

# Activity Report: Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) 3<sup>rd</sup> Local Government Network Meeting

Alotau, Papua New Guinea, March 25-27, 2015



**CORAL TRIANGLE  
INITIATIVE**

ON CORAL REEFS, FISHERIES AND FOOD SECURITY

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Coral Reefs, Fisheries and Food Security (CTI-CFF)**

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# Activity Report: Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) Local Government Network (LGN) Meeting

Alotau, Papua New Guinea March 25-27, 2015

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# ACRONYMS

CEPA	Conservation and Environment Protection Agency
CT	Coral Triangle
CT6	CT Countries (Indonesia, Malaysia, Philippines, Papua New Guinea, Solomon Islands, and Timor-Leste)
CTC	Coral Triangle Center
CTI	Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security
CTI-CFF	Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security
CTMPAS	Coral Triangle Marine Protected Area System
ICM	integrated coastal management
IRS	Interim Regional Secretariat (CTI-CFF)
LGN	Local Government Network (CTI-CFF)
LMP	League of Municipalities of the Philippines
MPA	marine protected area
MRT	Mayors Roundtable
NCC	National Coordination Committee
NGO	Non-governmental organization
NPOA	National Plan of Action
PNG	Papua New Guinea
PNG CLMA	PNG Center for Locally Managed Marine Areas
RPOA	Regional Plan of Action
SOM	Senior Officials Meeting
TNC	The Nature Conservancy
US DOI	US Department of Interior

# I. BACKGROUND

The Regional Plan of Action (RPOA) of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF, also referred to in this report as CTI) recognizes the importance of local governments and communities in coastal and marine management and protection. For this reason, there has been from the outset an ongoing effort to engage local governments in the CTI-CFF process.

In 2009, a group of local government executives from the six CTI-CFF countries participated in a regional exchange (REX) held in conjunction with the 2<sup>nd</sup> Conference of Coastal Municipalities in the Philippines (2CCM).

The CTI-CFF includes Indonesia, Malaysia, Papua New Guinea (PNG), the Philippines, Solomon Islands and Timor-Leste, often referred to as CT6.

Among the participants of that REX was a representative from Indonesia's CTI National Coordination Committee (NCC) and the Mayor of Wakatobi, Southeast Sulawesi, Indonesia, who proposed to host a roundtable for the local government leaders of the CTI member-countries in order to begin discussions on how local governments in the region can contribute to the goals of CTI.

Two major regional local government forums have since been undertaken toward this end:

1. On May 16-19, 2011, the Mayor of Wakatobi hosted a Mayors Roundtable that included 51 participants, including 30 delegates representing 13 sub-national governments or "local governments" (states, provinces, regencies, districts, cities, municipalities and their equivalent), four associations of local governments, and the NCCs of the CT6. Through a deliberative process that considered the concerns of all delegations, the delegates agreed on broad areas of regional cooperation, which provided the basis for a Joint Communiqué declaring their vision for cooperation, which reads: *By 2016, we see ourselves as resourced, innovative, informed, and effective local governments collaborating, sharing information, experience and expertise, and advocating policies to achieve the goals of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security.*
2. On December 3-6, 2012, the CTI Local Government Network (LGN) Forum and Executive Course was held in Manila, Philippines to advance the above commitments (the name change from "Mayors Roundtable" to "Local Government Network" was made to more broadly represent the different local government levels that can potentially participate in the Network). The forum was attended by 51 participants, including 25 local chief executives (LCEs) from Indonesia, PNG, the Philippines and Solomon Islands (Malaysia and Timor-Leste were not represented) and representatives from CTI-CFF development partners. It resulted in the adoption of The Manila Declaration which was signed by the 10 local government leaders who were present at the close of the forum on 6 December 2012 and one local government staff who initialed the document on behalf of their Mayor. This document contains the parties' specific commitments on integrated coastal management (ICM), alliance-building and the CTI RPOA.

The role of local governments in the CTI-CFF was discussed during the Senior Officials Meetings in 2011 and 2012, which resulted in recognition by the CTI-CFF of the essential function that local governments play particularly in the implementation of the CTI-CFF Regional Plan of Action (RPOA) and the respective countries' related National Plans of Action (NPOAs). This recognition was reaffirmed during the 2<sup>nd</sup> Regional Priorities Workshop (RPW2) in August 2013, where the CTI-LGN was identified as a cross-cutting mechanism for supporting the Regional Priority Actions.

Subsequently, SOM9 endorsed the next LGN Forum, which PNG offered to host in September 2014. SOM9 acknowledged the aspiration and initiatives undertaken by CTI-LGN and its members to work with each other and the CTI-CFF bodies toward the goals of the NPOAs and RPOA. They noted that some members of CTI-LGN on their own had initiated inter-local government activities that are mutually reinforcing the CTI-CFF and the local governments' objectives on improving coral reefs, fisheries and food security.

At the 10<sup>th</sup> CTI-CFF Senior Officials Meeting in Dili, Timor-Leste, the CTI-CFF acknowledged progress made by LGN and reconfirmed the League of Municipalities of the Philippines (LMP) as the Regional Secretariat of LGN. It further endorsed the LGN Forum theme and agenda planned to be conducted in Alotau in the Milne Bay Province, Papua New Guinea in March 2015 with dates to be confirmed by end of December 2014. The CTI-CFF also agreed to engage/invite LGN in appropriate CTI-CFF activities and platforms i.e. SOMs, Regional Prioritization Workshops, thematic capacity-building activities and the like. It tasked the Regional Secretariat to assist LGN in organizing its CTI-related regional events and tasked the NCCs to continue to engage local governments and local government associations as partners in implementing respective NPOAs and other CTI-related plans and programs.

## 2. ACTIVITY DESCRIPTION AND OBJECTIVES

On July 8, 2014, key stakeholders of the LGN of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) convened in Nusa Dua, Bali, Indonesia to discuss plans for an LGN Forum before the end of the year. The planning meeting aimed to take stock of what the CTI-CFF LGN has achieved and the direction it will take going forward. The meeting was attended by the CTI-CFF LGN Founding members, the Bupati of Wakatobi in Indonesia and the Mayor of Lubang in the Philippines, the League of Municipalities of the Philippines, the CTI-CFF Interim Regional Secretariat and the USCTI Support Program Integrator, the Coral Triangle Center.

As a result of the planning meeting, it was agreed that the 3<sup>rd</sup> CTI-CFF Local Government Network Forum will aim to achieve the following:

- Review, assess and update progress of the implementation of the CTI-LGN roadmap
- Agree on CTI-CFF LGN strategic purpose and CTI-CFF LGN organizational setup
- Provide opportunity for executive training to CTI-CFF Local Government Network Members to align their decision making capacity in managing marine resources
- Engage women local government executives to be part of the CTI-CFF Local Government Network
- Encourage and support twinning and mentoring programs amongst CTI-CFF Local Government Network members

The planning meeting also agreed on the following participants and host organizations:

- PNG Senior Officials and Ministers
- Coral Triangle Local Government Executives
- CTI-CFF Regional Secretariat

- CTI-CFF Partner Organizations

#### Lead and Host Organizers

- CTI-CFF Interim Regional Secretariat
- Papua New Guinea CTI-CFF National Coordinating Committee
- Milne Bay Provincial Government
- USAID
- Coral Triangle Center
- U.S. Department of Interior (US DOI)
- National Oceanic and Atmospheric Administration (NOAA)
- The Nature Conservancy

## 3. ACTIVITY PROCEEDINGS

### A. DAY I

The CTI-CFF 3<sup>rd</sup> Local Government Network Meeting opened on March 25, 2015 with a short message of solidarity from US DOI Senior Regional Adviser Mr. Marc Weitzel and a review of the meeting's objectives for the next two days by CTC Executive Director Rili Djohani. This was followed by a welcome address from Milne Bay Administrator Michael Kape. Mr. Kape welcomed all guests to Alotau and Milne Bay and extended the town's warm hospitality to participants. He also stressed the importance of the topics being discussed as he noted that the life of the people in Milne Bay is strongly tied to the sea for their culture and livelihood.

CTI-CFF Technical Working Group Coordinator Mr. William Jatulan followed the opening speeches with an introduction and a timeline of the CTI-CFF Local Government Network since its beginnings in June 2009 and its subsequent meetings in Wakatobi in 2010 and in Manila in 2012. He noted that the CTI-CFF LGN was created in response to the CTI-CFF Regional Plan of Action's call to engage local leaders in implementing its goals and objectives.

- CTI-CFF provides a strategic **platform to scale up** local government initiatives
- Individual actions raise cost of investment, collective action **adds value to individual investments** i.e. resource and info sharing and threat reduction from neighboring areas
- Good practices reap **good returns** for local governments i.e. putting local governments in radar screen, raise personal profile
- Coral Triangle is **ecologically connected**. When one part breaks down, the others are affected.

Mr. Jatulan further set the stage of the meeting by noting the most recent decisions of the CTI-CFF 10<sup>th</sup> Senior Officials Meeting in November 2014 as mentioned in last paragraph of Section I above. There was a brief question and answer portion after the presentation which was then followed by the presentations from country delegations.

**Indonesia:** The CTI-CFF NCC Indonesia, represented by Ms. Iswari Subekti, reported on their LGN activities from 2012 to 2015. The highlights of their activities are as follows:



➤ On 10-11 April 2013, Mayor of Ambon hosted a Meeting-attended by some Heads of districts/cities around Province of Maluku. It resulted in adoption of the Ambon Declaration:

- Strengthening local government's capacity to enforce district fisheries laws against destructive fishing practices through sharing of best practices;
- Implementation and following up the NPOA in action plan in Province level;
- Encouraging the Government in allocating the special fund (DAK) to the districts who has action plan in CTI CFF.

➤ On 8-9 June 2014: the Ministry of Home Affairs organized an activity commemorating Coral Triangle Day and attended by 300 participants from 65 coastal Districts/Cities; It resulted in adoption of Buleleng Agreement which includes the following features:

- Action Plan in 33 provinces in Indonesia in order to accelerate the implementation of NPOA;
- Strengthening the role of local governments in marine protected area management;
- Strengthening the local government network through collaboration in a formal institution (association or forum)
- Accelerating the development of zonation of coasts and small islands area (UU no 1/2014)

➤ On 2-4 December 2014, the Buleleng Regency in collaboration with the CTI-CFF Indonesia NCC and partner organizations organized the LGN Forum attended by 24 head of coastal Districts and Mayors from 65 coastal Districts/Regencies/Cities. It resulted in adoption of Buleleng Declaration which aims to building partnerships among local government - Government-private sectors-NGOs-universities.

➤ On 21-22 December 2014, Head of Wakatobi District, Mr. Hugua hosted a technical meeting of coastal Regents/cities to develop a forum/association called ASKOPI (Indonesia Association of Coastal Regencies/Cities/Districts). The goals of this forum are to build the partnership and network within the local government in order to accelerate the achievement of NPOA. In January 2015, the First draft of a statute on goals, roles, membership, structure of organization, secretariat, etc was developed and is currently being reviewed by the Ministry of Home Affairs and the NCC.

The delegate from Ambon also presented the best practices on coastal and marine resource management in their area.

**Papua New Guinea:** A representative from The Nature Conservancy in PNG Theresa Kas, as the lead partner organization of the LGN in the country, reported on the development of the PNG Maritime Governors Meetings which is the equivalent of the LGN in-country.

Following the December 2012 LGN meeting in Manila, the PNG delegates planned to replicate the initiative with three Governors from the Bismarck Sea area. This includes the Governors from the provinces of West New Britain, Madang and Manus. The plan expanded to include other provinces and led to the first Mamose Governors Council Meeting in October 2013, which included the Governors of East Sepik, Madang and Sandaun. During this meeting the Bismarck Sea Governors' Way Forward, which included the CTI Goals and the LGN, was endorsed. The forum was able to achieve the following commitments:

- Maritime Governors to share and develop common awareness of PNG maritime provincial marine, fisheries and climate adaptation governance issues and technical approaches;
- Maritime Governors to understand and commit to provincial implementation of relevant aspects of the PNG Marine Program and other mechanisms;
- Mobilize agreement on moving forward, which is to be led by Provincial Governments as implementation of National programs/plans in the provinces.



Following this, the Governors have agreed to hold the second Maritime Governors Meeting in April 2015.

**Solomon Islands:** The Solomon Islands was represented by Mr. Selwyn Vasuni an officer from Isabel Province who shared the best practices of the Isabel Provincial Government in supporting the goals of the CTI-CFF. Some of the initiatives of the province included the following:

- Development of Isabel Resource Management and Environment Protection Ordinance.
- Development of Provincial Environment Policy.
- Establishment of Environment, Conservation and Climate Change Division.
- Development of the Ridges to Reefs (R2R) Conservation Plan.
- Development of Management Plans for sites
- Response to expression of interest from resource owners
- Awareness raising
- Submission of management plans to the Ministry of Environment for PA Legislation recognition

Following the country presentations, Ms. Djohani discussed the criteria and the standards for effective networks and how the LGN can work towards this using a framework designed by Boggs et al. She noted that although the LGN has already achieved some of the criteria for an effective network, it still lacks one of the key component which is the “strategic purpose.” She emphasized that one of the key objectives of the meeting is to finalize the LGN strategic purpose in the next two days.



Lunch break followed this session followed by the formal opening ceremony in the afternoon.

During the formal opening session, the Papua New Guinea Conservation and Environmental Protection Authority (CEPA), one of the forum’s hosts, acknowledged the role Papua New Guinea’s local government leaders in advancing conservation initiatives in the country and the region.

“Our PNG Governors have actively participated in CTI Maritime Local Government Network meetings in the past and have found these meetings a source of inspiration and knowledge that they were able to bring back to their constituencies. At the national level in PNG, we are convening the second PNG Maritime Governors Meeting next month to discuss how to further strengthen sustainable marine resource management in their areas,” said Ms. Yvonne Tio, Executive Manager in CEPA’s Marine Division.



She further added that as the current Chair of the Coral Triangle Initiative Council of Ministers, Papua New Guinea acknowledges the important role of local government executives as well as women leaders in achieving the conservation and sustainability goals of the CTI.



Following this, newly-appointed CTI Regional Secretariat Executive Director, Dr. Widi Agoes Pratikto also welcomed participants to the forum. He noted that the forum also marked another milestone in the history of the CTI-CFF as it was held right after the signing of his Terms of Appointment and Employment Agreement as the CTI-CFF Regional Secretariat's first Executive Director the previous day together with PNG Minister of Environment and Conservation and Climate Change, Hon. John Pundari, MP. Dr. Pratikto announced that

he will officially assume office on April 1, 2015. He noted that the LGN meeting is one of the key cross cutting initiatives of the CTI and he expects the meeting to produce excellent recommendation to ensure the positive outcome.

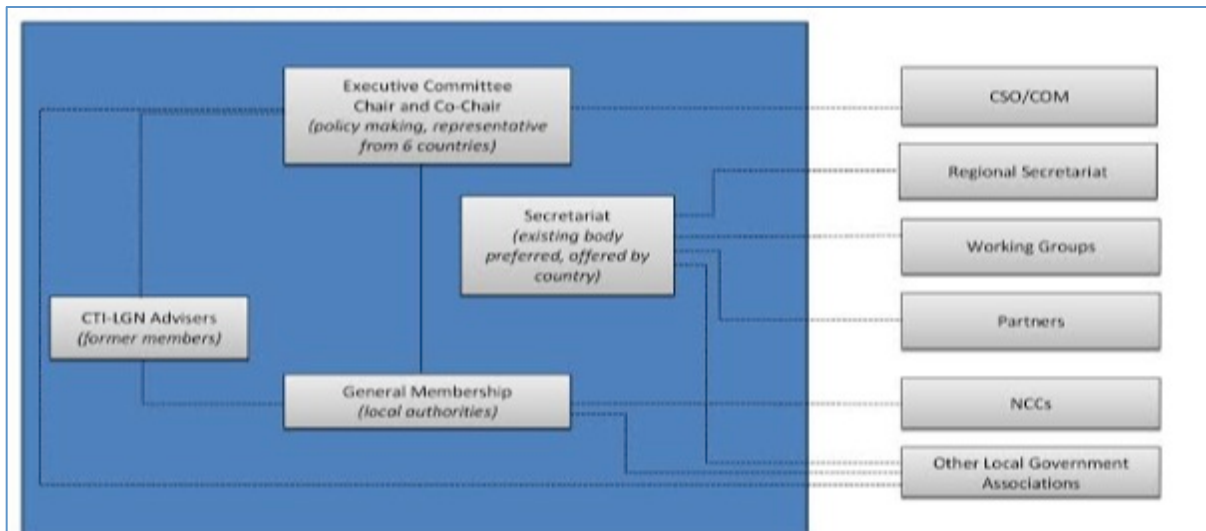
Following this, Hon. Napoleon Liosi, welcomed participants and provided an introduction to Milne Bay. The ceremony was then headlined by Milne Bay Governor Mr. Titus Philemon who noted in his opening speech the risks faced by the Coral Triangle and Papua New Guinea's marine resources and the importance of working with local governments to address these. "The sea and reefs have been our garden, our supermarket, our department store for all our lives...this forum must set the foundations for increased awareness as well as necessary work to save our supermarket." he said.

"The Coral Triangle Initiative is particularly important because it gives us here in PNG a space in which these concerns can be highlighted and through which we can cooperate and learn alongside our colleagues in local government and environmental organizations in other CTI countries. We can begin to save our seas, our reefs, and marine resources that are critical to sustain the livelihoods and wellbeing of current and future generations," he said.



Following the speeches, the technical working session commenced and Ms. Djohani delivered a short recap of the morning's activities followed by a discussion on the LGN's structure, membership and role of the Secretariat led by Mr. Jatulan. His presentation highlighted the following proposed organizational structure and the responsibilities of each LGN stakeholder. The discussions and deliberations that followed were chaired by Regent Hugua of Wakatobi Indonesia.

Proposed organizational and coordination structure for the LGN:



**Organization and management** - composed of the General Assembly, Officers, Executive Committee LGN Secretariat, CTI-LGN Advisers.

**General Assembly (GA)**– GA shall: 1) convene regularly on a biennial basis or meet on special situations when circumstances call for it. It shall be responsible for: a) Election of Officers, b) Confirmation of members of Executive Committee and the Secretariat, c) Approval of policies, d) Approval of work plan and budget, e) Approval of new membership; 2) adhere to consensus-building as a modality in all decision-making processes unless under extreme circumstances as determined by the Chair there are issues that require to be voted upon by the General Assembly



**Officers (Chair and Co-Chair)** – It was proposed that the chair and co-chair during General Assembly serve: 1) serve as chair and co-chair of the Executive Committee meetings, conference calls, etc. and serve as signatory and co-signatory of official communications of the CTI-LGN. Designate; 2) designate other officers as may be determined/recommended by the Executive Committee and approved by the General Assembly; 3) serve for two years,

eligible for reelection. There will be a vacancy when; a) an incumbent ceases to represent the local government, b) incapacitated, c) resign from the post or d) the local government terminates its membership with CTI LGN. The Co-Chair assumes the chairmanship in the absence of the Chair or if vacancy occurs. The position of the Co-chair when becomes vacant is not filled until the next elections.

**Executive Committee** – This will be composed of the Chair, Co-chair and a designated representative of local government from each CT6 country and the CTI-LGN Secretariat and a representative of the CTI-CFF Regional Secretariat (as ex-officio members). All members of the Executive Committee should be active members of the CTI-LGN.

**LGN Advisers** – This will be composed of CTI-CFF Regional Secretariat, Partners and NCC members serving as resource persons on matters pertaining to CTI-CFF policies, programs, plans and priorities. The Chair, Co-Chair or the Executive Committee may also call on the CTI-LGN Advisers when needed.

**Membership:** Members should be current local government executives in maritime areas. The membership application will be evaluated by the CTI-LGN Secretariat and reported to the General Assembly for approval and acceptance. Acceptance shall be confirmed in writing by the CTI-LGN Secretariat. The CTI-LGN Secretariat shall send confirmation letter of membership as founding members -to those who signed up at the time of the adoption of this policy, and those who signed up the MRT Joint Communiqué and the LGN Manila Declaration. Member local governments may terminate their membership by notifying the CTI-LGN Secretariat in writing.

**Membership Responsibilities:** Members are required to: 1) attend CTI-LGN biennial meetings at their own cost to be co-hosted by the NCC and with a member local government and coordinated by the CTI-LGN Secretariat; 2) pay regular membership dues as may be agreed by the CTI-LGN General Assembly. Promote; 3) promote awareness or understanding among local governments and other stakeholders about the CTI-CFF such as but not limited to participation in various forums, conferences, Coral Triangle day events, conferences, implement LGN developed policies and other agreements as relevant; 4) demonstrate commitment in management and protection of coastal and marine resources through strong political will, financial support to its programs and advocacy with other local governments; 5) provide reports of programs and activities for inclusion of locally-managed marine protected areas in CTMPAS, reporting climate change adaptation activities and actions in the Monitoring and Evaluation system; 6) share and exchange information, expertise and practices to other member local governments; and 7) represent the network in various regional and international events and bring in new members into the CTI-LGN.



**Membership Benefits:** - The CTI-LGN Secretariat will closely coordinate and work with the CTI-CFF Secretariat and its Partners to determine programs and activities that will have beneficial effects to and enjoyment of the CTI-LGN membership which may include the following: participation in CTI regional meetings and policy forum, access to CTI capacity building programs and professional development, networking, twinning and community of practice among peers, publication and information sharing of CTI-CFF program implementation and funding opportunities.

Following this presentation, there was a short discussion on certain provisions and **the following were agreed upon:**

- Endorsement of the proposed CTI-CFF LGN structure, officers and membership responsibilities
- Election of Regent Hugua from Wakatobi as the Interim Chair and Mayor Nilo Villanueva of Mabini and Mayor Gita Elliott of Alotau as Co-chairs of Executive Committee.
- The General Assembly will meet every two years.
- Agreed to organize an Executive Committee composed of the chair, co-chairs and at least one maritime local government representative of each CTI-CFF member country as determined by its respective coordinating mechanisms (i.e. through NCCs, national local government associations)
- Only executives from maritime provinces and municipalities who are currently serving office can join as member
- As such, the name of the network will be changed to reflect the membership and it will become” CTI-CFF Maritime Local Government Network (CTI-LGN)”



**LGN Secretariat:** Mayor Nilo Villanueva of the League of Municipalities of the Philippines followed with his presentation on the commitment of the LMP as the LGN Regional Secretariat. He noted that the LMP is honored to serve as the Secretariat and its executive body has already accepted and ratified this decision. He noted that the Role of LMP Secretariat is a bigger responsibility compared to what it is doing in the Philippines as such will need the cooperation of everyone as well as funding support as the league is currently only relying on membership dues. He also clarified how long the term of the LMP as Regional Secretariat is and suggested that it has a fixed number of years and/or rotate among countries.

Following this presentation, there was a short question and answer and the following decisions were agreed upon:

- LMP will serve as interim secretariat for the next two year period while the network is an “embryo” stage
- The LGN will have a desk at the CTI-CFF Regional Secretariat office to facilitate close coordination with the regional body
- Each CT6 country will have its own national LGN Secretariat to coordinate with the regional body

**LGN Business Plan:** US Department of Interior Consultant Dr. Don Charpio presented the highlights of the business plan that he prepared for the LGN (*Annex 6*). He provided several local government network funding structures used by organizations internationally that can be used as model for the LGN. He noted seven key questions to guide the design and development of the network’s business plan.



- Is the LGN filling an unmet need in the market?
- Why is the LGN going to be better than the competition, both current and future?
- How will the LGN acquire and retain customers?
- Is the organization using key advisors with expertise related to the product?
- What is the story behind the financial forecasts?
- How is LGN going to spend its investors' money?
- Does the proposed staffing plan fit an evolving organization?

There was a brief question and answer following the presentation, after which the following were decided and agreed on:

- The LGN will not charge membership fees among its members but will instead solicit “donations” acknowledging the difficulty in collecting dues among existing professional organizations across the region as well as the inability of the LGN to collect funds as it currently does not have any legal identity
- Affiliate members will be accepted as part of the network. These includes organizations that support and share similar goals as the LGN (i.e. Coral Triangle Center, TNC etc.)
- “Friend raising” should be included as a strategy for the LGN to expand and recruit more members and supporters
- The key to generating funds is to ensure that the “product” is attractive and therefore the network’s strategic purpose must be critical in defining this product.

Following the discussions, it was agreed that the Proposed CTI LGN Working Paper (Annex 5) structure will be modified to include the decisions made during the day. Participants then proceeded to a welcome dinner hosted by the Governor of Milne Bay Province.

## B. DAY 2

**CTI-CFF Women Leaders Forum Panel:** The day started with a one hour discussion on the role of women leaders in advocating for marine resource conservation at the local government level specifically in Papua New Guinea. The panelists were Ms. Tio from the Conservation and Environment Protection Agency, Ms. Betty Dunstan from the Milne Bay Administration, Ms. Kas and Ms. Barbara Masike-Liri from The Nature Conservancy and Maxine Anjiga-Arua from the Center for Locally Managed Areas while Ms. Djohani moderated the discussion.



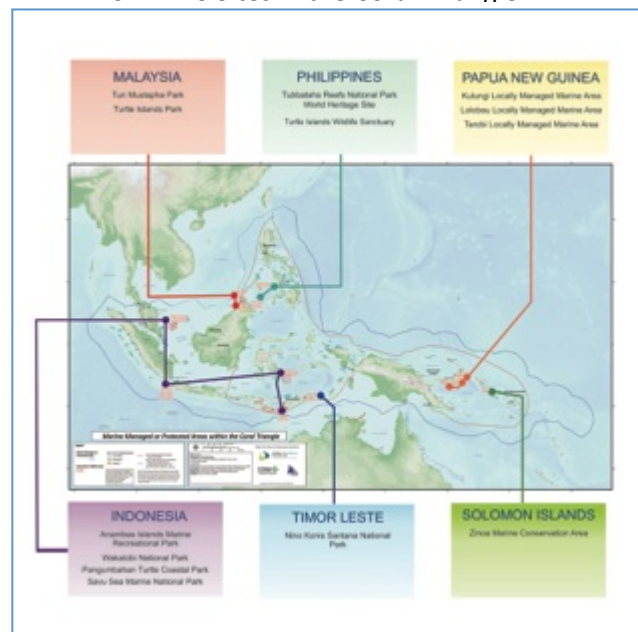
Some of the challenges in marine conservation that the women noted included having difficulties working in patrilineal societies where women do not have a voice in decision making and must work with conduits to get their message across the community. However, the women leaders noted that despite the challenges, women leaders have achieved milestones and have successfully lead environmental projects across the country harnessing their role as careers and nurturers not just for the family but to the environment as well.

Milne Bay Governor, Mr. Titus Philemon, replied in the affirmative and thanks the women leaders for leading various environmental initiatives in his province as well as nationally through the PNG Maritime Governors Meeting, to which he credited Ms. Kas as one of the key moves. "I would like to thank CTI for bringing us together and the women's forum. Because of CTI as a mother organization, we are getting together and we are beginning to focus. The PNG Maritime Governors meeting allowed us to work together. I am not alone now. I have strength with other maritime provinces who are facing the same issues that I am facing," he noted.

Following this, it was suggested that the 3<sup>rd</sup> CTI-CFF Local Government Network Forum make a special effort to encourage women leadership and empowerment as one of its goals in engaging the communities and promoting the conservation and sustainability aims of the network.

**CTI Local Government Network and the Coral Triangle Marine Protected Area System:** Anne Nelson from the National Oceanic Atmospheric Administration presented the linkages between the CTI LGN and the Coral Triangle Marine Protected Area System (CTMPAS). She emphasized the critical role of the local government leaders in ensuring that marine protected areas in their jurisdiction are effectively managed and that these are included in the CTMPAS. She further emphasized the

CTMPAS Sites in the Coral Triangle



ecological, social and governance benefits of the network. How can the LGN contribute to the CTMPAS?

- Implement policies to support MPAs
- Help develop the MPA network through your LGN
- Education and socialization
- Support management planning to reach Category 2 of CTMPAS
- Partnership facilitation
- Community building
- Research
- Funding proposals

Following this, **Regent Hugua** presented his experience in Wakatobi Indonesia which is one of the flagship sites of the CTMPAS.

**Establishing Twinning and Mentoring Partnerships in the LGN:** Ms. Nelson led the discussion on twinning and mentoring which was one of the topics identified as a service that the LGN could provide to its members in the last forum in December 2012. Ms. Nelson cited several examples of twinning and mentoring programs among local governments focused specifically on marine conservation and management and climate adaptation projects. These include the Southeast Cebu Coastal Resource Management Council, the NOAA National Marine Sanctuaries Sister Sanctuaries Program, the C40 Network for Climate Action and the Indonesia and United States partnership on shared migratory leatherback turtle habitat. She noted that each twinning program has its own objectives unique to the site but noted that these programs have multiple benefits such as: sharing of lessons learned and best practices, education, professional development, building capacity for future support and bringing recognition, opportunity for media, outreach and funding.

### **LGN Roadmap**

**Exercise:** After the discussion, an exercise on developing a 3-year LGN Roadmap commenced. The participants were divided per country and each group developed a list of activities under the LGN that can help support



activities under the CTI Regional Plan of Action such as the CTMPAS, climate change adaptation, sustainable fisheries and twinning and mentoring.

**Anilao Marine Protected Areas (MPAs): Evolution, Protection and Tourism:** During the afternoon session, Mayor Nilo Villanueva from Mabini, Batangas, Philippines, whose municipality covers the popular Anilao dive site gave an overview of the marine conservation policies that have been implemented in his municipality through collaboration with the community and with partner non-government organizations. He noted that the success of his municipality illustrates the following key points:

- Local government partnership for conservation is possible through mutual cooperation.
- Political will is a must.
- Development is directly linked to natural resource conservation.
- Local initiatives can substantially contribute to national, and even international, coastal resource conservation efforts.
- Community participation can be sustained through dialogues, various advocacies and information education activities.



- User Fees or Conservation Fees as a sustainable financing mechanism is proven effective to sustain marine protected area management.
- Strong political will and a functional Marine Law Enforcement Team are key components of MPA management.
- Assistance of NGOs and Academe are instrumental in the establishment, facilitating the process of management and monitoring and evaluation of marine protected areas in Mabini.
- Multi-stakeholder participation and relationship with them is important.
- Accountability and transparency should be present, i.e. mechanism should be well-communicated.
- Payers need immediate tangible benefits.
- Dive tourism can be an ally of conservation.
- Conservation Fee alleviates poverty on specific sectors of society.
- Alternative Livelihood: key to social acceptance of the MPA..
- Livelihood for law enforcers: key to effective law enforcement.
- Local government vision and commitment: ultimate key to a sustainable MPA.

### **Building Partnerships & Institutional Strengthening of the LGN in the Coral Triangle**

**Region:** Ms. Kas from The Nature Conservancy in PNG followed with her presentation on the key ingredients to ensure successful partnerships among local government networks in the Coral Triangle. She noted the various levels of partnerships – the highest being the national government of the six Coral Triangle countries and the other being the partnerships between local governments within each Coral Triangle country and the local governments among the six countries. She noted the importance of facilitating partnerships with partners that are able to assist in building the capacity of the LGN and its members. Going forward, she posed the question to the group” “How can the LGN in each Coral Triangle country and around the CT6 facilitate partnerships among themselves and with other partners?” She also noted that it is important to ensure that the structure of the LGN can best facilitate the partnerships and ensure connection among its members.

**Roadmap Presentations:** Following the presentation, the participants went back to their teams and completed their roadmaps. The roadmaps were then presented to all participants together with a short question and answer portion. (See Annex 7 for Roadmap details)

**Strategic Purpose:** The last working session of the day focused on developing the LGN strategic purpose. The facilitators collected metacards from the participants that contained key words of what the LGN’s purpose would mean to them. The keywords and themes were deliberated and the following statement was decided and agreed on the following statement: *“A network of local government champions identified and empowered who promote and implement the goals of the CTI-CFF at the community level through collaboration and partnership.”*



Following this, Regent Hugua presented the regional roadmap of the LGN and the representatives and witnesses signed the Alotau Resolution that captures and highlights all the provisions that were agreed and decided during the forum

## **DAY 3**

On the third day of the forum, the participants joined a field tour organized by the Tourism Office of the Alotau Provincial Government. The participants visited several landmarks around Alotau Town and proceeded to an inland fisheries project and a community next to a mangrove conservation project. In the evening, there was farewell dinner sponsored by the CEPA.

## 4. OUTCOMES AND WAY FORWARD

At the end of the forum, the local government leaders agreed a series of decisions designed to increase local government stewardship of marine and coastal resources as stated in the CTI-CFF Regional Plan of Action. (LGN Alotau Resolution signed copy in Annex 3).

They also agreed a roadmap of activities to guide the next steps forward and to their next meeting at the Coral Triangle Regional Business Forum on Sustainable Marine Tourism in Nusa Dua, Bali,

### Alotau Resolution

We, representatives of the maritime local governments<sup>1</sup> as officially nominated by the respective CTI-CFF National Coordination Committees (NCCs) to attend the 3<sup>rd</sup> CTI-LGN Forum held in Alotau, Milne Bay Province, Papua New Guinea (PNG) on 25-27 March 2015 resolve the following:

- Agreed to formally organize the CTI-CFF Maritime Local Government Network (CTI-LGN) by adopting the proposed organizational structure defining the scope of the general assembly, officers including the Executive Committee and the CTI-LGN Secretariat indicated in the CTI-LGN Policy Document (*see annex*).
- Elected the interim officers which include Mayor Hugua of Wakatobi, Southeast Sulawesi, Indonesia as Chair and Mayor Gita Elliot of Alotau, Milne Bay Province, PNG and Mayor Nilo Villanueva of Mabini, Batangas, Philippines as Co-chairs. The interim officers shall assume roles and responsibilities as defined in the CTI-LGN Policy Document until permanent officers are elected by the General Assembly.
- Agreed that the Executive Committee shall be composed of the chair, co-chairs and at least one maritime local government representative of each CTI-CFF member country as determined by its respective coordinating mechanisms (*i.e.* through NCCs, national local government associations).
- Affirmed the scope of the CTI-LGN Regional Secretariat as proposed by the League of the Municipalities of the Philippines (LMP) and incorporated in the CTI-LGN Policy Document. LMP shall assume the role of the CTI-LGN Secretariat in an interim basis until a permanent setup is agreed.
- Agreed that membership is voluntary and shall be composed of maritime local governments located within the Coral Triangle region as core members and local government associations or organizations supportive of CTI-LGN mission as associate members, who may donate resources to support initial operations until rates for membership is agreed. Processes of application, acceptance and termination of membership are defined in the CTI-LGN Policy Document.
- Agreed that those maritime local governments who signed this Resolution shall automatically become members of the LGN. Those who took part in the Wakatobi Joint Communiqué and the Manila Declaration adopted in May 2011 and December 2012 respectively, shall be considered to be founding members of CTI-LGN provided they confirm in writing.
- Agreed to engage women to take part in CTI-CFF decision-making processes and programs and empower women in their communities to lead and implement coastal and marine programs.
- Building on the Wakatobi Joint Communiqué and the Manila Declaration, agreed to adopt the CTI-LGN strategic purpose formulated at the 3<sup>rd</sup> CTI-CFF LGN forum in Alotau which states: *A network of local government champions identified and empowered who promote and implement the goals of the CTI-CFF at the community level through collaboration and partnership.*

Indonesia in August 2015.

### CTI-CFF LGN Roadmap

Activities	Responsible Person	Timeline
1. Partial adoption CTI-LGN Policy Paper at the CTI-LGN Forum	LGN participants at the LGN Forum	March 2015
2. Election of CTI-LGN Officers and designation of Executive Committee	LGN participants at the LGN Forum	March 2015
3. Establishment of Executive Committee, CTI-LGN Secretariat	LGN participants at the LGN Forum	March 2015
4. Send confirmation letters of CTI-LGN Membership	LGN Regional Secretariat	April to June 2015
5. Implementation of National and Regional Workplan activities/roadmap	LGN Members	April 2015 onwards
6. Organizing the CTI-LGN Secretariat	LMP/LGN Regional Secretariat	March to June 2015
7. Continuous recruitment of potential members into the network	LGN participants at the LGN Forum	March 2015 onwards
8. Convene executive committee meeting at the sidelines of the CTI Business Forum/and or be part of the CTI-CFF Sustainable Marine Tourism Conference	Chair and members of the Exec	August 2015
9. Reporting of CTI-LGN Achievements at SOM I I	Chair or LGN Secretariat	Oct/Nov 2015

# 5.ANNEXES

## AI: LIST OF PARTICIPANTS

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## A2: AGENDA

**Lead Facilitators:** Department of Environment and Conservation Papua New Guinea

CTI-CFF IRS, DOI-CTC-NOAA

**Two days before start of meeting:** Arrival and meeting of resource persons, facilitators, organizers

**One day before start of meeting:** Arrival of Participants

**Day 1: March 25, 2015, Wednesday**

**Outputs:**

- Update of CTI-CFF LGN activities to date
- Finalize and Agree on CTI-CFF LGN strategic purpose, organizational structure, membership schemes

Time	Day 1 Activity	Facilitator/Resource
8:30-9:15	<b>Welcoming Remarks and Overview</b> <ul style="list-style-type: none"> <li>• Welcome remarks</li> <li>• Statement of Support</li> <li>• Review of CTI-CFF 3rd LGN Meeting objectives, agenda</li> </ul>	Speakers: Michael Kape, Milne Bay Province Marc Weitzel, US DOI RiliDjohani , CTC
9:15-9:45	<b>SESSION 1.1: LGN Accomplishments</b> <ul style="list-style-type: none"> <li>▪ Review of CTI-CFF LGN Meeting activities and accomplishments to date at the regional level</li> </ul>	Facilitator: A. Nelson Presenters: W. Jatulan
9:45 – 10:00	<b>Break</b>	
10:00-10:30	<b>SESSION 1.2: Country presentations</b> Update of CTI-CFF LGN activities in each country to date including planned activities for 2015 -Indonesia -PNG -Philippines -Solomon Islands	Facilitator: W. Jatulan Presenters: Heads of Delegation
10:30-12:00	<b>SESSION 1.3: Executive Session</b> Defining the CTI-CFF LGN Strategic Purpose	Facilitator: W. Jatulan Presenter: R. Djohani



12:00-1:00	<b>Lunch</b>	
1:00 – 1:30	<b>Official Opening Ceremony</b> <ul style="list-style-type: none"> <li>• Emcee: Napoleon Liosi</li> <li>• Welcoming Remarks: Milne Bay Governor</li> <li>• Statement of Solidarity: Managing Director of Conservation and Environment Protection Authority</li> <li>• Opening Message: CTI-CFF Secretariat Executive Director</li> <li>• Photo Session</li> </ul>	MC: N. Liosi Hon. Titus Philemon, Mr. Gunther Joku (speech read by Ms Yvonne Tio) Dr. WidiPratikto
1:30-3:00	<b>SESSION 1.4 Executive Session (continued)</b> <ul style="list-style-type: none"> <li>• Brief recap of agreement of Session 1.4</li> <li>• Finalizing the CTI-CFF LGN organizational structure, membership criteria</li> <li>• Finalizing the role of the LGN Secretariat</li> </ul>	Facilitator: W Jatulan Presenters: W. Jatulan
3:00-3:15	<b>Break</b>	
3:15-4:45	<b>SESSION 1.5: Executive Session</b> <ul style="list-style-type: none"> <li>• Outline financing and resource needs and LGN Business Plan</li> </ul>	Facilitator: W. Jatulan Presenters: D. Charpio
4:45-5:30	<b>SESSION 1.6: Wrap Up</b> <ul style="list-style-type: none"> <li>• Agreements and Decisions</li> <li>• Next Steps</li> </ul>	Facilitator: LGN member
6:30-8.30	<b>Welcome dinner sponsored by Milne Bay Provincial Government/PNG CTI NCC</b>	

## Day 2: March 26, 2015, Wednesday

### Outputs:

- Socialize CTMPAS among CTI-CFF Local Government Network members
- Strengthen capacity of CTI-CFF Local Government Network members to advance conservation actions
- Engage women local government executives in the CTI-CFF Local Government Network
- Finalize and agree on CTI-CFF LGN roadmap of activities for 2015-2016 including capacity needs

Time	Day 2 Activity	POC
8:30-8:45	<b>Recap of Day 1 and  Expected Outputs of Day 2</b>	Facilitator: A. Nelson Volunteer participant from Day 1

8:45-10:15	<b>Session 2.1: CTI-CFF Women Leaders Forum Session</b> <ul style="list-style-type: none"> <li>Strengthening the role of women local government executives in the Coral Triangle Roundtable Discussion</li> <li>Women leaders in marine conservation – learning from the PNG experience</li> </ul>	Moderator: R. Djohani Panelist: Trish Kas, Maxine Anjiga, Yvonne Tio, Barbara MasikeLiri
10:15-10:30	<b>Break</b>	
10:30 – 11:00	<b>SESSION 2.2: Technical Session</b>  The role of local governments in the Coral Triangle in ensuring effective marine protected area management in support of the Coral Triangle Marine Protected Area System	Facilitator: W. Jatulan Presenter: A. Nelson  Presenter: Mayor Hugua
11:00 - 11:30	<b>SESSION 2.3. Technical Session</b> Establishing twinning and mentoring mechanisms for CTI-CFF LGN members. Define the purpose of twinning mechanisms as well as operation procedures.	Facilitator: W Jatulan Presenter: A. Nelson
11:30 – 12:00	Reflection and discussion to begin building roadmap	
12:00-1:00	<b>Lunch</b>	
1:00- 1:30	<b>SESSION 2.4: Technical Session</b> Strengthening local government’s capacity to enforce fisheries laws and generate revenues from MPAs	Facilitator: W. Jatulan Presenter: Mayor Nilo Villanueva
1:30-2:30	<b>SESSION 2.5: Technical Session</b> How local governments in the Coral Triangle can effectively forge partnerships with private sector, NGOs and other organizations to advance conservation actions with their constituencies	Facilitator: W. Jatulan  Presenters: Trish Kas
2:30 – 3:00	Reflection and discussion to begin building roadmap	
3:00 – 3:15	<b>Break</b>	
3:15 – 4:30	<b>Session 2.6 Technical Session</b> LGN Road Mapping of Activities	Facilitator: A. Nelson Presenter: A.Rukma and Hugua
4:30-5:00	<b>Closing Session</b>  -Closing Remarks  -Way Forward – CTI-CFF	Speakers: PNG NCC  Exec Dir. W Pratikto

### Day 3: March 27, 2015, Friday

One-day field trip to experience and learn about the application of good marine and coastal governance in Milne Bay, PNG

#### OUTPUTS:

Learn how the local government and/or community is managing coastal and marine areas

Time	Activity	Process/ Materials	Lead
8:00-8:10	ASSEMBLY		
8:10-8:45	Session 3.1: Briefing <ul style="list-style-type: none"><li>▪ Background information on Field Trip Sites</li><li>▪ Overview of field itinerary</li></ul>	Briefing materials on sites to be visited	CEPA
8:45-4:00	Session 3.2: Travel to field sites with lunch on island		CEPA
4:00-5:00	Session 3.3: Debrief field trip and draw out lessons		CEPA, DOI-CTC-NOAA
6:30-8:30	Farewell Dinner		CEPA

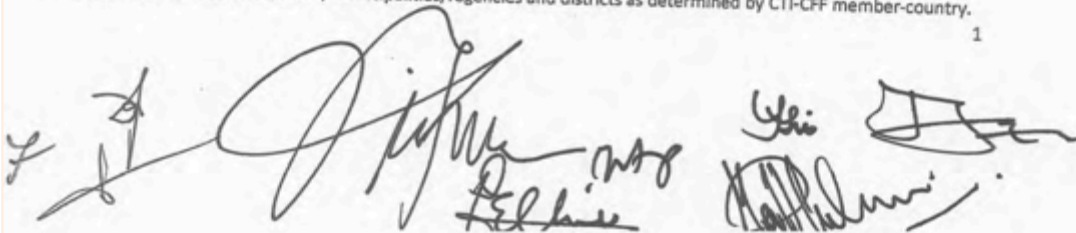
### A3: ALOTAU RESOLUTION

**Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security  
(CTI-CFF) Maritime Local Government Network  
The Alotau CTI-LGN Resolution**

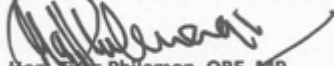
We, representatives of the maritime local governments<sup>1</sup> as officially nominated by the respective CTI-CFF National Coordination Committees (NCCs) to attend the 3<sup>rd</sup> CTI-LGN Forum held in Alotau, Milne Bay Province, Papua New Guinea (PNG) on 25-27 March 2015 resolve the following:

- Agreed to formally organize the CTI-CFF Maritime Local Government Network (CTI-LGN) by adopting the proposed organizational structure defining the scope of the general assembly, officers including the Executive Committee and the CTI-LGN Secretariat indicated in the CTI-LGN Policy Document (*see annex*).
- Elected the interim officers which include Mayor Hugua of Wakatobi, Southeast Sulawesi, Indonesia as Chair and Mayor Gita Elliot of Alotau, Milne Bay Province, PNG and Mayor Nilo Villanueva of Mabini, Batangas, Philippines as Co-chairs. The interim officers shall assume roles and responsibilities as defined in the CTI-LGN Policy Document until permanent officers are elected by the General Assembly.
- Agreed that the Executive Committee shall be composed of the chair, co-chairs and at least one maritime local government representative of each CTI-CFF member country as determined by its respective coordinating mechanisms (*i.e.* through NCCs, national local government associations).
- Affirmed the scope of the CTI-LGN Regional Secretariat as proposed by the League of the Municipalities of the Philippines (LMP) and incorporated in the CTI-LGN Policy Document. LMP shall assume the role of the CTI-LGN Secretariat in an interim basis until a permanent setup is agreed.
- Agreed that membership is voluntary and shall be composed of maritime local governments located within the Coral Triangle region as core members and local government associations or organizations supportive of CTI-LGN mission as associate members, who may donate resources to support initial operations until rates for membership is agreed. Processes of application, acceptance and termination of membership are defined in the CTI-LGN Policy Document.
- Agreed that those maritime local governments who signed this Resolution shall automatically become members of the LGN. Those who took part in the Wakatobi Joint Communiqué and the Manila Declaration adopted in May 2011 and December 2012 respectively, shall be considered to be founding members of CTI-LGN provided they confirm in writing.
- Agreed to engage women to take part in CTI-CFF decision-making processes and programs and empower women in their communities to lead and implement coastal and marine programs.
- Building on the Wakatobi Joint Communiqué and the Manila Declaration, agreed to adopt the CTI-LGN strategic purpose formulated at the 3<sup>rd</sup> CTI-CFF LGN forum in Alotau which states: *A network of local government champions identified and empowered who promote and implement the goals of the CTI-CFF at the community level through collaboration and partnership.*

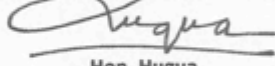
<sup>1</sup> Includes provinces, states, cities, municipalities/regencies and districts as determined by CTI-CFF member-country.




Signed on 26<sup>th</sup> day of March 2015 in Alotau, Milne Bay Province, Papua New Guinea.



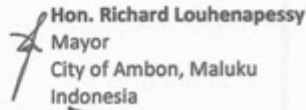
**Hon. Ylva Philemon, OBE, MP**  
Governor and Regional MP  
Milne Bay Provincial Government  
Papua New Guinea



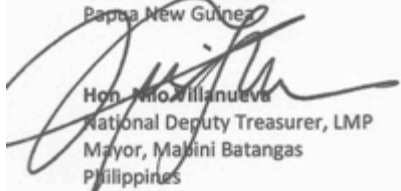
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#### A4. LGN ORGANIZATIONAL SETUP AND MANDATE: CURRENT CONSENSUS, STATUS AND PRACTICES

Organizational Elements	LGN Consensus, Current Status and Practices
Identity	CTI-CFF Local Governments Network – <i>Manila Declaration, Dec 2012</i>
Strategic Purposes	“A network of local government champions identified and empowered who promote and implement the goals of the CTI-CFF at the community level through collaboration and partnership” – <i>Alotau, March 2015</i>
Vision	“By 2016, we see ourselves as resourced, innovative, informed and effective local governments, sharing information, experience and expertise, and advocating policies to achieve the goals of CTI-CFF – <i>Wakatobi, May 2011</i>
Membership	Open and inclusive - participants (executives, LG staff, LG association representatives, LG supporters) from MRT (Wakatobi) and LGN Forum (Manila) Associate members (supporting non-government organizations) – Alotau
Membership Fees	By donation
Leadership	Shared - LGN members demonstrated leadership of promoting LGN at the local and national levels ( <i>i.e. organizing local and inter-local government activities, asserting membership at NCCs, national</i> )
Programs and Activities	Local and national level – <i>CT Day, implementation of management activities, inter-local government forums, advocacies in national LG associations, NCCs, etc</i> Regional level – convened meetings twice since inception (2011, 2012) largely with support from US CTI
LGN Regional Secretariat	League of Municipalities of the Philippines (LMP) based on <i>Manila Declaration, 2012 and SOM9 Decision, 3013</i> LMP made representation of LGN at the 8 <sup>th</sup> and 9 <sup>th</sup> SOM
Secretariat Support	Coordination, communication, agenda-setting and consolidating progress of LGN initiatives provided by US CTI Link to the CTI-CFF Interim Secretariat also provided by US CTI
Interim Officers	Chair: Regent Hugua, Wakatobi, Indonesia Vice Chairs: Mayor Nilo Villanueva, Mabini, Batangas Philippines Mayor Gita Elliot, Alotau, Milne Bay, PNG

# **CTI LOCAL GOVERNMENTS NETWORK**

## ***1.0. Background***

### **1.1. The CTI Local Governments Network (CTI-LGN): Its Genesis**

The CTI Local Governments Network (CTI-LGN) is a product of regional exchanges, planning meetings among local government peers in the region and presentations at the Senior Official Meetings. These series of activities included among others: the participation of selected CT6 local government representatives in the Second Conference of the Coastal Municipalities (CCM2) organized by the League of Municipalities of the Philippines (LMP) and the Fisheries Improved for Sustainable Harvest (FISH) Project in 2009 in Cebu, Philippines; the conduct of a Mayors Roundtable (MRT) Planning Session with LMP and FISH Project in 2010 in Cebu, Philippines; the facilitation of the MRT in Wakatobi, Indonesia in 2011; the conduct of a CTI-LGN Forum and Executive Course in 2012 in Manila, Philippines in conjunction with the LMP General Assembly; and the presentations made to the SOM of the results of these meetings and forums where the role of local governments has been increasingly recognized in CTI-CFF decision-making processes both at the national and regional levels.

The Mayors Roundtable (MRT) in Wakatobi in 2011 attended by 30 delegates representing 13 subnational governments or “local governments,” four associations of local governments, and the NCCs of the CT6 came up with a Joint Communiqué (annex 1) declaring their vision for cooperation. This broad area of cooperation and commitment among participants has subsequently driven some local governments to actively participate in national CTI activities and in some ways with their respective CTI National Coordinating Committees.

Following up on the outcomes of the 2011 Wakatobi meeting, approximately 25 local government executives from Indonesia, Papua New Guinea, the Philippines and Solomon Islands joined the Executive Course and LGN Forum where participants signed the CTI-LGN Manila Declaration (annex 2.) Under this declaration, they advocate for stronger and more direct local government engagement with CTI-CFF and its bodies including the CTI-CFF Regional Secretariat and the CTI National Coordinating Committees. They also designated the League of Municipalities of the Philippines (LMP) as CTI LGN Secretariat to help coordinate its programs and activities as they move forward. This CTI LGN Manila Declaration was eventually endorsed by the Ninth Senior Officials Meeting (SOM9) in November 2013.

In the 3rd CTI-CFF Local Government Network Forum in Alotau, Milne Bay, Papua New Guinea, on March 25-27, 2015, it was agreed that the forum be named CTI-CFF Maritime Local Government Network to represent its goal and its membership.

This working paper provides a prospective framework for the CTI-LGN in the context of the broader CTI-CFF structure, plans and actions as well as among local governments themselves situated within the Coral Triangle region.



## 1.2. Coral Triangle Initiative (CTI) and the role of local governments

The Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) is a multilateral partnership founded on the commitment of the six Coral Triangle countries (CT6): Indonesia, Malaysia, Papua New Guinea, the Philippines, Timor-Leste, and the Solomon Islands, to accelerate efforts to safeguard coastal and marine resources and communities. In May 2009, the leaders of these six countries committed to implementing a CTI-CFF Regional Plan of Action (RPOA.) The CTI RPOA is composed of five goals namely: 1) Priority Seascapes Designated and Effectively Managed; 2) Ecosystem Approach to Management of Fisheries (EAFM) and Other Marine Resources Fully Applied; 3) Marine Protected Areas (MPAs) Established and Effectively Managed; 4) Climate Change Adaptation Measures Achieved; and 5) Threatened Species Status Improving. The RPOA further captures the six countries' National Plan of Action goals and targets providing a concrete vision for cooperative and complementary action.

Most of the targets, actions and activities to accomplish these goals inevitably involve local governments. Activities pertaining to planning, protection and management of coastal areas and its resources are done at the local level and in many ways fall under the jurisdiction of local governments. A quick review of mandates and authorities of local governments in governance in general and in marine and coastal management in particular (annex 3) revealed that local governments in the CT region play a role in development planning, fisheries management, marine protected area establishment and management and implementation of climate change adaptation measures although this varies according to country. Suffice to say, it is clear that local governments are critical stakeholders in the CTI-CFF processes.

Local governments in Coral Triangle region are those subnational government bodies which include provinces, states, cities, municipalities and districts. Table 1 provides a summary of number of local governments across the CT region.

Table 1: Number of local governments across CTI

Countries	Local Governments
Indonesia	33 provinces, 1 special capital region, 399 districts or regencies and 98 cities or municipalities
Malaysia	13 states (including Sabah and Sarawak); 3 federal territories
Papua New Guinea	20 provinces, 89 districts and 286 rural Local Level Governments (LLGs) and 26 urban LLGs
Philippines	81 provinces, 138 cities and 1,493 municipalities
Solomon Islands	9 provinces and 1 capital city
Timor Leste	13 districts, 67 sub-districts

Source: Philippines' Department of Interior and Local Governments (DILG), 2012; others are from UCLG Final Report, 2011

The local governments in Coral Triangle countries are vast and expansive and vary in terms of size, authority and mandate. Despite their differences, they all share the common challenge of facing at the frontlines of marine and coastal management with local constituents. They will be directly affected by national policies and could make or break implementation of management programs such as those

pursued in the CTI-CFF. The power of collective actions on such a broad scale has the potential to significantly contribute to the CTI-CFF goals and targets.

### **1.3. The CTI Local Governments Network**

The official name of this organization is the CTI Local Governments Network or CTI-LGN. The designated Secretariat is the League of Municipalities of the Philippines (LMP) based in Manila, Philippines.

### **1.4. Guiding principles and processes**

The membership and operations of CTI-LGN shall be guided by the following principles based on the CTI-LGN founding vision:

1. Communication and consultation. Member local governments shall commit to consultative processes on the formulation of position papers, program proposals and policies governing CTI-LGN.
2. Consensus building. Member local governments shall promote and adhere to consensus building in decision-making processes involving CTI-LGN.
3. Peer learning. All CTI-LGN activities are designed to promote learning exchanges and peer-learning, as such, member local governments shall commit to sharing of information and good practices pertaining to CTI-CFF goals as appropriate.
4. Shared leadership. Member local governments shall commit to the principle of shared leadership to help scale up implementation of CTI-CFF goals by pursuing good practices within their respective jurisdictions and promoting implementation of its respective CTI National Plans of Actions with other local governments in appropriate forums.
5. Inclusive. CTI-LGN shall promote participation and inclusion of local governments across CT region while recognizing diversity of local governments' capacity. CTI-LGN shall exert best efforts to tap resources of CTI-CFF and partners to address capacity constraints.
6. Mutual recognition. CTI-LGN shall adhere to the spirit of mutual respect in pursuing its relations among member local governments and with CTI-CFF official bodies.

### **1.5. Vision, objectives, strategic purpose, programs, activities and achievements**

CTI-LGN founding members agreed to a vision which reads: *By 2016, we see ourselves as resourced, innovative, informed, and effective local governments collaborating, sharing information, experience and expertise, and advocating policies to achieve the goals of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security.*

CTI-LGN founding members and partners agreed to undertake program of actions through regional dialogues, exchanges and collaboration of expertise around the broad areas of: 1) environmental governance; 2) sustainable coastal management; and 3) community resiliency.

In March 2015, the network adopted the following as its strategic purpose: *A network of local government champions identified and empowered who promote and implement the goals of the CTI-CFF at the community level through collaboration and partnership.*

The LGN has also agreed to engage women to take part in CTI-CFF decision-making processes and programs and empower women in their communities to lead and implement coastal and marine programs.

Three years after the adoption of the vision statement, CTI-LGN members have carried out a number of important activities. The CTI-LGN had made significant strides on the environmental policy advocacy front. Members in Indonesia (Wakatobi, Ambon City, Buleleng), Papua New Guinea (Madang Province), the Philippines (LMP) and Solomon Islands (Western Province) through their respective local government associations have convened and made unified statements to support or complement programs under the CTI-CFF.

Member local governments have also implemented or supported the implementation of various coastal and marine management programs i.e. establishment and management of marine protected areas, implementation of fisheries management regulations at their geographic areas and incorporated climate change adaptation programs in their local development plans.

In addition, CTI-LGN member local governments have also actively participated or initiated activities in the past two Coral Triangle (CT) day celebrations where they either organized forums, conducted beach cleanups, spearheaded mangrove planting activity among other things. In the Philippines, the League of Municipalities of the Philippines (LMP) issued a memorandum circular to all its members enjoining more than 800 municipal local governments to celebrate CT day.

These achievements and experiences are indicative of the potential of local governments' role in scaling up and magnifying CTI-CFF impacts when tapped, engaged and mobilized.

## ***2.0. Structure and Membership***

### **2.1. Organization and management**

The organizational and management structure is composed of the General Assembly, Officers, Executive Committee, Secretariat, CTI-LGN Advisers. Annex 4 provides the diagram showing the relationship of these components in the management structure.

#### ***2.1.1. General Assembly***

The General Assembly shall serve as the highest policy making-body. The General Assembly shall convene regularly on a biennial basis or meet on special situations when circumstances call for it as may be determined by the Executive Committee. The General Assembly shall be responsible for the following:

1. Election of Officers
2. Confirmation of members of Executive Committee and the Secretariat
3. Approval of policies
4. Approval of workplan and budget
5. Approval of new membership

The General Assembly shall adhere to consensus-building as a modality in all decision-making processes unless under extreme circumstances as determined by the Chair, issues require to be voted upon by the General Assembly.

## **2.1.2. Officers**

### **2.1.2.1. Title and Scope**

There shall be Chair and Co-Chair to be elected by the General Assembly. These Officers have the following functions:

1. Serve as chair and co-chair during General Assembly.
2. Serve as chair and co-chair of the Executive Committee meetings, conference calls and the like.
3. Serve as signatory and co-signatory of official communications of the CTI-LGN.
4. Designate other officers as may be determined/recommended by the Executive Committee and approved by the General Assembly

### **2.1.2.2. Term of Office**

The Chair and Co-Chair shall serve for a two-year term and shall be eligible for reelection.

### **2.1.2.3. Vacancy**

Vacancy of the office shall occur when an incumbent ceases to represent the local government, incapacitated, resigned from the post or the local government terminates its membership with CTI-LGN. The Co-Chair shall assume the chairmanship in the absence of the Chair or if vacancy occurs. However, the position of the Co-chair when becomes vacant shall not be filled until the next elections.

## **2.1.3. Executive Committee**

The Executive Committee shall oversee the implementation of policies and decisions made by the General Assembly and provide direction of the operations of the Secretariat.

The Executive Committee shall be composed of the chair, co-chairs and at least one maritime local government representative of each CTI-CFF member country as determined by its respective coordinating mechanisms (*i.e.* through NCCs, national local government associations).

## **2.1.4. CTI-LGN Secretariat**

There shall be a designated Secretariat duly confirmed by the General Assembly and accepted by the designated member local government. The Secretariat shall be responsible for the following:

1. Serve as the hub of communication among members, executive committee members, partners, CTI-CFF Secretariat.
2. Provide secretariat support to the Chair, Executive Committee and the General Assembly including organizing meetings, conference calls and the like.
3. Develop proposals to seek out funding support for CTI-LNG activities.
4. Maintain records of CTI-LGN membership, confirm status and collect dues accordingly.

5. Prepare periodic reports as may be required by the Chair, the Executive Committee and the General Assembly.
6. Coordinate regularly with the CTI-CFF Secretariat and Partners to determine opportunities that are available for the CTI-LGN.
7. Update the general membership on the opportunities and relevant information available within CTI-CFF and other local government networks.

The League of Municipalities of the Philippines shall assume the role of the CTI-LGN Secretariat in an interim basis until a permanent setup is agreed.

#### **2.1.4. CTI-LGN Advisers**

The CTI-CFF shall organize a CTI-LGN Advisers composed of CTI-CFF Regional Secretariat, Partners and NCC members who shall serve as resource persons and provide guidance on matters pertaining to CTI-CFF policies, programs, plans and priorities. They shall attend the General Assembly as ex-officio members. The Chair, Co-Chair or the Executive Committee may also call on the CTI-LGN Advisers.

## **2.2. Membership**

### **2.1.1. Application**

The CTI-LGN membership is composed of local governments represented by its authorized official. Member local governments<sup>1</sup> should satisfy the following criteria:

1. LGN Membership is voluntary
2. LGN membership and shall be composed of maritime local governments located within the Coral Triangle region as core members
3. Local government associations or organizations supportive of CTI-LGN mission who may donate resources to support initial operations until rates for membership is agreed can be admitted as associate members
4. Those local government executives who have signed either the Mayors' Round Table (MRT) Joint Communiqué or the CTI-LGN Manila Declaration<sup>2</sup> shall be deemed founding members of the network provided they confirm in writing to the CTI-LGN Secretariat

### **5. 2.1.2. Acceptance**

1. Membership application will be evaluated by the CTI-LGN Secretariat and reported to the General Assembly for approval and acceptance.
2. Acceptance of new memberships shall be confirmed in writing by the CTI-LGN Secretariat.
3. For members who signed up at the time of the adoption of this policy or those who took part in the MRT Joint Communiqué and the LGN Manila Declaration, the CTI-LGN Secretariat shall send confirmation letter of their membership as founding members.

### **2.1.3. Termination**

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<sup>1</sup> This may include provinces, states, cities, municipalities, districts and sub-districts.

<sup>2</sup> These were two significant events where local governments came up with definitive statements pertaining to their aspiration to directly involve in CTI-CFF.

Member local governments may terminate their membership by notifying the CTI-LGN Secretariat in writing.

## **2.3. Membership responsibilities and benefits**

### **2.3.1. Responsibilities**

The member local government shall be responsible on the following:

1. Attend CTI-LGN biennial meetings at their own cost to be co-hosted by the NCC and with a member local government and coordinated by the CTI-LGN Secretariat.
2. Pay regular membership dues as may be agreed by the CTI-LGN General Assembly.
3. Promote awareness or understanding among local governments and other stakeholders about the CTI-CFF such as but not limited to participation in various forums, conferences, Coral Triangle day events, conferences and the like.
4. Implement LGN developed policies and other agreements as relevant.
5. Demonstrate commitment in management and protection of coastal and marine resources through strong political will, financial support to its programs and advocacy with other local governments.
6. Provide reports of programs and activities for inclusion of locally-managed MPAs in CTMPAS, reporting CCA actions in the Monitoring and Evaluation system and implementation towards other RPOA and NPOA goals and targets as appropriate.
7. Share and exchange information, expertise and practices to other member local governments.
8. Represent the network in various regional and international events when opportunities arise.
9. Bring in new members into the CTI-LGN.

### **2.3.2. Benefits**

The CTI-LGN Secretariat will closely coordinate and work with the CTI-CFF Secretariat and its Partners to determine programs and activities that will have beneficial effects to and enjoyment of the CTI-LGN membership which may include the following:

1. Participation in CTI regional meetings and policy forum. CTI-LGN member local governments will regularly receive information from the CTI-LGN Secretariat on CTI-CFF calendar of events. The CTI-LGN Secretariat will regularly coordinate with the CTI-CFF Secretariat and its Partners to determine appropriate opportunities for CTI-LGN member local governments to participate in CTI regional meetings and policy forums.
2. Access to CTI capacity building programs and professional development. CTI-LGN member local governments will be preference of available capacity building programs regionally and internationally appropriate for local government functionaries. The CTI-LGN Secretariat will maintain a list of capacity building programs together with options for funding support and communicate this on a regular basis to member local governments.
3. Networking, twinning and community of practice among peers. In addition to building networks among peers, the CTI-LGN Secretariat will also maintain and share information on best practices that may be interest of members to further explore ways to learning from these practices. The CTI-LGN Secretariat will facilitate a process to allow member local governments explore twinning programs.
4. Publications and information sharing. CTI-LGN member local governments will be given preference for available publications and materials as well as access to websites (i.e.

[www.coraltriangleinitiative.org](http://www.coraltriangleinitiative.org), [www.ctatlas.reefbase.org](http://www.ctatlas.reefbase.org)). The CTI-LGN Secretariat will maintain and subscribe publications and materials produced by CTI-CFF and its partners and other international entities that could be useful to the CTI-LGN member local governments.

5. CTI-CFF program implementation and funding opportunities. The CTI-LGN Secretariat will closely work with CTI-CFF Regional Secretariat and its Partners to consider locating new investments and implementing CTI-CFF programs in the geographic areas of member local governments where appropriate.

### ***3.0. Coordination and Planning Processes***

To date, a significant portion of planning, coordination and financial support for regional CTI-LGN activities have been supported by CTI Partners and the CTI Interim Regional Secretariat. It is anticipated that while the CTI LGN coordinating structures and mechanisms become established, CTI Partners and the CTI Secretariat will be continue to play an important role in the coordination and financing of activities.

#### ***3.1. Coordinating mechanisms***

##### ***3.1.1. CTI-LGN internal affairs***

The center for coordination and communication of CTI-LGN affairs is lodged at the CTI-LGN Secretariat. All CTI-LGN activities sanctioned or approved by the General Assembly and/or the Executive Committee are coordinated, managed and communicated through the Secretariat.

##### ***3.1.2. CTI-LGN relations with CTI-CFF Bodies***

The CTI-LGN Executive Committee through the Secretariat shall maintain a regular coordination and communication through participation in regular Senior Officials Meetings (SOMs), CTI-CFF Regional Secretariat-Partners Coordination Meetings, Regional Priorities Workshops (RPWs) and other coordinative platforms to keep the CTI-LGN abreast with developments in CTI-CFF. Developments within CTI-CFF shall be regularly communicated to the CTI-LGN Membership by the Executive Committee through the Secretariat.

##### ***3.1.3. CTI-LGN external affairs***

The CTI-LGN General Membership, the Executive Committee and the Secretariat are the “faces” of the network to the outside world. As such, they are expected to represent the CTI-LGN, in addition to other capacities. Any opportunities for the CTI-LGN that may arise from any external relations will have to be coordinated with and communicated to the Executive Committee through the Secretariat or the General Assembly as appropriate.

#### ***3.2. Program planning, reporting and outreach***

##### ***3.2.1. Planning***

With support from the CTI-LGN Advisers, the CTI-LGN Secretariat shall prepare work plan based on the policy decisions made by General Assembly and in conjunction with the CTI-CFF Priorities. This work



plan may be presented at the CTI-CFF SOMs. The Executive Committee through the Secretariat shall request support and participation of the CTI-CFF Secretariat and Development Partners to support

The Executive Committee through the CTI-LGN Secretariat may request the CTI-CFF Secretariat, CTI-CFF technical working groups, technical experts and supporting institutions (e.g. academe and research organizations) to serve as technical resource on issues confronting CTI-LGN concerns.

### ***3.2.2. Reporting***

CTI-LGN Reporting has two tracks. One pertains to reporting of activities and accomplishments to the General Assembly and the other is reporting as may be required at the SOM. The former involves reporting of CTI-LGN activities, accomplishments and internal operations to the General Assembly. This report is done regularly and presented to the body in its regular General Assembly.

The latter pertains to reporting of CTI-LGN Activities in relation to CTI-CFF goals, targets, regional actions and activities. This will be prepared by the Secretariat with support from the CTI-LGN advisers to be presented at SOMs and other CTI-CFF-related events when opportunities arise or as may be requested by the CTI-CFF Secretariat.

### ***5.3.3. Outreach***

One of the main outreach activities where CTI-LGN is expected to play a significant role is the Coral Triangle Day Celebration held every 9<sup>th</sup> of June. The CTI-LGN Secretariat shall closely coordinate with the CTI-CFF Regional Secretariat and Partners to plan for this event at the regional level.

Members of the Executive Committee will also be expected to coordinate with their respective CTI National Coordinating Committees (NCCs) to plan and complement efforts for this event.

## **3.3. CTI-CFF support to the CTI-LGN**

The CTI-CFF Secretariat and bodies shall support the CTI-LGN through the following:

1. Provision of communications and outreach support including the capture and dissemination of LGN activities and achievements through broader CTI-CFF communications channels such as the CTI-CFF Secretariat website.
2. Provision of technical support to the current and planned activities through the CTI-CFF Development Partners.
3. Provision of financial grants to CTI-LGN and its members on implementation of specific projects and activities in accordance with regulations and available allocations.

## ***4.0. Financial Management Arrangements***

To date, a significant level of support for regional LGN activities has been provided through financial and in-kind assistance from CTI Partner. It is anticipated that a significant proportion of funds for regional LGN activities in the future will continue to be supported through CTI Partners as the LGN's operational and management structures become established. With this in mind, it will be a priority for the LGN to develop annual work plans and budget which includes both financial and in-kind resources needed and that seeks to leverage other CTI regional activities and events to the extent possible. A key role for the

CTI-LGN coordination bodies including the Secretariat and its members will be fund raising as it is anticipated to take some time for the organization to be fully and independently sustainable.

#### **4.1. Funding sources**

The CTI-LGN funding sources are anticipated to predominantly include:

1. Grants/funding support from CTI partners, governments
2. In-kind resources from LGN members, CTI partners and stakeholders, CTI bodies, and CT6 governments
3. Membership dues
4. Registration fees for events

#### **4.2. Budgeting**

The CTI-LGN Secretariat shall prepare a regular annual or biennial work plan and budget indicating therein sources of funds for each activity or budget item. Work plans and budgets will also indicate in-kind contributions available from LGN members, CTI partners and stakeholders, and CTI bodies.

#### **4.3. Financial management and reporting**

The CTI-LGN funds shall be solely used for operations and implementation of work plan and budget approved by the General Assembly. The utilization of funds shall be subject to the standard auditing rules and regulations. The CTI-LGN Secretariat shall be responsible for instituting financial management procedures and shall prepare a financial statement the end of the calendar year.

### ***5.0. Next Steps for CTI-LGN Moving Forward***

#### **5.1. Reviewing vision and future objectives, programs, activities and impact**

As part of the process of the adopting this policy paper, the LGN founding members with support from the CTI-LGN Advisers (i.e. CTI-CFF Interim Regional Secretariat, Partners) shall hold a planning session to review vision, objectives, programs and activities. The planning session should include review of accomplishments so far as basis for moving forward. This shall be done prior to the next CTI-LGN Forum as part of the preparatory activities. (See LGN Road map for 2015 in main report)

#### **5.2. Expanding Membership / Strengthening the Network**

For CTI-LGN to make an impact in CTI-CFF, there is a need for a firm commitment from among the members and partners to strengthen the network and expand the membership. The next CTI-LGN Forum shall devote time to clarify strategies to address this concern. There is also a need for the CTI-CFF Secretariat and Partners to sustain support for this network as US CTI winds down.

In parallel, there is a need to continue engagement with the respective CTI National Coordinating Committees (NCCs) to ensure alignment and responsiveness of national programs with local

government needs and requirements. This parallel engagement at the national level is important foundational step for strengthening and expanding the network membership.

## **A6. PROPOSED BUSINESS PLAN**

### **Executive Summary: CTI-CFF Business Plan**

The name of the proposed organization is the Coral Triangle Initiative Local Governments Association (CTI-LGN). The favored organizational model is that of a nonprofit entity made up of subnational communities along with affiliates or partner organizations. The primary purpose of the CTI-LGN is to undertake programs and develop action agendas and policy positions on: 1) environmental governance; 2) sustainable coastal management; and 3) community resiliency - through regional dialogues, exchanges and collaboration as well as sponsored projects.

A limited competitive and situational analysis identified similar organizations at the national, regional and international level with some cross over objectives. It was concluded that the mission and purpose of the organization is specific enough to differentiate it as serving a unique market niche. There are some inherent challenges in the organizational structure and funding, as well as potential barriers to the organization's growth, namely: affordability of dues; availability of grant funds for both start-up and projects; current levels of community leadership awareness of, and engagement in, the CTI-CFF initiative; and, the typical challenges of political decision making and leadership turnover.

A common mistake entrepreneurs and nonprofit organizational founders make in their business plans is projecting that they will capture unrealistic large numbers of the overall market without fully explaining how they intend to accomplish their objective. Therefore, an attempt was made to narrow the perspective membership market segment by conducting a cursory analysis of proximity of communities within the region to one or more CTI-CFF marine protected areas (MPAs) and identifying the size of the related populations. The analysis assumed that proximity is a likely indicator of interest and population size can be a rough indicator of potential economic diversity and ability to pay membership dues. It was determined that there is a sufficient number of communities within the region that have one or more MPAs in close proximity and populations sufficiently high enough to support membership provided the dues structure is tiered based on population. The addition of second levels of government (provinces, districts, states) to the potential membership adds even stronger possibilities of financial success. Specific marketing strategies were not addressed in this plan, however some basic approaches, such as: Friend-Raising, including strategies such as 1+2 and Buddy-up; plus a Benefits-Based marketing effort and a Good Neighboring award program are mentioned.

Five-year financial projections call for the organization to be funded through: in-kind support from sources such as the League of Municipalities of the Philippines (LMP), the CTI-CFF Secretariat and its affiliate members; membership dues; yearly grants from local and international organizations and foundations; and a small amount of revenue from event/project fees. The plan does not project a need for contributions or loans from financial institutions for start-up capital. Dues are an integral part of the funding mix. A viable dues structure needs to be selected. Three potential "tiered" dues structures are provided for consideration using population level, subnational levels, and type of membership as differentiators. Potential organizational development grant sources were not identified as part of this planning effort.

A conservative staffing scenario is proposed for the Secretariat over the first five years of operation. Staff would be limited to no more than 2 part-time administrative assistants and a full-time director (Secretary). Revenue from membership dues is conservatively estimated to start as low as \$20,000 (USD) in year one and grow to as much as \$70,000 (USD) in the five year period. Total revenue, including grants, in-kind off-sets and other revenue required to break-even each year starts at \$66,000 (USD) in year one and reaches a high of \$120,000 in year five, with projected annual cost increases of \$5,000 to \$15,000 (USD). Unless dues considerably exceed expectations, revenue is only projected to match cost if there is a very successful grants campaign **and** the long-term commitment of in-kind off-sets equal to more than thirty-five percent (35%) of the total revenue needed in each of the five year.

## **Business Description**

*Note: Context for the formulation of the organization and some content in this business plan relies upon information provided in the "Activity Report: CTI-CFF LGN Planning Meeting, Bali, Indonesia, July 7-8, 2014"(Activity Report). The Activity Report therefore should be reviewed in conjunction with the business plan.*

The organizational model of CTI-LGN is that of a nonprofit entity made up of subnational communities (villages, cities, municipalities, etc.) along with affiliates, or partner organizations and businesses. Membership is by community and/or organization and therefore not tied to the term of the individual representing the community or organization. (See *Activity Report, Membership*, pg. 6) The common element of the organization's membership is an interest in furthering the work of the CTI-CFF and advancing the quality of life and livelihood in the communities within the Coral Triangle by strengthening local community engagement. The official name of the organization is the Coral Triangle Initiative Local Governments Network (CTI-LGN).

The primary purpose of the CTI-LGN is to undertake programs and develop action agendas and policy positions on: 1) environmental governance; 2) sustainable coastal management; and 3) community resiliency through regional dialogues, exchanges, collaboration and special projects. The dialogues, exchanges, collaborative efforts and projects are the essential business products and services offered by the organization.

The vision of the CTI-LGN is to become a resourced, innovative, informed, and effective network of local governments and affiliates that share information, experience and expertise so that they might advocate policies to achieve the goals and implement the Regional and National Plans of Action (RPOA and NPOA). (See *Action Report*) In addition, it is projected that the LGN will have the capability of leveraging their efforts to bring special funding opportunities for its members to address the Plans of Actions.

## **Competitive Analysis**

The purposes of the competitive analysis in a typical for-profit business plan are to: 1) determine the nature of the competitors within the market area; 2) assess strategies that will provide a distinct advantage; 3) identify barriers that can be developed in order to prevent competition from entering the market; and 4) analyze any weaknesses that can be exploited within the product development cycle.

For the purposes of this business the primary focus of the analysis was limited to determining if there is sufficient uniqueness in mission and purpose of the organization to stand out from other existing governmental organizations. In addition, an assessment of the strengths, weaknesses (challenges), opportunities and threats (SWOT analysis) associated with the proposed organization was completed. (Table 1)

It is important to understand that there are several existing organizations which attempt to service the needs of the communities within the target area of the CTI-LGN. These organizations hold regular meetings and do address some of the basic issues proposed by the CTI-LGN, yet they do not have the capability or interest in focusing on providing the specific information exchanges that are the central issues to be addressed by the CTI-LGN. However, given the limited financial and staff resources of many of the potential member communities, it is reasonable to assume that the addition of another organization may be seen as redundant if the specific benefits are not clearly articulated and resonate with the community leaders.

## Market Strategies

Market strategies require some form of market analysis. The analysis forces the organizational developer to become familiar with all aspects of the market so that the target market (members) can be defined and the company/organization can be positioned in order to garner membership.

According to the *Activity Report*: “*The local governments in the Coral Triangle countries are vast and expansive and vary in terms of size, authority and mandate. Despite their differences, they all share the common challenge of facing at the front lines of marine and coastal management with local constituents.*” This implies that **all** these communities are intricately involved in marine and coastal management, which may be an over generalization.

A more realistic assessment of the scope of the potential market and a more realistic number to base a recruitment strategy on (and a sustainable fee structure) would be to focus the marketing efforts on those communities that have one or more of the following factors:

- 1) communities that are in *immediate proximity* to the CTI-CFF inventory of designated marine protected areas (MPAs) and seascapes;
- 2) communities that are *currently actively engaged in developing management strategies*; and,
- 3) communities that have *sufficient revenues to pay membership dues* and the ability to *participate actively* in the various dialogues and collaborative efforts of the network.

The number of MPAs is over 1700. The units are spread over thousands and thousands of miles of shoreline and they often have very small communities within a reasonable distance of them. To refine the marketing strategy, a rough assessment was conducted using the CTI-CFF Atlas maps of MPA locations to determine which communities in the CT6 nations had relatively close proximity to one or more MPAs and how many of those had populations over 20,000 (based on data from latest censuses numbers reported by [www.citypopulation.de](http://www.citypopulation.de)). This rough assessment still identified 200 to 300 communities, provinces, districts and states as potential members.

Market strategies also implies that there are a series of approaches that would be used to reach the target market and recruit members successfully. This business plan is limited in scope and can only recommend a few approaches that might be effective given the nature of the organization. Since LGN is a relationship organization the central principle in most of these approaches lies in the concept of “Friend Raising” instead of “Fund Raising”. Ideas like: a 1+2 approach where each new member is asked to find two additional potential members and help recruit them; or a Buddy-Up system where the members try to identify and recruit similar cities, villages, etc. that have similar issues. Other strategies may include a Benefits Based approach to marketing the organization where the emphasis in all marketing materials focuses strictly on the community benefits. One such benefit might be the institution of a Good Neighboring Award program, where projects and grant programs are directed to

members of the organization who are taking an active role in teaming-up with other communities to create systematic impacts.

By taking a more systematic approach to soliciting initial members, the CTI-LGN will have a high probability of early success and a greater chance of experiencing a sustainable growth in membership. In addition, the CTI-LGN members recruited under this target marketing approach are more likely to gain meaningful benefits based on the common interests and issues they share, which in turn should result in retention of members. At the same time part of the marketing strategy needs the organization to be able to demonstrate important accomplishments in a variety of programs and projects for their early member communities. These reality based accomplishments should lead to positive testimonials on the importance of membership and likely generate more interest as the CTI-LGN expands its recruitment efforts.

### Financial Strategy

The organization is to be funded through: in-kind support from the League of Municipalities of the Philippines (LMP), the CTI-CFF Secretariat and affiliate members; membership dues; event fees; revenues from projects/business ventures; periodic grants from the CTI-CFF and/or local and international foundations; and possible contributions or loans from financial institutions.

To date, a significant level of support for CTI-LGN planning activities has been provided through financial and in-kind assistance from CTI Partners. However, it is the long term goal of the CTI-LGN to implement a sustainable financial business model that eventually will be free of dependence upon the contributions of outside benefactors for the operation of the organization (with the exception of grant funding for selected special projects).

In order to be a sustainable organization financially, the CTI-LGN will need to establish a healthy enrollment of members whose dues are sufficient to cover the annual operating budget while still receiving limited in-kind contributions to offset operating cost. A key to success in a *conservative approach* to staffing and expenditures. Staffing would be limited to a Secretariat Director and 1 or 2 part-time staff.

Three five-year phased financial plans are presented for consideration. Each financial plan contains working budgets based on varied operating budgets, staffing levels, membership structures, membership enrollment, dues structures, level of in-kind donations, and supplemental grants. Calculations of the percentage of revenue needed from various sources are best estimates. (A detail staffing plan is available.)

The following table provides a summary of the budget components that might be adjusted based upon insights of the organizers of the LGN. (A variety of alternative scenarios might be developed using these basic budget elements.)

**Summary Five-Year Financial Scenarios with Components**

<b>By 2020</b>	<b>Scenario 1</b>	<b>Scenario 2</b>	<b>Scenario 3</b>
	\$80,000	\$100,000	\$120,000
Staffing Level	1 PT and 1 FT	2 PT and 1 FT	1 PT and 2 FT
In-kind Contribution	15%	15%	10%

Membership Types	Communities - Local Governments	All levels of government except national	Communities, 2nd Level Governments and Affiliates
Membership Enrollment *	35	50	65
Dues Structure	2 Levels	3 Level	Multiple-Levels and Types
% of Operating Cost from Fees and Dues	40%	55%	65%
% of Operating Cost from Supplemental Grants	45%	30%	25%

\* *The target membership numbers are based on the analysis of the number of communities located in close proximity to MPAs and the fact that the initial planning for the LGN has had as many as 13 to 25 members involved in the Mayors Roundtable discussions.*

Potential Dues Structures

All products and target markets have a *price sensitive point*. The fact is that the majority of CTI-CFF MPAs have more smaller communities near them than larger ones dramatically affects what the potential dues might be. While the mission to protect fisheries as food sources crosses over the entire region, it is anticipate that the close association with designated MPAs holds the greatest promise for the recruitment of initial members. Any type of potential dues structure must take into account that the smaller communities will have very limited financial resources to commit to organizational membership.

A key principle in organization dues structures is that the amount of a membership fee should be directly tied to the *benefits* provided by the organization. During the first five years of existence, the CTI-LGN will be discovering and creating a set of valued services for its members. It is likely that there will be a limited set of services, resources and activities to offer the members during this developmental period. Thus, it was felt that the starting point for the sample fee structures should be set fairly low, especially for the small communities. The fees recommended are suggested *startingpoints* and would be best debated by the CTI-CFF Mayors Roundtable. It would be reasonable to assume that the dues structure would increase after the developmental years. The five-year budget in the business plan does not project increases in dues amounts over the five year period.

There are three types of Membership Dues structures offered for consideration for the LGN.

**Type 1: Progressive Tier Level - Based on Population**  
*(Regardless of governmental administrative unit type)*

<u>Population Size (most recent census):</u>	<u>Annual Membership Dues</u>
Units governing Less than < 50,000	\$1,000 (USD)
Each additional 25,000, over 50,000 in population, <i>add</i>	\$ 250 (USD)

**Type 2: Government Sub Levels**  
*(Based on Each Nation’s Administrative Structure)*

<u>Sub Level</u>	<u>Annual Membership Dues</u>
1st Sub Level (Provincial or District or State)	\$5,000 (USD)*
2rd Sub Level (Municipalities, Cities, etc.)	\$2,000 (USD)
3rd Sub Level or lower (Urban LLGs, Village, etc.)	\$ 500 (USD)

\* *Dues could be set on populations.*

**Type 3: Four Tear Extended Membership**  
*(Open to organizations beside governmental administrative)*

<u>Membership Type</u>	<u>Annual Membership Dues</u>
Community Population Level	
Units governing Less than < 50,000	\$1,000 (USD)
Each additional 25,000 over 50,000 in population, <i>add</i>	\$ 250 (USD)
Provincial or District or State Level	\$5,000 (USD)
Affiliate Member (Businesses, profit based organizations)	\$2,500 (USD)
Associate Member (Nonprofits, Universities, Other governmental)	\$1,000 (USD)

*Various combinations of the dues delineators could be used to form multiple other possibilities. If all the CT6 federal governments provide shared revenues, such an option might also be considered.*

**Summary of the Keys to Successful Implementation**

The keys to the successful implementation of this financial model are:

- the systematic and energetic pursuit of a solid and realistic dues paying membership base (one which can be maintained over the years);
- the development of outside start-up grant funding;
- the continued support of the CTI-CFF Secretariat office and its Partners; and
- the hiring of a well-qualified Secretariat staff.

In addition, the CTI-LGN Secretariat must provide annual accountability reports on the progress being made toward financial independence and provide detailed information on how funds are expanded.

Ultimately, the Secretariat will need to offer meaningful and successful projects, services and events for the membership (within the levels of funding available) in order to maintain the incentive to belong.



**Table I**  
**Summary SWOT Analysis**  
**Potential Organizational Strengths, Weaknesses, Opportunities,**  
**Threats**

<b>Strengthens</b> <i>(within the control of the organization)</i>	<b>Weaknesses/Challenges</b> <i>(within control of the organization)</i>
<ul style="list-style-type: none"> <li>• High international mission visibility of parent organization - CTI-CFF, and direct ties to them</li> <li>• Organizational mission and proposed activities are related to core community lifestyle and economy issues</li> <li>• Established and nationally approved scopes of work (RPOA &amp; NPOA) to undertake</li> <li>• Established support structure, in the form of the CTI-CFF and its Partners</li> <li>• Historically strong grant funding for the CT Initiative</li> <li>• Pledged in-kind support from LMP</li> <li>• Majority of MPAs and potential members are in the LMP network</li> <li>• Strong advisory board structure and commitment</li> <li>• Established community projects underway</li> <li>• Fairly large multinational target market area</li> </ul>	<ul style="list-style-type: none"> <li>• While membership is based on organizational entity, member representation is transitory</li> <li>• Lack of start up capital</li> <li>• Large geographical area with diverse political bodies and boundaries</li> <li>• MPAs are primarily associated with smaller and economically challenged communities</li> <li>• Advancement is dependent upon a firm commitment from among the CTI-CFF members and partners</li> </ul>
<b>Opportunities</b>	<b>Threats</b> <i>(outside influencers)</i>
<ul style="list-style-type: none"> <li>• Plenty of need for assistance throughout the region</li> <li>• Multiple international organizations interested in the work of CTI-CFF</li> <li>• Multiple foundations have funding categories related to items in the NPOA</li> <li>• Issues related to the focus of the organization are growing more important each year</li> </ul>	<ul style="list-style-type: none"> <li>• US CTI funding is winding down</li> <li>• Membership’s funding subject to political priorities and change</li> <li>• Competing priorities for membership engagement</li> <li>• Changing priorities of funding organizations</li> <li>• Large part of the potential membership base is economical challenged</li> <li>• Governmental decision making is often drawn out over extended periods of time and unpredictable</li> <li>• High cost of travel within the region may limit interaction and exchanges</li> <li>• Similar membership organizations within the region attempting to service the same communities</li> <li>• Operations grant funding is typically hard to obtain</li> </ul>

## A7. CTI-CFF 3<sup>RD</sup> LGN FORUM ROADMAPS

### A. *Wakatobi, Indonesia*

The Wakatobi Regency envisions that by 2025, Wakatobi becomes the center of marine biodiversity and that the LGN will support this vision by providing technical support, expertise, promotion, and technology (through twinning). It also hopes that the Indonesia National Government supports this vision through enabling policies and budgetary support.

By 2016, it would like to complete its marinetraining institute with the conservation school effectively running.. By 2017, Wakatobi would like to forge a twinning arrangement with Ambon Regency and Raja Ampat as a strategy to increase tourist arrivals. It also hopes to generate the support of the LGN in increasing the number of students, researches and trainers in its school.

Wakatobi would also like to improve the fisheries data management in Wakatobi Harbor and increase revenues from fisheries products. The regency also wants to improve its infrastructure to support these goals including a) airport infrastructure and services improved b.) development of a jetty c) self supported marine conservation program using local government budget.

### B. *Ambon, Indonesia*

The Ambon Regency envisions that by 2025 it will have a progressive and sustainable fishery and marine tourism industry through the support of the LGN by providing expertise, promotion, science and technology. National government support is also needed to make this vision happen through enabling policies and budgetary support.

For fisheries, in 2016, the regency will initiate a fish hatchery development program, expand its fishery landing spot, implement initial stages of coral transplantation, and begin development of jetty construction. By 2017, the regency aims to have the hatchery program running, the fish landing spot to be functional, jetty to be operational and coral transplantation replicated in other areas.

For tourism, in 2016the regency hopes to implement capacity building programs for community-based marine tourism projects and help strengthen village regulations for better marine resource management on the ground.By 2017, the regency hopes to have a community-based marine resource surveillance facility and continue developing local legal frameworks for social infrastructure in managing marine resources.

### C. *Solomon Islands and Regional Group*

The group envisions the LGN to implement the following activities in support of CTI-CFF goals:

- Support the CTMPAS by setting aside 30% of its marine territories as marine protected areas.
- Invest in leaders and champions
- Link CTI to the vision of the National Government of each CT6 (e.g. PNG vision 2050 which includes improved service delivery to rural areas including environment and climate change and Indonesia's vision to be a "maritime nation")
- Scale out CTI to other Ministries such as those who are responsible for communities and gender
- Link cities within country and across country
- Be more active in its outreach to other local government units
- Prepare for the Second CTI Summit to renew high level support for the initiative
- Establish a Secretariat for the Maritime Governors Council (PNG)

#### *D. Milne Bay Group*

The group hopes the LGN can help support the following activities under CTI-CFF's cross cutting themes:

- CTMPAS: Inclusion of 3 sites in Milne Bay in CTMPAS. The LGN can help make this happen by strengthening political will and ensuring informed leadership. The PNG national government can support this activity through technical assistance and regulations through provincial and local level governments
- Technical briefing on current issues in fisheries: The LGN can help support by sharing lessons learned and case studies such as in Wakatobi as well as informing local leaders. The national and local governments can support this by providing support to the communities
- Climate change adaptation through seawalling, mangrove planting and identification of climate change impacts: LGN can support this through information sharing and the national government can support this by including climate change adaptation in the ward plans and in the activities of the women's networks
- Education and socialization of the LGN forum at the Provincial level through technical support, coast sharing, strengthening partnerships, and signing a memorandum of agreement among Governors at the next Maritime Governors Conference in Port Moresby
- Partnership and twinning: The LGN can support this by helping facilitate partnerships with non-government organizations such as Conservation International, Jomard Turtle Tagging Project and exploring twinning partnerships with Indonesia and Australia.
- Networking with local level governments: The LGN can support this by aligning the CTI goals to the ward plans

#### *E. PNG Women Leaders Forum Group*

The PNG women leaders group hopes the LGN can support the following cross cutting CTI-CFF initiatives in PNG through the following activities:

- Support CTMPAS through collation of data, information and case studies as well as increase education and awareness of CTMPAS. The LGN can support this by providing funds and resources and getting the Milne Bay Provincial Governor as champion
- Support sustainable fisheries management and climate change adaptation through collection of biodiversity data and involvement of officers. The LGN can support this by formally requesting PNG Government and partner organizations to provide support to the NCC for this purpose. The PNG National Government can help boost the capacity by providing a technical assistant who will be responsible for data collection and management
- Education and socialization through exchanges and study tours. The LGN can support this by formally requesting the PNG National Government to support such projects
- Forging partnerships by involving women representatives to attend LGN meetings. The PNG local governments who are members of LGN should ensure that women leaders, fisheries officers and other local partners are involved in CTI and LGN activities.