

Guide to the JICA Toolbox for promoting Blue Economy

1. Overview of the JICA Blue Economy Toolbox

<Background>

The Japan International Cooperation Agency (JICA) has formulated the Cluster Strategy: “Promotion of the Fisheries-centered Blue Economy”¹ as one of the priority activities for achieving the JICA Global Agenda², which in turn contributes to the realization of the Sustainable Development Goals (SDGs) by 2030. This Cluster Strategy targets developing countries that are highly dependent on fisheries resources and aquatic ecosystem services. Its objective is to promote the sustainable use of coastal³ resources in order to improve local livelihoods, reduce poverty, and revitalize coastal economies, thereby contributing to the achievement of SDG Goal 14, “Life Below Water.”

To achieve this objective, JICA has developed the “Blue Economy Toolbox” to compile and document various “innovative ideas and tips” accumulated through JICA’s relevant cooperation projects, as well as Japan’s experiences applicable to developing countries. The JICA Blue Economy Toolbox aims to provide a set of options for addressing diverse challenges.

<Rationale and use of the Blue Economy Toolbox>

Promoting the Blue Economy requires multi-sectoral cooperation and coordination, cross-sectoral planning for resource and spatial use, and integrated approach to the development of emerging economic sectors. In addressing the inherently cross-sectoral nature of Blue Economy-related initiatives, government officers and other stakeholders often face difficulties since they have long been trained in sector-specific approaches and not accustomed to multi-sectoral frameworks. In addition, the various constraints present in developing countries make it difficult to introduce conventional approaches that require substantial administrative resources (such as budget and personnel), sometimes diminishing implementers’ motivation to proactively address development challenges.

The Blue Economy Toolbox is designed to offer those facing such challenges innovative tips and creative ideas that help overcome constraints in developing countries and enable effective collaboration across sectors. By consulting the Toolbox for practical hints, government officials and extension officers can present a wider range of development choices to coastal communities. Working together with local residents to identify context-appropriate combinations of measures allows them to take on the new challenge of promoting the Blue Economy.

The toolbox is initially intended for use within the framework of JICA’s technical cooperation. It will be widely disseminated among project experts to encourage active utilization. The Toolbox is particularly

¹ <https://www.jica.go.jp/english/activities/issues/agricul/agenda.html>

² https://www.jica.go.jp/english/activities/n_files/20241122_2.pdf

³ The scope of this Cluster Strategy includes inland water bodies such as lakes, rivers and floodplains. To enhance readability, the term “coastal” is used as a working definition that also encompasses riparian areas.

useful when experts and their project counterparts (C/Ps) formulate context-specific measures, as using a shared reference document fosters a common understanding and coordinated action. Furthermore, by introducing the Toolbox and its applications in JICA's Knowledge Co-Creation Programs (KCCPS) and country-focused training courses conducted in Japan, the aim is to enable government officials and extension officers from developing countries to make autonomous and sustained use of the Toolbox in their own development practice.

<"Innovative ideas and tips" applicable in developing countries>

Effective promotion of the Cluster Strategy requires sufficient understanding of the unique contexts and diverse development challenges of developing countries, as illustrated in Figure 1, and consideration of corresponding countermeasures. The JICA Blue Economy Toolbox contains "innovative ideas and tips" designed to address such challenges. This compilation is intended to present practical and diverse options for stakeholders engaged in activities in developing countries.

Figure 1 Guiding principles for the Promotion of the Fishery-centered Blue Economy under JICA's Cluster Strategy

- **Dealing with "diversity" aspect** (geological/socio-cultural conditions, ecosystems, & resource utilization)

 - ✓ There won't be a "one-size-fits-all" type of intervention: Flexible selection of activities is needed to suit specific local conditions
- **Dealing with "vulnerability" aspect** (Viability and sustainability of coastal communities' efforts)

 - ✓ Low-input & low operational cost efforts · Livelihoods V.S ecosystem protection (= economic burden)
- **Dealing with "reality" aspect 1** (Aquatic ecosystem services already disrupted)

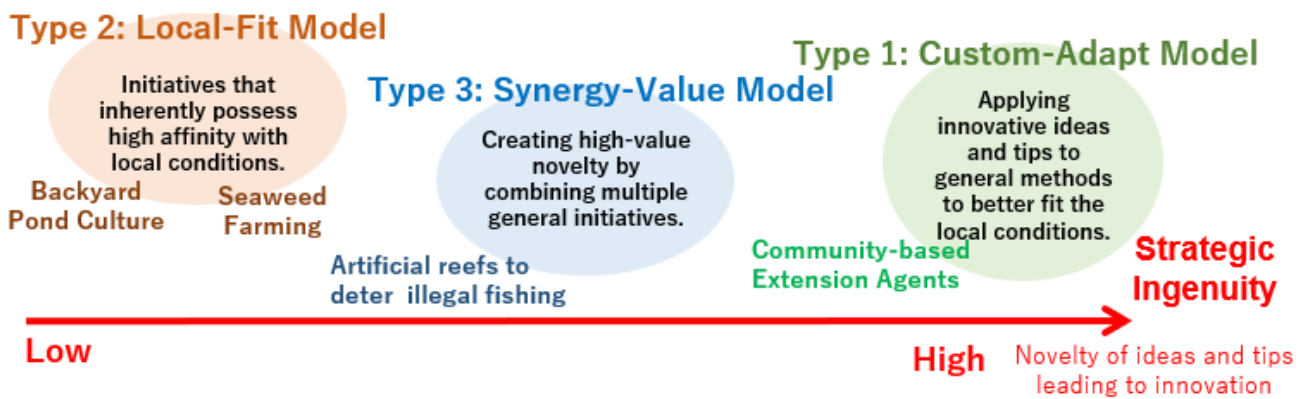
 - ✓ Protection alone may not work. Proactive efforts of rehabilitation/management of ecosystems, seascapes and natural resources
- **Dealing with "reality" aspect 2** (Limited capacity of government agencies to provide public services)

 - ✓ Innovative efforts to reach out remote rural areas
 - ✓ Alternative approaches in the absence of scientific data and information

<A typology of "Innovative ideas and tips">

The diverse "innovative ideas and tips" included in the Toolbox are broadly classified into three types, as illustrated below, based on two analytical axes: "Local Adaptability" (affinity with the context and constraints of developing countries) and "Strategic Ingenuity" (novelty of ideas and tips that lead to innovation).

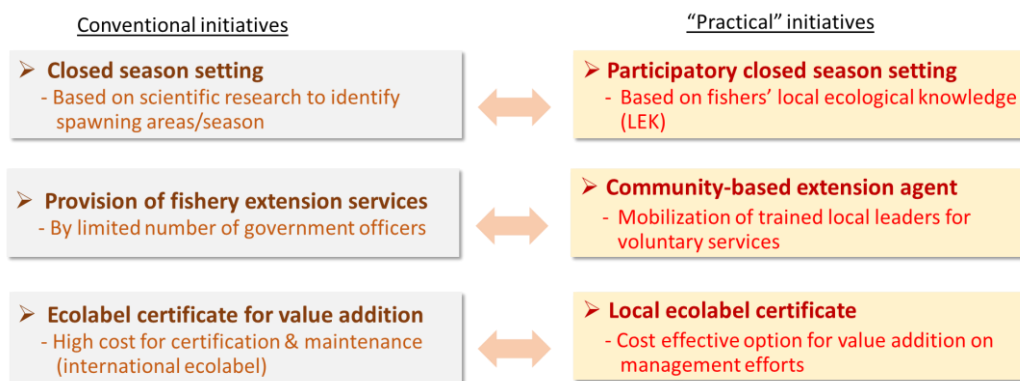
Figure 2 Three types of “innovative ideas and tips”



“Innovative ideas and tips” Type 1: Custom-Adapt Model (Contextual adaptation through ingenuity)

Type 1 consists of cases in which widely implemented approaches have been enhanced with additional ingenuity to address challenges frequently observed in many developing countries. In other words, it can be understood as a general approach that has been enhanced with an additional layer of practical ingenuity to overcome on-the-ground constraints and improve its effectiveness. Figure 3 illustrates the difference between common approaches and those incorporating “innovative ideas and tips.” A common approach refers to a method broadly applied in both developing and developed countries, whereas an approach incorporating “innovative ideas and tips” integrates countermeasures tailored to challenges specific to the contexts of developing countries, as shown in Figure 1.

Figure 3 Examples of initiatives incorporating “innovative ideas and tips” that work in developing countries



For example, the introduction of Community-based Extension Agents (CEAs) represents an adaptation of the conventional approach of assigning fisheries extension staff, designed to address the challenge of “limited capacity of government agencies to provide public services” shown in Figure 1. In this case, to compensate for the limitation that extension services often do not reach rural or remote areas, local community leaders are trained and appointed to serve in a complementary role to official extension staff. This arrangement enables the implementation of flexible and highly effective activities tailored to local conditions.

In this context, contextual adaptation through ingenuity also encompasses efforts to uncover and reappraise hidden resources that the community has long possessed but that have remained underutilized or unnoticed, as well as the knowledge held by local residents. The value of utilizing these resources and forms of knowledge lies not in unilaterally introducing new mechanisms or ideas from outside, but in rebuilding initiatives on the basis of the diverse latent resources that already exist within the community - ranging from tangible local assets to intangible resources such as knowledge, skills, and social relationships. As a result, even in environments with significant institutional constraints, it becomes possible to develop initiatives that maintain local ownership while ensuring both sustainability and effectiveness.

“Innovative ideas and tips” Type 2: Local-Fit Model (Local compatibility)

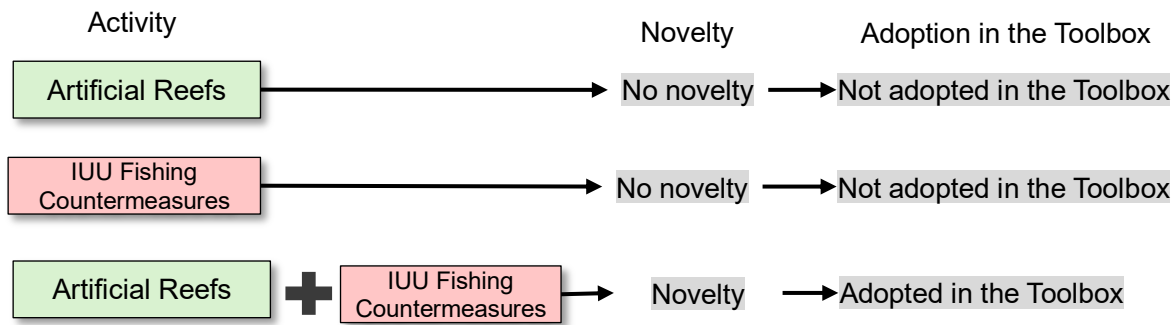
Type 2 comprises examples of technologies that are already optimized for conditions in developing countries and do not necessarily require additional ingenuity. Initiatives that fall into this category generally have a low barrier to introduction and are inherently compatible with on-the-ground conditions in developing countries, making them technologies that can serve as immediate, ready-to-use solutions. Representative cases include seaweed farming and backyard pond culture. These initiatives possess inherent characteristics that allow small-scale producers or socially vulnerable groups to participate without specialized skills or excessive equipment, and to achieve measurable results relatively easily. Consequently, when applied in developing-country contexts, there is little need to devise special adaptations each time, as standard procedures can be followed to achieve outcomes. In other words, these initiatives have a low barrier to entry, offer reliable revenue potential, and can be regarded as technologies with inherently high applicability and compatibility in developing-country settings.

“Innovative ideas and tips” Type 3: Synergy-Value Model (Composite Value Creation)

Type 3 refers to interventions that may not be novel when implemented individually but create new value when combined. In other words, by integrating existing measures as a “combined approach,” they can produce synergies that cannot be achieved by any single measure alone, potentially leading to innovation. Through such composite interventions, challenges that are difficult to overcome through a single approach can become solvable, potentially yielding greater effectiveness, expanded outcomes, and enhanced sustainability. When such synergistic effects are evident, the combination is evaluated for its novelty and creative value and considered for inclusion in the Toolbox.

For example, “installation of artificial reefs (ARs)” and “measures against illegal, unreported, and unregulated (IUU) fishing” are widely implemented strategies and are not particularly novel on their own. However, the combined approach of installing ARs as part of IUU fishing countermeasures generates synergistic outcomes and demonstrates sufficient novelty, and is therefore included in the Toolbox (Figure 4).

Figure 4 An example of enhanced novelty through the combination of activities



<Cases not covered in the Toolbox>

In light of the objectives of the Toolbox, activities falling under the following categories are, in principle, excluded from inclusion, even if they have produced positive results:

- Activities that are already established as standard approaches to addressing challenges and do not demonstrate particular novelty.
- Activities that are largely focused on technical aspects and for which sufficient knowledge contributing to social and institutional enhancement has not been accumulated.
- Activities effective only under specific conditions, whose applicability or replicability in other countries or regions is considered low.
- Activities that would require prohibitively high costs, making sustainable implementation difficult.
- Activities for which small-scale fishers and producers are not the primary beneficiaries.
- Activities still in progress, with insufficient time to confirm lasting results.
- Activities for which sufficient information cannot be obtained even after reviewing existing materials and conducting interviews with relevant stakeholders.

While initiatives falling under these categories are generally not adopted for the Toolbox, this does not imply that they are inferior to the initiatives that are included. Cases in which standard methods are implemented persistently, carefully, and diligently to achieve notable results should still be recognized as successful examples. Similarly, initiatives that succeed through ingenuity tailored to the highly specific social and economic contexts of the target country or region should also be highly valued. However, due to the lack of novelty in the former case and the context-specific nature of the latter, which limits applicability to other countries or regions, neither is included in the Toolbox.

Moreover, indirect or long-term effects (impacts) resulting from each initiative are sometimes illustrated on the reverse side of the Tool Sheet, as described later, but detailed descriptions are not provided. This reflects the emphasis of the Blue Economy Toolbox on promoting flexible use according to the situation, rather than imposing fixed expectations regarding outcomes.

<Multifaceted functions of the Blue Economy Toolbox>

The Blue Economy Toolbox is intended not only to provide practical options for addressing challenges

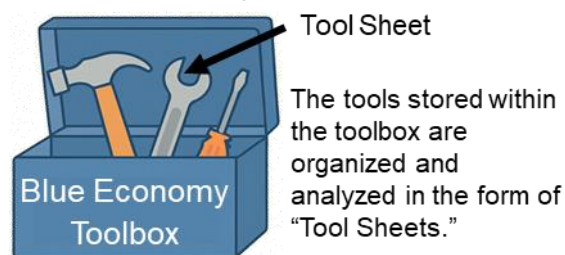
in promoting the blue economy but also to strengthen the capacity of project planners and implementers through the entire process of analyzing the problems they encounter, selecting appropriate tools, and implementing actual projects. Furthermore, during the tool selection process, the facilitation of diverse discussions among stakeholders is expected to promote consensus-based decision making. From these perspectives, the Toolbox functions not merely as a collection of tools but also serves multiple roles, including capacity development through project implementation and the promotion of collaboration among stakeholders.

2. Structure of the JICA Blue Economy Toolbox

<Conceptual structure of the Blue Economy Toolbox>

The Toolbox systematically consolidates effective “innovative ideas and tips” for implementing projects aimed at promoting the blue economy and is designed based on the concept of a “toolbox,” as its name implies. The Tool Sheets contained within the “toolbox” organize and analyze initiatives whose effectiveness has been verified in the field as solutions to anticipated challenges or situations, and present them along with concrete guidance on how to utilize them (Figure 5).

Figure 5 Conceptual image of the Toolbox and Tool Sheets



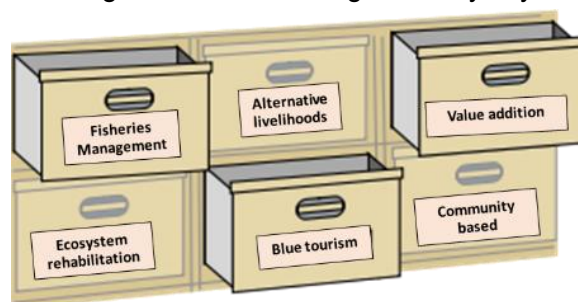
Tool Sheets are concise two-page documents that organize and visualize the “innovative ideas and tips” accumulated by government officials and project experts through field practice - that is, tacit knowledge - into text and diagrams. This transforms experiential knowledge, previously dependent on individual experience, into explicit knowledge that can be shared and utilized by others. The Tool Sheets function as a source of guidance and reference for project design across diverse contexts.

Moreover, each Tool Sheet in the Toolbox is tagged with keywords related to its content, such as “fisheries resource management,” “value addition,” “ecosystem restoration,” “alternative livelihoods,” and “community-based.” This design allows users to locate relevant Tool Sheets by searching for keywords that represent the challenges they want to address or the outcomes they aim to achieve, even if they are unfamiliar with the Tool Sheet titles or specific initiative names.

For instance, consider the Tool Sheet titled Community-based Extension Agents. A user who is unfamiliar with this initiative may not be able to infer its purpose or applicability from the title alone. However, by searching using relevant keywords such as “extension” or “local leaders,” this tool sheet will appear as a candidate. In other words, the Toolbox functions like a well-organized cabinet: opening a drawer labeled with keywords allows users to find information (Tool Sheets) relevant to their objectives (Figure 6). In this way, the Toolbox is not merely a collection of materials but operates as a well-structured toolbox that allows

users to access information systematically via keyword searches. Users do not need to sift through the contents randomly; they can reach the necessary knowledge smoothly.

Figure 6 Conceptual image of the Toolbox organized by keyword-labeled drawers



<Logical structure of the Toolbox and its distinction from a case study collection>

The Toolbox is designed not merely as a collection of field cases but as a set of problem-solving tools that systematically combine elements proven to be effective for specific challenges. This represents the structural difference between the Toolbox and a typical case study collection.

Accordingly, in the process of developing Tool Sheets for inclusion in the Toolbox, multiple cases may be analyzed across projects to extract underlying common themes or problem settings, resulting in what can be described as integrated Tool Sheets. Conversely, when a single project or initiative contains multiple useful elements, each element may be independently extracted, producing several distinct Tool Sheets.

Thus, the tools included in the Toolbox are derived from case experiences but are translated into practical frameworks for solving commonly encountered problems, emphasizing applicability and replicability rather than merely presenting examples. Table 1 summarizes the structural differences between the Toolbox and a conventional case study collection.

Table 1 Differences between the Toolbox and case study collections

Perspective	Case study collection	Toolbox
Criteria for Inclusion	Generally, initiatives regarded as good practices are collected and edited. Selection criteria are often unclear.	Only initiatives with high replicability that can be applied regardless of location or implementer characteristics are rigorously selected and included.
Structure	The implementation details of individual cases are recorded and categorized. The content of each case is not necessarily standardized.	Individual cases are analyzed, and elements (innovative ideas and tips) contributing to their usefulness and applicability are extracted. Content is standardized and supplemented with explanations in the form of Tool Sheets, which are categorized by keywords.
Applicability	If a case is based on the specificity of its location or implementers, its applicability to other contexts is limited.	High replicability is a key criterion for inclusion, ensuring strong potential for application to other projects.
Usage 1	The potential for applying an individual case elsewhere is not easily understood. Reliance is placed heavily on the user's "case interpretation skills."	The process and points to note to maximize the effectiveness and benefits of using the tool are explained. Guidance is provided not only on the tool's usefulness but also on how to use it.

Usage 2	Users must review all cases and select relevant ones based on their own judgment (keyword search may be available in some instances).	Related tools can be easily searched according to the user's needs (keyword search).
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<Synergistic effects created through the combination of tools>

Tools stored in the Toolbox, each with different functions, can generate synergistic effects when used in combination. For example, a tool designed to strengthen resource management - such as establishing a closed season for fishing - may have negative impacts on coastal communities by reducing their fishing income. In such cases, combining this with tools that add economic value to resource management efforts (e.g., local ecolabels) or promote the marketing of local products (e.g., local product certification) can provide residents with corresponding economic benefits and strengthen their incentives to continue resource management efforts (Figure 7).

Figure 7 Synergistic effects created through the combination of tools

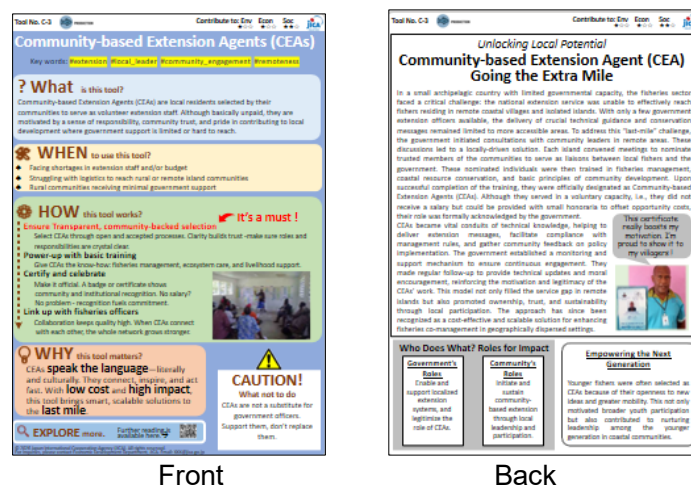


In addition, the Tool Sheets included in the Toolbox present information in a concise and accessible manner, enabling users to grasp the essence of multiple tools in a short period of time. This, in turn, makes it easier for users to generate new ideas - such as considering how different tools might be combined. By using multiple tool sheets together, complementary relationships can emerge, creating potential synergies and innovation that distinguish the Toolbox from a conventional collection of case studies.

<Structure of the Tool Sheet (front page)>

The Tool Sheets included in the Blue Economy Toolbox consist of two pages, as shown in Figure 8: a full-color front page and a black-and-white back page (with photographs in color).

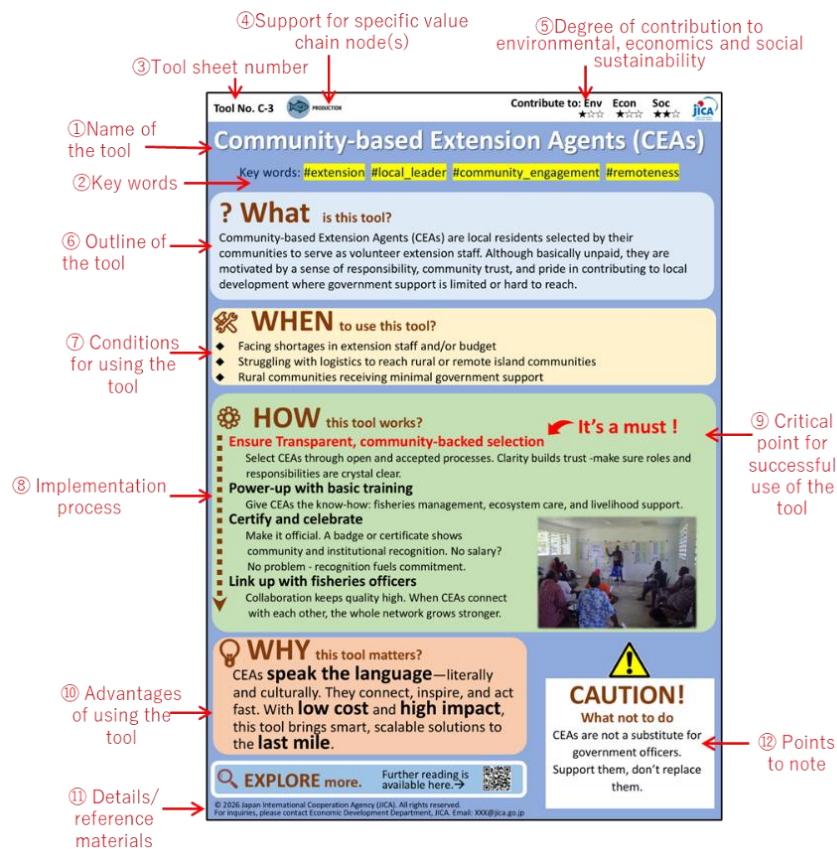
Figure 8 An example of the Tool Sheet



The layout of the front page is shown in Figure 9. Each Tool Sheet organizes and presents various

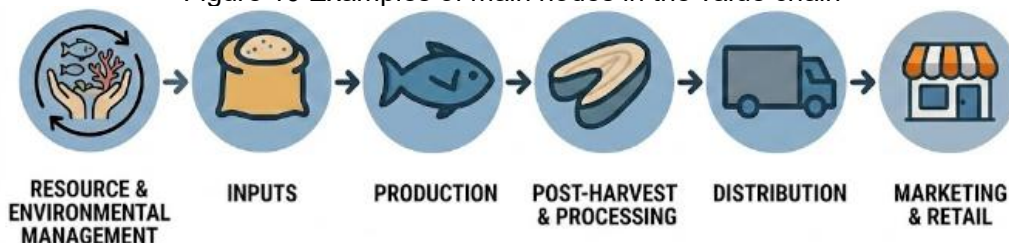
pieces of information to facilitate understanding of its content.

Figure 9 The front page of the Tool Sheet



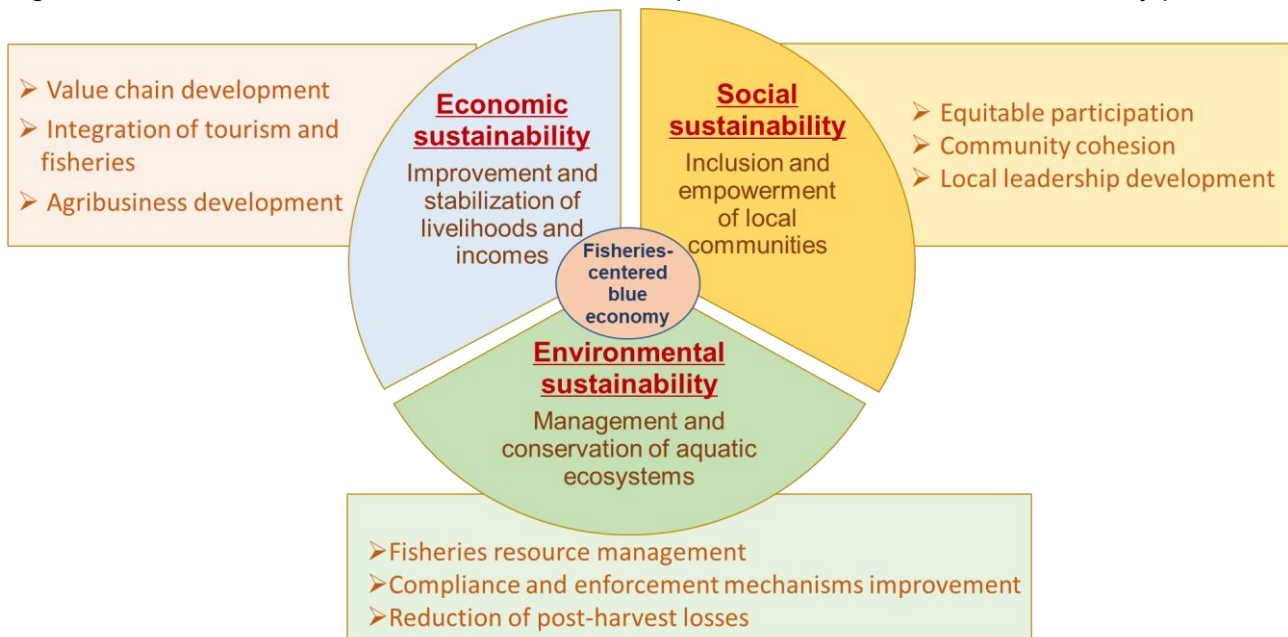
First, ① indicates the title of the tool, concisely expressing its content. ② lists keywords closely related to the features of the tool, allowing users to easily grasp the associated themes or fields. In addition, three types of tags are placed at the top of the sheet. ③ shows the sequential number of the tool sheet and categorizes it according to the relevant value chain nodes. The categories include A: resource & environmental management, B: inputs, C: production, D: post-harvest & processing, E: distribution, F: marketing & retail, and Z: others, as illustrated in ④ and Figure 10. This classification identifies the value chain node primarily supported by each tool.

Figure 10 Examples of main nodes in the value chain



⑤ evaluates the contribution of the initiative to the three essential aspects of blue economy promotion - environmental, economic, and social - using a rating of up to three stars for each category (Figure 11).

Figure 11 The environmental, economic, and social aspects that constitute the blue economy promotion



Sections ⑥ and onward describe the specific content of the Tool Sheet. The components and their explanations are summarized in the table below.

Table 2 Components and their explanations of the Tool Sheet

	Component	Explanation
⑥	WHAT is this tool?	Provides a concise overview of the tool, serving as a reference for understanding its main purpose and role.
⑦	WHEN is this tool used?	Explains the conditions under which the tool’s use is recommended and the circumstances or contexts in which it functions effectively.
⑧	HOW does this tool work?	Presents the specific activities required to apply the tool in the field, along with their sequence. Including these activities increases the likelihood of successful implementation.
⑨	It’s a must!	Highlights particularly important steps within the implementation process (⑧) in red, signaling to users the indispensable elements necessary for effective tool application.
⑩	WHY does this tool matter?	Concisely indicates the expected outcomes and effects of using the tool, focusing on its significance and primary benefits. This item is closely linked with the “essential elements” highlighted in ⑨, underpinning the key value the tool is intended to achieve.
⑪	EXPLORER more	Introduces technical details and reference materials not fully covered in the Tool Sheet. By scanning the QR code, users can access manuals and related materials produced by JICA projects, as well as the “Case Profiles from the Tool Sheets,” which provides detailed


		analyses of the achievements and challenges of individual initiatives.
⑫	CAUTION! What not to do	Provides specific precautions regarding actions to avoid, as well as common pitfalls or issues that may arise in the field. Attention to these points facilitates smooth and effective use of the tool.

<Structure of the Tool Sheet (back page)>

Next, the structure of the back page of the Tool Sheet is explained (Figure 12). The back page is designed to provide supplementary information on concrete examples of tool application and its socio-economic impact, complementing the tool overview presented on the front page.

① presents cases in which the Tool Sheet was actually applied in the field in developing countries, described in a narrative format. The cases are not directly related to a specific country or region; rather, multiple regional examples are integrated and edited to create a readable and persuasive story. However, any anecdotes, statements, and numerical data related to income, resource management, or other aspects included in the narrative are all factually accurate and serve to convey the effectiveness and practical value of the tool.

Figure 12 The back page of the Tool Sheet



① Example of the use of the tool sheet

② Division of roles between government and community

③ Considerations regarding social inclusion, sustainability, etc.

② organizes the roles of the government and the community in implementing the activity. While the classification is organized into two categories - “Government” and “Community” - in practice, various development actors such as international organizations, NGOs, universities, and research institutions may also be involved alongside government agencies. Here, “Government” is used as a convenient concept representing all external actors from the community’s perspective. Users of the Toolbox are expected to interpret “Government” as appropriate to the context, potentially substituting other actors as needed. The division of roles clarifies the collaborative structure and inter-institutional responsibilities during tool

implementation, allowing users to form a concrete understanding of how the tool can be applied in the field.

③ focuses on socio-economically significant impacts that could not be fully captured in the narrative format of ①. It particularly highlights themes such as the empowerment of socially vulnerable groups including women, persons with disabilities, youth, and the poor, the sustainability of activities, and increased resilience to external shocks. This column provides complementary explanation of the broad social value generated through tool utilization.

<Case Profiles from the Tool Sheets>

Among the initiatives that served as information sources for the Tool Sheets, those that allow for more in-depth analysis are presented in the “Case Profiles from the Tool Sheets” format shown below. Their achievements, challenges, and other relevant aspects are compiled and stored in the Toolbox as reference materials linked to the Tool Sheet. The items included in each “Case Profile” are: tool name, country, case, summary, background, innovative ideas and tips, implementation process, key achievements, challenges, lessons learned, and references.

Figure 13 Case Profile from the Tool Sheet

Case Profile from the Tool Sheet		Tool No.	A-3
Tool Title	Sustainable culture for livelihood diversification		
Country	Saint Lucia		
Case	JICA Technical Cooperation Project “The Project for Strengthening Sustainable Use and Management of Coastal Fisheries Resource in the CARICOM Countries (COAST FISH)” (2020-2026)		
Summary	To diversify livelihoods and improve income for coastal residents in Saint Lucia, the Department of Fisheries, with support from the COAST FISH Project, introduced deep-water raft-based sea mussel farming technology in Choiseau, Miconou, and Grand Inlet District. In addition to local residents, an educational institution also participated, enabling small-scale producers to farm, process, and market dried sea mussels.		
Background	Along the coast of Saint Lucia, declining fishery resources and the impact of climate change have diminished fisheries-dependent livelihoods. The need for livelihood diversification has become urgent, and sea mussel farming was identified as a promising alternative. However, suitable areas for sea mussel farming – shallow coastal waters – are overcrowded, and challenges such as slow growth due to high water temperatures have emerged. As a result, the development of new farming zones in deep waters and corresponding farming technologies have become necessary. Moreover, given the saturation of the domestic sea mussel market, developing an export pathway was essential to ensure reliable income opportunities for producers.		
Innovative ideas and tips	The introduction of raft-based sea mussel farming enabled cultivation in deeper water zones that had previously not been utilized. A consensus was reached by all stakeholders to determine the new farming area. - To reduce the burden during the initial introduction and ensure sustainable production, low-cost sea mussel farming rafts made from locally available materials were introduced. - Efforts were made to strengthen existing producer organizations or to establish and incorporate new ones, thereby enhancing not only production but also sales, including exports to the United States. (Note: While sea mussel (<i>Mytilus edulis</i>) is usually exported as a raw material for carpenteries, Saint Lucian sea mussel has gained added value in the U.S. market as a health food, which contributed to the strategy.) - Collaboration with educational institutions facilitated the transfer of technical skills to younger generations and institutionalized the process, promoting sustainable development within the sector.		
Implementation Process	1. Survey of Aquaculture Conditions: Water quality surveys were conducted at sea mussel farming candidate sites to scientifically confirm their suitability for farming (Reference 1). 2. Consensus on Area Use: Agreement on the use of farming areas was reached through on-site verification by stakeholders including fishermen, the Fisheries Department, tourism operators, and maritime agencies (Reference 2). 3. Stakeholder Coordination: Meetings were held with relevant stakeholders to discuss role allocation and governance structures for the implementation of sea mussel farming. 4. Producer Group Formation: Where there is no existing group, a producer group was established with support from the project, and legal incorporation and taxpayer registration were completed. 5. Memorandum of Understanding (MOU): Formal MOUs were signed between the Fisheries Department, JICA, and producer groups to clarify responsibilities for equipment management, project continuity, and liability. 6. Farming Management Rules: Bylaws were developed within the producer group, outlining membership qualifications, raft management procedures, and profit-sharing arrangements, with formal agreements obtained through signatures. 7. Technical Training on Raft Farming and Processing: To address the shortage of suitable shallow-water areas, raft-based sea mussel farming technology using PVC pipes was introduced. Raft farming and processing techniques were taught, including the design, construction of rafts, planting, harvesting, and hurricane countermeasures (Reference 3, 4, 5). Drying tables and processing areas were prepared, and washing, bleaching, drying processes were instructed. Site visits to previously established farming areas were facilitated for near learners (Reference 6).		
Key Achievements	In the Choiseau District, deep-water sea mussel farming has begun, ensuring the shortage of suitable shallow-water sites. As fishery resources decline, reliable and stable income from sea mussel farming has become a vital alternative livelihood, contributing to household financial stability. As one of the project sites, legal incorporation of the producer group and the development of an export pathway have opened access to the U.S. market. Collaboration with a local secondary school has also enabled knowledge transfer to younger generations, strengthening human resources and the industrial base. Compared to conventional bottom-line sea mussel farming in shallow waters, deep-water raft-based cultivation is expected to offer greater resilience to natural disasters such as hurricanes, as well as advantages as an adaptation measure to rising sea temperatures caused by climate change.		
Challenges	1. Legal Framework: For sea mussel farming, permits underdeveloped, and conflicts over public space persist. Since raft farming requires offshore work, limited swimming ability and low awareness of safety can pose barriers to the dissemination of the technology. In particular, there is a tendency among women to hesitate to work on a boat. Pre-processing and export, ongoing support is needed to strengthen marketing skills and to ensure quality control and traceability, including certification and inspection procedures. Moreover, producer group operations require organizational capacity and consensus-building skills, and strengthening these capabilities remains a challenge for long-term self-reliance. Regarding the composition of producer groups, although the ratio of men to women engaged in sea mussel production activities is nearly equal, there are some producer groups where women account for only around 20% of regional group members. Therefore, it is necessary to continuously monitor whether decision-making within the groups reflects gender balance and whether training opportunities are provided equally to both women and men.		
Lessons Learned	- In addition to production assistance such as technology transfer and materials provision, institutional development, human resource training, and market integration contributed to successful outcomes. - Appropriate consideration for sustainability, such as raft design using locally available materials and collaboration with educational institutions to train the next generation of producers, proved effective in ensuring sustainability. - Small island nations often face domestic market saturation, but support in seeking overseas markets and obtaining export certifications has helped develop new markets and increase incomes. - Pre-implementation process design, including consensus-building with stakeholders and the signing of MOUs, contributed to stable activities/operations. - When targeting overseas markets, strengthening the organizational capacity of small-scale producer groups was essential and became a key factor in enhancing the sustainability of the initiative.		
References	1. JICA Saint Lucia Office Facebook (2023) https://www.facebook.com/jicapl/St-Lucia 2. JICA Saint Lucia Office Facebook (2023) https://www.facebook.com/jicapl/St-Lucia 3. JICA Saint Lucia Office Facebook (2023) https://www.facebook.com/jicapl/St-Lucia 4. JICA Saint Lucia Office Facebook (2023) https://www.facebook.com/jicapl/St-Lucia 5. JICA Saint Lucia Office Facebook (2023) https://www.facebook.com/jicapl/St-Lucia 6. JICA Saint Lucia Office Facebook (2023) https://www.facebook.com/jicapl/St-Lucia		

3. Practical Use of the Toolbox

<Steps for Application>

The toolbox can be used for capacity development, such as serving as a discussion theme during training or referring to individual tool sheets for self-learning. However, in the context of development projects, it is expected to be applied more practically. Especially during project planning, the tool sheets can serve as sources of inspiration to help devise context-appropriate interventions for the target area. The following steps outline a typical process for practical application:



Identify

Grasp the environmental and socio-economic conditions of the target community, as well as the status of physical, human, and financial resources. Identify the community's strengths and challenges. For local resource (asset) identification, conducting resource mapping with active participation of local residents is particularly effective.



Search

Based on the identified strengths and challenges, search the Toolbox for Tool Sheets that may be applicable. Using several keywords will help surface relevant tool sheets, allowing users to explore a variety of ideas and approaches. Narrow down promising candidates.



Select & Combine

Through consultations with the community and other stakeholders, select the most suitable tool(s) from the candidates. If needed, combine multiple tools to create synergistic effects rather than relying on a single tool.



Implement

Adjust the approach as needed to fit the local context, and implement the tool by following the "HOW" steps described in the tool sheet. Pay attention to the cautions provided, and monitor progress to ensure the expected outcomes are being achieved.

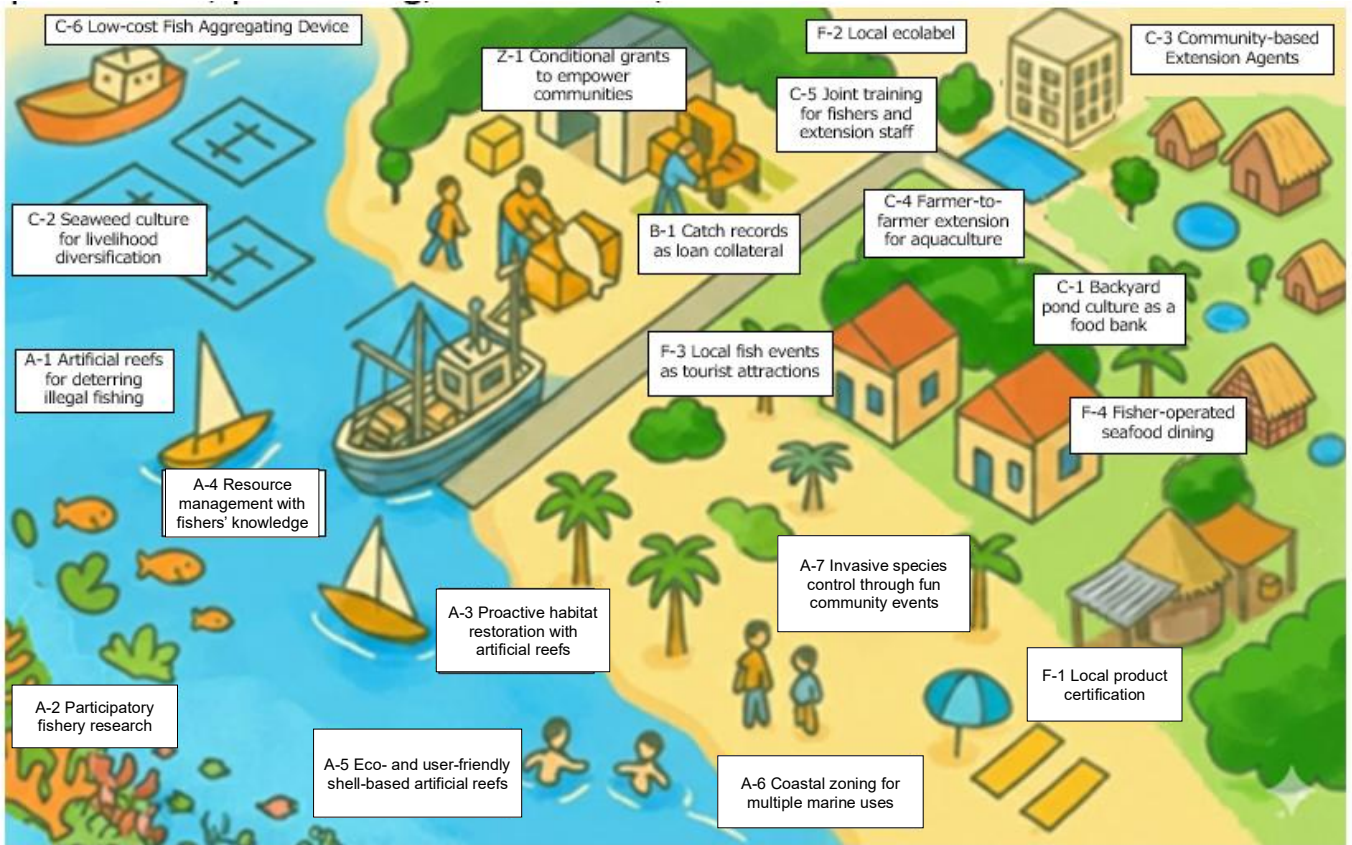


Through these steps, the Toolbox functions not merely as a reference but as a practical decision-making and planning aid in the field. Flexible application tailored to the community's context enables effective interventions and sustainable outcomes.

<Visualizing the relationship between coastal activities and the Tool Sheets>

The map in Figure 14 provides a comprehensive depiction of the sequence of processes through which people sustain their livelihoods while engaging with the natural environment and ecosystems in a sustainable manner - covering all stages of value creation, from resource conservation and production to distribution/marketing and consumption. This can also be utilized to searching the most appropriate Tool Sheet for addressing challenges in the target area.

Figure 14 Tool Sheets mapped onto coastal activity processes



End