

Optional Annexes

to UNDP-GEF Project Brief entitled:

**“Atoll ecosystem-based conservation of globally significant biological diversity
in the Maldives’ Baa Atoll”**

- Annex D1: Letter of Endorsement**
- Annex D2: Co-Funding Confirmation Letters**
- Annex E: Threats and Root Causes Diagram**
- Annex F: Trust Fund Description**
- Annex G: Institutional & Stakeholder Involvement Summary**
- Annex H: Maps**
- Annex I: Ecosystem Approach Example**
- Annex J: List of References**

Annex D1: Letter Of Engagement

NATIONAL PRODUCTIVITY - PEOPLE'S SELF-SUPPORT



Ministry of Home Affairs, Housing and Environment
Male', Republic of Maldives

No: 10-C/UNDP/2002/ 66

1 August 2002

Mr. Minh Pham
UNDP Resident Representative
UNDP, UN Building
Male' Maldives

Dear Mr. Pham,

GEF Funding for Atoll Ecosystem – Based on Conservation of Globally Significant Biological Diversity in the Maldives' Sea Atoll (Coral Reef Biodiversity) Project

We are pleased to inform that the formulation of the above project has been completed. The formulated project supports the broad development objectives in the Maldives as reflected in the Sixth National Development Plan and the Second National Environment Action Plan and the National Biodiversity Strategy and Action Plan. I take this opportunity to thank UNDP for its role played in developing this proposal.

I request the UNDP, on behalf of the GEF Operational Focal Point, to submit this proposal for funding from Global Environment Facility. As biological diversity is an important area highlighted in number of policy documents, we believe this project would pave the road to address the objectives of sustainable development.

Thanking you

Yours Sincerely,

Mohamed Ali
GEF Operational Focal Point

CC: Department of External Resources
Ministry of Planning and National Development



Ministry of Home Affairs, Housing and Environment
Male' , Republic of Maldives

10C/MISC/2002/

Mr. Frank Pinto
Executive Coordinator
UNDP-GEF
304 E. 45th St. , 10th floor
New York, New York

21 July 2002

Dear Mr. Pinto,

Subject: Letter affirming Ministry of Home Affairs, Housing and Environment co-funding of UNDP-GEF project.

The purpose of this letter is to confirm the US \$ 198,000.00 co-funding figure as included in the project brief entitled *Atoll Ecosystem Management & Coral Reef Conservation in the Maldives*. This figure is realistic and was developed through detailed discussions with the project team and our staff during the PDF-B preparatory period.

The Ministry of Home Affairs Housing and Environment currently conducts several activities related to environment conservation in the Maldives and plan to continue these activities in the coming years. These include developing environment policy and regulations, evaluation of EIAs, conducting awareness programs, information management, awards for accomplishments in the area of conservation and development of appropriate solid waste management measures. The project objectives are complementary to those of this Ministrys' and we look forward to working with the project to strengthen environmental conservation in the Maldives and particularly in Baa Atoll through improved environment planning, policy implementation and management.

Sincerely

Mohamed Ali
Director, Environmental Research



Ministry of Home Affairs, Housing and Environment
Male' , Republic of Maldives

10C/MISC/2002/

Mr. Frank Pinto
Executive Coordinator
UNDP-GEF
304 E. 45th St. , 10th floor
New York, New York

21 July 2002

Dear Mr. Pinto,

Subject: Letter affirming community co-funding for waste management of UNDP-GEF project.

The purpose of this letter is to confirm the US \$ 305,000.00 community co-funding figure as included in the project brief entitled *Atoll Ecosystem Management & Coral Reef Conservation in the Maldives*. This figure is realistic and was developed after detailed consultations with the community by our staff and a waste management expert during the PDF-B preparatory period.

Solid waste management is a community activity in which the island community invests a great deal of time and effort. During the Block B project consultations the community expressed their commitment to improve waste management practices on the islands and were excited about the potential for the GEF-funded project to demonstrate improved waste management measures for the island community.

Sincerely,

Mohamed Ali
Director, Environmental Research

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



Ministry of Home Affairs, Housing and Environment
Male', Republic of Maldives

**Subject: Letter affirming Ministry of Home Affairs, Housing and Environment co-funding
of UNDP-GEF project.**

Ref 10-C/MIS/2003/1324

Mr. Frank Pinto
Executive Coordinator
UNDP-GEF
304 E. 45th St., 10th floor
New York, New York

12 September 2003

Dear Mr. Pinto,

This is to confirm the Ministry of Home Affairs, Housing and Environment commitment to the Baa Atoll Conservation Fund to be established under the Maldivian government executed UNDP-GEF project entitled *Atoll Ecosystem-based Conservation of Globally Significant Biological Diversity in the Maldives' Baa Atoll*.

In consultation with the Ministry of Finance and Treasury we agree to contribute a total of USD 225,000.00 for the Baa Atoll Conservation Fund provided that the right legal framework is in place and project activities have created the right enabling environment and for such a fund. The co-funding includes a one time contribution of US\$ 50,000.00 for capitalizing the fund and US\$ 25,000.00 annually thereafter for a duration of seven years.

Sincerely,

Aslam Rasheed
Director General

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MINISTRY OF FISHERIES, AGRICULTURE & MARINE RESOURCES
MALE'
REPUBLIC OF MALDIVES

Reference: 30-G/MIS/2002/ 8/3

08 July 2002

Mr. Frank Pinto
Executive Coordinator
UNDP-GEF
304 E. 45th St. , 10th floor
New York.

Dear Mr. Pinto,

Letter confirming Ministry of Fisheries, Agriculture and Marine Resources co-funding of UNDP - GEF project.

I am writing to confirm US\$ 1,641,000.00 co-funding figure as included in the project document entitled Atoll Ecosystem Management and Coral Reef Conservation in the Maldives. Additionally we also confirm US\$ 142,000.00 and US\$ 87,000.00 through two projects, which the ministry is currently implementing with assistance from FAO and Japan-ADB respectively. These figures are realistic and were developed through detailed discussions with the project team during the PDF-B preparatory phase.

Ministry of Fisheries Agriculture and Marine Resources currently conducts several activities relating to Reef resource management and coral reef conservation in Maldives. These include formulating and implementing regulations and management measures pertaining to reef fisheries management, developing and implementing fisheries policies, conducting various research programs aimed at rational exploitation of marine resources, conducting public awareness programs and implementing monitoring and assessment programs on reef environment. These programs will continue for the period of next five years.

The project objectives are complementary to those of these ministry's in above areas specially in the area of reef resource management.

We look forward to working with the project.

Best Wishes,

Yours sincerely

Mohamed Zuhair

Mohamed Zuhair
Assistant Director General

iyi/
A.P.
2/10/2002

MINISTRY OF HOME AFFAIRS, HOUSING AND ENVIRONMENT		
ENTRY		
Number: 5682	Date/Time: 10/7/2002 14:17	Initials: <i>[Signature]</i>
Action:		

Environment Research Centre		
ENTRY		
Number: 14/8	Date/Time: 10/7/02 17:15	Initials: <i>[Signature]</i>
Action:		
File:		

كردية ديموقراطية - ديموقراطية



Ministry of Planning and National Development
4th Floor, Ghass Building, Amman Almadhina, Madt, 20-05, Rep. of Madras

دیموقراطیک کوردستان - دیموقراطیک کوردستان
کوردستان دیموقراطیک کوردستان

فون: (904)327361 : 2-3 : Website: <http://www.planning.gov.mv>

100-DP/10/2002/60

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Ministry of Planning and National Development
4th Floor, Chance Building, Ameer Ahmed Majeed Plaza, Malé, 20-05, Rep. of Maldives

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4 ވަނަ ފެޓްރުގް ޕްލާސިޔާ އާމީރު އަހްމަދު މަޖީދު ޕްލާސިޔާ، މާލެ، 20-05، ރިޕަބްލިކް އޮފް ދިވެހިރާއްޖެ

Fax: (960) 227361 : 2-4/ Website: <http://www.planning.gov.mv> ފެކްސް: 2-4/

Mr. Frank Pinto
Executive Coordinator
UNDP-GEF
304 E. 45th St., 10th floor
New York, New York

10th July 2002

Dear Mr. Pinto,

The purpose of this letter is to confirm the \$ 40,000.00 co-funding figure as included in the project brief entitled *Atoll Ecosystem Management & Coral Reef Conservation in the Maldives*. This figure is realistic and was developed through detailed discussions with the project team and our staff during the PDF-B preparatory period.

The Ministry of Planning and National Development is planning to complete a GIS for the Maldives, incorporating information necessary for the development planning process. The block B project consultative process has successfully resulted in our programs being complementary and we are excited about the potential for the GEF-funded information management input in Baa Atoll to build upon the baseline work we will be carrying out.

We are pleased to be involved with this kind of partnership among the Maldivian government, the local community, the private sector and the UNDP and GEF.

Sincerely,

Ibrahim Hussein Zaki
Minister of Planning and National Development

FAX: (960) 227361, 323000, 313000, 304000, 304010, 304011, 304012		ފެކްސް: 2-4/ 323000, 313000, 304000, 304010, 304011, 304012	
Admin & Finance	admin@planning.gov.mv	310700	މިނިސްޓްރީގެ އޮފީސް
Development Planning	devplan@planning.gov.mv	310703	މިނިސްޓްރީގެ ޕްލާނިންގ ޕްރޮޖެކްޓް
Strategic Plan. & Research	sp@planning.gov.mv	310704	މިނިސްޓްރީގެ ސްޓްރެޓިޖިކް ޕްލާނިންގ ޕްރޮޖެކްޓް
Resource Management	rm@planning.gov.mv	310706	މިނިސްޓްރީގެ ރިސޯސް މެނޭޖްމަންޓް ޕްރޮޖެކްޓް
Projects	project@planning.gov.mv	310720	މިނިސްޓްރީގެ ޕްރޮޖެކްޓް ޕްރޮޖެކްޓް
Spatial Planning	sp@planning.gov.mv	310731	މިނިސްޓްރީގެ ސްޕޭޝަލް ޕްލާނިންގ ޕްރޮޖެކްޓް
Population	pop@planning.gov.mv	310730	މިނިސްޓްރީގެ ޕޮޕުލޭޝަން ޕްރޮޖެކްޓް
Communication & Information	ci@planning.gov.mv	310711	މިނިސްޓްރީގެ ޕްރޮޖެކްޓް ޕްރޮޖެކްޓް
Statistics	stat@planning.gov.mv	310709	މިނިސްޓްރީގެ ސްޓޭޓިސްޓިކްސް ޕްރޮޖެކްޓް
Minister's Bureau	minib@planning.gov.mv	310701	މިނިސްޓްރީގެ އޮފީސް

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MINISTRY OF TOURISM
Republic of Maldives

Ref. No. MT-ES/88/2002/391

17 July 2002

Mr. Franko Pinto
Executive Coordinator
UNDP – GEF
304 E. 45th St. , 10th floor
New York

Dear Mr. Pinto

Sub: letter affirming Ministry of Tourism co-funding of UNDP – GEF project.

We are pleased to confirm the US\$ 268,000 co-funding figure as included in the project brief entitled Atoll Ecosystem Management & Coral Reef Conservation in the Maldives. This figure is realistic and was developed through detailed discussions with the project team and our staff during the PDF – B preparatory period.

The Ministry of Tourism currently conducts and plans to continue activities related to coral reef conservation in the Maldives. These include awareness programs, awards for accomplishments in the area of conservation, environmental assessments and tourism planning. We look forward to working with the project to strengthen our planning process through atoll level planning and improved information management.

Best Regards.

Yours sincerely

Mohamed Saeed
Deputy Minister of Tourism

MINISTRY OF HOME AFFAIRS, HOUSING AND ENVIRONMENT		
ENTRY		
Number: 6137	Date/Time: 24/7 12:45	Initials:
Action :		

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Ministry of Tourism, 1st Fl. Ghazee Bldg., Malé 20 - 05, Republic of Maldives
Tel. (960) 323224, 321216 Fax: (960) 322512, E-mail: tourism@dhivehinet.net.mv



NATIONAL PRODUCTIVITY - PEOPLE'S SELF-SUFFICIENCY



TELEVISION MALDIVES
MALE
REPUBLIC OF MALDIVES

NO. 86/0115/0000/76

Mr. Frank Pinto
Executive Coordinator
UNDP - GEF
304 E. 45th St., 10th floor
New York, New York

22 July 2002

Dear Mr. Pinto

This is to confirm the US\$ 225,000 co-funding figure as included in the project brief entitled Atoll Ecosystem Management & Coral Reef Conservation in the Maldives. This figure is realistic and was developed through detailed discussions with the project team and our staff during the PDE - B preparatory period.

The Voice of Maldives and TV Maldives of this Ministry, are constantly looking for ways to improve their programmes. The Block B project consultative process has successfully resulted in our programs being in our programs being integrated within the project. We look forward to project input supporting the improvement of our current environment programs.

We're pleased to be involved with this kind of partnership among the Maldivian Government, the UNDP and GEF.

Sincerely

The Minister of Information Arts and Culture

MINISTRY OF HOME AFFAIRS, HOUSING AND ENVIRONMENT		
ENTRY		
Number: 6138	Date/Time: 25/7 9:45	Initials: [Signature]
Action :		

TELEVISION MALDIVES
BURUZU MAGU,
MALE
REPUBLIC OF MALDIVES

TELEPHONE: 323105, 324105
TELEX: 66183 TVMMF.
FAX: 325083



WASTE MANAGEMENT SECTION
MINISTRY OF CONSTRUCTION AND PUBLIC WORKS

Mr. Frank Pinto
Executive Coordinator
UNDP-GEF
304 E.45th St., 10th floor
New York, New York

No: 20F/MIS/2002/5

24 June 2002

Dear Mr. Pinto,

The purpose of this letter is to confirm the US\$ 80,000.00 co-funding figure as included in the project brief entitled *Atoll Ecosystem Management & Coral Reef Conservation in the Maldives*. This figure is realistic and was developed through discussions with the project team and government staff from offices concerned with Waste management in the Maldives, during the PDF-B preparatory period.

The Ministry of Construction and Public Works together with other relevant Ministries are working on developing better Waste Management systems in the atolls. The Block B project consultative process has successfully resulted in our programs being complementary and we're excited about the potential for the GEF-funded pilot Waste Management venture in Baa atoll to assist us in identifying a feasible system in the atolls.

We're pleased to be involved with this kind of partnership among the Maldivian Government, island community, tourist resorts and the UNDP and GEF.

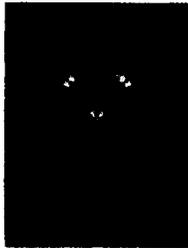
Sincerely,

Mohamed Latheef
Deputy Director



WASTE MANAGEMENT SECTION
MA. MAFAIYTHAKURUPAANU MAGU,
MALÉ, REP. OF MALDIVES.
TEL: 32 3859, FAX: 313801.

Handwritten mark



**Maldives College of Higher Education,
Jamaaluddeen Complex,
Nikagas Magu,
Male' (20-03)
Republic of Maldives
8th July 2002**

Ref No: 153/MIS/2002/170

**Mr. Frank Pinto
Executive Coordinator
UNDP-GEF,
304 E. 45th St., 10th Floor,
New York.**

Dear Mr. Pinto,

The purpose of this letter is to confirm the \$ 28,000.00 co-funding figure as included in the project brief entitled Atoll Ecosystem Management & Coral Reef Conservation in the Maldives. The figure is realistic and was developed based on baseline figures provided by us to the project team during the PDF-B preparatory period.

The faculty of Management and Computing and the Faculty of Education of the Maldives College of Higher Education conduct an Island Administration Training Program and a teachers training program respectively. We are excited about the potential for the GEF- funded inputs to strengthen the environmental conservation components of our programs.

We look forward to working with the GEF-funded initiative.

Yours sincerely

Handwritten signature of Haasan Hameed
**Haasan Hameed
Rector**



بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ
Royal Island

▼ VILLA HOTELS

TEL: (960) 230099, FAX: (960) 230099, Email: info@royal-island.com.mv, Baa Atoll, Horubadhoo, P.O Box 2073, Republic of Maldives

Mr. Faak Pinto
Executive Coordinator
UNDP-GEF
304E, 45th St, 10th floor
New York

21 March 2002

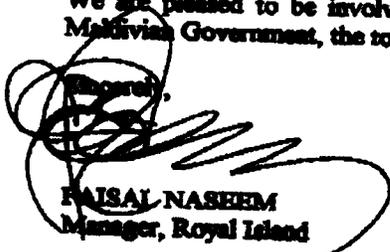
Sub - Letter affirming Royal Island Resort co-funding of UNDP-GEF project

Dear Mr. Pinto,

The purpose of this letter is to confirm the US \$ 37,185.00 co-funding figure as included in the project brief entitled *Atoll Ecosystem Management and Coral Reef Conservation in the Maldives*. This figure is realistic and was developed by the project team in consultation with us during the PDF-B preparatory period.

Our current practices in waste management, shoreline modifications and environmental monitoring already follow certain standards and guidelines by the World Bank and the Ministry of Tourism as well as the Ministry of Home Affairs, Housing and Environment. We are excited about the potential for the GEF - funded inputs to demonstrate and thus improve upon the current standards and practices.

We are pleased to be involved with this kind of public-private partnership among the Maldivian Government, the tourist resorts and the UNDP and GEF.


FAISAL NASEEM
Manager, Royal Island

VILLA HOTELS Head Office: Villa Building, Ibrahim Hassan Didi Magu, P.O.Box 2073, Male' 20-02, Rep. of Maldives

Tel: (960) 31 61 61, Fax: (960) 31 45 65, E-mail: info@villahotels.com.mv, www.villahotels.com

Villa Hotels: Sun Island, Sun Island, Royal Island, Holiday Island, Paradise Island

MDV00g41 cor cofinance sonevafushi
Subject: Fw: Coral Reef Conservation Project - UNDP-GEF
Date: Thu, 12 Sep 2002 09:01:48 +0500
From: "Aminath Nazra" <Naju@environment.gov.mv>
To: <hudha.ahmed@undp.org>

-----Original Message-----

From: Ahmed Jameel
Sent: Thursday, August 08, 2002 7:45 AM
To: Aminath Nazra
Subject: Fw: Coral Reef Conservation Project - UNDP-GEF

-----Original Message-----

From: Charles Morris - Six Senses [mailto:clm@six-senses.com]
Sent: wednesday, August 07, 2002 5:08 PM
To: env@environment.gov.mv
Subject: Fw: Coral Reef Conservation Project - UNDP-GEF

Dear Sir,

✓ Further to your request we are pleased to confirm to co-fund the project to the tune of \$37,185 as requested by Ministry of Home Affairs, Housing & Environment as long as this will not add any extra costs to our current expenditure nor will it be a binding legal commitment.

Best regards,

→ Charles L Morris
General Manager, Soneva Fushi Resort & Spa
Area Director, Maldives
"Intelligent Luxury"

Soneva Gili Resort & Spa - the first all Water Villa Resort in the Maldives
Please visit our web site at <<http://www.six-senses.com/sonevagili>>
<http://www.six-senses.com/sonevagili> and
for further information please contact
<<mailto:sonresa@sonevagili.com.mv>> sonresa@sonevagili.com.mv

Tel: 00 960 230 304/5 Mobile: 00 960 788 811 Fax: 00 960 230 335
Email : <<mailto:clm@six-senses.com>> clm@six-senses.com website:
<<http://www.six-senses.com/sonevafushi>>
<http://www.six-senses.com/sonevafushi>

Managed by Six Senses Hotels, Resorts & Spas Limited

----- Original Message -----

From: "Hudha Ahmed" <<mailto:HUDHA@environment.gov.mv>>
HUDHA@environment.gov.mv
To: <<mailto:clm@six-senses.com>> clm@six-senses.com
Sent: Monday, August 05, 2002 5:19 PM
Subject: RE: Coral Reef Conservation Project - UNDP-GEF

Dear Sir

I understand that Sovevafushi could not give us a reply to the fax below in your absense. we would highly appreciate your assistance with the request below.

Best regards

MDV00g41 cor cofinance sonevafushi

Ms. Hudha Ahmed

-----Original Message-----

From: Charles Morris - Six Senses [mailto:clm@six-senses.com]
Sent: Thursday, June 27, 2002 11:30 AM
To: <mailto:env@environment.gov.mv> env@environment.gov.mv
Subject: Re: Coral Reef Conservation Project - UNDP-GEF

Dear Mr. Ahmed,

We received your faxes sent to us, Mr. Charles Morris is on holiday for a month and will return by 19th July, he will reply to you upon his return, or do you like me to forward your fax to our Deputy General Manager? Please let me know.

thanks and regards
manjula amarasinghe
PA to Charles Morris

Charles L. Morris

Area Director & General Manager
SONEVA FUSHI RESORT & SPA and SONEVA GILI RESORT & SPA, "Intelligent
Luxury"

Soneva Gili Resort & Spa - the first all water Villa Resort in the
Maldives.

Please visit our web site at <<http://www.six-senses.com/sonevagili>>
<http://www.six-senses.com/sonevagili>
< <<http://www.six-senses.com/sonevagili>>
<http://www.six-senses.com/sonevagili>> and
for further information please contact <mailto:sonresa@soneva.com.mv>
sonresa@soneva.com.mv
< <mailto:sonresa@soneva.com.mv> <mailto:sonresa@soneva.com.mv>>

Tel: 00 960 230 304/5 Ext: 301, 537 Fax: 00 960 230 374 or 230
335(direct) Mobile: 00 960 788 811

Email: <mailto:clm@six-senses.com> clm@six-senses.com <
<mailto:clm@six-senses.com> <mailto:clm@six-senses.com>> Web :
<<http://www.six-senses.com/soneva-fushi>>
<http://www.six-senses.com/soneva-fushi>
< <<http://www.six-senses.com/soneva-fushi>>
<http://www.six-senses.com/soneva-fushi>>

Managed by SIX SENSES HOTELS, RESORTS & SPAS LIMITED

----- Original Message -----

From: Ahmed < <mailto:env@environment.gov.mv>
<mailto:env@environment.gov.mv>> jameel
To: <mailto:clm@six-senses.com> clm@six-senses.com <
<mailto:clm@six-senses.com> <mailto:clm@six-senses.com>>
Cc: Moosa < <mailto:info@visitmaldives.com>
<mailto:info@visitmaldives.com>> Zameer (E-mail)
Sent: Wednesday, June 26, 2002 14:18
Subject: Coral Reef Conservation Project - UNDP-GEF

Dear Charles L. Morris

Please find attached a copy of the letter (dated 25 June 2002, No:
10-C/MIS/2002/522) faxed to you from this office and the project
document referred to in the letter. If you need any more information

Page 2

MDV00g41 cor cofinance sonevafushi
please write or call us

History of consultations with your resort during the project development process:

* May 2001: Visit by the tourism consultant Mr. John Robinson and the Tourism Ministry counterpart Mr. Moosa Zameer Hassan and other project team members to gather information and consult on the issues to be addressed

* September/October 2001: The distribution of John Robinsons report for comments

* November 2001: Visit by waste management team

* December 2001: Report on the above waste management trip was sent

* December 2001: Visit by a waste management consultant

* January 2002: Visit by Environment Trust fund consultant Mr. Barry Spergel and project staff

* February 2002: Fax sent requesting baseline budget figures on resort activities related to conservation.

Thank you for your cooperation and support

Hudha Ahmed
Project Manager, Coral Reef Biodiversity Project
Environment Section
Ministry of Home Affairs, Housing & Environment
Tel: 324861 (ext. 422), Fax: 322286
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<<Atoll_Ecosystem_Management_Project_GEF.pdf>> <<Soneva Fushi letter1.doc>>



Tuesday, July 23, 2002

File: MDV/00/G42

Subject: Letter of UNDP Maldives' Co-funding Commitment for the GEF Coral Reef Project in Maldives

Dear Mr. Pinto,

The purpose of this letter is to confirm the co-funding figures of UNDP projects as included in the project brief entitled *Atoll Ecosystem Management & Coral Reef Conservation in the Maldives*. These include: US\$ 350,000.00 from the Atoll Development Project (UNDP/ADP), US \$ 325,000.00 which represents the community contribution to the UNDP/ADP project, US \$ 150,000.00 from the Information Communications Technology project (UNDP/ICT) and US\$ 400,000.00 from the pearl culture project (UNDP/JHRDF/MoFAMR). This figure is realistic and was developed through detailed discussions with the UNDP-GEF team and our partners during the PDF-B preparatory period.

The UNDP is planning to support all the above projects in the Maldives. The Block B project consultative process has successfully resulted in our programs being complementary. The UNDP is planning to extend the UNDP/ADP project to Baa Atoll and we look forward to the potential of the UNDP-GEF project to integrate environmental conservation components into our activities. Similarly the UNDP-GEF project will add to the other UNDP projects.

We're pleased to be involved with this kind of public-private partnership among the Maldivian government, the local community, the private sector and the GEF.

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'Minh H. Pham', written over a white background.

Minh H. Pham
Resident Representative

Mr. Frank Pinto
Executive Coordinator
UNDP-GEF
304 E. 45th St. , 10th floor
New York, New York



29 August 2002

Maldives

File: MDV/00/G41

Subject: Letter affirming United Nations Development Programme, Maldives, co-funding of UNDP-GEF project

Dear Mr. Pinto,

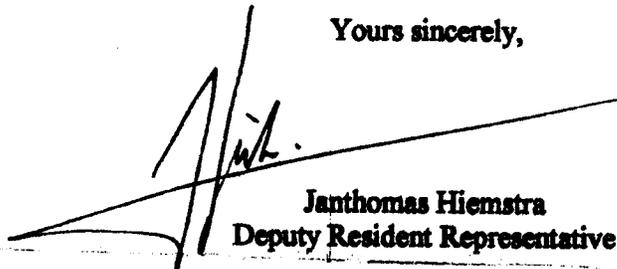
The purpose of this letter is to confirm the \$ 70,000.00 co-funding figure as included in the project brief entitled, *Atoll Ecosystem-Based Conservation of Globally Significant Biological Diversity in the Maldives' Baa Atoll*. This figure is realistic and was developed through discussions with the UNDP-GEF team during the PDF-B preparatory period.

The UNDP will carry out standard monitoring and evaluation of the above project as with its other projects over the course of the project period. Of special relevance to this GEF project is the Atoll Develop Programme, implemented by UNDP, which will be complementary to the GEF project.

We look forward to working closely with government, the community and the private sector on this initiative.

With best regards.

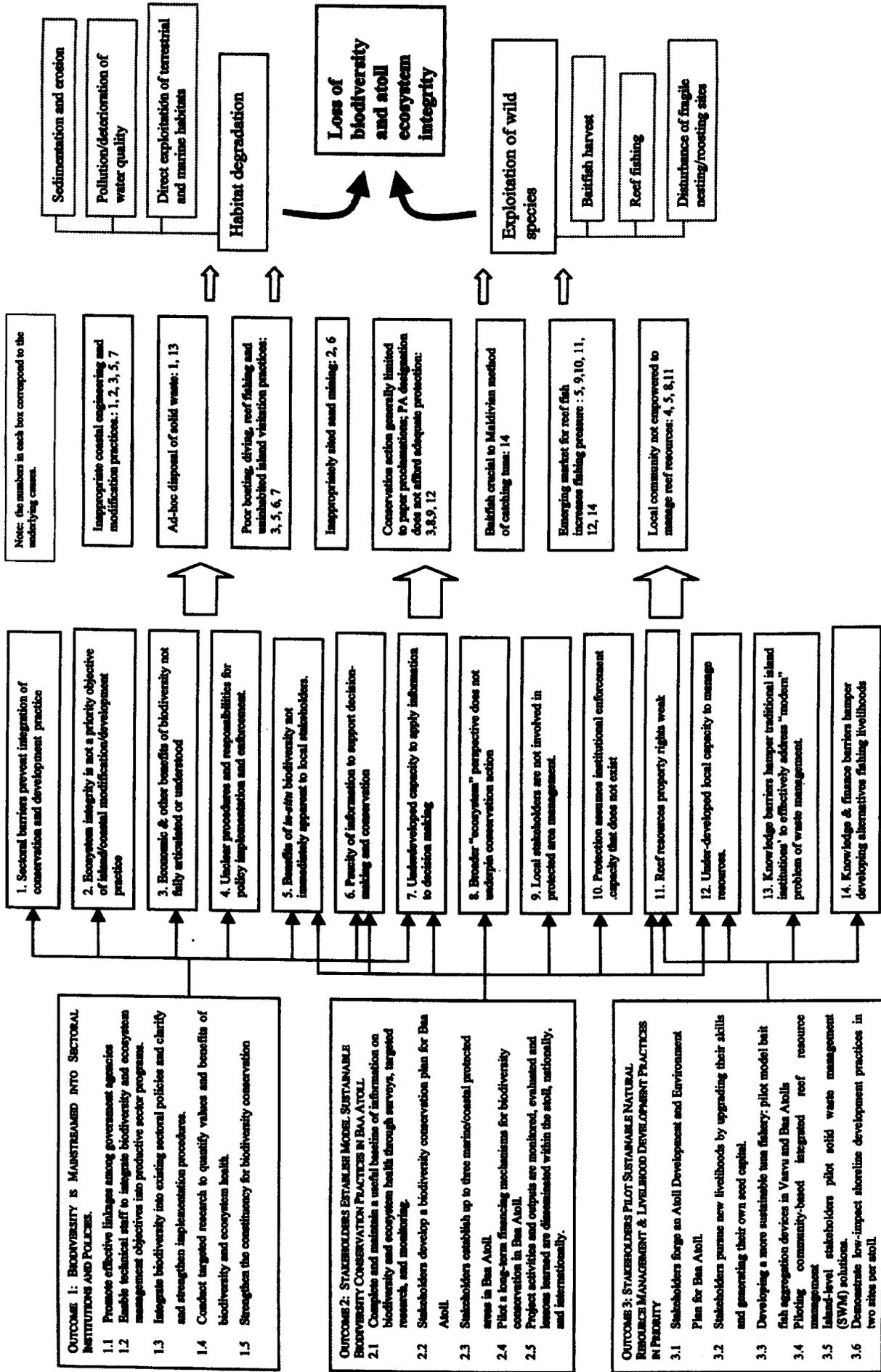
Yours sincerely,



Janthomas Hiemstra
Deputy Resident Representative

Mr. Frank Pinto,
Executive Coordinator,
UNDP-GEF,
304 E. 45th St., 10th floor,
New York, New York

Annex E. Problem, Threats, Proximate/Root Causes Activities to address causes and remove threats



Annex F: The Baa Atoll Conservation Fund

1. Objectives & Explanation of Assumptions

The objective of the BACF is to enable stakeholders to conserve globally significant biodiversity and atoll ecosystem integrity by financing innovative, public-private partnerships in protected area management, monitoring and research, education and sustainable coastal development.

The purpose of the fund is to secure *sustainability* for conservation of globally significant biodiversity and atoll ecosystem health in Baa Atoll. Sustainability in this case is defined not only in financial terms. A recent GEF study on sustainability has shown that forming alliances among diverse groups of stakeholders is also key to sustainability. The BACF will be designed to create the institutional space for the nurturing of a novel alliance in the Maldives among Government, local communities, and private stakeholders for achieving conservation and sustainable development in Baa Atoll. Block B consultations pointed to the prudence of piloting such an innovative initiative in the Maldives in one atoll initially. Appropriately designed and successfully managed, the BACF will become a permanent funding mechanism for atoll ecosystem and coral reef diversity conservation in Baa Atoll and a model for replication in other atolls throughout the Maldives.

There are compelling reasons justifying the need for the long-term investment in biodiversity conservation and ecosystem health in the Maldives. First, the Maldives' pristine marine environment is the most valuable asset the country possesses. In 2001, over 400,000 tourists visited the Maldives to see and experience the pristine island and marine environment. Many of them were repeat visitors. Tourism generates approximately 30% of the country's GDP, and if indirect benefits are included the figure increases to over 50%. Given these facts, it makes good business sense to reinvest revenue generated from tourism back into maintaining the Maldives' most important tourism asset: a healthy atoll ecosystem. In addition to these national benefits in need of conservation, there are global biodiversity values in need of conservation that justify the investment by GEF and international entities, especially for a pilot initiative in one atoll that can be replicated in other atolls.

Second, there is a significant gap between the financing that is needed to support conservation activities and what Government is able to provide. Government lacks the resources to bridge this financial gap by simply increasing the amount of money that is allocated in the national budget each year for activities related to coral reef conservation. In fact, current government budget allocations for these activities may even have to be cut in the short term due to the decline in government tourism revenues caused by post-September 11th slow-down in international travel.

2. Design, Legal Status and Capitalization the BACF

Design. Building upon Block B stakeholder consultations, GEF resources will support extensive consultations on the most appropriate operational structure, by-laws, funding priorities and disbursement procedures, asset management arrangements, board composition and appointment of board members, and good fiduciary management (including fund procurement mechanisms and auditing procedures). This will be done in an open, trust-building way, drawing upon recommendations from the GEF Evaluation of Conservation Trust Funds and relevant "best practice" experiences. GEF resources will provide technical expertise to draft simple but clear and comprehensive bylaws for the revolving fund, and prepare an operations manual defining the rules and operational procedures of the fund during the years 1-3 of the project. Eligibility criteria for activities to be supported by the revolving fund will be articulated clearly to ensure that the fund's objectives are not ignored. A monitoring and evaluation plan will establish clear performance indices and assessment procedures. All of this will be done to ensure that the BACF is designed to function effectively.

The BACF's structure will be open and participatory in its design and approach. The Fund will be governed by a board of directors comprised of 50% non-governmental members from the tourism

community, from NGOs and from local community groups such as fishers or women's groups. And the BACF would have an annual meeting open to all stakeholders in order to facilitate stakeholder input. This design work will be completed during years 1 and 2 of project implementation (Table 1) and would result in a Deed of Trust or Foundation Charter.

Table 1: Fund establishment milestones.

Activity	Project year	1	2	3	4	5
Participatory design of Trust Fund structure, procedures, by-laws and so on.		X	X			
Review and approval by stakeholders of trust fund structure, revolving fund capitalization mechanism.			X			
Establishment of Trust Fund.				X		
One-time contributions from Government, Private Sector and GEF.					X	
BACF begins funding re-current costs of conservation in Baa Atoll.						X

Legal Status, Capitalization and Funding Priorities:

In accordance with GEF's 'best practices' for conservation trust funds¹, the Fund will be established as an atoll-based non-profit legal entity outside of government. There are two different options for the legal establishment of the BACF currently under consideration by Government: 1) to pass a new general law on Charitable Trusts and Foundations and register the BACF as such a Trust or Foundation; or 2) establish the BACF by an act of Parliament.

Two different types of fund mechanisms were considered during the Block B consultations: an endowment fund and a revolving fund. The revolving fund mechanism makes the most sense for the Maldives because it does not require a large endowment in order to generate sufficient funding for conservation. The BACF will be designed as a revolving fund. Preliminary consultations with private sector tourism stakeholders indicate strong support for a voluntary contribution/revenue capture mechanism in Baa Atoll.

The revolving fund will secure its financing by way of annual contributions from Government and the resort community in Baa Atoll totaling at least \$100,000/year. Government will contribute \$25,000/year and the resort community the remaining \$75,000/year. Each of the five resorts would have the flexibility of determining how it would meet its \$15,000/year allotment, be it from a per tourist contribution, or a diver or snorkelers fee, or both. An endowed core of US\$350,000 will "anchor" the fund's corpus and enable it to begin full funding of the recurrent costs of conservation in year 3 of the fund's existence.

The GEF contribute US\$250,000 in year 5 of the project to the BACF's corpus; the Government and private sector would contribute \$50,000 each, for a total of \$350,000 core of the fund. Additional ad hoc contributions to the BACF are also likely from individual foreign tourists, prominent Maldivians, and tourism companies in the Maldives. But they are not included in these projections.

Upon the conclusion of the GEF project at the end of its fifth year, the BACF would be capitalized at US\$593,000, enabling it to begin funding on a long-term basis the recurrent costs of conservation upon conclusion of the GEF project in year 6 (See Table 2 for details). A professional financial management company will be selected to manage the assets in an open and competitive process. Based upon a return of 5.5% annually, the Fund's capitalization would grow to a total of approximately US\$751,000 by the end of year 10. Under these assumptions, the BACF's capital would be sufficient to cover the estimated

¹ See the Global Environment Facility's *Evaluation Report 1-99: Experience with Conservation Trust Funds*, which is available on line at: www.gefweb.org, under the section titled "Monitoring and Evaluation".

\$90,000 (growing by 3% per annum) in recurrent costs for at least 20 years under current projections (see Table 4).

Table 2: Long-term funding for Atoll Ecosystem Conservation in Baa Atoll

Year	Project funding (GEF & Co-financing)	BACF Income		BACF Expenditure
		One-time contributions	Annual contributions to the revolving fund	
1	X			
2	X			
3	X			
4	X	X	X	
6			X	X
7			X	X
8			X	X
9			X	X
10			X	X

The fund will support the recurrent costs of core conservation-oriented activities initiated by the project, primarily to activities such as: community-based enforcement, implementing management plans, training personnel, conducting monitoring and research, developing effective, local resource management regimes, education and public awareness activities, and incremental activities to reduce the impacts of coastal development activities on atoll ecosystem integrity. Specific funding priorities will be detailed by the Baa Atoll ecosystem management and biodiversity plans that will be completed under this project. Table 3 summarizes the types of activities the BACF will support and the estimated re-current costs of those activities.

Table 3: Recurrent Costs of Biodiversity Conservation Activities in Baa Atoll.

Activities for which the re-current costs will be covered	Annual Baseline	Annual Funding Needs	Est. Annual Recurrent Costs
Protected Area management and enforcement	\$0	\$35,000	\$35,000
Monitoring (incl. EIA monitoring), targeted research	\$15,000	\$40,000	\$25,000
Ongoing education & awareness of the real value of biodiversity	\$25,000	\$35,000	\$10,000
Capacity building and training	\$ 0	\$20,000	\$20,000
Total:	\$40,000	\$135,000	\$90,000

Background on how GEF best practice recommendations have impacted design strategy for the mechanism:

1. *Is the biodiversity resource of sufficient global and national importance to attract funding?*

The biodiversity of Baa Atoll is globally and nationally important. Prospects for attracting international financing for the BACF are excellent due to the high level of interest in coral reef conservation among

major funding entities in developed countries. Sixty percent of the tourists who come to the Maldives are repeat visitors, who may therefore be assumed to have a particular appreciation for the Maldivian environment. Over fifty percent of tourists are from northern European countries where interest in coral reef conservation is especially high.

Prospects for being able to secure sufficient funding locally, in the long-term, for a revolving funding mechanism are promising due to the extremely high importance of a healthy atoll ecosystem to the tourism industry.

2. Is the conservation action required long term, and can it be addressed with the finance a trust fund could produce?

Some of the major, urgent threats to coral reefs ecosystems in other tropical countries (such as destructive fishing practices) have never been a serious problem in the Maldives. This is due among other things to the country's small population; the replacement of fishing by tourism as the country's main source of employment; and the government's policy of not allowing foreign vessels to fish in coastal waters.

Many of the current threats (such as overexploitation of reef resources and inappropriate waste management) have developed from traditional practices that had only minor environmental impacts in the past. Formerly, the Maldivian population was much smaller; reef exploitation was minimal and unrestricted; new construction was very limited; and almost all wastes were biodegradable. As population has grown and social conditions have changed, traditional practices now need to be changed. This will only happen through long-term interventions such as environmental education and awareness raising, and by providing people with technical assistance and economic incentives to adopt alternative practices. It is also essential to build up the government's capacity to monitor ecological changes and threats, and to enforce environmental regulations and policies. Addressing all these needs will require a steady stream of funding over a long period of time, rather than the expenditure of a large amount of funds in a short period to deal with an immediate, acute threat. A long-term trust fund is the most appropriate mechanism for financing the actions that are needed.

The project is designed to deliver a sizeable, one-time investment which is required to strengthen the infrastructure and capacity for managing and conserving atoll ecosystem diversity at the level required to protect global biodiversity values. This is to be followed up with a much lower annual level of predictable financing from the BACF. This long-term funding is required to ensure sustained action and to cover the remaining deficits, particularly in relation to maintaining effective management of protected areas, core research and planning activities. These activities and outcomes are to be sustained for at least 25 years by the BACF revolving fund, which will be largely locally-supported.

3. Does the Maldives' legal framework permit establishment of a trust fund, foundation or similar organization and do tax laws allow such a fund to be tax exempt, and provide incentives for donations from private contributors?

The Maldives has no laws providing for the establishment and operation of non-profit, non-governmental trust funds or foundations. The closest equivalent under Maldivian law is a "voluntary association", of which there are a number in the Maldives. But this would be insufficient for the BACF. Therefore, there are two options under consideration by Government for the establishment of the BACF: 1) to pass a new general law on Charitable Trusts and Foundations and register the BACF as such a Trust or Foundation; or 2) establish the BACF by an act of Parliament. There are no income taxes or profits taxes of any kind in the Maldives, so tax exemption is not an issue for the trust fund.

4. Is there a critical mass of people with a common vision (people from NGOs, the academic and private sectors, and donor agencies – the environment community) who can work together despite their different approaches.

The concept of a non-profit, non-governmental organization that establishes a strong partnership among Government, the private sector and local communities is a new one in the Maldives. However, wide-ranging consultations do show a critical mass of people with a common vision of effective conservation and sustainable resource use in the atolls. The support and involvement of business leaders in particular will be crucial to bring in private sector finance and financial management skills. In preliminary consultations, business leaders have shown to be very much in agreement with the purposes and approach of the BACF.

The creation of a pilot financial mechanism for coral reef conservation in the Maldives in Baa Atoll is fully supported by the Government. It furthers national priorities as expressed in the National Environmental Action Plan, the National Biodiversity Strategy and Action Plan, the 6th National Development Plan, and government policies that promote decentralization.

In addition, the concept of an environmental trust fund has the support of local environmental NGOs of the tourism industry, *provided*, however, that these groups feel they have an opportunity to participate significantly in the design and the operation of the trust fund. Such participation would be achieved through stakeholder meetings during the design phase, and through permanent representation of NGOs and the tourism industry on the trust fund's management board once it becomes operational. The Government has already agreed to the principle that at least half of the members of the management board would come from outside of government, i.e., NGOs, the private sector and prominent individuals in the field of conservation. Private sector management skills would be leveraged from relevant stakeholders during the establishment phase and fund-raising campaign.

5. Is there a basic fabric of legal and financial practices and supporting institutions (including banking, auditing and contracting) in which people have confidence?

A number of international banks and accounting firms have branch offices in the Maldives. These offices are able to provide a range of financial services in Malé, including accounting and management consulting services. In addition, the Bank of Maldives has a successful track record in delivering high quality banking services to local communities in the outer atolls, and in administering international donor-funded small loan programs for such communities.

The Maldives has no controls or restrictions on transfers of foreign or local currency into or out of the country. Maldivian currency is freely convertible with major international currencies. The Government has agreed that investment of the trust fund's endowment should be contracted out to a highly reputable international asset manager chosen through a public solicitation of proposals, similar to the process used in the case of the Bhutan Trust Fund. This will be a pre-condition for the release of seed capital by the GEF into the endowment.

Table 4: The Baa Atoll Conservation Fund's Projected Finances:

Year of Operation	Revolving Fund Mechanism ¹	One-time contributions of seed capital	Total Funding available	Recurrent costs	Administration costs ²	Balance	5.5% interest	Fund corpus remaining each year
Year 1 (4)	\$100,000	\$100,000	\$200,000	0	0	\$200,000	\$11,000	\$211,000
Year 2 (5) *	\$102,000	\$250,000	\$563,000	\$0	\$0	\$563,000	\$30,965	\$593,965
Year 3	\$104,040	\$0	\$698,005	\$90,000	\$20,000	\$588,005	\$32,340	\$620,345
Year 4	\$107,161	\$0	\$727,506	\$93,600	\$25,000	\$608,906	\$33,490	\$642,396
Year 5	\$109,304	\$0	\$751,701	\$93,600	\$30,000	\$628,101	\$34,546	\$662,646
Year 6	\$112,584	\$0	\$775,230	\$97,344	\$31,200	\$646,686	\$35,568	\$682,254
Year 7	\$115,961	\$0	\$798,215	\$101,238	\$32,448	\$664,529	\$36,549	\$701,078
Year 8	\$119,440	\$0	\$820,518	\$105,287	\$33,746	\$681,485	\$37,482	\$718,966
Year 9	\$123,023	\$0	\$841,989	\$109,499	\$35,096	\$697,395	\$38,357	\$735,752
Year 10	\$126,714	\$0	\$862,465	\$113,879	\$36,500	\$712,087	\$39,165	\$751,252

Note:

"()" indicates GEF Project Year

1. Revolving Fund Mechanism funding estimated to increase with inflation at 3% per annum.
2. Administration activities will include contingency planning regarding the development of a reserve fund to cover *ad hoc* measures in case of unexpected or external events.

ANNEX G: INSTITUTIONAL & STAKEHOLDER INVOLVEMENT

MINISTRY OF HOME AFFAIRS, HOUSING AND ENVIRONMENT

Environment Section

- Host the satellite office in Malé (5 years from early 2003)
- Review and if necessary update mandate of National Commission for the Protection of the Environment
- Develop and implement ecosystem management (EM) framework and plan for Baa Atoll
- Recommend legal and policy developments for EM
- Co-produce coastal and marine resources and uses atlas with MRC/MoFAMR.
- Develop EIA capacity, including guidelines, training materials, workshops
- Contribute to the development of trust fund for long-term financing of coral reef conservation
- Develop solid waste management capacity, including trial on one selected island (co-funded)
- Co-host ecosystem management specialist/consultant (10 months over 5 years)
- Co-host waste management specialist with MoAA. Position co-funding to be determined
- Co-host Environmental Health VSO volunteer to work with waste management/environmental health issues (VSO) (2 years, but to be finalized)

Environment Research Centre (ERC)

- Conduct surveys of coastal habitats, developments and pollution impacts
- Conduct and review on-going coastal and terrestrial monitoring programs
- Prepare conservation action plans for reef and coastal biodiversity within Baa Atoll in cooperation with MRC and ADC/IDCs and resorts
- Work with project in developing new environmental guidelines/regulations for coastal modification and apply them during review of coastal modification projects
- Host coastal processes consultant (2 months over 3 years)

[Protected Areas Unit]

- Develop multi-purpose, participatory coastal and marine protected areas management plans in cooperation with MRC and ADC/IDCs and resorts
- Develop local capacity for participatory coastal and marine protected areas management
- Establish protected areas in Baa Atoll
- Host coastal and marine protected areas specialist/consultant (3 months over 3 years)
- Co-host with MRC and work with fisheries and marine conservation JPO and/or volunteer in Baa Atoll (2 x 2 years)

MINISTRY OF ATOLLS ADMINISTRATION

Baa Atoll Office

- Host project office in Baa Atoll (5 years from early 2003)
- Oversee social mobilization activities in Baa Atoll
- Establish Baa Atoll Development Fund with UNDP support
- Build capacity of atoll and island offices and committees
- Facilitate the work of other Ministries in Baa Atoll
- Facilitate project's collaborative work with Baa ADC and IDCs and WDCs

- Participate in atoll-level natural resource management, and ecosystem/conservation planning initiated by the project in Baa Atoll
- Develop sustainable micro-enterprise capacity in Baa Atolls (co-funding)
- Host small business development consultant (co-funded by UNDP)
- Co-host waste management specialist with Environment Section of MoHAHE (co-funding source to be determined)
- Host community mobilization national consultants (co-funded by UNDP)
- Host Environmental Health VSO volunteer to work with waste management/environmental health issues (VSO) (2 years, to be finalized)
- Host fisheries and marine conservation JPO and/or volunteer in Baa Atoll (2 x 2 years)

MINISTRY OF EDUCATION

Education Development Centre (EDC)

- Review environmental and fisheries curricula
- Develop additional teaching materials for environmental and fisheries curricula, adopt the curricula and familiarize teacher trainers with new materials
- Pilot the new curricula and teaching materials in Baa Atoll
- Host environmental educator/curriculum international volunteer (2 years)

MINISTRY OF TOURISM

- Develop new environmental guidelines for resort island selection (required within 1 year)
- Review and if necessary update mandate of Tourism Advisory Board to include ecosystem management objectives
- Develop tourism component of AEM strategy and plans
- Assist development and production of environmental education materials and courses for tourism operators and staff
- Participate in atoll-level conservation and resource management planning, contributing MoT's perspective and then using these plans to assist MoT with future plans for Baa Atoll.
- Liase with resort owners and safari boat operators
- Co-host ecosystem management consultant (3 months over 3 years)
- Co-host Trust Fund Consultant (3 months over 3 years)

MINISTRY OF FISHERIES, AGRICULTURE AND MARINE RESOURCES

Resource Management Services (RMS)

- Apply ecosystem approach to fisheries management
- Review and if necessary update mandate of Fisheries Advisory Board to include ecosystem management objectives
- Develop a participatory reef resources management strategy and action plan for Baa Atoll
- Develop a fisheries enforcement strategy and action plan
- Host fisheries management consultant (4 months over 3 years)

Fisheries Development and Extension Services (FIDEx)

- Deploy and monitor up to three baitfish aggregating devices (BFADs) in Baa Atolls

- Promote community participation in fisheries management
- Pilot community-based reef fisheries management in Baa Atoll

Statistical Database Management Services (SDMS)

- Develop reef fishery catch recording program and analytical capability
- Host and develop national coral reef monitoring database
- Host reef fisheries statistician international volunteer (2 years)

Marine Research Centre (MRC)

- Survey and monitoring in Baa Atoll - reef fisheries, reef corals, other representative components of reef biodiversity, and turtle nesting and bird nesting and roosting sites
- Compile traditional knowledge on fisheries, reef biodiversity, turtles and seabirds within Baa Atoll
- Develop technical and business expertise for giant clam mariculture (co-funding)
- Co-produce coastal and marine resources and uses atlas with ERC
- Co-host Coral Reef Management specialist/consultant (10 months over 5 years)
- Host mariculture consultant co-funded by UNDP-JHRDP?
- Co-host with [protected areas unit] fisheries and marine conservation JPO and/or volunteer in Baa Atoll (2 x 2 years)

MINISTRY OF PLANNING NATIONAL DEVELOPMENT

- Review and if necessary update means of incorporating ecosystem management objectives into national planning process
- Develop GIS for Baa AEM; acquire satellite imagery and aerial survey data to complete coverage of project area
- Participate in Atoll-level planning for resource management and conservation
- Work with project's information management activities
- Host GIS consultant (2 months over 3 years)

MINISTRY OF FINANCE AND TREASURY

- Assist with development of Baa Atoll Conservation Fund
- Facilitate Government contribution to trust fund for Baa Atoll as to leverage GEF and private sector money and as a model for possible extension nation-wide.
- Co-host Trust Fund Expert Consultant (3 months over 3 years)

MINISTRY OF INFORMATION, ARTS AND CULTURE

- Develop capacity for environmental journalism
- Host environmental media trainer/consultant (3 months over 3 years)

PRIVATE SECTOR AND NGOs

Tourist Resorts

- Participate as full partners in the atoll ecosystem management process in Baa Atoll, including protected area management and participatory reef monitoring practice
- Participate as full partners and contribute financially in some way to the Baa Atoll Conservation Fund (to be determined)
- Improve waste management practices
- Improve beach sediment management practices
- Improve diver and snorkeller awareness in collaboration with project.

Safari Boats operating in Baa Atoll

- Participate as full partners in the atoll ecosystem management process in Baa Atoll, including protected area management and participatory reef monitoring practice
- Improve waste management
- Improve diver and snorkeller awareness
- Participate as full partners and contribute financially in some way to the Baa Atoll Conservation Fund

NGOs

- Production of awareness materials for all stakeholders
- Environmental awareness activities for island communities and children
- Where appropriate, participate in the atoll ecosystem management process in Baa Atoll, including protected area management and participatory reef monitoring practice
- Mobilize tourism community input to atoll ecosystem management process in Baa Atoll (MATT)
- Mobilize business community input to atoll ecosystem management process in Baa Atoll (MNCCI)

Media

- Improve environmental reporting

ISLAND COMMUNITIES

- Work with the project in developing all aspects of participatory atoll ecosystem management, including waste management, reef monitoring and protected areas management
- Participate as full partners and contribute financially in some way to the Baa Atoll Conservation Fund

UNDP

- Oversight of project finances; recruitment of consultants
- Day-to-day management support provided by UNDP project officer
- Key co-funder of livelihood activities at the atoll level
- Substantial technical input provided on at national policy and programmatic level
- Advocate for project's main objectives with Government counterparts and international co-funders
- Play key role in solidifying public-private partnerships for conservation and development and securing co-funding for the trust fund
- Monitoring and evaluation of project progress

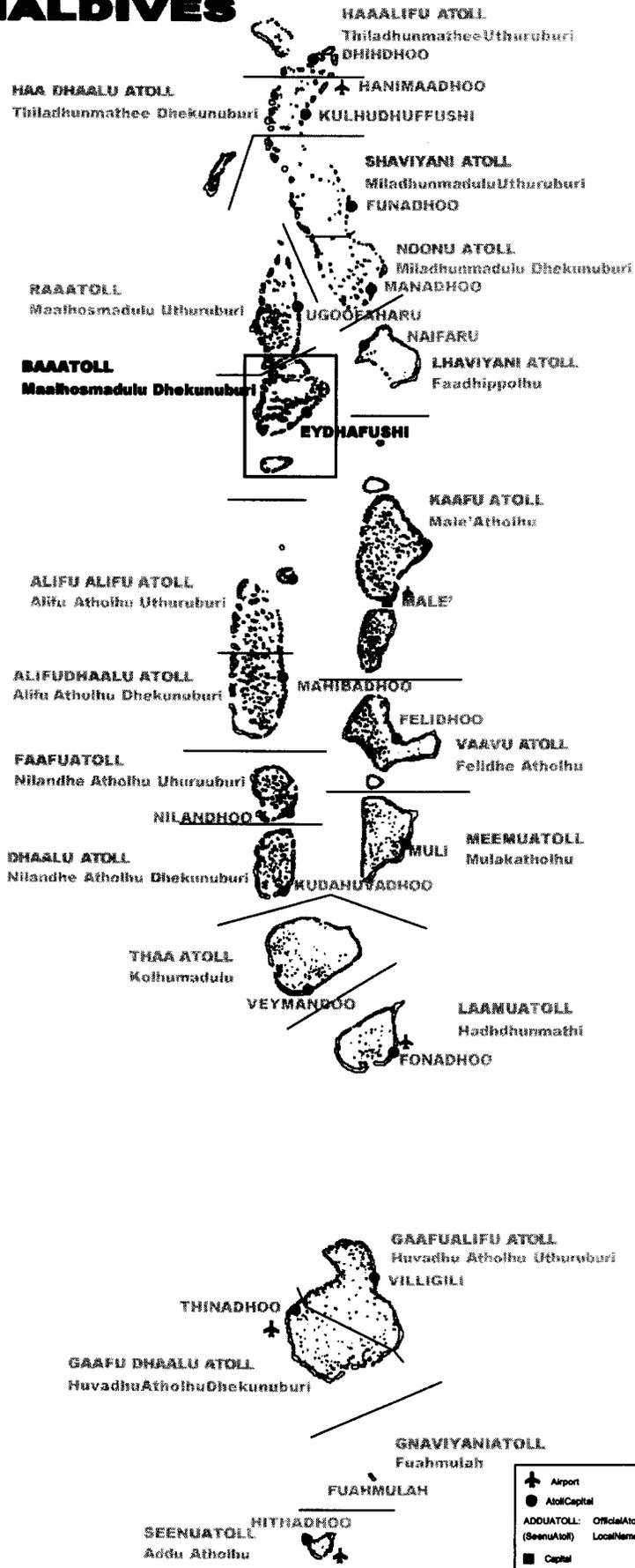
Annex H: Maps

Baa Atoll: Location in the Maldivian Archipelago

Baa Atoll: Inhabited Islands and protected area

Baa Atoll: Uninhabited Islands and Resort Islands.

Republic of MALDIVES

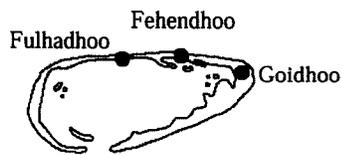
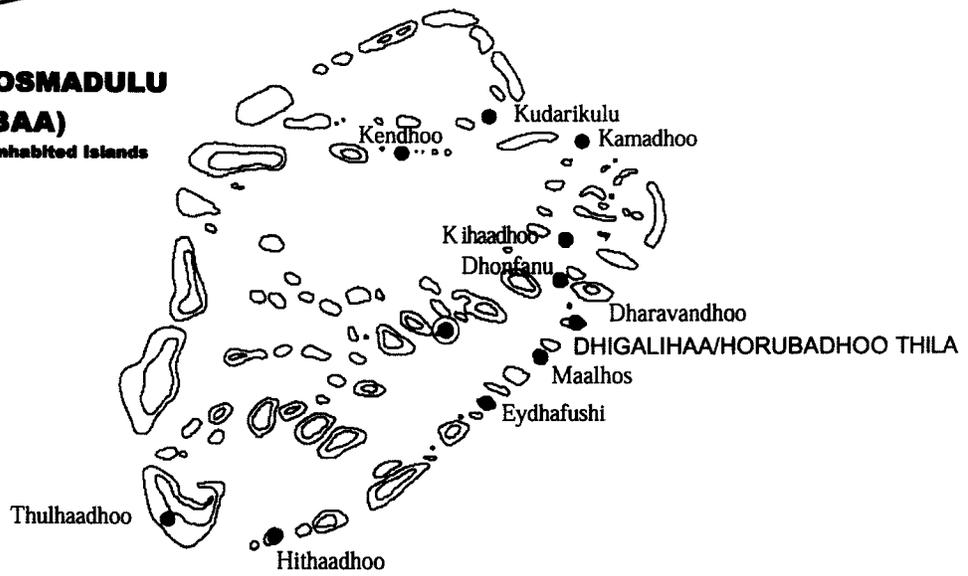


	Airport
	Atoll Capital
ADDUATOLL:	Official Atoll Name:
(Seenu Atoll)	Local Name
	Capital



**SOUTH MAALHOSMADULU
ATOLL (BAA)**

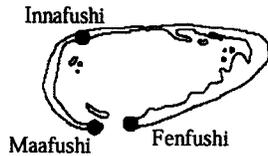
Protected area and the Inhabited Islands



- Inhabited Island
- ⊙ Protected Area



**SOUTH MAALHOSMADULU
ATOLL (BAA)**
Resorts and Uninhabited Islands



- Resort and Spas (Local Name)
- Uninhabited Islands

Annex I: Differences Between Traditional Fisheries Management and an Ecosystem Approach to Fisheries Management (adapted from WRI 2000)²

	Traditional Biodiversity Conservation	Ecosystem-oriented Biodiversity Conservation
Objectives	<ul style="list-style-type: none"> ▪ Maximizes commodity production ▪ Maximized net present value ▪ Aims to maintain harvest or use of fisheries products at levels less than or equal to their growth or renewal. 	<ul style="list-style-type: none"> ▪ Maintains the coral and marine ecosystem as an interconnected whole, while allowing for sustainable commodity production. ▪ Maintains future options ▪ Aims to sustain ecosystem productivity over time, with short-term consideration of factors such as marine environment aesthetics and the social acceptability of harvest practices.
Scale	<ul style="list-style-type: none"> ▪ Works at the catch-site level 	<ul style="list-style-type: none"> ▪ Works at the ecosystem and seascape level.
Role of Science	<ul style="list-style-type: none"> ▪ Views fisheries management as an applied science with little recognition of ecological connectivity. 	<ul style="list-style-type: none"> ▪ Views fisheries management as combining science and social factors and seeks to understand and maintain connectivity.
Role of Management	<ul style="list-style-type: none"> ▪ Focuses on outputs (goods and services demanded by people). ▪ Strives for management that fits commercial production. ▪ Considers fish to be the most important marine output. ▪ Strives to avoid impending fish catch decline. ▪ Views coral reefs as production system for fish. ▪ Values economic efficiency. 	<ul style="list-style-type: none"> ▪ Focuses on inputs and processes like water quality, biological diversity and ecological processes b/c these give rise to goods and services. ▪ Strives for management that mimics natural processes and productivity. ▪ Considers all species – plant and animal – important and the full range of goods and services (tourism, other species,) are on equal footing. ▪ Strives to avoid biodiversity loss and coral reef degradation. ▪ Views coral reefs as a natural system, more than the sum of its parts. ▪ Values cost-effectiveness and social acceptability.

² 2001. World Resources Institute. 2000. People and Ecosystems: The Fraying Web of Life. Washington, D.C. USA. p. 227.

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