

CORDIO's Five Year STRATEGIC PLAN - 2016-2020

[**www.cordioea.net**](http://www.cordioea.net)

...science for managing coastal ecosystems sustainably
and
to mitigate the effects of climate change...

Summary

CORDIO East Africa is a research and conservation organisation focused on marine and coastal ecosystems in the Western Indian Ocean (WIO). We focus on coral reefs, but in a broad context which includes climate change, resilience, long term monitoring, artisanal fisheries, community based management approaches, mitigation of climate change impacts and endangered species protection.

CORDIO's Mission is to generate and share scientifically sound knowledge and develop solutions to the problems and challenges facing coastal and marine environments and people in the Western Indian Ocean. Our **Vision** is to see healthy coastal and marine environments in the WIO supporting improved livelihoods and wellbeing of coastal people through effective governance.

This new Strategic Plan has an ambitious Goal for 2020: To mitigate the effects of climate change by improving evidence-based decision making to manage coastal ecosystems sustainably, and thereby assist WIO countries to meet the Sustainable Development Goals, in particular No. 14 (Oceans).

We will address this goal through five **strategic objectives**:

- 1) To contribute scientific knowledge on coastal and ocean ecosystems in the context of climate change: to understand their vulnerabilities and resilience
- 2) To integrate science, practice and governance at local, national and regional levels
- 3) To build the capacity of communities to co-manage their resources and to decrease their vulnerability
- 4) To contribute to improved regional decision making through strengthened partnerships that implement solutions for managing marine and coastal systems sustainably
- 5) To strengthen CORDIO's internal capacity to effectively and efficiently implement our strategic plan.

CORDIO started in 1999 in response to the massive global coral bleaching event of 1998 and operated as a regional network with coordination nodes in Sweden, Kenya, Sri Lanka and Seychelles.

CORDIO East Africa was registered in 2003 in Kenya as a not-for-profit research organisation. In 2007 CORDIO East Africa became the lead centre.

CORDIO East Africa has 3 Directors, 2 of which actively run the organisation and implement the Strategic Plan. The Advisory Board is currently made up of a further 3 members.

7 full time staff and 4 Associates managed a portfolio of 24 projects between 2010 and 2015, with an average annual budget of \$220,000 – \$440,000.



Strategic Plan, 2016 – 2020

Overview

CORDIO East Africa is a research and conservation organisation focused on marine and coastal ecosystems in the Western Indian Ocean (WIO). We specialise in generating knowledge to create solutions that benefit both ecosystems and people.

CORDIO's priority focus is on coral reefs, covering a range of topics including climate change, resilience, long term monitoring, artisanal fisheries, community based management approaches, climate change adaptation and endangered species protection.

We choose coral reefs because they are the most bio-diverse marine ecosystem, they are highly vulnerable to global warming, they are a ubiquitous and substantial component of the marine environment in the WIO and are of vital importance in sustaining livelihoods and economies in the coastal zone.

CORDIO's Goal for 2020 is to increase scientific evidence available for decision makers to enable them to manage coastal ecosystems more sustainably.

CORDIO's Goal for 2020:

To mitigate the effects of climate change by improving evidence-based decision making to manage coastal ecosystems sustainably, and thereby assist WIO countries to meet the Sustainable Development Goals, in particular No. 14 (Oceans).

Objectives

CORDIO East Africa's strategic objectives are:

- 1) To contribute scientific knowledge on coastal and ocean ecosystems in the context of climate change: to understand their vulnerabilities and resilience
- 2) To integrate science, practice and governance at local, national and regional levels
- 3) To build the capacity of communities to co-manage their resources and to decrease their vulnerability
- 4) To contribute to improved regional decision making through strengthened partnerships that implement solutions for managing marine and coastal systems sustainably
- 5) To strengthen CORDIO's internal capacity to effectively and efficiently implement our strategic plan.

Mission

To generate and share scientifically sound knowledge and develop solutions to the problems and challenges facing coastal and marine environments and people in the Western Indian Ocean.

Vision

Healthy coastal and marine environments in the WIO supporting improved livelihoods and wellbeing of coastal people through effective governance.

Core Values

As an organisation and as individuals, in all our work, we value:

- the search for and application of knowledge, with objectivity and scientific rigour;
- integrity, honesty and ethical behaviour;
- equal opportunity, non-discrimination, and a secular approach;
- equity and social justice, and a focus on the needs of less fortunate sectors of society.

CORDIO’s Theory of Change (Data – Information – Knowledge – Wisdom)

Our goal is to conserve, sustain and restore healthy and productive coastal and ocean environments. As a knowledge-based organization seeking to have impact at multiple levels, CORDIO’s Theory of Change is founded on two basic premises:

1. all our projects must drive up the knowledge pyramid – from data to information to knowledge to wisdom; and
2. at each level, outcomes must be derived from our work – from data to publishing, from information to awareness, from knowledge to management and from wisdom to policy.

Each project may work in a part of the pyramid, but these premises – upward and outward – apply to all, influencing the development of our work and solutions derived from it, at all scales at which we operate and in the development of partnerships and engagement with people:

1) *Knowledge* – our projects generate new knowledge through primary research, and/or improve access to knowledge through synthesizing and explicating existing knowledge – from data to information to knowledge to wisdom.

2) *Solutions* – to generate outcomes our work needs to be valorized, with specific tools or outreach relevant to each level in the knowledge pyramid – from data to publishing, from information to awareness, from knowledge to management and from wisdom to policy.

3) *Scales* – effective conservation and management needs to be implemented across three basic levels, and our projects operate within or across these levels:

- *Local*– conservation projects on the ground; empowering coastal communities by raising awareness, building capacity in marine resource management and influencing policy.
- *National*– we develop relationships with national institutions, NGOs and leading scientists to help meet national objectives.
- *Regional*– at larger scales determined by the dynamics of the WIO, we disseminate clear, synthesized information for decision makers and change agents.

4) *People and partners* – people are the foundation of knowledge, whether staff or partners, community members or scientists. Our projects work with and through people in the following ways:

- *Building capacity*: the next generation – of marine scientists and decision-makers in East Africa, from community to government levels, of students, interns and others.
- *Partnerships*: to collaborate with and through partners at all levels, at local, national and regional scales recognizing that no single organization can deliver the necessary change alone.

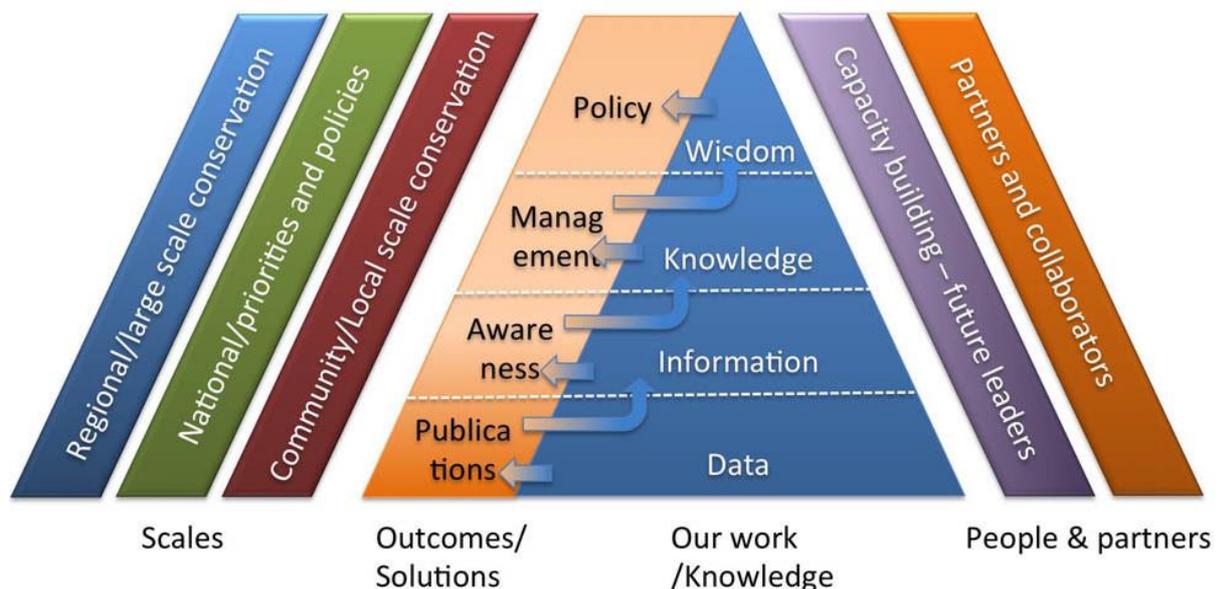


Figure 1 CORDIO Theory of Change (Data – Information – Knowledge – Wisdom)

Guiding principles

- 1) *Knowledge* – to generate new knowledge through primary research, and improve access to knowledge, through synthesizing and explicating existing knowledge - from data to information to knowledge to wisdom.
- 2) *Solutions* – to create solutions by valorizing outputs, with specific tools or outreach, for each stage in the knowledge pyramid – from data to publishing, from information to awareness, from knowledge to management and from wisdom to policy.

Scale

- 3) *Local Action* – to implement conservation projects on the ground and empowering coastal communities through raising awareness and education in co-management of marine resources and influencing policy.
- 4) *National Action* – to develop relationships with national institutions, NGOs and leading scientists to help meet national objectives.
- 5) *Regional Action* –to disseminate clear, synthesized information for decision makers and change agents at larger scales determined by the dynamics of the WIO.

People and partners

- 6) *Building capacity* – for the next generation of marine scientists and decision-makers in East Africa, from community to government, students, interns and others.
- 7) *Partnerships*: to collaborate with and through partners at all levels, at local, national and regional scales, recognizing that no single organization can deliver the necessary change alone.