

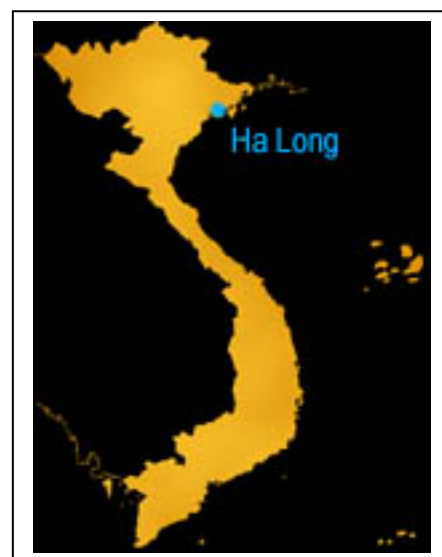
Darwin Initiative – Final Report

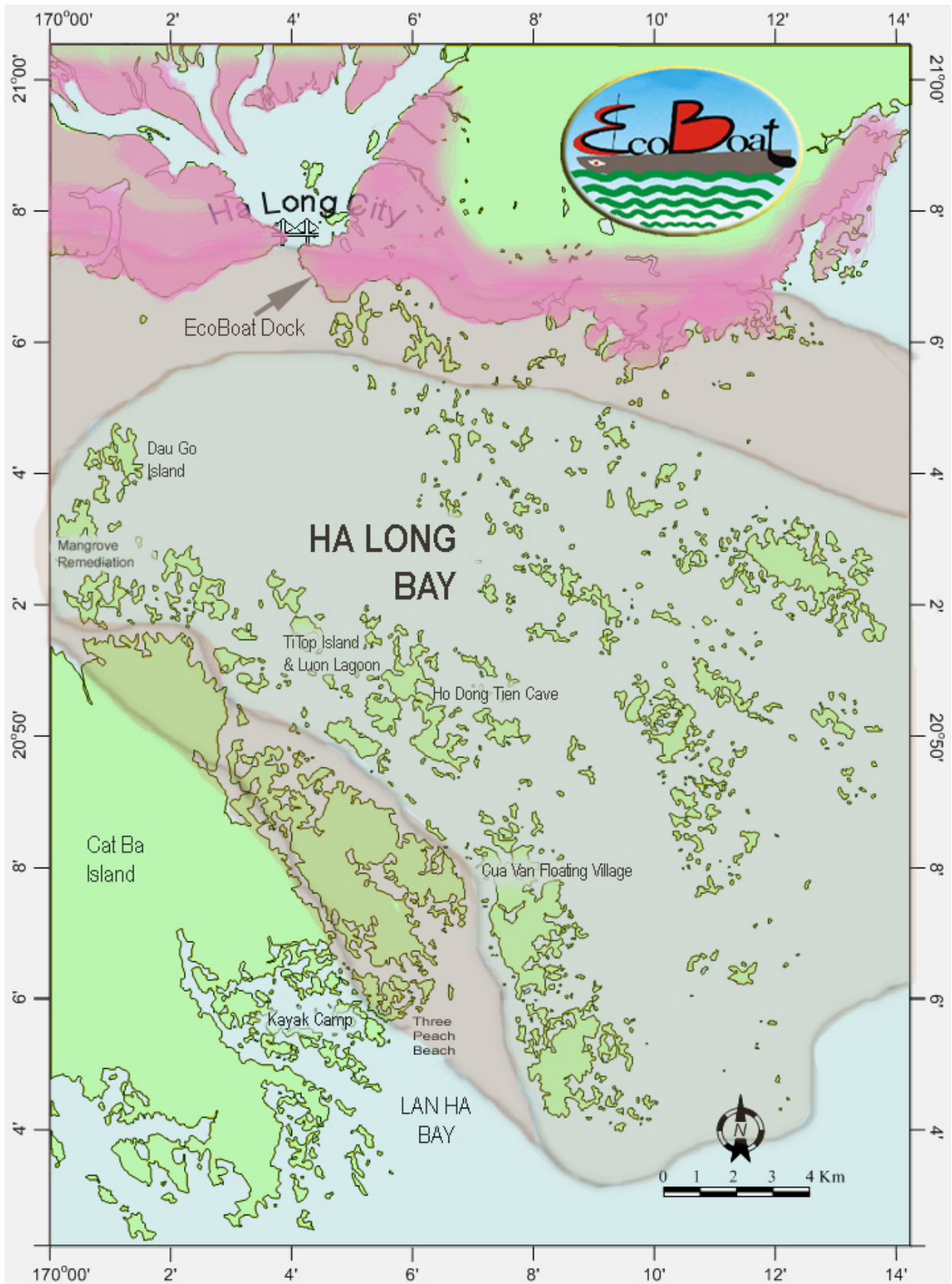
Darwin project information

Project Reference	14-038
Project Title	<i>Ha Long Bay Environmental Awareness Programme (the EcoBoat Project)</i>
Host country	<i>Vietnam</i>
UK Contract Holder Institution	<i>Fauna and Flora International</i>
UK Partner Institution	<i>University of East Anglia</i>
Host Country Partner Institution	<i>Ha Long Bay Management Department</i>
Darwin Grant Value	<i>£234,000</i>
Start/End dates of Project	<i>1 August 2005 ~ 31 July 2008</i>
Project Leader's Name	<i>David Brown</i>
Project Website	<i>www.ecoboat.org</i>
Report Author and date	<i>David Brown, 31 July 2008</i>

1 Project Background

Teenagers from nearby communities are the primary target of environmental education trips on the EcoBoat at Vietnam's Ha Long Bay World Heritage Site. Thirty eager youngsters at a time, FFI has delivered direct experience of man's many impacts on the ecosystems of the Bay. We challenge the young people to join efforts to raise awareness and achieve a sustainable balance between economic development and environmental protection. Through them, through media reports, and through our publications, our message reaches the larger community. The EcoBoat has become a valued community institution, and its work will continue under provincial management in years ahead.





Legend:

- Light grey: Ha Long Bay World Heritage Site
- Darker grey: WHS Buffer Zone
- Magenta: Urban & Industrial Development

1.1 Project support to the Convention on Biological Diversity (CBD)

Ha Long Bay's nearly 2000 steep karst islands, reefs and mangrove forests have supported a rich array of plants, small animal and marine species. Much of the bay was declared a UNESCO World Heritage Site (WHS) in 1994. Under the terms of the WHS covenant, the Quang Ninh provincial government committed to strict protection of the Bay's landscape, ecosystems and biodiversity.

Regrettably, pressures to accelerate economic development and urbanization along the northern margins of Ha Long Bay prevailed from 1995 to 2005, with severely negative impacts on mangrove forests and coral reef ecosystems. By the time that FFI's EcoBoat Project was launched, however, provincial leaders had begun to acknowledge the need for greatly strengthened controls on the manner of growth north of the Bay if it is to be preserved as a world-class tourist attraction. The Ha Long Bay Management Department's remit was expanded to include a role in monitoring onshore sources of pollution and assisting enforcement. In February 2006, the provincial government announced and began to put into effect a wide range of actions aimed at curbing further degradation of the Bay environment and threats to biodiversity.

Public Education and Awareness. The context described above dovetailed perfectly with FFI's commitment in this project to work with the Management Department and the Schools Department to design, field-test and deliver a robust environmental curriculum with two main objectives: raising the awareness of ordinary people in the communities in the littoral on the threats to the Bay and its biodiversity, and building support for strengthened environmental policies and policing. The lessons taught aboard the EcoBoat emphasize direct experience and active learning. Working from our teaching experience, we have also developed and published a series of small books that present scientifically sound information on features of Ha Long Bay and its ecosystems and on the environmental protection challenge. This is material that is made available for the first time to a Vietnamese popular audience.

Identification and Monitoring. The EcoBoat Team put considerable effort into studying the dynamic pressures on the Ha Long Bay environment and its ecosystems, gathering data, documenting impacts and identifying less-harmful alternatives to current practice. Here a particularly important contribution was made during the first year of the project by an environmental engineer lent by New Zealand's 'Voluntary Service Abroad' agency. Achieving and documenting a comprehensive 'vision' was essential to the task of building and delivering a sound environmental curriculum and also to the next step, the publication of the 'Lessons from the EcoBoat' series of small books for a lay readership in the communities near the Bay.

In-situ Conservation. With the cooperation of the Quang Ninh Forestry Service and elements of the Ho Chi Minh Youth Union, a 'Mangrove Forest Restoration Site' and a nursery for seedling plants were established in May, 2006. These have provided the means to give youth participants on the EcoBoat 'hands-on' experience transplanting and caring for young mangroves.

Sustainable Use. We have sought opportunities to amplify our landscape-level environmental protection message – *it is everyone's responsibility* -- through reports in the Quang Ninh media and, especially, our publications programme. We have elevated the public discourse by injecting into it sound scientific concepts and hard data, building awareness that Ha Long Bay's biodiversity and beauty (and hence its economic value as a tourist magnet) is at risk and lending support to Vietnamese government steps to curb harmful impacts.

2 Project Partnerships

FFI's counterpart is the Ha Long Bay Management Department (MD), a Quang Ninh province agency that is the steward of the Ha Long Bay World Heritage Site. Our cooperation in capacity building and community educational outreach began in 2002. Impressed by initial achievements, new MD Director Ngo Hung proposed in 2004 that FFI increase the scale and intensity of its environmental awareness work. His initiative resulted in the current programme, known throughout the Bay region as "the EcoBoat Project." Organizational details were the subject of an umbrella MOA and elaborated in successive yearly workplans and other joint documents. The close FFI-MD

relationship was cemented by the integration of seconded MD staff into the project team and the use of an MD vessel crewed by MD staff as the EcoBoat. During the project period, the MD has taken a higher profile as an advocate for environmental protection in the Bay area, and we have been able to assist that. More assistance will be needed – the MD's capability for outreach to non-governmental sources of material support and technical assistance remains rudimentary – and will be an object of a proposal to Darwin for post-project funding.

As the EcoBoat Project was elaborated, FFI developed fruitful relationships with the provincial Schools Department and the Ho Chi Minh Youth Union, who sent us our young guests aboard the EcoBoat, the provincial Forestry and Fisheries Departments, the Institute of Marine Economy and Research in nearby Haiphong City, and the Education Faculty of the National University in Hanoi.

3 Project Achievements

3.1 Impact: achievement of positive impact on biodiversity, sustainable use or equitable sharing of biodiversity benefits

Three years ago, environmental awareness in the project's catchment area was for nearly every local citizen limited to knowledge that UNESCO had twice recognized Ha Long Bay's 'values' (which conferred external validation) and a vague sense that the quality of the Bay environment has been degraded (which threatened tourism revenues). In short, there was infinite scope for public education.

Today, the attentive public is aware that Ha Long Bay has suffered severe negative impacts from development activities including channel dredging through the middle of the World Heritage Site and deepwater port development, industrial activity, urbanization, mangrove destruction and inadequate waste management. We have had the good luck to work at Ha Long Bay at the time that local governments acknowledged the need for much tighter controls on economic activities that can impact the Bay and began to put these into effect; this government action and the reasons for the tightened controls have been widely reported by the local media. The EcoBoat Project's role has been to contribute 'substance' to the public discourse – coherent explanation of the many causes of environmental pollution, its consequences, and ways of mitigating it. All this discussion is directly related to observable impacts on Ha Long Bay. Our influence is felt directly through our educational work with area schools, and indirectly through our publications and the reports the young people take back to their families and communities.

The EcoBoat Project's unique 'impact' is virtually impossible to quantify. Perhaps it will suffice to say that the local government considers the EcoBoat Project an important means of building community willingness to bear the cost of stronger environmental protection measures. It has approved the Ha Long Bay Management Department's proposal to take over responsibility for project activities and carry them on with public funds whilst FFI steps back to an advisory role.

Apropos, a workshop presentation by the Project Manager was reprinted in full in *Quang Ninh*, the official organ of the provincial Communist Party, in May 2008. In closing, it said (in Vietnamese, of course) that *"FFI's work with the Management Department aims at ensuring the EcoBoat's work will continue sustainably under the direction of local people, especially volunteers, people who wish to share the responsibility for 'keeping' the Bay and at the same time enlist the enthusiastic, dedicated cooperation of all the people of Quang Ninh, other Vietnamese and humanity in general to join in protecting Ha Long Bay and passing this valuable Heritage on to future generations.*

3.2 Outcomes: achievement of the project purpose and outcomes.

We created an educational activity that is hugely popular in the communities fronting on Ha Long Bay. It will survive, and with continued attention by FFI and commitment by the MD and local people, we hope it will maintain the vitality that has characterized its start-up years. We have provided hard facts and sound judgments to guide public discourse about the environmental degradation of Ha Long Bay, including a well-regarded series of publications. We have developed

human resources that Quang Ninh needs to engage foreign conservation organizations creatively and pro-actively.

We did not succeed in passing responsibility for the EcoBoat Project on to a 'community-based voluntary organization,' though this too may well happen in time. Our business plan imagined it would be far easier to attract paying customers for the EcoBoat from international schools in Asia than turned out to be the case; with Darwin's blessing we reverted to a more traditional fund-raising model midway through the project.

Our approach is intensive, evidence-based, active learning that is targeted on secondary school and youth union groups of thirty young people at a time. Observation and feedback from questionnaires and focus groups persuades us that a trip on the EcoBoat is a memorable and sometimes transformational experience for our young guests. It is harder to assess secondary impacts – the extent to which our concepts have been replayed in the schoolroom, how reportage (either the media kind or the direct report home to mom and dad kind) has influenced secondary audiences, how widely our 'Lessons from the EcoBoat' books will circulate and be read within the community.

We have been living and working at Ha Long Bay at a time when the impacts of badly conceived and poorly regulated 'development' are becoming apparent and being judged a bad thing. As time passed, we found ourselves increasingly able to point to problems and suggest solutions without someone taking offense at 'criticism by outsiders.' This was in part because FFI's credibility as an informed, engaged and caring organization was growing, but it was also an artifact of the provincial leadership's acknowledgment that *yes, there are problems*.

The seven volumes of 'Lessons from the EcoBoat' have injected into the public domain a large body of facts and qualitative judgments about Ha Long Bay's environment. They are a *de facto* 'state of the Bay' report. The books are written for a lay audience and are intended to prompt discussion. They recognize that in Vietnam development cannot be stopped, but only guided into less destructive modes. Every book addresses man's impacts and drives home a conservation message. The books on the state of the coral reefs and the mangrove forests tell a particularly sobering story.

There is reason to wonder if the EcoBoat Project's creativity and intensity will be sustained when the Ha Long Bay Management Department, a public agency, takes over its management. In the EcoBoat Team, Quang Ninh province has gained a unique asset – a group of talented teachers and committed conservationists who are experienced in accessing knowledge from 'outside' and skilled at working productively with foreign organizations. The Management Department has pledged to maintain the integrity of the team and the activity, to cover its core operating costs, and to nurture it towards its reorganization as a 'community organization' in the not-too-distant future. To the extent that this happens, the perennial headaches of securing operating funds ought to be tractable.

3.3 Outputs (and activities)

Did the project achieve its outputs as laid out in the logical framework?

Yes, we developed a high-energy, high-quality educational programme and materials based on Ha Long Bay (Output I). Yes, we developed a sound operational doctrine and delivered our outdoor education safely and well (Output II). No, we have not yet succeeded in turning over management responsibility for the EcoBoat Project to a community-based voluntary organization (Output III). Please see comments on the Log Frame and other entries for details.

In the project's final year, it became evident that the head of our counterpart agency, the Ha Long Bay Management Department, had real reservations about going the last mile – the recruitment of private citizens and establishment of an institutional framework approximating a Vietnamese NGO to assume responsibility for the project and give management oversight to the EcoBoat Team. This was a disappointment but not really a surprise.

In principle, Vietnam has allowed the formation of independent, voluntary civic organizations for some years now. *In principle*, the Management Department's Director had agreed to the idea that the establishment of such a group – an 'Association to Protect the Bay' – could provide important support to his agency's work.

In reality, genuine, volunteer-led, bottom-up citizens' groups are still rare, especially outside the largest cities. Quang Ninh is a conservative province in a country where authoritarian state structures, not grass-roots initiative, are the norm. We understood that the community support organization would have to take a form congenial to the province's political leadership and be led by people it trusted. The project team was fully prepared to assist in the creation of such a body. It's expat staff could tutor a board of directors in Western-style NGO governance. Only the Management Department's leaders, however, could secure the political clearances and recruit people of stature and reliability from the community.

We were encouraged when the Management Department Director said, on his return from a conference of World Heritage Site administrators in August 2007, that he had learned that "almost every WHS" has a citizens' support group. He reconfirmed his interest in forming one at Ha Long Bay. He asked for an updated plan; we supplied it. That was the high water mark. Subsequently the Director could not be convinced that circumstances were yet 'right' for establishment of the community organization. At length, he proposed a two step process. The Management Department would assume responsibility for the project in mid-2008. Then, some time in 2009, the formation of a community support group would occur.

Thus, FFI has not given up on this objective nor has the Management Department. Counterpart's pledge that it will complete this unfinished business over the next 18 months is written into the MOA that transfers the EcoBoat Project to the Management Department. No one disagrees when we say that establishment of a state-sanctioned but NGO-like structure is of critical importance to the EcoBoat Project's ability from here forward to raise funds from private donors in the province and also from donor organizations elsewhere. Assisting that process will be a principal task of the FFI technical advisor who will work with the Management Department for the next several years.

3.4 Project standard measures and publications

Please see annexes 4 & 5.

3.5 Technical and Scientific achievements and co-operation

The project's 'Lessons from the EcoBoat' series of seven small books was a collaborative work by EcoBoat Project staff (Vietnamese and expatriate), Vietnamese academic experts, and specialists from a number of government offices in Quang Ninh province. They were a successful exercise in collating scientific and technical information from diverse sources, including direct observation and recording, and reporting it in a form that is both scientifically sound and makes interesting reading for a youthful, non-expert audience.

3.6 Capacity building

Outside Vietnam's urban hubs (Hanoi and Saigon), there is a critical shortage of professional people who have the training and experience to work pro-actively and effectively with the staff of NGOs and academic and scientific organizations. Quang Ninh province, population 1,100,000, is no exception. For the last century virtually a fief of the coal mining industry, it has no universities. Until recently, ambitious young people grew up and left Quang Ninh.

Rather than bring in skilled, English-fluent cadre from Hanoi or Saigon for the duration of the project, we chose to work mostly with young professionals who grew up on the shores of Ha Long Bay and intend to remain in Quang Ninh. We traded a higher initial skills level for a higher level of commitment to sustaining the EcoBoat Project and building on it.

Half of our project staff have been lent to us by our counterpart, the Ha Long Bay Management Department. Other Management Department cadre have worked with us on short-term projects or have trained and interned with us. Their English comprehension and comfort level working with foreigners has improved – no small thing. But more importantly, some have learned to step

outside the confines of a provincial education and a rigid social and administrative structure when they look at environmental protection issues and environmental education challenges.

It cannot yet be said with confidence that these young staff will find opportunity to use their new skills. To increase the odds, a follow-on FFI activity at Ha Long Bay will emphasize the continued development of outreach skills of two kinds within the Management Department – ways to mobilize resources for environmental protection activities from the private sector of the Quang Ninh community, and initiatives to establish more productive relationships between the Management Department and academic/scientific experts and institutions abroad.

3.7 Sustainability and Legacy

At a minimum, the EcoBoat will head out into Ha Long Bay 80-100 times each year for the foreseeable future, raising the environmental awareness not just of Quang Ninh's youth but also, it is planned, of representatives of the provincial womens' association and the labor federation. The Management Department has pledged that the Project Team will remain intact and semi-autonomous. It will take over the project's resources and transfer these and governance responsibility in due course, it has said, to a community volunteer organization. To raise the likelihood that not just the form but also the functionality, creative spark and intensity of the EcoBoat Project will endure, FFI is resolved to stay engaged in an advisory capacity and to assist in mobilizing resources additional to those the local government is able to furnish.

4 Lessons learned, dissemination and communication

We have learned that it is possible to deliver high-quality environmental education based on direct experience at the local level in Vietnam – but it is not easy to get everyone on board or jump the necessary administrative hurdles. Educators, by and large, were fascinated by what we were doing, out-of-classroom activities that have no precedent in the province secondary curriculum. Administrative staff tended toward skepticism, and wanted reassurance that we knew 'the rules' and would work within the system. In retrospect, more effort should have been made to achieve visible 'buy-in' at the level of the provincial peoples' council *before* the project was initiated.

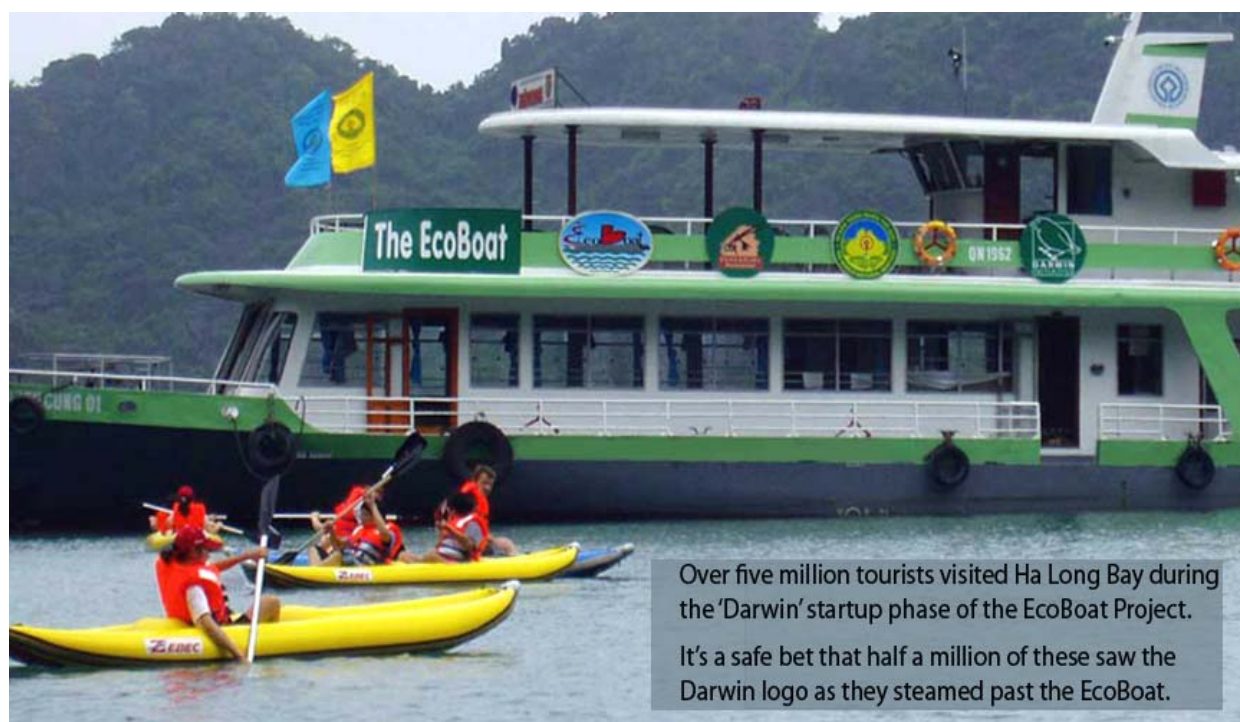
Our visibility in the Ha Long Bay area community was very important. By establishing an FFI project office in its administrative center – the only such NGO office in the province – we signalled our commitment to living and working there; this gave us standing to advocate for the Bay without being perceived as outsiders. We discovered that people in the community are eager for more sophisticated understanding of 'development's' impacts on Ha Long Bay's long term health (though more as an enduring source of tourism revenue than as a source of spiritual refreshment, alas!). We learned that if we got our facts right and articulated them without suggesting blame, FFI and the EcoBoat Project would be regarded as a credible and constructive source of such understanding. The mid-course correction discussed in the next paragraph enabled us to focus substantially more effort into communicating what we were learning to the broader Quang Ninh community through the 'Lessons from the EcoBoat' series of small books.

We started the project with a split focus, a mistake that was corrected midway. The project design incorporated the radical notion that an activity like the EcoBoat could secure its longer term financing by providing educational services to 'international clients' – in particular the East Asian area schools that follow an 'international curriculum.' For reasons that were detailed in our April 2007 annual report (having to do with the difficulty and cost of travel to Ha Long Bay, school's threat perception, school schedules and Ha Long Bay's weather patterns), there was a great deal of interest but no early prospect of enough business from the international sector despite an extensive marketing effort. Midway through the project, therefore, and with the Darwin Initiative's agreement, we ceased to invest in developing capability to deliver 'trips' and lessons in English. Instead, we intensified our efforts to serve our principal clients, the young people of the Ha Long Bay area.

Turning a boat into a roving classroom and using Ha Long Bay as a campus was a considerable and pleasant challenge. Once we had developed our operational procedures and field-tested a battery of lessons, we began to share our experience with other NGOs, both international and exclusively Vietnamese, with Embassy staff who manage development assistance, and with the Vietnamese media. By our count, there have been over forty articles published about the EcoBoat – about half in the Quang Ninh newspaper and the rest in a variety of national newspapers and magazines. We have not yet done enough with Vietnamese professional and academic audiences from outside the province; this is being addressed in the 2008-2009 EcoBoat workplan.

4.1 Darwin identity

By dint of our frequent repetition of gratitude for the funding that enabled the EcoBoat Project, 'Quy Darwin' is closely identified in Quang Ninh province with its successful start-up. The Darwin logo and a burst of text identifying it as a UK initiative to promote biodiversity conservation and sustainable use of resources is prominent in all our booklets and flyers. The logo is prominently posted on the EcoBoat itself (see photo).



5 Monitoring and evaluation

The EcoBoat Team judged at an FFI Vietnam-led mid-term review of the Project that vigorous efforts to that time to attract paying 'international' customers for multi-day environmental education trips had not been on balance 'cost-effective.' We concluded that we should discontinue this objective to concentrate on serving our primary target, the youth of the Ha Long Bay area. DI approved this revision in April 2007. (See in particular the PY2 annual report for detail.)

The EcoBoat project's 'international' work was supposed by the project's business plan to cross-subsidize the local work. Though the anticipated revenues did not eventuate, there were real benefits from the 14 multi-day trips we conducted for international schools. In particular, there were valuable 'rub-off' impacts on our design and delivery of services to local groups. The

presence of several expat 'trip staff' on the project team until late in 2007 facilitated skills transfer in expedition management, active learning and understanding of environmental issues on a larger-than-Ha Long Bay scale.

In the last year of the project, its expat staff shrunk to two: the project manager and a researcher/evaluator. Reversion to a conventional fund-raising model meant that mobilizing follow-on project funding from grants sources became an important focus of the manager's work.

The researcher/evaluator, a University of East Anglia post-grad, meanwhile carried out the internal evaluation that was foreseen in the project plan. Her report will guide the future evolution of the EcoBoat Project. A particular point picked up in the extensive participant and counterpart interviews conducted by the evaluator was bemusement at the project manager's emphasis on developing the project as a *team effort*, with a great deal of opportunity for independent initiative and decision-making delegated to project staff. Our counterpart organization, by contrast, is rigidly centralized and authoritarian. The consensus seems to be that the team model may have worked well enough for FFI, but there will be significant re-entry issues as the Management Department takes over the EcoBoat Project's direction.

Other key findings of the evaluation include: (strengths) a high and positive profile in Quang Ninh community, well-rehearsed operational routine, success in securing additional funding, solid base laid for ongoing curriculum development; (weaknesses) unrealistic business plan and split focus; need for more 'in house' professional expertise in environmental education; disconnects in communication with counterparts and from project leader to staff, which slowed work on formal curriculum development; (opportunities) large and enthusiastic audience in project's catchment area; availability of volunteer help; province's decision to sustain project post-Darwin; and (threats) disjunction between FFI and Management Department. vision of project outputs; long-term need for resources from sources external to Quang Ninh; practical difficulties of maintaining international school trip standards of safety and educational quality.

5.1 Actions taken in response to annual report reviews

The project's reviewer in May 2007 was correctly concerned about slow progress toward the establishment of a community-based voluntary organization to take over responsibility for governance of the EcoBoat Project as foreseen in the project plan. So were we, and this was the object of frequent meetings with the Management Department's Director over the next eight months. Counterpart's decision at the end of 2007 against an effort to embed the project in the local community whilst it was still under FFI's direction has been a major disappointment (see discussion in 3.3 above).

Reviewer also chided the project's failure to publish 'annual State of the Bay reports.' Here the reviewer may have missed our comment in both our 2006 and 2007 reports that in the present project team's judgment, a "state of the bay" report card published under FFI's imprimatur would be perceived by many Vietnamese as an unwarranted intervention in internal affairs and would be disruptive of collaborative relationships we have labored to build in Quang Ninh. We have chosen a less direct and confrontational approach. In the last year, we have perceived considerably more latitude for the detailed, evidence-based reporting that we have achieved in the 'lessons from the EcoBoat' series of booklets, and especially in the 60 page booklets on mangrove ecosystems, the coral reefs, and 'Issues of Development and Preservation at Ha Long Bay.'

6 Finance and administration

6.1 Project expenditure

Staff employed	PY1	PY2	PY3	PY4	Total Costs (£)
Regional Coordinator (Stephen Browne)					
Project Manager (Mark Infield)					
Project Team Leader (David Brown)					
Researcher/Evaluator (Nia Cherret)					
Financial Manager (Le Yen Anh)					
Liaison Officer (Nguyen Bich Ha)					
Education Prog. Mgr. (Do Van Nguyet)					
Environmental Education Director (Dao Huy Giap)					
Inst. Process Officer (Pham Bich Nga)					
Operations Officer (Tran Xuan Cuong)					
Programme Asst. (Ng. Quang Thanh)					
Educ. Officer (Hoang Thi Ngoc Ha)					
Env. Educ. Assistant (Nguyen Duy Anh)					
Env. Educ. Assistant (Nguyen Hong Hanh)					
Env. Educ. Assistant (Tran Huy)					
Env. Education Advisor (Don Miller)					
Financial Assistant (Pham Thi Thao)					
Project Coordinator (Mike Haynes)					
TOTAL					

Items	Total Budget	PY1	PY2	PY3	PY4	Total Expenditures	Balance
Staff costs							(545)
Rent, rates, heating, lighting, cleaning							377
Postage, telephone, stationery							(27)
Travel and subsistence							105
Printing							(13)
Conferences, seminars etc							376
Capital items							(17)
Others (chiefly EcoBoat Operations)							(255)
TOTAL	234,600	41,633	99,004	80,264	13,698	234,599	1

6.2 Additional funds or in-kind contributions secured

In the lifetime of the project, \$85,500 was secured from non-DI sources, of which \$64,000 was payment for EcoBoat services (chiefly to international school and college groups), \$18,000 was small grants (the World Bank's Youth in Conservation Fund and an Australian Embassy Community Action Grant), and \$3500 was donations raised by the students of a Singapore school.

Though the Management Department has not put a cash value on its support to the EcoBoat Project, a reasonable estimate of the unreimbursed value of its services – in particular the provision of the EcoBoat itself at a highly preferential rate – is approximately \$100,000.

A three year grant from a corporate donor totalling \$210,000 is in prospect to supplement Vietnamese Government support for the EcoBoat Project in 2008-2011.

6.2 Value of DI funding

DI's funding has built a powerful learning and teaching tool, a local institution that substantially raises the profile of 'environmental protection' as a complex and practical issue in a country that has been hell-bent for economic development at the expense of biodiversity and its resource endowment.

After fifteen years of rapid growth (incomes in the Ha Long Bay region have doubled and doubled again), the pendulum of public opinion is perhaps beginning to swing back from 'quantity of stuff' to 'quality of life.' In Quang Ninh, the stakes are unusually high. The province's leading source of income is the coal industry; tourism services are a distant but dynamic second. These must co-exist, but how? In the shape of a popular youth education program, the EcoBoat Project has entered and elevated the public debate.

The elements are in place – doctrine, procedures, curriculum and, not the least, an experienced and dedicated project team – to build an enduring community institution and a model that can be replicated elsewhere in Vietnam. Whether the intensity and vitality of the project can be sustained is a question mark. The EcoBoat Project requires an institutional framework that enables it to raise resources for growth both in the community and from choosy international donors. Counterparts have said they support this objective; now they must show that they understand what is needed to achieve it.