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PROGRAM DESCRIPTION

INDONESIA MARINE AND CLIMATE SUPPORT (IMACS) PROJECT

1. Introduction

Indonesia is home of the world's greatest repository of marine biological resources and possesses some of the world's most important fisheries. Almost 20% of the world's coral reefs reside within Indonesia, making it the epicenter of the Coral Triangle. Together with the most extensive and biologically diverse mangrove forests and sea grass meadows in the region, coral reefs form the ecological basis for spawning and nursery grounds that support one of the largest tuna fisheries on Earth.

Coral reefs are habitats for 90% of the fish caught by coastal fishers, forming the basis of support for millions of livelihoods and jobs in Indonesia. In 2008, fisheries accounted for $2.6 billion in exports from Indonesia, with tunas representing 17% of the catch, shrimp 6%, and other fishes about 70%, and other aquatic organisms 7%. In addition, 65% of the national protein supply comes from fishery products, so health, nutrition, food security, economic growth and community welfare are all dependent upon this biological base.

From 1996-2004, USAID's Indonesia Coastal Resources Management Project (CRMP) was successful in supporting the creation of the Ministry of Marine Affairs and Fisheries and developing its capacity for improved decentralized management of coastal and marine areas. Though this was a major and lasting contribution, MMAF is still a young institution not fully capable of taking on the broad range of responsibilities under its mandate. A key mission of MMAF is to promote the sustainable use of fish and marine resources for sound economic growth in coastal communities. The decentralization process that is critical for this mission has not been fully developed.

In September 2007, the President of Indonesia proposed a new multilateral partnership to safeguard the marine resources of the Coral Triangle for food security and climate change. The Coral Triangle region is the six-country epicenter of the greatest marine biodiversity on the planet and home to over 340 million people who depend upon marine resources for their food security, livelihoods and economic well-being. Indonesia is the heart of this region, and MMAF is the main Government of Indonesia (GOI) institution responsible for the execution of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI), which mainly focuses on sustainable management of fisheries and marine protected areas. After ten years of existence, MMAF is now much better prepared to tackle both the CTI as well as its formidable mandate of managing the largest archipelagic coastline of any country (81,000 kilometers) on 17,500 islands. The GOI elevated their level of commitment by pledging $5 million toward this Initiative at the CTI Summit in May 2009.

As the need to manage Indonesia's oceans and coastal areas has become increasingly important, the impacts of climate change and risks associated with disasters have become

increasingly clear. Through this task order, USAID will partner with the GOI to address the need and the risks affecting millions of coastal Indonesian inhabitants. Effective adaptation responses depend upon restoring and increasing ecosystem health, preserving ecosystem goods and services, and building the capacity and resilience of coastal communities.

2. Key Issues

Overfishing, Destructive Fishing and Illegal Fishing

Coral reef systems and Indonesia's fisheries are under severe threat. Unsustainable and destructive fishing practices are decreasing the productivity and resilience of fisheries throughout Indonesia. Near shore, coral reefs have suffered extensive degradation over the past 30-40 years. A survey conducted in 2002 warned that 86% were under either high or medium levels of threat. Key drivers of coral reef degradation are overfishing, uncontrolled and illegal destructive fishing methods (e.g. explosives, poisons, trawling), loss of mangrove forests, climate change, and poor land use practices. Offshore fisheries are threatened by overfishing, destructive fishing (e.g. bottom trawling) and illegal, unregulated an unreported (IUU) fishing.

The "yield maximization" approach currently practiced in Indonesia has led to overfishing of critical stocks such as tuna, while most near shore fisheries are under poor or no management. MMAF agrees that applying more sustainable fishing practices and ecosystem-based fisheries management (EBFM) would be a more effective approach for maintaining fish stocks. This approach employs various means to assure regeneration of target species as well as their life support systems. Effective management will also require managing access to the resources through improved governance and secure tenure, improved licensing and permitting schemes, adoption of co-management approaches, and effective law enforcement capabilities.

To ensure positive impacts on near shore fisheries, management capacity will need to be strengthened at the district, provincial and central levels and coordinated with national level efforts. New management approaches and models are needed that can lead to greater ownership and stewardship by the fishers, create incentives for sustainability, and increase compliance with regulations. By including communities, universities and the private sector in the management of resources and providing incentives for sustainable livelihoods, the value of strengthening MMAF will be increased.

Management of Marine Protected Areas System

Marine protected areas (MPAs) are internationally recognized approaches for conserving marine biodiversity and maintaining ecosystem goods and services. Under the Coral Triangle Initiative, the GOI has committed to establishing a national MPA system for

biodiversity conservation. A well designed and managed MPA system is also a critical component of EBFM. A MPA system can function as fishery reserves to "grow" fish populations and increase productivity, and serve as investments in future fish stocks. An effective MPA system will serve as critical fishery reserves by protecting the most important ecosystems and habitats for the health of the fishing sector.

The MMAF has primary responsibility for designing and establishing MPAs and developing a national regulatory framework for zoning, spatial planning and management. An integrated, effective, area-based approach to MPA design and management is needed. The use of MPAs as a fisheries management tool also needs to be adopted and endorsed by management authorities. A well-connected and effective MPA network requires central, provincial and district cooperation to manage the spawning aggregation sites, juvenile grow-out areas and adult migration routes of marine animals.

Coastal community climate change adaptation and disaster risk reduction

The impacts of climate change and disasters threaten coastal resources and coastal communities. Climate change can lead to rising sea levels, increasing sea temperatures, and risk of coral bleaching. Ocean levels are rising at much faster rates than previously predicted, approaching 3mm/year, and may rise one meter by the end of the century.

This rise jeopardizes coastal areas and fish spawning grounds as well as the 65% of Indonesians who live along the coast. Islands will disappear, coastal residents will lose residential and agricultural land, experience loss of potable water quality and quantity from intrusion of brackish water into freshwater sources, and will be exposed to increased damage from flooding, diseases and greater climatic fluctuations that will likely aggravate destructive weather patterns.

The impacts of climate change and disasters also threaten regional security and economic stability. Environmental refugees, especially those from low-lying coastal communities who are often marginalized and without secure land tenure and resource rights, will need to migrate to higher and more protected lands. Predicted mass migrations may lead to increasing conflicts over dwindling water, land and other natural resources.

Sixty-five percent of the Indonesian population lives in coastal areas or on small islands; unless a much larger effort to prepare 150 million people for impending climate change impacts is not undertaken, particularly the rural population will suffer significant, adverse and avoidable losses. Effective adaptation responses depend upon restoring ecosystem health, maintaining critical ecosystem services, and building the capacity and resilience of coastal communities and households to respond to disasters and adapt to change. Several factors have been shown to increase household resilience: increased material assets; access to savings institutions and accounts (form of safety net); basic training in

how to operate the household as a business with incomes and expenditures; access to family planning; education for their children, especially girls; and diversified income streams.

Promoting sustainable fisheries management and conserving mangrove forests are critical steps toward building the capacity of communities to adapt to climate change. MMAF, along with other ministries, plays a critical role in preparing communities for disasters and climate change due to its mandate to manage and conserve coastal areas.

Institutional Capacity of the MMAF

With respect to coastal management, the capacity at all levels of government is weak and still in the early stage of the decentralization process. MMAF is responsible for promoting the sustainable use of fish and marine resources for economic growth, which means addressing overfishing, destructive fishing practices, and Illegal, Unregulated and Unreported (IUU) fishing; managing coastal areas and spatial planning, and promoting the long-term welfare of coastal communities.

MMAF is a relatively young ministry with a wide range of roles and responsibilities. Decentralization has also created a large demand by district managers for capacity building. MMAF has grown quickly and has strong potential to carry out its mandate; however, there are areas for improvement in its operations and management systems and procedures. MMAF is eager to address these issues, and has requested USAID support to enhance its capacity to handle these tasks. Within the MMAF, organizational operations are still evolving and a new culture for individual and organization performance and responsibility needs to be institutionalized.

MMAF could benefit from the adoption of a unified vision that embraces sustainable use and conservation within its various departments and agencies. Sustainable fishing practices, an EBFM approach, and the use of MPAs as fisheries management tools should be mainstreamed into its functions and operations. Effective management will require improved monitoring and modeling, a more precautionary approach, more effective licensing and permitting, improved enforcement, and new management approaches that create incentives for sustainable use and enhanced compliance.

3. IMACS Project Description

The purpose of this task order is to engage the services of a Contractor to design and implement innovative approaches in: (1) Institutional Development, (2) Sustainable Fisheries Management; (3) Coastal Community Resilience to Climate Change and Disasters; and (4) Integration and Coordination of the USAID Marine Resources Program. The Contractor is expected to facilitate a unified and synergistic marine portfolio among USAID/Indonesia activities.

The Contractor will provide a combination of short- and long-term technical assistance to MMAF. The Contractor will establish sub-contract and "grants under contract" mechanisms to implement activities under the different tasks, take advantage of unforeseen opportunities, and provide additional technical support to MMAF that is either more effectively or efficiently implemented by local or international NGOs or contractors. In particular, the Contractor shall provide grant(s) to NGO(s) to implement field activities under the coastal community resilience task; to increase effectiveness, the Contractor may need to help build the capacity of the NGO(s) in this technical area.

Task Order services fall under four program areas:

1) Institutional Development of the MMAF (ID)
2) Sustainable Fisheries Management (SFM)
3) Coastal Community Resilience and Climate Change Adaptation (CCR)
4) Program Integration, Coordination and Administrative Support (PI)

Given the various tasks and partners involved in this program, along with the evolving political and institutional conditions within the GOI, all tasks described herein will utilize an adaptive management approach to best ensure USG resources are spent effectively and sustainably. Specific results and level of effort for each task shall be updated periodically during the annual work-plan review to ensure its responsiveness to the emerging visioning, planning, and implementation process.

Task 1. Institutional Development (ID) of the MMAF

USAID's Enhancing Government Effectiveness (EGE) institutional assessment of MMAF (see USAID/Indonesia website) determined that MMAF must be strengthened if it is to successfully carry out its mandated functions to conserve Indonesia's marine resources. Institutional development is needed to: promote a more integrated approach between marine protected areas and fisheries management within the MMAF; adopt a more balanced approach between conservation and extraction of marine resources; and encourage increased enforcement of laws. Furthermore, EGE recommended that the greatest contribution USAID could make to overall management of marine resources in Indonesia, and hence to the Coral Triangle Initiative would be to strengthen MMAF. The EGE concluded that, effective institutional development should result in increased ability of MMAF to more effectively fulfill its responsibilities, conserve marine biodiversity, sustainably manage Indonesian fisheries, enforce laws and regulations, enhance compliance and implement EBFM.

The Contractor will provide technical assistance and training to improve MMAF's general operations and management. This component will focus on improving specific MMAF's weaknesses identified in the EGE assessment. Priorities will include improved

policy formulation based on effective data management and analysis, decentralized operations, integrated planning, a public outreach campaign to engage the support of the Indonesian people, and improved extension services.

Technical training provided by NOAA, CTSP-I, DOJ and the Contractor should be integrated into the institutional development process, effectively utilized and institutionalized into the MMAF human resource development and training process. Selection of the training topics will be demand-driven by the needs of the MMAF.

Task level targets are the following:

- At least 2 policies/regulations that improve MMAF performance are produced and fully implemented
- 25% of technical staff trained in each DG
- 25% increase in public opinion of MMAF services
- 25% increase in management performance of each DG

For Task 1, the Contractor will provide technical assistance and training to strengthen MMAF through institutional development and capacity building, including but not limited to the activities and illustrative indicators presented below.

1) Review the legislative and regulatory framework to ensure it is sufficient for the MMAF to execute its mandate to protect marine resources and fisheries, and provide technical assistance to develop new or revised policies and regulations as necessary.

   Indicator: Number of policies, laws, agreements or regulations promoting sustainable natural resource use and fisheries conservation that are implemented.

2) Provide technical assistance to improve the efficiency of organizational operations and develop a shared vision among the Directorate Generals for sustainable resource use, adoption of an ecosystem-based approach to fisheries management, and the acceptance of MPAs as a fisheries management tool. This may involve working with the Forum of Secretariat Directorate Generals, developing joint plans or clustering Directorate Generals into three working groups: Fisheries, Marine Services, and Enforcement.

   Indicator: Number of joint plans or operations between Directorate Generals

3) Provide technical training to MMAF staff for the execution of their responsibilities and strengthen the institutional capacity for staff training. Courses may include fishing licensing/permitting procedures, sustainable fishing practices, monitoring, control and surveillance, and port state measures (i.e., screening procedures to prevent illegal marine exports). Collaborate with DOJ, CTSP-I and NOAA staff in courses related to their individual agreements with USAID/Indonesia.

Indicator: Number of MMAF staff trained in courses pertaining to their operational responsibilities

4) Provide technical support to improve the execution of the MMAF national five-year strategy at the local level. This involves strengthening coordination between the central and district offices and preparing districts to become more accountable, especially in data gathering, processing and managing.

   Indicator: Number of nationwide priorities executed at the provincial or district level

5) Provide technical support to improve MMAF's public outreach capacity with the objective of enhancing community participation in the management of Indonesia's marine resources.

   Indicator: Number of local or national public awareness campaigns supporting the mandates of MMAF and EBFM.

6) Provide technical support to increase fisheries extension services provided to communities and the private sector for sustainable fisheries and marine conservation. This includes, but is not limited to support to develop MMAF capacity to advise fishers on technical issues such as environmentally-friendly fishing techniques, harvested fish quality, and port measurement standards.

   Indicator: Number of community groups and private companies that receive technical guidance from MMAF in ecosystem protection or sustainable fisheries management

7) Provide options to increase investments in fisheries, coastal management and MPAs. Strengthen MMAF's ability to support procedures related to attaining certification of sustainable fishing practices. Provide technical assistance to develop new or revised policies and regulations as necessary.

   Indicator: Policies and regulations that allocate finances into improved fisheries management and marine resource conservation.

Task 2. Improve Sustainable Fisheries Management (SFM)

Under this Task, the Contractor will provide support to MMAF in its efforts to oversee a locally-implemented program in ecosystems-based fisheries management (EBFM). EBFM is a set of principles for managing marine resources that considers broad environmental and ecosystems issues in fisheries. This holistic approach supports the sustainable utilization of marine resources focusing not only on managing target production species, but also the habitat and associated food chain that supports them.

Activities will range from establishing new policies and procedures at the central and district levels, to working with local fishers to utilize equipment with lower environmental impact and protecting critical fish habitat. This approach includes

promoting sustainable fishing practices, monitoring catch, compilation and management of data, using this data to develop appropriate policies, allocating fishing licenses/permits based on sustainability, managing access, utilizing appropriate fisheries modeling, increasing compliance, and engaging market forces. The focus will be on commercial fisheries, such as large and small pelagics. As a result of this component, MMAF will have the capability to implement an appropriate set of EBFM-related activities in the highest priority areas in Indonesia.

This Task will also involve work with the private sector to provide supply, and also promote demand for marine products that have been sustainably produced. This component will support the development of sustainably harvested marine products including Marine Stewardship Council and other legality certifications for the nascent but growing demand in international markets.

Where appropriate, technical assistance and training provided by NOAA and DOJ should be effectively utilized and institutionalized into the MMAF human resource development process.

Task level targets are the following:

- 5 million ha areas under improved fisheries management
- 3 new policies/ regulations that support sustainable fishing practices implemented
- At least 5 public private partnerships to promote sustainable fisheries management

For Task 2, the Contractor will provide technical assistance and training to improve fisheries management, including but not limited to the activities and illustrative indicators presented below.

1) Promote sustainable fishing practices to reduce overfishing and destructive practices (e.g. trawling) that damage habitats, threaten non-target species, and jeopardize future stocks, indiscriminant to maturity. This may include: managed access; spatial zoning; gear exchanges; protecting undersized and juvenile fish; establishing maximum sizes to protect the large reproductive individuals; seasonal openings and closures; protection of spawning aggregation sites; and opportunities to switch to more efficient, minimal impact gear to replace destructive gear.

   Indicator: Number of fisheries that adopt more sustainable fishing practices

2) Improve GOI monitoring and data collection of fish catch to include information on fishing locations that can help forecast available stocks in each management

area for planning annual fishing permits and quotas in each area.

Indicator: Number of GOI person-hours dedicated to on-deck fishing observation.

3) Assist the private sector to adopt sustainable, integrated best fisheries management practices in critical fisheries by providing technical assistance to large fishing companies, demonstrating to the MMAF that sustainable approaches benefit both the environment and the business. This may include technical assistance in obtaining certifications for eco-labeling seafood products.

   Indicator: Number of companies that adopt environmentally-sound best fisheries management practices

4) Improve central and district level policies and regulations to support ecosystems-based fisheries management, including the use of fisheries reserves, managed access through fishing licensing and permitting, zoning, and allowable gear policies.
   Indicator: Number of policies or regulations approved that support EBFM practices

5) Improve central level capacity to utilize modern fisheries modeling approaches to ensure a more precautionary approach to management for sustainability, moving away from maximum economic yield to maximum sustainable yield.

   Indicator: Number of fisheries managed on a more sustainable basis.

Task 3. Coastal Community Resilience and Climate Change Adaptation (CCR)

Coastal Community Resilience is the capacity of a community at risk from coastal hazards to adapt to and influence the course of environmental, social, and economic change. Climate change adaptations are actions taken to help communities and ecosystems moderate, cope with, or take advantage of actual or expected changes in climate conditions. Elements that contribute to community resilience to climate change impact and disaster risks include participatory governance, ecosystem health and resilience, robust economies, coastal resource management, land use, risk awareness, warning and evacuation, emergency response, and adaptation or recovery.

The MMAF has a role in managing coastal areas for the long-term welfare of the people. The Contractor will provide technical assistance and training to strengthen the MMAF capabilities to provide districts with the regulatory framework for climate adaptation practices along the coast, track vulnerabilities and climate change impacts, and contribute to appropriate land use and sea use planning. Special focus is needed on conserving critical habitats such as mangrove forests and coral reefs that act as buffers against storm damage and maintaining ecosystem services in the face of sea level rise.

The effort to raise awareness of climate change and disasters must reach across ministries and others (such as the Ministries of Environment, Health, Education, and Home Affairs and the National Climate Change Committee and the National Disasters Board) will be engaged as appropriate. For example, associated risks may affect health, safety, and agricultural production as well as marine resources. Selected coastal communities and their local governments will receive training and support to develop plans and execute related preparedness activities.

Beyond sustainable management of ecosystems addressed in the other components, this component will strive to reduce exposure along shorelines and infrastructure, strengthen services to protect human health and safety during disasters, improve water resource and land use in coastal areas; and increase household resilience. In addition to training, activities will include improving local government capacity to assess, plan, and budget for community resilience initiatives, supporting the development of reliable and environmentally-friendly economic livelihoods, and strengthening social networks.

The Contractor will be responsible for building capacity for assessing and mitigating risks within responsible government agencies. Training provided by NOAA may be utilized to build technical capacity where possible. Due to NGOs capacity to work effectively and efficiently at the community level throughout Indonesia, the Contractor will provide grant(s) to NGO(s) to support activities under this component. To ensure the effective design and implementation of CCR, the Contractor may develop and provide training targeted to NGO implementers.

Task level targets are the following:

- At least 100 communities trained in climate change issues and resilience;
- At least 10 local governments trained in climate change adaptation, disaster risk reduction, and community reslience; and,
- At least 50 communities taking steps with local government to plan for and implement resilience activiites for climate change adaptation and disasters.

The Contractor will provide technical assistance and training to strengthen community coastal resilience and climate change adaptation, including but not limited to the following illustrative activities and indicators presented below.

1) Increase vulnerable coastal populations' awareness of potential disaster and climate change impacts and risk reduction practices in select communities. Activities may include technical assistance to establish climate change public outreach units in local government offices and to execute public awareness campaigns; zoning to accommodate sea level rise; and protection of critical habitats.

Indicator: Number of people reached through climate change and disaster risk reduction public awareness campaigns that may incorporate community task force groups

2) Prepare communities to take specific actions to mitigate the impacts of climate change and reduce the risks of disasters through assisting communities to develop community action plans

   Indicator: Number of community-based action plans formulated through local multi-stakeholder groups

3) Increase the resilience of coastal communities to the economic impacts of climate change and disasters by increasing household resilience, promoting sustainable fisheries and adopting appropriate supplemental livelihoods. An assessment is needed of livelihood options that do not threaten fisheries and biodiversity, and may contribute to other sectors such as tourism, green and alternative energy enterprises, plastic recycling. These livelihood activities may diversify income opportunities, strengthen household security, and enhance food security and incomes by addressing opportunities in production, value-added processing, and Marketing. Activities may increase opportunities for communities and women by increasing economic value of products produced.

   Indicator: Number of communities or households that adopt strategies to enhance community or household security, supplement economic livelihoods, or diversify income opportunities or sources for food.

4) Assist local governments to develop policies, budgets and procedures that protect the coast from degradation for disaster preparedness and climate change adaptation.

   Indicators: Number of local government risk and vulnerability assessments, disaster management or emergency response plans, coastal management regulations, land use management strategies, or early warning systems established, or local government budgets utilized for adaptation or disaster planning activities

Task 4. Program Integration, Coordination and Administrative Support

Under technical direction of USAID, the Contractor will coordinate the components of the MRP, liaising with NOAA, CTSP, DOJ and others that may be identified. Acting in the role of program integrator, the Contractor will ensure:

1) The implementation of all components of the USAID Marine Resources Program is coordinated seamlessly.
2) Implementation of MRP is coordinated with, and fully supports related activities being carried out by MMAF.

3) All MRP activities have an appropriate set of indicators, baseline data and a viable monitoring plan that satisfies the reporting requirements of the USAID/Indonesia and RDMA Mission (for CTI activities) and the Embassy's Mission Strategic Plan (MSP).
4) Reporting on the progress of all MRP indicators and budget expenditures is provided to USAID/Indonesia on a quarterly basis.

The Contractor will ensure effective coordination and communication, including public outreach, among all the mission marine programs implemented by the CTSP, NOAA, DOJ, and others. The Contractor will map-out relevant activities among the mission programs, identify potential synergies, and coordinate activities to the extent possible. The Contractor will establish viable coordinating mechanisms to allow free flow of information between the different programs, partners and stakeholders.

The Contractor will be responsible for the following communications activities: website development and maintenance (in support of Tasks 1 – 4), program outreach materials consistent with USAID policy for documentation, outreach and communications, public speeches, and information-dissemination and exchange.

The Contractor will be responsible for overall program coordination and administrative support. This includes development of an umbrella annual work plan (separate from the annual work plan required of the Contractor for all Tasks under this Contract) for all USAID/Indonesia marine sector partners and coordination of performance monitoring and reporting. The Contractor will ensure the timely collection, processing, and systematic distribution of information generated from the partners. The Contractor must submit the consolidated reports to USAID/Indonesia for review and approval. As appropriate, the Contractor will update USAID on the progress of donor organizations, GOI, and other institutions in supporting CTI activities in Indonesia. The Contractor will coordinate as needed with the RDMA Integrator Contract for regional CTI efforts, including consolidating semi-annual progress reports. In accordance with the USAID operations planning cycle, the Contractor will work with mission partners and provide processed data for input to the USAID/Indonesia annual operations plans, performance reports, and program implementation reviews.

One of the aims of the USAID support to the CTI-I is to establish at least one to two model sites that demonstrate an integrated approach to coastal and marine management. These model sites will demonstrate how enhanced impact can be achieved by integrating the four results from the USG Results Framework: strong national platforms and institutions; adoption of sustainable fishing practices and an ecosystem-based approach to fisheries management; effective management of marine protected areas, including enforcement; and resilient coastal communities.

The Contractor will work with the CTSP, NOAA and DOJ to identify and establish at least two specific field sites that demonstrate transformational development through an integrated approach to coastal and marine management. Sites should coincide with high priority MPA areas, demonstrate vertical integration and coordination across all levels of government, and demonstrate participatory, multi-stakeholder engagement. The Contractor will work with the partners to coordinate and integrate efforts at these model sites, and with the MMAF to demonstrate effective decentralized management.

Task level targets are the following:

- Effective coordinated work planning, implementation and results reporting on all USAID funding activities in the marine sector.
- Improved public awareness and support of marine conservation activities at national and local coastal community levels
- 2 Model Sites with improved integrated coastal and marine management (Strengthened institutions, improved fisheries management, effective MPAs and resilient coastal communities)

The Contractor will provide technical assistance to ensure integration and coordination of activities across the USAID/Indonesia marine portfolio and with other USG CTI activities, including but not limited to the activities and illustrative indicators presented below.

1) Establish a process for coordinating and integrating among the CTSP, NOAA, DOJ and Task Order activities and with the MMAF.

   Indicator: Number of activities coordinated among partners.

2) Design and implement an effective capacity building and training program that ensures that the training activities of NOAA, DOJ, CTSP and the Contractor have sustained impacts. Identify the best use of training workshops to institutionalize the knowledge, within MMAF, universities, NGOs, or other institutions.

   Indicator: Number of training modules adapted into curriculum or used by Indonesian agencies or organizations.

3) Work with partners to establish at least two model sites that demonstrate transformational development.

   Indicator: Number of effective demonstration sites established

4) Provide administrative support and coordination to ensure consolidated reporting and unified public communications.

   Indicator: Number of consolidated progress reports submitted on a timely basis.

IV. SMALL GRANTS FUNDS

A Small Grant Fund is included as part of the Contract as one tool to achieve contract objectives. The purpose of the Small Grants Fund is to provide the Contractor with a flexible means, where necessary and/or useful, to encourage participation and/or collaboration of local entities toward the achievement of the four activity components.

The Grants Fund is not seen as an end in itself. The Contractor will not be judged according to how many grants are issued in a given period. The Contractor shall award grants where appropriate, in combination with technical assistance, training, and/or other Contractor inputs toward achievement of specific objectives that respond to expressed local needs and contribute to achievement of stated Contract Results. In keeping with the principles of the USAID's Global Development Alliance program, the grants should be structured to encourage leveraged funding from other non USG resources, either as matching grants or as parallel funding of similar activities that support achievement of common results.

Examples of Small Grants would include:

- Pilot activities in support of IMACS objectives and expected intermediate results, with USAID funding provided on a declining basis.
- Activities, equipment, materials to increase implementation of Model Sites with improved integrated coastal and marine management and to leverage resources from communities, the private sector, and government.
- Information/education/communications campaigns by an NGO, civil society or the private sector to improved marine resources management.
- Activities, equipment, materials to develop citizen-based mechanisms enforcing fishing regulations and for monitoring performance of marine resources management activities.