



Mangroves for the Future

(Phase 2)

Mid-Term Review

Jesper Raakjær

Philip Hirsch

Julian Gonsalves

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LIST OF ACRONYMS AND ABBREVIATIONS

AIT	Asian Institute of Technology
BoBLME	Bay of Bengal Large Marine Ecosystem
COBSEA	Coordinating Body on the Seas of East Asia
COastNet	A Private Sector-led Network for Coastal Resources Management IUCN/MFF
CSR	Corporate Social Responsibility
DANIDA	Danish International Development Agency
DKK	Danish Kroner (USD 1 ~ DKK 6)
DMCR	Department of Marine and Coastal Resources
FAO	United Nations Food and Agriculture Organization
ICM	Integrated Coastal Management
IUCN	International Union for Conservation of Nature
KM	Knowledge Management
KMC	Knowledge Management and Communications
LG	Large Grant
LGF	Large Grant Facility
MFF	Mangroves For the Future
MLE	Monitoring, Learning and Evaluation
MTR	Mid-Term Review
NC	National Coordinator
NCB	National Coordinating Body
NGO	Non-Governmental Organisation
NOK	Norwegian Kroner (USD ~ NOK 6)
Norad	Norwegian Agency for Development Cooperation
NSAP	National Strategy and Action Plan
PEMSEA	Partnerships in Environmental Management for the Seas of East Asia
PES	Payment for Ecosystem Services
PCM	Project Cycle Management
PoW	Programme of Work
RSC	Regional Steering Committee
SCR Asia	Corporate Social Responsibility in Asia
SEK	Swedish Kroner (USD ~ SEK 6)
SG	Small Grant
SGF	Small Grant Facility
Sida	Swedish International Development Cooperation Agency
USD	United States Dollar
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme

EXECUTIVE SUMMARY

Discussions and interviews have been held with most of the stakeholders. The MTR Team has visited four out of the eight current MFF member countries and met with the NCBs from all involved eight countries and the outreach country Bangladesh. Even so, the MTR Team might not have captured all relevant aspects or fully understood the comprehensiveness of MFF; however it believes that in relation to strategic considerations it has gained a fairly comprehensive insight in the matters of concern and is confident about the validity of its conclusions and recommendations.

MFF is rooted in four key hallmarks: a) **enhancing resilience** in coastal communities through building living social and institutional infrastructures, b) **providing a model** for building knowledge from the ground up through case studies **for upscaling and policy influence**, c) **involving stakeholders beyond government** to include civil society (NGOs), academics and the private sector, and d) **facilitating formation of knowledge sharing platforms** at national and regional level. This uniqueness of MFF makes it both effective, and distinguishes itself from other regional initiatives on coastal management. MFF has facilitated multi-stakeholder involvement moving beyond government and applying knowledge to support the conservation, restoration and sustainable use of coastal ecosystems and is in the process of establishing knowledge sharing platforms at both national and regional level.

It is the general understanding of the MTR Team that **MFF is well-managed** and effective in its approach. Nevertheless, the MTR Team has made several recommendations to strengthen the performance of the programme to be considered by the MFF secretarial and/or RSC. There is a need for a **more focussed approach in the selection of grants** and particularly for **clustering of projects either thematically or geographically** allowing for a more effective utilisation and sharing of knowledge produced through the MLE and **allowing for an “upgrade” of strategic, relevant and well performing SG clusters**. Furthermore, currently most sharing occurs vertically through the MFF Secretariat and there is **potential for horizontal exchange and sharing** in order to facilitate local to local/project to project sharing. **Being strategic** and even preselecting might help to provide focus and direction **for a richer knowledge generation**.

It is recommended that **MFF takes a strategic life cycle approach** in bringing on board new member countries and the phasing-out/maturing of long-standing members. Four different scenarios for growth and phase-out of MFF as a donor dependent programme is presented: 1) **Introduce “soft modes of governance”** to improve regional governance and proactively facilitate the establishment of a regional knowledge hub on coastal management; 2) Split the present dual functions of RSC by **establishing a MFF Management Committee** and use the **RSC partnership to create a regional knowledge platform**; 3) Clearly articulate that **better practice is the priority in private sector engagement**; and, 4) Investigate how to **better integrate private sector engagement** in the programme.

1. INTRODUCTION

1.1 TERMS OF REFERENCE FOR THE MID-TERM REVIEW

Mangroves for the Future (MFF) is a regional initiative created in 2006 as a strategic and long-term response to the continued degradation of coastal ecosystems threatening the livelihoods and security of coastal communities throughout the Indian Ocean Region. MFF is in its second phase (2010-13) and has since its inception received core programme support from Norad and Sida; from 2012, Danida has also made commitments to support supplementary work. In terms of the agreement with Sida, a Mid-Term Review is expected to be carried out in the Phase 2 implementation during 2012.

The review is expected to lead to several outcomes, but in particular the MTR Team has specifically been requested to:

- a. assess the overall progress and performance of the MFF initiative in Phase 2, having given due consideration to the outputs of Phase 1 and recommendations from the MTR Phase 1;
- b. identify constraints to implementation and how these might be removed or mitigated; and
- c. provide insights and directions to the donors, both current and potential, with regard to the future structure and scope of MFF, considering *inter alia*, the financial support needs for a third phase for the period 2014-2016.

The full Terms of References for the Mid-Term Review of the Mangroves of the Future (MFF) Initiative, Phase 2 (2010-13) is presented in Appendix 1.

1.2 THE MTR TEAM

The Phase 2 Mid-Term (MTR) Team consisted of Professor Jesper Raakjær, marine governance and coastal policy expert with extensive international experiences (Team Leader); Professor Philip Hirsch, natural resource governance, transboundary water management, rural development and community based natural resource management expert with extensive regional experience, and Dr Julian Gonsalves, a specialist in natural resources management, development communications and capacity development with extensive regional experience.

The MTR Team spent 11 days in the field, visiting small as well as large grant projects, and held discussions with NCBs and a variety of stakeholders in Thailand, Seychelles, Sri Lanka and Viet Nam during the period 21 September to 8 October 2012.

1.3 THE APPROACH USED

The MRT Team held discussions and interviews with most of the stakeholders especially IUCN, UNDP, UNEP at regional level in Bangkok, Sida and Norad also in Bangkok. After the mission, the Team Leader met with Norad in Oslo and Danida in Copenhagen. The MTR Team visited four out of the eight current MFF member countries, namely the Seychelles, Sri Lanka, Viet Nam and Thailand. The MTR Team has met with the NCBs from all involved eight countries and the outreach country Bangladesh.

The mission started with an introductory meeting with IUCN and the MFF Secretariat followed by a field trip to Trat, Thailand on 22-23 September. On the return to Bangkok, meetings were held with stakeholders in Bangkok. This was followed by country visits covering an additional three out of the

eight MFF member countries, which took place during the period 26 September to 4 October 2012. The mission ended with a debriefing session held at IUCN Asia on Monday, 8 October 2012, where conclusions and recommendations from the mission were presented to several of the MFF stakeholders.

During country visits, interviews were conducted with a wide number of stakeholders and partner organisations, and visits were paid to several of the SGF and LGF projects allowing for discussions and dialogues with a variety of beneficiary groups, including NGOs and private sector representatives. In all countries, meetings were held with NCBs. The MTR Team met representatives from NCBs of Bangladesh, India, Indonesia, Maldives and Pakistan at the IUCN office in Bangkok. Furthermore, the MTR Team had a phone conversation with the NCB India chair, while in Sri Lanka, because he was unable to come to Bangkok.

The local project site visits were an important part of the approach, as they allowed the MTR Team both to observe on-the-ground achievements and challenges and to gain understanding of how such achievements were being applied in the broader national/regional policy sphere. The site visits also gave the MTR Team a keen awareness of the diversity of MFF-funded project activities.

The review methodology adopted throughout has been to cover as broad and representative a field as possible by interviewing as many of the stakeholders involved as possible, posing questions raised on the background of the reading of the vast documentation material available and provided to the MTR Team, and through this trying to assess achievements and outcomes particularly in relation to knowledge management and communication – sharing experiences and best practices; empowerment of civil society by building capacity and promoting civil society engagement in management; and enhanced coastal governance at regional and national levels. Particular attention has been given to assessing the value added benefit of increased regional collaboration and information sharing and how improved knowledge can be applied to improve coastal governance in the region.

The methods applied during the review included preparatory desk studies of relevant documents (see Appendix 4), semi-structured interviews with individual stakeholders and focus group discussions.

For the detailed programme for the mission, including schedules for the country visits see Appendix 2, and for a full list of persons met during the review mission see Appendix 3.

1.4 LIMITATIONS

The MTR MTR Team has been limited in its coverage due to time and logistical constraints. The MTR Team was only able to visit half of the current member countries and altogether spent 11 days in the field. For the four remaining countries, the MTR Team has relied primarily on written material followed-up by short face-to-face sessions with NCB representatives. Due to the limitations mentioned above, and given the task of reviewing a highly complex programme as MFF, it has been impossible for the MTR Team to go into depth on all matters of concern. Due to the nature of MFF, the MTR Team, in addition to information collected through interviews, to a high degree based its observations and findings, and subsequent conclusions and recommendations, on written material provided to the MTR Team by the MFF Secretariat and NCBs met. It has been impossible for the MTR Team to validate the written material provided. However, the MTR Team has no reason to believe that the material provided does not represent an accurate assessment of activities, outputs and lessons learnt for MFF.

Given these caveats, the MTR Team needs to emphasise that it might not have captured all relevant aspects or fully understood the comprehensiveness of MFF. Thus, conclusions and recommendations should be taken with a certain degree of caution. Nevertheless, the MTR Team believes that in relation to strategic considerations it has gained a fairly comprehensive insight in the matters of concern and is confident about the validity of its conclusions and recommendations.

1.5 ACKNOWLEDGEMENT

The MTR Team would like to express its acknowledgement to the MFF Secretariat for its organisation of the MTR. The MFF Secretariat efficiently provided the MTR Team with all relevant project documentation and the prepared briefs on relevant issues have been very helpful for the MTR Team to get an overview of MFF. MFF Secretariat personnel responded quickly to all requests from the MTR Team as they arose. The MTR Team is grateful to the MFF Secretariat for within short notice revising the itinerary for the field visits, even though the MFF Secretariat had to deal with a complex logistic challenge, enabling the MTR Team to maximise its effort within the short period available for field visits. The MTR Team expresses its acknowledgement to NCs and staff for a very constructive collaboration and a particular thanks to the NCs in Thailand, Seychelles, Sri Lanka and Viet Nam for arranging very informative field visits as well as to the NCs, NCB representatives and IUCN staff from Bangladesh, India, Indonesia, Maldives and Pakistan for making the effort to come to Bangkok and meet the MTR Team. The MTR Team is also thankful to the NCB members in the countries visited for their willingness to enter into frank and open discussions. Last but not least the MTR Team will express its thanks to the many people from the local communities involved in grants for sharing their experiences. The MTR Team particularly enjoyed observing the engagement and pride with which local people explained about their involvement in MFF and how it has impacted their livelihoods. In fact, the latter can of itself be considered as a sign of empowerment and resilience building at community levels.

2. MFF PHASE 2

2.1. BACKGROUND

Mangroves for the Future (MFF) is a regional initiative created in 2006 as a strategic and long-term response to the continued degradation of coastal ecosystems threatening the livelihoods and security of coastal communities throughout the Indian Ocean Region. Since its inception, MFF has received core programme support from Sida and Norad.

The mission of MFF is to promote healthy coastal ecosystems through a partnership-based, people-focused, policy-relevant and investment-orientated approach. The MFF programme aims to build and apply knowledge; empower coastal communities and civil society bodies; enhance governance; secure livelihoods; and increase community resilience to natural hazards and climate change.

In its first phase (2007-2009), MFF supported those countries most affected by the 2004 Indian Ocean tsunami (India, Indonesia, Maldives, Seychelles, Sri Lanka and Thailand). In 2010, Pakistan and Viet Nam joined as new member countries and four additional countries were identified for support on an Outreach basis (Bangladesh, Cambodia, Myanmar and Timor Leste).

Based on the Mid-Term Review (MTR) of MFF in 2009 (Marcussen *et al.*, 2010) Sida provided a second grant to IUCN for support to MFF with a total Swedish contribution of SEK 54 million (USD 7.9 million approx.) for the period 2010-2013. Norad supported MFF for 2008-2011 with a grant in the amount of NOK 30 million (USD 5 million). Although the grant terminated by the end of 2011, Norad has continued their programme support for 2012 in the amount of NOK 7 million (USD 1.2 million). In addition, Danida is supporting a project focusing on the ecosystem-based approach to climate change adaptation in Bangladesh, Indonesia and Viet Nam from 2012-2015 in the amount of DKK 25 million (USD 4.6 million) extending the scope of MFF.

In the second phase of MFF, climate change adaptation in coastal areas, gender equality, effective sharing of results and best practices in coastal resources management were identified as the three cross-cutting themes to be addressed in all projects.

The implementation of MFF's action plan and overall progress towards its goal are monitored by the Regional Steering Committee (RSC). This multi-stakeholder body is co-chaired by IUCN and UNDP, with representatives from MFF's member country governments: India, Indonesia, Maldives, Pakistan, Seychelles, Sri Lanka, Thailand and Viet Nam; and MFF's institutional partners: CARE International, United Nations Food and Agriculture Organization (FAO), United Nations Environment Programme (UNEP), and Wetlands International. The RSC meets once a year to decide on the strategic focus and development of MFF, and to share knowledge and experiences from across the region (this is done in the form of combining the business part of the RSC meeting with learning events such as seminars and field visits arranged for the RSC members).

Each member country has a National Coordinating Body (NCB) which is also represented on the RSC by the government chair and a member from the civil society. The mandate for coordinating and overseeing MFF's national activities lies with the NCB in each member country, which acts in coordination with existing national mechanisms for managing coastal areas. As far as possible, the NCBs are expected to represent the society, with their membership comprising of government, NGO and academic bodies, plus the private sector.

The MFF Secretariat based in Bangkok, Thailand, works closely with the RSC, the National Coordinating Body (NCB) in each country and the country offices of IUCN and UNDP, to ensure the smooth running of the initiative. The main functions of the MFF Secretariat include providing

administrative and managerial support and technical backstopping to the NCBs and projects. In addition, the MFF Secretariat is facilitating a knowledge platform for generating, managing and sharing information where learning, best practices and innovations are documented and disseminated effectively.

The target groups for the MFF initiative are people living in fragile, but valuable coastal ecosystems in the Indian Ocean Region exposed to intense development pressures, as well as an increased frequency of natural disasters exacerbated by a rapidly changing climate. These groups belong to the most vulnerable strata of the population.

On the institutional side of the programme, the target groups consist of planners and decision-makers responsible for or substantially influencing, coastal conservation and development. MFF seeks to promote investments in coastal ecosystems as part of the natural assets and “infrastructure” required for longer term, sustainable development.

2.2 VISION, MISSION, GOAL, OBJECTIVES AND STAKEHOLDERS

Vision of MFF Phase II

Healthy coastal ecosystems for a more prosperous and secure future for coastal communities.

Mission Statement

“To promote healthy coastal ecosystems through a partnership-based, people-focused and policy-relevant approach that builds and applies knowledge, empowers communities and other stakeholders, enhances governance, secures livelihoods, and increases resilience to natural hazards and climate change”.

Goal and Objectives

To achieve its goal of conservation, restoration and sustainable management of coastal ecosystems as key natural infrastructure which support human well-being and security, MFF implements actions guided by three main objectives:

- Improve, share and apply knowledge to support the conservation, restoration and sustainable use of coastal ecosystems,
- Strengthen Integrated Coastal Management institutions and empower civil society (including local communities) to engage in decision-making and management that conserves, restores and sustainably uses coastal ecosystems,
- Enhance coastal governance at all levels (regional, national, provincial, district and community) to encourage integrated management programmes and investments that are ecologically and socioeconomically sound, and promote human well-being and security.

These objectives are designed to strengthen sustainable use of coastal resources and to build resilience to the growing threats from climate change and natural disasters.

To achieve its goals and objectives, MFF undertakes a number of actions to address issues and problems under these four result areas, detailed under three principles.

Programmes of Work (PoWs):

Apply knowledge:

1. Improving knowledge for management;
2. Designing sound coastal rehabilitation;
3. Adopting reef to ridge approaches;
4. Integrating economic evaluation;
5. Applying monitoring, learning and evaluation.

Empower civil society:

6. Promoting civil society engagement;
7. Building capacity for management;
8. Supporting environmentally sustainable livelihoods;
9. Improving community resilience;
10. Financing coastal conservation.

Enhance Governance:

11. Supporting national coastal programmes;
12. Strengthening integrated coastal planning;
13. Contributing to marine protected areas;
14. Promoting management assessment and monitoring; and
15. Encouraging sustainable business practices.

Stakeholders

Stakeholders include beneficiary groups and partnership constellations (community based organisations) at the local project level, NGOs, local and national government bodies and representatives, private sector representatives and other co-funding or implementing partners.

Hallmarks of MFF

The MTR Team identified four key hallmarks of MFF, considered the distinguishing features that establish complementarity with other initiatives as well as the common set of strengths on which to build and consolidate. They are:

- Enhancing resilience in coastal communities through building living social and institutional infrastructures.
- Providing a model for building knowledge from the ground up through case studies (small grants) for upscaling and policy influence.
- Multi-stakeholder involvement moving beyond government to include civil society (NGOs), academics and the private sector.
- Facilitating formation of knowledge-sharing platforms at national and regional level.

3. FINDINGS OF MFF PHASE 2

3.1 THE ROLE AND RELEVANCE OF MFF FACILITATING REGIONAL GOVERNANCE STRUCTURES

During Phase 2, MFF is aiming to strengthen the established regional platform for knowledge sharing and facilitate mutual learning among member countries. MFF introduced Regional Initiatives in 2010 to address either emerging issues of multi-country or bilateral importance or consolidate existing knowledge on coastal resources management within the region. The RSC-8 Meeting (October 2011) approved the first two regional initiatives for funding (Income for coastal communities for mangrove protection in collaboration with FAO and Mapping and natural resources governance in small island communities in collaboration with UNEP).

The regional dimension of MFF is important and clearly all NCBs were emphasising the need and their appreciation of MFF in providing a regional platform for knowledge and information sharing in relation to coastal management. In particular, MFF is facilitating joint regional training courses and hosting regional colloquiums, which have been considered very beneficial by the target groups and are consistent with present and emerging coastal management challenges in the region.

Furthermore, to underline the regional value of the projects, it should be noted that most initiatives are conducted in collaboration and cooperation with core regional partners, UNDP, UNEP, FAO, CARE International and Wetlands International, the Asian Institute of Technology (AIT), Bay of Bengal Large Marine Ecosystem project (BoBLME) and Corporate Social Responsibility in Asia (CSR Asia) as well as COastNet. Actually COastNet is a network implemented by ICUN with support from MFF. Good examples of such cooperation are the regional initiatives mentioned above, the regional certificate course in Integrated Coastal Management taught at AIT, including BoBLME-sponsored candidates and the Scientific Writing and Presentation courses implemented by MFF and BoBLME.

MFF has been recognised by its member countries (NCBs), its regional partners and the donor community as a platform for a wider range of stakeholders to engage in dialogue, advocacy and learning, with the idea of influencing both policy and action at the ground. There are expectations from particular donors that MFF will facilitate the establishment of a formal regional institutional structure for channelling knowledge into the policy process by establishing a platform for policy influences at the regional level. The MTR Team acknowledges that institutional considerations are crucial in the setting-up of appropriate coastal management systems, but believe at this point in time it is premature and perhaps redundant to aim towards crafting regional governance structures. In fact the MTR Team is seriously questioning the approach to set-up a formal regional advisory structure for a set of reasons. There need to be a regional purpose for creating a regional governance structure. The MTR Team has been unable to identify transboundary issues that apply to the entire region. Most transboundary issues are quite place specific and of bi or trilateral nature (e.g. Mannar and Palk Bays causing tension between India and Sri Lanka or issues in the Gulf of Thailand) and will not require a regional approach to find a solution. In relation to MFF's role in supporting regional governance, the MTR Team would like to reiterate that any regional or supra-national governance needs to address real transboundary issues, and thus one should be cautious in establishing a broader regional governance facility if more specific country-to-country cooperative arrangements may suffice.

It appears unrealistic that MFF, being a minor player in the regional political landscape, has the authority to carry through a more formalised regional institutional initiative, and furthermore the MTR Team does not believe this would be the most effective way to deal with country-to-country issues by MFF. It is the view of the MTR Team and following new thoughts within public administration that soft modes of governance fits very nicely with the objectives of MFF and the MTR Team finds that it would be more appropriate and innovative for MFF to introduce soft modes

of governance rather than remain wedded to traditional thinking in hierarchical formal institutional structures.

Soft modes of governance is a concept based on non-hierarchical structures providing unofficial guidelines on how to improve the quality of local practices and providing inputs to policy formulation. The aim is to develop “unofficial” common guidelines to set specific targets and adopting measures; establish indicators and benchmarks (quantitative or qualitative) as a mean of comparing best practice; and conducting monitoring, evaluation and peer review. By maintaining a devolved and unofficial approach to establishing guidelines it can raise the level of expertise and standards of performance without having to alter the formal regulatory framework (which often carries with it financial, political and administrative burdens). Although unofficial guidelines are not legally binding, they can prove to be a useful tool for steering policy implementation and due to the non-binding nature it leaves room for innovative practices at the local level. If successful these practises can later be picked up by the central authorities and disseminated among the field at large. Thus, soft modes of governance can pave the way for formal legislation at a later stage if necessary.

To improve regional governance and operate within a soft modes of governance modality, the MTR Team recommends that MFF proactively facilitates the establishment of a regional knowledge hub on coastal management. It is better to go for policy lobbying and advocacy by creating multi-stakeholder partnerships rather than creating traditional bureaucratic institutional structures. The strength of MFF lies in its translating ground level experience through national advisory bodies and potentially to a regional level, while a more formalised regional institutional body risks losing this grounding in local level experience and in the diversity of local needs and practices.

The formation of a knowledge hub will build on NCBs and the strong partner network, bringing together all the relevant expertise providing mechanisms of learning and focussing on sharing knowledge of best practices and lessons learned, also developing guidelines and indicators for sustainable coastal management. The MTR Team believes that such a knowledge platform can be a very effective instrument for policy influence by using a large variety for different approaches for interactions with policy-makers across the region (e.g. colloquia, high-level roundtable discussions and awareness creation through media, and even naming and shaming). In addition, mainstreaming more with existing regional institutions would provide enhanced leverage.

Field visits noticeably showed that property rights/tenure and stakeholder participation are emerging and highly significant issues in relation to resilience-building at the local community level. Whereas MFF has emphasised the latter, the assessment of the MTR Team is that MFF in the future needs to develop strategies to address the coastal property rights/tenure issue and, as this issue is common across the MFF countries, it could be through a targeted regional initiative. The issue is also obviously relevant at the transboundary scale where coastal resources are managed in common, for example Gulf of Mannar.

A need for higher academic training in the region within the field of coastal management clearly exists. However, this raises the question of whether the best strategy for MFF would be to channel all higher level training through AIT, or whether MFF rather should investigate how to engage with universities (including AIT) within the region undertaking higher level education and research in coastal management. The MFF Secretariat should identify the most relevant degree programme(s) within each country. Based on this assessment consider how MFF can assist in establish a university network e.g. through sharing the experiences and curriculum development of the three AIT courses in order to develop common course materials or e.g. make MFF IT infrastructure available for online teaching and support summer school models. MFF should try wherever possible to link degree programmes with project sites for field-based learning.

3.2 RSC AS A BROAD-BASED PARTNERSHIP PLATFORM FOR STRENGTHENING REGIONAL COLLABORATION

The present functioning of the RSC is to a large degree dual: on the one hand, it is a regional knowledge and information-sharing platform and, on the other hand, it is the decision-making body for MFF.

The richness of the RSC in relation to being a regional knowledge and information-sharing platform is demonstrated by the presence of NCBs and country representatives having a mix of government and civil society representation, regional partners: UNDP, UNEP, CARE International, FAO, Wetlands International and donors (Sida, Norad and Danida). Having consulted most of the partners, the MTR Team has got the impression that within the partnership there is a general and sincere commitment to use MFF as a platform for regional collaboration within coastal management. Nevertheless, some of the original MFF partners have been noted to be less active, which is likely to have an impact on the eventual role that MFF plays as a regional platform for players outside of the MFF family. The co-partnership between UNDP and IUCN seems unbalanced. IUCN continues to have its Regional Director as co-chair, whereas UNDP no longer is represented by the Regional Director. This perhaps unintentional “downgrading” of the co-chairing of MFF by UNDP might send a wrong signal and might lead to weakening of MFF legitimacy as regional knowledge hub.

An effort to revitalise the engagement of MFF’s first set of regional partners: IUCN, UNDP, UNEP, CARE International, Wetlands International should be considered by the MFF Secretariat. For MFF to have a wider regional outreach (that effectively shares the knowledge generated by its core member constituency) it will have to draw in a wider range of regional players with potential and capacity to influence policy, planning and programming.

The MTR Team and some of the partnership wonder if the mixed mandate mentioned is the most efficient way to structure the RSC in order to both ensure effective steering of MFF and allow for fruitful knowledge-sharing and information-exchange.

The MTR Team suggests MFF to consider how to split the two functions presently undertaken by RSC: 1) MFF management, and 2) being a regional knowledge platform. One option could be to establish a MFF Management Committee as a subset of the present RSC focussing specifically on MFF management composed of the present two co-chairs, three NCB chairs (on a rotation basis), one NGO representative and one Private Sector representative. The RSC partnership should form a consulting group facilitating the network structure between the MFF secretariat and the NCBs and more importantly become involved and engaged in making the RSC a regional knowledge platform. Separating management out might also open up for an expansion of the representation of civil society and private sector in the knowledge platform.

A special meeting should be convened with regional partners (considering potential allies to MFF) to address ways and means to address this way of strengthening the regional platform and discuss what type of improvements that should be made to consolidate the MFF facilitated regional knowledge hub to become an influential regional policy advocacy body. For this to happen, it requires buy-in and engagement from most of the important players in the region engaged in coastal management. MFF is fortunate that most of the important players are already part of the network, but effort should be made to obtaining their continued support and sense of ownership and involvement.

A specific issue brought up during meetings between the MTR Team and NCBs is that current levels of representation on the RSC is restrictive if there is to be a wider sense of regional involvement by national level players. In particular, the limiting of representation to two means that when the NCB

Chair is a government officer, there is no room for government departments/ministries other than that to which the Chair belongs to attend RSC meetings. Expanding membership to three per country, with the third member rotating on a periodic basis, would enhance the sense of regional involvement across the NCBs.

The MTR Team has not been confronted with information that indicates that IUCN and UNDP country offices do not provide appropriate and adequate support to the national secretariats and NCBs. However, co-sharing templates differ between UNDP and IUCN. The fact that NCs located in UNDP offices have to apply UNDP templates and procedures causes inconsistency to MFF requirements. Further, it can take months to get through with appropriate changes to ensure consistency. However, the MTR Team has been informed that for all parties, a workable agreement has been found and can set a precedent for other arrangements to the end of Phase 2, which terminates by the end of 2013.

3.3 INSTITUTIONAL ARRANGEMENTS SUPPORTING PLANNING, IMPLEMENTATION AND MANAGEMENT OF MFF

No doubt it has been very beneficial for MFF to be operating under the auspices of IUCN, providing both a well-established platform for project implementation as well as providing legitimacy and credibility, which the MFF initiative has been able to capitalise on and most likely could not have established by its own. Nevertheless, the reason why MFF has been able to work as fast as it actually has is due to the fact that it has been operated as an independent project within IUCN – maintaining an arm's length distance from IUCN as a distinct regional programme. Allowing for having full-time persons dedicated to MFF activities both in the MFF Secretariat and MFF country offices is a major strength of MFF and should be maintained in future.

MFF has been very systematic in providing toolkits and guidelines for project planning and implementation and communication in all respects of the project cycle. Particular the training course Project Cycle Management has been highly appreciated by participants, as well as the sincere process of the MFF/NCs engagement in relation to providing support and feedback in the small grant proposal writing process. This process has been very informative for the recipient and strengthens the capacity of local NGOs in relation to proposal writing. The MTR Team has been informed that even NGOs, whose applications turned out not to be successful have reported that they have benefitted from the process and based on the knowledge gained, they have been able to write successful proposals for funding by other organisations. Nevertheless, while the technical proficiency in project design, proposal writing and project cycle management has been improved through such training support, the MTR Team has discovered the need for better problem identification for small and large projects, particularly in relation to identifying and making explicit the nature of the problem being addressed, and how it sits within the overall MFF objectives. This is important not only for individual project impact, but also for drawing out lessons that have wider applicability across the MFF programme, since there are generic problem areas that need to be addressed in the field of integrated coastal management and which provide the overall rationale for MFF.

The MTR Team has discovered gaps in perception of MLE as monitoring vs. joint learning between project holders/NCBs and MFF Secretariat. In particular, large grants are perceived as being managed and monitored too remotely (by the MFF Secretariat), and only to a limited degree involving NCs/NCBs in the process. The reporting procedures are different between small and large grants. Small grants are managed by the MFF country offices and where monthly reporting is required allowing for a fast follow-up process. For large grants, biannual reporting is required and sent to the MFF Secretariat. Although, it is also tabled and presented to NCBs. MFF country offices feel they have no chance to intervene at an early stage if the project implementation is on the wrong

track (e.g. examples from Sri Lanka). In order to ensure more effective project implementation, MFF country offices should in future become more involved in the implementation of all types of grants. The MTR Team suggests mainstreaming reporting procedures for all grants types (small and large) and reporting should be channelled through MFF country offices following the procedures for managing SGs. For medium and large grants, the MFF country offices in relation to monitoring will liaise closely with the MFF Secretariat.

MLE missions should be conducted in closer collaboration with the MFF country offices. Presently, some NCs and NCBs have the feeling that the MLE reviews are conducted without sufficient interaction with them. It is important that NCs/NCBs are given a fair chance to ensure that information used by the MLE team is correct and that the MLE review report is presented to the NC/NCB for comments within two weeks after the mission. Furthermore, the present MLE procedure appears to have large “transaction costs” relative to project grant size, especially as large grants now are < \$100,000. MFF should consider restructuring the composition at the MLE team and just having one MFF Secretariat representative, one NCB, one expert or project-level person from another project in the country concerned, or from another country. The MLE systems are working well for most purposes. Nevertheless project holder’s perceived the MLE exercise to be primarily focussed on monitoring and evaluation and that learning could be stronger if more horizontal learning is encouraged. By changing the composition of the MLE team this might enhance the focus on the “L” component, which appears to have been a bit lost in the MLE process.

In relation to MLE, the MTR Team sees a need to cluster projects for more targeted exchange and sharing in order to facilitate local to local and project to project sharing (e.g. of sustainable crab collection in mangroves). This will ensure horizontal as well as vertical learning under the “L” component. Furthermore, strategic relevant and well performing clusters can be “upgraded” to LGs to effectively utilise the knowledge production and ensure relevant knowledge is shared within MFF and widely disseminated. This will allow MFF to become more focussed in its approach as the present allocation of SGs appears to be rather scattered thematically as well as geographically within each country as well as between them. Already some countries are choosing to cluster geographically for logistical purposes, but strategic thematic clustering is still little evident within countries or within the programme as a whole.

This has to be seen in the context of the history of MFF first being envisioned as a post-tsunami initiative to restore the devastating effects caused by the tsunami to coastal ecosystems and human livelihoods. MFF used mangroves as its flagship emphasising the important role that mangrove forests play in responding to the continued degradation of coastal ecosystems, which threatens the livelihoods and security of coastal communities throughout the Indian Ocean Region. Over time, MFF has adopted a broader coastal scope, having a more strategic focus on building resilient coastal communities in the MFF countries. To add to this there is within the MFF family quite a different set of understandings of the various concepts being used during the first five years of implementation.

The MTR Team therefore finds it timely for the MFF Secretariat (as MFF is moving from initiation of activities to a consolidation emphasis) to carefully synthesise (analytically) the first five years of experiences and elaborate in collaboration with NCs (at a workshop) a comprehensive conceptual framework to guide future needs for small and large grant activities. This is particular relevant, because MFF has the ambition to facilitate a formation of knowledge hubs both nationally and regionally, and such a strategy needs to rely on well thought through frameworks and guidelines to steer activities for the remainder of Phase 2 and a future Phase 3.

NCs are serving an important role between the MFF Secretariat and NCB as well as liaising between MFF and IUCN/UNDP country offices. If NCBs in future become active knowledge and information platforms for influencing policy, capacity strengthening and exchange of best practices/processes, this will likely have implications for the staffing of national MFF offices. The NC will serve an

important role and function as secretary for the NCB by conceptualising the views of the NCB and insure that knowledge become operational and actively used in relation to policy influence. The NCB will be acting more as a “Board” for strategic consideration and the knowledge exchange platform. As NCs become more engaged in the policy process it becomes very important that the NCs have the needed qualification to fulfil this new role and the MFF Secretariat should undertake an assessment of NCs capacity to take on this role. The MTR Team suggests that a part-time small grant officer (to be shared with IUCN or UNDP) is recruited for each country office to enable the NC to focus on the policy process.

3.4 THE DESIGN, STRUCTURE AND STAFFING SUPPORTING THE KMC, MLE, TRAINING AND CAPACITY BUILDING

MFF frameworks and approaches emphasise learning, documentation, sharing at the community (small project), national (NCB) and regional (RSC) levels (refer to Appendix 8 to understand the flows). MFF’s informal and formal capacity development has been linked with these activities through the conduct of learning events; and the dissemination of its knowledge products has been MFF’s traditional route to capacity development of its members. Opportunities to learn across sites have distinguished the MFF’s learning approach.. MFF’s milestone event (Phase 1) was the Symposium on Mangrove Ecosystem Management organised in Ranong, Thailand. Subsequently national delegations from Sri Lanka and Indonesia undertook study tours to Thailand to learn more about approaches used in Thailand. This idea has caught on with countries increasingly using study visits and symposia to strengthen capacities (Sri Lanka, Viet Nam, India etc.). NCB’s made a special mention of the value of the recently concluded Regional Colloquium on Mangrove Restoration in Chennai where nine countries joined to share experiences and then visited mangrove sites in the area.

However, more recently MFF has also experimented with short training courses. MFF’s best training experiences thus far have been in Phase 2, in Project Cycle Management. The first courses were regional. These have since been devolved to country programmes. National staff capacities have now been built to do PCM training and in Phase 2, ten such courses have been undertaken (appendix 5 and 6). Member countries have reported that participants now have better proposal preparation skills, an improved understanding of the MLE components and result-based reporting (with some indications of improved performance on the ground). MFF’s contribution to strengthening the organisational capacities of local organisations via this pathway should be noted.

Another milestone in the area of capacity development has been the partnership with AIT Bangkok in the development of a certificate short course on ICM. The course brought two regional coastal initiatives together, MFF and BoBLME. Despite some teething problems identified by the course organisers, the feedback from the second course – conveyed to the MTR Team during visits – has been very positive and a third course is in the making. Similarly BoBLME and MFF joined hands to offer a regional training course on scientific writing and presentation skills.

In Phase 1, the MTR recommended more attention be given to local government programmes of education and training but there the MTR Team did not get the impression that this was happening (outside of the grant project context). Successful integrated coastal management is often the result of active engagement of local government units and they often lack a good understanding of how ICM can be operationalised. The review confirmed that there is both a need and an interest from national programmes for efforts that are directed to building understanding and capacities of managers at district/provincial levels (local government units). The current ICM course would have to be modified to meet the special needs of local level planners. One approach would be to develop a generic course that features the best of what is currently known about processes and approaches to ICM (drawing on the AIT-MFF course). Resilience building and Disaster Risk Reduction concepts

might seem relevant to include as well. The regional course will likely be in demand for replication at the country levels. It will therefore have to consider modifying the current ICM course to ensure there is a component on training course delivery by using a training of trainer's orientation. The MFF Secretariat could lead such a process using a participatory curriculum development process which also involves experts on decentralisation and local governance.

The MFF in Phase 2 has amassed a rich range and diversity of training and education materials (see Appendix 7). These include the special emphasis given to video production based on small grants – in the different countries such as Pakistan, India, Thailand and Viet Nam. More effective use of videos as case study material in training may be considered. In addition the MFF network has also in a short while generated a rich range of knowledge products (see Appendix 8). Some of these materials are more directly “science based” as in the case of India (see Appendix 9). Others are designed for public awareness of wider civil society including children (see Appendix 10). MFF is therefore able to target a diverse range of audience depending on the priorities chosen by the respective MFF countries.

MFF should consider becoming engaged in developing case study materials for use in ICM training and university education settings. Ideally these teaching/training cases should be based on experiences from within the MFF country network but they do not necessarily have to be limited to MFF experiences. The new Danida project offers a special opportunity to initiate such efforts (on resilience building, PES, co-management, conservation oriented livelihood programming, rehabilitation of coastal degradation). A distinguishing feature of these case study materials would be that they emphasise process rather than technologies – i.e. – should have a focus on applications of concepts/approaches and issues arising from implementation.

To support MFF's growing engagement in capacity development the MFF Secretariat should be “upgraded” with a senior professional having training and education expertise to take responsibility for managing the growing engagement in capacity development and to assemble curriculum and related training resources to support eventual replication at national level and promote horizontal learning.

There is an expectation from member countries for the MFF Secretariat to support member countries to stay current if not ahead of the wider community. The MFF Secretariat has a responsibility to ensure that the MFF's network is at the cutting edge of MFF work. The MFF secretariat has to be regularly exposed to new concepts, methodologies and approaches if it is to be able to provide capacity enhancing inputs to MFF's network. Strategic links and engagements – on a need basis – with centres of excellence, research establishments and universities can help advance such goals. This is crucial if the MFF Secretariat is to also be able to provide professional direction to support the growth of MFF as a regional knowledge hub. Capacity building of MFF's national affiliates and partners assumes special importance in preparation for MFF to evolve into a regional powerhouse of ICM knowledge.

3.5 IMPACT AND SUSTAINABILITY OF THE INITIATIVES

Attaining Programme Objectives

MFF provides a model for building knowledge from the ground up through case studies (small grants) for upscaling and policy influence. It has facilitated multi-stakeholder involvement moving beyond government to include civil society (NGOs), academics and the private sector in sharing and applying knowledge to support the conservation, restoration and sustainable use of coastal ecosystems and is in the process of establishing knowledge sharing platforms at both national and regional level. It is therefore the assessment of the Mid-Term Review that MFF is attaining programme objectives. The MTR Team considers it a strength that MFF in future will apply a

Community Resilience Framework as the guiding principle and believes this will enhance the likelihood of achieving programme objectives.

Implementation of MTR Phase 1 Recommendations

The Phase 2 MTR MTR Team is completely satisfied with the action taken by the MFF Secretariat to respond to the various recommendations of the MTR 1 Team (2009). Many changes were noted (during this Phase 2 Review) in discussions with the MFF Secretariat and during visits to four MFF country programmes. A copy of the action taken by the MFF Secretariat in relation to recommendations of the phase 1 MTR is provided in Appendix 11. The MTR Team can confirm that the majority of the recommendations of the Phase 1 MTR Team were satisfactorily addressed by the MFF Secretariat.

Effectiveness and Efficiency in Achieving Results

It is the general understanding of the MTR Team that MFF is well-managed and effective in its approach. Here, the MTR Team would like to emphasise that it has not undertaken any financial reviews as it has been informed that a special audit will be conducted later this year. Nevertheless, the MTR Team has suggestions for improving the performance of MFF. These have been articulated within the relevant sections of this report and here the MTR Team will only highlight a few which deserve special attention. Some SGs are based on clear problem identification, while others seem to respond to an opportunity to bring money into an activity that is not obviously problem-based (or not communicated well as such). There is a need for a more focussed approach in the selection of SGs and it is suggested that thematic or geographical clustering be pursued and strategic, relevant and well performing clusters can be “upgraded” to LGs to effectively utilise and share the knowledge produced through the MLE of such project clusters.

Currently most knowledge sharing occurs vertically through the MFF Secretariat, but there is potential for a horizontal exchange and sharing in order to facilitate local to local/project to project sharing (e.g. of sustainable crab collection in mangroves).

Furthermore, two modalities are at play (funding projects and better practice) in relation to private sector engagement. In some cases, NCs see the private sector more in terms of funding projects than in terms of working with private sector players to improve their socially and environmentally sustainable practices in support of coastal community resilience. The MTR Team suggests a clearer articulation of better practice as MFF priority in private sector engagement. Presently CSR Asia is covering a big chunk of PoW 15; but the MTR Team found good experiences from the COastNet activities in e.g. Sri Lanka and suggests MFF Secretariat to investigate how this approach can be observed by MFF as well as considering the role of Chambers of Commerce as a potential way forward, including at the provincial level, where relevant (in Thailand, e.g. provincial Chambers of Commerce often play a significant civic role).

The MTR Team found a significant need for higher academic training in the region within the field of coastal management. MFF is presently channelling all higher level training through AIT, but AIT is not as engaged at the dispersed country level as are universities in each country. A more effective way to boost higher academic training might be for MFF to investigate how to engage with universities (including AIT) within the region undertaking higher level education and research in coastal management. This should allow for linking degree programmes with project sites for field-based learning.

The MTR Team seriously questions the effectiveness and long-term sustainability of the present approach to regional governance and creation of national institutional structures for policy influence. This issue has been dealt with already in section 3.1, but here the MTR Team

reiterates its questioning of the need to set-up a formal regional governance body, as it finds it much more appropriate and innovative for MFF to introduce soft modes of governance and proactively facilitate the establishment of a regional knowledge hub on coastal management to influence policies in the region rather than working toward conventional hierarchical formal institutional structures.

Three donors (Sida, Norad and Danida) are funding MFF and as they all have different reporting and auditing procedures this puts a heavy administrative burden on the MFF secretariat as it has to make separate reports to fulfil the requirements of the individual donors. Furthermore, by conducting separate reporting, none of the donors has an overview of MFF activities (overall) and how their respective contributions fit into the broader implementation of MFF. In the MTR Team's discussions with the donors it became clear that the three donors in question all favourably will consider a proposal for joint reporting and auditing. In fact all expressed an interest in closer donor collaboration in interacting with MFF. The MTR Team recommends that joint reporting and auditing as well as closer donor collaboration is pursued further at the next annual donor meeting.

Sustaining MFF and Its Benefits Beyond Donor Assistance

The MTR Team sees a number of scenarios for growth and phase-out of MFF as a donor dependent programme. These can be summarised as follows:

1. Continued expansion, maintaining a suite of small, medium and regional grants in each of a growing number of member countries.
2. Strategic consolidation within countries, with no further expansion in the number of countries.
3. Hiving off/emulation of the MFF model to other regional programmes (as already happening in East Africa).
4. Strategic growth where member countries are taking through a series of steps to mature and take ownership of MFF (small grants, evolution of NCB and NSAP, influencing national and regional policies by acting as knowledge platforms).

At present, there is not a clear strategic approach to expansion and phasing of modalities to achieve long-term sustainability. The MTR Team recommends that the RSC calls a workshop to develop a vision for an appropriate programme life cycle. In particular, our recommended approach of strategic growth needs to be well integrated with the entrenchment of national and regional level approaches based on the upscaling of lessons from the grounded experience at the project level. It also needs to mesh with the establishment of MFF as a regional knowledge hub, which services national knowledge hubs through the NCBs. This in turn will clarify and entrench the role of NCBs vis-à-vis other national level institutions and strategies.

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Scenario	Financial implications	Management implications	Impact	Constraints
Expansion	Requires steady increase in donor funding	Places increasing demands on MFF Secretariat and RSC	Take MFF to wider set of countries, but risks diluting impact in each country, and risks loss of direction in the MFF model	Donor funding unlikely to support this. MFF Secretariat does not have the potential to service ever growing number of member countries
Strategic consolidation	Steady budget, with increased co-financing in member countries to accommodate new project sites	Deepening of MFF Secretariat familiarity with and servicing of member countries	Entrenching of impact in member countries, but loss of opportunity to extend lessons elsewhere	Donor funding may not support “more of the same” on a sustained basis
New regional programmes	New donor funding required, but can access new donor windows e.g. as for the East Africa initiative	Takes some pressure off the MFF Secretariat, but potential interim phase of mentoring would require input. Difficult decision regarding place of Seychelles	Allows the MFF model to be replicated/emulated. Risks loss of commitment by Seychelles stakeholders if management shifts to Nairobi	The strong strategic vision that underlies MFF may be difficult to emulate in a new regional context. A thorough governance analysis is recommended before proceeding
Strategic growth	Could be achieved with ongoing budget at current levels, with enhanced leverage. Reduces spending in ineffective country programmes	Devolution inherent in the approach keeps secretariat demands at a manageable level. Introduces discipline that sees culling of non-performing country programmes	Extends MFF to new countries in a targeted manner, extending relevant lessons. Within countries, entrenches projects and NCBs, and NSAPs within national structures	Requires strong strategic vision and buy-in by RSC and member countries. Requires long-term strategic approach

Indicative strategic growth approach for each country:

	1. Phase-in	2. Upscaling	3. Strategic consolidation	4. Maturing and taking ownership
Modalities	Small grant	SGF, MGF	MGF, Regional; link to projects funded outside MFF	Regional; follow-up monitoring and support of past projects
Funding level	Medium	High	Medium	Low and phasing out
NCB role	Formative	Draw lessons from projects, engage national strategy	Consolidate national policy forum	Entrench national strategy and NSAP
NSAP	First draft	Update	Revise as living document	Revise as living document

Timing of lifecycle by country, assuming four phase programme:

Country	Step 1 2007-10	Step 2 2010-13	Step 3 2014-16	Step 4 2016-18
Thailand	1	2	3	4
India	1	2	3	4
Sri Lanka	1	2	3	4
Indonesia	1	2	2, 3	4
Seychelles	1	2	3	4
Maldives	1	2	3	4
Pakistan		1	2	3, 4
Viet Nam		1	2, 3	3, 4
Bangladesh		1	2	3, 4
Cambodia			1, 2	3
Myanmar			1,	2, 3
Timor Leste			1	2
China		Limit to regional cooperation with Viet Nam programme	Limit to regional cooperation with Viet Nam programme	

The role of the MFF Secretariat needs to evolve in support of the changing number and mix of countries. In Phase 3, the mentoring of the transition of outreach countries into full MFF partners needs to be managed carefully, in some cases by encouraging partnerships between neighbouring countries.

A difficult question facing MFF is what to do in the case of countries whose NCB role and project mix depart from the key principles of the programme. The MTR Team became aware of at least two significant examples of this. In the case of the India programme, the SGs are almost exclusively research focused, with very little community involvement, counter to the second hallmark of the MFF approach – community engagement. In the case of the Indonesia programme, the NCB appears to work to quite bureaucratic principles, with reporting on the number of meetings attended, programme requirements fulfilled, and so on rather than on substantive achievements. Of equal concern to the MTR Team is the principle expressed whereby the NCB is primarily staffed by government, while the role of civil society is seen to be implementation at the community level. This division of labour appears to run counter to the multi-stakeholder principle that is the third of

the key hallmarks of the MFF approach. MFF country programs can be seen as a type of franchise that belong to the regional “MFF family”. This will require adherence to certain franchise principles for continued membership. These principles could be more clearly articulated, and RSC should discuss procedures for phasing out membership of those countries that choose to depart too far from the agreed principles.

Modality for Long-Term Sustainability

At a grounded project level, long-term sustainability depends on the leverage currently being achieved by MFF being steadily ramped up so that country level government, NGO and private initiatives gradually take on continued activity at the local level. This will require a much better documentation of the significant leverage being achieved than is currently practiced, and a targeted phase-out of small grants in countries where MFF activity is most effectively established in programmes with a high level of local ownership.

At the knowledge hub level, long-term sustainability can be best achieved through the life cycle approach identified above, so that MFF gradually transitions from a grant giving programme to one that continues to facilitate the capturing and sharing of experience across the region. By linking-up to universities in the region, project clusters and so on, the knowledge hub has a greater chance of continuing to play a role beyond the donor-funded life of MFF.

An important component of MFF that has yet to reach its potential is private sector engagement. PoW 15 seeks to engage the private sector in encouraging more sustainable business practices on the coast, but the understanding of private sector engagement remains quite underdeveloped at the NCB and other levels within MFF. In particular, there seems to be two quite different approaches to private sector engagement and addressing principles of corporate social responsibility (CSR). One is to encourage businesses to contribute to (co)-financing small projects along the coast, with little direct linkage to the business in question other than a financial relationship. For those country programmes that take a grant driven approach to MFF activity, this appears the way to draw the private sector in. The second is to engage the private sector in improving its own practices in order to benefit communities and protect ecosystems. This is more straightforward in the case of businesses that themselves depend on sustainable use of coastal resources and environments, notably tourism. It is a bigger challenge in the case of mining and other activities whose core business impacts on the coast, but their industries do not in themselves depend on a clean environment or social resilience. MFF could therefore sharpen and differentiate its approach to private sector engagement, including the involvement of private sector actors at regional and national levels.

Although MFF might have some overlap with other programmes (e.g. COBSEA or BoBLME) the MTR Team did not discover major overlaps with other initiatives. The MTR Team’s evaluation is that MFF is complementary to, rather than competing with, other initiatives in the region, due to its resilience and livelihood focus and inclusion of civil society and private sector.

3.6 COMMITMENT OF PARTNERS AND THE ROLE OF NCBS IN ADDRESSING NATIONAL PRIORITIES

The MTR Team talked mainly to those already involved one way or another with MFF, so our assessment needs to be taken in light of the fact that wider government commitment can only be assessed through those and through the documentation made available. The question of addressing national priorities is on firmer ground in making links between NCB processes, the NSAPs, and national legislation. In most countries, there is considerable overlap of senior representation between the NCBS and other bodies responsible for coastal policy. It is probably

through these individual committee members, rather than through officially delineated channels that the ongoing alignment of NCB work, NSAPs and national strategy is best achieved through MFF. The international MFF partners have remained committed to the programme for the most part. However, for MFF to maintain this commitment it is important to maintain its distinctive contribution in the field of coastal management, based on grounded community level project work that is scaled up through multi-stakeholder bodies at national and regional level.

3.7 EFFECTIVENESS AND COMPOSITION OF THE NCBS

NCB Role in Supporting Broad-Based Coastal Management

For the most part, the NCBS are broad-based, but with notable variations and exceptions. They mostly include a range of governmental, civil society, and in some cases private sector members. They vary considerably in size (refer to Appendix 12) and in their inclusion of project holders.

In most cases, the key role recognised for NCBS is the platform that they provide for discussion among various stakeholders who otherwise tend to be locked into their own silos. This applies within the government sector as well as between government and civil society.

Donors seem to expect that NCBS will transform into core national advisory bodies in and of themselves. This seems unrealistic in the countries visited. On the other hand, the NCBS can be, and in some cases demonstrably are, the vehicles that allow national strategy to be set from grounded project level experience rather than imposing from the top down based on one size fits all approaches. There is a need to demonstrate the various pathways by which this is happening in different countries – and it appears different from one country to another. Thus, as for the regional governance NCBS should become a multi-stakeholder knowledge and information platform (knowledge hub) aiming to influence policies. Initially NCBS can derive legitimacy from their MFF involvement to establish them in a central position, but in the longer run their legitimacy needs to derive from the quality of its inputs to the policy process in order to strengthen their position and value for national governments and thus in the longer term enable them to be self-sustained.

Neither MFF documentation nor interviews reveal little depth of analysis of what exactly “civil society” refers to in a MFF context, and hence the breadth of partnership may appear good while actually missing certain levels or types of involvement. This varies from country to country and depends considerably on the different nature of civil society from one country to another. In Viet Nam, e.g.; the civil society involvement is a mix of international NGOs and science-oriented organisations rather than community-oriented or advocacy-based local non-state bodies.

In Thailand, the NCB is quite broad-based. It involves a good balance of relevant government agencies, local and international NGOs, academia and senior advisers. The private sector representation is quite small, and indeed there appears to be some suspicion/cynicism about the potential commitment of profit-oriented companies engaging sincerely in sustainable ecosystem management.

Otherwise, the atmosphere of engagement is also quite constructive in the Thai case, in part, as expressed by one NGO member, because the main agency concerned (DMCR) is more responsive to issues of participation and livelihoods in its conservation work than other agencies that take a more exclusionary approach. Similarly in Viet Nam, the co-management initiative in the case of Xuan Thuy National Park represents a departure from exclusionary management, and this is serving as a pilot for national level policy under a Prime Ministerial decree.

NCBs and Other National Level Bodies

MFF has been recognised by its member countries (NCBs), its regional partners and the donor community as a platform for a wider range of stakeholders to engage in dialogue, advocacy and learning with the idea of influencing both policy and action at the ground. The NCBs as national level multiple stakeholder platforms are where the NCBs are best featured, and where they provide an inclusive and democratic space for diverse views from diverse range of partners. In many countries, the NCBs are the only platform for engaging government with civil society and universities in issues related to coastal management and this value has been reiterated consistently during the MTR interviews as being valuable, unique and already having demonstrable results.

With this unique role in mind, a key question facing NCBs is the extent to which their tasks should be seen primarily as a coordination of MFF specific work, and the degree to which they have the potential to play a more comprehensive and central role in coordinating integrated coastal natural resource management at the national level, aspiring to become peak bodies in the field of integrated coastal management. In most countries, there are existing formally constituted bodies that already take on this role, and it would be unwise and unrealistic for NCBs to be seen, or aspire, as replacements or coordinators of such bodies.

Where formal bodies for coastal management are absent, as in Thailand, the question of institutionalisation presents itself as more of a dilemma. On the one hand, in the absence of other coordinating bodies at the national level with a specific mandate for coastal resource management, NCBs are expected by external agencies to take on more than just MFF work. On the other, there is no means of resourcing this extra work. The size of the Thai NCB (30 persons) means that members feel they have a great deal of redundant/unnecessary meeting time for tasks that could better be done by working groups supported by projects that make use of the NCB.

Similarly, the potential status of NSAPs as the defining strategy documents for coastal natural resource management at the national level needs to be treated cautiously. MFF requires the compilation of such strategic action plans, but they do not stand alone. In the Thai case, an integrated coastal natural resource management strategy is being presented to Cabinet by the Thailand Environment Board, championed by one of the NCB senior advisers (Dr Sanit Aksornkae). This strategy has much in common with the NSAP, but there are no processes for strategic alignment of the two documents other than overlap of key persons involved in drawing them up. In India, the NC envisages the NSAP as eventually taking on a role as the defining national strategy document for coastal and marine management. But more generally, the “living” aspect of NSAPs, and the need for NCBs to maintain open and include multi-stakeholder platform role, means that the value of NSAPs will be as “softer” documents that help in the translation of local level experience upward into guides to, rather than definitive statements of, national strategy.

Resourcing and Support of NCBs by MFF and by National Agencies

In some cases, NCBs carry a relatively heavy workload. NGOs are involved in part to bring their local project-level experience into the national policy arena, and NCBs present a strategic advocacy opportunity. For government members, there is a sense that NCB work is an additional obligation, which is not adequately resourced, particularly when the work goes beyond MFF specific projects and other activities. For others, NCBs offer a platform for cooperation beyond bureaucratic silos, and there is enthusiastic participation by members.

In most cases, the NCB exists mainly as a platform that brings members together for meetings and specific MFF-related activity. In some cases, a more sustained presence is supported by provision of facilities. In Thailand, e.g.; DMCR demonstrates its support for the NCB by allocation of a significant amount of office space for displays and workstations. By situating NCB within the Division of

Mangrove Management, DMCR gives the Body a physical presence and ready access to meeting rooms and other facilities.

The employment of support staff for NCs helps to make their workload more manageable. In Viet Nam, the employment of a small grants officer is crucial, and it allows for practices not followed in other countries. E.g.; small grant proposals are assessed with site visits, giving reality checks that the NCB sees as vital for effective selection of projects.

Scope for Improving NCB Work

Some NCBs would benefit from a clearer mandate vis-à-vis their role (or otherwise) beyond MFF specific work. The national coordinator role appears crucial to the successful working of the NCBs, and in some cases it appears that more backup would be helpful. The creation of dedicated support positions in managing the SGF in some countries (e.g. Viet Nam) is an important step in this direction.

The larger NCBs are quite cumbersome, and there is a need for working groups to be established to carry out time-consuming functions; e.g.; pre-screening of small projects could be undertaken by such a group.

3.8 MFF ROLE AND CONTRIBUTIONS TO OUTREACH COUNTRIES

The MTR Team has only met representatives from one of the outreach countries (Bangladesh) and therefore has difficulties in assessing the role of MFF in outreach countries. However, with this caveat in mind, the MTR Team is of the opinion that MFF is doing what is to be expected and has through seed funding provided by Sida been able to support outreach countries. Interest has been expressed by other countries in the Indian Ocean Region to join the MFF initiative and very recently dialogues have been initiated with the two most southern coastal provinces in China. Bangladesh has formed a National Coordinating Body, drafted a MFF National Strategy and Action Plan, and has submitted a formal request to become a full member country at the next RSC meeting in November 2012. This will most likely happen as Danida has provided additional funding to cover activities in Bangladesh, Indonesia and Viet Nam. Cambodia has also formed a NCB and drafted a NSAP with a view of joining MFF in 2013. MFF activities in Myanmar are being pursued by the MFF Secretariat through UNDP and through developing links with a number of key stakeholders from government, non-government and private sector stakeholders. For Timor Leste, MFF has initially been working through PEMSEA and progress has so far been slow.

3.9 PROJECT AND PROJECT IMPLEMENTATION

Project Modalities and Review Process

The SGF clearly underpins current MFF work in all member countries, both in terms of the time and energy of the NCs and NCBs and as a motivating interest in the MFF programme (Appendices 13 and 14). The extent to which SGF goes beyond scattered small project sites varies from one country to another. In India, the SGF has been used more for generating scientific knowledge than for direct building of community resilience. In Thailand, social engagement is a strong emphasis. In Vietnam, co-management and scientific work on coastal regeneration mark the programme. In Sri Lanka, mangrove regeneration in lagoons marked the first round, but after heavy criticism, the programme shifted to alternative livelihood development in coastal communities. Despite, the individual projects have got recognitions (e.g. one received the SEED award) their direct connection with building coastal resilience and link into coastal policy is less clear.

Strategic Use of Grant Programmes

It was made clear to the MTR Team by the main programme funders that the project grants programme is not an end in itself, but is rather a means to the broader and longer term end of achieving change in integrated coastal natural resource management at national and regional levels.

This presents two key issues (questions) for the future of MFF:

- the extent to which the grants are demonstrably achieving results on the ground?
- the extent to which small grants are being used to influence broader coastal policy and practice.

To date, the SGF has been used in a rather scattered way to support a diverse set of local initiatives. Recent compilation of these into a book of 79 case studies with introductory thematic syntheses has provided a useful step in drawing out the lessons of the SGF for wider policy. However, there appears to be a kind of “leapfrogging” occurring here, in that the synthesis and lessons are drawn up by the MFF Secretariat rather than through a facilitated in-country process. There is thus considerable scope for the small grant experience to be used more strategically and ideally with output in local languages. A related issue is that the strategic synthesis appears to have been of a set of SGF portfolios that are quite scattered in their design. Future rounds of the SGF need to be designed and targeted more strategically to respond to the needs of each country.

The large grant programme does not appear, for the most part, to build on the SGF in a sequential way. The strategic growth scenario presented in section 3.7 suggests that the larger national and regional grants should build on, rather than parallel, the SGF. This would require a greater strategic input of, and learning through, the MLE by the NCBs.

A longer term dilemma presents itself for MFF. If the small and then large grants programme are phased-out, there is a risk that the higher level structures and associated knowledge platform created at national and regional levels will lose their base and motivational underpinning. MFF needs to work now to build in sustainability in two main ways:

- Leverage needs to bring in new project funding modalities so that there is a continuing base of local activity on which to draw, when MFF modalities are closing down,
- NCBs as multi-stakeholder forums and knowledge hubs need to achieve a profile that encourages those working on coastal community and ecosystem resilience to network through these bodies.

Community Involvement in MFF Project Design and Implementation

There is a strong sense of local involvement in MFF project activity. It is less clear that there is such involvement in project design. In part this is due to a rather nebulous use of the term “community”, to refer to anything that exists at the local level. In Sri Lanka, e.g.; livelihood initiatives are focused on individual families, without much evidence of community level governance in the identification of pilot households.

The strongest community involvement is where projects work on a problem that local communities have a history of dealing with through collective action or through engagement with state actors. At Trat in Thailand, communities mobilised over encroachment on mangroves by shrimp farms some 30 years ago, and the learning centre project there thus has a design that builds on this background and collective strength. However, MFF documentation of such pre-intervention activity at the community level remains weak, and the MTR Team sees potential in enhancing community involvement in the very short-term projects supported by SGF by targeting communities that have clearly identified a problem and mobilised around it.

MFF and Regional Learning

The MFF Secretariat produces sophisticated materials geared at extracting experiences for sharing across the MFF countries. The compendium of 79 completed SGF projects is an outstanding example.

The MTR Team feels, however, that there is a great deal more potential for regional learning on a horizontal axis through project to project interaction. In order to achieve this in a targeted manner, a two-part approach may be considered:

- Develop clusters in two dimensions: geographical and thematic. This will also allow for a more robust drawing out of common lessons from groups of projects that either address similar problems (e.g. disaster preparedness; degraded ecosystems; encroachment by powerful external interests), or take similar approaches (e.g. alternative livelihoods; ecosystem restoration; co-management),
- Facilitate cross-learning within clusters, by cross-visits, workshops involving local level stakeholders, facilitated online form/social media interaction.

Effectiveness of Projects in Meeting MFF Objectives

Most of the projects documented in the MFF SGF compendium clearly address MFF objectives, and most have been completed successfully according to the MLE assessments. The MTR Team was not charged with individual project evaluation, nor was there sufficient time to visit enough projects, or examine any single project in enough detail, to make definitive statements about effectiveness either in financial or substantive terms. However, the overwhelming message at the NCB meetings attended was that the projects are making a significant contribution at the local level, even though the abstraction to higher levels still remains to be achieved.

The MTR Team was impressed by the willingness to take on board the inevitable failures or misguided direction of some projects. Notably, the first round projects in Sri Lanka that sought to plant mangroves in lagoons where none had pre-existed, and where such planting was in some cases with the intention to acquire land, had been recognised as problematic. The learning from this extended not only to a different approach in the second round in Sri Lanka, but also to lessons being learned across countries, so that the Viet Nam NCB had become aware of the issue and its salutary lessons for lagoon restoration in that country.

3.10 KNOWLEDGE MANAGEMENT AND COMMUNICATIONS

Mangroves for the future was founded on the principle of making knowledge available for empowering institutions and people, thereby enabling them to participate more effectively in decision-making for sustainable coastal management (MFF regional Knowledge Management and Communications strategy 2012-2013). In Phase 2, MFF has a coherent strategy (knowledge flows are illustrated in Appendix 15) and a wider engagement of country-level focal points is in place. A notable and significant change, since Phase 1, has indeed been an upsurge in interest and engagement of *all* MFF member countries in documentation, packaging and exchange of experiences. The IUCN/ MFF Secretariat's early emphasis on country-level focal points for KM, the hosting of learning events and the mainstreaming of a support-communication dimension into MFF programmes of work has had a resulted engagement by national programmes. The deployment of a full-time KM specialist has helped further systematise MFF's work while continuing to raise the profile of KM. KM and Communication elements are now increasingly integrated into project cycle management as well.

The engagement of local media in support of MFF work is now fairly standard practice in MFF member countries. The MFF website is the single best repository for MFF knowledge products

(www.mangrovesforthefuture.org). The MFF web capacity allows national coordinators to contribute content directly online and to link up with other online knowledge platforms. The MFF Secretariat has a responsibility for collecting, synthesising and then sharing information, results and lessons. MFF newsletter has also been substantially improved in Phase 2 and is now widely disseminated and accessed by a wider online community. IUCN and MFFs KM team (two people) also have a role in regional events (over six major events annually). They are engaged in the development of media (e.g. developing a “Voices from the coast” media series). The KM focal point is also involved in MLE activities. They also have a role and increasing responsibilities for MFF’s widening portfolio of short courses (ICM, PCM, Gender etc.), an activity which probably is best undertaken by capacity development rather than communication specialists.

With the NCBs in place in member countries, the MFF Secretariat might consider testing approaches to engage policymakers using roundtable events, building on the models already used by Sri Lanka. Well prepared, focused single day events, supported by information resources can help engage policymakers, planners, and other stakeholders. While NSAPs are continuing to be used in various ways to influence policy and planning within government units (Sri Lanka, Viet Nam, India, Pakistan, etc.) they have *not* been used as the basis for deriving policy briefs. The MFF experience of generating policy briefs from the Regional study on Integrated Coastal Management might serve as a good model for developing policy briefs from NSAP’s (Appendix 16).

In the eventuality that MFF evolves as a regional knowledge platform, a special emphasis on methodological innovations could be considered. COastNet is appearing to be one promising model. COastNet was developed to respond to PoW 15: to encourage environmentally sustainable business practices in coastal areas. It is a network of champions from the private sector that *depends* on coastal resources (four MFF countries: Sri Lanka, Maldives, India and Thailand) and is aimed at building awareness and understanding of the private sector of the value of coastal ecosystem goods and services. It works with a select small group of private sector champions (Appendix 17) to showcase and demonstrate their best practices to other private sector groups. Because of the way it is structured COastNet could be a unique electronic networking and knowledge sharing model for MFF.

The MTR Team expects that demands for MFF’s knowledge management and communications services will continue to grow as more member countries are included and as national focal points expand their scope of their activities to emphasise more outreach, capacity development and policy influence.

4. LESSONS LEARNED

The strength and effectiveness of MFF is in its being more than the sum of its parts; if it were simply to be evaluated as a set of unconnected small scale projects, MFF would lose its key role and function, which is to upscale the experience of such projects and link them into a spatially and thematically integrated coastal programme. The reason why this is happening is the uniqueness of MFF being rooted in four key hallmarks engaging and involving stakeholders beyond government including civil society (NGOs), academics and the private sector; facilitation of knowledge sharing platforms at national and regional level; providing a model for building knowledge from the ground up through case studies for upscaling and policy influence; and, enhancing resilience in coastal communities through building living social and institutional infrastructures. MFF remains most effective and distinguishes itself best from other regional initiatives on coastal management, when it stays true to its defining hallmarks and this should be the course of direction for MFF in future and applying a Community Resilience Framework should enable MFF to keep focus on the four hallmarks.

It has been very beneficial for MFF to work under the auspices of IUCN as this has provided legitimacy and credibility. Nevertheless, the reason why MFF has been able to work as fast as it actually has is due to the fact that it has been operated as an independent project within IUCN – at arm’s length from IUCN core business and having full-time staff dedicated to MFF activities both in the MFF Secretariat and MFF country offices.

MFF used mangroves as its flagship emphasising the important role that mangrove forests play in responding to the continued degradation of coastal ecosystems, which threatens the livelihoods and security of coastal communities throughout the Indian Ocean Region. However, over time MFF has adopted a broader coastal scope, having a more strategic focus on building resilient coastal communities and influence coastal policies in the MFF countries. This change is causing some confusion and misperception within the MFF family, because MFF is often associated primarily to mangroves and some countries are more comfortable retaining the focus on mangroves as a core area or entry point within a wider framework. The change by MFF to focus on building resilient coastal communities and influence coastal policies is strongly supported by the MTR Team. However, the change in direction has not been fully captured by MFF family as the MTR Team found quite a variation in understandings of the applied concepts. Clearly at this point of time, there is a need for the MFF Secretariat to further develop and clarify the social complexity behind the concept of “community resilience” and the political complexity behind the concept of governance approaches, mainly focussing on soft modes of governance .

There is a need for a more focused approach in the selection of grants and particularly for clustering of projects either thematically or geographically. There has been a tendency to spread grants and initiate new projects rather than building past experiences and often projects did not have a strong clearly defined learning agenda where specific themes and specific questions are being addressed and “model building” is being pursued. There are potentials for a more effectively utilisation and sharing of knowledge produced through the MLE applying a clustering approach, and allowing for “upgrade” of strategic, relevant and well performing SG clusters. Furthermore, currently most sharing occurs vertically through the MFF Secretariat and there is potential for horizontal exchange and sharing in order to facilitate local to local/project to project sharing. Being strategic and even preselecting might help to provide focus and direction for a richer knowledge generation.

The present MFF approach in support of creating regional governance institutions might be difficult to carry through, but even more important, the approach taken is not appropriate. MFF should be cautious in establishing a broader regional governance facility if more specific country-to-country cooperative arrangements may suffice. Following new thoughts within public administration,

particular in relation to soft modes governance, it appears much more appropriate and innovative for MFF to introduce soft modes of governance rather than remain wedded to traditional thinking in hierarchical formal institutional structures. MFF will likely better influence policies in the region by proactively facilitating the establishment of a regional knowledge hub on coastal management.

NCBs provide a unique role in channelling ground level experience into national and regional policy and practice and are gradually becoming a platform for a wider range of stakeholders to engage in dialogue, advocacy and learning, influencing both policy and action at the local level. However, NCBs are primarily a coordination facility for MFF specific work, but can potentially play an influential if not central role in coordinating integrated coastal natural resource management at the national level. However, in most countries, there are existing formally constituted coordination bodies, and it would be unwise and unrealistic for NCBs to be seen as “peak bodies”, or aspire to be replacements for or coordinators of such bodies.

It has been difficult to engage with private sector and in some cases the private sector is seen as a potential funder of projects, whereas the focus for private sector engagement should be to improve the socially and environmentally sustainable practices of the sector in support of coastal community resilience. There is a need for a clearer articulation of better practice as MFF priority in private sector engagement. CSR Asia is covering most of the private sector interaction, but good experiences from the COastNet activities in e.g. Sri Lanka is found, which MFF might benefit from as well as considering the role of chambers of commerce as a potential way forward, including the provincial level as provincial chambers of commerce often play a significant civic role.

5. RECOMMENDATIONS

Regional Governance and Collaboration

1. MFF shall introduce soft modes of governance to improve regional governance and proactively facilitate the establishment of a regional knowledge hub on coastal management working in collaboration with existing regional institutions and governance structures.
2. MFF should develop strategies to address the coastal property rights/tenure issue as this issue is common across the MFF countries and relevant at the transboundary scale where coastal resources are managed in common.
3. The present dual functions of RSC should be split:
 - Establish a MFF Management Committee focussing specifically on MFF management to carry out “business” between official meetings. To maintain the uniqueness of MFF it is suggested that the Management Committee to be composed of the two co-chairs, three NCB chairs (on a rotation basis), one NGO representative and one Private Sector representative,
 - The RSC partnership should form a consulting group facilitating the network structure between the MFF Secretariat and the NCBs and later become the regional knowledge platform opening-up for an expansion of the representation of civil society and private sector.

Expansion into New Countries

4. MFF should take a strategic life cycle approach to the bringing on board of new member countries and the phasing out/maturing of long-standing members.
5. RSC should host a workshop discussing different scenarios for growth and phase-out of MFF as a donor dependent programme, including:
 - Continued expansion, maintaining a suite of small, medium and regional grants in each of a growing number of member countries,
 - Strategic consolidation within countries, with no further expansion in number of countries,
 - Hiving off/emulation of MFF model to other regional programmes,
 - Phasing from small to large to regional grants, evolution of NCB and NSAP toward integration with national policy platforms.
6. RSC should develop a vision and appropriate expansion programme in particular ensuring that strategic growth needs to be well integrated with the entrenchment of national and regional level approaches based on the upscaling of lessons from the grounded experience at the project level.

Grants

7. Better problem identification for small/large projects to ensure a better fit with coastal ecosystem issues and NSAP priorities.
8. Better targeting (both theme wise and geographically) of small grant programmes at the country level to take advantage of the benefits of area based approaches and to support the drawing of policy-relevant lessons.
9. Small grants shall remain grounded and linked with the realities and needs of local communities.

10. Grant mechanisms should be transparent. Especially when NCB members are applying for grants it is important to ensure that conflicts of interests is avoided in the selection process.

11. Reporting procedures for all grant types should be streamlined, and reporting should be channelled through MFF country offices, and country offices should liaise more closely with the MFF Secretariat in relation to monitoring.

12. Clustering of projects for more targeted learning exchanges and networking.

13. Provide better documentation of the significant amount of leverage by MFF funds from diverse other sources.

KMC Strategy

14. MLE results should be fed back to local partner agencies and local communities, discussed and validated on site. Systematic cross-case/site and even cross-country analysis, involving local academics and researchers, might help enhance the quality of lessons and increase their relevance to planner and policy-makers.

15. MFF Secretariat should “up-grade” the MLE support position to a senior position with the responsibility for managing the growing engagement in capacity development to prepare for and support the growing need for national level training programme development (within e.g. ICM, Resilience building, Climate change) and promote horizontal learning.

16. The MFF Secretariat should engage in supporting regional and national level training of trainers in curriculum development, the development of case study teaching materials, and relevant video training packages in order to introduce innovative methods and materials to national programmes.

Institutional Arrangements

17. The RSC shall agree on a set of principles for MFF membership and discuss procedures for phasing out membership of those countries that choose to depart too far from the agreed principles.

18. MFF Secretariat should ensure that NCB Chairs participate on a regular basis in the regional events in order to take full advantage of the opportunities for cross learning from other counterparts from other countries.

19. NCB should recognise that national representation is necessary for sustainability of NCB processes. Overrepresentation (i.e. more than one third) by international organisations could defeat the objectives of the NCB to evolve as national platform.

Private Sector

20. MFF should more clearly articulate that better practice is the priority in private sector engagement and by prove to the private sector that by changing behaviour it will increase profitability.

21. The MFF Secretariat should investigate how the good experiences from the COastNet activities can be better integrated in relation to private sector engagement as well as considering the role of Chambers of Commerce as the potential way forward.

University Network

22. MFF should investigate how to engage with universities (including AIT) within the region undertaking higher level education and research in coastal management. With the aim to establish a closer collaboration with a network of universities (including AIT) within the region.

23. MFF Secretariat should identify the most relevant degree programme(s) within each country and consider possibilities for online and summer school models.

Administrative issues

24. MFF Secretariat should at the next annual donor meeting pursue the possibilities for joint reporting and auditing as well as closer donor collaboration in relation to MFF.

25. As MFF is maturing, the MFF Secretariat will face new demands and needs to provide strategic advice to NCBs and NCs in relation to policy influence and MLE activities. It is important to ensure that both the MFF secretariat and the NCs have the needed qualification to fulfil this new role. The MFF Secretariat should:

- undertake an assessment of NCs capacity to act primarily as policy catalysts,
- ensure that all NCs are supported by a part-time small grant officer (to be shared with IUCN or UNDP).



Photo by Julian Gonsalves: Art work on the wall at the Agro Tourism Center in Trat, Thailand.

APPENDIX 1: TERMS OF REFERENCE

1. BACKGROUND/CONTEXT

Mangroves for the Future (MFF) is a regional initiative created in 2006 as a strategic and long term response to the continued degradation of coastal ecosystems threatening the livelihoods and security of coastal communities throughout the Indian Ocean Region. Since its inception, MFF has received core programme support from Norad and Sida. The first Phase of MFF was completed in 2010/11, and Sida continued to support MFF for Phase 2, from 2010 to 2014. In terms of the agreement with Sida, a Mid-Term Review is expected to be carried out of Phase 2 implementation. The initiative has also received further support from Norad for 2012, and Danida support for supplementary work for the period 2012-2014 is also committed now.

2. OVERALL OBJECTIVE OF THE MID-TERM REVIEW (MTR PHASE 2)

The purpose of this Mid-Term Review is to:

- a. assess the overall progress and performance of the MFF initiative in Phase 2, having given due consideration to the outputs of Phase 1 and recommendations from the MTR Phase 1;
- b. identify constraints to implementation and how these might be removed or mitigated?; and
- c. provide insights and directions to the donors, both current and potential, with regard to the future structure and scope of MFF, considering *inter alia*, the financial support needs for a third phase for the period 2014-2016.

3. SCOPE OF WORK

The scope of the work shall include the following:

- (a) Assess the role and relevance of MFF in the regional context, especially with reference to its regional governance structures and relative to other regional coastal zone management initiatives, e.g. BOBLME (GEF/FAO), COBSEA, SEAFDEC, PEMSEA. The following specific questions should be addressed:
 - i. Is the programme in line with the needs and priorities of the target groups and consistent with present and emerging coastal zone management issues in the region?
 - ii. Are sufficient safeguards in place to ensure complementarities rather than competition and overlap with other actors in the region?
- (b) Assess the effectiveness of the RSC as a broad-based partnership platform and as an instrument for strengthening regional collaboration to support sustainable coastal development. In particular review the roles, responsibilities and ambitions of the MFF partners (in particular IUCN and UNDP) and how the partnerships with other RSC members are working? The following specific questions should be addressed:
 - i. What is the level of commitment and contribution made by the other RSC members (incl. UN agencies and international organizations)?
 - ii. What can be done to strengthen the partnership?
 - iii. Is the RSC functioning well as a decision-making body for MFF (and how could it be improved?)
 - iv. Is the composition of the RSC (in particular the representation of civil society and private sector) and frequency of RSC meetings adequate?
 - v. Are the IUCN and UNDP country offices providing appropriate and adequate support to the national secretariats and NCBs?

- vi. What are the difficulties and constraints in sustaining these partnerships and what, if any, improvements to these supporting arrangements should be made?
- (c) Evaluate processes and institutional arrangements for planning and implementing the different program activities and their management, both internal (planning, decision-making and communication, finance, proposal preparation, contracting, HRM, MLE, etc.) and external (execution and delivery, partnerships and relation building with key stakeholders) with special attention to institutional and financial sustainability.
- (d) Review the design, structure and staffing of the MFF Regional and National Secretariats in relation to their mandates and role in supporting the RSC, the NCBs, Knowledge Management and Communications (KMC), Monitoring, Learning and Evaluation (MLE), regional training and capacity building.
- (e) Appraise MFF's impact to date and the sustainability of the initiative addressing the following questions:
 - i. Are the programme objectives being reached?
 - ii. Have the recommendations from the MTR Phase 1 been largely implemented?
 - iii. How effective and cost efficient has MFF been in achieving its expected results?
 - iv. What is impeding the effectiveness of the programme and what can be done to improve this? What is likely to happen to the results of the MFF after the external assistance will come to an end?
 - v. Are the programme benefits likely to be maintained after the programme ends?
 - vi. What is the recommended modality for sustaining MFF long term?
- (f) Assess the commitment of the national governments to MFF, and how the participating countries have utilized, or intend to utilize, the NCBs in addressing national priorities for coastal area management and development.
- (g) Assess the effectiveness and composition of the NCBs in developing, coordinating and guiding MFF implementation at the national level addressing the following questions:
 - i. Are the NCBs supporting broad-based and inclusive dialogues on national priorities for coastal management?
 - ii. How relevant and useful are the NCBs in relation to other similar bodies at national level?
 - iii. Are the NCBs the best way to guide MFF at national level, or could this role be handled better by other existing bodies?
 - iv. Are the NCBs themselves adequately supported to fulfil their mandates?
 - v. What would improve the NCBs efficiency and effectiveness?
- (h) Consider the role and contributions of the MFF outreach countries (currently Bangladesh, Cambodia, Timor Leste and Myanmar) during Phase II and provide recommendations on their future role(s). Assess and make recommendations as to the optimum geographic reach of MFF.
- (i) With regard to project and project implementation
 - i. Assess the project modalities (regional, medium and small projects) and the process for reviewing project proposals and allocating project grants, including the role of the RSC, NCBs and the MFF Secretariat and identify any problems, constraints and ways to improve the process.
 - ii. Assess what can be done to use the grants programme more strategically to effect change in coastal management
 - iii. Assess the level of community involvement in the design and implementation of the projects. Assess the value of MFF projects for wider regional learning and evaluate the opportunities for replication and up scaling
 - iv. Are the projects serving the purpose for which this component was drawn up?
- (j) Knowledge Management and Communications
 - i. Assess the effectiveness of MFF efforts to capture and share results from its projects and activities

- ii. Assess the systems in place for cross-country and cross-institutional knowledge sharing and learning (and recommend how can this be improved)
 - iii. Assess how Knowledge Management and Communications is affecting policy and decision-making at a project level, country level and regional level (and recommend how this can be improved)
 - iv. Assess stakeholder perception of the MFF initiative at a project level, country level and regional level
- (k) Any other matter germane to the implementation of MFF

4. METHODOLOGY

The methodology to be used will be based on the following indicative guidelines:

- Review of documentation;
- Field work for verification and for collection of complementary information and views; and
- Use of analytical tools e.g. matrices and indicators, to compare the relevance, effectiveness, efficiency, impact and sustainability of MFF in comparison to other regional initiatives.

Field work methods proposed to be used include:

- Key informant interviews; Key informant interviews are expected to include, but not be limited to:
 - Donors (Sida Bangkok/Sida HQ; Norad: HQ and Norwegian Embassy, Bangkok)
 - MFF Secretariat, Bangkok
 - IUCN Asia Regional Office (ARO) and UNDP Regional Centre, Bangkok
 - RSC members in Bangkok (UNEP, FAO, and CARE)
 - Other regional partners collaborating with MFF
 - RSC members from the eight MFF focal countries
 - Selected implementing NGOs
 - Other regional initiatives/programmes similar to MFF
- Semi-structured group discussions
- Site visits in selected MFF countries.
- Collection of other relevant data and documentation

It is expected that country visits are made to selected MFF countries (tentatively identified as Pakistan, Seychelles, Sri Lanka, Thailand and Viet Nam). The countries for visitations shall be finalised during the planning session with other Team Members and MFF Secretariat.

The Team is expected have a meeting in Bangkok with the NCB Chairs of those countries which will not be visited.

MFF Secretariat
Bangkok

August 2012

APPENDIX 2: DETAILED PROGRAMME FOR THE MISSION

Detailed Itinerary for the MTR Mission (ver 10 Oct 2012-updated)

Time	Flight	Activity	Remarks
Friday, 21 September 2012 [BANGKOK]			
	12 50	Arrival of Dr Julian Gonsalves by PR 730	Airport pick-up by MFF-S;
	16 20	Arrival of Prof. Philip Hirsch by TG 476	
19 00		Welcome Dinner Overnight Lotus Soi 33	TP; SC; KJ; RM (venue Ruen Mallika, Soi 22)
Saturday, 22 September 2012 [THAILAND]			
	06 00	Arrival of Prof. Jesper Raakjær by TG 951	Airport pick-up by MFF-S
09 00		Introductory meeting with the Regional Director	AMK; TP; SC (Conf. room)
09 30		Meeting with IUCN and the MFF Secretariat at ARO <u>Presentation by:</u> <ul style="list-style-type: none"> • Steen Christensen-MFF Overview Discussion	AMK; TP; SC; MD; JME; MN; RB; SLP; LJM, SMS, BC, SP, RA; RM
12 30		Lunch	ARO Admin; BC
13 30		MFF in Thailand <u>Presentation by:</u> <ul style="list-style-type: none"> • Siriporn Sriaram – MFF in Thailand 	SC; SS; MM; RM
15 00		Depart to airport	Airport drop; ARO
	17 10	PG 307 to Trat	SC, SS, RM will join
	18 10	Arrival in Trat	Airport pick-up (SS)
19 30		Dinner Meeting with RECOFTC team	@ Tew Ta Ra, Trat
		Overnight Ban Rim Nam, Trat	
Sunday, 23 September 2012 [THAILAND]			
08 30		Leave Hotel	
09 00		Briefing on the RECOFTC Project and discussion; <u>Presentation by:</u> RECOFTC	
10 00		Visit Mangrove Restoration Action Research Site and meet with Pred Nai Community leaders	Pred Nai community
12 30		Lunch	SS to organise
14 30		Visit Nam Chieo- Tha Ta Pao Sub-District (by boat); meeting with communities	
	18 40	PG 308 to Bangkok	
	19 40	Arrival in Bangkok Overnight Lotus Soi 33 (Bangkok)	
Monday, 24 September 2012 [THAILAND]			
09 30		In-depth discussion on Knowledge management	MD; JME; SMS; SC; KJ; RM
12 00		Lunch	ARO Admin; BC
13 30		Meeting with donors	Swedish Embassy (SC)
15 30		Meeting with Joseph D’Cruz, Co-Chair (UNDP)	Intercontinental Hotel (SC)
17 30		Return to Hotel; Overnight Lotus Soi 33	
Tuesday, 25 September 2012 [THAILAND]			
11 30		Leave for DMCR; Lunch en route	SS to identify venue
13 00		Meeting with Thailand NCB (at DMCR, Chiang Wattana	SS to organise; SC & MM

MFF MTR APPENDIX 2 – Detailed programme for the mission

Time	Flight	Activity	Remarks
		Road, Bangkok)	will accompany
16 00		Return to Hotel; Review of documents, team discussions	
22 30		Depart to the airport for flight to Dubai	Airport drop (IUCN ARO)
Wednesday, 26 September 2012 [SEYCHELLES]			
	02 45	EK 419 to Dubai	SC will accompany; 02 45 – 05 45 (6 h flight)
	08 25	EK 707 to Seychelles	08 25 – 13 05 (4.5 h flight)
	13 05	Arrival in Mahé	Airport pick-up by LB
		Review of documents	
		Overnight Casa Danny, Beau Vallon	
Thursday, 27 September 2012 [SEYCHELLES]			
09 00		NCB Meeting <u>Presentation by:</u> <ul style="list-style-type: none"> • Lyndy Bastienne - MFF in Seychelles Discussions with MTR Team	CESD meeting room – Department of Environment
12 00		Lunch	LB to organise
13 00		Meeting on the Large Grant	
15 00		Meeting with Department of Environment	@ the Botanical Garden
		Overnight Casa Danny, Beau Vallon	
Friday, 28 September 2012 [SEYCHELLES]			
09 30		Briefings, discussions and site visits to three Small Grants (MCSS, NS and RCSS)	
12 30		Lunch	LB to organise
21 30		Depart to the airport for flight to Dubai	Airport drop (LB)
	23 55	EK 708 to Dubai	23 55 – 04 25 (4.5 h flight)
Saturday, 29 September 2012 [SRI LANKA]			
	08 25	EK 348 to Colombo	08 25 – 13 30 (4 h flight)
	13 30	Arrival in Colombo	RM will accompany; IUCN SL airport pick-up
15 30		<u>Presentation by:</u> <ul style="list-style-type: none"> • Kumi Ekaratne - MFF in Sri Lanka 	@ Tamarind Tree Hotel, Katunayaka
17 00		Large project– meet with beneficiaries (Shoe makers, yogurt makers)	@ Katana
		Overnight Club Palm Bay Hotel, Marawila	
Sunday, 30 September 2012 [SRI LANKA]			
07 30		Leave for Kalpitiya (3 hr by road)	
10 30		Outputs of the Large Grant; home-stay and tourist boat operators	@ Kalpitiya
12 00		Successful small grants; Aloe vera project and PEARLS	@ Kalpitiya
13 30		Lunch at Ruwala and depart for Colombo Visit small grant, time permitting (micro-credit; livelihood)	
		Overnight Palm Beach Hotel, Mount Lavinia	
Monday, 1 October 2012 [SRI LANKA]			
09 00		Meeting with IUCN SL staff	IUCN Sri Lanka
09 30		MFF and Private Sector; Briefing by the Regional Business & Biodiversity Programme	IUCN Sri Lanka; SEY
10 30		Skype call with Dr J R Bhatt, Member/Secretary MFF NCB India (Ministry of Environment);	

MFF MTR APPENDIX 2 – Detailed programme for the mission

Time	Flight	Activity	Remarks
		Skype call with Meenakshi Datta Ghosh/N M Ishwar at IUCN Sri Lanka Office	
12 30		Lunch	@ IUCN SL
15 00		NCB Meeting	IUCN Sri Lanka Office
22 00		Leave for airport	Airport drop IUCN SL
Tuesday, 2 October 2012 [TRANSIT TO VIET NAM]			
	01 10	SQ 469 to Singapore	01 10 – 07 40 (4 h flight)
	09 50	SQ 176 to Hanoi	09 50 – 12 20 (~2 h flight)
12 20		Arrival in Hanoi	SC will accompany; Airport pick-up IUCN VN
14 00		Lunch Briefing on MFF in Viet Nam <u>Presentation by:</u> <ul style="list-style-type: none"> • Thu Hien Overnight Sunway Hotel, Hanoi	IUCN VN Office
Wednesday, 3 October 2012 [VIET NAM]			
08 00		Pick-up from hotel to IUCN Viet Nam	
09 00		Meeting of the NCB	IUCN VN
12 30		Lunch with NCB Members	
14 00		Meeting with Danish Embassy	
15 30		Depart to Xuan Thuy National Park (4 hrs)	
		Overnight Guest House at the Xuan Thuy National Park	
Thursday, 4 October 2012 [VIET NAM]			
08 30		Meeting with Mr Nguyen Xuan Cach, Director of Xuan Thuy National Park and staff	Xuan Thuy National Park
09 30		Small Project implemented at the National Park; Meetings with Mr Vu Quoc Dat, Project Coordinator and with woman collectors; visiting different zones of the Xuan Thuy National Park	
12 30		Lunch at Xuan Thuy National Park	
14 00		Depart Xuan Thuy to Hanoi Noi Bai Airport	
	20 45	TG 565 to Bangkok	(~2 h flight)
	22 35	Arrival in Bangkok Overnight Lotus, Soi 33	Airport pick-up (ARO)
Friday, 5 October 2012 [THAILAND]			
08 30		Meeting with UNEP (Dechen Tsering & Jerker Tاملندر)	IUCN ARO
09 30		Meeting with NCB Chairs of Indonesia, Maldives and Pakistan at ARO <u>Presentations on MFF in the Countries:</u> <ul style="list-style-type: none"> • Indonesia – Dudy Nugroho • Maldives – Aminath Mihdha • Pakistan – Ghulam Qadir Shah • Bangladesh – Enamul Haque 	Respective NCs will join the meeting
		Lunch	@ Hornbill; BC
14 00		Skype call with Aban Marker Kabraji (RD) and T P Singh (DRDP)	ARO Admin; BC
15 00		Skype call with Dr Chris O'Brien, Regional Coordinator, BOBLME	
15 30		Skype call with Ms Marie-Jose Vervest, Wetlands	

MFF MTR APPENDIX 2 – Detailed programme for the mission

Time	Flight	Activity	Remarks
		International	
16 00		Meeting with CSR Asia (Leena Wokeck)	IUCN ARO
		Overnight Lotus, Soi 33	
Saturday, 6 October 2012 [THAILAND]			
10 30		Meeting with Meenkshi Datta Ghosh and N M Ishwar <ul style="list-style-type: none"> • Presentation on MFF in India – N M Ishwar 	
12 30		Lunch	@ Hornbill
		Report writing; Overnight Lotus, Soi 33	
Sunday, 7 October 2012 [THAILAND]			
		Report writing; Overnight Lotus, Soi 33	
Monday, 8 October, 2012 [THAILAND]			
09 30		Debriefing at ARO for MFF-S and Partners	Present: MFF-S; Donors [Sida & Norad]
12 30		Lunch	@ L'Opera
	19 20	Departure of Prof. Philip Hirsch TG 475	
Tuesday, 9 October, 2012			
	00 25	Departure of Prof. Jesper Raakjær SK972	
	13 50	Departure of Dr Julian Gonsalves PR 731	

AMK (Aban Marker Kabraji); **AM** (Aminath Mihdha); **BC** (Bhunarporn Camilleri); **GQS** (Ghulam Qadir Shah); **DD** (Dudy Nugroho); **JB** (Jake Brunner); **JD** (Joseph D’Cruz); **JME** (Janalezza Morvenna Esteban); **KE** (Kumi Ekaratne); **KJ** (Kent Jingfors); **LB** (Lyndy Bastienne); **LJM** (Lindsay Mulder); **MD** (Michael Dougherty); **MM** (Matthew Markopoulos); **MN** (Maeva Nightingale); **RA** (Raquibul Amin); **RB** (Riaz Bangash); **RM** (Ranjith Mahindapala); **SC** (Steen Christensen); **SEY** (Shiranee Yasaratne); **SLP** (Scott Perkin); **SMS** (Sameer Singh); **SP** (Suwanna Promchan); **SS** (Siriporn Sriaram); **TH** (Bui Thu Thi Hien); **TP** (T P Singh)

MFF Secretariat
Bangkok

10 October 2012

SUPPLEMENTARY AGENDAS:

**MFF MTR Mission
Agenda for 5 October 2012**

Meetings at IUCN Asia Regional Office, Bangkok

Time	Activity
08 30	Meeting with UNEP (Dr Dechen Tsering & Mr Jerker Tamelander)
09 30	Meeting with NCB Chairs and NCs Introductions by Steen Christensen; Opening Remarks by Prof. Jesper Raakjær, MTR Team Leader
09 45	Presentation by Indonesia (Mr Tommy Hermawan, NCB Representative & Mr Dudy Nugroho, NC)
10 15	Presentation by Maldives (Mr Ibrahim Naeem, NCB Chair & Ms Aminath Mihdha, NC)
10 45	Presentation by Pakistan (Mr Mehmood Alam, NCB Chair; Mr Abdul Munaf Qaimkhani, NCB Representative; Mr Ghulam Qadir Shah, NC)
11 15	Presentation by Bangladesh (Outreach Country) (Mr Farid Uddin Ahmed, 'NCB' Representative & Mr Enamul Mazid Khan Siddique, IUCN Bangladesh)
11 45	Further elaborations and Discussion
12 30	Lunch @ Hornbill, Soi 39
14 00	Skype call with Ms Aban Marker Kabraji, Regional Director, IUCN Asia & Dr T P Singh, Deputy Regional Director Programme, IUCN Asia
15 00	Skype call with Dr Chris O'Brien, Regional Coordinator, Bay of Bengal Large Marine Ecosystem Project (BOBLME)
15 30	Skype call with Ms Marie-Jose Vervest, Wetlands International
16 00	Meeting with CSR Asia (Ms Leena Wokeck, Director)

MFF Secretariat
Bangkok

4 October 2012

MFF MTR Mission

Agenda for 22 September 2012 (am)

Meeting with IUCN and the MFF Secretariat at IUCN Asia Regional Office, Bangkok

Time	Activity
09 30	Introduction of the MTR Team and other participants
09 45	Opening remarks Aban Marker Kabraji, Regional Director, IUCN Asia
10 00	Opening remarks Prof. Jesper Raakjær, MTR Team Leader
10 15	MFF Overview presentation
11 00	Further elaborations and Discussion
12 30	Lunch

MFF Secretariat
Bangkok

20 September 2012

APPENDIX 3: LIST OF PERSONS MET

	Name	Designation/Organisation
	Preparatory Phone Conversation conversation 20 September 2012	
1	Prof. Don Macintosh	Senior advisor MFF
	Thailand / ARO, MFF in Thailand IUCN/MFF Secretariat 22 September 2012	
2	Ms. Aban Marker Kabraji	IUCN, Asian Office Regional Director
3	Dr T P Singh	IUCN, Asian Office Regional Programme Directorate
4	Dr. Steen Christensen	Coordinator MFF Secretariat
5	Dr. Ranjith Mahindapala	MFF Secretariat
6	Dr. Maeve Nightingale	MFF Secretariat
7	Mr. Raquibul Amin	MFF Secretariat
8	Ms Janalezza Esteban	MFF Secretariat
9	Ms Suwanna Promchan	MFF Secretariat
10	Ms Bhunarporn Camilleri (Mon)	MFF Secretariat
11	Mr. Michael Dougherty	IUCN Regional Communication Unit
12	Sameer Singh	IUCN, Regional Communication Unit
13	Mr. Ganesh Pangare	Regional Thematic Programme (ELG1)
14	Scott Perkin	Regional Thematic Programme (ELG1)
15	Mr. Matthew Markopoulos	Thailand Programme
16	Ms Siriporn Sriaram (MFF NC Thailand)	Thailand Programme
17	Mr. Riaz Bangash	IUCN, Finance Unit
18	Mr. Kent Jingfors	Consultant
	Thailand / TRAT Province RECOFTC Team/Pred Nai Community Leaders 22 September 2012	
19	Ms. Somying Sondonwong	RECOFTC
20	Mr. Ratkawe Boonmake	RECOFTC
21	Ms. Korakot Loismut	RECOFTC
22	Ms. Rungthip Lamul	RECOFTC
23	Mr. Suphalit Hungnum	Prednai – Member of Prednai
24	Mr. Manote Pungrung	Prednai – Chief of Village
25	Mr. Kiatsakul Hungnum	Prednai – Member of Prednai Conservation Network (Boat Driver)
26	Ms. Vassana Nartudom	Thatapao – Member
27	Mr. Charoon Thana	Thatapao – Member
28	Mr. Pratipe Thanomchart	Thatapao – Deputy Head of Thatapao Conservation Group

MFJ MTR APPENDIX 3 – List of persons met

	Name	Designation/Organisation
29	Mr. Sevee Jaiting	Thatapao – Deputy Head of Thatapao Conservation Group
30	Mr. Surphong Nartudom	Thatapao – Member of Thatapao Conservation Group
31	Mr. Visut Artsatit	Thatapao – Member of Municipality
32	Mr. Panya Takkiri	Thatapao
33	Ms. Dissaorn Aitthiariyasinthorn	DMCR
	Thailand, Bangkok (Swedish Embassy) Meeting with donors SIDA and NORAD 24 September 2012	
34	Ola Moller	SIDA, First Secretary
35	Chatri Moonstan	NORAD, Senior Program Officer
36	Jennie Nilsson	SIDA, Trainee
	Thailand, Bangkok Meeting 24 September 2012	
37	Joseph D’Cruz	UNDP, Regional Advisor Environment and MFJ co-chair
	Thailand DMCR 25 September 2012	
38	Mr. Somsak Piriayotha	NCB Secretariat and member, Mangrove and Coastal Resources specialist (DMCR)
39	Prof. Dr. Sanit AugsornKaew	Thailand Environmental Institute (TEI)
40	Assoc. Prof. Dr. Noparat Bumrunrak	NCB advisor, Prince of Song Kla University (PSU)
41	Ms. Suwimol Seerepaowong	UNDP Thailand
42	Mr. Chanyuth Tapa	Raksthai Foundation (CARE)
43	Ms. Saisunee Chaksuin	WWF Thailand
44	Ms. Siriport Sriaram	MFJ Thailand Coordinator, IUCN Thailand
	Seychelles NCB Meeting 27 September 2012	
45	Alain De Comarmond	Climate Affairs, Adaptation and Information Division, Environment Department, Director General
46	Pugashendhi Murugaiyan	CAMS/CAAID
47	Georgia French	MCSS, Project Coordinator

MFF MTR APPENDIX 3 – List of persons met

	Name	Designation/Organisation
	Seychelles Large Scale Project 27 September 2012	
48	David Rowat	MCSS, Chairman
49	Martin Vadiy	Nature Seychelles, Grantee
50	Preethi S. Nair	UNDP, Project Officer
51	Denis Matatken	SNPA, CEO
52	Lyndy Bastienne	MFF Seychelles NC
53	Michele Martin	S4S, Education Consultant WCS, Chairperson
	Seychelles Meeting with the Department of Environment 27 September 2012	
54	Nanette Laure	Department of Env. EAPS, Ag. Director
55	Flavien Joubert	Wildlife, Enforcement and Permit Division, Environment Department, Director General
	Seychelles Field Visits, NS 28 September 2012	
56	Mr. Martin Varley	Nature Seychelles, Community and Stakeholder Action Coordinator
57	Mr. Robin Hanson	Nature Seychelles, Green Health Coordinator
	Seychelles Field Visits, RCSS 28 September 2012	
58	Mr. Roy Nibourette	Red Cross Society Seychelles, Program Manager Ress., Project Facilitator
	Seychelles Field Visits, MCSS 28 September 2012	
59	Dr. David Rowat	Marine Conservation Society Seychelles, MCSS, Chairperson
60	Joanna Bluend	MCSS, Staff
61	Peter Holden	MCSS, Volunteer
	Sri Lanka Tamarind Tree Hotel, Katunayake 29 September 2012	
62	Shamen P. Vidanage	IUCN, Acting Country Representative
63	Kumudeni Ekaratna	IUCN, Senior Programme Officer
	Sri Lanka Field Visits (beneficiaries) 29 September 2012	
64	Mari Presila	Sithuliya Women's Society, Shoe Manufacturer
65	Rushanthi Indika	Sithuliya Women's Society, Shoe Manufacturer

MFF MTR APPENDIX 3 – List of persons met

	Name	Designation/Organisation
66	Dammika Sriyani	Sithuliya Women's Society, Shoe Manufacturer
67	Suuneetba	Sithuliya Women's Society, Shoe Manufacturer
68	Sabeetha Priyafarshani	Sithuliya Women's Society, Shoe Manufacturer
69	Yohani Lasanthika	Sithuliya Women's Society, Shoe Manufacturer
70	Deepani Kumari	Yoghurt Manufacturer
71	Nifmini Chandrika	Yoghurt Manufacturer
	Sri Lanka Kandakuliya, Kalpitiya Meeting with Homestay and tourist boat operators 30 September 2012	
72	W. Joseph Rodrigo	Homestay
73	Danald Ajith	Chinese Restaurant
74	A.MDSR Kumara	TCP, Site Manager
75	Ms. M. A. Aruni	Trainee Homestay
76	Ms. Maduka Priyadarshani	Trainee Homestay
	Sri Lanka Kandakuliya, Kalpitiya Meeting with Aloe Vera producers 30 September 2012	
77	MNMM Nusry	MCRCF
78	A.C.M. Niyas	MCRCF
79	Ms. Anne Rupika Sandamalee	Aloe Vera Beneficiary
80	Roy Priyantha	Aloe Vera Beneficiary
	Sri Lanka Kandakuliya, Kalpitiya Meeting: Microcredit and livelihood 30 September 2012	
81	S. U. M. Fairose	Project Manager, PEARLS
82	J. M. Priyadarshani	Secretary, PEARLS
83	A.B. Priyadarsani	Agriculture – Poultry – free range, Microfinance Beneficiary
84	M. A. Bibi	Agriculture – Chili Plantation, Poultry – free range, Microfinance Beneficiary
85	Mary Jeret	Onion Cultivator, Microfinance Beneficiary
86	M. S. Fazmia	No loan taker
87	F. Hasmeen	Goat raising, Microfinance Beneficiary
88	Sryanie Pushpa	Cassava Cultivator, Microfinance Beneficiary
89	K. Ranjani	Poultry, Microfinance Beneficiary

MFF MTR APPENDIX 3 – List of persons met

	Name	Designation/Organisation
	Sri Lanka IUCN MFF and Private Sector 1 October 2012	
90	Shiranee E Yasaratne	Regional Business and Biodiversity Programme, Ecosystems and Livelihoods Group, Asia, Head
91	Kilur M. Akram	IUCN, Senior Administration Officer
	Sri Lanka IUCN Phone meeting (NCB India) 1 October 2012	
92	Dr. Bhatt	NCB chair
	Sri Lanka, IUCN Sri Lanka Office Presentations on MFF in India 1 October 2012	
93	Meenakshi Datta Ghosh	MFF NCB India, country representative
94	Dr. N. M. Ishwar	Mangroves for the Future-India Representative
	Sri Lanka IUCN FAO Meeting 1 October 2012	
95	Mr. Patrick T. Evans	Food & Agriculture Organization, FAO Representative in Sri Lanka and the Maldives
	Sri Lanka IUCN, National Steering Committee - Special Meeting 1 October 2012	
96	Upali S. Amarasinghe	University of Kelaniya, Senior Professor in Zoology
97	Ravi De Silva	Hoteliers' Association of Sri Lanka, Consultant
98	Ms. D. M. J. K. Dissanayake	Ministry of Environment, Environmental Management Officer
99	Mr. H. M. P. Hitisekera	Conservator General of Forests
100	J. M. P. K. Jayasinghe	University of Wayamba, Senior Professor in Zoology
101	Mr. Suranjan Kodithuwakku	Green Movement of Sri Lanka, CEO
102	Dr. Ananda Mallawatantri	Energy, Environment and Disaster Management, UNDP, Team Leader
103	Mr. Lakshman Nirodhawardene	Small Fisher's Federation, Director General

MFF MTR APPENDIX 3 – List of persons met

	Name	Designation/Organisation
104	Mr. H. M. K. J. B. Gunarathne	Ministry of Fisheries and Aquatic Resources Development, Director (Social Development)
105	Mr. P. U. Ratnayake	Domestic Tourism & Resort Management, Sri Lanka Tourism, Director
106	Dr. Jayampathy Samarakoon	Freelance Consultant
107	Thalatha Ranasinghe	Marine Environment Protection Authority, General Manager
108	Mr. Ajith Silva	Ministry of Environment, Policy Planning
109	Mr. Nalaka Siriwardena	Dry Zone Development Programme, CARE Sri Lanka, Director
110	Mr. Ajith Tennakoon	Sewalanka Foundation, Regional Field Director (South & West)
111	Ms. Eeasha Nanayakkara	Department of Wildlife Conservation, Head/Community Outreach
112	Ms. Kumudini Ekaratne	IUCN
113	Mr. Shamen Vidanage	IUCN
114	Ms. Disna Eheliyagoda	IUCN
	Viet Nam, Hanoi MFF Meeting 2 October 2012	
115	Nguyen Thi Bich Hien	IUCN Viet Nam, SGF Manager
116	Jace Brunner	IUCN, PC
117	Bui Thi Thu Hien	IUCN Viet Nam, NC
118	Ho Fim Cnong	IUCN Viet Nam, SGF Asst.
119	Nguyen Thuy Anh	IUCN, Communication Officer
	View Nam, Hanoi NCB/MTR Meeting 3 October 2012	
120	Alciko Inoguchi	FAO, Forestry Officer
121	Nguyen Thi Bich Hien	IUCN Viet Nam, SGF Manager
122	Dr. Nguyen Chu Hoi	Viet Nam National University Assc. Prof. Dr. High-level Researcher of CSIR
123	Bui Thi Thu Hien	IUCN/MFF, NC
124	Nguyen Thuy Anh	IUCN, Communication Officer
125	Tu Thi Lan Huong	VASI, Officer
126	Do Thi Huyen	UNDP, Programme Analyst
127	Mai Sy Tuan	MERC, Director
128	Nguyen Thi Yen	CARE INT'l in Viet Nam, DRR/cc Manager
129	Ho Kim Cnong	IUCN Viet Nam, SGF Asst.
130	Nguyen Duc Tu	IUCN Viet Nam, Water & Wetland Coordinator

MFF MTR APPENDIX 3 – List of persons met

	Name	Designation/Organisation
131	Nguyen Nghia Bien	Ministry of Agriculture & Rural Development, Director of Planning & Finance Forestry Administration
	Viet Nam Xuan Thuy National Park Meeting 4 October 2012	
132	Nguyen Xuan Cach	National Park, Director
133	Vu Quoc Dat	Coordinator of project
134	Pham Thi Phuong	Head of Self Manager Team 1
135	Dinh Thi Tot	Head of Self Manager Team 2
136	Vu Thi Nhe	Head of Woman Union of Commerce
	Viet Nam, Xuan Thuy National Park Cooperative Tourist Product Meeting 4 October 2012	
137	Phung Thi Thin	Head of cooperative of Giao Xuan
138	Bui Thi Lnot	Group Leader of Giao Xuan
139	Tian Thi Phuong	Giao Xuan Cooperative Member
140	Nguyen Thi Xuan	Giao Xuan Cooperative Member
141	Ngo Thi Ngo	Giao Xuan Cooperative Member
	Thailand, Bangkok (ARO) Meeting at IUCN Asia Regional Office 5 October 2012	
142	Dechen Tsering	UN Environment Programme, Deputy Regional Director
143	Ellik Adler	UN Environment Programme, Coordinator
	Thailand, Bangkok, IUCN Meeting with NCB Chairs 5 October 2012	
	INDONESIA	
144	Mr. Tommy Hermawan	NCB, Representative
145	Mr. Dudy Nugroho	NC
	MALDIVES	
146	Mr. Ibrahim Naeem	NCB, Chair
147	Ms. Aminath Mihdha	NC
	PAKISTAN	
148	Mr. Mehmood Alam	NCB, Chair
149	Mr. Abdul Munaf Qaimkhani	NCB, Representative
150	Mr. Ghulam Qadir Shah	NC
151	Mr Shah Murad Aliani	Country Representative
	BANGLADESH	
152	Mr. Farid Uddin Ahmed	NCB, Representative
153	Mr. Enamul Mazid Khan Siddique	IUCN

MFF MTR APPENDIX 3 – List of persons met

	Name	Designation/Organisation
	Thailand, Bangkok, IUCN SKYPE Meeting – IUCN Asia 5 October 2012	
154	Ms. Aban Marker Kabraji	IUCN Asia, Regional Director
155	Dr. T. P. Singh	IUCN Asia, Deputy Regional Director Programme
	Thailand, Bangkok, IUCN SKYPE Meeting, BOBLME 5 October 2012	
156	Dr. Chris O'Brien	Bay of Bengal Large Marine Ecosystem Project (BOBLME), Regional Coordinator
	Thailand, Bangkok, IUCN Meeting with CSR Asia 5 October 2012	
157	Ms. Leena Wockeck	CSR Asia, Director
	Thailand, Bangkok, IUCN Skype Meeting with Wetlands International 5 October 2012	
158	Ms. Marie-Jose Vervest	Wetlands International
	Thailand, Bangkok India MFF Meeting 6 October 2012	
159	Dr. N. M. Ishwar	IUCN Country Officer
160	Nisha D'Souza	SG Officer
	Thailand, Bangkok – IUCN-ARO Debriefing 8 October 2012	
161	Dr. Maeve Nightingale	IUCN
162	Mr. Riaz Bangash	IUCN ARO
163	Mr. Kent Jingsfors	Consultant
164	Jenny Nilsson	SIDA
165	Anshuman Saikia	IUCN, Regional Programme Support Coordinator
166	Chatri Moonstan	Royal Norwegian Embassy, Senior Program Officer
167	Dr. Steen Christensen	MFF, Coordinator
168	Dr. Ranjith Mahindapala	MFF Secretariat
169	Ms. Suwanna Promchan	MFF Secretariat
	Norway, Oslo NORAD Meeting 24 October 2012	
170	Brit Fisknes	Department for Climate, Energy and Environment, NORAD
171	Thomas Poulsen	Department of Civil Society, NORAD

MFf MTR APPENDIX 3 – List of persons met

	Name	Designation/Organisation
	Denmark, Copenhagen DANIDA Meeting 26 October 2012	
172	Flemming Poul Winther Olsen	Senior Advisor, DANIDA
173	Donald Macintosh	MFf Senior Advisor

APPENDIX 4: LIST OF BACKGROUND DOCUMENTS

A. PROGRAM DOCUMENTS - REGIONAL

1. MFF Programme Strategy, Action, and Vision

- 2007-2012 MFF Action Plan
- 2007-2012 MFF Strategy
- 2009 MFF Vision Paper

2. MFF Annual Reports and Reports to Donors (Progress reports to donors Sida and Norad 2007-2011)

- 2007 MFF Annual Report to Sida and Norad
- 2008 MFF Annual Report to Sida and Norad
- 2009 MFF Annual Report to Sida and Norad
- 2010 MFF Annual Report to Sida and Norad
- 2011 MFF Annual Report to Sida and Norad
- 2012 MFF Project Completion Report 2007-2011 to Norad
- 2012 MFF Results Sept 2011 Aug 2012 Report for Sida

3. MFF Regional Steering Committee Meeting Reports (RSC 1-8, 2007-2011)

- RSC 1 Report
- RSC 2 Report
- RSC 3 Report
- RSC 4 Report
- RSC 5 Report
- RSC 6 Report
- RSC 7 Report
- RSC 8 Report

4. MFF Proposals submitted to donors (2010-2012)

- 2010 MFF Phase 2 full proposal to Sida
- 2012 MFF full proposal to Norad
- 2012 MFF full proposal to Danida

5. MFF regional reviews

- 2010 MFF MTR 2009 Report
- 2011 Internal Review of MFF by Kent Jingfors
- 2012 Summary of actions on 2009 MTR recommendations

2011 MFF Strategic Framework for Gender Integration

2012-13 MFF Regional KM and Communications Strategy

B. PROGRAM DOCUMENTS - NATIONAL

1. National Strategies and Action Plans (8 countries)

- MFF India NSAP
- MFF Indonesia NSAP
- MFF Maldives NSAP
- MFF Pakistan NSAP
- MFF Seychelles NSAP
- MFF Sri Lanka NSAP
- MFF Thailand NSAP
- MFF Viet Nam NSAP

2. Examples of National Coordinating Body meeting minutes

- India - 2008-2009, Jan-Aug 2011, Apr 2012
- Indonesia - 2009, May-Aug 2012

- Maldives - May 2012
- Pakistan - August 2012
- Seychelles - 2008-2009
- Sri Lanka - 2008-2009, Aug 2012
- Thailand - 2008-2009
- Viet Nam - May, July 2012

C. PHASE 1 INCEPTION PHASE AND PREPARATORY WORKS

- PoW 1 Overview Information Needs Study
- PoW 1.1 Information Needs Gaps Analysis
- PoW 4.1 Overview of Economic Valuation Study
- PoW 4.1 Report Economic Valuation Study
- PoW 7 Overview Capacity Development Study
- PoW 7.1 Implementing MFF Observations and Lessons
- PoW 7.1 Report National Capacity Development study
- PoW 10.1 Overview of Sustainable Financing Study
- PoW 10.1 Report Sustainable Financing Study
- PoW 11 Overview ICM governance study
- PoW 11.1 Report ICM governance study
- PoW 13.1 Brief report MPA study
- PoW 13.1 Full report MPA study UNEP WCMC
- PoW 13.1 Overview of MPA study
- PoW 15 Overview Engaging the Private Sector
- Preparatory work Climate Change integration
- Preparatory work Climate Change mainstreaming

E. MFF ORGANIZED EVENTS AND CONFERENCES

- 2008 MFF Regional Review Forum Ahungalla, Sri Lanka
- 2008 Scientific Symposium Ranong, Thailand
- 2008 MFF at IUCN World Conservation Congress Barcelona, Spain
- 2009 MFF at PEMSEA EAS Congress Manila, Philippines

D. MFF Toolkits and Guidelines

- 2010 Climate Proof Guidelines
- 2010 Climate Proof Reference Tool
- 2008 Guidelines for Project Formulation Large Projects
- 2008 MFF Project Guidelines Small Grants Facility Projects
- 2008 Marine Protected Area Toolkit for South Asia Cordio MFF
- 2009 Appraisal Notes for MFF Large Projects
- 2009 MFF Guidelines Large Project Formulation
- 2009 MFF Integrating Gender Considerations Checklist
- 2010 Monitoring Learning and Evaluation Guidelines

F. Capacity Development

- 2008 MFF Regional Training Course Indonesia report
- 2010 MFF Regional Training Course India
- 2011 MFF Viet Nam National Training Course
- 2011 AIT Integrated Coastal Management Course special bulletin of ICM Course at AIT
- 2011 MFF report to RSC 8 about AIT ICM course and other regional capacity development

G. Technical publications and contributions

- 2007 UNEP WCMC Ecosystem services of mangroves and corals
- 2008 MFF Tropical Coasts Vol15No2
- 2009 The Tsunami Legacy lessons learned document
- MFF Newsletter (Numbers 1-26)
- Investing in coastal communities and ecosystems: Snapshots of MFF Small Grants 2009-2011
- FAO Food Security Paper - Ecosystem approaches to coastal resources management: The case for investing in mangrove ecosystems 2009
- Towards conservation and management of mangrove ecosystems in India 2011
- For the people, By the People: Lessons Learned from Sri Lanka Small Grants projects 2010
- An Appraisal of Mangrove management in micro-tidal estuaries and lagoons in Sri Lanka 2010

APPENDIX 5: DETAILS OF COURSES IN PROJECT CYCLE MANAGEMENT

Training in Project Cycle Management**DETAILS OF COURSES CARRIED OUT**

Regional Training Course 1	October 2008	Indonesia
Regional Training Course 2	October 2012	India (done with BOBLME)

RSC-7 (2010) decided that in Phase 2, in-country PCM skills should be developed. Accordingly, following in-country Project Cycle Management trainings have been carried out in Phase 2.

Where	When	SGP/Medium	Secretariat Resource persons
Viet Nam	June 2011	For Small Grants;	DJM; RM; JME; OA
Sri Lanka	August 2011	For Small Grants;	RM
Pakistan	August 2011	For Small Grants	RM
India	August 2011	For Small Grants	DJM
Thailand	Oct 2011	For Small Grants	By UNDP
Indonesia	January 2012	For Large Grant	By UNDP with training materials provided by MFF-S
Seychelles	February 2012	For Small Grants	DJM; RM; MD
Viet Nam	March 2012	For Small Grants	RM
Sri Lanka	April 2012	For Small Grants	RM
Maldives	May 2012	For Small Grants	RM
Viet Nam	May 2012	For Medium Grants	SC; RM
Sri Lanka	July 2012	For Medium Grants	RM

DJM (Don Macintosh); RM (Ranjith Mahindapala); JME (Jana Esteban); OA (Oliver Abrennilla); MD (Michael Dougherty)

Prepared for MTR

8 October 2012

APPENDIX 6: SAMPLE OF PCM VIET NAM COURSE

AGENDA

MFF Viet Nam National Training Course on Project Cycle Management (*Emphasis on Proposal Writing*)

14-15 March 2012

Venue: La Thanh Hotel, 218 Doi Can, Ba Dinh, Hanoi

14 March 2012

8.30	REGISTRATION	IUCN VIET NAM
8.45	OPENING REMARKS NCB Viet Nam Chairman Head of Office, IUCN Viet Nam MFF Regional Coordinator	Dr. Nguyen Chu Hoi Mr. Jake Brunner Dr. Steen Christensen
9.00	MFF OVERVIEW & COURSE INTRODUCTION	Dr. Steen Christensen, MFF Coordinator
09 15	MFF SMALL GRANTS PROGRAMME IN VIET NAM: APPROACHES AND PRIORITIES	Mr. Jake Brunner, IUCN Viet Nam
9.30	THE PROJECT CYCLE: PROJECT DESIGN, APPRAISAL, IMPLEMENTATION, MONITORING AND EVALUATION	Dr. Ranjith Mahindapala MFF Programme Manager
10.15	TEA/COFFEE BREAK	
10.30	THE LOGICAL FRAMEWORK APPROACH (LFA): A TOOL FOR PLANNING, IMPLEMENTATION AND MONITORING	Dr. Ranjith Mahindapala MFF Programme Manager
11.15	CONTEXT ANALYSIS: COASTAL ISSUES, LIVELIHOODS AND COMMUNITY PARTICIPATION IN COASTAL RESOURCES MANAGEMENT	Dr. Nguyen Chu Hoi NCB Viet Nam Chairman
11.45	THE MFF PROJECT PROPOSAL GUIDELINES/TEMPLATES MFF SMALL GRANTS PROJECT TEMPLATE INTEGRATING CLIMATE CHANGE AND DISASTER RISK REDUCTION INTEGRATING GENDER EQUALITY	Ms. Nguyen Thi Bich Hien, MFF Viet Nam Dr. Steen Christensen, MFF Coordinator Ms. Debora Simon Baile, IUCN Viet Nam
12.30	LUNCH	
14.00	PROPOSERS WORK ON THE SITUATION ANALYSIS AND LOGFRAMES	<i>FACILITATED BY MFF SECRETARIAT</i>
15.30	TEA/COFFEE BREAK	
15.45	PRESENTATIONS OF REVISED LOGFRAMES BY THE PROPOSERS FOLLOWED BY A DISCUSSION	PROPOSERS AND MFF SECRETARIAT
18.00	Informal dinner arrangement for all participants	To be arranged by MFF Viet Nam
15 March 2012		
8.30	RECAP OF DAY 1 AND ADDITIONAL POINTERS	MFF Secretariat
9.00	Output-based Budgeting – An introduction	Ms. Nguyen Thi Bich Hien & Dr. Ranjith Mahindapala
9.30	PROPOSERS WORK ON OUTPUT-BASED BUDGETS	<i>FACILITATED BY MFF SECRETARIAT</i>
10.15	TEA/COFFEE BREAK	

10.30	Presentations And Discussions On The Budgets	Proponents and MFF Secreteriat
12.15	Lunch	
13.30	Project Reporting & Communications Monitoring, Evaluation & Learning	Dr. Ranjith Mahindapala, MFF Programme Manager
14.00	Presentation of a sample Small Grants Project from 1 st Cycle	Ms. Debora Simon Baile, IUCN Viet Nam
14.30	Open discussion, and Question and Answer Session	
15.00	Feedback And Course Evaluation	MFF Secretariat and Viet Nam
15.30	Announcements on the submission of revised proposals and other relevant information	MFF Secretariat and Viet Nam
15.45	Closure and Tea	

Rapporteur: Debora Simon

Additional Instructions: All Participants Are Requested To Bring The Following:

Laptop computer

Relevant data on the proposed project site, situation analysis, maps and other useful information.

APPENDIX 7: TRAINING AND EDUCATION MATERIALS FOR INSTRUCTION PURPOSES

- Gender and MFF AIT ICM Course lecture notes and presentation
- Heads Above Water. BBC Earth Report (film)
- Interviews with Gender practitioners in IUCN and UNDP (film)
- Mangroves: Guardians of the Coast (film)
- Marine Protected Area Toolkit for South Asia Cordio MFF (manual)
- MFF Communications AIT ICM Course lecture notes and presentation (document and powerpoint)
- MFF gender, communications and project implementation presentation (document and powerpoint)
- Project Cycle Management - focus on proposal writing for MFF projects (document and powerpoint)
- Promoting local innovation for Climate Change Adaptation(film)
- Sentries of the Coast (film)
- Telling stories in words - MFF and IUCN Building Coastal Resilience forum (document and powerpoint)
- The beauty of *Aloe vera* (film)
- The Gleaners of Ban Modtanoi (film)
- The Lucky Ladies of Maha Oya (film)
- The Perfect Species. Mudskippers and crabs in the Mekong delta. (film)
- Raise high the roof beam. Floods and extreme weather in Java (film)
- The village of Rejorsori. Floods, mangroves and the fishers of Rejorsori, Java, Indonesia (film)
- The rising sea. Extreme weather and sea level rise in Viet Nam. (film)

Source: MFF Regional Secretariat.

MFF MTR APPENDIX 8 – Sampling of Knowledge Products Across MFF Sites (Countries)

APPENDIX 8: SAMPLING OF KNOWLEDGE PRODUCTS ACROSS MFF SITES (COUNTRIES)

Country	Title
India	<ul style="list-style-type: none"> ▪ Mangroves: Soldiers of our Coast (India) ▪ Towards conservation and management of mangrove ecosystems in India ▪ Mangroves: Guardians of the Coast (film)
Indonesia	<ul style="list-style-type: none"> ▪ Beragam Produk Olahan Berbahan Dasar Mangrove (mangrove recipe book, Bahasa Indonesia) ▪ Panduan Praktis. Teknik rehabilitasi mangrove di kawasan pesisir Indonesia (mangrove planting guidebook, Bahasa Indonesia)
Maldives	<ul style="list-style-type: none"> ▪ Climate Change Toolkit for Students and Youth (Maldives) ▪ Environmental awareness songs (film)
Pakistan	<ul style="list-style-type: none"> ▪ Sentries of the Coast (film) ▪ Pakistan Small Grants 2011 (booklet, pdf version, on website)
Seychelles	<ul style="list-style-type: none"> ▪ Wetlands +. An Education Guide to Wetlands and Coastal Activities in the Seychelles Islands (book) ▪ Aldabra Our Atoll (book) ▪ Aldabra Atoll Children's Activity Book
Sri Lanka	<ul style="list-style-type: none"> ▪ For the People, By The People. Lessons from Small Grants (Sri Lanka) ▪ Tourism and Coastal Development on the Southeast Coast of Sri Lanka ▪ Mangroves of Sri Lanka Field Guide (Tamil version) ▪ Governance performance in Integrated Coastal Management (Sri Lanka) ▪ An appraisal of mangrove management in Sri Lanka
Thailand	<ul style="list-style-type: none"> ▪ MFF Small Grants in 2008-2011 (Thai) ▪ MFF in Thailand a picture story (photo book, printed)
Viet Nam	<ul style="list-style-type: none"> ▪ MFF in Viet Nam (fact sheet) ▪ Wetlands of Viet Nam, featuring MFF projects (poster)
Asia Region	<ul style="list-style-type: none"> ▪ 2010 Climate Proof Guidelines (book) ▪ 2010 Climate Proof Reference Tool (book) ▪ MFF FAO Ecosystem approach and mangroves (Macintosh et al, article) ▪ Rehabilitating Viet Nam's Mangrove Forests. Tools for the Tide (Macintosh et al, article) ▪ MFF India Policy Brief ▪ MFF Indonesia Policy Brief ▪ MFF Maldives Policy Brief ▪ MFF Seychelles Policy Brief ▪ MFF Sri Lanka Policy Brief ▪ MFF Thailand Policy Brief ▪ SEYCHELLES CONSERVATION OF TURTLE ROOKERIES CASE STUDY ▪ Investing in coastal communities and ecosystems. Snapshots of MFF Small Grants 2009-11 ▪ A Regional Synthesis of Results and Lessons from Mangroves for the Future Small Grant Projects: 2009-11 ▪ Heads Above Water. BBC Earth Report (film) ▪ The beauty of <i>Aloe vera</i> (film) ▪ The Gleaners of Ban Modtanoi (film) ▪ The Lucky Ladies of Maha Oya (film) ▪ The Perfect Species. Mudskippers and crabs in the Mekong delta. (film) ▪ Raise high the roof beam. Floods and extreme weather in Java (film) ▪ The village of Rejorsori. Floods, mangroves and the fishers of Rejorsori, Java, Indonesia (film) ▪ The rising sea. Extreme weather and sea level rise in Viet Nam. (film)

APPENDIX 9: SCIENCE BASED KNOWLEDGE PRODUCTS FROM MFF INDIA

Majority of the products developed with a regional utility... not just an India focus



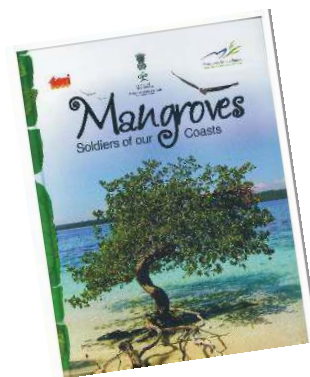
MFF MOVIE *GUARDIANS OF THE COAST*

- certificate of merit under the popular science film category, Vigyan Prasar (VP), Department of Science and Technology, Government of India
- integrated into UNEP-EPLC mangrove learning programmes for UNEP in Malaysia
- part of the curriculum for the Bachelor of Science programme at the Indira Gandhi National Open University (IGNOU)
- Over 1000 copies disseminated

- *Mangroves, Soldiers of our Coasts* -

learning programmes for UNEP-EPLC in Malaysia; distributed by the Macajalar Bay Development Alliance to several partner schools involved in the Adapt a Mangrove Refo Site Program in the Philippines

- MFF India blog *Fishtales* has been adopted as a knowledge platform for the Go4BioDiv youth congress, to be held in the Indian Sundarbans, as part of the upcoming CBD COP 11
- Scientific publication *Towards Conservation and Management of Mangrove Ecosystems in India* has received wide acclaim nationally and regionally with over 800 copies having been disseminated.



At **CBD COP 11** MFF India plans to release the following:

- *Coastal Security and Sustainability: Lessons from MFF India projects*
- *Coral Reefs in India: Status, Threats and Conservation Measures* – a scientific publication on Coral Reefs
- *20 Years of Mangrove Restoration in India* – a documentation of mangrove restoration practices accomplished by Governments, NGOs and MFF in India
- A Hindi translation of the MFF movie *Mangroves, Soldiers of our Coasts*



Compiled from materials sourced from the MFF Secretariat Bangkok.

APPENDIX 10: INVENTORY OF PUBLIC AWARENESS MATERIALS

- Posters on Small Grants Facilities (see example in For the People book, Annex 6, pp100 onwards)
- MFF promotion clip "Investing in Coastal Ecosystems" (video)
- MFF brochure, fact sheet, and post card

MFF MTR APPENDIX 11 – Action taken by the MFF Secretariat in respond to MTR Phase 1

APPENDIX 11: ACTION TAKEN BY THE MFF SECRETARIAT IN RESPOND TO MTR PHASE 1

MTR Recommendations	Management Response/Action(s) by MFF Secretariat	Summary of progress (2012)
Regional Steering Committee		
<p>A broader involvement in RSC meetings by NGO and private sector members, perhaps through special NGO/Private Sector Consultative sessions during RSC meetings</p>	<p>This has already been done at the last RSC 6 held in Cha'am, Thailand (January, 2010) with a learning seminar for invited Private Sector representatives;</p> <p>RSC-7 has a planned Open Learning Event for MFF RSC and NCB members, private sector and NGO representatives, as well as media, organised by CARE and IUCN</p>	<p>Successfully done in RSC-7 and RSC-8</p> <p>http://mangrovesforthefuture.org/assets/Exchange/RSC/MTR-2012/6-MFF-Organized-Events-and-Conferences/2010-MFF-RSC-7-Learning-Event-Building-envi-livelihood-resilience-agenda.pdf</p> <p>http://mangrovesforthefuture.org/assets/Exchange/RSC/MTR-2012/6-MFF-Organized-Events-and-Conferences/2011-MFF-RSC-8-Learning-Event-Coastal-Conservation.pdf</p> <p>http://mangrovesforthefuture.org/assets/Exchange/RSC/MTR-2012/1%20Program%20Documents%20-%20Regional/1-8-Private-Sector-Engagement/2010-MFF-RSC-7-draft-Private-sector-strategy.pdf</p> <p>http://mangrovesforthefuture.org/assets/Exchange/RSC/MTR-2012/1%20Program%20Documents%20-%20Regional/1-8-Private-Sector-Engagement/2011-MFF-RSC-8-Progress-on-Private-Sector-Engagement.pdf</p> <p>The learning event in RSC-9 will focus on how private sector investments can contribute to coastal community resilience in the light of Climate Change</p>
<p>National coordinators should also in future be invited to RSC meetings</p>	<p>The National Coordinators participated as observers in the RSC 6 meeting held in Cha'am (January 2010)</p> <p>All National Coordinators are invited to RSC-7 and there will be an additional seminar day arranged for them as a group</p>	<p>Successfully continued</p> <p>http://mangrovesforthefuture.org/assets/Exchange/RSC/MTR-2012/6-MFF-Organized-Events-and-Conferences/2011-MFF-RSC-8-List-of-Participants.pdf</p>
<p>The optimal frequency of RSC meetings should be explored and more RSC work carried out by sub-committees, or via the internet</p>	<p>This has already taken effect with sub-committees being formed for specific aspects including grants, ML&E, etc.</p>	<p>As of 2010, RSC meetings are now held annually with sub-committees (or, Working Groups) formed in between RSC meetings to work on specific aspects of MFF implementation, including reviews of small grants and large project modalities, criteria for regional initiatives, etc.,</p>
<p>In a phase II, the RSC should play a greater role in promoting learning exchanges and networking, including being proactive in seeking opportunities for engaging other regional partners</p>	<p>This recommendation has been incorporated in designing the Phase 2 proposal (2010-14), which clearly refers to the RSC gradually evolving into a regional knowledge sharing and networking body for ICM</p>	<p>RSC-7 (2010) and RSC-8 (2011) were organized with 1-day learning events following the regular business meetings. This is also planned for RSC-9 (Nov. 2012) MFF-S facilitated and supported a group of govt + NGOs from a large Coastal project in Eastern Sri Lanka for a learning tour of Southern Thailand. (2011)</p>
<p>During a Phase II the 15 PoWs should be re-examined for completion</p>	<p>This has already been addressed in the Phase 2 proposal which has</p>	<p>Completed as part of the MFF Phase 2 Programme Plan</p>

MFf MTR APPENDIX 11 – Action taken by the MFf Secretariat in respond to MTR Phase 1

MTR Recommendations	Management Response/Action(s) by MFf Secretariat	Summary of progress (2012)
and relevance; and to determine which are focus areas, which are cross-cutting issues and which are best achieved locally and regionally	subsequently been approved. The original PoWs have been categorised into: output/project oriented; and process based PoWs and linked in pairs where this will increase their value. The post-tsunami learning PoW (5) has been revised into a broader, monitoring & learning PoW to make it more relevant to Phase 2	
The PoWs should also be reorganised and reassembled into a log frame with expected results and outcome indicators presented	The three “pillars” described in Phase 1 covering knowledge, empowerment and governance are now described in Phase 2 in more results-orientated terminology as. Objective 1: Improve, share and apply knowledge; Objective 2: Strengthen ICM institutions and empower civil society; Objective 3: Enhance coastal governance at all levels	Done through Phase 2 logframe
National Coordinating Bodies		
The Secretariat must address the problem of frequent turnover of NCB members encountered in some countries	To be discussed at the next RSC	It is expected that leadership and individual representational changes will continue to occur as an inevitable feature of institutional life when a Govt Dept has to be the Chair. The Regional Secretariat and National Coordinators have been vigilant to support and reduce the impact of such changes, so as to minimise operational disruptions to the programmes at regional and national levels (e.g. through providing comprehensive handing-over processes and familiarisation with MFf procedures and programmes). MFf’s various communications and knowledge products are vital support elements to this process. On a positive note, the addition of new member countries (Pakistan and Viet Nam) has resulted in new energy and commitments to MFf.
Turning NCBs into nationally well anchored bodies with a national mandate to coordinate and harmonize (in collaboration with governments) projects and programmes seems to be advisable, but may be more applicable to smaller countries	To be discussed at the next RSC	Please see comment below
The great variability in the way in	To be discussed at the next RSC (Phase 2-proposal still	The level of NCB “maturity” varies from country to country. While formally recognized (“gazetted”) by governments, NCBs are yet

MFF MTR APPENDIX 11 – Action taken by the MFF Secretariat in respond to MTR Phase 1

MTR Recommendations	Management Response/Action(s) by MFF Secretariat	Summary of progress (2012)
<p>which NCBs operate argues for a cautious approach to be taken in future, seeking to consolidate what has been achieved, before a full fledged effort to turn the NCBs into nationally mandated institutions is attempted</p>	<p>refers to them growing into national advisory bodies for ICM, but on the understanding that the rate of progress towards this goal will differ from country to country)</p>	<p>to become nationally mandated institutions for ICM. However, NCBs are increasingly taking more ownership of MFF and showing evidence of leadership and facilitating cross-sectoral dialogues on coastal management issues (i.e. they have moved from simply a grant management mechanism). Thailand has formed an eight member coordination group headed by Member Secretary to NCB. The NC Thailand reports that this has improved the work of the NCB and contributed to a greater sense of ownership. Maldives and Indonesia have reported formation of working groups and improvement of performance of NCBs. In Sri Lanka (where the NSAP has the Government logo on the cover), government’s renewed interest in mangrove conservation – and its efforts to generate additional funding from both international and external sources – has been at least partly attributable to MFF and its NCB. However, progress towards growing NCBs into formal national advisory bodies for ICM or an organization with national mandate will take more time.</p>
<p>In line with the general and over-riding request for more capacity development measures, learning opportunities specifically directed towards the NCBs and their members are recommended</p>	<p>This has been addressed to an extent in the design of Phase 2, with an identified proactive involvement of the NCB’s in the MLE framework. In addition, their capacity on communication strategies would also be developed; some countries (e.g. Thailand) have also organised their own learning events for NCB members</p>	<p>NCB members are participating in regional and national level training and learning events and are also engaged in regular LME visits to project sites. By RSC decision, NCB members now undertake MLE for large projects in between the Secretariat-led MLEs to help compliance and early detection of issues during project implementation.</p> <p>Cross-country visits of coastal managers from Thailand, Sri Lanka and Viet Nam were successfully done.</p> <p>ICM training in partnership with AIT and BoBLME has been done for coastal managers that are also NCB members in some countries.</p> <p>Scientific writing and presentation courses are now held jointly by BoBLME and MFF.</p>
<p>In the long term large grant decisions should be taken closer to country levels, in order to create greater synergy as well as commitment and ownership to projects</p>	<p>A Working Group under RSC has been established to make recommendations to improve the large grant facility and management process</p>	<p>At RSC-7, a decision was made to downscale the Large Project modality in terms of grant size (from a maximum of USD 300K to a maximum at USD 100K) and duration. These projects are screened, endorsed and monitored by the NCBs with support from the Regional Secretariat.</p>
<p>There is a need to strengthen the participation of NGOs and civil society as a whole, especially the private sector, to increase national representation and ownership of the MFF</p>	<p>This has been addressed in the design of Phase 2. It will be discussed further during RSC-7</p>	<p>All the NCBs now have representation from civil society and some NCBs also have active private sector members (e.g. India and Sri Lanka). The effectiveness of private sector participation, however, remains an issue in countries such as Indonesia, Maldives and Thailand.</p>
<p>In Thailand, Indonesia and the Maldives, governance, transparency and conflict of interest are issues</p>	<p>This issue is being taken up in discussions with each NCB, and will be discussed at RSC-7</p>	<p>Largely addressed by continuing to insist on broad representation at the RSC and NCB levels with the Regional Secretariat playing a monitoring and compliance role.</p>

MFF MTR APPENDIX 11 – Action taken by the MFF Secretariat in respond to MTR Phase 1

MTR Recommendations	Management Response/Action(s) by MFF Secretariat	Summary of progress (2012)
which need continuous monitoring		
The proposed role of the NCBs within MFF Phase II, seems over-ambitious and will need a careful re-examination in order to be more contextual and able to address local varieties and potentials	As above - this issue is being taken up in discussions with each NCB, and will be discussed at RSC-7	In Phase 2, there is an increased emphasis on NCB support and capacity building (including earmarked funds for this purpose). The interest shown by MFF countries in participating in regional or national training events (e.g. on Project Cycle Management and Integrated Coastal Management) suggests high demand for these types of capacity building opportunities.
Large Projects		
A further no-cost time extension may be required for some of the large projects, i.e. beyond the current deadline of 31 August 2011	Working Paper on Large Projects to be discussed at RSC-7. This has been identified as an issue in the Phase 2 proposal	Done
More involvement of NGO and/or CBOs, as well as the private sector is needed in the implementation of Large Projects	As above - Working Paper on Large Projects to be discussed at RSC-7. This has been identified as an issue in the Phase 2 proposal	The downscaling of the Large Projects has encouraged more active NGO/CBO and private sector participation.
The potential of Large Projects to evolve into learning and demonstration centres should be explored, taking full advantage also of their policy influencing opportunities	This is being explored through the RSC Working Group on Large Projects, which will report to RSC-7	Some completed Large Projects have shown evidence of policy influence (e.g. Sri Lanka and Thailand) and several lessons learned workshops have been arranged. A learning centre is going to be launched from a large project in Thailand (RECOFTC).
In a Phase II Large Projects should have a strong community and NGO component as well	As above	Now part of the selection criteria for Large Projects
Private-public partnerships should be encouraged to evolve, provided that suitable project co-funding mechanisms are identified	As above	<p>MFF and IUCN have piloted partnerships with Six Senses Resorts and Spas (Maldives), Taj Hotels, Resorts and Palaces (Maldives) and TATA Chemicals Ltd, India.</p> <p>CSR Asia has been engaged to build awareness of NCBs on private sector engagement, and do advocacy and build capacity for leveraging private sector engagement.</p> <p>IUCN Business and Biodiversity Programme in Asia is also engaged to develop network of like-minded private sectors interested in investment in coastal areas, focusing on India and Maldives.</p>
There are also excellent opportunities to introduce regional projects and activities in Phase 2; some of the subject areas or issues that should be	The RSC has introduced regional initiatives as an important component. The MFF Phase 2 design responds to this recommendation by clearly identifying	<p>Through Danida, new funding has been secured for MFF to work on Climate Change Adaptation and Mitigation including REDD issues in Bangladesh, Indonesia and Viet Nam (USD 4.5M for 2012-2015).</p> <p>Regional initiatives have now been developed on thematic priorities identified by the countries as being of trans-boundary or multi-country interest (five proposals have been endorsed by the RSC and</p>

MFF MTR APPENDIX 11 – Action taken by the MFF Secretariat in respond to MTR Phase 1

MTR Recommendations	Management Response/Action(s) by MFF Secretariat	Summary of progress (2012)
<p>considered on a regional basis are: Climate change issues i.e. adaptation and adaptive capacity at the community level; and the role of mangroves in carbon sequestration; Strengthening linkages between DDR and Climate Change in local level implementation of integrated coastal management projects</p>	<p>potential themes and issues for these regional initiatives. In addition, private-public partnership based regional proposals will be encouraged.</p> <p>Decisions on regional initiatives for 2011 onwards will be taken at RSC-7</p>	<p>implementation will start for some in 2012).</p> <p>As of 2012, coastal community resilience has become a thematic priority area and the proposed learning event at RSC-9 will attempt to explore the links between resilience, climate change and private sector engagement.</p>
Small Grant Projects		
<p>Documenting and sharing lessons learned from issues, such as: Land/water tenure and access issues, including strategies to assist communities to address them; Mangrove replanting efforts including critical review of experience, knowledge and gaps: Successes in community level involvement in projects and participatory monitoring approaches.</p>	<p>This recommendation has been addressed through an enhanced focus on communication and knowledge management in the Design of the Phase 2. It specifically refers to documenting and sharing lessons learned on these issues.</p> <p>e.g. Sri Lanka has published a report (hard copy and PDF available) on the results and lessons learned from 41 MFF small grant projects in Phase 1</p>	<p>The new MFF Knowledge Management platform has revised its regional strategy and updated its website structure to include country pages that are managed by the National Coordinators (NCs). In addition, all NCs have developed national KM and Communications strategies to capture project results that can be shared at regional (and global) levels.</p> <p>A Regional Synthesis of all Small Grant projects has been published http://www.mangrovesforthefuture.org/resources/documents?documntId=371</p> <p>Sri Lanka has published lessons from their SGF projects. http://www.mangrovesforthefuture.org/resources/documents?documntId=308</p>
<p>The small grants need to be contextual, adapting to locally identified problems and needs; currently they are not necessarily providing the needed strategic choice of areas to ensure broader developmental impact</p>	<p>A Working Group has made recommendations to RSC on making the small grants more strategic in Phase 2; to be discussed and decided on at RSC-7</p>	<p>Small grant facility guideline has selection criteria that provide the basic screening. Training in Project Cycle Management provides further guidance in designing small grants and making these align with the MFF National Strategy and Action Plan (including focusing on key geographic areas and POWs). For example, NCB Indonesia decided to confine invest in Java and Bali areas only and Sri Lanka has identified six critical coastal areas for Small Grants.</p>
<p>Small projects needs to be better linked to</p>	<p>As above</p>	<p>As above</p>

MFF MTR APPENDIX 11 – Action taken by the MFF Secretariat in respond to MTR Phase 1

MTR Recommendations	Management Response/Action(s) by MFF Secretariat	Summary of progress (2012)
Large Projects by identifying larger ecosystems for project implementation		
MFF should be open to work with other larger partners in relevant and adjacent areas of operation, feeding both SGF projects and large grants into larger geographical and thematic areas	This is related to the linkage with large projects and is being addressed through the Working Group	In Viet Nam and Thailand, BCR and EU project have shown MFF as co-financing.
Introduce a couple of “test” areas for forging links with well selected larger partners to try out this up-scaling approach	This is also being looked into by the Working Group; two programmes under FAO (BOBLME and RFLP) and MFF are also looking at combining some of their projects in this manner	Collaboration with BoBLME has been particularly useful in complementing training and capacity building of coastal managers. BoBLME is currently discussing co-financing the Gulf of Mannar regional project. A regional initiative led by FAO will also complement the RFLP.
The issue of community participation, civil society and NGO engagement, as well as private sector involvement, needs to be strengthened at local project implementation level	The aspects of community participation and civil society engagement are addressed in the Phase 2 design, which has a strong focus on rights based approach to coastal resources management and other democratisation considerations	Done – see SGF publications mentioned above.
Identifying areas for large grant support should be conducted well ahead of SGF projects	This relates to the work of the Working Group on Large Grants	Some small grant projects have served as “precursors” to Large Projects
While it is desirable that other existing projects, and the results from previously funded projects, are brought under the MFF ‘umbrella’ the cost-effectiveness of doing this, plus access to documentation difficulties, and attribution problems, should be considered carefully on a project by project basis	This project by project approach will be followed MFF has recruited a full-time Information Management Officer to support project documentation	The MFF KM and Communications platform is available (and has been used) by partners to share results from “their” projects but MFF has been careful not to take credit for these results but, simply, to make the information and learning available to bigger audiences.

MFF MTR APPENDIX 11 – Action taken by the MFF Secretariat in respond to MTR Phase 1

MTR Recommendations	Management Response/Action(s) by MFF Secretariat	Summary of progress (2012)
The educational and public awareness functions and contributions of SGF projects should be explicitly acknowledged	This has been integrated in the knowledge management agenda of the Phase 2 design	Well underway
Stakeholders at the local level need to see their immediate material interest in investing labour, money and time in small projects, otherwise sustainability is at risk	MFF project workshops for grant holders and coastal community leaders are included in the Phase 2 design	Largely addressed through SGF guidelines and the PCM training.
Improve MFFs ability to demonstrate positive outcomes and impacts from projects	The increased focus on ML&E and its integration into the Phase 2 design is addressing this recommendation; (an MLE visit to each MFF large project take place every 6 months)	MLE and knowledge platform has substantially covered this recommendation
Monitoring and learning through systematic knowledge-building is an overall need that requires strengthening	As above -the increased focus on ML&E and its integration into the Phase 2 design is addressing this recommendation	MLE and knowledge platform has substantially covered this recommendation
Monitoring and learning, both in-country and regionally, on the effectiveness of livelihood intervention is needed, with adequate emphasis given to their contribution to reducing reliance on coastal resources	As above - this is being addressed through the development of the multi-tiered MLE processes with country level MLE, regional MLE and project specific MLE	MLE framework has been successfully used
Communication and Capacity Development		
In order to increase the effectiveness of some of the Preparatory Actions there is a need for tool kits and educational packages focused on the training of local	This has been addressed in the design of the Knowledge Management component of Phase 2; Tool kits, guidelines are being assembled and	The RSC Learning events have been well received (esp. at RSC-7 which was the first opportunity for all 8 MFF countries to share their MFF knowledge products). The ICM training courses arranged with AIT and BoBLME has included ICM managers from both government and civil society organizations. A number of toolkits and guidelines have been produced and are now being used in the countries (e.g. Climate change toolkit, Strategies for Gender Integration, Communication and Knowledge Management). Some knowledge

MFF MTR APPENDIX 11 – Action taken by the MFF Secretariat in respond to MTR Phase 1

MTR Recommendations	Management Response/Action(s) by MFF Secretariat	Summary of progress (2012)
government agents, NGOs and university students. These could be prepared through participatory 'writeshops' and curriculum development workshops and engage other key partners working on CRM issues in the region	packaged and will be made available through a "help-desk" approach, e.g. at the Learning event in association with RSC-7	products are being used as reference books in local universities, for awareness raising among schoolchildren and by the media. A book on mangroves published by MFF India has been adapted and translated into other languages. Similar experiences with audiovisual products (videos, movies, etc.).
Capacity development of MFF country coordinators, NCB members and key grantee partners from Maldives, Seychelles and Indonesia, could be undertaken by the MFF Secretariat through study tours and roving workshops	The Phase 2 design has clearly identified country-to-country exchange visits being supported as a capacity building measure; learning events for country coordinators are also being arranged e.g. as part of RSC-7	National PCM training, KM and Communication workshops with National Coordinators, ICM training and scientific writing workshops have been arranged. Cross-country visits have been organized.
MFF should give more attention to developing programs and educational materials for local government officials and school children (e.g. as is being done in Sri Lanka).	This has also been addressed in the Phase 2 design with clear identification of development of materials in local languages; e.g. a Schoolbook on Mangroves has been published by MFF India	Seychelles has worked on school curriculum. Sri Lanka and India have used SGF to produce educational materials
MFF should continue to be innovative in its educational methods using a range of approaches, including peer review, self assessments, mentoring, roving workshops, facilitated round table discussions, panel presentations and policy briefings	Examples of these educational methods have been incorporated into the Phase 2 workplan, e.g. a one day Learning Event associated with RSC-7 will feature displays, films, round-table discussion, presentations and a help-desk	Ongoing process
The focus on learning associated with the MLE work will have to be consciously linked up with MFF's communications and capacity development	This has been addressed in the Phase 2 design and through recruitment of an MFF Information Management Officer in the Secretariat	KM officer participates in MLE visits and MLE feeds back to KM and communication officer to synthesize and share lessons learnt in field.

MFF MTR APPENDIX 11 – Action taken by the MFF Secretariat in response to MTR Phase 1

MTR Recommendations	Management Response/Action(s) by MFF Secretariat	Summary of progress (2012)
functions		
MFF Expansion		
After an inception phase of only three years, the main challenge for a Phase II is consolidating achievements to date	This is being undertaken through an enhanced focus on the MLE	MFFs communications objectives have moved from building awareness of the MFF brand and programmatic objectives(which were intended to strengthen its network) to more substantive documentation and dissemination of project activities and results (consolidation with cautious growth...).
Expansion within country should be strategic, by building on current successes; focussing on critical high priority ecosystems; and attempting to link SGF projects with the Large Projects	NCBs have been asked to revise their NSAPs taking this recommendation into consideration; the Working Group set up to report to RSC on the Large Grant Facility, including strengthening of the MLE processes, will also advise on this point.	NSAPs are being reviewed and updated in most MFF countries and seen as “living” documents.
A major constraint to this is the time needed to develop and approve Large Project proposals and the fact that a number of countries have already approved projects awaiting future funding, if available, thus limiting flexibility	As above - the Working Group set up to report to RSC on the Large Grant Facility will advise on this issue.	Noted – the Large project modality has been downscaled in grant size and duration.
Before expanding, there is an obvious and expressed need to continue to build capacity and have meaningful projects on the ground in some existing countries; in addition, a number of POWs are still not being addressed	This is agreed to as a valuable observation by the MTR; capacity building is highlighted as a priority in the Phase 2 proposal	All 8 MFF countries now have projects on the ground, established governance structures and institutionalized national level capacity building in support of MFF (e.g. PCM training).
There is a need to strengthen efforts in knowledge-sharing and lessons learned in the existing six focal countries, and transmitting the benefits to dialogue countries	MFF has recruited an Information Management Officer (separately to Communications which continues to be supported by IUCN) and regional learning events have been planned e.g. for RSC-7	Done
Expansion beyond the member	This has been taken into account; Pakistan	The Regional Secretariat is drafting a vision for a Phase 3 that will be vetted with the MFF member countries and institutional partners.

MFF MTR APPENDIX 11 – Action taken by the MFF Secretariat in respond to MTR Phase 1

MTR Recommendations	Management Response/Action(s) by MFF Secretariat	Summary of progress (2012)
countries to other dialogue countries should be approached strategically and cautiously given the large amount of capacity development required to build effective NCBs and prepare sound NSAPs	and Viet Nam have been accepted as new member countries, based on their progress in setting up NCBs and preparing NSAPs; four other countries have been identified as outreach countries in Phase 2; an external mid-term review of MFF Phase 2 will advise on any further expansion or change in geographical focus	Additional countries have shown interest in joining the MFF initiative and have started to establish the governance structures required at the national level (i.e. Bangladesh and Cambodia). With the new 3-year project funding from Danida as leverage, Bangladesh is expected to submit an application for full membership of MFF at the RSC-9.
To date, MFF has received official requests from Bangladesh, Kenya, Pakistan, Tanzania and Viet Nam to become dialogue countries. Approaching this issue selectively and with caution is necessary not to erode achievements, and in order to leave a still manageable MFF programme, given the limited resources at its disposal, both financial and human	This recommendation has been addressed – as above In addition, Kenya and Tanzania are being assisted with advice only from MFF as to how to set up an independent East Africa sub- regional version of MFF.	Done Sida has provided seed funding to initiate a “MFF-like” program in East Africa and the Regional Secretariat has recently provided support and advice to get this started.
Viet Nam and Pakistan should be accepted as full members with the following provisos: Additional funding becomes available to the MFF Secretariat; The countries are able to show that they can obtain additional funding for large grants and other in- country activities; and Their addition does not increase the workload of the MFF Secretariat	Pakistan and Viet Nam were inducted as full members of MFF at RSC-6. The condition of additional funding being available was not used as basis for their inclusion, only for funding support from MFF and both countries have already taken steps to secure large project funding from bi-lateral sources.	Done
MFF Secretariat in need of additional human resources, where greater commitment by UNDP also would be warranted, possibly through secondment of Associate Expert staff, as	To be discussed with UNDP	To be discussed with MTR Team

MFF MTR APPENDIX 11 – Action taken by the MFF Secretariat in respond to MTR Phase 1

MTR Recommendations	Management Response/Action(s) by MFF Secretariat	Summary of progress (2012)
is being provided by UNEP		

APPENDIX 12: LISTING OF NCB MEMBERS

Country	Total Members	Men	Women	Not indicated (institution representative)
India	14	11	3	-
Indonesia	20	13	7	-
Maldives	16	9	5	2
Pakistan	24	-	-	24
Seychelles	17	10	7	-
Sri Lanka	20	18	2	-
Thailand	29	5	-	24
Viet Nam	13	9	4	

Source: MFF Regional Secretariat.

APPENDIX 13: LIST OF SMALL AND LARGE PROJECTS: PHASE 1

- Organized by Phase 1, arranged by country
- Information required - type of organization, number of organizations per type, including a column indicating if project grantee is a member of the NCB

Phase 1 SGF Projects

Country	Grantee type of Organization	No of organizations	NCB member?
India	Private research foundation /institution	3	Yes
	Corporate Foundation	1	Yes
	Government research institute	2	No
	Conservation NGO	1	No
	Academia	1	No
	<i>Total Projects</i>	9	
Indonesia	Community Based Organization	2	No
	NGO	2	No
	<i>Total Projects</i>	4	
Maldives	Media/broadcasting	1	No
	Cultural organization	1	No
	NGO	1	No
	Corporate/Private sector	2	No
	<i>Total Projects</i>	5	
Pakistan	(None as at 2007-2012)		
Seychelles	Conservation NGO	5	Yes
	School group	1	No
	Community organization	1	No
	District administration	1	No
	<i>Total Projects</i>	8	
Sri Lanka	Scientific/academic	2	No
	Fisher group/ Community-based organization (CBO)/Cooperative	6	No
	Development NGO	17	Yes
	Women's Group	1	No
	Youth Group	1	No
	Tourism association	2	No
	Media forum	1	No
	National government	1	No
	Private company	1	No
	<i>Total Projects</i>	32	
Thailand	Fisher group/ Village group/Community-based organization (CBO)	8	No
	Development NGO	1	No

Country	Grantee type of Organization	No of organizations	NCB member?
	Conservation NGO	1	No
	Private Sector	1	No
	Tourism Association	1	No
	Local government (TAO)	1	No
	Women's group	1	No
	<i>Total Projects</i>	15	
Viet Nam	(None as at 2007-2012)		

Phase 1 Large Projects

Country	Grantee type of organization	Number of organizations	NCB member?
India	NGO	1	No
Indonesia	Government	1	Yes
Maldives	NGO	1	Yes
Pakistan	(None as at 2007-2012)	-	
Seychelles	NGO	1	Yes
Sri Lanka	NGO	2	No
Thailand	International NGO	2	Yes
	National NGO	1	Yes
	Government	1	Yes
Viet Nam	(None as at 2007-2012)	-	
	<i>Total Projects</i>	10	

Source: MFF Regional Secretariat.

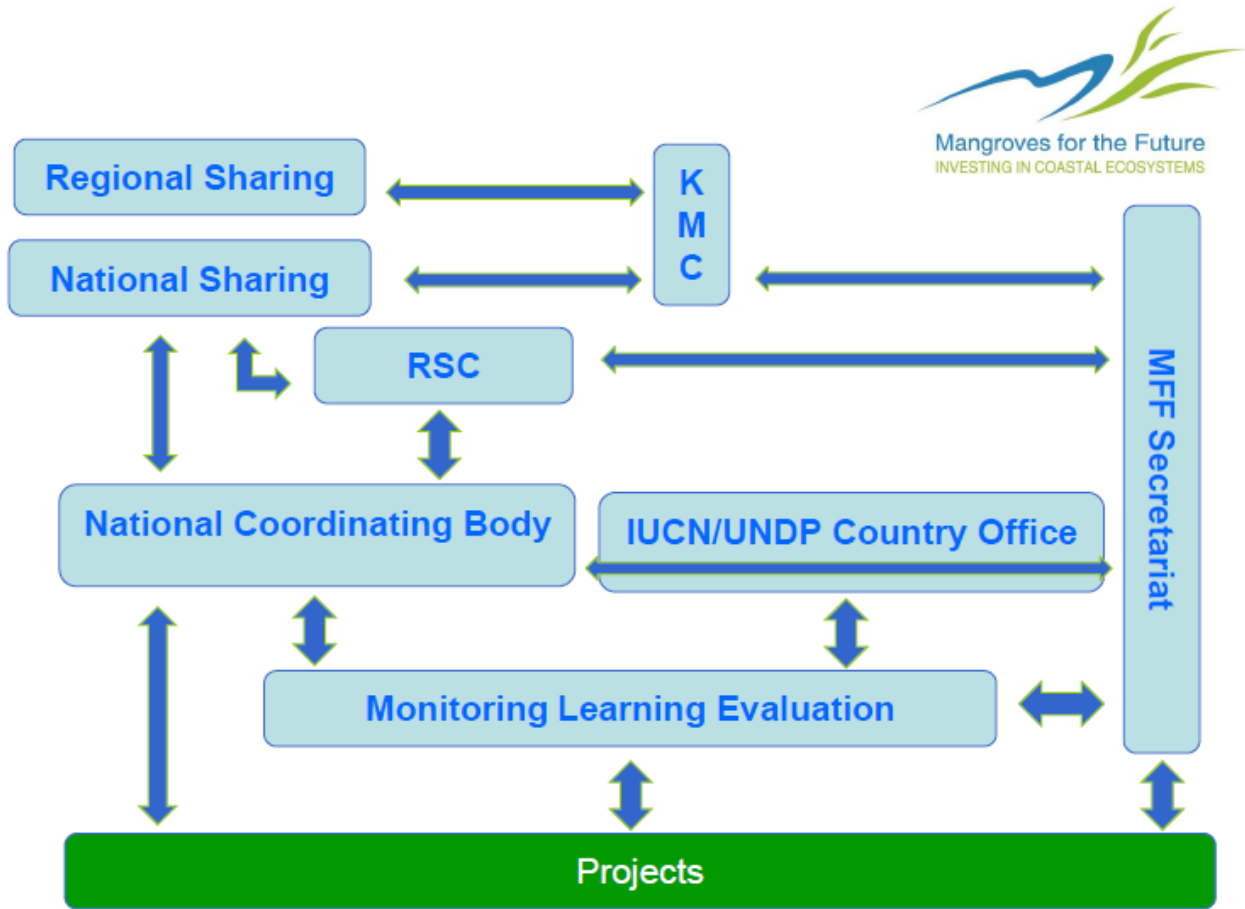
APPENDIX 14: LIST OF SMALL PROJECTS: PHASE 2
Phase 2 SGF Projects

Country	Type of organization	Number of organizations	NCB member? (as per NCB list)
India	Development NGO	1	No
	Private Sector	1	Yes
	Conservation NGO	4	Yes
	Scientific organization	2	No
	<i>Total Projects</i>	8	
Indonesia	Women's organization	1	No
	NGO	2	No
	University	1	No
	<i>Total Projects</i>	4	
Maldives	NGO	2	No
	Private company (tourism)	1	No
	<i>Total Projects</i>	3	
Pakistan	Government	2	Yes
	Development NGO	2	No
	Conservation NGO	4	Yes
	Communications/ Media outfit	1	No
	<i>Total Projects</i>	9	
Seychelles	NGO	3	No
	Community Organization	1	Yes
	<i>Total Projects</i>	9	
Sri Lanka	Scientific/academic	4	No
	Fisher group/ Community-based organization (CBO)/Cooperative	9	No
	Development NGO	7	Yes
	Women's group	1	No
	<i>Total Projects</i>	29	
Thailand	Fisher group/ Village group/Community-based organization (CBO)	6	No
	Development NGO	1	No
	Conservation NGO	1	No
	Private Sector	1	No
	<i>Total Projects</i>	9	
Viet Nam	Government	2	No
	Religious (Buddhist community)	1	No
	Development NGO	1	No
	Academic/Scientific organization	2	No
	Fishing cooperative/associaton	2	No
	<i>Total Projects</i>	9	

Phase 2 Large Projects (not yet granted)

Source: MFF Regional Secretariat.

APPENDIX 15: MFF LEARNING AND SHARING



Source: MFF Regional Secretariat Presentation to MTR team 2012 (Diagram slightly modified).

APPENDIX 16: EXAMPLES OF POLICY BRIEFS

Policy Brief on Governance and Integrated Coastal Management THAILAND

Policy Brief on Governance and Integrated Coastal Management INDONESIA

Policy Brief on Governance and Integrated Coastal Management SRI LANKA

Policy Brief on Governance and Integrated Coastal Management MALDIVES

Policy Brief on Governance and Integrated Coastal Management INDIA

Policy Brief on Governance and Integrated Coastal Management SEYCHELLES

What is Governance in the Context of Integrated Coastal Management?

What is the "Coastal Zone" of the Maldives?

What is the "Coastal Zone" of India?

What is the "Coastal Zone" of the Seychelles?

What is the "Coastal Zone" of Sri Lanka?

What is the "Coastal Zone" of Indonesia?

What is the "Coastal Zone" of Thailand?

APPENDIX 17: COASTNET

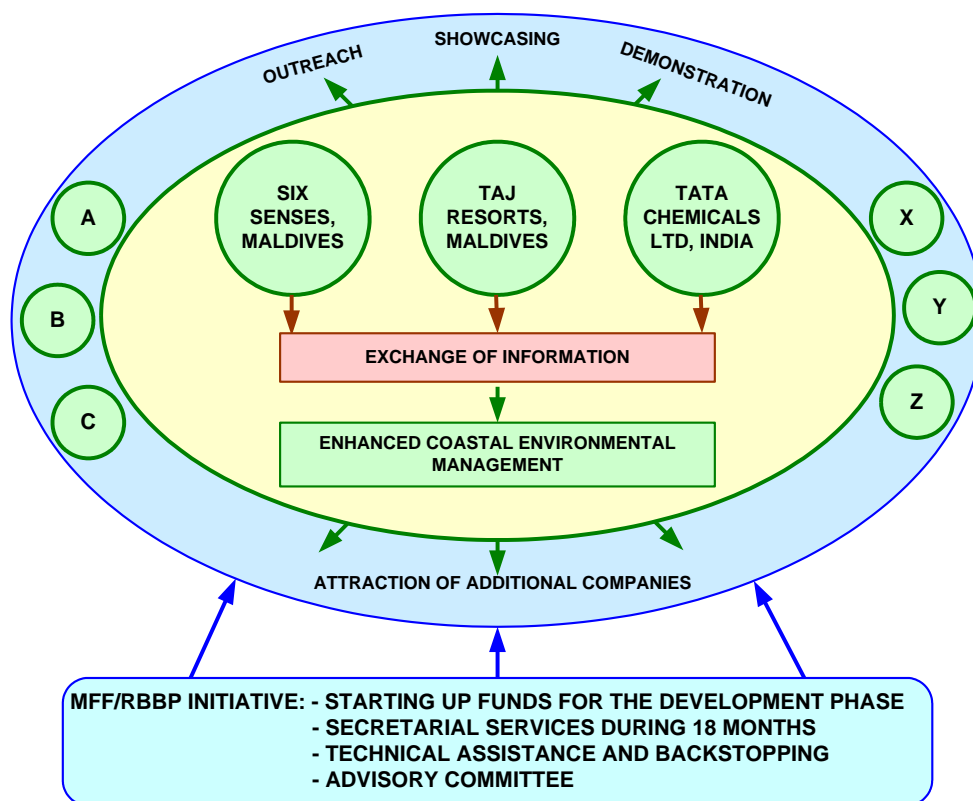
Establishment and Operationalisation of COastNet – A Private Sector-led Network for Coastal Resources Management IUCN/MFF (September 2011 to March 2013).

OBJECTIVES/RESULTS - INITIATIVE 1

A network of champions of private sector depending on coastal resources from four MFF countries is established and functional:

- COastNet established and functional covering India, Sri Lanka, Thailand and the Maldives
- Awareness and understanding of the value of coastal ecosystem goods and services is enhanced amongst the private sector

THE OPTIMUM OPERATIONAL MODEL FOR COASTNET



Credits: Ms. Shiranee Y., IUCN Regional Biodiversity and Economics Program.

REGIONAL CO-OPERATION - CastNet

The establishment of a network of private companies that:

1. have shown to be champions in environmental management;
2. have demonstrated a voluntary commitment to protecting coastal biodiversity and ecosystems;
3. are willing to extend their environmental responsibility; and
4. are ready to share the benefits of the utilization of natural resources more fairly with those who co-own these resources.