



# STRATEGIC PLAN

## 2011 - 2014

- May 2011-



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## INTRODUCTION

Given the huge growth in demand and need to build capacity at much larger national and regional-level scales, the Coral Triangle Center was established as an independent regional foundation, based in Bali, in December of 2010. This 3-year Strategic Plan is designed to focus our efforts to ensure the quality and effectiveness of our programs during our early years as an independent organization.

## VISION, MISSION, AND VALUES

**Our Vision:** *To ensure the livelihoods of millions of people, today and in the future, the rich marine resources and coastal ecosystems of the Coral Triangle will be effectively cared for.*

**Our Mission:** *To effectively care for our rich marine heritage for the benefit of the people, the Coral Triangle Center will inspire the commitment and share the knowledge and skills needed by leaders and communities.*

### Our Values:

- **Excellence:** We will collaborate with stakeholders to adapt the best available information on coastal ecosystems to the reality of the local communities and cultures, to inspire passion and build world-class competence in marine conservation and sustainable management.
- **Locally-based:** We are committed to learning from the knowledge and traditional practices of coastal peoples so that our communications, training courses, and programs reflect local pride and ownership in our heritage, culture, adaptability, and long-term future.
- **Catalytic:** We will stimulate partnerships with leaders in sectors such as tourism, fisheries, agriculture, and business development, recognizing that holistic and inclusive approaches are necessary for the sustainability of coastal ecoregions and the health and economy of local communities.
- **Trust-worthy:** To best serve the communities and nations of the Coral Triangle, we will provide trusted information, be transparent in our actions, and hold ourselves accountable for the high-quality of our programs.
- **Results-oriented:** We will measure our success, adapt strategies as needed, and be proactive and responsive to changing circumstances, documenting our impact over time.

## FIVE LONG-TERM GOALS

### **Goal 1: Develop local and regional capacity to better care for our marine resources**

*Inspire leaders and communities throughout the Coral Triangle with excellent training programs designed to strengthen their professional competence and institutional capacity to effectively care for marine resources and coastal ecosystems.*

- Catalyze the establishment of the School for Marine Protected Area Management in Indonesia with the Ministry of Marine Affairs and Fisheries.
- Train over 500 regional practitioners with Coral Triangle Center training modules and materials in marine resource management.

### **Goal 2: Field test and leverage effective marine management practices**

*Deepen our understanding and practice of marine resource management by collaborating directly in a small number of sites to field test solutions to pressing regional problems. Document effective management practices and develop living laboratories for learning exchanges and training programs in Coral Triangle demonstration sites to leverage practical ideas region wide.*

- Complete a zoning plan and long term management plan for the Nusa Penida Marine Protected Area, (a small island off the coast of Bali). Work with the local community to establish a Management Body and sustainable financing mechanisms for ongoing management of this marine protected area.
- Directly test and document practices in marine area creation and management in one to two additional sites, exploring possibilities in the Savu Sea and the Banda Islands.
- Sign an MOU between the Coral Triangle Center and the Management Body of Nusa Penida to enable the Coral Triangle Center to use the Nusa Penida Marine Protected Area as a demonstration site and living laboratory to document practices and host training groups;
- Develop a network of learning sites and partnerships with Universities and practitioners to develop case studies for our curricula from throughout the Coral Triangle; and
- Organize learning exchanges and/or training group visits to additional demonstration sites across the Coral Triangle that can showcase specific practices (e.g. sustainable fishery management, traditional community controlled marine areas; conservation of spawning aggregations, and/or financial sustainability linked to tourism, etc).

**Goal 3: Promote learning networks and collective action**

*Facilitate and/or host regional and national learning networks to strengthen the capacity of members to coordinate cross-boundary strategies, adapt and apply marine conservation approaches, and share experiences and best practices needed to effectively care for marine natural resources across the Coral Triangle.*

- Establish a charter and catalyze the launch of a regional learning network to support the Coral Triangle Initiative Regional Plan of Action.
- Establish a Marine Protected Area Managers Peer Learning Network

**Goal 4: Partner with governments and corporations to resolve and abate pressing large-scale threats to our marine heritage**

*Develop long-term partnerships with governments and corporations to share learning on marine ecosystems, raise needed resources, and develop policies and practices that minimize impacts and diminish threats to the marine environment.*

- Establish MOUs with at least three corporate partners and a long-term MOU with the Ministry of Marine Affairs and Fisheries of the Government of Indonesia;
- Play a strategic role in facilitating the Coral Triangle Initiative Business Summit in 2011; and
- Host a highly regarded annual regional Coral Triangle Center meeting that will engage corporate and government leaders in important policy dialogues.

**Goal 5: Be an inspirational regional hub for marine conservation**

*Build our organization, as well as our physical center in Bali, to serve as an inspirational regional hub and knowledge center of excellence for training programs and outreach activities on the marine resources of the Coral Triangle.*

- Rent office and training facilities until the Center is built;
- Develop a business plan for the core training and office facilities;
- Identify appropriate partners who want to invest in shared facilities;
- Select and buy land in Bali;
- Host a contest to attract artistic talent and design ideas for the Center;
- Invite sponsors to participate in the capital campaign to build the Center; and
- Develop Terms of References for a multi-disciplinary team to construct the Center.