSPL-IPB</td>
</tr>
<tr>
<td>10. Silvianita Timotius</td>
<td>Director/Policy Program Officer</td>
<td>TERANGI</td>
</tr>
<tr>
<td>11. Windy Prayogo</td>
<td>Member</td>
<td>Bahtera Nusantara</td>
</tr>
</tbody>
</table>
Training of Trainers modules developed include:

<table>
<thead>
<tr>
<th>Module Title</th>
<th>Sub-modules</th>
<th>Module Developers/Facilitators</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Methodical Skills</td>
<td>• Training set-up and management</td>
<td>Cesar Pagdilao (PCAMRD)</td>
</tr>
<tr>
<td></td>
<td>• Understanding the learning process</td>
<td></td>
</tr>
<tr>
<td>Effective Use of Visual Media</td>
<td>• Development and use of visual media</td>
<td>Audrey Serrano (WorldFish)</td>
</tr>
<tr>
<td></td>
<td>• Preparing a presentation</td>
<td></td>
</tr>
<tr>
<td>Effective Communication</td>
<td>• Active listening</td>
<td>Sheila Vergara (WorldFish)</td>
</tr>
<tr>
<td></td>
<td>• Feedback</td>
<td>Anabelle Plantilla (Haribon)</td>
</tr>
<tr>
<td>Presentation Techniques</td>
<td>• Plenary discussion</td>
<td>Cesar Pagdilao (PCAMRD)</td>
</tr>
<tr>
<td></td>
<td>• Group discussion</td>
<td>Jessica Munoz (BFAR)</td>
</tr>
<tr>
<td></td>
<td>• Creative thinking</td>
<td>Sheila Vergara (WorldFish)</td>
</tr>
<tr>
<td>Facilitation Skills</td>
<td>• Negotiation</td>
<td>Ester Zaragoza (PCAMRD)</td>
</tr>
<tr>
<td></td>
<td>• Mediation</td>
<td>Emiliano Ramoran (DENR)</td>
</tr>
<tr>
<td></td>
<td>• Conflict Management</td>
<td>Robert Charles Capistrano</td>
</tr>
<tr>
<td>Networking</td>
<td>• Establishing and managing networks</td>
<td>Virgilio Palaganas (DENR)</td>
</tr>
<tr>
<td></td>
<td>• Coordination</td>
<td>Ester Zaragoza (PCAMRD)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Victor Soliman (Bicol University)</td>
</tr>
</tbody>
</table>

It was during this training when the INCoM - Indonesian Network on Coastal Management (Jaringan Kerja Indonesia untuk Pengelolaan Pesisir) was established. The participants prepared an agreement among themselves which they signed at the meeting. They proposed to pursue institutional interest upon their return to Indonesia.

(8) Training evaluation process

Developing the capability of partners is a primary concern. Thus, a systematic evaluation of the training course delivery and impact was conducted, from which validated recommendations were consequently incorporated. Needs for follow-up support were identified.

Four types of evaluation were conducted for the ICM training workshops: process evaluation, co-facilitators evaluation, the post evaluation session and the workshop impact evaluation.

(1) The process evaluation was designed to document the duration and mode of delivery of the modules. For each activity and topic, the duration is recorded with its corresponding mode of delivery as it actually occurred. A remarks field is provided to the evaluator. Non-presenting facilitators for the session and a member of the organizing committee were assigned to conducted this type of evaluation. The intention of this evaluation approach was to generate feedback for the improvement of module presentation, to make it more interesting to participants and to make sure that the key points were understood through the chosen approach. As reference, the evaluators were provided with copies of the modules and curriculum. Each topic was evaluated with a separate form. A copy of each form was made (photocopy) for the reference of the speakers during the post evaluation session.

(2) The second type of evaluation was the Co-facilitators evaluation. Each speaker was evaluated by two to three other facilitators. All the filled in forms were collected and photocopied. As soon as the data was integrated and some at the end of the workshop, the speakers were provided with the feedback on their performance and this also formed part of the material reference at the post evaluation session. When time permitted, evaluation sessions were held after each day to reflect on the modules presented for the day. At the Bali ICM Training, the module developers and facilitators met at the end of each day while in the Balikpapan ICM Training, the facilitators and module developers decided to meet at the end of every two days. These sessions allowed a self-evaluation for the speakers, to describe their performance from their personal points of view and receive validation from their colleagues.

(3) The third type of evaluation was the post-workshop evaluation session. This was intended for the improvement of the module content and delivery for the next workshop. It also reiterated the agreements arrived at, at the co-facilitators evaluation sessions. A facilitator was assigned to moderate the discussion and points for improvement, and a rapporteur assigned to document the process and take special notes of points for improvement that will be implemented in the next workshop. At the end of the post workshop evaluation
session, the speakers were asked to commit to certain revisions in the module contents and approaches as aggregated approved to by the group. A facilitator should be assigned to this session to moderate. The session reports were made available to all speakers and module developers.

(4) To determine the extent by which the training courses have been contributed to the participants' and their organizations' enhancement of ICM activities, an impact evaluation was conducted. This also completes the ICM training process. Evaluation of the training determined the extent of adoption/adaptation of ICM practices by the collaborators' and participant's work and institution. This also identified the factors that hindered or facilitated the adoption/adaptation of ICM in their area of work. The impact evaluation was conducted at least 6 months (but not more than 1 year) after each of the pilot ICM training course for the kecamatan level. Data collection was executed through an evaluation questionnaire. The views and concerns of the training participants were validated to achieve fairness and objectivity. The impact evaluation generated several case studies (Annex 1).

B. Impacts & Indicators

A total of 98 stakeholders at the kecamatan level have been trained by members of the INCoM (Indonesian Network on Coastal Management), a network that evolved out of the project. Eleven of the INCoM membership were trained as trainers.

Learning from the BCMTP-INCoM Collaboration

Indonesian trainers were asked to write about their experiences working with the project. Most of the trainers had earlier experience on ICM from previous training and as part of their work in their respective institutions. To augment these experiences from the operational view point, the BCMTP introduced novel training approaches by providing the venue to extend collaborations in-country to include government, non-government and academic institutions into a partnership with a capacity building objective.

At project onset, collaboration between and among government, non-government and academic institutions was strongly unwelcome from all three sides. Case study accounts attributed the hesitation to differences in viewpoints and mistrust of each other. Large doses of convincing and showing by example has prodded the process into a true collaboration which ultimately and unexpectedly led to the organization of the INCoM.

Although most of the collaborators had ICM training exposure they acknowledge that these previous experiences were not based on the training needs analysis (TNA). The TNA methodology introduced by BCMTP was recognized as a new approach and learning its mechanics was a skill they appreciated. The multi-sectoral approach to collaboration was likewise acknowledged, similarly appreciated and one respondent indicated that this approach will be adopted by his organization.

Several respondents see that the value of the experience working with their colleagues in the Philippines is how to work with each other as a team and as a result have realized that in the past bickering among themselves has not helped them achieve results. They have also appreciated the value of keeping time in all aspects of training development to include decision-making and in workshop management.

Commitment to this type of work has on several accounts been highlighted. This was apparently been encouraged because the Indonesians realized ownership and responsibility to the project and its outputs, and these they attribute to the partnership level by which they were treated by their Filipino counterparts. They have seen the commitment by which their counterparts treated the project at the same time saw by example that multi-agency collaboration was possible. This inspired them to work together and achieve consensus in all decision-making events throughout the project.

The project was also seen as responsible for building trust and strengthening networks among institutions. Operationally, the general mechanics of the project was appreciated from the training needs analysis, training of trainers, pilot training course and impact evaluation and one respondent has indicated that his organization will use the training methodology of the BCMTP. There was also appreciation from the side of the academe of the commitment the NGOs demonstrated in facilitating the ICM program to complement the work of government agencies and thinks that the process is replicable in other situations.

ICM Pilot Training Impacts on the Villages

The integrated coastal management (ICM) pilot training both for Tejakula and Penajam Sub-districts had significant positive impacts in terms of raising awareness and knowledge towards coastal management. As a result, the local policies initiated were derived from the training including the establishment of a marine protected area, alternative livelihood, improvement of traditional practices related to coastal management, networking and developing community (fishers) organizations.
Funding constraints, logistic and financial support and political situation in the area are among the major challenges for the participants. The context of kinship is very visible among the Indonesians as they share their knowledge and skills to their immediate family members and community organizations. Establishing networks, information sharing and informal discussion with other stakeholders were used to build constituency for integrated coastal management. A detailed impact evaluation report has been organized and submitted.

Learning from the Training of Trainers

The TOT was designed to improve trainer skills in facilitation, negotiation, communication and feedback, presentation materials development and general workshop management.

From out of the case studies, respondents indicated that they now have improved skills in coordination and developing effective networks, planning, facilitation, information system design and environmental education. They have adopted the training needs approach in their own training development.

Respondents have noticed that they have improved their ways of developing and presenting their modules, that these, to their assessment are now more effective. Specifically, they have learned to use varied types of media for presentation and games to improve trainee motivation and participation. One respondent indicated that he has now overcome his public nervousness. Several indicated a gain in the confidence from constant exposure in the three pilot training workshops conducted.

Respondents also put value to the various evaluation procedures implemented throughout the project particularly in assessing their training capability (co-facilitator evaluation). This post-training approach helped them improve both their training delivery skills and the structure and content of the modules that they were tasked to develop.

Several issues are still being encountered while working in coastal communities and they find that this is where they can use their negotiation skills in addressing problems.

Long Term Needs and Prospects

More effective communication was seen as a constant need to strengthen collaboration among ICM workers in Indonesia. Future practical exposure and training is necessary to improve communication and collaboration skills for extending to a larger ICM audience is necessary.

One respondent indicated that she has hopes for the BCMTP to develop and facilitate a bigger network between coastal management practitioners in the Philippines, Viet Nam, Thailand and Indonesia in the future.

The training methodology demonstrated its value in Indonesia and stands a good chance of being successfully implemented in the rest of the Southeast Asia.

Fund sourcing was a persistent issue and one respondent indicated that a fund raising mechanism should be put in place.

C. Summary of outputs and their contribution to project objectives

The network of ICM practitioners established by this project in Indonesia has a wide range of membership both geographically and by type of institutions involved. Prior to this project it was difficult to find collaborations that had the mix of government, non-government and academic membership. Their extended commitment as demonstrated by the establishment of InCom epitomizes the success of the initiative. The multiplicity of project outputs and impacts will somehow be assured beyond project life.

The training needs assessment as conducted, implemented and reported by the collaborators themselves not only benefited the identification of the curriculum and modules but also guided the mode of module delivery of the prospective module developers. They were exposed to the circumstances of the target beneficiaries to include the level of educational attainment, current livelihoods, and resource use practices. The TNA results presentation provided a venue for the collaborators to discuss, air their views and resolve some issues on how the training framework should be. They felt a certain satisfaction each time an issue was resolved and more when the curriculum and modules were finally developed.

Four training courses were implemented in sites of the collaborators' choices. Collaborators were given a free hand to select the lead organization for each training workshop conducted, select the participants, specific training location and were provided fund assistance from the donor organization. The funds provided were deliberately disbursed in a decreasing mode such that the InCom membership slowly started to look out for fund support for the last two training workshops. They were successful in this endeavor as the third workshop
was partially supported by Ministry of Marine Affairs and Fisheries (locally known as Departemen Kelautan dan Perikanan or DKP) and the last workshop was fully funded from Telapak sources.

A training of trainers was developed with some technical assistance from the CoastMan project of Capacity Building International, Germany (Internationale Weiterbildung und Entwicklung gGmbH). Although only 11 participated, their skills and commitment have been shared with others in their organizations. Their skills have been enhanced greatly as indicated in the impact evaluation section.
The BCMTP Story

The excitement of implementing the project was from the mixed feelings of uncertainty of working with individuals and groups that not totally familiar with and confidence in the efficacy of the integrated coastal management (ICM) training development process that we have brought to Indonesia. Our objectives were, in words, quite simple: that we will be able to assist the development of a coastal management framework in the country, share the needs based approach for ICM curriculum development and when implemented attain a decent number of trainers and trainees who will champion ICM and themselves become change agents, to ultimately improve fisheries catches, livelihoods and practice sustainable ways of coastal management.

At first we understood that the project will be implemented over a four-year period, but changes in the contract did not give us time to worry. The adjusted tempo was actually quite beneficial, since an initial meeting was immediately called where the attendance was complete in recognition of the urgency. Contracts were drafted, the workplan done quickly and assignments accepted in a most agreeable manner. An assortment of associated concerns like difference in culture, mechanics of collaboration, and potential personal conflicts were acknowledged as matters of fact. Bahasa lessons were arranged and were quite helpful.

Just prior to receiving funds from the David and Lucile Packard Foundation, mobilization assistance from the Rockefeller Brothers fund were used to check out the potential of coastal collaboration in Indonesia. With so much help from Ms. Cristi Noyawa of the Birdlife Foundation who helped me go door to door from both ends of Java we were able to collect quite a number of potential collaborators and compiled with the organizing committee requirements of having to invite GOs, NGOs and the academe. Receiving the commitment from the David and Lucile Packard Foundation meant that we were on our way with no looking back.

Facilitating the orientation meeting was the most difficult for the organizing committee and me, particularly. When I look back to that week in Pangrango Hotel in 2001 we were seriously considering packing up our bags and leaving on the second day of the meeting. The barrage of negative comments was hitting the deepest of our emotions. There were questions about the process and its advantage over what they were currently doing, the length of time that it would take to do needs assessment, the money that we would be "wasted" in the process, and why the NGOs "had to work" with the government and academe. It was clear that the NGOs had issues with those in government and that academic institution of our choice as main collaborator (CCMRS-IPB) even though most of them graduated from IPB. That week we were privileged to have with us the then program officer for the Rockefeller Foundation, Mr. Peter Riggs who also introduced the project to our collaborators in so fluent Bahasa and helped translate throughout the workshop. The process was tedious but our persistence drew some interest. We were able to address their concerns one at a time and got them to agree to work together. Outside the workshop room, however, there were issues to be contended with: there were personal differences between some collaborators and obviously we still had a credibility problem. Overall, however, our prospective collaborators agreed to go along, more of curiosity probably than serious interest.

Dr. Kusumaatmoko assigned Mr. Ruddy Suwandi to work with the BCMTP on this project. He, however, was not convinced that any outcome will result from a GO-NGO-Academe collaboration in Indonesia. Our collaboration with CCMRS-IPB was particularly important because it was to them that the organizing committee agreed to transfer funds. With some clarifications in place the WorldFish-CCMRS IPB agreement was drafted and signed. Our collaborations happened a lot over emails and phone calls. We were amazed at the number of attendees to the training needs assessment results presentation workshop, the work that our collaborators put into curriculum design and their commitments to write the modules. A module workshop in tandem with a training of trainers (TO'T) was organized in the Philippines and attended by 11 trainers.

Our doubting Thomases are now believers, and those who weren't really interested dropped out along the way. We now have 78 stakeholders from the kecamatan trained in integrated coastal management with a curriculum designed and delivered specifically to match their needs and modules written in Bahasa Indonesia. We were able to achieve sharing the UN Train-Sea-Coast method for the technical ICM training and the InWent-Coastman project (Germany) Training of Trainers approach with some modifications. This resulted to a two-level approach to training (technical and TOT) and 11 trainers in the country. In the process we also beefed up the trainer complement of the organizing committee and had available a TOT curriculum specifically designed for our collaborators and a complete set of modules all written up. The 11 trainers in Indonesia will carry on our ICM work in the country, the seeds of ICM training multiplicity. At the Module development and TOT workshop, our collaborators were busy during the week-end break - they organized the InCom (Indonesian Network for Coastal Management) by drafting a memorandum of agreement among them and each signed on to it. That was the epitome of commitment and immensely reassuring to us, organizers that all our effort were not for naught, as well as the donors' money.
With the funds made available by the Packard Foundation, three training workshops were made possible in Indonesia. Site selection was agreed to at the module development workshop and TOT in the Philippines. Workshops for kecamatan Tejakula, Penajam, Kasemen and Pulau Sembilan (Kabupaten Sinjai) were agreed to. The first two training workshops were fully funded from the available funds. This enabled our Indonesian collaborators to focus on the quality of the module content, the duration and style of delivery, appropriate use of visual media, use of ice breakers and games, their timing and link with the module at hand, time management, and managing co-trainer and trainee feedback.

Co-funding was emphasized for the remaining two kecamatans. The DKP was able to allocate funds to share with the expenses for the training in Kecamatan Kasemen while Telapak has sourced funds for the training in kecamatan Pulau Sembilan where trainers will attend with funds from their respective institutions. This process will hopefully bring them on their way from full cost funding, through co-sharing and towards cost recovery.

Emphasis was also put into various modes of evaluation. This was not planned for in the proposal but was implemented as adapted from the Coastman exposure of the BCMTP. Benefits of the evaluation process include, an avenue for feedback among module facilitators on how they did and on what aspects of their delivery they had to attend to and to realize necessary modifications to the curriculum and modules.

The third workshop turned up as the one of the smoothest facilitated workshops I had ever seen. Truly. Attendance to the pre-training workshop showed how organized the PUTER staff were, now, the agenda was prepared, facilitation was highly participative, the decision-making process was civilized and quick to reach agreement, no time was wasted bickering. At the end of the day the module time allocation, succession and total training period was agreed to, the daily facilitators and evaluators were assigned, games were counted and prices listed for purchasing, and hotel accommodations were ironed out.
MEMORANDUM OF AGREEMENT

This Memorandum of Agreement executed and entered by and between:

The Pusat Kajian Sumberdaya Pesisir dan Lautan - Institut Pertanian Bogor (Center for Coastal and Marine Resources Studies - Bogor Agricultural University), a research, training and extension institution with headquarters in Marine Center Building 4th Floor, Kampus IPB Darmaga, Bogor 16680, Indonesia, herein represented by its Director Dr. Tridoyo Kusumastanto and hereinafter known as PKSPL-IPB.

The Directorate General for Coastal and Small Islands Ministry of Marine Affairs and Fisheries, Republic of Indonesia, a government agency headquarters at Jl. M. T. Haryono, Kav. 52-53 - Jakarta herein represented by its Executive Director General, Dr. Rohkin Dahuri. Directorate General for Coastal and Small Islands Ministry of Marine Affairs and Fisheries, Republic of Indonesia is hereinafter known as DGCSI - MMAF;

The TELAPAK INDONESIA, a non-government organization with headquarters at Sempur Kaler No. 16, BOGOR 16129, Indonesia, herein represented by its Executive Director, Ambrosius Ruwindrijanto. TELAPAK INDONESIA is hereinafter known as TELAPAK;

The PUTER, a non-government organization with headquarters at Jl. Cimandiri Blok A III No. 1 Bogor Baru - Bogor 16152, Indonesia, herein represented by its Executive Director, Agus Mulidya. It is hereinafter known as PUTER;

The Nature Conservancy - Coastal and Marine Program, an international environmental organization, with its Coastal and Marine Conservation Center located at Jl. Pengembak No. 2, Sanur 80228 - Bali, Indonesia. The Nature Conservancy - Coastal and Marine Program is herein represented by its Program Director Rilli Djobani. The Nature Conservancy - Coastal and Marine Program hereinafter known as TNC;

The WWF - Indonesia Wallacea Bioregional Program, a non-government organization with headquarters at Denpasar - Bali, herein represented by its Program Director, Ketut Sarjana Putra. The WWF - Indonesia Wallacea Bioregional Program is hereinafter known as WWF - WALLACEA;

And

The Jaring Pela, a network of non-government organizations dealing with Marine and Coastal Issues based at Sanur - Bali. The Jaring Pela is herein represented by its National Dinamistator, Marthen Welly. It is hereinafter known as JARING PELA.

WITNESSETH THAT:

WHEREAS, the project entitled "Facilitating Integrated Coastal Management Training in Indonesia" has gained technical and financial support for implementation.

WHEREAS, the parties herein mentioned, having common interests in implementing training programs in integrated coastal management through a collaborative national training
network, have agreed to collaborate on the project "Facilitating Integrated Coastal Management Training in Indonesia" (Annex "A");

WHEREAS, the objective of this project is to promote the equitable and sustainable use of coastal resources in the Asian region through the development and implementation of integrated coastal management training tools.

WHEREAS, the project envisions to bring together the major stakeholders who will work together in the formulation and implementation of an integrated coastal management plan for identified stakeholder levels in Indonesia;

NOW THEREFORE, in consideration of the abovementioned, the PKSPL-IPB, DGCSI-MMAF, TELAPAK, PUTER, TNC, WWF-WALLACEA and JARING PELA agree as follows:

1) PKSPL-IPB will:

☐ Act as Lead Agency in coordinating preparatory and implementation activities of the project entitled "Facilitating Integrated Coastal Management Training in Indonesia"

☐ Conduct the Training Needs Assessment at designated sites.

☐ Provide facilities for the conduct of workshops when necessary.

☐ Initiate the design and development of a training course based on the TNA results and the focal target group as agreed to by other collaborators.

☐ Initiate the validation and revision of the curriculum

☐ Determine the workshop sites and field trip sites, curriculum and module content, identify trainers and further linkages in collaboration with agencies mentioned in this agreement

☐ Provide technical assistance to collaborating institutions with respect to the development of the integrated coastal management course content and presentation.

☐ Initiate, provide training materials and conduct the training of trainers

☐ Initiate the consolidation of modules

☐ Coordinate the integration and analysis of the TNA results and evaluation of the project with assistance from Philippine collaborators

2) DGCSI-MMAF

☐ Assist in the overall facilitation and coordination of the project

☐ Contribute to the conduct of the training needs assessment and development of the training curriculum and module content

☐ Assist in project collaboration through its network at all levels as may be necessary

☐ Assist in training implementation

☐ Provide legal and policy guidance to project collaborators in the course of developing the project

☐ Provide support when and if necessary
Annex A

- Contribute to project monitoring and evaluation

3) TELAPAK

- Provide inputs to curriculum and module development
- Assist in the manual development
- Assist in the development and implementation of the training of trainers
- Organize the process documentation throughout the training implementation
- Assist in project monitoring and evaluation

4) PUTER

- Contribute to curriculum and manual development
- Participate in the course and module development
- Participate in training implementation
- Implement the collection of information for the Training Needs Assessment
- Contribute to the analysis of the TNA results

5) TNC

- Assist in the overall facilitation and coordination of the project
- Assist in the conduct of project monitoring and evaluation
- Contribute to curriculum and module design
- Identify field exposure trip locations as part of training implementation
- Assist in fund access and generation for participants to the training courses when necessary
- Assist in the development and implementation of the training of trainers

6) WWF-WALLACEA

- Contribute to the development of the curriculum and module contents
- Assist in the conduct of the training needs assessment
- Participate in training implementation
- Contribute to the monitoring and evaluation of this project

7) JARING PELA

- Contribute to the development of the curriculum and module contents
- Assist in the conduct of the training needs assessment at designated Jaring Pela network sites
- Participate in training implementation monitoring and evaluation

FURTHERMORE, the parties agree to create a Steering Committee composed of representatives from PKSPL-IPB, DGCSI-MMAF, TELAPAK, PUTER, TNC, WWF-WALLACEA and JARING PELA which will:

a) Review workplans, outputs of the TNA design of the curriculum and modules, validation report and other planned activities.

b) Serve as subject matter specialist and resource persons during the course development and implementation.
Annex A

The materials developed and results arising from this cooperative project will be shared by all parties. Should these be published, the donor – the David and Lucille Packard Foundation shall be acknowledged;

This Memorandum of Agreement shall take effect immediately upon signing of concerned institutions.

Disputes or disagreements relating to this Memorandum of Agreement will be resolved by negotiations among PKSPL-IPB, DGCSI-MMAF, TELAPAK, PUTER, TNC, WWF-WALLACEA, and JARING PELA.
Annex A

IN WITNESS WHEREOF, the parties hereeto have affixed their signature, this day of _______________ 2001 on the date written above.

DIRECTORATE GENERAL FOR COASTAL AND SMALL ISLANDS, MINISTRY OF MARINE AFFAIR AND FISHERIES

Ir. Bambang Widyatini, M.Sc.
Acting Director General

DIRECTORATE GENERAL FOR WILDLIFE, INTERIOR MINISTRY

Ir. Bahtori, M.Sc.
Acting Director General

TELAPAK INDONESIA

Ambrosius Kauwindriarto
Director

PUTER

Agus Muldyta
Director

THE NATURE CONSERVANCY - COASTAL AND MARINE PROGRAM

Budi Djohan
Program Director

WWF - INDONESIA WALLACEA BIOREGIONAL PROGRAM

Ketut Suryana Putra
Program Director

JARING PELA

Marthen Welly
National Dinamisator
AMENDMENT TO THE
MEMORANDUM OF AGREEMENT
AMONG

The Pusat Kajian Sumberdaya Pesisir dan Lautan - Institut Pertanian Bogor (Center for Coastal and Marine Resources Studies - Bogor Agricultural University), a research, training and extension institution with headquarters in Marine Center Building 4th Floor, Kampus IPB Darmaga, Bogor 16680, Indonesia, herein represented by its Director Dr. Tridoyo Kunsumastianto and herein after known as PKSPL-IPB;

The Directorate General of Coast and Small Islands Ministry of Marine Affairs, Republic of Indonesia a government agency headquarters at Jl. M. T. Haryono Kav. 52-53 - Jakarta herein represented by its Executive Director General, Dr. Rokhmin Dahuri. Directorate General of Coast and Small Islands Ministry of Marine Affairs, Republic of Indonesia is hereinafter known as DGCSI - MMAP;

The TELAPAK INDONESIA a non-government organization with headquarters at Sempur Kaler No. 16, BOGOR 16129, Indonesia, herein represented by its Executive Director, Ambrosius Ruwindrijanto. TELAPAK INDONESIA is hereinafter known as TELAPAK;

The PUTER, a non-government organization with headquarters at Jl. Cimanidri Blok A III No. 1 Bogor Baru - Bogor 16152, Indonesia, herein represented by its Office Manager, Denny Boy Mochran. It is hereinafter known as PUTER;

The Nature Conservancy - Coastal and Marine Program, an international environmental organization, with its Coastal and Marine Conservation Center located at Jl. Pengembak No. 2, Sanur - 80228 Bali, Indonesia. The Nature Conservancy - Coastal and Marine Program is herein represented by its Program Director Rili Djohani. The Nature Conservancy - Coastal and Marine Program hereinafter known as TNC;

The WWF - Indonesia Wallacea Bioregional Program, an non-government organization with headquarters at Denpasar, Bali, herein represented by its Program Director, Ketut Sarjana Putra. The WWF - Indonesia Wallacea Bioregional Program is hereinafter known as WWF - WALLACEA;

And

The Jaring Pela a network of non-government organizations dealing with Marine and Coastal Issues based at Sanur, Bali. The Jaring Pela is herein represented by its National Dinamisator, Marthen Welly. It is hereinafter known as JARING PELA;

This agreement sets forth a collaborative arrangement among the above mentioned parties to pursue the objectives of the project entitled "Facilitating Integrated Coastal
Annex B

Management Training in Indonesia in accordance with the attached Memorandum of Agreement.

The Amendment to the Agreement for the Project Referenced above is as follows:

That the collaboration include the participation of three additional organizations based in Indonesia:

- Yayasan Pesisir & Laut Indonesia (Yayasan PESUT Indonesia) a non-government organization based in Jl. DI Panjaitan No. 50 RT 33 Guntur, Balikpapan - Kalimantan Timur and herein represented by its Director Mr. Ramli Malik and herein after known as Yayasan PESUT Indonesia.

- Yayasan Terumbu Karang Indonesia (TERANGI) a non-government organization based in Jl. Blimbing No. 14, Kemang Timur, Jakarta and herein represented by its Director Ms. Silvianita Timotius and hereinafter known as Terangi Foundation.

- Yayasan Bahtera Nusantara a non-government organization based in Jl. Hayam Wuruk Gg. Gangga 159B Tanjung Bungak, Denpasar - Bali and herein represented by its Program Coordinator Ms. Ida Ayu Juli Puswati and hereinafter known as Bahtera Nusantara.

ACCEPTED:

IN REPRESENTATION OF THE ORIGINAL PARTNERSHIP AND IN WITNESS WHEREOF, the parties hereto have affixed their signatures, this day of April 29, 2002.

Yayasan PESUT Indonesia

Ramli Malik
Director

TERANGI

Silvianita Timotius
Director

Yayasan Bahtera Nusantara

Ida Ayu Juli Puswati
Program Coordinator
Annex C

INCom

Indonesian Network on Coastal Management
MEMORANDUM OF AGREEMENT

between

THE INTERNATIONAL CENTER FOR LIVING AQUATIC RESOURCES MANAGEMENT (ICLARM)

THE DEPARTMENT OF SCIENCE AND TECHNOLOGY – PHILIPPINE COUNCIL FOR AQUATIC AND MARINE RESEARCH AND DEVELOPMENT (DOST-PCAMRD)

THE DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES – COASTAL ENVIRONMENT PROGRAM (DENR-CEP)

THE DEPARTMENT OF AGRICULTURE – BUREAU OF FISHERIES AND AQUATIC RESOURCES (DA-BFAR)

and

THE HARIBON FOUNDATION FOR THE CONSERVATION OF NATURAL RESOURCES (HARIBON)

INTRODUCTION

WHEREAS, the International Center for Living Aquatic Resources Management is an international non-government organization that contributes to food security and poverty eradication in developing countries. Through research, partnership, capacity building and policy support, it promotes sustainable development and use of living aquatic resources based on environmentally sound management. ICLARM has its headquarters at No. 10, Lower Level 6 Equatorial Hotel Office Block 1, Jalan Bukit Jambul, Bayan Lepas, 11900 Penang, Malaysia. The International Center for Living Aquatic Resources Management is hereinafter known as ICLARM. It is herein represented in this document by its Director General, Dr. Meryl J. Williams;

WHEREAS, the Philippine Council for Aquatic and Marine Research and Development of the Department of Science and Technology is a government agency of the Republic of the Philippines created pursuant to Executive Order 128 mandated to coordinate, plan, monitor and evaluate research and development activities dealing with the Philippines’ aquatic resources; The Philippine Council for Aquatic and Marine Research and Development has its headquarters located at the Economic Garden, Los Baños, Laguna, Philippines and is hereafter known as DOST-PCAMRD. It is herein represented in this document by its Executive Director, Dr. Rafael D. Guerrero, III;
WHEREAS, the Coastal Environment Program is a government initiative under the Department of Environment and Natural Resources, an agency of the Republic of the Philippines mandated to protect, conserve and manage the nation's coastal and marine environment, with principal office located at Visayas Avenue, Diliman, Quezon City, Metro Manila, Philippines. The Coastal Environment Program of the Department of Environment and Natural Resources is hereafter known as DENR-CEP. It is represented in this document by its Secretary, Mr. Heherson T. Alvarez.

WHEREAS, the Bureau of Fisheries and Aquatic Resources of the Department of Agriculture is a government agency of the Republic of the Philippines mandated to ensure the rationale and sustainable development, management and conservation of the fishery and aquatic resources in Philippine waters, with principal office located at the Elliptical Road, Diliman, Quezon City, Metro Manila, Philippines. The Bureau of Fisheries and Aquatic Resources is hereafter known as DA-BFAR. It is represented in this document by its Director, Atty. Malcom I. Sarmiento, Jr..

WHEREAS, the Haribon Foundation for the Conservation of Natural Resources, Inc. is a non-government environmental organization that develops scientific and socio-economic researches on the natural ecosystems, and of environmental defense work in the Philippines, with headquarters at No. 9 Malingap cor. Malumanay Streets, Teachers' Village, Diliman, Quezon City, Metro Manila, Philippines. The Haribon Foundation for the Conservation of Natural Resources is hereafter known as Haribon. It is represented in this document by its President, Atty. Hector D. Soliman.

WHEREAS, the parties having common interests in implementing training programs in integrated coastal management through a regional training network, have agreed to collaborate on one project (Annex A):

- Facilitating Integrated Coastal Management in Indonesia

WHEREAS, the general objective of these projects is to promote the equitable and sustainable use of coastal resources in the Asian region through the development and implementation of integrated coastal management training tools. The main strategy of the project is to enhance national capacity building through training on integrated coastal management.

Specifically, it aims:

- To develop a pool of coastal managers and trainers in Indonesia
- To support the conduct of initial in-country training needs assessment and its presentation
- To assist in the development of ICM training courses relevant to the coastal management needs of Indonesia
- To organize workshops on curriculum and manual development, implement integrated coastal zone management training seminars and training of trainers for participating countries
Annex D

WHEREAS, the project envisions to bring together the major stakeholders who will work together in the formulation of the concepts, practice, implementation and training tools of integrated coastal zone management training in Indonesia.

NOW THEREFORE, in consideration of the abovementioned, ICLARM, DOST-PCAMRD, DA-BFAR, and DENR-CEP mutually agree as follows:

I. Responsibilities of ICLARM, DOST-PCAMRD, DA-BFAR, DENR-CEP and Haribon

ICLARM will:

1. Act as overall coordinator of work in Indonesia
2. Organize meetings related to coastal management training work in Indonesia
3. Take the lead in supporting our Indonesian counterparts in identifying networks of collaborators
4. Explore and determine the working relationships between collaborating organizations
5. Access and manage funds intended for the project
6. Initiate and pursue project monitoring and reporting to donors
7. Assist in the pursuit of training needs assessment (TNA), curriculum and manual development
8. Take the lead in supporting the Indonesians in training implementation
9. Conduct process documentation in coordination with collaborators
10. Provide an advance of 25% of the total budget allocated for the institution upon signing of this contract
11. Reimburse DOST-PCAMRD and Haribon upon submission of their financial and technical reports on the following dates:

<table>
<thead>
<tr>
<th>Period Covered</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 December 2000 – 30 May 2001</td>
<td>1st week of June 2001</td>
</tr>
<tr>
<td>01 June – 30 November 2001</td>
<td>1st week of December 2001</td>
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<tr>
<td>01 December 2000 – 30 May 2002</td>
<td>1st week of December 2001</td>
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<td>01 June – 30 November 2002</td>
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</tr>
<tr>
<td>01 June – 30 November 2003</td>
<td>1st week of December 2003</td>
</tr>
</tbody>
</table>

12. Provide travel support to DA-BFAR and DENR-CEP in accordance with the budget.

DOST-PCAMRD will:

1. Take the lead in supporting our Indonesian collaborators in conducting the Training Needs Assessment, and in curriculum and manual development
2. Provide expertise in training implementation
3. Provide assistance in project monitoring and evaluation
4. Provide assistance in identifying the network of collaborators
5. Provide assistance in developing training modules
6. Submit technical and financial reports on agreed dates and format

3 of 6

Indonesian Packard Foundation

Final Report: Facilitating Integrated Coastal Management in Indonesia
Annex D: Memorandum of Agreement Among Philippine Collaborators
Page 3 of 6
Annex D

DA-BFAR will:

1. Assist in identifying the network of collaborators
2. Provide local logistics and funds when available
3. Assist in training implementation and render services as resource persons
4. Assist in project monitoring, reporting and evaluation
5. Assist in curriculum, modules and manual development
6. Submit technical and financial reports on agreed dates

DENR-CEP will:

1. Assist in module development
2. Assist in training implementation and render services as resource persons
3. Provide expertise in the development of project and training evaluation
4. Explore training and funding opportunities through collaboration with the ASEAN Regional Centre for Biodiversity Conservation
5. Assist in project monitoring and reporting
6. Submit technical and financial reports on agreed dates and format

HARIBON will:

1. Take the lead in supporting our Indonesian counterparts in program and training evaluation and impact evaluation
2. Assist in course and module development
3. Assist in training implementation
4. Submit technical and financial reports on agreed dates and format
5. Assist in project monitoring and reporting.

II. Terms

1. This agreement will commence on January 2001 and will have duration of 3 years.
2. Other budget information is presented in Annex B.

III. Disbursement of Project Funds:

1. ICLARM shall provide financial support to its collaborating agents as stated in Annex A.
2. Financial report shall conform with the agreed format in Annex C.
3. The currency of the contract is the US Dollars.
4. Conversion from to US$ shall be calculated on the basis of the rate during the latest transfer of funds to collaborators.
5. Reimbursement of expenses will be made upon submission of financial and technical reports as stated on page 3, I-11 of this contract. All relevant original or certified true copies of supporting documents to the financial report shall be submitted to ICLARM. Payment shall be completed upon reaching 90% of the total budget of the collaborator.
6. If for any reason there is still an outstanding balance from the advance by the end of this contract, PCAMRD and Haribon shall commit to repay the said amount to ICLARM.
Annex D

This Memorandum of Agreement shall take effect immediately upon signing of concerned institutions.

Disputes or disagreements relating to this Memorandum of Agreement will be resolved by negotiations among ICLARM, DOST-PCAMRD, DA-BFAR and DENR-CEP AND HARIBON.

IN WITNESS WHEREOF, the parties hereto have affixed their signature, this day of ______________ , 2001 on the date written above.

INTERNATIONAL CENTER FOR LIVING AQUATIC RESOURCES AND MANAGEMENT

MERYL J. WILLIAMS
Director General

THE DEPARTMENT OF SCIENCE AND TECHNOLOGY - PHILIPPINE COUNCIL FOR AQUATIC AND MARINE RESEARCH AND DEVELOPMENT

RAFAEL D. GUERRERO III
Executive Director

THE DEPARTMENT OF AGRICULTURE - BUREAU OF FISHERIES AND AQUATIC RESOURCES

MALCOM I. SARMIENTO, JR.
Director

THE DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES - COASTAL ENVIRONMENT PROGRAM

HERERSON T. ALVAREZ
Secretary

THE HARI-BON FOUNDATION FOR THE CONSERVATION OF NATURAL RESOURCES

HECTOR D. SOLIMAN
President
ANNEX D

ACKNOWLEDGMENT

REPUBLIC OF THE PHILIPPINES
(QUEZON AVENUE, QUEZON CITY) S.S.

Before me at Quezon Avenue, Quezon City this __________ day of March 2001 personally appeared:

INTERNATIONAL CENTER FOR LIVING AQUATIC RESOURCES AND MANAGEMENT

[Signature]

MERYL J. WILLIAMS
Director General

A.C.R. No. __________
Issued on __________
Issued at __________

THE DEPARTMENT OF SCIENCE AND TECHNOLOGY - PHILIPPINE COUNCIL FOR AQUATIC AND MARINE RESEARCH AND DEVELOPMENT

[Signature]

RAFAEL D. GUERRERO III
Executive Director

Res. Cert. No. __________
Issued on __________
Issued at __________

THE DEPARTMENT OF AGRICULTURE - BUREAU OF FISHERIES AND AQUATIC RESOURCES

[Signature]

MALCOLM I. SARMIENTO, JR.
Director

Res. Cert. No. 1573804
Issued on 1-11-01
Issued at __________

DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES - COASTAL ENVIRONMENT PROGRAM

[Signature]

HEBERSON T. ALVAREZ
Secretary

Res. Cert. No. __________
Issued on __________
Issued at __________

THE HARRISON FOUNDATION FOR THE CONSERVATION OF NATURAL RESOURCES

[Signature]

HECTOR D. SOLIMAN
President

Res. Cert. No. 17317840
Issued on 1-1-01
Issued at __________

and likewise acknowledged that the foregoing instrument was executed of their own free act, deed and in the capacity which they represent:

Doc. No. __________
Page No. __________
Book No. __________
Set of __________
LETTER OF AGREEMENT

between

ICLARM – THE WORLD FISH CENTER

and

The DEPARTMENT OF SCIENCE AND TECHNOLOGY –
PHILIPPINE COUNCIL FOR AQUATIC AND MARINE RESEARCH AND
DEVELOPMENT (DOST-PCAMRD)

WHEREAS, ICLARM – The World Fish Center, previously known as the
International Center for Living Aquatic Resources Management and herein referred to as
ICLARM, is an international non-government organization that contributes to food
security and poverty eradication in developing countries. Through research, partnership,
capacity building and policy support, it promotes sustainable development and use of
living aquatic resources based on environmentally sound management. ICLARM has its
headquarters at Jalan Batu Maung, Batu Maung 114960 Bayan Lepas, Penang,
Malaysia. It is herein represented in this document by its Director General, Dr. Meryl J.
Williams;

WHEREAS the Philippine Council for Aquatic and Marine Research and
Development (PCAMRD) is a government agency under the Department of Science and
Technology (DOST) created pursuant to Executive Order 128 and mandated to
coordinate, plan, monitor and evaluate research and development activities dealing with
the Philippines’ aquatic resources; The Philippine Council for Aquatic and Marine
Research and Development is hereinafter known as PCAMRD. It is herein represented
in this document by its Executive Director, Dr. Rafael D. Guerrero III;

WHEREAS, a Memorandum of Understanding (MOU) was executed on January
1998 between PCAMRD and ICLARM for the purpose of cooperating in research,
training and information;

WHEREAS, paragraph 1 of Article II of the MOU makes provision for the MOU to
be supplemented by a Memorandum of Agreement documenting specific terms and
conditions;

WHEREAS, two Memoranda of Agreement (MOA between ICLARM, DENR, DA-
BFAR, PCAMRD and Haribon – Indonesia and MOA between ICLARM, DENR, DA-
BFAR, PCAMRD and Haribon – Vietnam) currently being circulated among Philippine-
based collaborators stipulate the agreement to promote the equitable and sustainable
use of coastal resources in the Asian region through the development and
implementation of integrated coastal management training tools:
Annex E

WHEREAS, PCAMRD, the Course Development Unit (CDU) of the United Nations Train Sea Coast Programme in the Philippines agrees to collaborate with ICLARM for the implementation of the projects entitled, "Facilitating Integrated Coastal Management in Indonesia" and "Facilitating Integrated Coastal Management in Vietnam" (Annexes A and B).

WITNESSETH that:

The David and Lucile Packard Foundation and The John D. and Catherine T. MacArthur Foundation has approved technical assistance contracts to ICLARM for the abovementioned projects.

The specific purpose of this Letter of Agreement is to enter into a sub-contract between ICLARM and the PCAMRD, whereby PCAMRD will take the lead in supporting the Vietnamese and Indonesian collaborators in conducting the Training Needs Assessment, and in curriculum and manual development as agreed to in the project Organizational Workshop on Jan 11-12, 2001.

NOW, THEREFORE, for and in consideration of the above premises, and of mutual covenants, agreements and stipulations hereinafter set forth, the parties hereby agree as follows:

WITNESSETH that:

Responsibilities of ICLARM and PCAMRD

I. ICLARM shall

ICLARM will be the executing agency and will provide the overall project administration in all technical and financial aspects as ICLARM has the overall responsibility to the donor;

ICLARM will assign staff to liaise with PCAMRD on all matters regarding the terms of this letter of Agreement;

ICLARM will provide financial support to PCAMRD amounting to USD 79,974.40. This budget shall be used to carry out the activities of the project assigned to it as specified in Annex C of this agreement. Disbursements to PCAMRD will be made in accordance with the provisions specified in Annex D to this Agreement.

II. PCAMRD shall

In accordance with the scope of work specified in Annex E, PCAMRD will serve as the lead agency in supporting the Vietnamese and Indonesian collaborators in facilitating the conduct of the Training Needs Assessment (TNA), curriculum and manual development activities.
Annex E

PCAMRD will make provisions for their agency personnel's insurance and other benefits.

III. Terms

This Agreement will commence on the date of the signature of the second party to this Agreement and the duration of this Agreement will be in effect until December 31, 2003. The last fund release will be implemented after the submission of the required technical and financial reports.

The total amount in relation to this Agreement is US$ 79,974.40. This covers expenditure for remuneration for the staff recruited for the duration they spend on the project from the signing of this Agreement, expenditure related to the operations of the project, travel costs and associated per diem, and 10% administrative costs based on the attached budget in Annex C.

Participating countries, namely Indonesia and Viet Nam, and PCAMRD and ICLARM will share the research results and other benefits arising from this cooperation. The David and Lucille Packard Foundation and The John D. and Catherine T. MacArthur Foundation will be acknowledged as donors in all publications resulting from the two ICM projects.

Disputes or disagreements relating to this Letter of Agreement shall be settled by negotiations between the parties.
IN WITNESS WHEREOF, the parties hereto have affixed their signatures.

ICLARM
THE WORLD FISH CENTER

THE PHILIPPINE COUNCIL FOR
AQUACULTURE AND MARINE
RESEARCH AND DEVELOPMENT
(PCAMRD) – DOST

MARY J. WILLIAMS
Director General

RAFAEL D. GUERRERO III
Executive Director

18 January 2002
Date

30 March 2002
Date
LETTER OF AGREEMENT

between

ICLARM – THE WORLD FISH CENTER

and

The DEPARTMENT OF SCIENCE AND TECHNOLOGY –
PHILIPPINE COUNCIL FOR AQUATIC AND MARINE RESEARCH AND
DEVELOPMENT (DOST-PCAMRD)

WHEREAS, ICLARM – The World Fish Center, previously known as the
International Center for Living Aquatic Resources Management and herein referred to as
ICLARM, is an international non-government organization that contributes to food
security and poverty eradication in developing countries. Through research, partnership,
capacity building and policy support, it promotes sustainable development and use of
living aquatic resources based on environmentally sound management. ICLARM has its
headquarters at Jalan Batu Maung, Batu Maung 114960 Bayan Lepas, Penang,
Malaysia. It is herein represented in this document by its Director General, Dr. Meryl J.
Williams;

WHEREAS the Philippine Council for Aquatic and Marine Research and
Development (PCAMRD) is a government agency under the Department of Science and
Technology (DOST) created pursuant to Executive Order 128 and mandated to
coordinate, plan, monitor and evaluate research and development activities dealing with
the Philippines' aquatic resources; The Philippine Council for Aquatic and Marine
Research and Development is hereinafter known as PCAMRD. It is herein represented
in this document by its Executive Director, Dr. Rafael D. Guerrero III;

WHEREAS, a Memorandum of Understanding (MOU) was executed on January
1998 between PCAMRD and ICLARM for the purpose of cooperating in research,
training and information;

WHEREAS, paragraph 1 of Article II of the MOU makes provision for the MOU to
be supplemented by a Memorandum of Agreement documenting specific terms and
conditions;

WHEREAS, two Memoranda of Agreement (MOA between ICLARM, DENR, DA-
BFAR, PCAMRD and Haribon – Indonesia and MOA between ICLARM, DENR, DA-
BFAR, PCAMRD and Haribon – Vietnam) currently being circulated among Philippine-
based collaborators stipulate the agreement to promote the equitable and sustainable
use of coastal resources in the Asian region through the development and
implementation of integrated coastal management training tools;

Letter of Agreement between ICLARM and PCAMRD
Page 1 of 4
WHEREAS, PCAMRD, the Course Development Unit (CDU) of the United Nations Train Sea Coast Programme in the Philippines agrees to collaborate with ICLARM for the implementation of the projects entitled "Facilitating Integrated Coastal Management in Indonesia" and "Facilitating Integrated Coastal Management in Vietnam" (Annexes A and B).

WITNESSETH that:

The David and Lucile Packard Foundation and The John D. and Catherine T. MacArthur Foundation has approved technical assistance contracts to ICLARM for the abovementioned projects.

The specific purpose of this Letter of Agreement is to enter into a sub-contract between ICLARM and the PCAMRD, whereby PCAMRD will take the lead in supporting the Vietnamese and Indonesian collaborators in conducting the Training Needs Assessment, in curriculum and manual development as agreed to in the project Organizational Workshop on Jan 11-12, 2001.

NOW, THEREFORE, for and in consideration of the above premises, and of mutual covenants, agreements and stipulations hereinafter set forth, the parties hereby agree as follows:

WITNESSETH that:

Responsibilities of ICLARM and PCAMRD

I. ICLARM shall

ICLARM will be the executing agency and will provide the overall project administration in all technical and financial aspects as ICLARM has the overall responsibility to the donor;

ICLARM will assign staff to liaison with PCAMRD on all matters regarding the terms of this letter of Agreement;

ICLARM will provide financial support to PCAMRD amounting to USD 79,974.40. This budget shall be used to carry out the activities of the project assigned to it as specified in Annex C of this agreement. Disbursements to PCAMRD will be made in accordance with the provisions specified in Annex D to this Agreement.

II. PCAMRD shall

In accordance with the scope of work specified in Annex E, PCAMRD will serve as the lead agency in supporting the Vietnamese and Indonesian collaborators in facilitating the conduct of the Training Needs Assessment (TNA), curriculum and manual development activities.
PCAMRD will make provisions for their agency personnel's insurance and other benefits.

III. Terms

This Agreement will commence on the date of the signature of the second party to this Agreement and the duration of this Agreement will be in effect until December 31 2003. The last fund release will be implemented after the submission of the required technical and financial reports.

The total amount in relation to this Agreement is US$ 79,974.40. This covers expenditure for remuneration for the staff recruited for the duration they spend on the project from the signing of this Agreement, expenditure related to the operations of the project, travel costs and associated per diem, and 10% administrative costs based on the attached budget in Annex C.

Participating countries, namely Indonesia and Viet Nam, and PCAMRD and ICLARM will share the research results and other benefits arising from this cooperation. The David and Lucille Packard Foundation and The John D. and Catherine T. MacArthur Foundation will be acknowledged as donors in all publications resulting from the two ICM projects.

Disputes or disagreements relating to this Letter of Agreement shall be settled by negotiations between the parties.
IN WITNESS WHEREOF, the parties hereto have affixed their signatures

ICLARM
THE WORLD FISH CENTER

MARY J. WILLIAMS
Director General

THE PHILIPPINE COUNCIL FOR
AQUACULTURE AND MARINE
RESEARCH AND DEVELOPMENT
(PCAMRD) – DOST

RAFAEL D. GUERRERO III
Executive Director

18 January 2002
Date

30 Jan. 2002
Date
## Directory of Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Agency</th>
<th>Address</th>
<th>Contact Information</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nina Dwisasanti</td>
<td>Program Manager on Policy, Advocacy &amp; Communication</td>
<td>WWF Wallacea Biregional Program</td>
<td>Jalan Hayam Wuruk 179, Tanjung Bungkak Denpasar Bali, Indonesia</td>
<td>(62-361) 236864; (62-361) 236866</td>
<td><a href="mailto:Ndwisasanti@wwfnet.org">Ndwisasanti@wwfnet.org</a></td>
</tr>
<tr>
<td>Ambrosius Ruwindrijarto</td>
<td>Executive Director</td>
<td>Telapak Indonesia</td>
<td>Sempur Kaler No. 16 BOCOR 16154 Indonesia</td>
<td>(62-251) 320792; (62-251) 351069</td>
<td><a href="mailto:telapak@indo.net.id">telapak@indo.net.id</a></td>
</tr>
<tr>
<td>Arib Valentinus</td>
<td>Policy &amp; Outreach Manager</td>
<td></td>
<td></td>
<td>(62-251) 320792; (62-251) 351070</td>
<td><a href="mailto:telapak@indo.net.id">telapak@indo.net.id</a>; <a href="mailto:outreach@indo.net.id">outreach@indo.net.id</a></td>
</tr>
<tr>
<td>Marthen Welly</td>
<td>National Dinamisator</td>
<td>JARING PELA</td>
<td>Office: Batu Jimbar – Sanur – Denpasar Postal address: J. Danau Tamblingan 148 Sanur 80228, Bali</td>
<td>(62-361) 281684; (62-361) 287314</td>
<td><a href="mailto:pplhbali@denpasar.wasantara.net.id">pplhbali@denpasar.wasantara.net.id</a>; <a href="mailto:pela@indo.net.id">pela@indo.net.id</a>; ICO: 22263700 Website: <a href="http://www.webcom.com/pplhb">www.webcom.com/pplhb</a></td>
</tr>
<tr>
<td>Denny B. Mochran</td>
<td>Office Manager</td>
<td>Puter</td>
<td>Jl. Cimandiri Blok A III No. 1 Bogor Baru – Bogor 16152 Indonesia</td>
<td>(62-251) 325810; (62-251) 351357</td>
<td><a href="mailto:puter@indo.net.id">puter@indo.net.id</a>; <a href="mailto:mochran@bogor.indo.net.id">mochran@bogor.indo.net.id</a></td>
</tr>
<tr>
<td>Taryono Darusman</td>
<td>Program Manager</td>
<td></td>
<td></td>
<td>(62-251) 325810; (62-812) 8049558</td>
<td><a href="mailto:taryonod@bogor.indo.net.id">taryonod@bogor.indo.net.id</a></td>
</tr>
<tr>
<td>Rilu Djohani</td>
<td>Director of Coastal Marine Indonesia Program</td>
<td>The Nature Conservancy</td>
<td>Jl. Pengembak No. 2, Sanur – 80228 Bali, Indonesia</td>
<td>(62-361) 287272; (62-361) 270737</td>
<td><a href="mailto:rdjohani@attglobal.net">rdjohani@attglobal.net</a></td>
</tr>
<tr>
<td>Mirza Pedju</td>
<td>Program Assistant</td>
<td></td>
<td></td>
<td>(62-361) 287272; (62-361) 270793</td>
<td><a href="mailto:mpedju@cmcc.or.id">mpedju@cmcc.or.id</a></td>
</tr>
</tbody>
</table>

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*Final Report: Facilitating Integrated Coastal Management in Indonesia*

Annex G: List of Participants for the Orientation Workshop, March 2001

Page 1 of 2
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Agency</th>
<th>Address</th>
<th>Phone No.</th>
<th>Fax No.</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ir. Ruddy Suwandi, MS, MPhil.</td>
<td>Research Associate</td>
<td>Center for Coastal and Marine Resources Studies, Bogor Agricultural University</td>
<td>Faculty of Fisheries and Marine Science, IPB, Marine Center Building 4th Flr., Jl. Agatis Kampus IPB Darmaga Bogor 16680 Indonesia P.O. Box 286</td>
<td>(62-251) 625556, 621086, 624360, 624300 Home: (62-251) 346167</td>
<td>(62-251) 621086</td>
<td><a href="mailto:r-dahun@indo.net.id">r-dahun@indo.net.id</a></td>
</tr>
<tr>
<td>Dr. Ir. Tridoyo Kusumastanto, MS</td>
<td>Director</td>
<td></td>
<td></td>
<td>(62-251) 624815, 625556, 628137, 626380</td>
<td>(62-251) 621086</td>
<td><a href="mailto:pkspilpb@indo.net.id">pkspilpb@indo.net.id</a></td>
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<td></td>
<td><a href="mailto:tridoyo@indo.net.id">tridoyo@indo.net.id</a></td>
</tr>
<tr>
<td>Mr. Darmawan</td>
<td>Kepala Divisi Kelembagaan Masyarakat Pesisir</td>
<td></td>
<td></td>
<td>(62-251) 624815 Home: (62-217) 491609 Cell: (62-816) 951094</td>
<td>(62-251) 621086</td>
<td><a href="mailto:pkspilpb@indo.net.id">pkspilpb@indo.net.id</a></td>
</tr>
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<td><a href="http://www.indomarine.or.id">http://www.indomarine.or.id</a></td>
</tr>
<tr>
<td>Neviaty P. Zamani</td>
<td>Member of &quot;Learning Team&quot; (ICM Division)</td>
<td></td>
<td></td>
<td>(62-251) 626380</td>
<td>(62-251) 621086</td>
<td><a href="mailto:learningtm@bogor.ono.net.id">learningtm@bogor.ono.net.id</a></td>
</tr>
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<tr>
<td>GOVERNMENT</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>M. Eko Rudianto, Mbus (IT)</td>
<td>Head of Sub Directorate for Rehabilitation and Use of Coastal Resources</td>
<td>Ministry of Marine Affairs and Fisheries, Republic of Indonesia (Departemen Kelautan Dan Perikanan) Jl. M.T. Haryono Kav. 52-53 Jakarta Selatan</td>
<td></td>
<td>(62-217) 9180163 Ext. 2600</td>
<td>(62-217) 9180456</td>
<td><a href="mailto:mrudiant@yahoo.com">mrudiant@yahoo.com</a></td>
</tr>
<tr>
<td>Ir. Nilfa Rasyid</td>
<td>Staff for Directorate of Coastal Affairs</td>
<td></td>
<td></td>
<td>(62-217) 9180303 Ext. 4081</td>
<td>(62-217) 9180456</td>
<td></td>
</tr>
</tbody>
</table>
MEMORANDUM OF AGREEMENT

This Memorandum of Agreement executed and entered by and between:

ICLARM–The World Fish Center
and
THE CENTER FOR COASTAL AND MARINE RESOURCES STUDIES, BOGOR AGRICULTURAL UNIVERSITY (CCMRS-IPB)

INTRODUCTION

WHEREAS, the ICLARM–The World Fish Center is an international non-government organization that contributes to food security and poverty eradication in developing countries. Through research, partnership, capacity building and policy support, it promotes sustainable development and use of living aquatic resources based on environmentally sound management. ICLARM has its headquarter's Jalan Batu Maung, Batu Maung, 11960, Bayan Lepas, Penang, Malaysia. It is herein represented by its Director General, Dr. MERYL J. WILLIAMS. The ICLARM–The World Fish Center is hereinafter known as ICLARM;

WHEREAS, The Center For Coastal And Marine Resources Studies, Bogor Agricultural University (CCMRS - IPB), a research, training and extension institution with headquarters in Marine Center Building 4th Floor, Faculty of Fisheries and Marine Science, Bogor Agricultural University, Kampus IPB Darmaga Bogor 16680, Indonesia, herein represented by its Director Dr. TRIDOYO KUSUMASTANTO and herein after known as CCMRS - IPB;

WHEREAS, the parties having common interests in implementing a training project in integrated coastal management through a regional training network, have agreed to collaborate on the project entitled: Facilitating Integrated Coastal Management in Indonesia (Annex "A");

WHEREAS, the general objective of this project is to promote the equitable and sustainable use of coastal resources in the Asian region through the development and implementation of integrated coastal management training tools. The main strategy of the project is to enhance national capacity building through training on integrated coastal management;
Annex H

Specifically,

* To develop a pool of coastal managers and trainers in Indonesia
* To support the conduct of initial in-country training needs assessment and its presentation
* To assist in the development of ICM training courses relevant to the coastal management needs of Indonesia
* To organize workshops on curriculum and manual development, implement integrated coastal zone management training seminars and a training of trainers for participating countries

WHEREAS, the project envisions to bring together the major stakeholders who will work together in the formulation of the concepts, practice, implementation and training tools of integrated coastal zone management training in Indonesia

TERMS AND CONDITIONS

NOW THEREFORE, in consideration of the abovementioned, ICLARM and CCMRS-IPB mutually agree as follows:

I. Responsibilities of ICLARM and CCMRS-IPB

ICLARM will:
1. Act as overall facilitator of work in Indonesia
2. Organize meetings related to coastal management training work in Indonesia
3. Take the lead in supporting Indonesian counterparts in identifying networks of collaborators
4. Assist CCMRS - IPB in exploring and determining the working relationships between collaborating organizations
5. Access and manage funds intended for the project
6. Initiate and pursue project monitoring and reporting to donors
7. Assist CCMRS - IPB and other Indonesian partners in the pursuit of training needs assessment (TNA), curriculum and manual development
8. Take the lead in providing technical support to all Indonesian collaborators in training implementation
9. Will conduct processes documentation in coordination with collaborators

CCMRS - IPB will:
1. Act as Lead Agency in coordinating preparatory and implementation activities of the project entitled “Facilitating Integrated Coastal Management Training in Indonesia”
2. Conduct the Training Needs Assessment at designated sites in collaboration with national agencies
3. Provide facilities for the conduct of workshops when necessary.
4. Facilitate and coordinate the design and development of a training course based on the TNA results and the focal target group as agreed to by other collaborators
5. Facilitate and coordinate the validation and revision of the curriculum
Annex H

6. Determine the workshop sites and field trip sites, curriculum and module content, identify trainers and further linkages in collaboration with agencies mentioned in this agreement.
7. Provide technical assistance to collaborating institutions with respect to the development of the integrated coastal management course content and presentation.
8. Provide training materials and conduct the training of trainers.
9. Initiate and complete the consolidation of modules.
10. Coordinate the integration and analysis of the TNA results and evaluation of the project with assistance from Philippine collaborators.
11. Submit technical and financial reports on the agreed dates below:

<table>
<thead>
<tr>
<th>Period Covered</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 June – 30 November 2001</td>
<td>1st week of December 2001</td>
</tr>
<tr>
<td>01 December 2001 – 30 May 2002</td>
<td>1st week of June 2002</td>
</tr>
<tr>
<td>01 June – 30 November 2002</td>
<td>1st week December 2002</td>
</tr>
<tr>
<td>01 December 2002 – 30 May 2003</td>
<td>1st week of June 2003</td>
</tr>
<tr>
<td>01 June – 30 November 2003</td>
<td>1st week of December 2003</td>
</tr>
</tbody>
</table>

II. Disbursement of Project Funds:

1. ICLARM shall provide financial support to CCMRS-IPB as stated in Annex B.
2. Disbursement of funds to CCMRS-IPB shall be based on the following schedule:

<table>
<thead>
<tr>
<th>Dates:</th>
<th>Amount (In US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upon signature and acceptance of this contract</td>
<td>6,380.00</td>
</tr>
<tr>
<td>By September 2001</td>
<td>8,550.00</td>
</tr>
<tr>
<td>Upon receipt of June 2000 to May 2002 reports</td>
<td>11,250.00</td>
</tr>
<tr>
<td>Upon receipt of June to November 2002 reports</td>
<td>9,250.00</td>
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<tr>
<td>Upon receipt of December 2002 to May 2003 reports</td>
<td>12,550.00</td>
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<tr>
<td>Upon receipt of June to November 2003 reports</td>
<td>12,550.00</td>
</tr>
<tr>
<td>Total</td>
<td>60,530.00</td>
</tr>
</tbody>
</table>

3. Financial report shall conform with the agreed format in Annex B.
4. The currency of the contract is in US$. 
5. Conversion from local currency to US$ shall be calculated on the basis of the rate during the latest transfer of funds to CCMRS-IPB.
6. All relevant original or certified true copies of supporting documents to the financial report shall be submitted to ICLARM.
7. If for any reason there is an outstanding balance from the advance by the end of this contract, CCMRS-IPB shall repay the said amount to ICLARM.

FURTHERMORE, the parties agree to review, and where mutually agreed, update project outcomes on a pre-agreed regularity. Specifically, the parties will:
Annex H

a. Review workplans, outputs of the TNA design of the curriculum and modules, validation report and other planned activities.
b. Update the process documents throughout the project life.

The materials developed and results arising from this cooperative project will be shared by all parties. Should these be published, the donor – the David and Lucille Packard Foundation shall be acknowledged;

This Memorandum of Agreement shall take effect immediately upon signing of concerned institutions and will expire after the compliance of both parties to the agreements as stipulated.

Disputes or disagreements relating to this Memorandum of Agreement will be resolved by negotiations between ICLARM and CCMRS – IPB.

IN WITNESS WHEREOF, the parties hereto have affixed their signature, this day of __________, 2001 on the date written above.

ICLARM–The World Fish Center

CENTER FOR COASTAL AND MARINE RESOURCES STUDIES,
BOGOR AGRICULTURAL UNIVERSITY

[Signature]

MERYL J. WILLIAMS
Director General

[Signature]

TRIDOJO KUSUMASTANTO
Director
## Task Analysis

**TASK1: COMMUNITY ORGANIZING**

**Triggering Event:** Varied agenda for coastal management; Low expression of community for ICM concerns

**Terminating Event:** Common/uniform agenda for ICM; higher degree of community organization

**Performance Standard:** Bottom-up approach with active use of participatory approach principles; use of co-management approaches; At the end of the activity there is an organized community actively participating in ICM issues

Set up criteria to clearly define correct performance from incorrect performance

<table>
<thead>
<tr>
<th>Ref. no.</th>
<th>Sub-tasks</th>
<th>Performance Difficulties</th>
<th>Skill/Knowledge/Attitude</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.1</td>
<td>Identify stakeholder groups</td>
<td>☐ Accessibility in some areas</td>
<td>S: Networking K: geography and language A: patience and openness</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Some groups not formally organized</td>
<td></td>
</tr>
<tr>
<td>1.1.2</td>
<td>Determine stakeholder group concerns</td>
<td>☐ Availability of documentation</td>
<td>S: Research skills, Interviewing skills K: Local ecology, society and political situation A: Patience</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Wide ranged of concerns</td>
<td></td>
</tr>
<tr>
<td>1.1.3</td>
<td>Conduct survey specific to coastal management concerns</td>
<td>☐ Subject not adept at describing concerns</td>
<td>S: Research interview skills K: Coastal ecology, local society and political situation A: Patience</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Availability of documentation</td>
<td></td>
</tr>
<tr>
<td>1.1.4</td>
<td>Integrate coastal issues gathered</td>
<td>☐ Stakeholders have different perceptions</td>
<td>S: Integration/writing K: Coastal issues A: Patience</td>
</tr>
<tr>
<td>1.1.5</td>
<td>Present and validate integrated issues to stakeholder groups</td>
<td>☐ Scheduling</td>
<td>S: Facilitation K: Group dynamics A: Commitment; simplicity; clarity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ New issues arising</td>
<td></td>
</tr>
<tr>
<td>1.1.6</td>
<td>Facilitating / assisting community in organizing themselves; Facilitating the formation of peoples organizations</td>
<td>☐ Varied / sectoral interests</td>
<td>S: Mediation K: Facilitation; conflict analysis A: Patience perseverence</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Lack of willingness of some local community</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Accessibility in some areas</td>
<td></td>
</tr>
<tr>
<td>1.1.7</td>
<td>Channeling information to community (information on issues, etc)</td>
<td>☐ Difference of language / dialects</td>
<td>S: Communication skills K: Coastal issues A: Aggressive; proactive</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Different perception</td>
<td></td>
</tr>
</tbody>
</table>
## Task Analysis

**TASK 2: FACILITATING ICM PROGRAMS; ASSISTING COMMUNITIES**  
Performance Standard: Participatory approach

Set up criteria to clearly define correct performance from incorrect performance

<table>
<thead>
<tr>
<th>Ref. no.</th>
<th>Sub-tasks</th>
<th>Performance Difficulties</th>
<th>Skill/Knowledge/Attitude</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1</td>
<td>Issue identification</td>
<td>• Time limitation&lt;br&gt;• Complex issues&lt;br&gt;• Transboundary issues (geographic and legal sense)&lt;br&gt;• Lack of useful information</td>
<td>S: Participatory research skill&lt;br&gt;K: Knowledge in social behaviour (technical knowledge); Coastal ecology, local society and political situation, previous&lt;br&gt;A: Innovative, dynamic, neutral</td>
</tr>
<tr>
<td>2.1.2</td>
<td>Perception and constituency building on ICM (leveling off) and similar entry behavior</td>
<td>• Different perception and different level of skills in ICM among stakeholders&lt;br&gt;• Different educational background / level of education&lt;br&gt;• Different cultural backgrounds</td>
<td>S: Communication&lt;br&gt;K: ICM concept&lt;br&gt;A: Patience, Innovative, dynamic, neutral</td>
</tr>
<tr>
<td>2.1.3</td>
<td>Identify component and steps of program and activities preparation</td>
<td>• Understanding the concept of the program and activities&lt;br&gt;• Improper understanding of the objective of programs&lt;br&gt;• Some component/step of program not suitable to site project condition</td>
<td>S: program planning and development; ability to elaborate on the program&lt;br&gt;K: program implementing experience&lt;br&gt;A: patience and openness; transparency</td>
</tr>
<tr>
<td>2.1.4</td>
<td>If found useful, propose forum for alliances / coordinate network of stakeholders: committees, task forces, advisory councils, etc. Coordination among stakeholders, keeping regular interaction</td>
<td>• Gap between what has been agreed and the follow up of the agreement&lt;br&gt;• Different sectoral interest&lt;br&gt;• Inconsistency of commitment</td>
<td>S: Networking, Political skill, Organizing skill&lt;br&gt;K: ICM knowledge, social, local, political&lt;br&gt;A: Consistency, tolerance</td>
</tr>
<tr>
<td>2.1.5</td>
<td>Determine stakeholder group for adoption and approval</td>
<td>• Different capability of stakeholders&lt;br&gt;• Wide range of concerns&lt;br&gt;• Subject not adopt at describing concerns</td>
<td>S: Research skills, Interviewing skills&lt;br&gt;K: Local ecology, society and political situation&lt;br&gt;A: Patience</td>
</tr>
<tr>
<td>TASK 2: FACILITATING ICM PROGRAMS; ASSISTING COMMUNITIES</td>
<td>Performance Standard: Participatory approach</td>
<td></td>
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<tr>
<td>---------------------------------------------------------</td>
<td>---------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Triggering Event: implementation programs</td>
<td>Set up criteria to clearly define correct performance from incorrect performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Terminating Event: the end of implementation programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ref. no.</td>
<td>Sub-tasks</td>
<td>Performance Difficulties</td>
<td>Skill/Knowledge/Attitude</td>
</tr>
<tr>
<td>---------------------------------------------------------</td>
<td>---------------------------------------------</td>
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</tr>
</tbody>
</table>
| 2.1.6                                                    | Announcing and distributing the programs implementation to all stakeholders | □ Overlapping and or contrary to previous projects  
□ Exist some private opponent based on their own interest | S: Public relations, communication skills;  
K: Know objective of programs  
A: Patience, resourceful, polite |
| 2.1.7                                                    | Gathering local stakeholders for public participation | □ Lack of awareness  
□ Boycott  
□ protest | S: Conflict resolution  
K: Social knowledge; Coastal issues  
A: Patience; openness |
| 2.1.8                                                    | Facilitating ICM programs                   | □ explaining the program  
□ giving understanding to stakeholders  
□ New issues arising | S: Facilitator skill; resourceful; management skill  
K: ICM process; management knowledge  
A: Flexible |
| 2.1.9                                                    | Assisting Communities                       | □ Lack of commitment  
□ Sabotage | S: Facilitation, mediation  
K: Technical and social knowledge  
A: Patience |
## Task Analysis

### TASK 3: ADMINISTRATION, COORDINATION AND MANAGEMENT FOR ICM PROGRAM

<table>
<thead>
<tr>
<th>Ref. no.</th>
<th>Sub-tasks</th>
<th>Performance Difficulties</th>
<th>Skill/Knowledge/Attitude</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.1</td>
<td>Identify and determine stakeholder groups (executing agencies)</td>
<td>□ Accessibility for some areas&lt;br&gt; □ Some groups not formally organized&lt;br&gt; □ Wide ranged of concerns</td>
<td>S: Networking, stakeholder analysis skill, communication skill, Research skills&lt;br&gt; K: local geography, culture and language, ecology, society and political situation&lt;br&gt; A: patience and openness</td>
</tr>
<tr>
<td>3.1.2</td>
<td>Identify the previous program and its evaluation results</td>
<td>□ No-continuation program&lt;br&gt; □ Availability of documentation &amp; implemented program&lt;br&gt; □ Bad experiences impact</td>
<td>S: Research interview skills, program planning skill&lt;br&gt; K: Coastal ecology, local society and political situation, program planning and evaluation knowledge&lt;br&gt; A: Patience, accurate, objective</td>
</tr>
<tr>
<td>3.1.3</td>
<td>Identify administration system, mechanism of coordination and management on ICM program</td>
<td>□ No proper administration and documentation&lt;br&gt; □ Rigid administration procedure&lt;br&gt; □ Sectoral egoism</td>
<td>S: Research skill&lt;br&gt; K: Administration, coordination and management knowledge&lt;br&gt; A: Accurate, objective</td>
</tr>
<tr>
<td>3.1.4</td>
<td>Develop administration, coordination and management system</td>
<td>□ No transparancy&lt;br&gt; □ Lack of cooperation&lt;br&gt; □ Sectoral egoism&lt;br&gt; □ Lack of commitment</td>
<td>S: Management and administration skill&lt;br&gt; K: Administration, coordination and management knowledge&lt;br&gt; A: openness, good-listener</td>
</tr>
</tbody>
</table>
## Task Analysis

### TASK 4: ICM PLANNING AND IMPLEMENTATION

<table>
<thead>
<tr>
<th>Ref. no.</th>
<th>Sub-tasks</th>
<th>Performance Difficulties</th>
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</tr>
</thead>
</table>
| 4.1.1    | Planning Development     | ☐ Coordination in between stakeholders  
☒ Lack of public participation  
☒ Time limitation  
☒ Stakeholders capability in ICM planning | S: Facilitation and managerial skill  
K: Management and ICM planning  
A: Accommodating, tolerance |
| 4.1.2    | Identify resource availability | ☐ Hard to prioritize program  
☒ Limited budget availability  
☒ Budget stuck  
☒ Lack of information and networking  
☒ Rigid government budgeting mechanism | S: Research, networking and lobbying skill  
K: Financial management  
A: Honesty, accuracy, efficiency, flexibility |
| 4.1.3    | Identify the implementor  | ☐ Improper implementor selection  
☒ Lack of adequate capacity  
☒ Lack of experience  
☒ Collusion | S: Networking, research skill  
K: Project management  
A: Patience and openness, independent, objective and efficient |
| 4.1.4    | Implementing the project | ☐ Term of budget – inflexible allowable use of budget  
☒ Natural obstacles  
☒ Lack of prefinancing  
☒ Administration procedure  
☒ Material gathering | S: Research skills, management skills  
K: Experience of project implementation  
A: Patience, resourceful |

Triggering Event: Varied agenda for coastal management

Terminating Event: common/uniform agenda for ICM

Performance Standard: Bottom-up Approach with active use of participatory approach principles on ICM planning; use of co-management approaches

At the end of the activity there is an organized community actively participating in ICM issues
### TASK 4: ICM PLANNING AND IMPLEMENTATION

**Performance Standard:** Bottom-up Approach with active use of participatory approach principles on ICM planning; use of co-management approaches

**Triggering Event:** Varied agenda for coastal management

**Terminating Event:** Common/uniform agenda for ICM

**At the end of the activity there is an organized community actively participating in ICM issues**

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</tr>
</thead>
</table>
| 4.1.5    | Project reporting | □ Inadequate budget to cover project implementation  
           | | □ Cheating data  
           | | □ Poor MIS  
           | | □ Lack of discipline  
           | | □ Poor writing capability | | S: Writing, data processing  
           | | K: MIS  
           | | A: Patience, honesty, hardworker |
| 4.1.6    | Dissemination of project outcome/outputs | □ Submission of reports from other stakeholders  
           | | □ Inappropriate target groups and media | | S: Communication and writing skills  
           | | K: Information system, synthesis of the report, broad information about target group  
           | | A: Creative, innovative, willingness to share |
## Task Analysis

### TASK 5: MONITORING OF PROGRAMS

<table>
<thead>
<tr>
<th>Ref. no.</th>
<th>Sub-tasks</th>
<th>Performance Difficulties</th>
<th>Skill/Knowledge/Attitude</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.1</td>
<td>Identify the on-going projects</td>
<td>□ Accessibility&lt;br&gt;□ Ignoring existing projects (manipulation)</td>
<td>S: Research skills, Interviewing skills&lt;br&gt;K: Project coverage&lt;br&gt;A: Patience</td>
</tr>
<tr>
<td>5.1.2</td>
<td>Develop Program Indicators</td>
<td>□ No standard criteria</td>
<td>S: Analytical skill&lt;br&gt;K: Project cycle management&lt;br&gt;A: Fairness</td>
</tr>
<tr>
<td>5.1.3</td>
<td>Develop self-monitoring and evaluation system including specific criteria</td>
<td>□ Overlooked importance&lt;br&gt;□ Inefficiency&lt;br&gt;□ Lack of focus and discipline</td>
<td>S: System development&lt;br&gt;K: System Analysis&lt;br&gt;A: Disciplined, transparent</td>
</tr>
<tr>
<td>5.1.4</td>
<td>Information gathering</td>
<td>□ Potential bias&lt;br&gt;□ Information access&lt;br&gt;□ Lack of Co-operation</td>
<td>S: Analytical skill, investigative skill, fairness, project experience&lt;br&gt;K: Social and political scene of project&lt;br&gt;A: Sensitive, creative,</td>
</tr>
<tr>
<td>5.1.5</td>
<td>Clarification and confirmation with stakeholders</td>
<td>□ Communication&lt;br&gt;□ coordination</td>
<td>S: Communication&lt;br&gt;K: Project proposal&lt;br&gt;A: Patience</td>
</tr>
<tr>
<td>5.1.6</td>
<td>Writing project monitoring report and recommendations</td>
<td>□ Lack of writing skill&lt;br&gt;□ Lack of information&lt;br&gt;□ Lack of transparency in the society</td>
<td>S: Project experience, report writing&lt;br&gt;K: Current coastal issues and project condition&lt;br&gt;A: Patience, transparency</td>
</tr>
<tr>
<td>5.1.7</td>
<td>Dissemination of monitoring outputs</td>
<td>□ Submission of reports from other stakeholders</td>
<td>S: Communication and writing skills&lt;br&gt;K: Information system, synthesis of the report&lt;br&gt;A: Creative, innovative</td>
</tr>
</tbody>
</table>

Triggering Event: Varied agenda for coastal management

Terminating Event: common/uniform agenda for ICM

Performance Standard: Bottom-up approach with active use of participatory approach principles; use of co-management approaches;
**Task Analysis**

### TASK 6: FORMULATION AND ENFORCEMENT OF LAWS AND REGULATION RELATED TO ICM

**Performance Standard:** participatory approach principle, good governance principle

**Triggering Event:** Varied agenda for coastal management

**Terminating Event:** common/uniform agenda for ICM

<table>
<thead>
<tr>
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<th>Performance Difficulties</th>
<th>Skill/Knowledge/Attitude</th>
</tr>
</thead>
</table>
| 6.1.1    | Identify and analyze existing traditional, local, national and international laws and regulation related to ICM | □ Lack of Documentation  
□ Access to information  
□ Lack of knowledge by stakeholders | S: Law and socio-cultural experience, communication, analytical  
K: Law and regulation  
A: Patient, wise, sensitive |
| 6.1.2    | Socialize result of analysis to all stakeholders | □ Different education level  
□ Different background  
□ Different perception, interests, needs | S: Communication,  
K: Custom and culture  
A: Simplicity, transparency |
| 6.1.3    | Gap analysis and participatory (re-)formulation of essential laws and regulation | □ Sectoral egoism  
□ Inconsistency  
□ Uncertainty of law | S: Analytical, legal, political skill, facilitation  
K: System of law, political science  
A: Fairness, systematic and consistent approach |
| 6.1.4    | Law enforcement | □ Inconsistencies/conflicting logic in the legal system  
□ Different regulation and law interpretation  
□ Lack of law enforcement capability and infrastructure  
□ Lack of law enforcement commitment  
□ Lack of incentive  
□ Lack of efficient sanctions and punishments  
□ Lack of control mechanism  
□ Lack of transparency within the legal system  
□ Lack of system for public participation in law formulation and law enforcement  
□ Lack of good governance | S: Political skill,  
K: Law and legal, social and cultural  
A: Patience, self-confidence, responsibility |
# Task Analysis

## TASK 7: COMMUNITY ADVOCACY FOR COASTAL DEVELOPMENT AND MANAGEMENT, EQUITABILITY IN POLICY DEVELOPMENT

**Triggering Event:** Varied agenda for coastal management

**Terminating Event:** Common/uniform agenda for ICM

<table>
<thead>
<tr>
<th>Ref. no.</th>
<th>Sub-tasks</th>
<th>Performance Difficulties</th>
<th>Skill/Knowledge/Attitude</th>
</tr>
</thead>
</table>
| 7.1.1    | Identify stakeholder groups | □ Accessibility in some areas  
□ Some groups not formally organized | S: Networking  
K: geography and language  
A: patience and openness |
| 7.1.2    | Determine stakeholder group concerns | □ Availability of documentation  
□ Wide ranged of concerns | S: Research skills, Interviewing skills  
K: Local ecology, society and political situation  
A: Patience |
| 7.1.3    | Conduct survey specific to coastal management concerns | □ Subject not adept at describing concerns  
□ Availability of documentation | S: Research interview skills  
K: Coastal ecology, local society and political situation  
A: Patience, resourceful |
| 7.1.4    | Identify the after project implementation issues | □ Accessibility  
□ No evidence | S: Research skills, Interviewing skills  
K: project coverage  
A: patience and openness |
| 7.1.5    | Determine unbeneﬁt stakeholder group concerns | □ Bias | S: communication skills, Interviewing skills  
K: current issues  
A: Patience |
| 7.1.6    | Community advocacy | □ Facing hard retaliation  
□ Injustice court | S: advocacy skills  
K: penalty and reward changes  
A: Patience, resourceful |
| 7.1.7    | Conflict resolution | □ Difference in culture, interests  
□ Different local laws of local governments  
□ Difference between local and national legislation  
□ Lack of cooperation | S: Mediation skills  
K: Conﬂict analysis; Knowledge of laws and traditional rights  
A: Patience |

**Performance Standard:** Bottom-up Approach

Set up criteria to clearly define correct performance from incorrect performance.
Training Objectives

<table>
<thead>
<tr>
<th>Course Title:</th>
<th>Job Aid Required?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1: Community Organizing</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Terminal Objective</th>
<th>Post Training Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Objective:

Mastery Test: (brief outline)

<table>
<thead>
<tr>
<th>Ref. No.</th>
<th>Intermediate Objective/Teaching Points/Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.1</td>
<td>Identify stakeholder groups</td>
</tr>
<tr>
<td>1.1.2</td>
<td>Determine stakeholder group concerns</td>
</tr>
<tr>
<td>1.1.3</td>
<td>Conduct survey specific to coastal management concerns</td>
</tr>
<tr>
<td>1.1.4</td>
<td>Integrate coastal issues gathered</td>
</tr>
<tr>
<td>1.1.5</td>
<td>Present and validate integrated issues to stakeholder groups</td>
</tr>
<tr>
<td>1.1.6</td>
<td>Facilitating / assisting community in organizing themselves; Facilitating the formation of peoples organizations</td>
</tr>
<tr>
<td>1.1.7</td>
<td>Channeling information to community (information on issues, etc)</td>
</tr>
</tbody>
</table>
## Annex J

### Training Objectives

<table>
<thead>
<tr>
<th>Course Title:</th>
<th>Task 2 Facilitating ICM programs; assisting Communities</th>
<th>Job Aid Required?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terminal Objective</td>
<td>Post Training Objective</td>
<td></td>
</tr>
</tbody>
</table>

**Objective:**

**Mastery Test: (brief outline)**

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<tr>
<th>Ref. No.</th>
<th>Intermediate Objective/Teaching Points/Topics</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1</td>
<td>Issue identification</td>
<td></td>
</tr>
<tr>
<td>2.1.2</td>
<td>Perception and constituency building on ICM (levelling off) and similar entry behavior</td>
<td></td>
</tr>
<tr>
<td>2.1.3</td>
<td>Identify component and steps of program and activities preparation</td>
<td></td>
</tr>
<tr>
<td>2.1.4</td>
<td>If found useful, propose forum for alliances / coordinate network of stakeholders: committees, task forces, advisory councils, etc. Coordination among stakeholders, keeping regular interaction</td>
<td></td>
</tr>
<tr>
<td>2.1.5</td>
<td>Determine stakeholder group for adoption and approval</td>
<td></td>
</tr>
<tr>
<td>2.1.6</td>
<td>Announcing and distributing the programs implementation to all stakeholders</td>
<td></td>
</tr>
<tr>
<td>2.1.7</td>
<td>Gathering local stakeholders for public participation</td>
<td></td>
</tr>
<tr>
<td>2.1.8</td>
<td>Facilitating ICM programs</td>
<td></td>
</tr>
<tr>
<td>2.1.9</td>
<td>Assisting Communities</td>
<td></td>
</tr>
</tbody>
</table>
## Training Objectives

**Course Title:**

<table>
<thead>
<tr>
<th>Task 3: Administration, coordination and management for ICM program</th>
<th>Job Aid Required?</th>
</tr>
</thead>
</table>

**Terminal Objective** [ ] **Post Training Objective** [ ]

**Objective:**

**Mastery Test:** (brief outline)

<table>
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<tbody>
<tr>
<td>3.1.1</td>
<td>Identify and determine stakeholder groups (executing agencies)</td>
<td></td>
</tr>
<tr>
<td>3.1.2</td>
<td>Identify the previous program and its evaluation results</td>
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</tr>
<tr>
<td>3.1.3</td>
<td>Identify administration system, mechanism of coordination and management on ICM program</td>
<td></td>
</tr>
<tr>
<td>3.1.4</td>
<td>Develop administration, coordination and management system</td>
<td></td>
</tr>
</tbody>
</table>
# Training Objectives

## Task 4: ICM planning and implementation

<table>
<thead>
<tr>
<th>Objective:</th>
</tr>
</thead>
</table>

| Mastery Test: (brief outline) |

<table>
<thead>
<tr>
<th>Ref. No.</th>
<th>Intermediate Objective/Teaching Points/Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.1</td>
<td>Planning Development</td>
</tr>
<tr>
<td>4.1.2</td>
<td>Identify resource availability</td>
</tr>
<tr>
<td>4.1.3</td>
<td>Identify the implementor</td>
</tr>
<tr>
<td>4.1.4</td>
<td>Implementing the project</td>
</tr>
<tr>
<td>4.1.5</td>
<td>Project reporting</td>
</tr>
<tr>
<td>4.1.6</td>
<td>Dissemination of project outcome/outputs</td>
</tr>
</tbody>
</table>
## Training Objectives

### Course Title:

### Task 5: Monitoring of programs

<table>
<thead>
<tr>
<th>Terminal Objective</th>
<th>Post Training Objective</th>
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<tbody>
<tr>
<td></td>
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</table>

### Objective:

### Mastery Test: (brief outline)

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</tr>
</thead>
<tbody>
<tr>
<td>5.1.1</td>
<td>Identify the on-going projects</td>
</tr>
<tr>
<td>5.1.2</td>
<td>Develop Program Indicators</td>
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<td>5.1.3</td>
<td>Develop self-monitoring and evaluation system including specific criteria</td>
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<td>5.1.4</td>
<td>Information gathering</td>
</tr>
<tr>
<td>5.1.5</td>
<td>Clarification and confirmation with stakeholders</td>
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<td>5.1.6</td>
<td>Writing project monitoring report and recommendations</td>
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<tr>
<td>5.1.7</td>
<td>Dissemination of monitoring outputs</td>
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</tbody>
</table>
## Training Objectives

### Course Title:

| Task 6: Formulation and enforcement of laws and regulation related to ICM | Job Aid Required?
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Terminal Objective</td>
<td>Post Training Objective</td>
</tr>
<tr>
<td>Objective:</td>
<td></td>
</tr>
</tbody>
</table>

### Mastery Test: (brief outline)

### Ref. No. | Intermediate Objective/Teaching Points/Topics |
<table>
<thead>
<tr>
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<th></th>
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</thead>
<tbody>
<tr>
<td>6.1.1</td>
<td>Identify and analyze existing traditional, local, national and international laws and regulation related to ICM</td>
</tr>
<tr>
<td>6.1.2</td>
<td>Socialize result of analysis to all stakeholders</td>
</tr>
<tr>
<td>6.1.3</td>
<td>Gap analysis and participatory (re-) formulation of essential laws and regulation</td>
</tr>
<tr>
<td>6.1.4</td>
<td>Law enforcement</td>
</tr>
</tbody>
</table>

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*Final Report: Facilitating Integrated Coastal Management in Indonesia
Annex J Training Objectives
Page 5 of 7*
Annex J

Training Objectives

Course Title:

<table>
<thead>
<tr>
<th>Task 7: Community advocacy for coastal development and management, equitability in policy development</th>
<th>Job Aid Required?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terminal Objective [ ] Post Training Objective [ ]</td>
<td></td>
</tr>
</tbody>
</table>

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<td>7.1.1</td>
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<tr>
<td>7.1.2</td>
<td>Determine stakeholder group concerns</td>
</tr>
<tr>
<td>7.1.3</td>
<td>Conduct survey specific to coastal management concerns</td>
</tr>
<tr>
<td>7.1.4</td>
<td>Identify the after project implementation issues</td>
</tr>
<tr>
<td>7.1.5</td>
<td>Determine unbenefit stakeholder group concerns</td>
</tr>
<tr>
<td>7.1.6</td>
<td>Community advocacy</td>
</tr>
<tr>
<td>7.1.7</td>
<td>Conflict resolution</td>
</tr>
</tbody>
</table>

Sources
Annex K

Summary

Respondents: 16

1a) Expectations of agencies of trainers/module developers in exchange for their attendance and contributions

1. Networking
   - Contribute in building a coastal zone program networking
   - Build good relationships with other government, non-government and academic institutions

2. Be an active stakeholder in all processes
   - Share experiences and ideas that can contribute to the enrichment of workshop activities
   - Contribute inputs in program preparation and implementation (for both ICM and their organization)
   - Their involvement in the process can make the implementation easier

3. Capacity building
   - To improve the capability of the in understanding and developing a good training program
   - Acquire knowledge on: ICM; status of ICM/ICM Training Program; coastal zone program development process and management issues
   - Gain experience
   - Grasp the lessons learned that can be used in their organization
   - Recognition as an institution that really has experts in Marine and Coastal Management. So far the experts have been on loaned from other institution, thus DFRU is not been recognized.

4. Feedback
   - Report activities
   - Clarify their organization’s (Telapak) involvement/role
   - Status of the national ICM curriculum development assessment of needs in terms of cooperation and support through Kehati

5. Support
   Directorate of Coastal Affairs, Directorate General of Coastal & Small Islands task to the conduct of the TNA and development
Annex K

1b) Personal expectations of trainers/module developers

1. Involvement
   - On nationwide & region-wide ICM efforts
   - On design, training, curriculum and modules

2. Capacity building
   - Gain/enrich knowledge, insights and understanding on ICM and its process: (a) training development, (b) curriculum design/development and (c) manual development
   - Get ideas and input for future training carried out by Kehati, Terangi and other partners in ICM in Indonesia
   - Improve capacity on Coastal Zone Management Program Development Process
   - Gain more experience in facilitating, presenting and conducting workshops
   - Learn from Philippine experiences on ICM Training Development Process

3. Participation
   - Share ideas (TNA) and experiences
   - Contribute to the conduct of the TNA and development of the training curriculum and modules

4. Networking
   - Know the NGO mechanism for networking
   - Stay in touch
   - Secure a network of international and national people involved in ICM programs

2) Target stakeholder group

Forty-four percent (7 respondents) agreed with the decision in March 2001 that the kecamatan should be the target stakeholder group for this activity but one mentioned that the village (local) level must eventually be included considering the decentralization. Their reasons include:

- A lot of training courses have been conducted for the middle managers and middle decision-makers but few for the local government and local community.
- Concentrating the training to a specific area (coastal area) will facilitate efficient and effective monitoring for program implementation, rather than conducting it in a bigger area (regency or province level).
- It is very relevant to the in-country situation and will need a lot of work since there are many kecamatan to be dealt with.
- Very strategic
- More efficient to organize
Annex K

Two (12%) respondents said that the coastal community with focus on desa (village level) should be the target stakeholder group, one of these two mentioned that the kecamatan can participate.

Two (12%) respondents said that although the kecamatan level is appropriate for training purposes due to practical consideration, focus should still be on the kabupaten level because management authority, marine spatial planning, zoning and several ICM issues have been delegated to them.

Two (12%) respondents said that focus should be on kabupaten and desa levels because they have authority/power for managing the coastal area that the kecamatan do not have.

One said focus should be on kecamatan and kabupaten, and another said focus should be on kabupaten, kecamatan and desa.

Another noted that the activity needs to be more specific later on, on who will be the participants in the training; this respondent also noted the need to consider the participation from higher level authority to guarantee commitment.

5) ICM topics of interest:

1. Community based MPA development
2. Community-based management on ICM
3. ICM Techniques
4. ICM content in community level
5. Political Communication of ICM related issues
6. Community advocacy (policy field)
7. Local community awareness on destructive fishing impact
8. Development of stakeholder forums for integrated marine resource management
9. ICM concept in general
10. ICM planning
11. Issue Identification
12. Small island management
13. MIS (Management Information System)
14. (14a) Assessment of coral reef resources (14b) Co-management of coral reef resources
15. MPA Management
16. ICM monitoring
17. Monitoring & Evaluation
18. ICM laws
19. ICM practices
20. Andragogy skill (Conflict management)
21. Environmental Education
22. Alternative Income Generation
23. Development of business at community level
24. Rehabilitation of Coastal Resources
25. Empowerment/Decentralization
26. Participatory process
6) Experience with kecamatan level

Eleven (69%) of the respondents have had previous experience with coastal stakeholders at the kecamatan level and the rest (5) has no prior experience. Those respondents have been involved in designing, facilitating, as trainer, coordinator, consultant, field implementers, researcher, team leader/member and program manager/supervisor in the activity.

Titles of the program/project/activity are:

a. Marine Education
b. Proyek Resisir Lampung
c. Community building through shrimpond development
d. Kampung Laut-Segara Anaken
e. Environmentally Friendly & Sustainable Shrimp culture development
f. Small Island Environmental Education on 1000 island
g. Community Organizing on Panjang Island, Banten
h. Takabonerate Community Based Management Project
i. Sulu Sulawesi Marine Ecoregion
j. Public Awareness of Coral Reef Management
k. Rural Development Program for Undergraduate
l. Community Development Program
m. CRMP Program
n. West Sumatra CZM Project Bungldetta University
o. Deirawan Islands Integrated Management Program
p. Tedeido Islands Integrated Management Program + 3 beginning projects
q. Live-in/Fieldwork in Dadap-subdistrict
r. Destructive Fishing Reform Program
Annex K

7) Urgent coastal management issues at kecamatan level

The most popular coastal management issues cited for the kecamatan level, regardless of the ranking are:

a. Alternative income generation
b. Destructive fishing
c. Developing management plan/system/program
d. Natural/Coastal resources rehabilitation
e. Coastal resources management
f. Co-management

<table>
<thead>
<tr>
<th>Issues</th>
<th>Ranking</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Alternative income generation</td>
<td>0</td>
<td>oo</td>
</tr>
<tr>
<td>Destructive fishing</td>
<td>oo</td>
<td>0</td>
</tr>
<tr>
<td>Developing management plan/system/program</td>
<td></td>
<td>oo</td>
</tr>
<tr>
<td>Natural/Coastal resources rehabilitation</td>
<td>oo</td>
<td>0</td>
</tr>
<tr>
<td>Coastal resources management</td>
<td></td>
<td>oo</td>
</tr>
<tr>
<td>Co-management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alternative coral fish catching method</td>
<td></td>
<td>oo</td>
</tr>
<tr>
<td>Community-based management</td>
<td></td>
<td>oo</td>
</tr>
<tr>
<td>ICM - decentralization</td>
<td></td>
<td>o</td>
</tr>
<tr>
<td>Issue identification</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marine spatial planning &amp; zoning approaches</td>
<td></td>
<td>oo</td>
</tr>
<tr>
<td>Pollution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coral management</td>
<td></td>
<td>oo</td>
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<tr>
<td>Early action</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic improvement of communities</td>
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<tr>
<td>Economics of CRM</td>
<td></td>
<td>oo</td>
</tr>
<tr>
<td>Fisheries management &amp; monitoring</td>
<td></td>
<td>oo</td>
</tr>
<tr>
<td>How to have a clean government</td>
<td></td>
<td>oo</td>
</tr>
<tr>
<td>ICM</td>
<td></td>
<td>oo</td>
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<tr>
<td>Laws and regulations (existing)</td>
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<td>oo</td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
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<td></td>
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<tr>
<td>Resource mapping</td>
<td></td>
<td>oo</td>
</tr>
<tr>
<td>Small island management</td>
<td></td>
<td>oo</td>
</tr>
<tr>
<td>Sustainable income generation</td>
<td></td>
<td>oo</td>
</tr>
<tr>
<td>Watershed management</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10a-d) Participation in organizing ICM-related training courses

Eleven (69%) have been involved in organizing ICM-related training course(s). Among them only one did not deliver/present modules. Ten delivered in Bahasa Indonesia and one did not put any answer. All delivered with high levels of confidence. Stakeholder levels of participants were mostly middle level
Annex K

managers, kabupaten and other government people (e.g., kecamatan w/ national level and province). The rest were from various groups, NGO, practitioner, community, fishers and university students.

10e) Problems encountered in module delivery

Most common problems encountered on module delivery were the heterogeneous backgrounds of participants, excess number of participants and participants choosing the topic they want to concentrate on.

<table>
<thead>
<tr>
<th>Problem</th>
<th>Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heterogeneous background of participants</td>
<td>8</td>
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<tr>
<td>Too many participants</td>
<td>5</td>
</tr>
<tr>
<td>Some participants only wanted to concentrate on few topics of their</td>
<td>5</td>
</tr>
<tr>
<td>Some participants not actively participating</td>
<td>4</td>
</tr>
<tr>
<td>Need to have a variety of presentation techniques</td>
<td>4</td>
</tr>
<tr>
<td>Participants too tired to listen</td>
<td>3</td>
</tr>
<tr>
<td>Some participants disruptive</td>
<td>2</td>
</tr>
<tr>
<td>Difficulty of some participants to relate to the topic(s)</td>
<td>2</td>
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<tr>
<td>Difficulty in keeping the level of participant's interest</td>
<td>2</td>
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<tr>
<td>Training environment not conducive to learning</td>
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<tr>
<td>Presentation materials inadequate</td>
<td>1</td>
</tr>
<tr>
<td>No problems encountered</td>
<td>1</td>
</tr>
<tr>
<td>Needed more time to deliver the modules</td>
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</tr>
<tr>
<td>Difficulty in projecting voice</td>
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</tr>
<tr>
<td>Participants had difficulty in understanding the lecturer</td>
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</tr>
<tr>
<td>Others</td>
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</tr>
</tbody>
</table>

10f) Module delivery aspects interested to be improved

Module delivery aspects that were ranked between most important to moderately important (between 1 and 3) were facilitation skills (7 votes), communication skills (6 votes), presentation techniques (5 votes) and presentation methods (5 votes).

Facilitation skills were ranked as most important by 5 (31%) of the respondents. Communication skills were ranked as second most important by 4 (25%) of the respondents. Motivation was ranked as least important by 5 (31%) of the respondents.

There were 4 (25%) respondents that did not rank the module delivery aspects and out of the four, two listed other roles.
Annex K

<table>
<thead>
<tr>
<th>Rating Module Delivery Aspects</th>
<th>1 (most important)</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 (most important)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Presentation Techniques (Renary-lecture, group discussion)</td>
<td>2</td>
<td></td>
<td>3</td>
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</tr>
<tr>
<td>2. Communication Skills (Active Listening, Feedback)</td>
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<td>1</td>
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</tr>
<tr>
<td>3. Facilitation Skills (Mediation, Role Ray-Conflict Solving)</td>
<td>5</td>
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<td>1</td>
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<td>2</td>
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<tr>
<td>4. Motivation (Brainstorming)</td>
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<td>1</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>5. Presentation Methods (Flip Chart, Pn Boards, Over Head, Multi-media)</td>
<td>3</td>
<td>2</td>
<td>1</td>
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<tr>
<td>6. Games, Role-Ray, energizer, etc.</td>
<td></td>
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<tr>
<td>7. Developing certification issue on ornamental marine aquarium trading</td>
<td></td>
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</tbody>
</table>

11a) Interest and availability for the ICM Training of Trainors

Almost all (15) indicated interest in the ICM Training of Trainors, and one noted he is interested if there are new techniques or methods. Only 1 indicated disinterest in attending the activity but he expressed his preferred contribution to the project. Those who indicated an interest in the activity stated that they could be out of the office for 5 days to attend this activity, the one that indicated disinterest could be out of the office for 3 days for this type of activity.

Most of them (56%) would want to be module co-developers, 38% module developers and only one respondent did not answer. One indicated that he wanted to be a module co-developer with a native language counterpart.

11b) Project contribution

<table>
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<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
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<th>5</th>
<th>6</th>
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<tr>
<td>Workshop planning</td>
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<td>Fund sourcing</td>
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<tr>
<td>Field coordinator</td>
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</table>
## Annex K

As Module presenter

<table>
<thead>
<tr>
<th>Modules agreed upon</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1 (+ 1a): Community Organizing related to ICM</td>
<td></td>
</tr>
<tr>
<td>Module 2: ICM Program Planning</td>
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<tr>
<td>Module 3: ICM Program Management</td>
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</tr>
<tr>
<td>Module 4: ICM Program Implementation</td>
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</tr>
<tr>
<td>Module 5: ICM Policy and Regulation</td>
<td></td>
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<tr>
<td>Others</td>
<td></td>
</tr>
<tr>
<td>Mangrove degradation</td>
<td>1</td>
</tr>
<tr>
<td>Coral reef management</td>
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<tr>
<td>Mariculture</td>
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<tr>
<td>ICM</td>
<td>4</td>
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<tr>
<td>Alternative income generation</td>
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<tr>
<td>Empowerment</td>
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<tr>
<td>MPA management</td>
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</tr>
<tr>
<td>Management plan in village level</td>
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<tr>
<td>Administration, coordination &amp; management</td>
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<tr>
<td>NO ANSWER</td>
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</table>