

# **WIO-C Secretariat Funding Report**

Information and Recommendations for Supporting the WIO-C Secretariat

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## **Introduction**

The WIO-C Meeting held in Maputo, Mozambique in December 2012, discussed the paper presented by WIOMSA on the costs of WIO-C Secretariat and asked RARE to prepare a paper on how the WIO-C Secretariat could be supported.

The main WIO-C Secretariat costs are:

i)	<u>Coordinator Salary (\$4 000/month for 12 months)</u>	<u>US\$ 48 000</u>
ii)	<u>Meeting costs (2 meetings per year)</u>	<u>US\$ 2000</u>
iii)	<u>Travel, accommodation and subsistence for Coordinator</u>	<u>US\$ 3400</u>

In response to the WIO-C decision, RARE prepared this report which discussed possible modalities that could be considered for supporting the WIO-C Secretariat.

## **Objective**

The WIO-C has established a working secretariat to support and represent the consortium. Rare was requested to conduct some desk-research on best practices on how consortia and partnerships financially support their secretariats. This report is a brief overview of the findings, that is, how other partnerships and consortia support their secretariat. Some recommendations for supporting the WIO-C secretariat are also suggested at the end of the report.

## **Methodology**

Due to the heterogeneity of existing partnerships, alliances and consortia it is difficult to compare the WIO-C to any particular one of these. Despite that, there are five partnerships that do provide some idea of best practices. These include the Hawaii Conservation Alliance (HCA), African Biodiversity Collaborative Group (ABCG), Conservation Measures Partnership (CMP), Global Island Partnership (GLISPA), and the Coral Triangle Initiative (CTI). We were able to make contact with multiple people who work within the secretariats for all five partnerships. Information was collected through interviews with contacts from each of the five partnerships. The questions used to initiate the interview discussions including the following:

- How does your partnership financially fund their secretariat? Is it primarily partner dues, grant awards, trust funds, etc. or a combination of these or other mechanisms?
- How is your secretariat organized? How many staff members are in your secretariat and what are their job titles and duties?

## **Results**

### **Hawaii Conservation Alliance (HCA)**

The HCA is a cooperative collaboration of conservation leaders representing nineteen government, education, and non-profit organizations (all members are based in the US). Collectively they are

responsible for managing the biodiversity of Hawaii's lands and waters. HCA represents people who work and use the land and water for social, cultural, and agricultural purposes.

HCA has an Executive Committee that is made up of four chair representatives from member organizations. HCA's Secretariat staff consists of an Executive Director, Program Administrator, and two Coordinator positions.

**Practices:**

- HCA membership dues pay for the costs of their secretariat staffing needs
- Past and current practice has been to have separate sources of funding for their "core" costs (secretariat staff associated costs) and "non-core" costs (Program and activities costs)
- For financing long term staff costs HCA is looking into the idea that portions of large grants received to facilitate programs could go to staffing costs. The reasoning for this is that staff support the overall function of the partnership, which in turn supports the robustness of the various programs

**African Biodiversity Collaborative Group (ABCG)**

The ABCG comprises seven U.S.-based international conservation non-governmental organizations (NGOs) with field programs in Africa (African Wildlife Foundation, Conservation International, the Jane Goodall Institute, The Nature Conservancy, Wildlife Conservation Society, World Resources Institute and World Wildlife Fund).

ABCG explores emerging and high priority African conservation issues, shares lessons learned, and seeks opportunities for collaboration. ABCG's mission is to tackle complex and changing conservation challenges by catalyzing and strengthening collaboration, and bringing the best resources from across a continuum of conservation organizations to effectively and efficiently work toward this vision of Africa.

In 2000, a Program Coordinator was hired to formalize activities, plan meetings around specific themes, and help disseminate information to African partners and others.

**Practices:**

- The ABCG secretariat is made up of two staff members including a Program Officer and Coordinator
  - The ABCG Secretariat rotates locations among its member NGOs. It was based at WWF from March 2000 to June 2001, at CI from July 2001 until June 2004, at WWF from July 2004 to November 2009 and is currently housed at TNC
- Each member NGO has a staff member who is the primary point of contact for dealings with the ABCG secretariat
- The secretariat receives its financial support (i.e. salary and travel expenses for secretariat staff) from WWF. These funds were allocated to WWF through USAID. The reason these funds are allocated through WWF is because they hosted ABCG in its first year
- Programmatic support for the secretariat comes from whichever member is hosting ABCG at the time. Currently, The Nature Conservancy is hosting the ABCG secretariat staff.
- Members are charged an annual membership fee of US \$5,000 per year

- This is considered a nominal payment to show that each member is invested in the partnership
- This Allows for a financial cushion
- This does not support the costs for the secretariat
- Other partnerships (Bushmeat Crisis Task Force, BCTF) have established a membership fee system based on scaling. Dues are determined on each member's capability to contribute and may involve some members paying more than others due to their larger overall annual budgets.

### **Conservation Measures Partnership (CMP)**

The CMP is a partnership of conservation organizations that seek better ways to design, manage, and measure the impacts of their conservation actions. With twenty four member organizations, CMP strives to promote innovation in monitoring and evaluation of conservation efforts. Each organization within CMP has biodiversity conservation as its primary goal, has a focus on field-based conservation actions, and is working to develop better approaches to project design, management, and assessment.

#### **Practices:**

- CMP does not have a full-time dedicated secretariat
- The member organization, Foundations of Success (FOS), acts as the CMP coordinator
  - FOS staff dedicate some of their time to the coordination of CMP
  - The time spent on coordination efforts by FOS staff is funded through membership dues (US \$2,500 per year)
- CMP also has a Board whose members are voluntary and spend some time on CMP management

### **Global Islands Partnership (GLISPA)**

GLISPA promotes actions for island conservation and sustainable livelihoods by inspiring leadership, catalyzing commitments, and facilitating collaboration. It is a partnership for all islands, regardless of size or political status, to take bold steps towards greater sustainability. It provides a global platform that enables islands to work together to develop solutions to common problems and to take high-level commitments and actions that address these global challenges.

The Partnership functions through a strongly engaged Steering Committee, dedicated voluntary working groups and a small coordination unit based in the United States with the following roles:

#### Steering Committee

The steering committee, co-chaired by the Presidents of Palau and Seychelles, provides strategic focus, leadership and champions the Partnership. The steering committee's goal is to establish and maintain a flexible and efficient Partnership responsive to its partners' needs and aspiration.

### Working Groups

The Partnership functions through working groups focused on identified priorities as well as the overall functioning of the partnership itself. Working groups have been formed focused on ecosystem-based adaptation, invasive species, communications and outreach, commitments, development dialogue, green economy and fundraising.

### Coordination Team

The Partnership is currently staffed by the Partnership Coordinator housed by Rare in Arlington, Virginia, and a part-time Islands Communications Manager supported by PCI-Media Impact in New York City. Consultants are employed as needed on specific issues.

### **Practices:**

- The secretariat is funded largely by contributions from members of our steering committee. Small island countries are committing multiyear funding (US \$10,000 per year) larger countries (US \$50,000 per year – Italy and US) and also organizations are now all putting in funding (TNC, Rare, Island Conservation – contributions range from US \$5,000 – \$10,000 per year)
- “Core” (non program/activities) costs are funded through members, entitled a “pay to play” concept
- Creating a multi-year agreement ensures better long-term commitment from members
- In-kind contributions can be used as supplemental way to provide support but financial contributions always requested. In-kind contributions do not replace monetary member fee commitments
- If the members have different sized budgets and certain members do not have the means to pay fees to the partnership, other members often sponsor them
- Production of an annual budget report to explain how members' contributions are being used is necessary to make partnership member fees and other costs transparent

### **Coral Triangle Initiative (CTI)**

The CTI on Coral Reefs, Fisheries, and Food Security (CTI-CFF) is a multilateral partnership of six countries (Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Islands and Timor-Leste (the 'CT6') working together to sustain extraordinary marine and coastal resources by addressing crucial issues such as food security, climate change and marine biodiversity.

CTI has a functioning Interim Regional Secretariat (IRS) that is responsible for the following tasks:

- Facilitate the operations of the CTI

- Support regional CTI communications and meetings
- Support regional CTI coordination mechanisms and NCCs
- Provide cross-cutting services
- Develop and maintain focused regional agenda
- Liaise between CTI governments and partners
- Produce and disseminate CTI outreach materials and major reports
- Raise awareness and support
- Develop and manage the CT Information Management System (CTIMS)

### **Practices:**

- USAID provided \$40 million in funding from the onset of CTI. Parts of these funds were allocated to help in the establishment and support of the interim regional secretariat (IRS)
  - The CTI-CFF has operated with an Interim Regional Secretariat (IRS) since the start of the initiative. This IRS has been hosted by the Government of Indonesia in Jakarta with some Government staff from the Ministry of Marine Affairs and Fisheries in key management positions in the Secretariat
  - Funding for the Interim Secretariat has largely come from the formal CTI-CFF Development Partners such as the USAID and Australian Government, with support by the Development partners also provided in the form of capacity, technical input and placement of people in the secretariat. There are seven formal Development Partners who are in the CTI-CFF with the six Coral Triangle governments. They are the Australian and US governments, Global Environment Facility, Asian Development Bank, WWF, TNC and CI
- The Australian government provides technical and legal support to the secretariat
- The six countries of the CTI –CFF are currently going through a process to ratify an agreement that will bring into force a Permanent Regional Secretariat (See attached document)
  - As part of that agreement there will be a formula for determining the amount of funds each of the six Coral Triangle Governments will have to contribute annually towards the operational costs for the Permanent Regional Secretariat. The funding formula that has been agreed to be that 60% of the cost of the "core" budget will be split equally between the member states, and 40% split based on relative GDP
  - There is no precise definition of what constitutes "core" functions. CTI is currently facilitating a process that is looking at this issue - basically, developing an operational plan for the secretariat, including what it will do, what the staffing structure is, and the budget
  - Once the process has been ratified, a transition plan will commence towards the setting up of an independent Permanent Regional Secretariat in Manado, North Sulawesi with a larger team of staff employed to carry out the Secretariat functions

## **Best Practices**

- Almost every partnership has membership dues, and these are often used to support Secretariat work
- Many of the partnerships keep their project or programmatic costs separate from their secretariat and administrative costs
- In-kind support from partners is rather important (i.e. providing office space for secretariat staff; providing voluntary research or management support on specific projects)
- Scaling funding requirements to fit members/partners capabilities (i.e. sponsorship by other members; In-kind contributions; membership fee system based on the abilities of each member organization)
- Multi-year agreements and annual budget reports to ensure member commitment

## **Recommendations**

- The WIO-C charges membership fees for each partner; these will cover costs of maintaining a secretariat. With membership of thirteen institutions (WIOMSA, RARE, WWF, IUCN, CORDIO, Birdlife, TNC, WCS, EAWS, Wetlands, Blue Ventures, Nairobi Convention, and Fauna and Flora International), annual contribution of between US\$ 3000 to US\$ 4 000 could cover at least 90% of the Secretariat costs
- In some cases, the Secretariat costs can be built into grant requests and awards
- Continue to look for and deploy in-kind contributions
- Fundraise separately for costs of secretariat. Funds provided to the secretariat should come from separate sources then those funds being used by the WIO-C for programmatic support
- Look for contributions from regional, bilateral, and multilateral donors (WIO-CC, IOC, Islands)

## **References**

CTI-CFF Coordination Mechanisms Working Group Meeting Kuala Lumpur, Malaysia November 21, 2012. Interim CTI-CFF Regional Secretariat 2013 Operations Plan (Draft). *Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security*. Retrieved from [http://www.coraltriangleinitiative.org/sites/default/files/resources/Draft\\_CTICFF%20Interim%20Secretariat%20Operations%20Plan\\_Nov%2016%202012.pdf](http://www.coraltriangleinitiative.org/sites/default/files/resources/Draft_CTICFF%20Interim%20Secretariat%20Operations%20Plan_Nov%2016%202012.pdf)

6<sup>th</sup> CTI-CFF Senior Officials Meeting (SOM 6) Manado, Indonesia (November 2010). Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF). The Agreement on the Establishment of the Regional Secretariat. Retrieved from <http://www.coraltriangleinitiative.org/sites/default/files/resources/SOM%206%20Attachment%202-1%20Agreement%20on%20Estab%20Regional%20Secretariat.pdf>

Knowledge Café 2012 IUCN World Conservation Congress, Jeju Korea. Uniting an Ocean of Islands: Scaling Up Conservation through Peer Learning Networks. *IUCN World Conservation Congress*.

(See also attached fundraising matrix and sustainability plan documents from GLISPA)

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