

Analyzing the Role and Feasibility of Marine Conservation Agreements in
Protecting Marine and Coastal Biodiversity in the
Coral Triangle, Eastern Tropical Pacific, Gulf of California and Gulf of Mexico



A Proposal to the Walton Family Foundation

Presented by

The Nature Conservancy

January 2009

Analyzing the Role and Feasibility of Marine Conservation Agreements in Protecting Marine and Coastal Biodiversity in the Coral Triangle, Eastern Tropical Pacific and Gulf of California

The Nature Conservancy

January 2009

Submitted by: Lynne Hale, Director, Global Marine Team
The Nature Conservancy
URI Narragansett Bay Campus
South Ferry Road
Narragansett, RI 02882
Phone: (401) 874-6872
Fax: (401) 874-6920
E-mail: lhale@tnc.org
Web: <http://www.nature.org/initiatives/marine/>

The Nature Conservancy's Mission

The mission of The Nature Conservancy is to preserve the plants, animals and natural communities that represent the diversity of life on earth by protecting the lands and waters they need to survive.

TABLE OF CONTENTS

1. Executive Summary 1

2. Background 1

 2.1 Coral Triangle 2

 2.2 Eastern Tropical Pacific 3

 2.3 Gulf of California 4

 2.4 Gulf of Mexico 5

3. The Project 6

 3.1 Conducting the Analyses 7

 3.2 Identifying Field Opportunities 8

 3.3 Identifying Lead Implementers 9

 3.4 Developing Indicators of Success 9

 3.5 Creating Plans of Action 9

4. Project Completion and Final Report 10

Appendix 1: Project Budget 11

Appendix 2: Project Timeline 12

Appendix 3: Key Project Staff 13

1. EXECUTIVE SUMMARY

For centuries, private companies have acquired rights and access to marine and coastal environments for purposes that often degrade and exploit ocean resources. Such companies include commercial fishing ventures, sand and gravel mining companies, energy facilities, marinas, utility lines, aquaculture companies, and cruise lines. In some areas local communities and fishing cooperatives have also acquired rights to areas. Recently, The Nature Conservancy and other non-governmental organizations (NGOs) have sought similar opportunities to acquire or direct rights and responsibilities over the ocean environment through Marine Conservation Agreements (MCAs) for purposes that protect ocean resources.

To this end, the Conservancy completed several feasibility analyses that enabled us to undertake numerous MCA field projects within the United States. Much of this work is captured in the online MCA Toolkit (see www.leaseown.org). Over the past year, the Conservancy began to explore opportunities for using MCAs outside the United States by hosting the first ever international workshop on MCAs¹. Through the workshop we learned that multiple organizations are using some form of MCAs in a range of geographies to directly or indirectly protect fish, shellfish, and their habitats. However, it was also clear that the full potential of Marine Conservation Agreements as a conservation tool is unrealized.

Contracts, leases, concessions, and other MCAs can play a significant and complementary role to more traditional MPAs in international marine conservation, but the use of these market-based tools has been limited by a common base of practice; this project will address that limitation. To accomplish this, the Conservancy proposes to work in a joint approach with our partners in four WWF priority seascapes: the Coral Triangle, Eastern Tropical Pacific, Gulf of California, and Gulf of Mexico. In the first three seascapes we will undertake in-depth analyses that determine the feasibility and role of MCAs in protecting marine and coastal biodiversity. As part of the in-depth analyses, we will identify priority field projects, local implementers, determine indicators of success, and develop action plans. In the Gulf of Mexico, we will undertake a high-level review of current activities and establish the connections with existing and potential MCA projects in the area. In support of these efforts, we respectfully request a one-year grant of \$287,500 from the Walton Family Foundation (see [Appendix 1: Project Budget](#)).

2. BACKGROUND

Across the globe, attention is being paid to the dire state of the oceans and fisheries. Formal, government-established Marine Protected Areas (MPAs) and MPA networks are making progress in improving the health of oceans, while incentive-based fisheries techniques (such as the catch share approaches promoted by Environmental Defense Fund and others) hold great promise. An associated, but less understood strategy is the use of Marine Conservation Agreements (MCAs) to engender stewardship and promote conservation and sustainable use.

MCAs include any formal or informal understanding between two or more parties in which the parties obligate themselves, for an exchange of benefits, to take certain actions, refrain from certain actions, or transfer certain rights and responsibilities to achieve agreed upon

¹ The Walton Family Foundation generously provided partial support for this workshop which was co-hosted by the Conservancy, Conservation International and Conservation & Community Investment Forum.

ocean or coastal conservation goals. MCAs can be entered into by governments, communities, private entities, and private individuals. Common examples of MCAs include leases, licenses, easements, management agreements, purchase and sale agreements, concessions, and contracts. MCAs can provide management direction and control over specific areas, harvesting methods and access to resources. MCAs can also functionally serve as—or lead to the formal establishment of—MPAs.

The Nature Conservancy and our partners have undertaken MCA feasibility analyses and field projects associated with a wide range of resources in a wide range of places over the past several years. These MCAs have protected important marine and coastal sites and established conservation organizations as vested and solution-oriented stakeholders with governments and communities responsible for resource conservation and management. Today there are multiple examples of how MCAs are helping improve fisheries:

- Trawler and fishing permit acquisitions and subsequent lease-backs in California;
- Ecotourism leases establishing no-take zones in Misool and Zanzibar; and
- Conservation agreements and the recent creation of the Galeras-San Francisco Marine Reserve in Ecuador.

More information about these and other examples can be found at:

http://www.leaseown.org/Case_Studies/Case_Studies.html.

The MCA strategy as a whole, however, is still in its infancy and many practitioners and government personnel do not understand how to use such agreements in conjunction with other marine conservation strategies to achieve conservation goals. Due to the complicated nature of management regimes, tenure laws, and ownership practices, it is necessary to understand geographic-specific conditions to determine the feasibility and role of MCAs in any particular location.

The Walton Family Foundation is currently focusing marine conservation work in four seascapes of recognized biological importance: the Coral Triangle, Eastern Tropical Pacific, Gulf of California, and Gulf of Mexico. In these locations, multiple conservation strategies will be needed to achieve marine and coastal conservation goals – we believe MCAs are a potentially powerful addition to the toolkit. But, to understand how MCAs can be used and to identify the most promising opportunities, we need to make substantive connections to past, ongoing, and pending conservation strategies in these seascapes.

2.1 CORAL TRIANGLE

The Nature Conservancy has partnered with local communities, governments, the private sector, nonprofits and regional organizations to promote the ecological integrity of Coral Triangle ecosystems for more than 15 years. The Conservancy's Coral Triangle Center (CTC), based in Bali, leads these efforts to safeguard the vital species and habitats in marine and coastal areas for the benefit of people and nature. Exploring the experiences with MCAs to-date and potential opportunities for additional MCAs within the Coral Triangle has great promise. It is an opportune time for such an exploration as governments of all six Coral Triangle countries are preparing to launch the 'Coral Triangle Initiative' (CTI) Regional Plan of Action in May 2009.

Our MCA analysis will initially focus on Indonesia (as a nation central to the Coral Triangle), building upon previous work already undertaken (see: http://www.leaseown.org/Country_Summaries/Indonesia.html). We will then share lessons learned with all six Coral Triangle nations.

The proposed project will explore several on-going issues and activities within the Coral Triangle related to MCAs, including:

- Indonesia's new law on the management of coastal areas and small islands (UU27/2007), which creates interesting opportunities for conservation. Article 16 on Hak Pengusahaan Perairan Pesisir (Use Rights Coastal Waters), for example, provides the legal basis for Indonesian groups and individuals to apply for use rights to coastal waters (up to 12 nautical miles from the coastline) for a period of up to 20 years. Before this law can be carried out in the field, the government must develop regulations, but one possible implication is that conservation groups could apply for the right to manage and conserve coastal waters.
- Putri Naga Komodo (PNK) is a destination management company and a joint venture that is majority-owned (60%) by the Conservancy. Established in 2005 to support the Komodo National Park Authority, PNK provides technical support through the Komodo Collaborative Management Initiative (KCMI) and was granted a 30-year license from the Indonesian Government to develop and manage three tourism concession areas in the park. This license helps provide secure long-term sustainable financing for the park by authorizing PNK to develop and operate revenue-generating activities.
- Local communities lease several marine areas to Atlas South Sea Pearl, Inc. for pearl aquaculture operations as well as two islands and a marine area to the Misool Ecoresort, which established a no-take area for commercial diving purposes. These private leases show how good relationships and long-term commitments to local sites can lead to formal agreements with communities.
- Conservation International in the Philippines is exploring the use of conservation agreements to establish co-management arrangements in newly created municipal marine protected areas, such as the ones in the Verde Island Passage. Pilots like the Verde Island Passage could serve as examples of co-management arrangements with local governments in other countries in the Coral Triangle.

2.2 EASTERN TROPICAL PACIFIC

Long a focus of public and private conservation efforts, the Eastern Tropical Pacific (ETP) seascape is one of the most productive tropical oceans in the world. MCAs could catalyze even greater coordination among stakeholders, increasing conservation results at local and regional scales. Unsustainable fisheries, for example, significantly threaten the ETP. MCAs can promote specific conservation goals within the fishing industry and, by strengthening local governance, can foster important relationships between local communities and marine protected areas.

In this region, we will assess opportunities for MCAs (specifically, those related to fisheries of high commercial value in at least two countries and zoning agreements with resource users

that may include the establishment of no-take areas) in conjunction with myriad existing efforts, including:

- Ecoregional plans
- Marine ecological gap analysis
- Design of the sub-system of marine protected areas in Ecuador and Colombia
- Oceanic policies for Ecuador
- Conservation International's Marine Seascape
- Eastern Tropical Pacific corridor
- Bi-national and inter-sectoral eco-certification workshops for Dorado fishery
- Galeras conservation agreement project involving Conservation International, NAZCA and local fishing populations
- Management plan process for Coiba National Park

MCA field projects in the ETP will benefit greatly from lessons emerging from territorial user rights in Chile and communal management of MPAs in Ecuador's Galeras-San Francisco area. In fact, initial replication the efforts in Ecuador are already occurring in Colombia with CI in the buffer regions of Gorgona National Park. Additionally, initial analyses of the legal context for MCAs are in place for Colombia, Costa Rica and Ecuador, providing a robust conceptual basis for the project, see:

- Colombia (http://www.leaseown.org/Country_Summaries/Colombia.html)
- Costa Rica (http://www.leaseown.org/Country_Summaries/Costa_Rica.html)
- Ecuador (http://www.leaseown.org/Country_Summaries/Ecuador.html)

2.3 GULF OF CALIFORNIA

The MCA analysis in the Gulf of California will build upon previous work, current strategies, and pending proposals. A local NGO has already analyzed policy instruments for conservation in the Gulf and the Conservancy has completed a high-level survey of coastal and ocean management laws and policies (see:

www.leaseown.org/Country_Summaries/Mexico.html). In addition, TNC and World Wildlife Fund (WWF) plan to undertake Marine Protected Area management capacity building² while WWF and EDF plan to implement incentive-based fisheries management tools in the gulf.

Research to-date has revealed that private Mexican citizens and entities can acquire fee-simple title to coastal land only if it lies beyond the ZOFEMAT (20 meters above the high water mark). Land within and seaward of the ZOFEMAT can be used by private citizens and entities if they obtain a concession, permit or other authorization, normally from the federal government. Concessions and permits, however, were developed and are typically used for purposes of and give preference to the exploitation of resources (as opposed to conservation of resources).

Conservation of natural resources is generally entrusted to the Ministry of the Environment, whose primary means of land and natural resource preservation has been through the use of the Protected Natural Areas, certain Official Mexican Standards that protect specific species,

² An MCA module will be included in the Capacity-Building program under development for the Gulf of California

and other federal agencies. Private land protection is contemplated within the legal concepts of Wildlife Management and Conservation Units and payments for environmental services (primarily preservation of watersheds). Presumably, private coastal landowners could use these protective mechanisms within and beyond the ZOFEMAT.

Given the findings of our initial research, we believe MCAs can be effective tools for protecting our conservation targets, as well as complementing many of our strategies for the Gulf, which include:

- Designing and implementing a network of conservation and management areas that comprehensively represents the region's biodiversity and incorporates sufficient connectivity for critical processes such as recruitment, feeding and reproduction.
- Strengthening the existing public protected areas systems through a private land conservation strategy, using mechanisms such as conservation easements and usufruct agreements to incorporate private in-holdings, create biodiversity corridors and provide buffer zones of conserved private land near public protected areas.
- Promoting incentive-based fisheries management.
- Developing, testing and promoting ecosystem-based management practices for shrimp fisheries to obtain higher-value yields of larger shrimp while reducing bycatch of juvenile fish and shrimp and reducing the physical damage caused by current shrimp trawling practices.
- Strengthening the legal and regulatory framework as well as law enforcement, developing coastal-marine zoning plans and increasing demand for more sustainable development.

2.4 GULF OF MEXICO

The Gulf of Mexico is a large oceanic basin that borders five U.S. states — Texas, Louisiana, Mississippi, Alabama and Florida — to the north, and Mexico's eastern shoreline and the Yucatán Peninsula to the south. To the east it is bordered by the island of Cuba that covers part of the entrance to the Gulf, creating a swirl of in- and out-flowing ocean currents. Because of its considerable size and diversity of habitat types, the Gulf of Mexico is home to a highly diverse and valuable array of natural resources, including nesting waterfowl, colonial waterbird rookeries, sea turtles, and fisheries all supported by the abundant bays, estuaries, tidal flats and barrier islands of the Gulf of Mexico.

Development and implementation of a strategic approach to MCAs in the Gulf of Mexico will be complicated due to the number and nature of state and federal agencies and NGOs operating in the area. We understand that different forms of MCAs have been contemplated, and in several cases implemented, by NGOs in many of the U.S. states. We also know that The Ocean Conservancy and Environmental Defense Fund are working to address fisheries, aquaculture, energy and other issues in the Gulf. What remains unclear is how a collaborative and comprehensive approach to private, market-based transactions based on conservation agreements in the Gulf of Mexico can complement other strategies to protect ocean and coastal biodiversity. This project will review the current work of NGOs in the Gulf to help connect the dots to MCAs.

3. THE PROJECT

The project will consist of deep-level analyses in three seascapes and a high-level overview analysis in one seascape. Our primary goal for the deep-level analyses is to determine the role and feasibility of Marine Conservation Agreements in protecting marine and coastal biodiversity in the Coral Triangle, Eastern Tropical Pacific and Gulf of California. The high-level overview will assess how the current major marine conservation strategies of NGOs in the Gulf of Mexico relate to conservation agreements and where opportunities exist to expand the substantive and geographic scope of those strategies.

This project will also, for the first time, test the Conservancy's and Conservation International's common approach to MCAs, which is being developed as a result of the June '09 workshop on conservation agreements. Since the Conservancy's experiences to-date have largely been in marine environments within the U.S. and Conservation International's experiences to-date have largely been in terrestrial environments outside the U.S., this common approach will apply a diverse set of readily applicable lessons learned to create a unified system to evaluate and implement MCAs both inside and outside the U.S. In both the Coral Triangle and Eastern Tropical Pacific (the two geographies where both TNC and CI are currently active in marine conservation) we will execute the work described below in close collaboration with CI.

The project has five objectives, each with specific deliverables:

- 1) Conduct situation analyses by collecting and assessing information on laws/policies/practices, on-going marine conservation activities, and gaps in marine conservation strategies;
- 2) Identify field opportunities where MCAs can fill needed conservation gaps;
- 3) Identify organizations and agencies responsible for and capable of implementing project-specific MCAs;
- 4) Develop indicators of success for MCA field projects; and
- 5) Create plans of action for implementing MCAs.

We will conduct the deep-level analyses for the Eastern Tropical Pacific, Coral Triangle, and Gulf of California in three 12-week phases over the course of one year — allocating one 12-week phase for each seascape—and the high-level analysis for the Gulf of Mexico in one 3-week phase (see [Appendix 2: Project Timeline](#)). We will determine the sequence of the analyses for each seascape in coordination with field staff and the Walton Family Foundation upon grant approval. Each deep-level analysis will fulfill objectives #s 1-5 above and include: six weeks of preparatory work for contacting entities and gathering necessary information; two weeks of field work to interview staff from organizations and agencies, culminating in a day-long workshop with relevant organizations and agencies; and four weeks to develop findings and complete plans of action. The Gulf of Mexico analysis will fulfill only objective #1 above.

The Conservancy's Global Marine Team Director will guide the project team, the core of which will include a Principal Investigator (PI), co-PIs and legal counsel from each geography, a transaction lead and staff from project partners in each seascape (see [Appendix 3: Key Project Staff](#)).

3.1 CONDUCTING THE ANALYSES

The core project team will work with legal counsel, partner organizations, other conservation organizations, management agencies and Walton Family Foundation representatives in each seascape (see [Table 1](#) for a list of key partners by seascape) to conduct MCA feasibility analyses. A review of relevant laws, policies and agency practices concerning marine and coastal management, public and private uses, and protection will preface one-on-one meetings with relevant staff in the field. Current marine conservation activities and projects will be assessed to determine potential gaps in protection. The project will benefit significantly from previously completed cursory assessments (see Sections 2.1, 2.2. and 2.3). The project will build upon this previous work, “ground-truthing” and expanding upon it through one-on-one interviews and workshops.³

It is important to note that high-level analyses of this kind provide important insights and the underlying framework for what is conceptually possible in the field, but experience to-date suggests that grounding such analyses in concrete, site-specific contexts provides the critical information that is ultimately necessary to implement MCAs. As such, identifying potential site-specific field opportunities to implement MCAs is incorporated into the project under 3.2 below.

Deliverable 1: Documentation of role and feasibility of MCAs in protecting marine and coastal biodiversity.

³ A workshop is not planned for the Gulf of Mexico.

Table 1: Illustrative Seascape-specific Key NGOs and Agencies

CORAL TRIANGLE	EASTERN TROPICAL PACIFIC	GULF OF CALIFORNIA	GULF OF MEXICO
Atlas South Sea Pearl	Centro Desarrollo y Pesca Sustentable (CeDePesca)	Centro Mexicano de Derecho Ambiental (CEMDA)	Environmental Defense Fund
Conservation International	Conservation International	Comisión Nacional de Áreas Naturales Protegidas (ANP)	Gulf of Mexico Alliance
Coral Reel Alliance	Corredor Marino del Pacífico Tropical	Comisión Nacional de Acuicultura y Pesca (CONAPESCA)	The Ocean Conservancy
Ministry of Forestry (PHKA)	Fundación Marviva	Comunidad y Biodiversidad	
Ministry of Marine Affairs and Fisheries (DKP)	Government agencies in each country	Environmental Defense Fund	
Misool Ecoresort	Instituto de Investigaciones Marinas y Costeras (Invemar)	Procuraduría Federal de Protección al Ambiente (PROFEPA)	
Putri Naga Komodo (PNK)	Organización del Sector Pesquero y Acuícola del Istmo Centroamericano (OSPESCA)	RARE	
Tourism Operator Associations	NAZCA Institute for Marine Research	Secretaría de Agricultura, Ganadería, Desarrollo Rural, Pesca y Alimentación (SAGARPA)	
Walton Family Foundation	Walton Family Foundation	Secretaría de Gobernación (SEGOB)	
World Wildlife Fund		Secretaría de Marina (SEMAR)	
		Secretaría de Medio Ambiente y Recursos Naturales (SEMARNAT)	
		Sociedad de Historia Natural Niparájá	
		Walton Family Foundation	
		World Wildlife Fund	

3.2 IDENTIFYING FIELD OPPORTUNITIES

During interviews and workshops, PIs and co-PIs will investigate and prioritize where specific MCA field projects can be undertaken within the next one to two years. We will consider the scope, scale, needed resources, project readiness, project goals and relationship with other activities in the area. Field projects that are collaborative in nature, directly involve local NGOs and stakeholders, complement existing conservation efforts, and serve to establish ecological networks of marine protection will be priorities. The intent is that the field projects not only achieve important *in situ* outcomes but also ultimately serve as collaborative demonstration projects that will spur the use of MCAs to protect ocean and coastal areas in other parts of the world.

Deliverable 2: Documentation of the types, locations and circumstances of potential MCA field projects that can complement existing marine and coastal conservation efforts. We expect that two to three field projects will be identified in each seascape. The field projects may require project-level feasibility analyses before implementation can take place. The process for completing project-level feasibility analyses will be proposed in action plans (see deliverable 3.5 below) as a second phase of this project.

3.3 IDENTIFYING LEAD IMPLEMENTERS

During the analyses, we will identify local organizations that are well positioned to implement MCA field projects. NGOs and agencies that sign onto MCAs must be committed to specific sites and conservation goals for the duration of the agreements. Local integration and existing positive relationships with communities are often equally important. We will consider staff capacity, expertise, and financial resources (or the ability to obtain all three) in addition to organizational stability. During interviews and workshops, PIs and co-PIs will investigate whether NGOs and agencies have the ability and desire to become lead implementers of MCAs where they work. We will seek commitments from organizations to be considered as potential lead implementers and to work with the Conservancy and our partners in completing project-level feasibility analyses and implementing field projects.

Deliverable 3: Documentation of organizations and agencies responsible for, capable of, and willing to lead project-level feasibility analyses and be considered as lead implementers of MCA field projects identified in element 3.2.

3.4 DEVELOPING INDICATORS OF SUCCESS

Conservation funders and field practitioners must determine if the strategies they employ are, in fact, achieving their desired goals. As such, during the project period, we will determine the key factors to evaluate the success of MCA field projects stemming from the analyses. To the extent possible, the key indicators of success will be quantifiable, agreed to beforehand, and reflect critical factors.

Deliverable 4: Documentation of key success indicators for subsequent MCA field projects.

3.5 CREATING PLANS OF ACTION

The plans of action for the Coral Triangle, Eastern Tropical Pacific, and Gulf of California will serve as the platform for proceeding with partnership-based, collaborative MCAs in each seascape. The plans will apply lessons learned from all of the seascape analyses, ensuring appropriate cross-fertilization of information and strategies. The key components of each plan will be to:

1. Establish the legal and policy frameworks within which MCAs can be implemented;
2. Identify two to three demonstration field projects that are within one to two years of implementation;
3. Identify NGOs and agencies that are willing and able to complete project-level feasibility analyses and be considered as lead implementers for field projects; and
4. Establish the key success indicators for project evaluation.

We will also include the steps, timelines and needed resources for proceeding with MCAs and vet them with the organizations and agencies that participated in the analyses.

Deliverable 5: Documented plans of action for implementing MCAs.

4. PROJECT COMPLETION AND FINAL REPORT

This project will illustrate how MCAs can protect important sites and resources while serving within larger integrated networks of marine protection that support healthy fisheries and marine biodiversity. Upon completion of all project deliverables in March 2010, we will present a final report to the Walton Family Foundation that makes recommendations for MCA-based field projects within the Coral Triangle, Eastern Tropical Pacific, Gulf of California, and Gulf of Mexico.

Appendix 1: Project Budget

ITEMIZED EXPENSE	WFF Fund	TNC Fund	Total
Salary for TNC Principal Investigator	\$60,000	\$40,000	\$100,000
Salary for TNC Local co-Principal Investigators	\$45,000	\$15,000	\$60,000
Salary for TNC Transaction Staff	\$35,000	\$40,000	\$75,000
Salary for TNC Legal Counsel	0	\$15,000	\$15,000
Salary for TNC Marine Director, Program/Area Supervisors	0	\$20,000	\$20,000
Salary for TNC Project Coordination	\$2,500	\$13,500	\$16,000
Salary for Local Legal Counsel	\$40,000	0	\$40,000
Travel and Lodging for Workshop Participants*	\$45,000	0	\$45,000
Workshop Facilities	\$10,000	0	\$10,000
Printing for project materials and reports	\$2,500	0	\$2,500
Translation for project materials and reports	\$10,000	0	\$10,000
Sub-total	\$250,000	\$143,500	\$393,500
Indirect costs 15%	\$37,500	0	\$37,500
TOTAL ESTIMATED COST OF PROJECT	\$287,500	\$143,500	\$431,000

* Not all workshop participants are expected to need financial assistance with travel and lodging.

Analyzing the Role and Feasibility of Marine Conservation Agreements in Protecting Marine and Coastal Biodiversity in the Coral Triangle, Eastern Tropical Pacific and Gulf of California

The Nature Conservancy

January 2009

Appendix 2: Project Timeline⁴

ACTIVITY	Mar '09	Apr '09	May '09	Jun '09	Jul '09	Aug '09	Sep '09	Oct '09	Nov '09	Dec '09	Jan '10	Feb '10	Mar '10	TOTAL DURATION*
Seascape 1														12 weeks
Contact relevant organizations and agencies to discuss project scope, timeline and opportunities for engagement	X													2 weeks
Collect and assess laws, policies and practices	X	X												4 weeks
Meet one on one with organizations and agencies to identify ongoing activities and gaps, implementation capacity and potential projects; hold workshop with organizations and agencies to review and discuss findings		X												2 weeks
Develop, review, finalize findings and plan of action			X											4 weeks
Seascape 2														12 weeks
Contact relevant organizations and agencies to discuss project scope, timeline and opportunities for engagement					X									2 weeks
Collect and assess laws, policies and practices					X	X								4 weeks
Meet one on one with organizations and agencies to identify ongoing activities and gaps, implementation capacity and potential projects; hold workshop with organizations and agencies to review and discuss findings						X								2 weeks
Develop, review, finalize findings and plan of action							X							4 weeks
Gulf of Mexico - Review								X						3 weeks
Seascape 3														12 weeks
Contact relevant organizations and agencies to discuss project scope, timeline and opportunities for engagement									X					2 weeks
Collect and assess laws, policies and practices									X	X				4 weeks
Meet one on one with organizations and agencies to identify ongoing activities and gaps, implementation capacity and potential projects; hold workshop with organizations and agencies to review and discuss findings										X				2 weeks
Develop, review, finalize findings and plan of action											X			4 weeks
Submittal of final report and Recommendations to WFF													X	1 day
TOTAL DURATION	X	X	X		X	X	X	X	X	X	X		X	39 weeks

⁴ Duration stated does not imply constant effort during the time period – time will be needed to allow for actions, review and response by outside entities.

Appendix 3: Key Project Staff

Project Guidance

Lynne Hale, Director, The Nature Conservancy – Global Marine Team

Lynne Hale leads the Conservancy's efforts to substantially expand its programs in and impact on coastal and marine conservation. Prior to joining the Conservancy she served for more than 15 years as the Associate Director of the Coastal Resources Center at the University of Rhode Island, an organization dedicated to developing strategies for the effective governance of coastal environments in the U.S. and worldwide. She currently serves as the Co-Chair of the Scientific Advisory Committee of the Inter American Institute for Global Change Research. Lynne is an expert in coastal ecosystem management with more than 25 years of experience. She played a leadership role in the design and implementation of integrated coastal management programs in the United States (Rhode Island, Alaska), Latin America (Ecuador, Mexico), Asia (Sri Lanka, Thailand, Indonesia), and Africa (Kenya, Tanzania), as well as globally oriented outreach and training programs. Previously, as the Senior Coastal Technical Adviser for the Alaska Native Foundation, she worked on coastal and marine resource issues that impact native Alaskan communities. Lynne has a Master of Science in biological oceanography from the University of Rhode Island and a Bachelor of Arts in Zoology from the University of Pennsylvania.

Principal Investigator

Jay Udelhoven, Senior Policy Advisor, The Nature Conservancy – Global Marine Team

Jay Udelhoven joined The Nature Conservancy's Global Marine Team in September 2005. He came to the Conservancy with 15 years of experience in natural resource management, planning, protection and research at the local, state, federal and international levels throughout the United States and parts of Africa. His work with the Global Marine Team focuses on developing and assisting with the implementation of market-based marine conservation strategies. His current activities include assessing opportunities to implement Marine Conservation Agreements with Conservancy state and country offices, state and federal agencies, and nongovernmental environmental organizations. Jay holds a Master of Environmental Policy from the University of Denver and a Bachelor of Science in Natural Resources from the University of Wisconsin-Madison.

Co-Principal Investigator – Coral Triangle

Eleanor Carter, Senior Advisor, The Nature Conservancy – Coral Triangle Center

Eleanor Carter is an ecologist and conservation manager with 15 years experience in protected area management, strategy design and coastal zone development in Africa, the Pacific and Indian Ocean regions. She has extensive experience in all aspects of MPA design, science, monitoring, capacity building and management, and has experience at a range of scales—from working with large NGOs and national level government departments to on-site program implementation with small-scale community groups and district government offices. Eleanor's key interests are: the convergence of environment and development agendas; utilizing market-based innovative financing mechanisms for long-term sustainability; and taking initiatives from paper to practice. She established the first financially self-sustaining MPA (MCA) in Africa (the award winning Chumbe Island Park), which she developed and managed on-site for six years and remains as

Non-exec Director. Eleanor obtained her Master of Philosophy in Environment and Development from the University of Cambridge UK.

Co-Principal Investigator – Eastern Tropical Pacific

Malena Sarlo, Conservation Planner, The Nature Conservancy – Panama Program

As the Conservation Planner for the Conservancy's Panama Country Program since 2006, Malena Sarlo leads the conservation area plan process for the Western Pacific of Panama, coastal-marine site of the Panama portfolio. She is also the technical focal point for the Eastern Tropical Pacific program in Panama. Prior to joining The Nature Conservancy, Malena worked for four years in the areas of tropical biology, conservation and local communities. Malena holds a Master of Science in Tropical Ecology from McGill University and a Bachelor of Science in Biology and Environmental Studies from Florida State University.

Co-Principal Investigator – Gulf of California

Diana Bermudez, Gulf of California/Baja California Sur Program Manager, The Nature Conservancy – Mexico Program

Prior to joining the Conservancy's Baja California team in December 2008, Diana Bermudez oversaw the coastal and marine conservation work along the Southern Gulf of Mexico and the Mexican portion of the Mesoamerican Reef, the world's second largest barrier reef. Before joining the Conservancy, Ms. Bermúdez worked for 9 years for an environmental engineering and consulting firm based in Greece. During that period she managed a variety of environmental projects in the European Union. She also worked closely with the governments of Southeast Europe to identify their environmental priorities, as well as with international financial institutions to secure the necessary funding to implement these projects. From 2000 to 2001 she participated in the negotiations of a Debt for Nature Swap between the U.S. government and the government of the Former Yugoslav Republic of Macedonia. Diana holds a Bachelor of Science in Business Administration and a Bachelor of Arts in German from the University of Arizona, as well as a Master of Science in Environmental Policy from The London School of Economics and Political Science. A native from Sonora, Mexico, Diana is fluent in Spanish, English, Greek and German.

Transaction Lead

Andrew Soles, Senior Business Advisor, The Nature Conservancy

Andrew Soles provides project management, strategic planning, and financial analysis support to Conservancy field and corporate projects. He has been instrumental in developing new geographic programs, including the Canadian Boreal, Mongolia, and Africa programs. Andrew develops financial models and provides transactional support for complex transactions such as joint ventures in Komodo National Park and the Forever Costa Rica project. Since he joined the Conservancy in 1999, Andrew has worked in over 20 countries to strengthen compatible development projects, generate revenue for non-profit organizations, and develop innovative financial mechanisms to support conservation. Prior to joining the Conservancy, Andrew managed the sale of timber for community forest concessions in Guatemala. Andrew holds a Bachelor of Science in Finance and in Environmental Science from Mary Washington College.

Analyzing the Role and Feasibility of Marine Conservation Agreements in Protecting Marine and Coastal Biodiversity in the Coral Triangle, Eastern Tropical Pacific and Gulf of California

The Nature Conservancy

January 2009

Legal Counsel

- Melinda Ching, Senior Attorney, The Nature Conservancy - Asia Pacific/Hawaii
- Jonathon Rotter, Senior Attorney, The Nature Conservancy - Mexico
- Julisa Edwards, Senior Attorney, The Nature Conservancy - Eastern Tropical Pacific