



# **WIOMSA**

# **Resource Mobilisation Strategy**

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**Prepared for WIOMSA by  
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# WIOMSA RESOURCE MOBILISATION STRATEGY

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### Submitted separately:

- A database of funders and corporates
- Draft flyer for small grants funding
- Draft slide presentation to donors

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# WIOMSA Resource Mobilisation Strategy

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## *Executive Summary*

To ensure that WIOMSA achieves financial sustainability, its priority is to develop and implement a resource mobilisation strategy. The proposed goal of this strategy is: “*WIOMSA’s financial future is secured, in support its vision of sustainable coastal livelihoods and improved management, governance and capacity in the region.*”

Key objectives of this strategy include securing long term sustainable financing for core activities of WIOMSA, broadening the donor base and developing new sources of funding; maintaining and enhancing support from WIOMSA’s traditional donors and strengthening the Secretariat to support ongoing fundraising activities. Successful implementation needs a governance structure that includes high profile champions; a cohesive and strong marketing campaign; a commitment of all members and staff of the organisation to building relations with potential and current donors, and internal readiness and ability to implement the strategy.

The key initiatives making up this resource mobilisation strategy are as follows:

- a) *Initiatives likely to generate funds in the short term:*
  - Seek private funding and grant funding for specific activities
  - Increase project management fees to 15%
  - Seek symposium-related funding
  
- b) *Strategic initiatives requiring minimal resources to initiate:*
  - Initiate the establishment of a consulting firm
  - Institute a system of membership fees
  - Offer to manage small grants funds on behalf of donors
  - Seek support in getting private sector funding
  - Make volunteering an integral part of WIOMSA activities
  
- c) *Strategic initiatives requiring substantial resources*
  - Establish a WIOMSA Champions Committee as a subcommittee of the Board
  - Endowment funding: solicit “seed” donations from partners to demonstrate their confidence in and support for WIOMSA
  - Seek funding for a WIO coffee table book for distribution to donors etc
  - Initiate a campaign to establish an aquarium in partnership with government
  - Identify and approach potential donors and supporters of the aquarium project

Additional key actions required to support resource mobilisation would include:

- Developing and managing a comprehensive coherent unified marketing and communications strategy and plan
- Developing and implementing a capacity-building programme for the Secretariat.

## 1. Introduction

*“Globally there is increased concern about threats to our environment and there is a drive to improve our understanding of what is there (biodiversity), how it works, and how to manage it sustainably; ...To achieve [the goal of environmental sustainability] requires ongoing, high-quality strategic marine science. Marine science is a relative newcomer to environmental research but it is rapidly growing as the community in general becomes more aware of the vulnerability of marine ecosystems. In recent years there has been a growing interest in tropical marine ecology and environmental science because of their importance in supporting coastal communities and the observable decline of tropical ecosystems, particularly the decline of coral reefs, seagrass and mangrove forests, climate change, and land-sea interactions.”<sup>1</sup>*

The Western Indian Ocean Marine Science Association (WIOMSA) was established as a regional professional, non-profit, membership organization, in 1993, and is dedicated to promoting the educational, scientific and technological development of all aspects of marine sciences throughout the Western Indian Ocean (WIO) region. WIOMSA has a particular interest in linking the knowledge that emerges from research to the management and governance issues that affect marine and coastal ecosystems in the region. WIOMSA’s vision for the Western Indian Ocean Region is that:

*“By 2020 the Western Indian Ocean Region will have healthy coastal and marine environments, whose natural resources are used sustainably and managed wisely through partnerships and collaboration between managers, scientists, governments, development partners and civil society leading to healthy and prosperous communities.”*

In support of this vision, the WIOMSA Aim /Purpose Statement reads:

*“The aim of the Association is to advance regional co-operation in all aspects of coastal and marine sciences and management, and to support sustainable development in the Western Indian Ocean Region, while promoting interdisciplinary and multi disciplinary approaches.”*

In terms of its Strategic Plan, the focus of WIOMSA activities is on promoting sustainable livelihoods, local democracy and capacity-building. This is to be achieved through five thematic components:

1. Fostering research excellence, through facilitating the development and updating of a regional a research agenda, supporting improvements in research quality, and supporting the development of a critical mass of excellent scientists in all relevant disciplines;
2. Developing expertise for effective management and sustainable development;
3. Raising public awareness and enhancing access to relevant knowledge and information;
4. Promoting networking, cooperation and exchange of knowledge between researchers, managers and local communities; and
5. Promoting and advocating appropriate policies and practices.

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1. Dr Ian Poiner, Chief Executive Officer, Australian Institute of Marine Science.

To strengthen and promote the Association, WIOMSA focuses on:

- Enhancing participation by members, especially at country level;
- Broadening the membership base, particularly to include more social scientists and practitioners; and
- Raising WIOMSA's profile in the region and internationally.

To ensure that WIOMSA achieves financial sustainability, and that it effectively advances its vision for the region, WIOMSA's current priority is to develop and implement a resource mobilisation strategy.

## ***2. Contract Terms of Reference***

The terms of reference for this consulting contract are set out below.

The Sida/SAREC has funded most of the activities that have been implemented by WIOMSA. Sida/SAREC support to WIOMSA dates back to 1993, when the Association was established. The Association's success to date has resulted in high levels of goodwill and credibility, and has also raised expectations in the WIO region.

The WIOMSA Board of Trustees in 2004 decided to develop the Association's first Strategic Plan, whose main objective would be to guide the Association's work over the next 15 years, in support of its aim. The Strategic Plan was completed in December 2004 and was discussed and endorsed by the Board of Trustees at its Fourteenth meeting held in February 2005 in South Africa.

Without a successful fundraising and financial strategy, none of the objectives of the Strategic Plan can be achieved. During the development of the Strategic Plan the Association's reliance on a single donor, namely Sida/SAREC was identified as a key weakness to be addressed as a priority in the immediate future. The Board recommended that a Resource Mobilization Strategy be developed to support the implementation of the Strategic Plan. This Resource Mobilization Strategy would aim at ensuring that in the short-term, WIOMSA has adequate resources to implement the Strategic Plan as well as at achieving financial sustainability in the long-term. Such a strategy should aim at diversifying sources of funding for the Association.

Some of the current issues and constraints to do with resource mobilisation and fundraising are outlined below:

- Since its establishment WIOMSA has been providing its services and products to its members free of charge. At present no fee is charged for membership and publications including copies of the Journal are given out free. No donations or voluntary contribution have ever been solicited from anyone to support any of its activities.
- Fundraising activities have been conducted on an ad hoc basis and have not been an integral part of the core activities of the Association. For this purpose, it is essential that requisite capacity and tools exist at the Secretariat to support the planned funding raising activities. Integration of fund raising activities into the core activities of the Association will involve amongst others, building capacity of the technical and finance

staff in fund-raising techniques.

- Inadequate capacity in fund-raising at the Secretariat is aggravated by the problems experienced in preparing budgets for proposals submitted to different funding agencies. In most cases, project budgets have included direct costs of the proposed activities and rarely budgeted for the Secretariat time and resources used in the implementation of these activities. WIOMSA has also been charging 8% Overhead Fee to most of the projects implemented by the Association; however this amount was purely arbitrary.
- The existing financial manual was drafted to reflect grants channelled into WIOMSA and its system of disbursement. The potential for other sources derived through fund raising exercises now calls for revised financial manual to keep pace with the expected expanded resources and WIOMSA's drive towards meeting the demands of the Strategic Plan.
- It is envisaged that various sources could be explored and tapped to provide a wide and secure funding base. Such resources could be: funds arising from development partners; unrestricted sources (not tied to specific activities) such as membership fees, sales of products and publications and fees from acting as an executing agency and/or service provider. These and other potential sources need to be explored in detail during the development of the Resource Mobilization Strategy, which should aim at not only identifying and fund-raising resources required to implement the Strategic Plan but also identifying strategies that need to be implemented by the Association to achieve financial sustainability.
- In the long-term such targeted efforts based on a Strategy will ensure that resource mobilisation becomes an on-going process within the Association.

The consultant was required to perform a number of tasks, including but not limited to:

- Developing a Resource Mobilization Strategy based on the priority activities identified in the Strategic Plan, identifying the cost of implementing the prioritized activities, identify fund-raising goals and proposing well-researched sources of funding;
- Identifying and recommending new or untried mechanisms that the Association could use to gain a competitive advantage in mobilising resources and in soliciting donations from the above-identified sources;
- Identifying barriers or constraints, if any, to successful fundraising and resource mobilisation and recommend ways to overcome these;
- Identifying the Secretariat's capacity needs, if any, to successfully implement the Strategy; and
- Consulting with selected WIOMSA members and partners and representatives of potential funding agencies during the development of the Strategy.

The expected output of this assignment was a fully realised Resource Mobilization Strategy, including a sections on the results of above mentioned activities as well as any others the consultant feels are important based on consultations as mentioned above.<sup>2</sup>

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<sup>2</sup> Note: the task of developing proposals to fund the extension of current WIOMSA capacity building programmes is being taken forward by the Secretariat through a separate consulting contract, and will therefore not be addressed in detail here.

### **3. A Strategic Approach to Resource Mobilisation**

A resource mobilisation strategy comprises the mix of mechanisms that an organisation employs in order to directly finance its own activities and implement its strategy. WIOMSA faces a huge challenge in mobilising resources to implement its Strategic Plan, in the context of “*harsh realities where in recent years, Africa has only managed to attracted the smallest amount of (capital) flows.*”<sup>3</sup> To be effective in this context, this resource mobilisation strategy needs to be based on:

- A strong and compelling case for support;
- A clear set of needs and priorities;
- Clear fundraising targets;
- A database of potential sources and donors;
- A governance structure that includes high profile champions;
- A cohesive and strong marketing campaign;
- A commitment of all members and staff of the organisation to building relations with potential and current donors; and
- The internal readiness and ability to implement the strategy.<sup>4</sup>

In addressing the above elements, this resource mobilisation strategy identifies a goal and objectives for resource mobilisation, potential funding mechanisms and sources of funding (although these are not exhaustive) and an attempt has been made to match activities to potential sources. The report proposes fundraising targets, and a brief assessment of the marketing and institutional requirements for implementation is undertaken. It concludes with an outline action plan proposing priority activities.

Annexures include a draft paper on establishing a WIOMSA consulting firm, information on the World Business Council for Sustainable Development (a key potential source of support), and a funding proposal for a semi-technical coffee table book on the WIO region. A database of potential funders and corporates is submitted separately, as is a draft flyer for the Small Grants Programme and a draft slide presentation setting out a funding proposal for endowment funding. Other documents submitted during the course of this contract include the results of research into the terms of employment of a fundraiser, and copies of potentially useful resources including a coffee table book on the Okavango region.

### **4. Goal and Objectives**

NGOs such as WIOMSA tend to be dependent on donor funding for their operations, and are thus financially vulnerable. In spite of the important contribution that they make, their potential impact and usefulness can be significantly impaired as a result. A concerted and sustained fundraising effort is needed to secure funding resources for WIOMSA from a range of sources.

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3. Moyo, T. *The resource mobilisation strategy of the New Partnership for Africa's Development: A critical appraisal*. SAMCAF, Harare, 2002.

4. South African Red Cross Society: *Resource Mobilisation Initiative*. Pan-African Conference, Algiers September 2004 ([www.ifrc.org/meetings/regional/africa/6thpac/docs/South%20Africa.doc](http://www.ifrc.org/meetings/regional/africa/6thpac/docs/South%20Africa.doc))

The focus of this resource mobilisation strategy is thus on raising funds to ensure that WIOMSA is financially sustainable on an ongoing basis, and therefore able to implement its Strategic Plan. The proposed goal of this strategy is thus:

*“WIOMSA’s financial future is secured, in support its vision of sustainable coastal livelihoods and improved management, governance and capacity in the region.”*

Key objectives of this strategy include:

- Securing long term sustainable financing for core activities of WIOMSA;
- Broadening the donor base and develop new sources of funding for priority activities within the Strategic Plan;
- Maintaining and enhancing support from WIOMSA’s traditional donors; and
- Strengthening the WIOMSA secretariat to support ongoing fundraising activities.

The achievement of the objectives outlined above will depend on two key factors: donor confidence and the fund-raising capacity of WIOMSA<sup>5</sup>. The most important part of a strategy for resource mobilization is to know how to build and maintain relationships.

*“It must be remembered that fundraising is a long-term enterprise. There are no ‘quick fixes’. The mobilisation of funds is not an easy task. Fundraising is a complex process of trying to persuade people to participate in a cause that meets human needs and is worthy of financial support. With a solid donor base, an organisation will ensure its future development...”*<sup>6</sup>

## **5. Potential Sources of Funding**

WIOMSA’s Strategic Plan focuses on supporting sustainable livelihoods, building local democracy and increasing institutional capacity, through:

- Fostering research excellence;
- Developing expertise for effective management;
- Raising awareness and enhancing access to knowledge and information;
- Promoting and advocating appropriate policies and practices; and
- Promoting networking, cooperation and exchange.

In order to implement these, a number of activities will need to be undertaken, all of which will require funding to implement. However, some of these activities will also be able to generate funding.

There are a number of sources of funds potentially available, including:

- Grant funding from international donor agencies, philanthropic foundations and international NGOs;
- Sales of services (agency function, consultancy services etc);

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5. Resource Mobilization Strategy of the United Nations Environment Programme (<http://www.unep.org/rmu/en/about/index.asp> )

6. Source: the Ecumenical Church Loan Fund ([www.eclof.org/english/newhorizon](http://www.eclof.org/english/newhorizon))

- Revenue from investments and endowments, including assets such as shares, buildings, businesses and property;
- Private sector sponsorships (including free expertise and publicity, donations of materials, and innovative marketing projects);
- Established discount arrangements, especially with providers of services like airlines, hotels, internet services and computer hardware & software;
- Sales of website advertising, journal and other publications;
- Symposium-related fundraising;
- Membership fees and private donations (individuals, corporates and institutions);
- Project administration fees;
- Volunteering and secondment;
- Fees and funding for training and educational programmes; and
- Special and targeted fundraising campaigns (eg advocacy, raising endowment funding etc).

Some of these are reviewed below<sup>7</sup>:

a) *Grant funding from international donor agencies, philanthropic foundations and international NGOs:*

Grant funding is usually project-related and ranges from small grants to funding of large programmes. It is generally not easy to raise funding for research from donors. WIOMSA would need to make “a clear and compelling case” for the importance of marine research in the attainment of the goals of sustainable livelihoods and a healthy marine environment, and link research proposals to implementation programmes.

Potential donors include the Global Environment Facility, intergovernmental bodies (NEPAD, UNDP, UNEP, FAO etc), multilateral donor agencies (SIDA, DANIDA, AusAID, IDRC etc); international NGOs (WWF, Conservation International, IUCN, WCS, etc), private and corporate foundations (MacArthur, Ford, AKDN, Tata, etc)(a database of potential donors has been submitted separately).

A potential source of donor funding derives from the implementation of the UN Millennium Project, an independent body advising the UN Secretary-General. This project published *Investing in Development, A Practical Plan to Achieve the Millennium Development Goals* recently. The project's top 10 recommendations propose that country MDG-based poverty reduction strategies should, inter alia, focus on environmental sustainability, science, technology and innovation<sup>8</sup>. International donors should mobilise support for global scientific research and development to

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7. A database of potential donors is submitted as a separate document.

8. Countries should outline income generation strategies for poor people, be tailored to support the special needs of landlocked, small-island, developing, least-developed and fragile states and work out an 'exit strategy' to end aid dependency. Developing countries should implement these strategies in transparent and inclusive processes, working closely with civil society organisations, the private sector and international partners. Developing countries should align national strategies with regional initiatives like Nepad and should receive increased donor funding. Regional groups should implement high-priority cross-border infrastructure projects with donor aid and carry out peer-review mechanisms to promote best practices and good governance. High-income countries should increase ODA from 0.25% of donor GNP in 2003 to around 0.44% in 2006 and 0.54% in 2015 to support the MDGs. ODA quality should be improved to include aid that is harmonised, predictable and largely in the form of grants-based budget support. Debt relief should be more extensive and generous.

address special needs of the poor in areas of health, agriculture, natural resource and environmental management, energy and climate. The total needs should rise to about \$7 billion a year by 2015. The UN Secretary-General and the UN Development Group should strengthen the coordination of UN agencies, funds and programmes to support the MDGs at headquarters and country level.

In a number of ways WIOMSA could serve to support the attainment of the MDGs in the region, and thereby access some of this increased funding. This option needs to be explored further.

b) *Sale of services (consulting):*

WIOMSA has considerable multidisciplinary scientific and educational capacity at its disposal, within its membership body. The demand for its services has already been indicated through the agency role it is playing on behalf of UNEP.

It is recommended that the Association follow the example of the Scottish Association of Marine Science (SAMS), and the South African Association for Marine Biological Research (SAAMBR), which have both established wholly owned consulting firms<sup>9</sup>. Profits from consulting services are used to fund other activities of these organisations.

It is envisaged that there would be at least three areas of work where WIOMSA could provide consulting services:

- To governments in the region, who may require support with the development of management, policies and programmes etc;
- Undertaking environmental impact assessments of major developments on marine resources and ecosystems (eg coastal resort development, marine mining and prospecting, etc); and
- Providing monitoring and certification services to major companies (eg tourism<sup>10</sup>, shipping, fisheries and mining), donors programmes and governments.

A core staff should be appointed on a full-time basis to run the consultancy, with work being outsourced to WIOMSA members as sub-consultants. WIOMSA would need to undertake some marketing (*inter alia* with partners and governments in the region) and tendering to attract consultancy contracts. WIOMSA should consider seeking advice and support from SAMS/SRSL and SAAMBR/ORI in establishing a consulting firm.

A further potential role for WIOMSA would be in providing training and research opportunities in marine science for post-graduate students. This would tie in well with approaches to international post secondary education institutions that have marine

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9. See Annex 2 for further exploration of this concept.

10 . International environmental certification of tourism operations “has a high marketing value in the tourism source markets. This gives stronger incentives to owners and operators to adopt ecological principles in building designs and recreational activities, than inspection visits of sometimes rent-seeking government officials.” Reidmiller, S. *How can the private sector benefit from investing in marine conservation? Some experiences of the Chumbe Project in Zanzibar/Tanzania.* Vth World Parks Congress: Sustainable Finance Stream, Workshop 7. Role of Private Sector Partnerships in Supporting Protected Areas, September 2003. Durban, South Africa [www.chumbeisland.com](http://www.chumbeisland.com)

science graduate programming. The University of British Columbia has already worked with KEMFRI and this would be a good place to start.

c) *Managing small grant funds:*

WIOMSA is well-positioned to offer its services as a “Regional Research Council” to any regional or international programme that wishes to provide small grant funding for research in the region. WIOMSA could provide services in managing small grant funds on behalf of donors. A number of donors and funders have small grants programmes, and some may be interested in devolving the management responsibility for these to WIOMSA. In certain cases, large funders are keen to have small grant funds, but find the management of micro-grants too burdensome. However, they may welcome an agency arrangement with a local NGO, to increase local accountability and capacity, while relieving them of the administrative burden.

WIOMSA has a flexible financial mechanism and is strategically well placed to administer such research funds, having developed the skills, experience and track record in doing this through the MASMA programme. Various regional and international programmes have already begun using WIOMSA to channel their support to their activities in the region.

It may be useful for WIOMSA to determine what the preferred thematic focal areas of such funds would be. WIOMSA could then proceed in one of two ways: either advertise to existing small grant funders that it has an interest in undertaking this responsibility on an agency basis on their behalf, or to actively approach selected funders with a proposal to work with them to establish and manage new small grants funds in the region. For instance, the Critical Ecosystems Partnership Fund (CEPF), managed by Conservation International, may be interested in delegating management of micro-grants to WIOMSA for the WIO islands hotspot.<sup>11</sup>

WIOMSA’s role in managing such funds could be relatively passive or active. In the case of passive management, applications would be unsolicited and would be evaluated according to their conformity with a number of criteria set by WIOMSA and the donor.

In the case of active management, WIOMSA could operate on a basis similar to the Namibian Nature Foundation (NNF). The NNF receives funds from a wide range of donors, including multi-lateral institutions (World Bank, UNEP, FAO, CITES and Ramsar Secretariats and EU), bilateral government donors (DANIDA, Finnish Government, GTZ, NORAD, SIDA, USAID), international NGOs (IUCN, WWF), and local business sector partners in Namibia (e.g. Caltex, Total, Nedbank Namibia, First National Bank, Avis). In order to achieve its objectives, the NNF allocates grants from the various funds that it manages, in a complementary manner, to projects that it believes are important, thus ensuring effective funding for key projects. The NNF manages the following project support funds, all but one of which are for Namibia-based activities:

- Swedish Local Environment Fund Namibia (Swedish Embassy)
- Danida Namibia Environment Fund

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11 ([http://www.cepf.net/xp/cepf/where\\_we\\_work/madagascar/full\\_strategy.xml#niche](http://www.cepf.net/xp/cepf/where_we_work/madagascar/full_strategy.xml#niche))

- CBRNM Grants to NGOs (for the Namibia Association for Community-based Natural Resource Management Support Organisations)
- Avis Environmental Education Tours Namibia
- Succulent Karoo Ecosystem Programme (SKEP) Namibia
- FAO National Forest Facility Programme Namibia
- GEF SGP Small Grants (international).

WWF-South Africa also serves as a small grant funder, and manages a number of funds, *inter alia*:

- Southern African Conservation Education Trust Fund
- The Green Trust (Nedbank)
- The Leslie Hill Succulent Karoo Trust
- The Table Mountain Fund.

WIOMSA could seek advice and assistance of the Namibian Nature Foundation (Chris Brown: [cb@nnf.org.na](mailto:cb@nnf.org.na)) and WWF South Africa (Deon Nel: [dnel@wwf.org.za](mailto:dnel@wwf.org.za)).

d) *Revenue from investments and endowments:*

Chris Brown of the Namibian Nature Foundation argued recently that securing a source of independent, sustainable financing for core activities of NGOs is more effective than securing project funding<sup>12</sup>. A key element of WIOMSA's resource mobilisation strategy should be to raise significant endowment funding. If invested wisely, this could provide a source of sustainable, unrestricted, recurrent funding for core operating costs. This would provide financial security in the long term.

Endowment funding in the form of voluntary contributions and donations could be raised from a number of sources, including donors, partner organisations, individuals, member institutions, the private sector, philanthropic foundations and bequests, and could be built up over time.

Key to raising endowment funding is to demonstrate to potential donors that WIOMSA has the confidence of its partners. This can be done by soliciting "seed" donations from partners (eg WWF, IUCN, UNEP, UNDP, World Bank, WCS, SIDA, IOC, CORDIO, FAO etc), as evidence of their confidence in and support for WIOMSA. It would be further strengthened through active endorsement by WIOMSA Champions (see section 7 below).

Such endowment could be invested through WIOMSA'S Trust Fund or in shares, but the endowment could also include a revenue-generating asset such as Nature Seychelles' Cousin Island Marine Park, WWF South Africa's commercial protea farm, the Scottish Association for Marine Science's business incubator unit, the 'European Centre for Marine Biotechnology', or ORI's aquarium and Sea World. The management of such an asset could be outsourced, if appropriate to ensure a good revenue stream.

Given the expertise of WIOMSA in marine science and the lack of an aquarium in East Africa and the island states of the WIO, the establishment of an aquarium in Zanzibar is possibly the most attractive option in terms of a strong revenue-generating asset for

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12. Views expressed by Chris Brown at the SKEP Partners' Conference in Cape Town, May 2006.

WIOMSA. The potential benefits in terms of boosting tourism would provide an incentive for government to partner with WIOMSA in establishing the facility, where government would provide land and WIOMSA technical expertise. This is the model that has been developed in Durban between ORI and the local authority. An aquarium associated with a learning centre could also provide a regional and local environmental education facility for scholars and artisanal fishing communities, and potential opportunities for marine research for students. WIOMSA could develop a focussed, high profile fundraising campaign around the construction of the aquarium, which would be likely to attract sponsors that would otherwise not fund marine science. Fundraising for capital development of an aquarium could target sponsors and donors for specific components or elements, which could be named after them.

e) *Private sector funding:*

Private sector funding is a new frontier for conservation NGOs. Support from the private sector can be in the form of more traditional sponsorships (including sponsored and branded materials, services, and events) and donations of free expertise and publicity, but can also include more innovative projects. Strategic partnerships with the private sector can be a powerful tool to leverage funds and raise interest from the public and other potential contributors.

The private sector also has the potential of raising funds in a shorter time frame. WIOMSA can also capitalize on a growing awareness amongst senior management and boards of corporate social responsibility and good citizenship. This is in large part due to the fact that engaging in such activities is good for their bottom line and for brand presence. These pragmatic ‘costs of doing business’ arguments are invariably recommended to their clients by marketing, public relations and environmental consulting agencies that are hired by multinationals, international, regional and local companies.

Any such approaches by WIOMSA to the private sector will need to be based on presenting specific cases that argue in business bottom line terms the “payback” for their support for WIOMSA activities.

An important potential source of private sector funding is the corporate business sector, which may be accessed through the World Business Council for Sustainable Development<sup>13</sup>. Other sources include the Sheik Rashid Bin Maktoum Foundation in Dubai, Emirates Airlines and the Arcelor-Mittal Foundation<sup>14</sup>.

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13. “*The World Business Council for Sustainable Development (WBCSD) brings together some 180 international companies in a shared commitment to sustainable development through economic growth, ecological balance and social progress. Our members are drawn from more than 30 countries and 20 major industrial sectors. We also benefit from a global network of 50+ national and regional business councils and partner organizations. Our mission is to provide business leadership as a catalyst for change toward sustainable development, and to support the business license to operate, innovate and grow in a world increasingly shaped by sustainable development issues. Our objectives include:*

- **Business Leadership** - to be a leading business advocate on sustainable development;
- **Policy Development** - to help develop policies that create framework conditions for the business contribution to sustainable development;
- **The Business Case** - to develop and promote the business case for sustainable development;
- **Best Practice** - to demonstrate the business contribution to sustainable development and share best practices among members;

One example of the kind of private sector funding that could be built up is the funders of WWF-South Africa's Marine Programme, which was only initiated a few years ago. Private sector funders include: ABSA Bank Limited, Caltex Oil (SA) (Pty) Ltd, De Beers Marine (Pty) Ltd, Distell Group Ltd, Glenrand Insurance Brokers, Grinaker, Hamilton Russel Vineyards, International Association of Antarctic Tour Operators, Namakwa Sands, Safmarine (Pty) Ltd, Sanlam, SAP Africa, Southern Right Southern Seabird Solutions, Total Fondation D' Enterprise, Total South Africa (Pty) Ltd, and Vodacom Group (Pty) Ltd.

WIOMSA should consider using innovative approaches in mobilizing resources through collaboration with private sector organisations. Some ideas were explored in discussion at the Sustainable Finance Stream at the Vth World Parks Congress. The scoping paper indicated, for instance, that

*“With the increased attractiveness of oil and gas exploration in landscapes that contain high biodiversity, there is an opportunity to build partnerships between oil and gas and conservation interests that can generate environmental and social benefits, as well as generate long term financing for conservation. An often highly controversial marriage, oil and gas money is increasingly playing a role in the funding of Protected Areas, either directly through mitigation payments, or indirectly through the endowment of Environmental Funds and corporate philanthropy. As opportunities for interaction and collaboration increase, so too must the sophistication of the deals the conservation community makes with private companies to support biodiversity conservation. Past experiences provide important lessons for future deals and agreements to maximize conservation benefits.”*

WIOMSA should explore possible partnership opportunities with key industries in the region eg shipping, fisheries, tourism and mining (oil and gas). Oil and gas and the hospitality industry should be priority targets. Five large oil companies have recently signed memoranda of understanding for exploration of the Tanzania coastline. These could be approached in the short term.

Corporate donors respond best if they are asked to provide reasonably substantial sums of money and if the fund has a clear and inspiring vision. To secure private sector/corporate support, WIOMSA would need to develop a case spelling out the threat to that sector from poorly managed biodiversity, and the benefits of the partnership. Such benefits may be linked to opportunities for collaboration on research on monitoring, on mitigating the effects of the industry on marine and coastal ecosystems, or on certification. (If support for WIOMSA is forthcoming from these

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- **Global Outreach** - contribute to a sustainable future for developing nations and nations in transition.”

Source: Website of the World Business Council for Sustainable Development (<http://www.wbcsd.org>)

14. Lakshmi Mittal, now the 5<sup>th</sup> richest man in the world, is an active philanthropist and a member of various trusts. According to Felicidad Cristobal, Managing Director of the newly established Arcelor Mittal Foundation, “In all, Mittal Steel spent around \$6 million on community projects in 2003. Now that figure is set to rise as a new, centrally coordinated policy is put in place. A global programme is being instituted. Its central theme will be support for education.” [www.eco.public.lu/salle\\_de\\_presse/conferences](http://www.eco.public.lu/salle_de_presse/conferences) December, 2006

sources, it is very likely that they would want this support widely advertised.)<sup>15</sup> Marine environmental impact studies, protecting the environment to enhance business, meeting certification requirements, staff training, brand exposure, public events and good media cover are all good arguments to gain corporate support.

However, it is important to remember that there are a number of risks associated with private sector funding. The considerations of the UNEP resource mobilisation strategy in this regard are instructive<sup>16</sup>.

*“Fund-raising with the private sector is a very challenging task.... UNEP has to be cautious in developing relations with private donors, and should ensure objective screening of potential sponsors. Before UNEP approaches a potential donor, the following question needs to be asked: Is it appropriate and ethical to develop an alliance with this corporate partner? UNEP should follow the United Nations guidelines in this respect and, as the guidelines provide, collaborate only with reputable business partners which embrace and put into effect a set of universal principles within their sphere of influence in the areas of environment, human rights and labour standards.”*

f) *Sale of website advertising space and co-branding:*

The potential for selling advertising space on the WIOMSA website should be explored, with the objective of ensuring that WIOMSA becomes the premier source of information in the region about posts and courses available at universities and technical colleges within the region and beyond; tenders for consulting work by governments in the region; conferences and symposia.

Other options include suitable and appropriate corporate ads with a “social” message as well ads for marine tourism-related activities, for instance of dive gear, dive companies, tourism and hospitality links etc. It may be necessary to offer discounted rates for advertising space as an introductory offer.

*Co-branding:* One of the elements of a “value package” for corporate members could be the “linkage of brand” to WIOMSA, for example as an “Ambassador Corporate Member,” a corporate could co-brand as a link in the WIOMSA website. This would be indirect revenue generation use of the WIOMSA website.

g) *Symposium-related fundraising:*

WIOMSA should seek to fundraise for the Symposium through a combination of Corporate, NGO and institutional sponsorship, entry fees, service and product display booths, hotel and air corporate event partners and an institutional and/or government grant.

One option would be to approach the Global Forum for Ocean, Coasts and Islands (GFOCI) to request support for the symposium, or to suggest a joint request to the GEF

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<sup>15</sup> Support in negotiating with the private sector may be available from Martin Hollands of the Cambridge Centre for Conservation Policy Limited (CCCP) (and formerly Deputy Director of Fauna and Flora International) [martin.hollands@conservationpolicy.org](mailto:martin.hollands@conservationpolicy.org)

<sup>16</sup> Resource Mobilization Strategy of the United Nations Environment Programme (<http://www.unep.org/rmu/en/about/index.asp>)

for symposium funding and could offer facilities or a session to the GFOCI at the symposium.

A concurrent initiative in the WIO region is the establishment of a consortium of NGOs in the marine sector, known as WIO-C. WIOMSA is a founder member of this initiative, and has been asked to play a key role on behalf of the consortium in organising scientific meetings, seminars and workshops for the presentation and sharing of information, findings and experiences on subjects related to all aspects of marine science. Funding for these activities would need to be raised by WIOMSA in conjunction with WIO-C.

Fundraising activities linked to the WIOMSA Symposium could include:

- Developing a database of international and regional companies that are involved in projects relevant to coastal and marine environment, provide and or sell research equipment, instrumentation etc geared to marine science, who then in turn could be invited to participate at the Symposium as exhibitors and or as sponsors;
- Companies could also advertise in the symposium booklet. Such a booklet could also include advertising coupons from local Durban restaurants, tour operators and business etc. Revenues from this could underwrite the booklet and produce a surplus;
- A separate advertisement booklet targeting NGOs and research and academic institutions could also be produced. These organizations would be given a page or two in the booklet at a fee.
- WIOMSA could also produce and sell items such as postcards, caps, t-shirts, cups, etc at the Symposium.

h) *Membership fees:*

There are several steps in the design of a membership fee system:<sup>17</sup>

1. Set targets;
2. Determine the structure of fees and payments;
3. Set fees;
4. Formulate a policy on exemption and waivers;
5. Design and institute a system for managing fee-collection; and
6. Periodically adjust fees for inflation and changes in costs.

Members' contributions can provide a small but steady income stream. Although this will never be a significant source of income, it will be crucial to demonstrating WIOMSA's support in the region, and the value placed on it by members (both individuals and institutions).

Because membership fees will never amount to a significant source of revenue, it is crucial that the costs of billing and collection are contained. The costs of international money transfers would be considerable in relation to envisaged annual membership fees, and therefore it is recommended that only internet-based credit card payments

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17. Source: Chawla, M. and Berman, P. *Developing and Implementing a Resource Mobilization Strategy*, Harvard School of Public Health, September 1996, page 19.

should be accepted. There are international companies that would be able to provide a credit card payment service to WIOMSA, which would need to be identified.

Because members have thus far not paid any fees, an important first step is to poll their opinions and to gain some understanding of their potential willingness to pay fees. The benefits of this approach are that:

- Members are consulted in a transparent decision-making process, before a decision is taken;
- Members are forewarned that the organisation is at risk and made aware of the need for their support;
- The Board gains some idea of what fees might be reasonable to charge and for what aspects of WIOMSA products and services; and
- Members get an opportunity to contribute suggestions and support (material and non-material) to the process.

Such a survey was undertaken in December 2006, the results of which are currently being analysed.

It is suggested that membership fees are differentiated by category of membership, for example:

<i>Membership category</i>	<i>Suggested annual fee</i>
Corporate membership e.g. Patron, Ambassador	<b>\$1000 to \$30,000</b>
Partner (member of Champions' Committee – see Section 8 below)	\$10,000
Institutional	<b>\$100</b>
Individual	<b>\$20</b>
Associate (external to WIO region)	\$50
Student and unwaged	Free

Possibly after an initial period of grace of 6 or 12 months from the date of introduction of membership fees, members who have not paid up should no longer receive a free copy of the WIOJMS. However, all members should continue to receive WIOMSA correspondence and notices, and be able to take part in WIOMSA activities.

*Online library:* Currently, information about the Western Indian Ocean, both published material and 'grey' literature, is not easily accessible within the region. There is strong support for the establishment of an online library in the region, particularly of scientific information and information on management effectiveness. However, online libraries can be expensive to develop and maintain and the service would only be able to generate funds through website advertising, not through payment of services. Such a service could support the collection of membership fees, as it would be an excellent value component to offer as part of membership package. Currently the university of Bergen maintains such a service, and it is suggested that WIOMSA investigates the possibility of partnering with Bergen University and linking to this service.

i) *Project administration charges:*

Typically the administration costs for a project will amount to 15% of the project

budget, excluding any incentives<sup>18</sup>. Currently, WIOMSA is charging 8% ‘overhead’ fee. It is therefore proposed that this amount be increased to 15% with immediate effect.

j) *Volunteering and secondment*

The support available from international and regional volunteers should not be underestimated. According to Reidmiller<sup>19</sup>, marine conservation projects are:

*“enormously attractive for volunteers from all walks of life, private, NGO based, from Zoos etc. ... CHICOP definitely saved millions of US\$ in investment, and continues to save tens of thousands a year in recurrent costs. Volunteers were recruited over the Internet, through the informal network of friends and through volunteer organisations ... Volunteers gave professional assistance in baseline surveys, ranger and staff training, development of ..... information materials, ... building design, installation and maintenance of technical equipment, marketing, management assistance and financial analysis among numerous other tasks. .... Several professional volunteer agencies (e.g. German SES, British BESO and Frontiers, Irish APSO) also provided short-term consultants. Volunteers from all over the world continue to apply for work with CHICOP mainly over the Internet.”*

WIOMSA should ensure that volunteering is made an integral part of its activities, and should consider partnering with professional volunteer agencies to facilitate this, focusing on specific tasks and short-term objectives. Community based volunteer organizations and business clubs like Rotary should also be targeted as they are particularly helpful in public events and campaigns.

Another potential source of assistance is short-term secondment of staff with specific skills from partner organisations. For instance, organisations such as CI and WWF have highly skilled fundraisers, who may be made available to WIOMSA to help design a campaign, or to deliver training on fundraising to WIOMSA staff.

k) *Funding for training and education programmes*

WIOMSA could look to attracting fee-paying students to its courses. This would be facilitated if it could gain accreditation of its courses with universities (in English, French and Portuguese, including UNISA and the Open University (distance learning)).

WIOMSA could develop a schools (from primary to diploma) program that would help raise revenues through curriculum development in the sciences with a “marine science” component. Schools and indirectly parents can play a crucial role in WIOMSA branding and communications programs specially for generating local awareness and environmental events programming. WIOMSA can provide packaged marine science and biology lessons that can be integrated for a fee and or by a grant into the curriculum. This is especially relevant for schools that follow the IB (International Baccalaureate) curriculum. IB middle years programs are characterized by themes for science. These could include the Aga Khan Academy (Regional Operations), the International School (Kenya, Tanzania, Mozambique and the Oswal Schools. This

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<sup>18</sup> David Daitz, former CEO of CapeNature (pers. comm.)

<sup>19</sup> Reidmiller, S. Op. cit.

programme could be supported by the production of a coffee-table book on the region (see below and Annex 4).

Funding could also be sought to develop the “marine science” curriculum and courses from the funding organizations that support these schools<sup>20</sup>.

l) *Coffee table book on WIO:*

Another potential fundraising activity could be the production of a semi-technical coffee-table book on the marine and coastal resources of the Western Indian Ocean: The aim of the project would be to raise awareness of the region’s unique biodiversity, the importance of these resources to the livelihoods of the 30 million people in the region, and the need to manage these resources effectively. The publication would set out the biological richness of the Western Indian Ocean region and the unique populations that are dependent on its resources, review the threats to these resources and propose priorities for action. The primary use of the book would be to support the fundraising endeavours of WIOMSA and other agencies in the region, in support of which it would be made available to governments and donors, distributed to academic institutions and possibly to schools (as part of the schools programme), as well as sold to the general public. Interest in funding this project has already been expressed by UNDP Small Grants Fund, which has a specific window for regional projects up to US\$150,000.

m) *Funding for advocacy and monitoring:*

Increasingly, WIOMSA is called upon to make contributions in the policy sphere in the region. WIOMSA’s Strategic Plan has as a key objective “*To identify and raise urgent and critical issues and to suggest and advocate appropriate measures and policy responses as well as alternatives.*” As a regional NGO, WIOMSA can research or make a statement on any subject or policy matter of relevance in the region. Examples of important issues that WIOMSA could look into are:

- Research that clearly demonstrates the benefits of conservation initiatives for sustainable management of marine resources;
- Research to verify the biodiversity assessments undertaken as a basis for the EAME and WIOMER programmes, and to establish good baselines and system for monitoring biological impacts for management purposes. (Without this, the targets of these strategies are meaningless).

In order to be able to fulfill this role, WIOMSA needs have at its disposal additional funds to cover both research and publicising the results of the research. Funding for this activity could include project related fundraising from interested parties, and commissioned research from unrestricted funding.

## 6. *Fundraising Targets*

To ensure the effective implementation of its Strategic Plan, WIOMSA requires funding for its core activities. Without sustainable core funding, the organisation may under-

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<sup>20</sup> In the case of the Aga Khan Academy, it would be the Aga Khan Education Services, which is part of AKDN.

perform or fail entirely, as the Association of South East Asian Marine Scientists (ASEAMS) did, when its sole funder withdrew<sup>21</sup>.

The operating cost of the WIOMSA Secretariat in 2005 was \$226,000 (see table 1). As WIOMSA takes on wider responsibilities in terms of managing the implementation of the Strategic Plan, it is envisaged that these costs will rise. Additional funding will be required for most of these recurring costs, as they will not easily be funded out of project funding.

**Table 1: Annual Operating costs of WIOMSA 2005**

<i>Item</i>	<i>Amount US\$</i>
Salaries (4 staff)	136,000
Publication	30,000
Board meeting	16,000
Rent	12,000
Regional travel	6,000
Communication, stationery, etc	26,000
<b>TOTAL</b>	<b>\$226,000</b>

It can be assumed that organisation would require an endowment or asset base that could sustainably generate US\$350,000 upwards per annum for core costs on a recurring basis. If the fund is to generate around 5% of the real capital value annually for disbursement to funding of operating costs, with inflation-related increases, a very rough estimate would be a fundraising target for endowment purposes of US\$10 million by 2012. To help achieve this goal, fundraising targets are suggested in the table below:

**Table 2: Suggested Fundraising Targets 2007 - 2011**

	<i>Source</i>	<i>1 year target (end 2007)</i>	<i>3 year target (end 2009)</i>	<i>5 year target (end 2011)</i>
1	Grant funding (project funding and endowment funding)	\$500,000	\$1 million p.a.	\$1 million p.a.
2	Sales of services and agency fees	\$5,000 p.a.	\$25,000 p.a.	\$40,000 p.a.
3	Private sector sponsorships	\$5,000-20,000 p.a.	\$10,000 p.a.	\$15,000 p.a.
4	Sales of products (WIOJMS etc)	\$5,000 p.a.	\$7,500 p.a.	\$7,500 p.a.
5	Membership fees and private donations	\$5,000-20,000 p.a.	\$7,500 p.a.	\$7,500 p.a.
	<b>Cumulative Total</b>	<b>\$520,000 p.a.</b>	<b>\$2,620,000.00</b>	<b>\$4,760,000.00</b>

Further fundraising would continue on these lines beyond 2012, with targets revised and new targets set annually.

21. Dr Edgardo Gomez of ASEAMS explained the reasons for this: “*The intent in the formation of ASEAMS was to give scientific support to the COBSEA ... The main reason for the lack of funding was COBSEA’s decision to move away from operational support to high-level policy support. Without funding from UNEP/COBSEA, there was no more support for the secretariat and the newsletter “Laut.” Unlike many of the Regional Seas programs, the EAS was informal and, hence, the countries did not feel obliged to increase their contributions to the Trust Fund. Seeing not enough commitment from the member countries, UNEP decided to pull out its subvention of the EAS program .... The membership had been largely unwilling to pay dues, so there was no revenue coming in. Any publications that had been produced had been distributed free of charge since their printing had been sponsored by UNEP, hence, no sales income was available either. The consequence [of the collapse of ASEAMS] is that there is no regional body of scientists and managers that is organized to address technical issues of marine environmental protection [in the region].*” (pers. comm. 27 May 2006).

## 7. “Champions Committee”

Without high-profile champions, it is likely that WIOMSA will struggle to raise the funding it needs. A key element of the resource mobilisation strategy is therefore the establishment of a Fundraising Marketing and Resource Mobilisation Advisory Committee (“WIOMSA Champions’ Committee”) as a subcommittee of the Board.

According to WWF, “*Mentorship by international conservation organizations or donor agencies plays a significant role in promoting the process [of fundraising] .., accessing international partners and providing technical assistance in the design of innovative financing schemes*”<sup>22</sup>.

This committee should comprise the Treasurer and other Board members, and should co-opt representatives of key partner organisations, Corporate CEOs and other high profile champions. Partner organisations that have donated a minimum of (say \$50,000) would be entitled to a seat on the committee for a period of 5 years.

The Champions Committee would should responsible for:

- Debating resource mobilisation strategies;
- Providing advice and support on fundraising and related activities;
- Strengthening relationships with current donors;
- Networking with potential donors and other potential sources of funding to raise the profile of WIOMSA and promote the Association;
- Where necessary, assisting with accessing funding (eg from GEF);
- Advising on investment strategies;
- Acting as guardians of transparency and efficiency in the finances of the Association;
- Ensuring continuous dialogue between WIOMSA and partners on the financing of programme activities;
- Encouraging partners to commit themselves collectively to making voluntary payments to the WIOMSA Trust Fund and to ensure adherence to pledges made;
- Soliciting other types of support including strategic contributions in kind for the organization of meetings, special events, funding of key posts, etc.; and
- Reviewing progress on achieving the targets of the resource mobilisation strategy.

The Champions’ Committee would thus be the driving force in the implementation of this Resource Mobilisation Strategy.

## 8. *Marketing and Awareness Raising*

Marketing is absolutely crucial to resource mobilisation. “*In fundraising, it is not the financial capacity of the donors that is decisive but rather it is the donors’ level of conviction and identification with the cause in which they are participating.*”<sup>23</sup>

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22. Klug, U., Moye, M. and Carr-Dirick, B. *Establishing Environmental Funds for Protected Areas in Francophone Africa: Challenges and Opportunities: The experience of the Sangha Tri-National Initiative and proposed Madagascar Foundation for Protected Areas and Biodiversity*. World Wildlife Fund Vth World Parks Congress: Sustainable Finance Stream Workshop 2 Trust and Endowment Funds September 2003. Durban, South Africa. <http://www.conservationfinance.org>

23. Ecumenical Church Loan Fund ([www.eclof.org/english/newhorizon](http://www.eclof.org/english/newhorizon))

The marketing strategy must therefore focus on this aspect as a top priority. It should articulate a clear message that powerfully demonstrates, in particular, the benefits of WIOMSA's research and other activities in helping to meet Millennium Development Goals, and shows the links between preserving marine biodiversity (and ecosystem services) in ensuring sustainable fisheries and poverty reduction in the region<sup>24</sup>.

WIOMSA currently has limited name and "brand" recognition outside of the marine science community, limited donor networks and limited marketing/fundraising infrastructure. To be competitive in mobilizing resources, WIOMSA needs to develop and manage a comprehensive coherent unified marketing and communications strategy through:

- Creating a strong brand identity that includes a clear, unified message and presenting WIOMSA as a vital and relevant entity.
- Communicating a powerful, integrated results-oriented package;
- Developing creative approaches to make research and related activities attractive to non-traditional donors;
- Creating new top quality branding, marketing tools and materials, including communications tools to facilitate presentations to donors (PowerPoint, CDs etc)
- Formalizing strong and effective partnerships with champions; and
- Expanding staff capacity in the areas of marketing, fundraising and communications and media relations by region, country, media and language.

An effective communication plan needs to be developed. This should include the development of very clear marketing messages that will form the core of all marketing initiatives. The plan should include publicising the benefits of WIOMSA activities, and the resources, services and information that WIOMSA is able to provide.

Target audiences will need to be identified, and marketing messages tailored to their specific interests. A generic information package should be developed, containing information about the Association and its activities. Each year, a calendar should be developed identifying key moments and events at which marketing activities can be directed. Other tools and materials should be developed as needed.

It would also be useful to establish or strengthen links and collaboration with partner organisations and programmes who will provide support for marketing efforts.

A potentially effective way of increasing WIOMSA's profile would be winning an international environmental award. This will help to gain recognition by the international conservation community and can spare millions of US\$ in marketing costs. According to Reidmuller: "*Actively applying for and winning international environmental awards proved to be the single most powerful promotional tool that attracted massive media*

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24. For example, Scott argues the case for [agroforestry] research as follows: "*In Africa, individuals and communities are most concerned with their day-to-day survival. Too often, they have neither the financial means nor the time to gather a broad range of information that can help them achieve their goal of a better life for their families. But once they have access to information they can work wonders. That is why research is so crucial. That is why researchers must ensure that the results of their work are made available and accessible to communities to enable them to make better decisions. Even more important is that research is participatory – that researchers not only teach but also learn from farmers to ensure that they are focusing on the real problems facing rural societies.*" <http://www.acts.or.ke/about/council/bruceScott.pdf>.

*coverage, travel writers and television documentaries.... The total monetary value of the media coverage Chumbe received for environmental awards has been estimated to be up to US\$ 10 million<sup>25</sup>.*

Another tactic would be to develop a campaign around a specific, preferably charismatic issue, with clear poverty-reduction implications, and to focus fundraising around this campaign. This could entail developing programme initiatives and special events that have the potential to attract funds, including organising income-generating activities in collaboration with partners.

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25. Reidmiller, S., *op. cit.*

## **9. Capacity Needs of the Secretariat**

To implement an ambitious plan calling for significant increases in revenues over the next five to ten years, WIOMSA will need to build the capacity of the Secretariat in a number of ways. The capacity of WIOMSA to raise funds effectively will depend on a number of factors, including:

- Strategic planning and high-level coordination;
- Efficient networking with donors and supporters of WIOMSA
- Increased expertise in marketing, communications, and development ;
- Clear terms of reference, responsibilities and lines of accountability of staff involved with fundraising;
- Adequate training of all staff involved in fundraising, including writing proposals, making presentations, marketing and communications, donor liaison and financial procedures; and
- Capacity and systems to receive and manage funds effectively and ensure effective reporting (this includes adequate administrative procedures, regulations and guidelines for contributions management).

WIOMSA has recently created a post for a qualified and experienced staff member tasked exclusively with fundraising activities and procedures (including updating the WIOMSA financial manual). This would go some way to addressing the capacity needs of the Association. In addition WIOMSA should ensure that:

- All technical and financial staff are trained in fundraising; Training and awareness-raising should enhance the understanding of how to identify donors, prepare proposals and illustrate the benefits from the work of WIOMSA;
- Partner organisations should be asked to assist with providing training and facilitating learning exchanges in fundraising techniques and communications strategies.
- At least one staff member is able to converse fluently in French, so as to be able to liaise effectively with French-speaking donors including FFEM.
- Potential service providers and/or agencies specializing in communications, design, public and media relations in the region need to be identified.

## **10. Suggestions for Action**

The key resource mobilisation initiatives could broadly be categorized into three priority areas for action: initiatives likely to generate funds in the short term, strategic initiatives requiring minimal resources to initiate and strategic initiatives requiring substantial resources. Suggested priority actions for each of these are summarised below.

### *d) Initiatives likely to generate funds in the short term:*

- Private funding: Currently being actively pursued by the WIOMSA Director, Resource Development.
- Grant funding:
  - A list of potential donors and contact details is submitted separately.
  - WIOMSA should raise the management costs for WIOMSA projects to

15% of the project budget with immediate effect.

- Symposium-related activities and funding: Suggestions made in this report should be explored. For the Global Oceans Forum, contact Dr. Miriam C. Balgos, Global Forum Program Coordinator, Center for Marine Policy, 301 Robinson Hall, University of Delaware ([mbalgos@udel.edu](mailto:mbalgos@udel.edu))

e) *Strategic initiatives requiring minimal resources to initiate:*

- Initiate a consulting firm: A paper for Board approval has been drafted and is attached as Annex 1.
- Institute a system of membership fees. For details, see the relevant section in this report. In support of this proposal, explore with the University of Bergen the potential for establishing an online library for paid-up WIOMSA members.
- Manage small grants funds on behalf of different organizations. WIOMSA could either advertise to existing small grant funders that it has an interest in undertaking this responsibility on an agency basis on their behalf, or actively approach selected funders (eg CEPF) with a proposal to work with them to establish and manage new small grants funds in the region. WIOMSA could seek advice and assistance from the Namibian Nature Foundation (Chris Brown: [cb@nnf.org.na](mailto:cb@nnf.org.na)) and WWF South Africa (Deon Nel: [dnel@wwf.org.za](mailto:dnel@wwf.org.za)) in this regard.
- Private sector funding: Contact Martin Hollands of the Cambridge Centre for Conservation Policy for guidance regarding funding from the World Business Council for Sustainable Development and with a view to exploring partnership opportunities with key industries in the region eg shipping, fisheries, tourism and mining (oil and gas) ([martin.hollands@conservationpolicy.org](mailto:martin.hollands@conservationpolicy.org)).
- Volunteer support and secondment: Develop a partnership with a professional volunteer agency to facilitate making volunteering an integral part of WIOMSA activities; approach partners such as CI and WWF for potential secondment of fundraisers to WIOMSA to support specific campaigns.

f) *Strategic initiatives requiring substantial resources*

- Endowment funding: Solicit “seed” donations from partners to demonstrate their confidence in and support for WIOMSA. Further endowment fundraising would be facilitated on the basis of this foundation, supported by WIOMSA Champions. This process should be kickstarted by:
  - Establishing the WIOMSA Champions Committee (WCC) as a subcommittee of the Board; with the WCC, set fundraising targets and establish reporting mechanisms;
  - Seeking advice and support from Jean Paul Paddack of WWF Madagascar, who has extensive experience in fundraising ([jppaddack@wwf.mg](mailto:jppaddack@wwf.mg))
  - Seeking funding for the proposed WIO coffee table book from UNDP SGF (proposal attached as annex 4), for distribution to donors etc. As the initiative is of regional nature, the request should be directed to the UNDP

Africa Regional Programmes Office in New York Stephen Gitonga at the SGP HQ (CPMT) in New York ([stephen.gitonga@undp.org](mailto:stephen.gitonga@undp.org)). Also contact Mr. Delfin Ganapin regarding accessing GEF-SGP resources ([delfin.ganapin@undp.org](mailto:delfin.ganapin@undp.org)).

- Undertaking a campaign to raise funding to establish an aquarium and related marine learning centre, in partnership with government; this would include approaching the Arcelor Mittal Foundation, amongst others<sup>26</sup>.

Additional key actions required to support the resource mobilisation process would include:

- Developing and managing a comprehensive coherent unified marketing and communications strategy and plan, to include:
  - Actively applying for and winning international environmental awards
  - Developing a campaign around a specific, charismatic issue, with clear poverty-reduction implications, and focus fundraising around this campaign.
- Developing and implementing a capacity-building programme for the Secretariat.

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<sup>26</sup> For contact details, refer to “Funders and Corporates List 1.doc” submitted separately.

## Annex 1: Draft Paper on setting up a WIOMSA Consultancy

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### Setting up a WIOMSA Consulting Firm “WIOMSA Research Services Limited”

WIOMSA wishes to look into the possibility of establishing a consulting firm, following the example of the Scottish Association of Marine Science (SAMS), and the South African Association for Marine Biological Research (SAAMBR), which have both established wholly-owned consulting firms<sup>27</sup>. Profits from consulting services are used to fund other activities of these organisations.

WIOMSA has considerable multidisciplinary scientific and educational capacity at its disposal within its membership body. The demand for its services has already been indicated through the agency role it is playing on behalf of UNEP and others.

#### **Purpose**<sup>28</sup>:

It is envisaged that the purpose of establishing a WIOMSA consulting firm would be:

- To deliver WIOMSA commercial activities, and thus provide an income stream support other WIOMSA activities;
- To provide consulting opportunities for WIOMSA members; and
- To contribute to sustainable development in the WIO region through providing scientific knowledge and information to client organisations and agencies.

Development of WIOMSA commercial activities should be based on WIOMSA core areas of competence that are relevant to the marketplace. A competitive edge of a WIOMSA consultancy is that the Association already has a significant number of high quality relationships with current and potential clients. It is envisaged that there would be at least three areas of work where WIOMSA could provide consulting services, using the multi-disciplinary expertise and various resources available within WIOMSA:

- To governments in the region, who may require support with the development of management, policies and programmes etc;
- Undertaking environmental impact assessments of major developments on marine resources and ecosystems (eg coastal resort development, marine mining and prospecting, etc); and
- Providing monitoring and certification services to major companies (eg tourism<sup>29</sup>, shipping, fisheries and mining), donor programmes and governments.

Scientific investigations could include<sup>30</sup>:

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27. SAMS owns a subsidiary company, SAMS Research Services Limited (SRSL) which conducts most of the Association’s commercial research activities, as well as hosting a biotechnology incubation facility (the European Centre for Marine Biotechnology), and the marine environmental consultancy Seas@SAMS, with expertise in benthic surveys and taxonomy. Commercial, marine-related activity is nurtured specifically addressing the problems of developing sustainable business from knowledge and discovery. **SAAMBR** has established the Oceanographic Research Institute (ORI), which offers a range of services in marine science including scientific investigations, consulting services, training and capacity building.

28 This section draws heavily on material from the websites of the Scottish Association of Marine Scientists and the Oceanographic Research Institute of the South African Association of Marine Biological Research.

29 . International environmental certification of tourism operations “has a high marketing value in the tourism source markets. This gives stronger incentives to owners and operators to adopt ecological principles in building designs and recreational activities, than inspection visits of sometimes rent-seeking government officials.” Reidmiller, S. *How can the private sector benefit from investing in marine conservation? Some experiences of the Chumbe Project in Zanzibar/Tanzania.* Vth World Parks Congress: Sustainable Finance Stream, Workshop 7. Role of Private Sector Partnerships in Supporting Protected Areas, September 2003. Durban, South Africa [www.chumbeisland.com](http://www.chumbeisland.com)

- Impact assessment on marine resources and ecosystems
- Quantitative resource assessment, including artisanal, recreational, small-scale and industrial fisheries of the WIO region
- Biodiversity assessments
- Resource use planning and development of management plans
- Sustainable coastal development
- Marine Protected Area (MPA) assessment
- Project evaluations for donors
- Marine resource policy development
- Modelling of resource dynamics and usage
- Long-term monitoring of resource use
- Socio-economic assessment of marine resource use
- Marine related recreation and tourism
- Mariculture
- Monitoring and evaluation

In addition, WIOMSA could provide certain of its training and capacity building on a commercial basis, including specifically designed training courses for management and conservation agencies. WIOMSA could also provide training and research opportunities in marine science for post-graduate students. This would tie in well with approaches to international post secondary education institutions that have marine science graduate programming. The University of British Columbia has already worked with KEMFRI and this would be a good place to start.

### ***Trading subsidiary***

WIOMSA consulting activities should be run through a wholly owned trading subsidiary, which would aim to deliver a fully commercial service and to be a major player in the marine environmental market place in the region.

A suggested name for proposed subsidiary is the “WIOMSA Research Services Limited (WRSL)”. This provisional name is used for convenience in this document to refer to the proposed consultancy. WIOMSA Research Services Ltd would offer fee-based services for consultancy, assessment and capacity building activities connected with the marine environment. Offering integrated and multi-disciplinary expertise through its affiliation with WIOMSA, it would aim to provide an independently rigorous service in order to fulfil the needs of clients in a timely and professional manner.

To do this, it would require a dedicated unit capable of delivering a full range of services ranging from project management, field surveys and advisory roles through to training and reporting.

### ***Staffing and initial activities:***

It is recommended that at the outset a core unit is appointed on a full-time basis to run the consultancy. The bulk of the work would be undertaken on an outsourced, sub-consulting basis by WIOMSA members managed by a core team consisting of a senior consultant and an assistant.

It is essential that the senior consultant or CEO has strong skills and experience in consulting project management, contract management, marketing and financial management. At the outset, the senior consultant would be responsible for:

- Appointing a secretarial assistant, setting up an office, registering the company in terms of relevant legislation, establishing banking facilities, and contracting a financial manager, sorting out tax issues and establishing a detailed business plan for the first 3 years of operation;
- Developing a database of WIOMSA members who could serve as associates and sub-consultants to WIOMSA; establishing contractual protocols with potential sub-consultants; establishing links with other consulting firms in the region, with a view to undertaking joint ventures etc.,
- Identifying potential clients and developing a database of their contact details;
- Developing marketing materials and information on the new consultancy practice, and disseminating these to potential clients;
- Undertaking a financial break-even analysis and detailed business plan;
- Compiling tenders in response to calls for expressions of interest and for proposals, including assembling teams for the purposes of bidding;
- Managing consulting contracts and contracting teams; and
- Reporting to WIOMSA board of directors.

A key to providing effective services would be to identify and appoint lead consultants in the key fields to be targeted by WRS�. Such lead consultants would manage consulting teams on specific contracts and could provide mentorship to more junior project managers. They should be internationally recognised scientists, with extensive successful experience in consulting work, strong project management skills, and excellent interpersonal skills. Such individuals should become nominated associates of WRS�.

#### ***Marketing strategies and potential clients:***

WIOMSA would need to undertake some marketing (*inter alia* with partners and governments in the region) and tendering to attract consultancy contracts. Marketing strategies would include:

- Developing a profile of the consulting firm detailing services offered and key areas of expertise and experience; and disseminating this to potential clients; this profile should capitalise on the strong reputation of WIOMSA in the region;
- Setting up a web page on the WIOMSA website with the same information;
- Analysing WIOMSA’s current “customers”, and following up those that have potential to become future clients. These agencies can also provide advice on finding work;
- “Turning constituents into customers” – i.e. exploring the potential for WIOMSA members to become clients;
- Actively soliciting work through networking with potential clients; and
- Submitting tenders and expressions of interest for consulting contracts advertised in the press etc.; and
- Ensuring that WRS� maintains the highest standard of quality, delivers on time and has excellent relationships with clients and potential clients.

Sectors where potential clients may be drawn from include:

- Commercial sector: oil and gas companies, shipping firms, fishing companies; mariculture enterprises, developers (eg hotels etc.);
- *Governmental sector*: Port authorities, local and district councils in areas under development pressure, conservation agencies, intergovernmental agencies;
- *Donor agencies* active in the WIO region;
- *International NGOs* active in the WIO region;
- *Universities* in the region and beyond; and
- Major donor-financed programmes.

#### ***Financing:***

The ideal situation would be to reduce financial risk to WIOMSA by starting the venture as inexpensively as possible, with no debt financing. It is recommended that WRSL seek to secure an initial consultancy contract that will generate sufficient funds to pay the bulk of start-up costs for the consulting firm. If this is successful, WIOMSA will only need to provide bridging finance to the consultancy for the payment of initial costs. The amount of bridging funds could be reduced if an upfront payment is received in terms of the consulting contract. Failing this, a soft loan would need to be provided by WIOMSA, with generous repayment terms, to finance the initial costs of salaries and activities of the core unit.

In general, operating costs should be kept to a minimum through the use (as far as possible) of associates, subconsultants and short-term contract appointments. It would be prudent for WIOMSA to share some assets and facilities with WRSL (at least in the initial period) to minimise costs.

The fee structure of WRSL will inevitably be determined by a combination of factors, including the need to submit competitive tenders, the need to derive sufficient income to cover costs and generate a profit for the parent organisation and only shareholder, and the need to pay adequate fees to sub-consultants to make it attractive for them to participate.

Set up costs would include:

- Office rental
- Computers and printer
- Internet facilities, email, cellphone and telephone services
- Office furniture
- Electricity and water
- Stationery, logo and brochures
- Website development and maintenance
- Salaries
- Accounting fees
- Advertising costs
- Registration costs
- Vehicle purchase or hire costs.

### ***Governance***<sup>31</sup>:

WIOMSA would hold 100% of the equity of WRSL. The relationship between WIOMSA and WRSL would be similar to the relationship between a holding company and its subsidiaries. The WIOMSA Board would be the board of the company, and would:

- Have a strong interest in the performance and financial returns of WRSL;
- Set clear objectives, financial targets and a dividend policy for WRSL;
- Establish reporting and accountability arrangements that facilitate active oversight by WIOMSA; and
- Take action in relation to the strategic direction of WRSL, where it prefers a different direction from the one proposed.

WIOMSA control over WRSL could include day-to-day operations, operating policies and guidelines, choice of process to deliver the product, staffing, physical or financial assets, and planning. WIOMSA would hold WRSL accountable for the timeliness, quality, and cost of the

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<sup>31</sup> This section on governance draws heavily on “*Governance Arrangements for Commonwealth Government Business Enterprises*”, June 1997 and on *A Casebook of Alternative Governance Structures and Organizational Forms* by Michael V. Hynes, Sheila Nataraj Kirby, Jennifer S. Sloan.

services provided. This can be accomplished by putting into place appropriate incentives and performance goals.

The financial relationship between WIOMSA and WRSL needs to be clearly articulated. For instance, the contributions WIOMSA would make to the operations of WRSL would typically include support in the form of shared assets and facilities, and possibly financial guarantees. The WRSL, on the other hand, should be required to meet financial performance (profits and dividends) targets established by WIOMSA.

The chief executive or senior consultant of WRSL would be accountable directly to the Secretary of WIOMSA, and through him to the WIOMSA Board. The guiding principles of the governance arrangements could include:

- The Secretary exercises high-level strategic control consistent with his accountability to the WIOMSA Board and membership;
- The CEO of WRSL, together with the Secretary, develops the business strategies to ensure that WRSL is managed in the best interests of WIOMSA;
- The CEO of WRSL handles the day-to-day management policies and ensures that the consultancy maintains the highest standards of integrity, accountability and responsibility.

A principal objective for WRSL would be to create “shareholder” value. To achieve this it would be required to operate efficiently, price efficiently, earn a commercial rate of return and pay dividends from those returns.

The CEO of WRSL should prepare a 3-year corporate plan once a year and submit it to the Board for approval. Six-monthly reports should be provided by the CEO to the Board on progress against, and any changes to, the corporate plan. An annual report should be produced, including financial statements.

The Board will need to establish procedures for establishing and reviewing the compensation arrangements for WRSL, and establish a policy on the maintenance of appropriate ethical standards.

### ***Managing risks***

While it is believed that there is a good deal of potential demand for this much-needed service in the region, there are risks associated with establishing the consultancy. Not all of these can be anticipated.

WIOMSA as the only shareholder would be sensitive to business risk, and thus the Board would need to maintain oversight of the activities of WRSL, even setting limits on certain activities where necessary.

The CEO should be responsible for managing risks, should prepare a risk-management plan and should include this in corporate plans and progress reports.

## Annex 2: Information on World Business Council on Sustainable Development

### The WBCSD on Ecosystems

Wise use of the world's natural resources is a theme underlying much of the WBCSD's work. The value of the ecosystem services that nature provides for free has been estimated to be almost twice the value of society's economic activities. But if prices do not reflect the true worth of the earth, the global commons will be squandered - we do not protect what we do not value. The dilemma of how to manage ecosystems must be addressed. Who is to pay for ecosystem services, and are there business opportunities to be found in responsible stewardship of such services?

The WBCSD helps business respond to expanding demand from leading stakeholder groups for dialogue and action on ecosystems by:

1. Providing member companies with a credible engagement and collaboration platform to address challenges and opportunities associated with ecosystems and ecosystem services and
2. Clustering WBCSD outputs associated with ecosystem services to leverage intellectual capital and expertise, e.g., forestry, mining & minerals, water, climate change and carbon sequestration.

Companies that pioneer strategies and technologies that anticipate or respond to ecosystem changes will clearly gain competitive advantage.

In 2004, the Ecosystems Champions Group was established, bringing together leading companies from a range of sectors around the theme of partnerships between NGOs and corporations that deliver enhanced business and biodiversity benefits.

WBCSD and member companies [participated in the World Conservation Congress](#) held in Bangkok in November 2004.

As a result, a Memorandum of Understanding with IUCN, the world's largest conservation organization, was signed in April 2005 to intensify collaboration on the role of markets and business in supporting biodiversity conservation, sustainable management and the use of ecosystem services.

The WBCSD also assisted in the final preparation of the [Millennium Ecosystem Assessment](#) (MA) synthesis report for business and industry, released in July 2005.

[>>> More information](#)

#### **Focus on Biodiversity**

Biodiversity - the sum of the Earth's genes, species, and ecosystems - is under threat.

We all depend on the natural life-support systems that cycle oxygen and carbon, purify water, keep soil fertile, and supply food and medicine. So we all have a stake in answering the World Summit's call for stemming the loss of biodiversity.

The first hit by the depletion of biodiversity are those who depend directly on:

- Forests
- Fisheries
- Agriculture

Biodiversity should be of concern not just to those companies involved in resource extraction but to financial institutions, consumer goods companies, service organizations and the information technology sector too.

The WBCSD recognized the importance of this issue several years ago. In 1997, the Council partnered with the [IUCN -The World Conservation Union](#) to produce a report called [Business and Biodiversity: A guide for the private sector](#) (📎 543 kb).

This business primer looks at the business implications of the Convention on Biological Diversity. It outlines how and why companies should be involved in the Convention process of sustainable management of natural resources, and provides a methodology for business to implement the objectives.

In partnership once again with IUCN, and joined also by Earthwatch Institute (Europe), the WBCSD launched an update of the 1997 guide at the [2002 World Summit](#). [Business and Biodiversity: A handbook for corporate action](#) (📎 889 kb) aims to encourage and assist companies in developing policies and action plans that integrate biodiversity into their management systems.

This report makes the business case for biodiversity:

- Securing the license to operate
- Strengthening the supply chain
- Bolstering stakeholder relationships
- Appealing to ethical consumers
- Ensuring sustainable growth
- Attracting socially responsible investors
- Improving employee productivity

Illustrated with case studies, the guide demonstrates that many companies have already begun to integrate biodiversity considerations into their various business models.

Accompanying the handbook is a CD-ROM that includes a training manual provided by the University of Oxford's Wildlife Conservation Research Unit, to help business managers make biodiversity an essential component of their daily operations.

The development of sector-specific biodiversity strategies has formed important parts of the WBCSD's cement, mining and forestry projects. Between 2002-2005, the WBCSD assisted with and provided private sector inputs and linkages to the [Millennium Ecosystem Assessment](#) (MA).

### ***The Sustaining Ecosystems Initiative (SEI)***

In November 2005, the WBCSD's Ecosystems Champions Group was reestablished as a multi-sector leadership network of member companies collaborating on cross-cutting ecosystems issues and challenges outlined in the [Millennium Ecosystem Assessment](#).

"Business cannot function if ecosystems and the services they deliver – like water, biodiversity, food, fiber and climate – are degraded or out of balance."

*Björn Stigson, President WBCSD*

The group launched the Sustaining Ecosystems Initiative (SEI), which operates across the following areas associated with ecosystems and ecosystem service stewardship, sustainable management and use, and impact mitigation:

1. Championing and sharing business strategies and market innovations;
2. Advising intergovernmental organizations on policy frameworks that maximize the contribution of businesses;
3. Championing efforts to standardize ecosystem measurement and impact assessment that improves business decision-making;
4. Sharing best practice mitigation, sustainable management and stewardship strategies;
5. Fostering stakeholder dialogue, partnerships and action for the sustainable management and use of ecosystems.

## Annex 3: Concept Document for Coffee-table Book

### UNDP-GEF SGP Project Concept Document: Strategic Projects<sup>32</sup>

#### 1. NGO/CBO Information

<b>Name of Organisation</b>	Western Indian Ocean Marine Science Association (WIOMSA)
<i>Contact Person</i>	Dr Julius Francis
<i>Address (Physical and Postal)</i>	Mizingani Street, House No. 13644/10 P. O. Box 3298, Zanzibar, United Republic of Tanzania
<i>Contact telephone numbers</i>	Tel: + 255 24 2233472/2234597 Fax: + 255 24 2233852
<i>Email</i>	secretary@wiomsa.org
<i>Website</i>	<a href="http://www.wiomsa.org">www.wiomsa.org</a>
<i>When was the organization established?</i>	The Western Indian Ocean Marine Science Association (WIOMSA) was established in 1993, and is dedicated to promoting the educational, scientific and technological development of all aspects of marine sciences throughout the Western Indian Ocean (WIO) region. WIOMSA has a particular interest in linking the knowledge that emerges from research to the management and governance issues that affect marine and coastal ecosystems in the region.
<i>Is it a membership-based organization or a volunteer organization. How many members/volunteers are there?</i>	WIOMSA is a regional professional, non-profit, membership-based organisation, with 1132 individual members (924 of whom are from within the region) and 72 organisational members (58 of which are from within the region). Most members are marine and coastal scientists and managers.
<i>How many staff members are employed by the organization (if any), give and indication of project staff and administrative staff.</i>	5 staff are employed by WIOMSA. These are: Executive Secretary: Dr Julius Francis Communication and Extension Coordinator: Anna Blomberg MASMA Programme Coordinator: Dr M. Osore Fund-raising Office: Zaher Ahmed Finance Officer: Hamad H. Hamad Office Attendant: Thabit Ame
<i>If a Board guides the organization, give details of the board members.</i>	The Board consists of one representative from the host country (Tanzania), two members from the mainland states (Kenya, Mozambique, Somalia, South Africa), two from the Island states (Comores, Madagascar, Mauritius, Reunion, Seychelles) and one from outside the region. Current Board members are: Dr Nyawira Muthiga of the Wildlife Conservation Society of Kenya Prof Ron Johnstone of the University of Queensland Centre for Marine Studies, Australia Dr Mitrasen Bhikajee of the Mauritius Oceanography Institute Dr Salomao Bandeira of the Department of Biological Sciences, Eduardo Mondlane University, Maputo, Mozambique Dr Nirmal Shah, Director of Nature Seychelles Seychelles; and Dr Magnus Ngoile, Team Leader of the World Bank-funded project on Marine and Coastal Environment Management Project (MACEMP).

<sup>32</sup> See guidelines for GEF SGF Strategic Projects submitted separately, as part of the database on funders.

<p><i>How often do they meet? What are the Terms of Reference for the Board?</i></p>	<p>The Board meets at least once a year. It is the executive organ of the Association, and implements decisions of the General Assembly. It oversees the activities of the Association, and may initiate and maintain programmes and projects designed to meet the Associations' objectives. It receives and discusses audited financial reports and oversees staffing. Board members are not remunerated (For more information, consult the WIOMSA Constitution, available from the WIOMSA website).</p>
<p><i>Provide details of the organization's activities over the past 18 months.</i></p>	<p>Over the past 18 months, WIOMSA has undertaken the following activities:</p> <ol style="list-style-type: none"> <li>1. <b>WIOMSA Regional Scientific Symposium 2005.</b> Every second year, WIOMSA organizes a regional symposium that aims at promoting communication between policy makers, scientists and stakeholders in the region. These symposiums are becoming premier regional events for scientists, coastal and marine managers and practitioners, representatives from non-governmental and intergovernmental organizations and funding agencies.</li> <li>2. <b>Publications:</b> WIOMSA publish several various publications. The <i>Western Indian Ocean Journal of Marine Science</i> was founded in 2002 and is a peer-reviewed journal published twice a year in both printed and on-line formats. The journal publishes original research articles dealing with all aspects of marine sciences and coastal management. The <i>Newsbrief</i> is free of charge, comes out four times a year and gives information about different activities related to marine science in the region. A number of <i>occasional publications</i> were also published in this period.</li> <li>3. <b>Capacity building</b> has been one of WIOMSA's core activities since its establishment in 1994, with the goals of building technical and managerial capacity and professionalism to produce experts and practitioners capable of developing, disseminating and implementing effective coastal governance practice. In the past 18 months WIOMSA has implemented the following capacity building activities: <ul style="list-style-type: none"> <li>• Planning Workshop on Ecotoxicology, Zanzibar, Tanzania, February 2005</li> <li>• Course on: "Aquatic Ecotoxicology and Risk Assessment of Agrochemical Pollution in WIO Coastal Marine Ecosystems", November/December 2005, Zanzibar, Tanzania</li> <li>• IOBIS Training: ODINAFRICA Workshop on biodiversity data management, Mauritius, 22-29 August 2005</li> <li>• Leadership Workshop for Institute Directors and Senior Role-players in the Western Indian Ocean Region in November 2005 in Mozambique.</li> <li>• East Africa Regional Training Program in Mariculture Extension, July 2005 and December 2005, Zanzibar, Tanzania</li> </ul> <p>A total of 180 people participated in training activities in this period.</p> <p><b>Research grants:</b> WIOMSA promotes marine science research through the award of research grants under the Marine Science for Management (MASMA) and the Marine Research Grant (MARG) programmes. MASMA supports research activities in the region as well as organisation of training courses/workshop. The grants, which range from US\$ 15,000 to US\$ 50,000 per annum, are available to</p> </li> </ol>

	teams of scientists or individual researchers from the region for research in targeted priority areas <sup>33</sup> . A total of 10 grants to the value of US\$ 1.5m were made in this period.
<i>Provide details of the organisation's annual audited accounts.</i>	WIOMSA is audited annually by KPMG-Tanzania. Management and financial reviews conducted by KPMG-Bohling, Sweden and PACT-Kenya found WIOMSA's financial and management systems comply with international standards.

## 2. Statements of Compliance

### Compliance with SGP criteria:

WIOMSA is a regional NGO with a proven track record in the Western Indian Ocean, which includes a number of SGP participating countries: Tanzania, Mauritius, Mozambique, Kenya and South Africa. It is held in high esteem by scientists, managers and educators throughout the region.

### GEF focal area and Operational Programmes under which the project falls:

#### *International Waters Focal Area: The project will help to address the following aspects:*

- Prevention and control of ecological degradation of critical habitats (such as wetlands, shallow waters, and reefs) that sustain biodiversity;
- Management of unsustainable use of marine resources resulting from over-fishing
- Mitigating threats posed to international waters by land-based sources of surface and groundwater pollution that degrade the quality of international waters;
- Abatement of common contaminants such as nutrients, biological contaminants, or sediments that endanger species or threaten ecosystems.

*Operational Program 2:* Coastal, Marine, and Freshwater Ecosystems

*Operational Program 8:* Waterbody-based Program

*Operational Program 9:* Integrated Land and Water Multiple Focal Area

*Operational Program 10:* Contaminant-based Program

*Synergies and connectivity:* The project will synthesize natural and social science knowledge of the region, providing a succinct, accessible region-wide assessment that is currently not available. The project will support the objectives of the GEF Agulhas and Somalia Currents Large Marine Ecosystems project by raising awareness of the conservation value, threats and priorities to the Western Indian Ocean region as a whole.

*Country Drivenness:* WIOMSA is a regional organisation, and its activities support the implementation of the Nairobi Convention. WIOMSA signed a Memorandum of Understanding in August 2001 with the UNEP as the Secretariat of the Nairobi Convention (Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Eastern Africa Region). This MOU provides a framework for collaboration under which WIOMSA shall provide research, technical, managerial, and advisory support to the Secretariat of the Nairobi Convention, in support of marine conservation activities by governments in the region.

<sup>33</sup> For details of WIOMSA research priority areas, see [www.wiomsa.org](http://www.wiomsa.org)

*Sustainability and replicability:* The project will support fundraising efforts of WIOMSA (in particular its efforts to establish a sustainable source of funding for its core activities in the long term) as well as of other agencies. The concept of producing a book is based on a similar book produced for the Okavango Delta, which has been instrumental in successful fundraising for conservation in that region.

### 3. Project Description

#### *Problem statement:*

The Western Indian Ocean marine region includes the coastal areas of Somalia, Kenya, Tanzania, Mozambique, South Africa, Comoros, Madagascar, Seychelles, Mauritius and La Réunion (France) (Figure 1). The region has high level of marine biodiversity and rich marine and coastal resources, including some of the Indian Ocean's most diverse coral reefs, mangrove forests, sand dunes, seagrass beds, globally significant marine and coastal habitats, high species diversity and high levels of regional endemism. The region hosts important habitats for migratory species such as tuna, marine turtles and whale sharks.

The ten Western Indian Ocean nations are at different stages of economic, social and political development. These differences are reflected in the range of individual economic indicators from those with a per capita gross national product of over \$ 8,000 per annum, to those with \$500 per capita, as well as differences in social indicators (e.g. health and literacy). Similarly, national institutions reflect comparable variations in strength and infrastructure. Some 30 million people now live on the coast in the region, and many of these – not the least poor people - are dependent on coastal and marine ecosystems, which contribute significantly to the livelihood of coastal communities and the economies and welfare of the countries. Degradation of these ecosystems is increasing, attributed to both natural factors (e.g. coral bleaching caused by climate change driven by humans) and anthropogenic causes (pollution from both land-based and marine-based sources, municipal and industrial waste).

The main disturbances include destructive fishing methods, damage and destruction of habitats, over-exploitation of resources, marine pollution, introductions and invasions by exotic species, the use of new technologies, such as seaweed farming and aquaculture, and conflicting use of resources and pressure from growing coastal populations, urbanization and tourism. Combined, all these disturbances put increasing pressure on the coastal ecosystems. Underlying causes include inappropriate policies and programmes relating to resource use and access, inadequate enforcement and limited resources for implementation.

Fig 1. The Western Indian Ocean Region



Countries in the region recognize the urgent need for better and more effective management of their coastal and marine resources to improve the quality of life of the people including to reduce poverty, to sustain national economies and to maintain the productivity and diversity of these valuable ecosystems for the future. In recognition of this, all countries are signatories to the Nairobi Convention, under the Jakarta Mandate of the CBD. Within the framework of regional agreements and conventions, a range of plans and strategies are in place at both national and regional levels, in relation to integrated marine and coastal area management, marine and coastal protected areas and coral-reef conservation initiatives. Increasingly, more work is being done at all levels on developing plans and strategies for sustainable use of marine and coastal living resources, particularly fisheries.

Complex decision-making processes required for managing coastal and marine environments are generally weakened by inadequate information and research inputs. Therefore, it is essential that appropriate environmental, social and economic information is available for assessment of impacts of existing and planned activities, and that a sound scientific base exists which can accommodate the changing needs of environmental management institutions as well as society at large. More importantly, it is essential that society is provided with a sound platform of expertise and information upon which wise policies on and practices of resource assessment and management are built. Consequently, input from the scientific community needs to be developed in collaboration with relevant stakeholders.

In addition to the information needs, it is necessary that research capacity building is continued and enhanced, to meet long-term scientific and economic development and the environmental needs of the region. Research is not a luxury, even for the very poor countries such as most of the countries in the WIO Region, but a necessity, if marine and coastal resources are to be managed sustainably.

WIOMSA's vision for the Western Indian Ocean Region is that: "By 2020 the Western Indian Ocean Region will have healthy coastal and marine environments, whose natural resources are used sustainably and managed wisely through partnerships and collaboration between managers, scientists, governments, development partners and civil society leading to healthy and prosperous communities."

In support of this vision, WIOMSA advances regional co-operation in all aspects of coastal and marine sciences and management, and supports sustainable development in the region, while promoting interdisciplinary and multi disciplinary approaches.

In terms of its Strategic Plan 2005-2020, undertaken through a participatory process, the focus of WIOMSA activities is on promoting sustainable livelihoods, local democracy and capacity. All of these are dependent on good scientific knowledge, both natural and social. WIOMSA supports this through five thematic components:<sup>34</sup>

1. Fostering research excellence, through facilitating the development and updating of a regional a research agenda, supporting improvements in research quality, and supporting the development of a critical mass of excellent scientists in all relevant disciplines;
2. Developing expertise for effective management and sustainable development;
3. Raising public awareness and enhancing access to relevant knowledge and information;

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<sup>34</sup> WIOMSA Strategic Plan 2005 – 2020 is available on request.

4. Promoting networking, cooperation and exchange of knowledge between researchers, managers and local communities; and
5. Promoting and advocating appropriate policies and practices for effective marine and coastal management.

### ***Aim of the project:***

There are two main aims of the project: firstly, providing a good accessible and attractive source of information for policy-makers, managers, students and inhabitants of the region and beyond, about the unique marine and coastal environment of the region, thereby raising awareness, and secondly to support WIOMSA's resource mobilisation strategy which aims at securing the Association's financial future. A key aspect of this is, in turn, raising awareness of the region's unique biodiversity, the importance of these resources to the livelihoods of the 30 million people in the region, and the need to manage these resources effectively.

The project seeks to produce a coffee-table publication which displays the biological richness of the Western Indian Ocean region and the unique populations that are dependent on its resources, looks at the threats to these resources and proposes priorities for action. A key aspect of the publication will be to demonstrate the importance of a healthy marine ecosystem to the welfare of the people in the region, and the critical importance of effective management of these resources.

The book will describe the people as well as the coral, mangroves, fish and other marine species of the Western Indian Ocean. It will cover fishing, tourism and other economic practices along the coasts of the region, against a geographical background that explains its climate, and oceanographic, geological and human history. It will look to the future by considering the competing challenges and opportunities to the ecology and resources of the ocean. Conservation priorities will be identified.

The book will contribute to improved information and awareness about the region, and important processes, issues, constraints and challenges that affect it. It will give people in the region a better understanding about each other and the issues that they have in common, while also providing an accessible information resource to people beyond the region, something which is sorely lacking at present.

A similar book, promoting the sound planning and management of the Okavango Basin, was published by Struik in 2004. Funded by SIDA, Kalahari Conservation Society, Namibian Nature Foundation and the Harry Oppenheimer Okavango Research Centre, this publication has made a significant contribution to fundraising efforts in that region. It is envisaged that this project will likewise provide benefits for WIOMSA and the WIO region.

### ***Activities:***

#### **Output 1: Publish a coffee-table book on the marine and coastal resources of the Western Indian Ocean**

1. Write text (summarizing research material already produced on the region) (writer)
2. Edit text (editor)
3. Identify and acquire photographs (picture editor)
4. Design book (designer)
5. Publish book (publisher)

6. Distribute 1500 copies to government agencies and marine managers, and to university, college and municipal libraries in the WIO region.
7. Book sales (500 copies)

### Analyzing the Area and Stakeholders

(see Problem Statement above)

### Beneficiaries

The direct and immediate beneficiaries of the project would include:

- Government policy makers, who will gain access to a clear and cogent assessment of the importance of the sound management of marine resources to the welfare of people in the region;
- Marine and coastal managers, scientists, students and inhabitants of the region and beyond, who will benefit from an accessible, well-illustrated book providing an overview of the region's biodiversity and ecology, and a succinct assessment of problems and priority actions (such a document is not currently available);
- Universities, colleges and municipal libraries in the region;
- WIOMSA, which will benefit from any fundraising that follows from the book's publication;
- Indirect but critically important beneficiaries would be both the biodiversity resources of the region and those communities and populations dependent on them. Benefits would arise from improved funding of activities of WIOMSA and other conservation agencies and organisations through the publication and influence of the book.

### 4. Budget

This budget is estimated on the basis of a quote from Struik Publishers, using the costing of the Okavango publication. It assumes 1500 copies will be supplied to WIOMSA for distribution as set out above, and a further 500 copies will be sold commercially.

<i>Activity</i>	<i>Skill</i>	<i>Approximate cost (US\$)</i>
Write English text	Writer	15,000
Identify photographs	Picture editor	10,000
Acquire photographs	Picture editor	15,000
Maps, illustrations	Illustrator	10,000
Edit, design and publish	Publisher	60,000
	<b>TOTAL</b>	<b>110,000</b>

#### Co-funding:

Amount to be co-funded by NGO contributions:	<b>WWF - \$5 000</b>
Amount to be financed by other donors including in-kind contributions:	<b>UNEP – \$5 000</b> Other donors – \$10 000.
<b>TOTAL</b>	<b>\$20,000</b>

The potential for developing a French version of the book will be explored with francophone funders including FFEM.

#### Revenue:

Royalties from sales of 500 copies of the book will be deposited in WIOMSA's Trust Fund and used to support priority projects undertaken by the Association in support of its vision and strategic objectives.

## Proposal Format for the Global Environmental Facility's Small Grants Programme

<b>Project Summary Information</b>	
<b>Project Title</b>	Production of a coffee-table book on the marine and coastal resources of the Western Indian Ocean
<b>Implementing Agency</b>	Western Indian Ocean Marine Science Association (WIOMSA)
<b>Contact Person</b>	Julius Francis: <a href="mailto:julius@wiomsa.org">julius@wiomsa.org</a>
<b>Total Project Cost</b>	US\$110,000 (preliminary estimate)
<b>Amount Requested</b>	US\$90,000
<b>Project Duration</b>	2 years
<b>Brief Project Description</b>	The aim of the project is to develop a coffee-table publication which displays the biological richness of the Western Indian Ocean region and the unique populations that are dependent on its resources, looks at the threats to these resources and proposes priorities for action. The primary uses of the book would be to provide an important source of information to marine managers, university and college students, scholars and the general public in the region, and also to support the fundraising endeavours of WIOMSA and other agencies in the region. It would be made available to governments, managers, universities, libraries and donors. A small number would be sold to the general public.
<b>Global Impact of the Project</b>	<ul style="list-style-type: none"> <li>• Raising awareness of the region's unique biodiversity, the importance of these resources to the livelihoods of the 30 million people in the region, and the need to manage these resources effectively.</li> <li>• Raising funding for the conservation of these resources.</li> </ul>
<b>Proposal Prepared by</b>	Amanda Younge and Julius Francis