



Global Socioeconomic Monitoring Initiative for Coastal Management (SocMon)

GLOBAL SOCMON REPORT 2022



STRATEGIC PLAN: 2022-2026

GLOBAL SOCMON TECHNICAL REPORT 2022

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Contributing authors:

Mary Allen

Maria Pena

Sharon Almerigi

Peter Edwards

Vineeta Hoon

Carolina Imhof Garcia

Rodrigo Medeiros Pereira

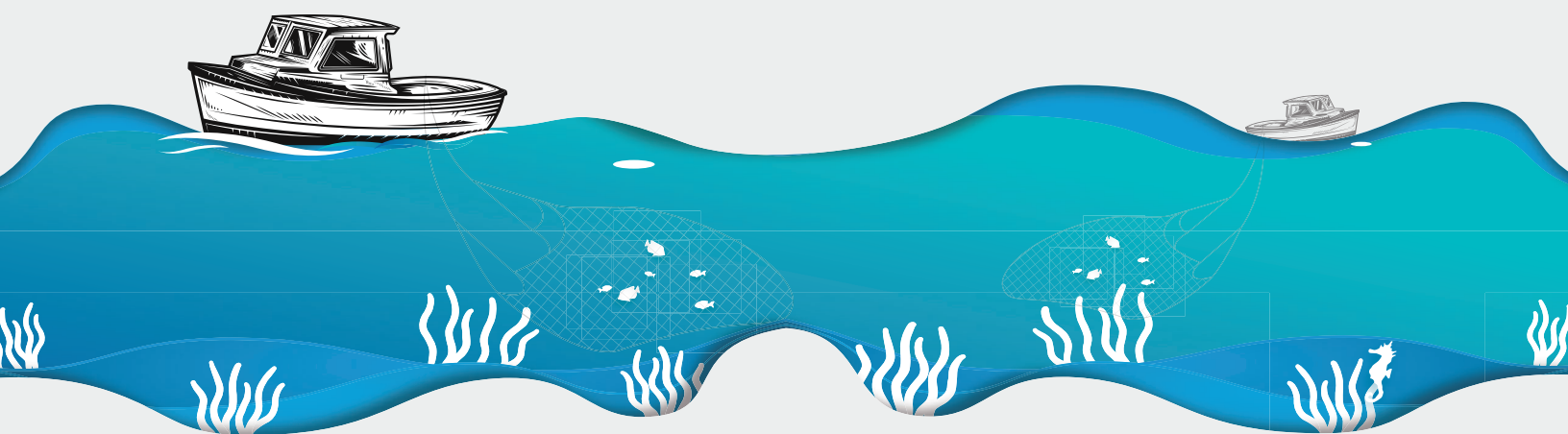
Winfred Mudong

Mike Pido

Arie Sanders

Supin Wongbusarakum

Ulla Wyckoff Tomlinson



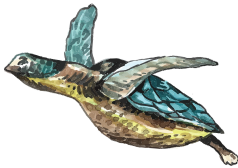


Global Socioeconomic Monitoring Initiative for Coastal Management (SocMon)



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EXECUTIVE SUMMARY

People are an integral part of coastal ecosystems. Their actions may influence pressures upon the ecosystem, but they are also the benefactors of the services produced by that ecosystem.

Coral reefs are among the most productive and biologically diverse ecosystems on Earth, but face a variety of complex pressures, such as mass coral bleaching, ocean acidification, coral disease, and the impacts from human activities. Despite the recognition of anthropogenic impacts on coral reefs, a vast majority of research and monitoring tends to focus on the biophysical rather than the human dimensions of reef ecosystems, which limits our understanding of people's relationships with these environments and effective solutions for reef recovery. Biological and physical data are essential, yet management questions cannot be adequately addressed with this information alone.

People are an integral part of coastal ecosystems. Their actions may influence pressures upon the ecosystem, but they are also the benefactors of the services produced by that ecosystem. These ecosystem services are the benefits created by particular sets of ecological conditions and processes that are explicitly linked to social value and human wellbeing. Millions of people around the world depend on coral reefs for a variety of ecosystem services, including food production, jobs and income, tourism, recreation, protection from storm damage, aesthetic and cultural value. All of these services are things that people care about – the “so what”, “who cares”, and “why coral reefs are important”.

In 1997, the International Coral Reef Initiative's (ICRI) Global Coral Reef Monitoring Network (GCRMN) established the Global Socioeconomic Monitoring Initiative for Coastal Management (SocMon) for the purpose of advancing the global and regional understanding of the human dimensions of coral reef ecosystems. This socioeconomic monitoring is meant to complement biophysical monitoring for a holistic integrated approach to addressing GCRMN's main goals. SocMon provides critical information on how people use and depend on coral reefs, as well as effective ways we can mitigate negative impacts while promoting positive benefits. Since its inception, SocMon has excelled in expanding socioeconomic monitoring across the world's tropical regions – providing social science training, developing products and tools for monitoring and management, and involving local communities to address issues throughout the Caribbean,

Central America, Brazil, Western Indian Ocean, South Asia, Southeast Asia and Pacific Islands.

SocMon coordinators are strongly committed to redefining its strategic direction over the next five years. Via eight virtual workshops held in November and December of 2021, SocMon coordinators and technical advisors updated the 2015-2019 SocMon Strategic Plan. This update included revising the original mission and vision statements, updating strategic goals and objectives, and prioritizing specific actions for improving SocMon and its impact on coastal and marine management decision-making.

The following SocMon Strategic Plan for 2022-2026 focuses on five main areas:

- 1) *Capacity building*
- 2) *Integrated socioeconomic and biophysical monitoring*
- 3) *Sustained financing for long-term monitoring*
- 4) *New tools and approaches*
- 5) *Communication for holistic decision-making and management*

The new strategic plan identifies a number of best practices that will guide SocMon efforts while also supporting ICRI's Plan of Action and GCRMN goals. Of urgent importance, SocMon needs support and funding to maintain socioeconomic monitoring long-term and continue the admirable work that has been done over the past two decades. A stronger partnership with ICRI and GCRMN is needed where SocMon coordinators are included throughout planning, discussions, and reporting. Working together in a holistic approach that includes human dimensions is the only way to fully understand the complex interactions between people and coral reef ecosystems, and how we can sustain the ecosystem services and benefits that people rely on.



Dr. Mary Allen

Global Coordinator of SocMon

Socioeconomics Coordinator of NOAA's Coral Reef Conservation Program and U.S. National Coral Reef Monitoring Program Socioeconomics Component

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1. Introduction

The Global Socioeconomic Monitoring for Coastal Management (SocMon/SEM-Pasifika)¹ initiative provides a critical need in coastal resource management by advancing a global and regional understanding of human interactions with and dependence on coastal resources. This global monitoring initiative is connected to a wider monitoring effort focused primarily on coral reef monitoring.

The Global Coral Reef Monitoring Network (GCRMN) was established in 1994 to support the International Coral Reef Initiative's (ICRI) call for action to increase research and monitoring of coral reefs to provide the data needed to inform policy and decision-making. By 2000, GCRMN recognised the need for collecting socioeconomic data in coral reef and other coastal areas. The Global SocMon initiative therefore serves as the socioeconomic monitoring arm of GCRMN. Through this initiative, seven regions across the world – the Caribbean, Central America, Brazil, Western Indian Ocean, South Asia, Southeast Asia and the Pacific Islands - are conducting socioeconomic assessments and monitoring at coastal sites.

Over its near 20-year history, SocMon, supported primarily through the National Oceanic and Atmospheric Administration (NOAA) Coral Reef Conservation Program (CRCP), has contributed resources (field manual, monitoring guidelines, tools) and technical expertise as well as built the capacity of stakeholders for understanding and measuring human use and dependence on coastal and marine resources

at a range of coastal sites - fishing villages, Marine Protected Areas (MPAs), Marine Managed Areas (MMAs), Local Managed Marine Areas (LMMAs) etc. Since the initiation of SocMon activities globally in 2003, 139 assessments have been conducted across 42 countries.

Goals and objectives for site assessments are usually tailored to site needs and have focused on a variety of socioeconomic aspects of coastal communities and coastal management sites including inter alia:

- *Baseline data gathering on coastal communities against which to measure changes*
- *Informing fisheries and MPA management plans*
- *Developing socioeconomic profiles for fisheries*
- *Promoting the use of socioeconomic data in fisheries management*
- *Assessment of management effectiveness of MPAs or MMAs to inform and adapt management*
- *Determining the adaptive capacity of coastal communities to climate changes*
- *Using socioeconomic data to complement biophysical monitoring*
- *Enhancing management capacity of stakeholders*

For more information and access to the site assessment reports database visit <https://icriforum.org/socmon/>



Catamaran cruises in Isla Mujeres, Mexico (Photo credit: EAP Zamorano)

¹In the Pacific Region, SocMon is known as SEM-Pasifika. For the purpose of this document, we will refer to all human dimension global monitoring initiative activities as SocMon, but this includes SEM-Pasifika.

The SocMon Initiative relies on a network of volunteer individuals and institutions to conduct training and monitoring.

A global coordinator works along with regional coordinators who have agreed to participate in facilitating training, data collection and other activities as part of their regular roles in their respective institutions. Our regional coordinators are primarily affiliated with academic institutions, research centres and non-governmental agencies. The current global coordinator is affiliated with the NOAA Coral Reef Conservation Program. Find more information on the global and regional coordinators at <https://icriforum.org/socmon/>

1.1 Continued planning for the future

The first strategic plan for SocMon (2015-2019)² was developed in 2014 and was due for review and update in 2020. Initial plans to hold an in-person strategic planning workshop were revised due to the COVID-19 pandemic. Regional coordinators, SocMon technical advisors and interested stakeholders met in nine online sessions of about two and a half hours duration in November and early-December 2021 to undertake the revision process. See Appendix 1 for participants list.

In these virtual sessions the group updated the 2015-2019 plan including the vision, mission, goals and objectives. They also assessed the SocMon structure regarding its effectiveness and sustainability, considered options for new socioeconomic monitoring tools and approaches and discussed possible funding strategies. The final step in the revision was to create strategic implementation plans. This information will be shared in other products. The following sections of this document present the 2022-2026 SocMon Strategic Plan.

1.2 About this report

This report documents the update to the first Global SocMon strategic plan. Section 2 outlines the status of the initiative through a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. In Section 3, the revised vision and mission statements for SocMon are presented. The strategic goals and objectives and accompanying performance indicators comprises Section 4. Section 5 details strategic actions to be undertaken during the plan's implementation period. Section 6 highlights the expected outcomes during the new strategic planning duration. The report concludes with Section 7 and the acknowledgement of the need to assess the global initiative over the next five years.

2. Current status of SocMon

Similar to the process followed during the development of the first strategic plan, an evaluation of the current status of the global initiative was conducted to guide the update and revision of its strategic goals, objectives and overall direction. SocMon coordinators and advisors conducted a SWOT analysis of SocMon and its related activities. The SWOT review aligned participants around their understanding of the SocMon landscape and assisted in informing decisions on strategic choices for the next five years. The results were used to guide the revision and development of the main components of the 2022-2026 strategic plan.



Data collection in Pohnpei.
(Photo credit: B. Nevitt)

² Pena, M., P. McConney and P. Edwards. 2014. Strategic planning meeting for the Global Socio-economic Monitoring Initiative for Coastal Management. NOAA Headquarters, Silver Spring, 25-27 February 2014. 40pp

2022 SWOT analysis of the global SocMon initiative

Table 1 shows the results of the SWOT analysis. The most impactful assisting and resisting factors from the 2022 SWOT analysis are shown in **Table 2**.

| Internal strengths – Assisting factors within SocMon’s control | Internal weaknesses – Resisting factors within SocMon’s control |
|--|--|
| <ul style="list-style-type: none"> ● Trained SocMon partners ● Existing toolbox, e.g. guides, manual, etc. ● Institutional back-up [NOAA as global coordinator and regional (nodes) institutions for support] ● Simple and flexible methods ● Community involvement ● Simple adaptive, participatory, serves as awareness building tool (outreach) ● Inclusive process ● Addresses need for incorporating communities in conservation ● Sharing success stories ● Efforts towards integration with biophysical (ecological) monitoring ● Achieved better understanding, decisions based on SocMon information ● Highly collaborative approach | <ul style="list-style-type: none"> ● Limited use of alternative informative techniques [data collection] ● Project-based ● Manual focuses on assessment, not monitoring ● Gap between assessment and monitoring [to decisions] ● From assessment to monitoring ● Un-sustained capacity [training not well used] ● No follow-ups after training ● Limited integration with biophysical monitoring ● Limited scope such as valuation, GIS, EBM, etc. ● Limited focus on assessing climate change vulnerability and adaptive capacity of communities ● Coordinators don’t have enough time ● Need for new people, who will bring the energy and new vision ● Lack of communication on how SocMon can be used in other contexts |
| External opportunities – Assisting factors outside SocMon’s control | External threats – Resisting factors outside SocMon’s control |
| <ul style="list-style-type: none"> ● Include SocMon in EAF/EBM budget ● NOAA funding (and other Federal funding sources) ● Potential for use in decision-making ● Links with other global initiatives and large networks ● Regional and global partners ● Applicability to other ecosystems and contexts ● Links to weaknesses (e.g. discussion between biophysical monitoring) ● Application to research and work on efforts towards the growth and development of the Blue Economy ● COVID pandemic makes groups familiar and active with social media and remote interaction (training and workshops) ● Supportive communities/authorities could be a catalyst to bring new communities/stakeholders on board ● Increasing awareness of the importance of inter/trans disciplinary action research and community involvement ● The UN Ocean Decade ● New emphasis on social science on monitoring is good opportunity to recruit new people who have the right expertise ● Opportunity to engage more countries to become truly a regional effort and asset ● Partnering with other social science initiatives such as the MarSocSci network ● More engagement with site partners | <ul style="list-style-type: none"> ● Organisational priorities [do not favour socioeconomic monitoring] ● Lack of sustainable funding for monitoring ● Business as usual, left out from important global initiatives by GCRMN ● Persistent mindset that social and ecological are separate and play different roles (sometimes an internal weakness as well) ● High turnover [personnel changes] ● Movement of trained people ● No or limited uptake of SocMon information for decision-making ● Funding-driven ● Inconsistent/unsustainable funding ● Priority to biological data monitoring/budget ● COVID pandemic |

Assisting and resisting factors to the global SocMon initiative

| Assisting factors Internal strengths: | Resisting factors Internal weaknesses: |
|---|--|
| <ul style="list-style-type: none"> • Sharing success stories • Efforts towards integration with biophysical (ecological) monitoring • Simple and flexible • Simple adaptive, participatory, serves as awareness building tool (outreach) • Addresses need for incorporating communities in conservation | <ul style="list-style-type: none"> • Project-based • From assessment to monitoring • Limited integration with biophysical monitoring |
| External opportunities: | External threats/challenges: |
| <ul style="list-style-type: none"> • Partnering with other social science initiatives such as the MarSocSci network • Application to research and work on efforts towards the growth and development of the Blue Economy • Increasing awareness of the importance of inter/trans disciplinary action research and community involvement • No or limited uptake of SocMon information for decision-making • Applicability of SocMon to other contexts | <ul style="list-style-type: none"> • Persistent mindset that social and ecological are separate and play different roles (sometimes an internal weakness as well) • Organisational priorities [do not favour socioeconomic monitoring] • Business as usual, left out from important global initiatives by GCRMN • No or limited uptake of SocMon information for decision-making |

Following these two exercises the group was able to apply the information purposively to revising the goals and objectives of SocMon for the next five year-period.

3. Vision and mission statements

The following new statements will guide the global initiative moving forward.

Vision:

SocMon is a globally respected approach that integrates socioeconomic monitoring in coastal management for better community well-being and ecological health.

Mission:

SocMon helps coastal stakeholders better understand and incorporate the socioeconomic context into coastal management programs through global, national, regional and local partners to facilitate participatory socioeconomic monitoring for the benefit of local communities and relevant stakeholders.

4. Strategic goals, objectives and performance indicators

The 2015-2019 strategic goals were reviewed for revision and update. This resulted in the development of five goal statements (broad long-term aims) further defined according to specific strategic objectives (specific measurable achievements) and performance indicators (for measuring the achievement of the objectives) for the 2022-2026 SocMon strategic plan. These are described and outlined in Tables 3-7.

With the exception of one goal, Capacity Building, all of the original strategic goals have been re-named. Additionally, one of the original goals - Networking for Resource Mobilisation – has been subsumed in goals B, C and E in the updated strategic plan. The scope of each goal is now defined by multiple strategic objectives which describe realistic results that coordinators believe can be achieved within the strategic planning period for each goal.

Strategic Goal A with accompanying objectives and performance indicators

Goal A

Strategic focus: Capacity Building

Purpose statement: To build and sustain capacity for socioeconomic monitoring to maximise its benefits in coastal communities, management, and conservation of natural resources.

Rationale: Capacity Building addresses the primary mission of SocMon to continue working with local partners in improving participatory community-based social science monitoring.

| Strategic objectives | Performance indicators |
|--|---|
| 1. Increase the pool of SocMon trainers and practitioners in place | <ul style="list-style-type: none"> ● # of assessments completed ● # of trainings of local workers/fishers/etc. ● # of trainings of institutions ● # of trainings of research students |
| 2. Establish partnerships with government agencies, NGOs, academic institutions, and others, to increase capacity to conduct socioeconomic monitoring. | <ul style="list-style-type: none"> ● # of experts/contacts made ● # of agencies/NGOs/academic institutions/etc. represented in contacts made ● # of informal partners ● # of MOUs signed ● # of networks formally connected ● # of joint works/products |
| 3. Increase accessibility to training and technical assistance for applying socioeconomic information to decision-making. | <ul style="list-style-type: none"> ● # of trainings delivered ● # of persons trained in how to use SocMon data in decision-making |



Fisherwomen returning home, Almeida Village, Bay of Parangua, Brazil. (Photo credit: A. Albano)

Strategic Goal B with accompanying objectives and performance indicators

| |
|---|
| <p>Goal B</p> <p>Strategic focus: Integration for Decision-making</p> <p>Purpose statement: To integrate social and biophysical monitoring into informed decision-making and coastal resource management.</p> <p>Rationale: Integration for Decision-making re-emphasises that effective coastal resource management is only possible if biophysical and social science disciplines work together at the inception of any assessment or monitoring program. This involves combining complementary research questions in order to solve management and policy needs.</p> |
|---|

| Strategic objectives | Performance indicators |
|--|---|
| 1. Equip SocMon regional coordinators (and teams) to integrate biophysical and socioeconomic approaches in assessments and monitoring programmes | <ul style="list-style-type: none"> ● # of coordinators with capacity to implement integrated monitoring ● # of SocMon regions pursuing integrated monitoring in assessments and monitoring programmes ● # of capacity building sessions held to increase skills and technical expertise in integrated monitoring of SocMon coordinators |
| 2. Encourage/facilitate integrated monitoring for holistic decision-making | <ul style="list-style-type: none"> ● # of implemented SocMon integrated (joint) assessments and monitoring programmes ● # and types of decisions made utilising integrated assessment/monitoring findings ● # and types of policies developed based on key findings of integrated approach ● # joint monitoring exercises ● # learning exchanges on how to integrate |
| 3. Establish (effective) collaborative relationships with biophysical and social scientists to enable integration | <ul style="list-style-type: none"> ● # collaborations in place ● # of joint projects initiated ● # of biophysical scientists engaged per project |
| 4. Transform SocMon results/findings into workable coastal management policies | <ul style="list-style-type: none"> ● # of region-specific data to decision assessments conducted ● # of communications on how to use monitoring results by management |
| 5. Coastal managers are applying an integrated socioecological approach to decision-making | <ul style="list-style-type: none"> ● # of decisions made that include results/findings from SocMon assessments ● # of MPA decisions/management plans influenced by SocMon (used SocMon data) |

Strategic Goal C with accompanying objectives and performance indicators

Goal C

Strategic focus: Funding

Purpose statement: To secure financial support for SocMon global and regional efforts.

Rationale: Funding is a key component to any successful monitoring initiative. Limited or inadequate funding has been a major reason for a lack of or unsustained monitoring. Funding is required to implement SocMon assessment, training and capacity building activities.

| Strategic objectives | Performance indicators |
|---|---|
| 1. Acquire/mobilise financial (and in-kind) resources in order to carry out the Global SocMon mission and objectives. | <ul style="list-style-type: none"> ● # of projects financed (assessments, trainings) ● Total US\$ value of funds generated per region ● Average US\$ funding per project per region ● Value of in-kind contributions per region |
| 2. Actively target potential donors for financial support by leveraging global and regional coordinator contacts and networks | <ul style="list-style-type: none"> ● # of donors/funders targeted ● # of donors/funders providing support ● Total US\$ value of funds sourced per region ● Total US\$ value (financial and in-kind) over 5-year period |
| 3. Identify global and regional funding opportunities with associated timeframes | <ul style="list-style-type: none"> ● # of funding opportunities identified ● # of funding opportunities utilised ● # of fund raising events hosted |



Fishing boats at Teknaf, Bangladesh. (Photo credit: V. Hoon.)

Strategic Goal D with accompanying objectives and performance indicators

Goal D

Strategic focus: Approach Enhancement

Purpose statement: To incorporate new tools and approaches to improve socioeconomic monitoring and assessments and increase the applicability of SocMon to emerging coastal and marine issues.

Rationale: Approach Enhancement supports the vision statement. Improved and new approaches and tools are required to respond to emerging opportunities and threats in marine and coastal areas. The development of improved SocMon monitoring tools and techniques can enhance monitoring and better respond to management needs.

| Strategic objectives | Performance indicators |
|---|---|
| 1. Develop additional or new monitoring tools that incorporate contemporary/emerging management issues (e.g. marine debris) | <ul style="list-style-type: none"> ● # new manuals ● # manuals in different languages/translated ● # of trainings in new tools ● # incorporation of SocMon with other tools (e.g. EcoPath, EcoSIM) ● # of emerging issues addressed ● # new emerging coastal marine issues/projects that use SocMon |
| 2. Centralised digital data storage to secure regional SocMon datasets, increase data access and sharing (internally and externally), and improve wider use and application of data | <ul style="list-style-type: none"> ● # datasets secured digitally ● # of comparisons of data between SocMon regions for global reporting ● # of requests for access to SocMon data for national reporting and decision-making |
| 3. Formulate/merge methods or approaches that bridge scientific and local knowledge to address issues in the coastal zone | <ul style="list-style-type: none"> ● # of newly developed methods or approaches ● # of blended methods or approaches |
| 4. Develop or incorporate new tools that support the integration of social and biophysical data | <ul style="list-style-type: none"> ● # of new tools developed to support integration (e.g., visualisation tool, mapping tool, etc.) |



Practising key informant interviews on Fisherman's Beach, Discovery Bay, Jamaica. (Photo credit: J. Wood)

Strategic Goal E with accompanying objectives and performance indicators

Goal E

Strategic focus: Informing and Influencing

Purpose statement: To inform and influence stakeholders and policymakers to use SocMon information for holistic decision-making, and to communicate SocMon information to support increased awareness, holistic decision-making, and policy development

Rationale: Informing and Influencing fulfils both the vision and mission of the initiative as a globally respected approach applied to holistic decision-making and policy development. This requires further developing the SocMon brand for uptake and an adaptable, multifaceted and cutting-edge communication approach.

| Strategic objectives | Performance indicators |
|---|---|
| 1. Clearly communicate and share SocMon processes, outcomes, and success stories to a broad and diverse audience of stakeholders. | <ul style="list-style-type: none"> ● # of publications (technical reports, policy briefs, journal articles) published/year ● # newsletters published/year ● # SocMon success stories shared with institutions to build partnerships ● # webinars held ● # posts in social media ● # likes in social media posts ● # of requests for SocMon technical expertise |
| 2. Increase buy-in from key stakeholders | <ul style="list-style-type: none"> ● # events/promotions to inform fisheries management, MPA management, etc. ● # of requests for SocMon technical expertise ● # of government representatives attending SocMon workshops, meetings, events etc. ● # of opportunistic meetings/activities used to influence stakeholders |
| 3. Inclusion and engagement of diverse groups in the decision-making process for more equitable outcomes in coastal management. | <ul style="list-style-type: none"> ● # of women involved in SocMon efforts (trainings, field data collection, reporting etc.) ● # of youth involved in SocMon efforts (trainings, field data collection, reporting etc.) ● # of indigenous persons involved in SocMon efforts (trainings, field data collection, reporting etc.) |
| 4. Increase internal information exchange for learning across SocMon regions. | <ul style="list-style-type: none"> ● # of information exchange events across regions |

5. Strategic actions

5.1 Action planning process

Actions to fulfil the stated goals and objectives of the Global SocMon initiative over the next five years fall into seven broad groups – capacity building, dissemination of information, approach enhancement, financial sustainability, stakeholder engagement, partnerships and institutional networking, and supporting policy and decision-making. Actions within these groups, referred to as strategic intents, support multiple strategic goals.

These strategic intents synergistically address the focus of each broad actions group. Strategic intents have been grouped according to similar proposed aspirations. For example, capacity building strategic intents are categorised according to strengthen global/regional network and improve coordination with external stakeholders. See Tables 8-15.

Strategic actions are rated according to level of impact of

goal achievement (high, medium or low) as well as resource availability for implementation and achievement. This rating provides the initiative with a point of reference to reflect on priority actions for implementation, the possible effect and influence of proposed actions, scale at which the actions will be implemented (global, regional or local or combinations of such), as well as the resources required (financial, human) to achieve specific desired outcomes. This information is outlined in the strategic actions matrices that follow. See Tables 8-15.

Of the 54 strategic intents proposed for implementation, 18 have been identified as priority actions that the initiative should direct efforts towards in the immediate future, and throughout the duration of the strategic plan. See Table 15 for these priority actions at a glance.



Reef gleaning at Agatti Island, Lakshadweep, India. (Photo credit: V. Hoon)

Capacity building strategic actions matrix

****PRIORITY STRATEGIC ACTION**

| Strategic intents | Goal A Capacity Building Objectives (A1-A3) | Goal B Integration Objectives (B1-B5) | Goal C Financial Objectives (C1-C3) | Goal D New Tools Objectives (D1-D4) | Goal E Inform & Influence Objectives (E1-E4) | Impact (H/M/L) | Resources (Y/N) | Level (Local, Regional, Global) |
|---|---|--|--|--|--|-------------------|--------------------|--|
| Strengthen the SocMon SEM Pasifika global/regional network | | | | | | | | |
| 1. Mentoring of trainers to maintain capacity and high standards for implementing assessments and monitoring | A1 | B1 | | | | L | Y | G, R, L |
| 2. Create and support regional roving teams to mobilise training/ monitoring | A3 | B1 | | | | M | N | G, R, L |
| 3. Develop SocMon courses (instructor training, x levels) SocMon Massive Open Online Course (MOOC) (with 6 below) ** | A1, A2, A3 | B1, B2 | | D1, D3 | | H | N | G, R |
| 4. Initiate regular training, information sessions and technical guidance for regional SocMon coordinators for capacity building | A1 | B1 | C2 | D2 | E1, E4 | H | Y | G, R |
| Improve coordination with external stakeholders | | | | | | | | |
| 5. Include/reach out to former SocMon contributors/mentors (e.g. authors of first manual) and involve expertise on data analysis, multiple topics | A2 | B3 | | D3 | E4 | L | Y | G, R |
| 6. Develop a directory of experts to enhance SocMon efforts ** | A2 | B3 | | | E4 | H | Y | G, R |
| 7. Establish SocMon focal points to identify resource persons and potential trainers | A1, A2 | B1, B3 | | | E4 | M | Y | G, R |
| 8. Conduct regional assessments of emerging issues to determine gaps in capacity and needs | A1, A2, A3 | B1 | C1 | D1, D3 | E3 | H | N | G, R |
| 9. Create MOUs between coordinators and institutions | A1, A2 | B3 | | | | L | Y | R, L |
| Regional succession planning | | | | | | | | |
| 10. Develop a succession plan (in each region) after building up the network | A1, A2 | | C1 | D2 | E4 | M | Y | G, R |
| Guiding principles | | | | | | | | |
| 11. Create/document some guiding principles for SocMon, e.g., participatory community engagement, etc. | A2 | B2, B5 | C2 | D3 | E2, E3 | M | Y | G, R |

TABLE 9

Supporting policy and decision-making actions matrix

**PRIORITY STRATEGIC ACTION

| Strategic intents | Goal A Capacity Building Objectives (A1-A3) | Goal B Integration Objectives (B1-B5) | Goal C Financial Objectives (C1-C3) | Goal D New Tools Objectives (D1-D4) | Goal E Inform & Influence Objectives (E1-E4) | Impact (H/M/L) | Resources (Y/N) | Level (Local, Regional, Global) |
|--|---|--|--|--|--|-------------------|--------------------|--|
| Bridging knowledge to decision-making | | | | | | | | |
| 1. Engage science-policy/boundary-spanners to assist in facilitating the exchange of information between SocMon and coastal managers, decision/policy makers | | B2, B4, B5 | | D3 | E1, E2, E3 | H | N | G, R, L |
| 2. Assess regional management needs with respect to emerging issues and determine a core set for global SocMon attention ** | | B2, B4, B5 | | D1, D3 | E2 | H | Y | G, R, L |
| Engaging stakeholders | | | | | | | | |
| 3. Raise awareness of SocMon, its utility and application (through channels such as citizen science) | | B2, B3, B4, B5 | | D1, D3 | E1, E2, E3 | H | Y | G, R, L |
| 4. Engage government representatives, decision-makers etc. in SocMon events, etc. for SocMon uptake. trainings, This should be a best practice of the initiative ** | A3 | B2, B3, B4, B5 | C2 | D1, D3 | E1, E2, E3 | H | Y | G, R, L |
| 5. Demonstrate to decision-makers the benefits of using SocMon and the costs of using SocMon approaches | | B2, B5 | C1, C2 | D2 | E1, E2 | H | Y | G, R |
| Engaging through practice/experience | | | | | | | | |
| 6. Implement best practice of follow-up (or evaluation) with project partners (irrespective of within or outside of project durations) to determine how assessment/monitoring findings have been used for management or conservation purposes ** | | B4, B5 | | D2 | E2, E4 | H | Y | G, R, L |
| 7. Host knowledge exchange workshop for sharing/learning experiences on monitoring to decision-making | A3 | B1, B4, B5 | | D2 | E1, E2, E3, E4 | M | Y | G, R |

Financial sustainability actions matrix
****PRIORITY STRATEGIC ACTION**

| Strategic intents | Goal A Capacity Building Objectives (A1-A3) | Goal B Integration Objectives (B1-B5) | Goal C Financial Objectives (C1-C3) | Goal D New Tools Objectives (D1-D4) | Goal E Inform & Influence Objectives (E1-E4) | Impact (H/M/L) | Resources (Y/N) | Level (Local, Regional, Global) |
|---|---|--|--|--|--|-------------------|--------------------|--|
| Bookkeeping, documenting inventory | | | | | | | | |
| 1. Make an inventory of other non-cash, in-kind contributions and partnerships that may be possible | A2 | | C1, C2 | D2 | E2, E4 | H | Y | G, R |
| 2. Create a database of funding assets to highlight diversity of donors/funders to be used for financial leverage and to track funding success ** | | | C1, C2 | D2 | E2, E4 | H | Y | G, R |
| Agree on funding actions for global and regional coordination ** | | | | | | | | |
| 3. Develop an X-year (e.g. 2-3yr) SocMon Action Plan(s) to inform future activities and associated funding needs (medium term) | A1, A2, A3 | B1 | C1, C2 | D2 | E2 | H | Y | G, R |
| 4. Develop a X-year (e.g. 3-5-yr) funding strategy to determine the financial requirements of SocMon to pursue global and regional coordination (longer term) | A1, A2, A3 | B1 | C1, C2 | D2 | E2 | H | Y | G, R |
| Donor information | | | | | | | | |
| 5. Develop donor package(s) (global, regional and local) to drive and direct/inform donations/support ** | | | C1, C2 | | E2 | H | Y | G, R, L |

Approach enhancement strategic actions matrix

**PRIORITY STRATEGIC ACTION

| Strategic intents | Goal A Capacity Building Objectives (A1-A3) | Goal B Integration Objectives (B1-B5) | Goal C Financial Objectives (C1-C3) | Goal D New Tools Objectives (D1-D4) | Goal E Inform & Influence Objectives (E1-E4) | Impact (H/M/L) | Resources (Y/N) | Level (Local, Regional, Global) |
|---|---|--|--|--|--|-------------------|--------------------|--|
| Approach development and application expansion | | | | | | | | |
| 1. Develop conceptual frameworks for the SocMon approach to apply to emerging issues ** | A3 | B1 | | D1, D3 | E1 | H | Y | G, R |
| 2. Develop multidisciplinary (or transdisciplinary) and integrated assessments and/or monitoring programs | A2 | B2, B3 | | D2, D3 | E1 | H | Y | G, R |
| 3. Build on or establish collaborative projects with biophysical and social scientists (Integration) | A2 | B2, B3 | | D2, D3, D4 | E1 | H | Y | G, R |
| 4. Utilize/adapt Integrated Monitoring with SocMon/SEM-Pasifika: Principles and Process guide in designing integrated assessments and monitoring programs | A3 | B1, B4, B5 | | D1, D3, D4 | E1 | H | Y | G, R |
| New Ideas/Innovation | | | | | | | | |
| 5. SocMon Idea Labs (Innovation, Creation) | A1 | B1 | | D1, D3 | E4 | M | Y | G, R |
| 6. Explore the use of citizen science in SocMon (clarify whether citizen science is relevant to SocMon approach) ** | A1 | B1 | | D1, D3 | | H | N | G explores; R tests |
| 7. Pilot sites to test indicators developed - joint learning and evaluation (local and global) (proof of concept) | | | | D3 | E1, E4 | L | N | R, L |
| Engagement in Approach | | | | | | | | |
| 8. Regional "Meet & Greet" integrated monitoring sessions to engage biophysical scientists and build core support for integrated approach to monitoring | A2 | B2, B3 | C2 | D1, D3 | E1, E2 | H | Y | G, R |
| 9. Host an annual webinar for information sharing | A3 | B2, B3, B4 | C2 | D3 | E1, E2, E4 | H | Y | R, L |
| System/Data Storage and Management ** | | | | | | | | |
| 10. Explore options for common data storage ** | A3 | B1 | | D2 | E4 | H | Y | G |
| 11. Develop SocMon data sharing policy/guidelines ** | A3 | B1 | D2 | E4 | H | Y | G, R | |

Dissemination of information strategic actions matrix
****PRIORITY STRATEGIC ACTION**

| Strategic intents | Goal A Capacity Building Objectives (A1-A3) | Goal B Integration Objectives (B1-B5) | Goal C Financial Objectives (C1-C3) | Goal D New Tools Objectives (D1-D4) | Goal E Inform & Influence Objectives (E1-E4) | Impact (H/M/L) | Resources (Y/N) | Level (Local, Regional, Global) |
|--|---|--|--|--|--|-------------------|--------------------|--|
| Sharing lessons learned | | | | | | | | |
| 1. Implement best practice of follow-up (or evaluation?) with project partners (irrespective of within or outside of project durations) to determine how assessment/monitoring findings have been used for management or conservation purposes ** | B4, B5 | C2 | | | E1, E2 | H | Y | G, R |
| Communication outputs | | | | | | | | |
| 2. Share SocMon stories/ideas/outcomes via regional and global web platforms | | | | | E1, E4 | H | Y&N | G, R, L |
| 3. Develop a communication strategy that includes all types of media; have guidelines for the type of content/messages to communicate to certain audiences; identify who contributes communication messages, and how often (example, each coordinator provides "regional news" to share for example, every month) ** | | | | | E1, E4 | H | N | G, R, L |
| 4. Specific events to foster integration and knowledge sharing among SocMon regions and sites | | B2, B3 | | | E1, E4 | M | | G, R, L |
| 5. Academic outputs: Framework paper, books, journal publications | | B2 | | D3 | E1, E2 | H | Y | G & R |
| Interaction and engagement | | | | | | | | |
| 6. Set up social media accounts (e.g., Twitter, Instagram) | | B2 | | | E1, E4 | H | Y | G, R, L |
| 7. Publish quarterly newsletters | | | | | E1, E4 | H | Y | G, R, L |
| 8. Maintain, update Global SocMon website (that can serve as a knowledge hub) ** | | B2 | | | E1, E4 | H | N | G, R, L (support) |

Stakeholder engagement strategic actions matrix

**PRIORITY STRATEGIC ACTION

| Strategic intents | Goal A Capacity Building Objectives (A1-A3) | Goal B Integration Objectives (B1-B5) | Goal C Financial Objectives (C1-C3) | Goal D New Tools Objectives (D1-D4) | Goal E Inform & Influence Objectives (E1-E4) | Impact (H/M/L) | Resources (Y/N) | Level (Local, Regional, Global) |
|--|---|--|--|--|--|-------------------|--------------------|--|
| Making SocMon more inclusive of other stakeholder groups | | | | | | | | |
| 1. Listen to diverse perspectives to learn what is working/not working, and address their needs and gaps | A3 | B2, B3 | | D1 | E1, E3 | H | Y | G, R, L |
| 2. Development of "Diversity, Equity, and Inclusion Statement" to guide SocMon efforts globally ** | A3 | B2, B3 | | D1, D3 | E1, E3 | M | Y | G, R |
| 3. Use data from vulnerable groups (e.g. women, children, etc.) to elevate their voices | | | | D2, D3 | E1, E3 | M | Y | R, L |



Heavy sandmining on the east coast of Grenada. (Photo credit: M. Pena)

Partnerships and institutional networking strategic actions matrix

****PRIORITY STRATEGIC ACTION**

| Strategic intents | Goal A Capacity Building Objectives (A1-A3) | Goal B Integration Objectives (B1-B5) | Goal C Financial Objectives (C1-C3) | Goal D New Tools Objectives (D1-D4) | Goal E Inform & Influence Objectives (E1-E4) | Impact (H/M/L) | Resources (Y/N) | Level (Local, Regional, Global) |
|---|---|---------------------------------------|-------------------------------------|-------------------------------------|--|----------------|-----------------|---------------------------------|
| Collaboration with other projects | | | | | | | | |
| 1. Build on or establish collaborative projects with biophysical and social scientists ** | A2 | B2, B3 | | D3, D4 | E1, E2 | H | Y&N | G, R, L |
| 2. Collaborate with initiatives, such as MarSocSci | A2, A3 | B1, B2, B3 | | D1 | E1, E4 | H | Y | G, R |
| Building Connections and Networking (carrying the message) | | | | | | | | |
| 3. Build relationships with 1) each other (us) and 2) beyond with social science AND biophysical science networks | A2 | B2, B3 | | | E4 | M | Y | G, R |
| 4. Making meaningful connections with organisations that would benefit from our approach and/or network (Blue Economy and similar initiatives) ** | A2 | B2 | C2 | | E1, E2 | H | Y | G, R |
| 5. Connect with other social science networks (and non-social science) | A2, A3 | B1, B2, B3 | | D1 | E1, E4 | H | Y | G, R |
| 6. Piggy-back on government meetings (e.g. regular fisheries department, MPA management authority etc.) when feasible, to raise awareness of SocMon | | B2, B3 | | | E1, E2 | H | Y | G, R |
| Preparing the message | | | | | | | | |
| 7. Develop a SocMon communication package (with detailed information on the initiative and its impact on coastal management and decision-making) to capture stakeholder interest ** | | B4, B5 | C2 | | E1, E2 | H | N | G, R, L |
| 8. Conduct a communication needs assessment to identify key stakeholders (funders, research institutions etc.) | | B5 | C1, C2 | | E1, E2, E3 | H | N | G, R, L |
| 9. Identify benefits of working / partnering with SocMon, how info can be used, etc. | A1, A2 | B3, B5 | C2 | | E2 | H | Y | G, R, L |

TABLE 15

Summary of priority strategic actions matrix

**PRIORITY STRATEGIC ACTION

| Actions | Strategic intents | Goal A | Goal B Capacity Building | Goal C Integration | Goal D Financial | Goal E New Tools | Impact Inform & Influence | Resources (H/L) | Level (Y/N) |
|-----------------------------------|--|------------|--------------------------------|-----------------------|---------------------|---------------------|---------------------------------|--------------------|----------------|
| Capacity Building | Develop SocMon courses (instructor training, x levels) SocMon Massive Open Online Course (MOOC) | A1, A2, A3 | B1, B2 | | D1, D3 | | H | N | G, R |
| | Develop a directory of experts to enhance SocMon efforts | A2 | B3 | | | E4 | H | Y | G, R |
| Supporting Decision Making | Assess regional needs with respect to emerging issues and determine a core set for global SocMon attention | | B2, B4, B5 | | D1, D3 | E2 | H | Y | G, R, L |
| | Engage government representatives, decision-makers etc. in SocMon trainings, events etc. for SocMon uptake. This should be a best practice of the initiative | A3 | B2, B3, B4, B5 | C2 | D1, D3 | E1, E2, E3 | H | Y | G, R, L |
| | Implement best practice of follow-up (or evaluation) with project partners (irrespective of within or outside of project durations) to determine how assessment/monitoring findings have been used for management or conservation purposes | | B4, B5 | | D2 | E2, E4 | H | Y | G, R, L |
| | Create a database of funding assets to highlight diversity of donors/funders to be used for financial leverage and to track funding success | | | C1, C2 | D2 | E2, E4 | H | Y | G, R |
| Financial Sustainability | Agree on funding actions for global and regional coordination | A1, A2, A3 | B1 | C1, C2 | D2 | E2 | H | Y | G, R |

Summary of priority strategic actions matrix
****PRIORITY STRATEGIC ACTION**

| Actions | Strategic intents | Goal A Capacity | Goal B Integration Building | Goal C Financial | Goal D New Tools | Goal E Inform & Influence | Impact (H/L) | Resources (Y/N) | Level |
|-------------------------------------|---|-----------------|-----------------------------|------------------|------------------|---------------------------|--------------|-----------------|---------------------|
| | Develop donor package(s) (global, regional and local) to drive and direct/inform donations/support | | | C1, C2 | | E2 | H | Y | G, R, L |
| | Develop conceptual frameworks for the SocMon approach to the emerging issues** | A3 | | B1 | D1, D3 | E1 | H | Y | G, R |
| Approach Enhancement | Explore the use of citizen science in SocMon (clarify whether citizen science is relevant to SocMon approach) | A1 | B1 | | D1, D3 | | H | N | G explores; R tests |
| | Explore options for common data storage Develop SocMon data sharing policy/guidelines | A3 | B1 | | D2 | E4 | H | Y | G, R |
| Dissemination of Information | Implement best practice of follow-up (or evaluation) with project partners (irrespective of within or outside of project determine durations) to how assessment/monitoring findings have been used for management or conservation purposes | | B4, B5 | C2 | | E1, E2 | H | Y | G, R |
| | Develop a communication strategy that includes all types of media; have guidelines for the type of content/messages to communicate to certain audiences; identify who contributes communication messages, and how often (example, each coordinator provides "regional news" to share every month) | | | | | E1, E4 | H | N | G, R, L |

TABLE 15

Summary of priority strategic actions matrix

**PRIORITY STRATEGIC ACTION

| Actions | Strategic intents | Goal A Capacity | Goal B Integration Building | Goal C Financial | Goal D New Tools | Goal E Inform & Influence | Impact (H/L) | Resources (Y/N) | Level |
|--|---|-----------------|-----------------------------|------------------|------------------|---------------------------|--------------|-----------------|-------------------|
| | Maintain, update Global SocMon website (that can serve as a knowledge hub) | | B2 | | | E1, E4 | H | N | G, R, L (support) |
| Stakeholder Engagement | | | | | | | | | |
| | Development of "Diversity, Equity, and Inclusion Statement" to guide SocMon/SEM-Pasifika efforts globally | A3 | B2, B3 | | D1, D3 | E1, E3 | M | Y | G, R |
| Partnerships & institutional networking | Build on or establish collaborative projects with biophysical and social scientists | A2 | B2, B3 | | D3, D4 | E1, E2 | H | Y&N | G, R, L |
| | Making meaningful connections with organizations that would benefit from our approach and/or network (Blue Economy and similar initiatives) | A2 | B2 | C2 | | E1, E2 | H | Y | G, R |
| | Develop a SocMon communication package (with detailed information on the initiative and its impact on coastal management and decision-making) to capture stakeholder interest | A1, A2 | B3, B5 | C2 | | E2 | H | Y | G, R, L |

6. Expected outcomes

The goals, objectives and subsequent actions for achieving the strategic objectives are expected to result in a number of outcomes. If these outcomes are realised, they should contribute to supporting the vision of SocMon becoming a globally respected approach that integrates socioeconomic monitoring in coastal management for better community well-being and ecological health.

Some of the medium and long-term expected outcomes during the time-frame of this strategic plan period include:

- *Endorsement and support of SocMon by different funding institutions and partners.*
- *SocMon or human dimensions information is integrated with biophysical or ecological data into decision-making, in policy and practice and in adaptive management.*
- *Implementation of long-term monitoring strategies with better management, planning and tools for meaningful time-series data by SocMon site and/or region*
- *Social, economic and ecological balance is achieved through well-informed governance.*
- *Improved well-being of communities dependent on coastal and marine resources.*
- *Improved ecological conditions of coral reefs and other coastal ecosystems.*
- *Effective communication of data and policy implications to various stakeholders and communities.*
- *Management decisions are informed by data that are gained from sustainable integrated monitoring.*
- *Increased community engagement and inclusion of diverse groups in management decision-making.*

7. Performance evaluation

Systematic assessment of the Global SocMon Initiative's Strategic Plan is critical for several reasons:

- *Assisting the global and regional coordinators to assess the efficiency and effectiveness of the initiative in fulfilling its mission and achieving its goals and objectives*
- *Ensuring that the initiative's goals and objectives are being achieved.*
- *Identifying which components of the initiative work or do not work and why.*
- *Identifying areas that need improvement in order to provide the best data and information for management and decision-making.*
- *Determining whether the resources for the initiative should continue at current levels, be increased, reduced or reallocated*
- *Determining value for money (i.e. allocated resources are yielding the greatest benefit for stakeholders, partners and ecological resources)*
- *Assessing the case for establishment of new SocMon regions and expansion of the initiative.*
- *Demonstrating the value of social science information in natural resource management.*

The Global SocMon Initiative will be evaluated within the next three to four years using the performance indicators developed for tracking progress towards achieving its goals and objectives (See Section 4). Comprehensive evaluations, both formative and summative, combining both process and outcome questions will be useful for tracking progress post-implementation of strategic actions.



Calliaqua, SCMCA, St. Vincent 2012 (Photo credit: K. Blackman)

8. References

Edwards, P. 2014. Global Socioeconomic Monitoring Initiative for Coastal Management (SocMon/SEM-Pasifika) Strategic Plan: 2015-2019. Washington D.C.

Pena, M., P. McConney and P. Edwards. 2014. Strategic planning meeting for the Global Socio-economic Monitoring Initiative for Coastal Management. NOAA Headquarters, Silver Spring, 25-27 February 2014. 40pp

9. Appendices

9.1 Appendix 1 – participants list

| Region | Participants | Country | Institution |
|-----------------|--------------------------|-----------------------------|---|
| Brazil | Rodrigo Pereira Medeiros | Brazil | UFPR - Federal University of Parana |
| Caribbean | Maria Pena | Barbados | The UWI - CERMES |
| Central America | Arie Sanders | Honduras | Zamorano University |
| Pacific | Supin Wongbusarakum | Phnom Pen, Cambodia | UN - FAO |
| Pacific | Carolina Garcia Imhof | Noumea, New Caledonia | The Pacific Community (SPC) Coastal Fisheries and Aquaculture Programme |
| Pacific | Winfred Mudong | Pohnpei, Micronesia | Micronesia Conservation Trust |
| South Asia | Vineeta Hoon | Chennai, India | CARESS Centre for Action Research on Environment Science and Society |
| Southeast Asia | Michael Pido | Puerto Princesa Philippines | Palawan State University |
| Global | Mary Allen | USA | NOAA Coral Reef Conservation Program |
| Global | Peter Edwards | USA | Pew Charitable Trusts |

| Facilitators | Country | Credentials |
|--------------------------|----------|--|
| Sharon Almerigi | Barbados | International Association of Facilitators (IAF) Certified™ Professional Facilitator (CPF) Emeritus |
| Ursula Wyckoff Tomlinson | Jamaica | International Association of Facilitators (IAF) Certified™ Professional Facilitator (CPF) |

