



9 Program Coordination

Introduction

The CRCP is responsible for all aspects of program management including policy and planning (short and long term), implementation (execution of policies, communications, annual budgets, grants and specific initiatives) and evaluation (tracking fiscal, project, and program performance). During 2002-2006, CRCP responsibilities in these areas increased as the CRCP grew to meet new requirements for planning, fiscal management, and reporting implemented by NOAA. Coordination is an essential part of effective management of the CRCP, given the program’s matrix-structure that involves over 20 offices across multiple regions and four of NOAA’s Line Offices, and partnerships with state and territory agencies and other organizations.

To fulfill these program management responsibilities, the CRCP supports a variety of activities at headquarters and “field” (i.e., state, territory, regional) levels to ensure efficient and effective program operation. This includes support for CRCP headquarters staff responsible for program management including policy and planning, budget execution, grants management, evaluation and implementation of specific priority initiatives. The CRCP headquarters office also includes the staff (Secretariat) support for the U.S. Coral Reef Task Force. At field levels, the CRCP provides funding to help support operation of coral reef programs within State and Territory agencies, the Secretariat for the All Islands Coral Reef Initiative Committee, the Coral Reef Management Fellowship Program and other efforts.

Between 2002 and 2006, the CRCP provided \$16.1 million to support 107 projects in this category, accounting for 12% of the overall CRCP funding and 8% of the overall number of projects (Exhibit III-9-1a). Program Coordination is divided into two subcategories:

- Headquarters coordination
- Field coordination

Exhibit III-9-1a Investment in Program Coordination 2002-2006						
Spend Plan Category	Number of Projects	% Category Projects	% Total Projects	Funding	% Category Projects	% Total Projects
Program Coordination	107	8.2	8.2	\$16,080,750	12.4	12.4
Headquarters Coordination	33	30.8	2.5	\$7,522,353	46.8	5.8
Field Coordination	74	69.2	5.7	\$8,558,397	53.2	6.6





Exhibit III-9-1b shows the distribution of investments in these two subcategories during 2002-2006.

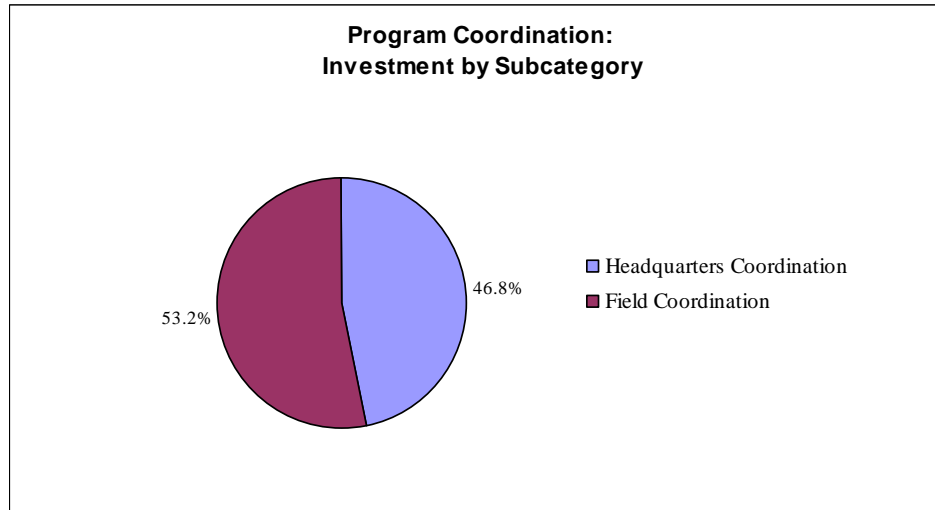


Exhibit III-9-1b. Distribution of Investments by Subcategory, 2002-2006

Subcategory: Headquarters Coordination

a. Introduction to Subcategory

This subcategory includes headquarters activities to support operation and management of the following two components:

1. CRCP
2. U.S. Coral Reef Task Force (USCRTF)

Between 2002 and 2006, the CRCP provided \$7.5M to support 33 projects in this subcategory. This subcategory accounted for 47% of funding within the category and less than 6% of overall CRCP funding; and 31% of projects in the category and 2.5% of overall CRCP projects.

1. CRCP: CRCP provided funding for staff and special projects to fulfill headquarters responsibilities for coordination and management of the CRCP. These functions are performed by two groups:
 - The Program Coordination Team (including representatives from each of the four NOAA Line Office participants in the CRCP).
 - The Central Program Office (includes CRCP Program staff directly supporting the Program Manager).





CRCP also provided funding for the Secretariat of the All Islands Committee, including one staff member and a student intern, and projects supporting operation of the Committee. The Secretariat coordinates policy, planning, communications and special projects for the Committee. It plays a key role in coordination and communication with the CRCP and Task Force.

2. US Coral Reef Task Force: CRCP provided funding for the Secretariat of the USCRTF, including staff and projects supporting operation of the Task Force. The Task Force was established in 1998 by Presidential Executive Order 13089 to help lead and coordinate U.S. efforts to preserve, protect, and restore coral reef ecosystems. Co-chaired by NOAA and the Department of the Interior, the Task Force includes senior leadership from 12 Federal agencies, the governors of 7 states and territories, and the heads of the 3 Freely Associated States (see Exhibit III-9-2).

Exhibit III-9-2

U.S. Coral Reef Task Force Members

Co-Chairs

U.S. Department of Commerce, NOAA
U.S. Department of the Interior

Federal Agencies

U.S. Agency for International Development
U.S. Department of Agriculture
U.S. Department of Defense
U.S. Department of Homeland Security
U.S. Department of Justice
U.S. Department of State
U.S. Department of Transportation
U.S. Environmental Protection Agency
National Aeronautics and Space Administration
National Science Foundation

States and Territories

Commonwealth of the Northern Mariana Islands
Commonwealth of Puerto Rico
State of Florida
State of Hawai'i
Territory of American Samoa
Territory of Guam
Territory of the U.S. Virgin Islands

Freely Associated States

Federated States of Micronesia
Republic of the Marshall Islands
Republic of Palau





The distribution of funds and effort by tool for this subcategory is shown in Exhibits III-9-3a and -3b. The majority (89%) of the funding and 45% of the projects supported program operation activities (not specified as a tool category).

**Exhibit III-9-3a
Headquarters Coordination
Investments by Tool**

Tool	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	% of Total Subcategory Projects	Funding	% of Total Subcategory Funding
	2002		2003		2004		2005		2006		TOTALS 2002-2006			
Ecosystem Research	0	\$0	0	\$0	1	\$50,000	1	\$25,000	1	\$49,310	3	9.1	\$124,310	1.7
Socioeconomic Research	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	0	\$0	0
Mapping and Monitoring	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	0	\$0	0
Outreach	0	\$0	1	\$55,000	1	\$9,000	1	\$60,000	1	\$48,324	4	12.1	\$172,324	2.3
Management: Direct Implementation	0	\$0	8	\$246,000	1	\$100,000	1	\$100,000	1	\$98,620	11	33.3	\$544,620	7.2
Management: Training/Technical Assistance	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	0	\$0	0
None or N/A	2	\$55,000	2	\$745,000	4	\$1,537,542	3	\$2,085,000	4	\$2,258,557	15	45.5	\$6,681,099	88.8
TOTAL	2	\$55,000	11	\$1,046,000	7	\$1,696,542	6	\$2,270,000	7	\$2,454,811	33	100	\$7,522,353	100



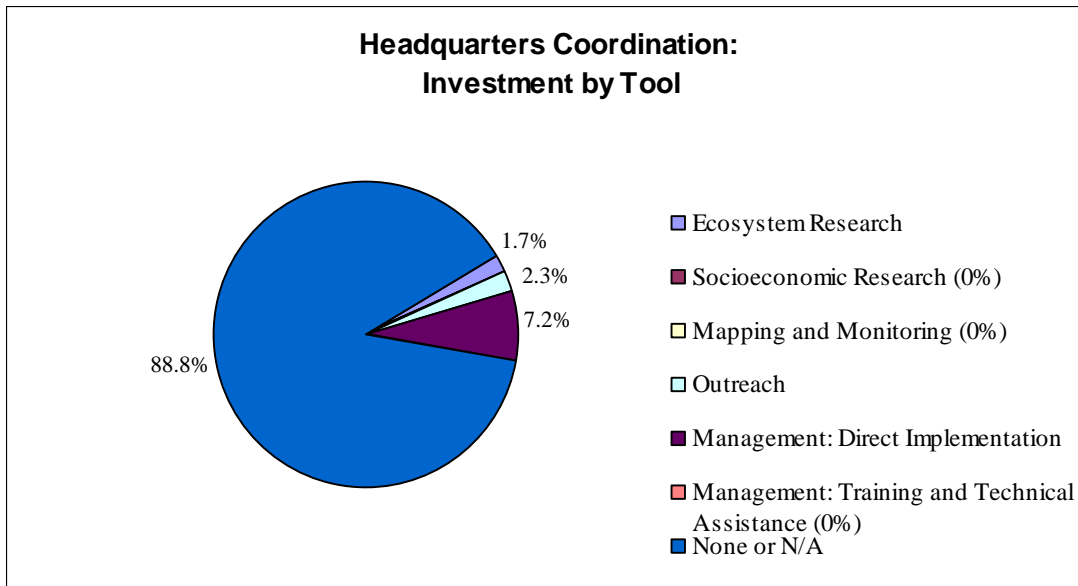


Exhibit III-9-3b. Distribution of Investments by Tool, 2002-2006

The distribution of funds and effort by region for this subcategory is shown in Exhibits III-9-4a and -4b. The majority (89%) of the funding and 42% of the projects went to activities serving in the All Regions (or global) category.

Exhibit III-9-4a Headquarters Coordination Investments by Region

Region	2002		2003		2004		2005		2006		TOTALS 2002-2006			
	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	% of Total Subcategory Projects	Funding	% of Total Subcategory Funding
Atlantic/Caribbean	0	\$0	3	\$73,550	2	\$51,300	2	\$51,300	2	\$50,592	9	20.0	\$226,742	3.0
Pacific	0	\$0	3	\$114,400	2	\$87,400	2	\$87,400	2	\$86,194	9	20.0	\$375,394	5.0
Freely Associated States	0	\$0	2	\$58,050	1	\$24,300	2	\$51,300	2	\$50,592	7	15.6	\$184,242	2.4
International	0	\$0	0	\$0	1	\$27,000	0	\$0	0	\$0	1	2.2	\$27,000	0.4
All Regions	2	\$55,000	3	\$800,000	5	\$1,506,542	4	\$2,080,000	5	\$2,267,433	19	42.2	\$6,708,975	89.2
TOTAL	2	\$55,000	11	\$1,046,000	11	\$1,696,542	10	\$2,270,000	11	\$2,454,811	45	100	\$7,522,353	100



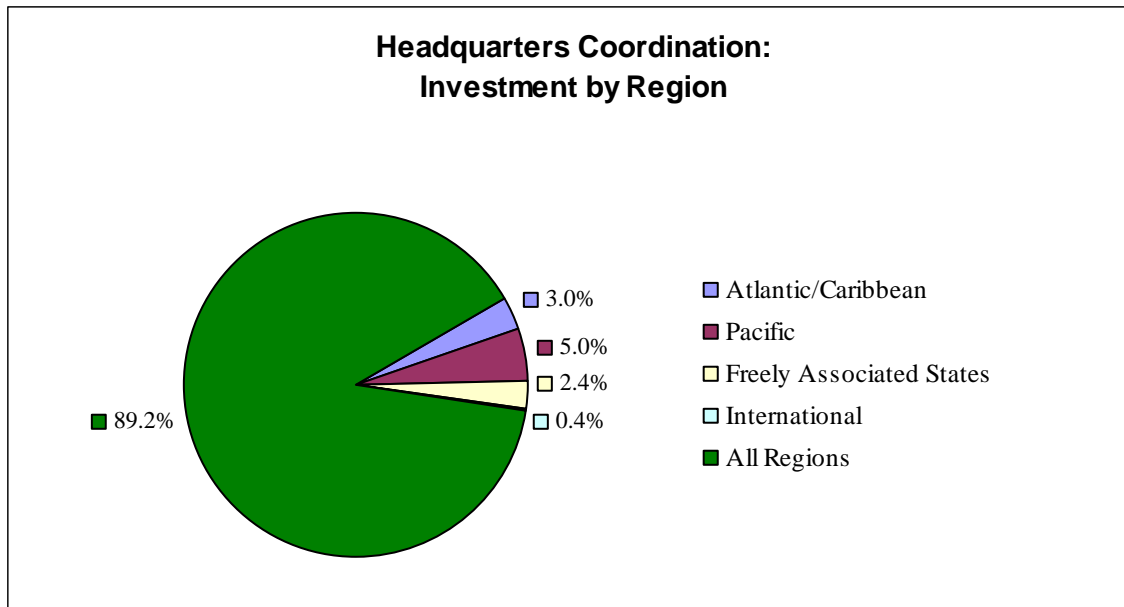


Exhibit III-9-4b. Distribution of Investments by Region, 2002-2006

b. Activities

The CRCP supported a variety of activities to fulfill headquarters responsibilities for support, operation and/or management of the following two components:

1. CRCP
2. U.S. Coral Reef Task Force

1. CRCP: CRCP headquarters staff conducted range of activities to implement the Program:

Policy and planning (short and long term):

- Annually developed outyear priorities, plans and budget proposals with CRCP participants and other NOAA programs as part of the NOAA Planning, Programming, Budgeting and Execution System (PPBES).
- Led collaborative development of priorities and strategies for internal program and external communications of the CRCP.
- Led collaborative development of projects and initiatives with state/territory government reef management partners.
- Developed priorities, solicited and reviewed proposals for National Program, Grants Program and Coral Fund, and finalized annual spend plans in 2002-2006.





- Developed tools, procedures, and products for program operation including Annual Operating Plans, NOAA vessel allocation schedules, and database for receiving proposals and tracking CRCP projects.
- Assisted development of NOAA policies and positions by drafting Congressional testimony, responding to questions from Congress and other activities.
- Led development of Administration legislative proposal to reauthorize the Coral Reef Conservation Act and strengthen authorities for protection and restoration of coral reefs.

Implementation (execution of annual budgets, policies, grants, communication, and specific initiatives):

- Execution of annual spend plan including transfer and tracking of funds from central program office to participating NOAA offices.
- Execution of central program office budget.
- Oversight of Coral Reef Information System (CoRIS) staff and editorial board
- Proposal review, selection, and management of grant awards for all six elements of the CRCP Grants Program. Coordination with grant recipients as needed.
- Proposal review and selection of recipients for the Coral Reef Conservation Fund
- Development and coordination of CRCP communications with NOAA and non-NOAA entities including press and media interactions, materials development, website, newsletters, and implementation of targeted outreach initiatives.
- Development and coordination of CRCP education initiatives with NOAA and non-NOAA entities, including materials development and trainings.
- Creation and execution of an outreach technical assistance program for NOAA and state/territory partners, including two regional capacity-building workshops.
- Assist State/Territory and other partners in design, development, implementation and evaluation of at least 5 LAS in each of 7 U.S. coral reef jurisdictions.
- CRCP provided funding for the Secretariat of the All Islands Committee including staff and projects supporting operation of the Committee. Secretariat activities included policy development, communications among members and partners, and planning and evaluation of Committee, Task Force, and other initiatives.

Evaluation (project and program performance):

- Developed and tracked small set of performance metrics for some program areas (e.g., mapping, marine debris removal, and Local Action Strategy implementation).
- Provided oversight and evaluation for specific projects.
- Reported quarterly to NOAA leadership on performance measure/milestone progress.

2. U.S. Coral Reef Task Force: As Task Force Secretariat, CRCP headquarters staff conducted range of activities supporting the Task Force:





- Organized 10 Task Force meetings (biannual meetings held alternately in Washington, D.C. and a coral reef region) including associated events, workshops and media work for each meeting.
- Led design, production and approval of major Task Force plans and reports including the National Coral Reef Action Strategy, and first assessment of progress to implement the National Action Strategy.
- Coordinated development and implementation of over 45 major Task Force decisions and initiatives including:
 - Coordination of USCRTF federal agency support for state and territory efforts to develop three-year Local Action Strategies (LAS) to increase coordination and support for local coral reef conservation efforts.
 - Interdisciplinary monitoring and assessment of major coral bleaching event in the Caribbean region.
 - International workshop to synthesize the science and management tools available for responding to coral bleaching events.
 - New tool to assist managers in responding to coral bleaching events called “A Reef Manager’s Guide to Coral Bleaching”.
- Led Task Force Steering Committee and coordinated various working groups including:
 - Education and Outreach
 - Mapping and Information
 - Coral Bleaching

c. Funding Recipients and Partners

All of the projects in this subcategory were implemented through NOAA offices involved in management of the CRCP except the All Islands Committee Secretariat which was funded via contract in partnership with the Department of the Interior Office of Insular Affairs. To carry out the projects in this subcategory, the CRCP partnered with variety of NOAA offices and external partners, several of which are listed in Exhibit III-9-5.

Exhibit III-9-5 Headquarters Coordination Funding Recipients and Partners		
NOAA Offices	States and Territories	Academic Institutions/other
<ul style="list-style-type: none"> ● NOS - Office of Coastal and Resource Management ● NOS - Office of Response and Restoration ● NMFS - Habitat Conservation ● OAR - National Undersea Research Program 	<ul style="list-style-type: none"> ● Florida ● Hawaii ● Puerto Rico ● American Samoa 	<ul style="list-style-type: none"> ● University of Hawaii ● Department of the Interior/Office of Insular Affairs





Exhibit III-9-5 Headquarters Coordination Funding Recipients and Partners		
NOAA Offices	States and Territories	Academic Institutions/other
<ul style="list-style-type: none"> • NOS – National Center for Coastal Ocean Science • NESDIS – Center for Satellite Applications and Research 	<ul style="list-style-type: none"> • Guam • U.S. Virgin Islands 	

d. Outputs

1. CRCP: Key outputs from CRCP program operation and management activities included:

Policy and planning (short and long term):

- Annual Operating Plans and outyear Program Operating Plans including budget initiatives.
- External review of communications and outreach program functions and materials, including surveys of CRCP staff and external constituents.
- Annual CRCP spend plans and NOAA vessel allocation schedules.
- CRCP database for receiving proposals and tracking projects.
- New legislative proposal from the Administration to reauthorize the Coral Reef Conservation Act.

Implementation (execution of annual budget, policies, communication, and specific initiatives):

- Execution of annual spend plan including transfer and tracking of funds from central office to participating NOAA offices.
- Execution of annual central program office budget.
- Disbursement and management of annual grant awards for all six elements of the CRCP Grants Program.
- Disbursement and management of annual grant awards for the Coral Reef Conservation Fund.
- Wide variety of communications products including website, press releases, newsletters (internal and external), print materials and program fact sheets, exhibit displays, multimedia marketing and outreach materials.
- Wide variety of education products including lesson plans and student activities, teacher trainings, a pilot schools-based service learning program, and a major partnership with the National Science Teachers Association (NSTA) for teacher professional development.





- Training for resource managers and outreach specialists on strategic public communications and outreach best practices in nine jurisdictions, with follow-up technical assistance and grant funding for six jurisdictions.
 - Frequent communication and information exchange with regional CRCP participants through program-wide conference calls and seminar series.
 - Production of three-year LAS by state and territory agencies and Federal partners in all seven U.S. coral reef jurisdictions.
 - Increased coordination and communication with the All Islands Committee and assistance with the production of draft strategic plan to help guide future action.
2. U.S. Coral Reef Task Force: Key products of activities to support the Task Force included:
- Successful organization of 10 Task Force meetings including workshops, presentations and trainings on specific topics and pre- and post-meeting press releases for each biannual meeting.
 - National Coral Reef Action Strategy.
 - 1st progress report to Congress entitled “Implementation of the National Coral Reef Action Strategy: Report to Congress on U.S. Coral Reef Task Force Agency Activities from 2002-2003”.
 - Variety of products from Task Force decisions and initiatives including:
 - Development of three-year LAS by state and territory agencies and Federal partners in all seven U.S. coral reef jurisdictions.
 - Data and information on major coral bleaching event from over 1,000 sites in the Caribbean region.
 - Targeted workshops on helping coral reef managers respond to coral bleaching events.
 - New tool to assist managers in responding to coral bleaching events called “A Reef Manager’s Guide to Coral Bleaching”.
 - Maintaining and growing the primary national information-sharing network for coral reef outreach—the Education and Outreach Working Group—which held over 48 teleconferences and includes over 150 government, non-government, and research partners.





Program Highlight: CRCP Regional Outreach Capacity Initiative

What is it?

In 2005, the CRCP initiated a multi-year outreach and education capacity building initiative for staff of CRCP regional offices and state and territory partners.

What does it do?

The overarching goal was to identify and address, in a collaborative setting, existing outreach challenges and training needs, then systematically address those needs through targeted assistance at regional and jurisdiction levels.

What has it produced?

Phase 1: Regional workshops designed to promote collaboration and begin addressing training gaps. Caribbean/Atlantic and Pacific workshops built participants' skills in strategic planning, implementation, monitoring, and evaluation necessary for promoting and sustaining environmental behavior change and designing effective education and communications programs. The workshops:

- Conducted the first regional assessments of coral reef outreach and education challenges focused not on projects but on gaps in human capacity and training needs
- Trained 67 participants in strategic environmental education and communications across nine jurisdictions and 48 agency divisions and organizations
- Connected participants with 16 panelists and trainers from organizations interested in continuing to support the jurisdictions
- Strengthened regional coordination and built outreach and education capacity in each region
- Provided guides, training modules, and tools to each participating organization

Phase 2: Targeted technical assistance for needs identified through regional workshops. Funds were set aside for follow-up technical assistance starting in 2006. This assistance included continued outreach capacity building through intensive follow-up training and implementation assistance specific to local needs. In 2006, USVI, Florida, Guam, CNMI, Hawai'i and American Samoa were awarded funds for projects including training on behavior change and social marketing techniques, assessments of the effectiveness of past outreach campaigns, and programs to equip youth leaders and teachers to become more active proponents of environmental stewardship in their communities.

What are the results?

NOAA regional staff and state and territory partners are now approaching outreach as a more strategic enterprise. This initiative has instigated a shift in standard procedures from output-driven information sharing to strategic, planned and evaluated outreach with a focus on environmental behavior change as the ultimate goal.





e. Outcomes

1. CRCP: Key outcomes from CRCP program operation and management activities included: Policy and planning (short and long term):

- Maintained or increased CRCP budget requests in NOAA and Presidential budget proposals 2002-2006 (including request for \$1.5M increase to CRCP program budget beginning in FY2005).
- Improved NOAA's overall strategic planning process based on CRCP input
- Improved internal and external communications among CRCP offices through more coordinated planning and implementation.
- Developed significant new partnerships including NOAA-USDA initiative to reduce agricultural impacts in coral reef watersheds, and successful U.S. bid to host the 2008 International Coral Reef Symposium.
- Administration proposal to reauthorize the Coral Reef Conservation Act had major impact on Senate and House reauthorization legislation.

Implementation (execution of annual budget, policies, communication, and specific initiatives):

- Successful allocation and management of \$129M resulting in implementation of 1,299 projects to advance coral reef conservation.
- Increased capacity of CRCP state, territory, and other partners to design, test, implement, and evaluate effective projects to increase awareness and change behavior.
- Thousands of teachers, students and stakeholders engaged in coral reef issues through products, trainings, and partnerships from targeted outreach and education initiatives.
- More effective communication and coordination among members and partners of the All Islands Committee.
- Increased collaboration and resources for coral reef conservation efforts through the LAS initiative.
- Engaged thousands of stakeholders in development and implementation of LAS in 7 U.S. coral reef jurisdictions.

2. U.S. Coral Reef Task Force: Key outcomes of CRCP activities to support the Task Force included:

- Increased visibility, awareness, and support for coral reef conservation from decision makers and stakeholders at local to international levels.
- Increased collaboration, funding, and other resources for implementation of three-year LAS by Federal, State, Territory agencies and other partners in seven U.S. coral reef jurisdictions.





- Successful and sustained engagement of a wide range of non-government partners in Task Force activities and development of key partnerships to advance cross-sector implementation of conservation projects.

f. Challenges

One of the main challenges facing the efforts in this subcategory is coordination across multiple entities with their own distinct processes and procedures. Implementing the CRCP as a matrix-structured organization across multiple NOAA Line Offices requires extensive coordination and communication for effective operation within the traditional NOAA structure that was not familiar with or designed for this type of operation. Operation of the Task Force faces similar challenges of coordinating planning, policy, and implementation of efforts across multiple Federal, state, and territorial government agencies.

A second key challenge in operation and management of the CRCP and Task Force is getting internal and external input on priorities, determining priorities, then allocating limited resources to most effectively address those priorities. Although both organizations have developed processes to address these issues, they both continue to look for ways to improve these processes.

Another challenge shared by both the CRCP and Task Force is how to effectively evaluate, track and communicate performance at multiple levels.

g. Future Directions

The CRCP is committed to continuing to improve the efficiency and effectiveness of program management through the CRCP headquarters operation. Some key future directions to do this include:

- Develop CRCP Implementation Plan for 2009-2011 with input from variety of sources including this external review, NOAA, and non-NOAA stakeholders to identify key priority focus areas, short and long term conservation targets, best tools for meeting targets, and performance metrics to track progress.
- Improving fiscal tracking procedures to continue to meet NOAA and program requirements.
- Implementing a new format and tracking system database for project proposals to increase quality of information received and effectiveness of tracking project status, products, and outcomes.
- Develop and implement system of program performance metrics to more effectively track and report on progress toward meeting program goals and objectives.
- Implement the new program communications strategy to improve effectiveness of program communications and outreach efforts, and track performance.





- Develop logic model to strategically plan and integrate formal and informal education activities across the CRCP.
- Conduct assessment of CRCP data and information management systems (e.g., CoRIS) to determine requirements and strategies to improve access and delivery to customers.
- Continue to be a model for and participate in all NOAA planning, budgeting, and evaluation processes to help defend program budget requirements and improve program products and outcomes.
- Continue to support efforts of the All Islands Committee Secretariat, including implementation of their new Strategic Plan.

The Task Force has also conducted assessments of current practices to identify ways to improve how it fulfills its mission. Future directions include:

- Complete 2nd Report to Congress assessing Task Force member efforts to implement the National Coral Reef Action Strategy.
- Develop tools, targets, and metrics to better track progress to implement National Action Strategy and Task Force goals and objectives.
- Continue to help increase collaboration and cooperation among members for local action (e.g., through the LAS and other initiatives) addressing goals and objectives of the National Action Strategy.
- Assess how the Task Force can assist in increasing involvement of the private sector and other nongovernmental organizations in coral reef conservation efforts.
- Continuing to promote U.S. efforts for conservation of coral reef ecosystems.

Subcategory: Field Coordination

a. Introduction to Subcategory

This subcategory includes two general categories of projects to increase coordination and implementation of actions at local to regional levels to conserve coral reef ecosystems:

1. Support NOAA regional capacity to participate in and support local to region efforts
2. Increase capacity of State and Territory agencies to conserve coral reefs, including implementation of the NOAA Coral Reef Management Fellowship Program

Between 2002 and 2006, the CRCP provided \$8.6M to support 74 projects in this subcategory. This subcategory accounted for 53% of funding within the category and 7% of overall CRCP funding; and 69% of projects in the category and 6% of overall CRCP projects.

The distribution of funds and effort by tool for this subcategory is shown in Exhibits III-9-6a and -6b. The two primary tools to address this subcategory were Direct Management (64% of funding, 76 % of projects) and Mapping and Monitoring (25% of funding, 8% of projects).





**Exhibit III-9-6a
Field Office Coordination
Investments by Tool**

Tool	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	% of Total Subcategory Projects	Funding	% of Total Subcategory Funding
	2002		2003		2004		2005		2006		TOTALS 2002-2006			
Ecosystem Research	0	\$0	2	\$143,000	2	\$47,000	1	\$120,000	1	\$118,344	6	8.1	\$428,344	5.0
Socioeconomic Research	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	0	\$0	0
Mapping and Monitoring	1	\$431,650	1	\$73,000	0	\$0	2	\$875,000	2	\$739,650	6	8.1	\$2,119,300	24.8
Outreach	0	\$0	1	\$55,000	0	\$0	0	\$0	0	\$0	1	1.4	\$55,000	0.6
Management: Direct Implementation	9	\$324,660	13	\$913,079	9	\$1,165,069	12	\$1,413,056	13	\$1,637,889	56	75.7	\$5,453,753	63.7
Management: Training and Technical Assistance	0	\$0	1	\$65,000	1	\$65,000	0	\$0	0	\$0	2	2.7	\$130,000	1.5
None or N/A	0	\$0	1	\$197,000	1	\$75,000	1	\$100,000	0	\$0	3	4.1	\$372,000	4.3
TOTALS	10	\$756,310	19	\$1,446,079	13	\$1,352,069	16	\$2,508,056	16	\$2,495,883	74	100	\$8,558,397	100



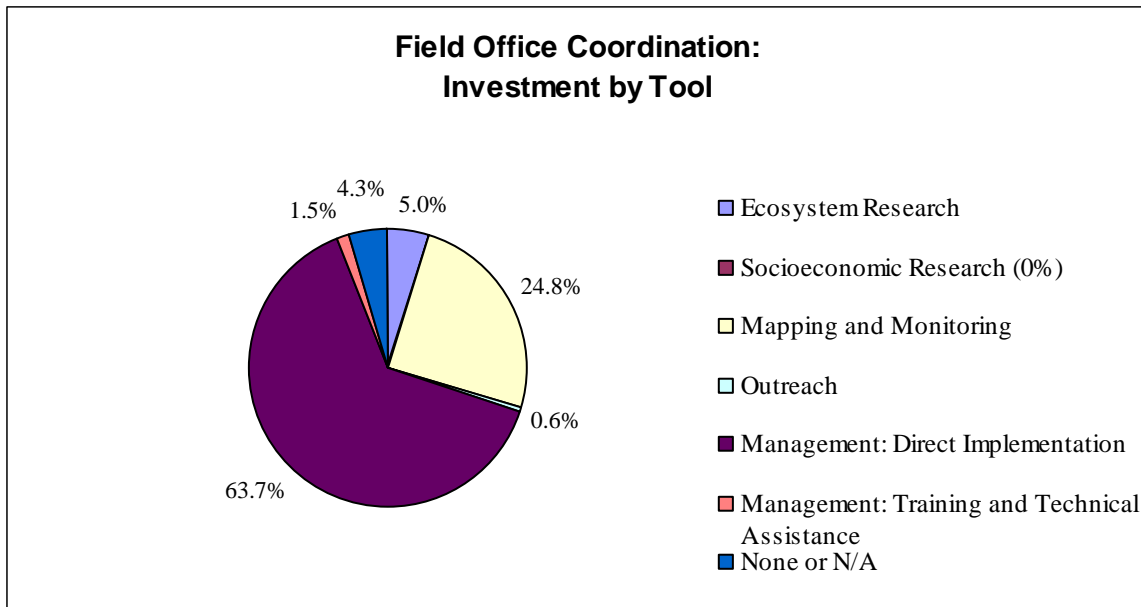


Exhibit III-9-6b. Distribution of Investments by Tool, 2002-2006

Exhibits III-9-7a and -7b show the distribution of funding by region for this subcategory.

Exhibit III-9-7a Field Office Coordination Investments by Region

Region	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	Funding	Number of Projects	% of Total Subcategory Projects	Funding	% of Total Subcategory Funding
	2002		2003		2004		2005		2006		TOTALS 2002-2006			
Atlantic/Caribbean	3	\$190,681	6	\$625,950	6	\$490,319	8	\$1,314,518	8	\$959,793	31	35.6	\$3,581,261	41.8
Pacific	8	\$449,084	14	\$765,129	8	\$830,500	10	\$1,001,538	10	\$1,449,304	50	57.5	\$4,495,555	52.5
Freely Associated States	1	\$116,546	0	\$0	1	\$9,250	1	\$192,000	1	\$86,786	4	4.6	\$404,582	4.7
International	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	0	\$0	0
All Regions	0	\$0	1	\$55,000	1	\$22,000	0	\$0	0	\$0	2	2.3	\$77,000	0.9
TOTAL	12	\$756,310	20	\$1,446,079	15	\$1,352,069	19	\$2,508,056	19	\$2,495,883	87	100	\$8,558,397	100



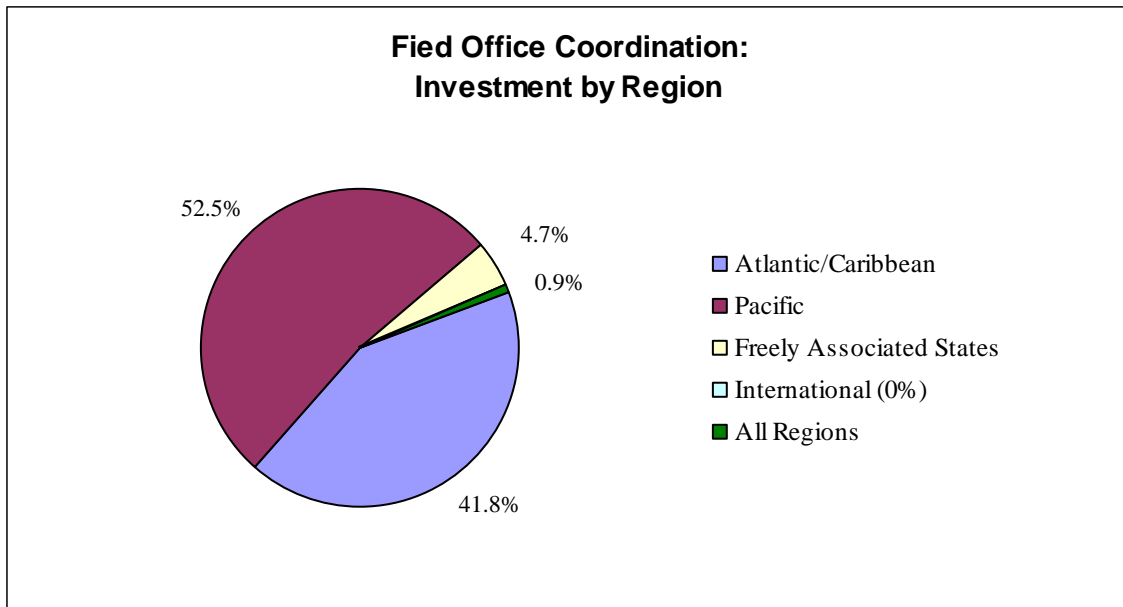


Exhibit III-9-7b. Distribution of Investments by Region, 2002-2006

b. Activities

This subcategory included funding and activities to support NOAA CRCP staff in the Pacific and Caribbean region to implement effective coral reef conservation, including:

- Support two NOAA regional staff to coordinate and conduct variety of CRCP efforts in the U.S. Caribbean region (USVI, Puerto Rico). Included working closely with agencies, Caribbean Fisheries Management Council (FMC), and nongovernmental organizations in USVI and Puerto Rico to identify, design, manage, and implement priority projects, and help lead and participate in Local Action Strategies (LAS) (particularly LAS related to reducing fishing impacts on coral reefs).
- Support three NOAA staff in the Pacific region (NOAA Pacific Islands Fisheries Science Center, Regional Office and Pacific Services Center) to oversee design, implementation, evaluation, and reporting for CRCP science, monitoring, and related activities in the Pacific; lead and participate in LAS (particularly LAS related to reducing fishing impacts on coral reefs).
- Support one NOAA staff in the Southeast region to coordinate and manage CRCP science, monitoring and other projects conducted by NOAA Fisheries in the region.
- Support three NOAA staff to serve as local, on-site coordinators, project managers, and liaisons with agencies and partners on coral reef fisheries issues and projects (including leadership and participation on LAS related to reducing fishing impacts on coral reefs) in Guam, CNMI, and American Samoa.





- Support NOAA Coral Reef Management Fellowship Program to place recent graduate students with state and territory coral reef management agencies to assist agencies in meeting their mission.
- Support three NOAA staff to oversee design and implementation of CRCP National Coral Reef Ecosystem Monitoring Program. Includes fostering partnerships and collaboration with state and territory agencies, grants management, data management, and leading teams in design and production of monitoring program products such as the “State of U.S. Coral Reef Ecosystems” report.

This subcategory also includes funding and activities to increase capacity of State/Territory agencies to administer their coral reef management responsibilities. In general, these activities included increased planning, fund-raising (partnerships) and coordination with other Federal, state, territory and nongovernmental organizations.

Program Highlight: NOAA Coral Reef Management Fellowship

What is it?

The NOAA Coral Reef Management Fellowship was established to respond to the need for additional coral reef management capacity and capability in the U.S. Flag Pacific and Caribbean Islands.

The goals of this program are to provide human resource and capacity-building support to the agency responsible for coral reef management in the six U.S. flag islands, and to provide professional training and development in coastal and coral reef resource management to recent graduates of marine resource management, policy, and conservation programs.

What does it do?

The fellowship program provides the state and territorial coral reef management agencies in each participating island jurisdiction with highly qualified candidates whose education and work experience meet each island’s specific coral reef management needs, while providing the individual fellows with professional training in coastal and coral reef resource management.

What impacts has it had?

The fellowship program has hosted thirteen fellows in six jurisdictions—American Samoa, Hawaii, Guam, Puerto Rico, U.S Virgin Islands and CNMI—and will add four fellows in January 2008.

Some of their major accomplishments include:

- Development of coral reef outreach campaigns in the US Virgin Islands and CNMI
- Development of policies and testimony for coral reef protection in American Samoa
- Revision and implementation of Local Action Strategies for coral reef management in Guam, Hawaii and Puerto Rico
- Development of networks of educators and outreach professionals that will continue to work to increase public support for coral reef conservation in the islands
- Development of management plans for coral reef conservation and marine protected area management that will guide these critical management initiatives





b. Funding Recipients and Partners

To carry out the projects in this subcategory, the CRCP partnered with the NOAA offices and external partners listed in Exhibit III-9-8.

Exhibit III-9-8 Field Coordination Funding Recipients and Partners		
NOAA Offices	States and Territories	Academic Institutions
<ul style="list-style-type: none"> • NMFS - Office of Habitat Conservation • NMFS - Office of Law Enforcement 	<ul style="list-style-type: none"> • American Samoa 	<ul style="list-style-type: none"> • University of Hawaii
<ul style="list-style-type: none"> • NMFS - Pacific Islands Fisheries Science Center 	<ul style="list-style-type: none"> • CNMI 	<ul style="list-style-type: none"> • University of Miami/RSMAS
<ul style="list-style-type: none"> • NMFS - Pacific Islands Regional Office 	<ul style="list-style-type: none"> • Florida 	<ul style="list-style-type: none"> • University of Puerto Rico - Mayaguez
<ul style="list-style-type: none"> • NMFS - Southeast Fisheries Science Center 	<ul style="list-style-type: none"> • Guam 	
<ul style="list-style-type: none"> • NMFS - Southeast Regional Office 	<ul style="list-style-type: none"> • Hawaii 	
<ul style="list-style-type: none"> • NOS - National Centers for Coastal Ocean Science 	<ul style="list-style-type: none"> • Puerto Rico 	
<ul style="list-style-type: none"> • NOS - Office of Ocean and Coastal Resource Management 	<ul style="list-style-type: none"> • U.S. Virgin Islands 	
<ul style="list-style-type: none"> • NOS - Coastal Services Center 		

c. Outputs

Activities in this subcategory contributed to a number of significant outputs including:

- Support for production, implementation, and updates of LAS in Puerto Rico, USVI, American Samoa, Guam, and CNMI.
- Management and operation of the CRCP regional elements in the Southeast, Caribbean and Hawai'i/Pacific regions.
- Assisted Pacific island jurisdictions in completing assessments of potential and impacts of range of activities on coral reefs, conducting trainings and workshops to better engage communities in reef conservation efforts, and producing variety of outreach products (brochures, posters) to reach targeted audiences.





- Engagement and training of two cohorts (13) of Coral Reef Management Fellows that successfully increased capacity of state and territory coral reef management agencies.

d. Outcomes

Activities in this subcategory produced significant outcomes over several years, including:

- Implementation of new LAS in Florida, USVI, Puerto Rico and the U.S. Pacific Islands have, increased coordination among government entities, increased funding and other resources for local action, and increased capacity and engagement of communities and other stakeholders resulting in reduced threats to some reefs.
- Successful completion of dozens of research and monitoring cruises in 2002-2006 that provided managers, scientists and the public with extensive new information on the condition of U.S. coral reef ecosystems leading to significant new management actions to protect reefs in all four U.S. coral reef regions.
- Increased capacity of institutions that cooperate and participate with CRCP Pacific monitoring and assessment cruises to utilize and apply information for reef management.
- Increased capacity of state and territory managers to predict, respond to, and restore valuable coral reef ecosystems.

e. Challenges

One of the major challenges is the lack of capacity on regional to local levels to design and implement reef conservation efforts. This includes NOAA and non-NOAA (e.g., state or territory) capacity. The lack of capacity limits the number, type, and scale of projects that can be implemented. Additional analysis of capacity needs and how to best address those needs—while not duplicating effort of on-the-ground staff—is needed to help guide CRCP and others in this area. Similarly, one of the challenges for the program in planning annual and outyear budgets is engaging regional staff and partners for input on regional needs and priorities, and what role CRCP should play in addressing them.

Future Directions

With our Federal, state and territory partners, the CRCP has identified the need to better assess regional to local thematic priorities, conservation targets, capacity needs and the role CRCP can play in addressing them. This is a key area for future work. Another area is to assess the utility and effectiveness of the Coral Reef Management Fellowship Program to determine how to improve this important effort to build local capacity for reef management.

