"Ecologically and socio-economically sound coastal ecosystem rehabilitation and conservation in tsunami-affected countries of the Indian Ocean" Project
BMZ 87003-000

Report of the Mid-Term Review

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List of Abbreviations

ADB	Asian Development Bank
AI	Appreciative Inquiry
ARO	Asia Regional Office of IUCN, Bangkok
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
CBO	Community Based Organisation
CCD	Coast Conservation Department, Sri Lanka
CRMG	Coastal Resources Management Group, IUCN, Sri Lanka
DAC	Development Achievement Committee
DFAR	Department of Fisheries and Aquatic Resources, Sri Lanka
DMCR	Department of Marine and Coastal Resources, Thailand
ELG-2	Ecosystems and Livelihoods Group – 2, IUCN, Asia
GIS	Geographical Information System
IUCN	International Union for the Conservation of Nature and Natural Resources
M&E	Monitoring and Evaluation
MBA	Masters in Business Administration
MEA	Millennium Ecosystem Assessment
MFF	Mangroves for the Future Initiative
MSC	Most Significant Change
MTR	Mid-Term Review
NCB	National Coordinating Body
NGO	Non-Governmental Organisation
NSC	National Steering Committee
OECD	Organisation of Economic Cooperation and Development
PPM	Project Planning Matrix
PMU	Project Management Unit
RPC	Regional Program Coordination Unit, IUCN ARO
RPMU	Regional Project Management Unit, BMZ Project
SL	Sri Lanka
THA	Thailand

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Executive Summary

The *Ecologically and socio-economically sound coastal ecosystem rehabilitation and conservation in tsunami-affected countries of the Indian Ocean Project* of IUCN Asia (BMZ Project) is supported by the Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ) of Germany. Its immediate purpose is that degraded and threatened coastal ecosystems in tsunami-affected countries of the Indian Ocean are rehabilitated and conserved using ecologically and socio-economically sound methods. It forms a component of the Mangroves For the Future (MFF), a multi-country, multi-sector program involving tsunami-affected countries of the Indian Ocean. The project implementation is to be undertaken over a three-year period, from January 1 2007 to December 31 2009. The project is implemented in selected coastal stretches of Thailand & Sri Lanka.

The Mid-Term Review, a specific requirement under the Agreement between IUCN and BMZ, was undertaken between the 29th of August and the 17th of September 2008 by a two member team comprising of Rathindra Nath Roy, an independent consultant with considerable evaluation and managerial review experience, and Anshuman Saikia, Deputy Regional Program Coordinator of IUCN Asia Regional Office.

The review was undertaken in a *formative spirit* that is characteristically backward looking and forward looking at the same time, with the objective of understanding more the actors and factors behind what worked well and what didn't, rather than assessing in a normative way achievements and limitations. The methodology adopted built on Appreciative Inquiry on the one hand and Self-Assessment on the other. The *normative conclusions* elucidated in the report were inspired by the OECD/DAC Evaluation Criteria and Quality Standards, in the form of evaluative questions to be addressed to assess the relevance of the interventions, the effectiveness of the interventions, the efficiency in achieving the objectives and whether the interventions supported to improve the sustainability of the proposed interventions beyond the project life.

The reviewers took on a facilitative role and encouraged collective stocktaking, analysis and reflection, processes that would enable the stakeholders to highlight their perceptions and assumptions, which gave direction and drove the processes of the projects.

The review started by mapping the actual processes of the project and what they delivered. The processes can broadly be clustered under four headings: 1. Assessments, studies & consultations leading to the design of investment & conservation management plan options; 2. The implementation of selected investment plans and conservation management plans; 3. The means to enhance the sustainability of the options; and, 4. The management of the project.

The project's two country components, in anticipation of the second objective of implementing the investment options, undertook the building and strengthening of both people's and institutional capacities to implement the investment options related to conserving and managing coastal ecosystems in a socio-economically and ecologically sound manner. The project has now reached a point, where the assessments and consultations on investment options and conservation management plans are on the verge of completion with the project being ready for implementation of the plans.

The project was delayed by around six months due to various reasons with the original workplans intending to have developed investment plans and conservation management plans a year and a half after the start of implementation. It seems now that the project will reach this point by the end of 2008, exactly a year and a half after the actual start in May-June 2007. This indicates that the project is on track, which signifies the efficiency of the project as well. However, this has reduced the overall timeframe for implementing the investment plans to 12 months, to end in December 2009. This may have consequences on the overall effectiveness and sustainability of the interventions.

The review assessed the design of the project, its four components and its finances, focusing on what worked and what could be improved. It reflected on the relevance and effectiveness of the project's processes. The way forward recommended by the mid-term review is perhaps the best way to assess the relevance and effectiveness of the project because it holds up a mirror to what the project did well, what it could improve and how, and what it should be doing during the rest of the project. The following seven sections suggest the way forward for the BMZ Project.

Development of an Exit Strategy: The BMZ Project having set out to pilot innovative investment initiatives and conservation management plans, a set of viable strategies, approaches and methods in which countries, donors and private sector could invest in should figure as its primary result. This implies that the project should as an exit strategy have a component that on the basis of it's learning advocates amongst countries, donors and the private sector to foster investments. The BMZ Project was designed within the context of the MFF initiative and is its learning platform. MFF needs to consider leveraging the learning from the project to develop similar initiatives in other tsunami-affected countries and BMZ may want to consider investing in it. The success for such a strategy hinges on building a case for future investment.

Appraisal of and Decision on Investment Plans and Conservation Management Plans: The investment plans and conservation management plans the project identifies and invests in, therefore, not only have to reflect and address the intent of the project but also have a high probability of success in order to generate options that can be offered to others to invest in. To guarantee proper selection of investment plans and conservation management plans for investment, the MTR recommends that the country components undertake comprehensive and thorough appraisals of their investment options and conservation management plans in both programmatic and financial terms by recognizing and using the guidance provided by the regional project management unit in its investment guidelines. To enhance the credibility further and add a sense of rigour, the MTR also recommends that investment committees be established in each country representing the country programmes, ELG-2, relevant government representatives, and independent, experienced and responsible individuals with development and financial appraisal competencies to decide on the investment proposals & conservation management plans.

Design and Implement a Due Diligence & Risk Management Process to feed into the Exit Strategy: In all likelihood, given its timeframe, the project may not be able to achieve its sub-results entirely, and might only be able to show some trends towards achieving the immediate purpose. In view of this, the MTR recommends that the project adopt a due diligence and risk management process to identify the probabilities of success and the risks and to track the specific investments in real time. As opposed to a traditional due diligence, the process should track potential

returns on investment that are not just economic or financial but also aesthetic, spiritual, cultural and human well-being related.

Continuous and Concerted Capacity Building of Community Organisations and Institutions to Enable Implementation of Investment Plans and Conservation Management Plans: The MTR suggests that the project needs to be engaged in continuous capacity building efforts related to community organizations and institutions through a process of hand-holding, capacity strengthening, awareness creation and also support any technical capacity needs during the implementation of the investment plans and the conservation management plans. This will contribute significantly to the sustainability of the initiatives beyond the project period. In order to perform the above, the Project's field personnel may require to have their capacity strengthened through motivation and training.

Enabling extraction, synthesis, documentation and sharing of the project's learning: The only tangible output of a pilot, process oriented effort is its learning. The MTR recommends that the project facilitate the generation and extraction of learning, its synthesis and documentation in each country component. The learning from this will be relevant for programmatic initiatives such as MFF and also enable the project management to respond and revisit its assumptions and perceptions. The MTR reaffirms the role of the ongoing monitoring and evaluation of the project components by the RPC and recommends that it go beyond being just results orientation and attempt to enhance quality of programs, even as the project is being implemented.

Strengthening and Rationalizing Project Management: The Project Planning Matrix is useful and IUCN Asia often uses it interchangeably with the Logframe. The PPM in the project proposal could be improved upon, to better clarify the results chain. The review recommends that the Regional Project Management Unit, using a coordinated consultative process, develops and adopts a Logframe or revises the PPM that clearly set out a results chain based on the IUCN results chain logic. The management arrangements implied in the project proposal can be improved upon. The Internal Agreements could have specified deliverables against budgets to be disbursed with the RPMU providing quality assurance and budget oversight. A project as complex as the BMZ project needs direction, guidance and oversight to make a difference and move forward effectively and efficiently. The MTR recommends that RPMU asserts itself and take responsibility for the important quality assurance and management and budget oversight roles. IUCN Asia Regional Office might need to facilitate and enable the empowerment of the RPMU.

Financing Change: The BMZ Project, in the opinion of the review, has sufficient funds not only to take the project to its completion but also to finance the implementation of the recommendations of the review, in an overall sense. This will require the workplans of the components of the project be revisited, reviewed and changed as necessary to reflect the directions suggested by the MTR. Such changes in the workplans could in turn require reallocation of funds between account heads. Providing due diligence and risk management inputs, incorporating a small component to take forward the exit strategy by advocating for replicability and up-scaling need to be considered as a priority, either by using savings or reallocating funds between budget lines. Extracting the learning of the project and sharing it is also a priority task but can be undertaken by appropriately utilizing the communications budgets in the two countries.

1. Introduction

The "*Ecologically and socio-economically sound coastal ecosystem rehabilitation and conservation in tsunami-affected countries of the Indian Ocean*" project (referred to in this report as the BMZ Project) was designed with the objective of addressing the needs to ensure that coastal ecosystems are conserved and restored in tsunami-affected countries. This project was formulated in response to interest shown by the Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ) in supporting ecosystem restoration and conservation activities, at the Mangroves for the Future (MFF) donor meeting held on October 31 2006. It forms a component of the MFF, a multi-country, multi-sector programme involving tsunami-affected countries of the Indian Ocean. The project addresses the second Programme of Work specified under MFF: *designing ecologically and socioeconomically sound coastal ecosystem rehabilitation*. The project implementation is to be undertaken over a three year period, from January 1 2007 to December 31 2009.

The long-term goal of the project is to conserve and restore coastal ecosystems as key assets which support human well-being and security in the Indian Ocean Region. Its immediate purpose is that degraded and threatened coastal ecosystems in tsunami-affected countries of the Indian Ocean are rehabilitated and conserved using ecologically and socio-economically sound methods. In view of the complexity of the nature of problems to be addressed involving interactions of complex ecological systems with equally complicated social systems, it required flexible and adaptive management geared to respond to the challenges posed by the context.

The Mid-Term Review of the project is a specific requirement under the Agreement between IUCN and BMZ related to implementation of the project. Its specific objective is to assess the project design and implementation against the proposal, and to propose recommendations and measures for enhancing performance towards realising the long-term goal. It is also intended as a "progress review" or a managerial review to identify challenges and constraints in implementation for managers and provide an opportunity for them to take corrective measures.

This Mid-Term Review was undertaken between the 29th of August and the 17th of September 2008 by a two member team comprising of Mr. Rathindra Nath Roy, an independent consultant with considerable evaluation and managerial review experience, and Mr. Anshuman Saikia, Deputy Regional Programme Coordinator of IUCN Asia Regional Office.

2. Approach & Methodology

The Terms of Reference of the Mid-Term Review required the project's design and its implementation, as per the original project document, to be assessed and recommendations be provided for mid-course changes, if required, to give direction to the remaining period of the project, in order to enhance the performance and impact of the project. The Terms of Reference of the Mid-Term Review is attached as Annex 1.

The review aimed at assessing the relevance and effectiveness of the achievements in the light of the planned strategy by reviewing what worked well and what did not work as originally planned, and explore the root causes of both successes and shortcomings in order to explore new avenues for future programming and to formulate recommendations for eventual changes and follow-up.

The review was conducted in a *formative spirit* that is backward looking and forward looking at the same time and that aimed more at understanding the actors and factors behind what worked well and what didn't, rather than judging in a normative way achievements and shortcomings. It builds on the Self-Assessment model that goes beyond measuring the results of an organization's programs, products, and services but integrates these results with the techniques of formative assessment with the aim of improving performance.

The *normative conclusions* presented in this report were inspired by the OECD/DAC Evaluation Criteria and Quality Standards, in the form of evaluative questions to be addressed to assess the relevance of the interventions, the effectiveness of the interventions, the efficiency in achieving the objectives and whether the interventions acted to improve the sustainability of the proposed interventions beyond the project period. The Mid-Term Review, approximately half way through the project, was perhaps too early to assess the impacts of the project and the review instead attempted to look for early trends towards realizing the objectives with a view to assess the probabilities of success and the risks of failure.

Methodological tools included interviews, focus group discussions and collective dialogue, which were designed along the Appreciative Inquiry (AI) principles. AI is a methodology for understanding and enhancing organizational innovation, first developed by David Cooperrider at Case Western University in the 1990's, as well as the recent work of Rick Davies and Jess Dart on the Most Significant Change (MSC) Technique, which was developed in 2006 as a more "formal" methodological tool for putting the Monitoring and Evaluation principles embedded into AI into a user-friendly systematic format.

Both AI and MSC rely heavily on introspective story telling as a way of understanding the complexity of organizational change that spills over beyond the linearity of the Activities → Outputs→ Outcomes → Impact sequence and that transforms challenges into *powerful strategic questions* to quickly discover the strengths, best practices, and passions for improvement and innovation that already exist in an organization or programme.

The review attempted to be as inclusive as possible, with the reviewers taking on primarily a facilitative role and enabling collective stock-taking, analysis and reflection processes that would help the stakeholders to surface their particular perceptions and assumptions, which gave direction to and drove the processes of the projects. It was hoped that such inclusion would enable the stakeholders to evolve the way forward and commit and buy into the processes of change that they themselves had helped develop. The process included dialogues at every stage of the review to discuss findings, conclusions and the way forward with stakeholders to triangulate the review's findings and recommendations and to learn from the experience and knowledge of the stakeholders. The timeline of the Mid Term Review is included as Annex 2. The persons met by the mid term review team in Thailand and Sri Lanka are listed in Annex 3 and Annex 4, respectively.

3. Review of Project Processes and Achievements

The MTR found the management arrangements of the project to be complicated in terms of the processes involving two country components in Sri Lanka and Thailand and also two regional-level management units, i.e., the Regional Project Management Unit based in ELG-2 based in Colombo and the Regional Program Coordination Unit, based in IUCN Asia Regional Office, in Bangkok performing the monitoring and evaluation function. The MTR saw itself as a managerial exercise intended to take stock of the project and suggest mid-course corrections in order to enhance the performance and impact. Therefore, it based its approach on Appreciative Inquiry. This enabled the review to pin down the processes the different components actually undertook and link them causally to the deliverables. This exercise also provided an understanding of the inter-linkages between the components and the associated dates helped consider efficiency in terms of time.

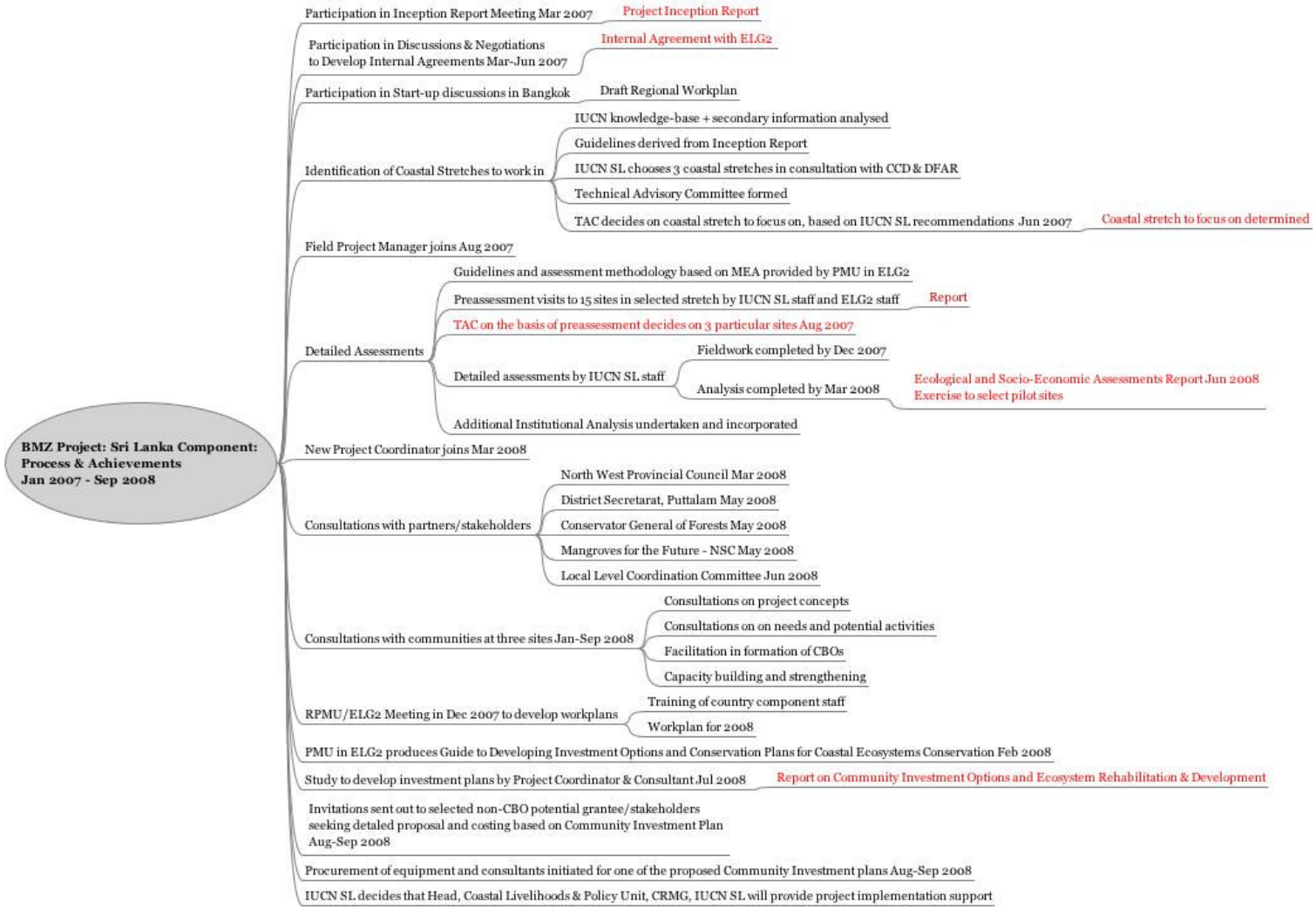
The project was given direction by a Project Planning Matrix (PPM) rather than by a Logframe. It is important to note that the objectives as set out in the design document, in the MTR's view, are more outputs than sub-results or results. However, the project proposal in referring to beneficiaries and results does suggest immediate results and specific results to be generated in the long-term. These may have given better direction to the inception and implementation of the project had they been considered.

The processes of the project can broadly be clustered under four headings: assessments, studies & consultations leading to the design of investment & conservation management plan options; the implementation of selected investment plans and conservation management plans; means to enhance the sustainability of the options; and, the management of the project. A quick scan of the processes in the four mindmaps in this section will show that the country components, in anticipation of the second objective of implementing the investment options, undertook the building and strengthening of both people's and institutional capacities to implement the investment options related to conserving and managing coastal ecosystems in a socio-economically and ecologically sound manner. At the mid-term the project has reached a point, where at the end of the assessments and consultations investment options are in the last stages of preparation and appraisal and the project is poised for implementation of investment and conservation management plans.

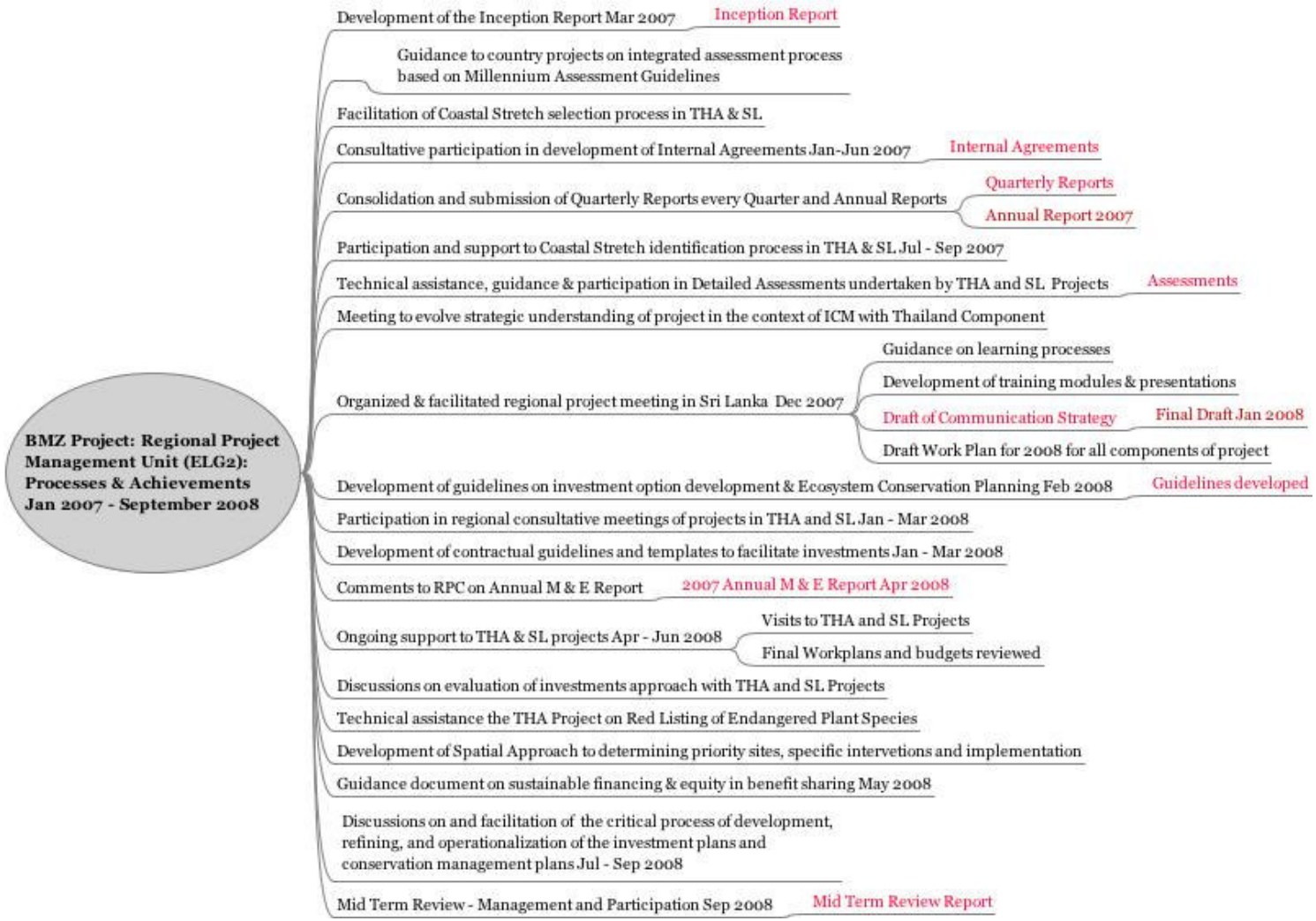
The project for various reasons was delayed by approximately six months. The original workplan had intended to come up with the investment plans and the conservation management plans a year and a half after the start of implementation. As things stand now, the project in all probability will reach this point towards the end of 2008, exactly a year and a half after the actual start in May-June 2007. This suggests that the project is on track and is an indication of the efficiency of the project. However, the delayed start and the fact that the project will come to an end in December 2009 implies that the timeframe for implementing the investment and conservation management plans is reduced to 12 months. This may have implications to the effectiveness and sustainability of the interventions. This aspect will be analysed and reviewed later in the report.

The specific processes for each of the management units and the corresponding deliverables are presented as mind maps over the next few pages. The mindmaps not only visualize the processes, the deliverables and the interconnections but also enable quick visual comparisons between country components of the ways used to

reach the objectives. The relevance and effectiveness of the deliverables will be assessed in the next chapter.


BMZ Project: Sri Lanka Component:
Process & Achievements
Jan 2007 - Sep 2008
Participation in Inception Report Meeting Mar 2007
Project Inception Report
Participation in Discussions & Negotiations to Develop Internal Agreements Mar-Jun 2007
Internal Agreement with ELG2
Participation in Start-up discussions in Bangkok
Draft Regional Workplan
Identification of Coastal Stretches to work in
IUCN knowledge-base + secondary information analysed
Guidelines derived from Inception Report
IUCN SL chooses 3 coastal stretches in consultation with CCD & DFAR
Technical Advisory Committee formed
TAC decides on coastal stretch to focus on, based on IUCN SL recommendations Jun 2007
Coastal stretch to focus on determined
Field Project Manager joins Aug 2007
Detailed Assessments
Guidelines and assessment methodology based on MEA provided by PMU in ELG2
Preassessment visits to 15 sites in selected stretch by IUCN SL staff and ELG2 staff
Report
TAC on the basis of preassessment decides on 3 particular sites Aug 2007
Detailed assessments by IUCN SL staff
Fieldwork completed by Dec 2007
Analysis completed by Mar 2008
Ecological and Socio-Economic Assessments Report Jun 2008
Exercise to select pilot sites
Additional Institutional Analysis undertaken and incorporated
New Project Coordinator joins Mar 2008
Consultations with partners/stakeholders
North West Provincial Council Mar 2008
District Secretarat, Puttalam May 2008
Conservator General of Forests May 2008
Mangroves for the Future - NSC May 2008
Local Level Coordination Committee Jun 2008
Consultations with communities at three sites Jan-Sep 2008
Consultations on project concepts
Consultations on on needs and potential activities
Facilitation in formation of CBOs
Capacity building and strengthening
RPMU/ELG2 Meeting in Dec 2007 to develop workplans
Training of country component staff
Workplan for 2008
PMU in ELG2 produces Guide to Developing Investment Options and Conservation Plans for Coastal Ecosystems Conservation Feb 2008
Study to develop investment plans by Project Coordinator & Consultant Jul 2008
Report on Community Investment Options and Ecosystem Rehabilitation & Development
Invitations sent out to selected non-CBO potential grantee/stakeholders seeking detaled proposal and costing based on Community Investment Plan Aug-Sep 2008
Procurement of equipment and consultants initiated for one of the proposed Community Investment plans Aug-Sep 2008
IUCN SL decides that Head, Coastal Livelihoods & Policy Unit, CRMG, IUCN SL will provide project implementation support


BMZ Project: Thailand Component:
Process & Achievements
Jan 2007 - Sep 2008
Participation in Inception Report Meeting Mar 2007
Project Inception Report
Participation in Discussions & Negotiations to Develop Internal Agreements Mar-Jun 2007
Internal Agreement with RPMU/ELG2
Participation in Start-up Discussions in Bangkok Mar-Apr 2007
Draft Regional Plan
Identification of Coastal Stretches to Work in
Design of Guidelines with support from ELG2/RPMU May 2007
Collaborative Identification with DMCR May 2007
Presentation to and Endorsement by MFF-NCB Jun 2007
Coastal Stretches to Focus on determined
Detailed Technical & SE Assessments
Rapid Assessment of degraded coastal areas in 6 villages May-Jul 2007
Pre-design of detailed assessments to include participation of stakeholders May 2007
Draft MEA Guidelines & formats provided by RPMU/ELG2
Institutional & Governance Analysis guidelines provided by RELPA
Detailed assessments in 50+ villages using experts and communities Oct 2007 - Jan 2008
Biophysical assessments
Migratory bird assessments
Socio-economic assessments in 15 villages
Institutional & Governance Analysis
Collation and Synthesis of Assessments Mar 2008
Report of Collated Assessments in Thai
Database geo-referenced in GIS maps of Assessments information developed - May 2007 Ongoing
Expert Consultation to Determine Best Practices of Coastal Ecosystem Rehabilitation Oct 2007
Report of Best Practices
Consultations with Stakeholders May 2007 - Ongoing
Watershed level meetings - 11
Sub-district level meetings - 4
District level meetings - 7
Provincial level meetings - 3
National level meetings - 2
Synthesis of Consultations
Report in Thai
Capacity Building Efforts May 2007 - Ongoing
Training of Communities
Enabling interaction of communities with relevant government institutions
Training of 3 youth groups in 3 locations for Environmental Monitoring at the Doorstep
Demonstration of Good Practices & Knowledge Sharing at Community level
1 community learning centre established Aug 2008
Pictorial guides and posters developed to enable species assessments Dec 2007 to Ongoing
Draft Investment/Management plans developed in consultation with stakeholders for 2 watersheds representing three types of habitats
Investment guidelines provided by RPMU/ELG2 Feb 2008
Investment plans / Conservation Management Framework broken down into 8 sub-components addressing all habitats in 2 watersheds Sep 2008
Preliminary Research to make a case for inclusion of endangered plant in IUCN Red List and to prepare conservation plan, in cooperation with ELG2
Sharing, consultation, refining and endorsement of investment plans
With communities, 6 completed Jul 2007 - Ongoing
With Provincial Level planned for Oct 2008
With National Level MFF-NCB planned for October 2008


BMZ Project: Regional Project Management Unit (ELG2): Processes & Achievements Jan 2007 - September 2008
Development of the Inception Report Mar 2007
Inception Report
Guidance to country projects on integrated assessment process based on Millennium Assessment Guidelines
Facilitation of Coastal Stretch selection process in THA & SL
Consultative participation in development of Internal Agreements Jan-Jun 2007
Internal Agreements
Consolidation and submission of Quarterly Reports every Quarter and Annual Reports
Quarterly Reports
Annual Report 2007
Participation and support to Coastal Stretch identification process in THA & SL Jul - Sep 2007
Technical assistance, guidance & participation in Detailed Assessments undertaken by THA and SL Projects
Assessments
Meeting to evolve strategic understanding of project in the context of ICM with Thailand Component
Organized & facilitated regional project meeting in Sri Lanka Dec 2007
Guidance on learning processes
Development of training modules & presentations
Draft of Communication Strategy
Final Draft Jan 2008
Draft Work Plan for 2008 for all components of project
Development of guidelines on investment option development & Ecosystem Conservation Planning Feb 2008
Guidelines developed
Participation in regional consultative meetings of projects in THA and SL Jan - Mar 2008
Development of contractual guidelines and templates to facilitate investments Jan - Mar 2008
Comments to RPC on Annual M & E Report
2007 Annual M & E Report Apr 2008
Ongoing support to THA & SL projects Apr - Jun 2008
Visits to THA and SL Projects
Final Workplans and budgets reviewed
Discussions on evaluation of investments approach with THA and SL Projects
Technical assistance the THA Project on Red Listing of Endangered Plant Species
Development of Spatial Approach to determining priority sites, specific intervetions and implementation
Guidance document on sustainable financing & equity in benefit sharing May 2008
Discussions on and facilitation of the critical process of development, refining, and operationalization of the investment plans and conservation management plans Jul - Sep 2008
Mid Term Review - Management and Participation Sep 2008
Mid Term Review Report


BMZ Project: Regional Program Coordination Unit: Process & Achievements Jan 2007 - Sep 2008
Participation in Incepton Report Development Process Mar 2007
Project Inception Report
Participation in Discussion & Negotiations to Develop Internal Agreements Mar-Jun 2007
Internal Agreement with ELG2
Development of M & E Indicators, M & E Plan including format for Progress Reports Sep 2007
Monitoring, Evaluation & Learning Plan
Coordinate implementation of M & E Plan with RPMU/ELG2
Preparation of Annual Monitoring Report Mar 2008
Annual Monitoring Report 2007
Organization & Management of Mid-Term Review of Project Sep 2008
Mid-Term Review Report Sep 2008

4. Review: Analysis & Assessment around Evaluative Questions

BMZ Project Design

The design of the BMZ Project needs to be understood by reading the original Project Proposal submitted to and approved by BMZ and IUCN Headquarters in the agreement dated 18 December 2006, the Inception Report of the project dated March 2007 and the three internal agreements, between IUCN Asia Ecosystems and Livelihoods Group (ELG-2 based in Sri Lanka) and IUCN Asia Regional Program Coordination Unit (RPC), IUCN Thailand Country Program and IUCN Sri Lanka Country Program, which were all finalized by June 2007.

The project proposal seems to suggest that the project was designed to be embedded in the Mangroves for the Future Initiative (MFF) and in particular to address its Program of Work Number 2. In fact, a good case can even be built that the BMZ Project could and should be a learning platform for the MFF because it is founded on a strategy of making knowledge available, empowering institutions and people to use that knowledge, and thereby enabling them to participate more effectively in decision making and in promoting good governance in coastal areas. Given this, MFF could be an important partner to take forward the learning from the project to guide and give direction to it's own investments for the restoration, rehabilitation and management of degraded coastal ecosystems.

The Objectives, as stated in the PPM of the project are:

1. Priority coastal ecosystems that require rehabilitation and conservation are identified, based on ecological and socio-economic importance, suitability and needs.
2. Coastal ecosystem rehabilitation and conservation measures are undertaken in pilot sites, using ecologically and socio-economically sound approaches.
3. The long-term sustainability of coastal ecosystem rehabilitation in pilot sites is strengthened through local benefit sharing and financial mechanisms.
4. The project is managed and operated successfully.

IUCN uses a results chain that starts with *inputs* to undertake *activities* that generate *outputs* that achieve *sub-results*, which in turn contribute to *results* that cause *impact***.** Using this nomenclature, the BMZ Project objectives are really outputs that the project needs to come up with in order to achieve the sub-results. The Project does not have a Logframe as such but uses instead a Project Planning Matrix (PPM) that links Intervention Logic to Verifiable Indicators to Sources of Verification to Assumptions. In IUCN Asia, the Logframe and PPM are often used interchangeably. However, the issue that the review would like to raise is that the PPM in the project proposal could and should be improved upon. The PPM sets out an Immediate Purpose, which is "Degraded and threatened coastal ecosystems in tsunami-affected countries of the Indian Ocean are rehabilitated and conserved using ecologically and socio-economically sound methods". The Immediate Purpose is really a Result that the project should contribute to but cannot really achieve by itself. The PPM that does not set out clearly a results chain and that could have been a disadvantage because it may have allowed the project implementers, rightfully using local conditions and needs, to interpret what the sub-results were that the project was working to achieve.

The original proposal recommends a set of immediate results and specific results to be generated in the longer-term. These results could have provided better direction

to the activities and approaches of the project than the objectives in the PPM, which are more processes and activities than really results. Given that the BMZ Project was intended to focus on one coastal stretch each in two countries and the fact that it was considered as a learning platform for MFF, it can be assumed that in addition to achieving certain results in the particular sites, the Project had a *meta* result in mind. The meta result could be to learn from the Project and suggest management and other activities that could simultaneously address ecosystem needs and coastal communities needs in a sustainable manner. These innovative approaches, strategies and methods would then attract investments by donors, governments, the private sector and even civil society who might want to replicate and upscale the tested ideas of the Project.

The strategy of the project as proposed is innovative because it provides almost one half of the project period to undertake studies, assessments and consultations to give direction to the activities that it plans to invest in and implement in the second half of the project period. It is thus flexible and supports an adaptive management approach of learning by doing. The other side of the coin is that it makes available a relatively short time to address what is essentially a very complex situation, with ecosystems interacting with social systems. Achieving ecologically and socio-economically sound ecosystem rehabilitation and conservation and the evidence to support the achievement claim in a year and a half is not really a reasonable expectation.

The studies and assessments undertaken by the BMZ Project suggest that in Sri Lanka and more so in Thailand governments and their partners are committed to and have undertaken considerable efforts at rehabilitating and restoring degraded coastal ecosystems. The challenges identified in sustaining rehabilitation and restoration efforts and managing resources, both by governments and coastal peoples, seem to focus more on making knowledge available, empowering people and institutions and enabling them to engage in decision-making and management.

This ground reality and the short implementation period suggests that a year and a half might not be sufficient to achieve the result (the Immediate Purpose in the PMM). In fact, given the complexity and the size of the task and the gestation periods of such ecological and social efforts, traditional results-based indicators may not be generated to build a credible case that the sub-results of the project could actually contribute to the result of "Degraded and threatened coastal ecosystems in tsunami-affected countries of the Indian Ocean are rehabilitated and conserved using ecologically and socio-economically sound methods".

As per the PPM, the relevance and the effectiveness of the Objectives, as specified in the design, to achieve the immediate purpose as set out is in question. The efficiency of the design, to achieve what it set out, in the short period is also in question. The higher emphasis on ecological rehabilitation and conservation and lesser emphasis on facilitating and enabling the strengthening of institutions and people to take decisions and manage such actions collectively also bring its sustainability into question.

The Regional Project Management Unit in ELG-2, the RPC and the project managers of the Sri Lanka and Thailand projects may need to consider working together to develop a clear results chain and a Logframe or a revised PPM to give direction to the remaining project period. This could be achieved by treating the Immediate Purpose of the PPM as the Result and then specifying a sub-result that generates, on the basis of the learning from the project, strategies, approaches and methods of addressing both coastal ecosystem restoration and rehabilitation and the developmental needs of coastal communities in a sustainable manner that would

attract governments, civil society and donors to judiciously invest to replicate and up-scale the successful 'pilots' tested by the project.

Such an approach would be doable, provided that design incorporates processes of due diligence that determine success probabilities and risks from early trends and precursors of sub-results to build a credible case to attract investments from governments, civil society and donors for replication and up-scaling. This kind of an approach would need a component towards the end of the project that develops a clear exit strategy, perhaps focusing on advocacy to sell the investment options to interested parties. Such a retrofitting of the Logframe would also have to consider strengthening the organizations of people and institutions to sustainably carry such efforts forward.

Sri Lanka Country Component

The Sri Lanka component of the BMZ project was delayed and commenced in May 2007. The component, as shown in the mindmap, began with assessments and studies. Experts primarily drawn from the Sri Lanka Country Office of IUCN and from ELG-2 undertook the assessments. It was found during the concluding part of the assessments that an institutional analysis would be required to provide a better understanding on the institutional capacities and strengths of the communities and institutions. The component also utilized some of the information generated by IUCNSL's previous involvement in the area working on poverty and environment initiatives jointly with the ADB. A two member team in consultation with communities and local government synthesized the needs of the communities and local government and developed a set of 25 investment options.

These investment options seemed to focus more on the developmental and livelihoods needs of the people as different from the ecosystem needs. In this respect, the review found it difficult to establish causal linkages between the findings of the assessment studies, both biophysical and socio-economic, and the specific investment options recommended. This may pose a challenge for the component to demonstrate evidence-based results towards realising the longer-term project goal of simultaneously addressing ecosystem and socio-economic needs in a sustainable manner. This would suggest the need to evaluate, select and refine the investment options in line with the guidelines for investment options developed by RPMU. The other consideration would be to look into the possibility of coming up with conservation management plans to complement and supplement the investment options. For example, one of the options could be to facilitate the establishment of a lagoon-wide community based conservation network, that works along with the district level coordinating committee established by the SL component, towards improved enforcement and management of the lagoon ecosystem.

The assessments found that there were very few viable community based organizations in this area and this led to the component helping the communities to form CBOs or societies, as they are referred to in the local context. However, there has not been sufficient time to strengthen the capacities and capabilities of these organizations and the organizations may not be in a position to effectively participate in either decision making related to conservation and management of the Puttalam lagoon ecosystem or manage the activities the project hopes to invest in.

The spatial focus of the proposed investment plans is on three villages. Given the size of the effort and the investment the economic viability of replicating or up-scaling the pilot investment plans may be at risk. Therefore, the component may want to consider expanding the focus to a larger geographical area by establishing links and

developing leveraging opportunities towards improved management by communities and other stakeholders of the lagoon ecosystem. Without the complementary ecosystem conservation management aspects the investments as they stand could be easily mistaken for an integrated rural development program and that would undermine the intent of the BMZ Project.

The SL component needs to focus its energies on specific investment options that are clearly linked with the intent of the project, instead of supporting a multitude of options. This might require rationalization of the budget for investments, which had been recently increased and instead focus these resources on improving the effectiveness and strengthening the sustainability of the options.

The developmental grants proposed as a means to catalyze the CBOs if not thought through carefully might well result in dependencies being created in the communities and that might well affect the social capital of the area in the longer-run. The project needs to provide avenues for communities to establish links with market forces in pursuit of alternative income generating activities that reduce the load on the natural resource base e.g. bank linkage for agricultural loan for organic farming. The SL component could also promote private sector development that is environmentally responsible by encouraging the entrepreneurial abilities of the communities to establish green enterprises and other socially and environmentally responsible businesses.

The MTR in reviewing the Sri Lanka component proposed a number of measures for strengthening and enhancing the quality of their efforts. The first would be to undertake appraisal and evaluation of the investment plans using the investment guidelines provided. The second would be to consult with and mobilize the communities to network with other communities and leverage conservation management plans for the lagoon ecosystem. The third would be to adopt a due diligence and risk management process to build a case for replicability and up-scalability. A fourth would be to strengthen learning from the project. And, the fifth would be to invest in building the capacity of and strengthening the community organizations and networks.

The Sri Lanka Component has put in considerable effort, has made progress and has met its delivery schedule. It has the opportunity in the remaining period of the project to substantially improve the relevance of its interventions to the intent of the project and become more effective and efficient, thus addressing the needs of the ecosystem and coastal communities in line with the aspirations of the North West Provincial Council and the Puttalam District Secretariat, which are keen to collaborate and support its efforts.

Thailand Country Component

The start-up of the Thailand Component was delayed by almost six months, partly due to the fact that the project staff felt that the Sri Lanka and Thailand components being provided equal amounts of funding would make it difficult for the Thailand component to cope with their relatively higher personnel and other costs. This was resolved by changed allocations but has not put the concern to rest.

In spite of the delay the Thailand component was up and running by April 2007 and was able to progress efficiently because it so happened that the Project Coordinator and in particular the Field Project Manager had worked in the particular coastal stretch on similar concerns, and had excellent contacts at the community, civil society and local government levels. They, therefore, could fall back on their social

and knowledge capitals and the specific skill sets required to expedite project processes.

The Thailand component in their assessments started their search by first looking for degraded ecosystems, using a conservation lens, and then identified the stakeholder communities within those spatial configurations, to bring in the socio-economic dimension. The project also made a conscious effort to include partners in the assessments. This resulted in not only the Department of Marine and Coastal Resources of the Government of Thailand to actively conduct assessments at their own cost but also in some of the community groups actively getting involved in "environmental monitoring at their doorstep". This was not only inclusive but also an investment in sustainability because the partners bought into the process, in a way making it their own. The assessment process was made even more inclusive by the project synthesizing the assessment reports and making it available and accessible in the Thai language. While the stakeholders of the project need only the Thai language, there is a need to produce atleast executive summaries in English in order to enable the RPMU to appropriately guide and provide technical assistance.

The interesting thing about the Thailand effort was that several of the communities associated with two watersheds that were finally selected to work in were already organized around conservation issues. The groups had formed, some as far back as 10 years ago, and were working to conserve, protect and rehabilitate their ecosystems for reasons that included economic, aesthetic and spiritual reasons. Further, many opportunities existed, emerging from previous efforts in the area such as the Southeast Asian Network on Participation, the decentralization process of the Government of Thailand that helped the project. The needs that these groups identified to continue their efforts and to better participate in the project included wanting improved access to scientific information to build awareness and guide their work, increased organizational and managerial capacity, facilitation and empowerment to connect with and partner with other communities associated with their particular concerns, civil society, government and researchers. Some had ideas of developing income generating initiatives as part of their conservation management efforts and wanted help in developing these in order to make their communities and efforts more sustainable. This linkage between conservation and development needs in the minds of the community mirrored the perception of the project staff and the project's intent.

The expert consultation was an innovative way for the project to tap a wide range of expertise to come up with best practices of addressing conservation management, restoration and rehabilitation.

The project undertook intensive and interactive consultation starting at the ecosystem-community level and took it all the way up to the national level, feeding back each level's thoughts to the one's below. This will contribute to the sustainability of the effort and build partnerships. The occasional effort to demonstrate good practices like setting up a learning centre or producing pictorial guides to facilitate species identification also helped and are being used and at least in the case of the learning centre being looked after by the groups.

The list of investment plans and conservation management plans emerged by bringing together the learning from the assessments and coupling them to the needs and interests of the community. The proposed activities were clustered around 2 watersheds (with a ridge to reef linkage) and it turned out that the initiatives addressed all the ecosystem types in these areas. The plans were also put through an evaluative process partly drawn from the investment guidelines provided but with

additional spatial and other criteria to ensure that they would 'fit' the intent of the project's pilot orientation.

The MTR in reviewing the Thailand component suggested several ways of strengthening and enhancing the quality of their efforts. The first was to speed up the appraisal and endorsement consultations to gain as much time as possible for the implementation. The second was to adopt a due diligence and risk management process to build a case for replicability and up-scalability. A third was to strengthen learning from the project. The fourth was to get the project to look into bringing the private sector particularly to partner in ecotourism, or increasing connectivity and interaction through innovative use of mobile phone platforms and community radio.

The Thailand component was found to be very relevant to the project's intent in its activities. It was effective, particularly in getting communities, civil society, government and researchers to work together. It was efficient in terms of time but there were questions about the cost efficiency of the effort, which is addressed in the section on Financials. The project may have contributed to the sustainability of the effort by being inclusive and participatory. It also built in sustainability by explicitly building on the Government of Thailand's commitment to involve local communities in conservation and natural resources management, as expressed in the New Thai Constitution.

Regional Project Management Unit

Managing a project, which is implemented simultaneously in two countries with very different conditions, is at the best of times a challenge. The BMZ Project's Regional Project Management Unit is embedded in the ELG-2 unit of IUCN, based in Sri Lanka. The Project Proposal does not enlighten us on the management arrangements and it is left to the Internal Agreements to show the way and establish approaches. However, in practice, it turns out that various components of the project, given their particular perceptions and agendas, have on occasion interpreted the agreements differently. This resulted in miscommunication and even disruptions in the relationships that is the glue that keeps the various components together, resulting in a cohesive project.

The processes undertaken by the Regional Project Management Unit seem to have been very relevant to providing a regional flavor to the project by helping the components to learn from each other and has provided guidance, technical support and a certain amount of oversight. All this has not only delivered specifically what the Regional Project Management Unit set out to but also helped to make the overall project more effective and efficient.

The focus to date has been on the projects learning from studies, assessments and consultations and using the learning to facilitate the components in Thailand and Sri Lanka to develop investment plans and conservation management plans. As these emerged, and they are still not finalized, it became evident that the Regional Project Management Unit was finding it difficult to ensure that the emerging investment and management ideas were in concert with the guidelines the project had been provided. There is a possibility that this divergence may prove problematic unless the investment and management plans and the stakeholders' capacity to manage the investments and plans are rigorously appraised and refined. This implies both a process of appraisal using agreed to criteria and guidelines and a decision-making role. Since the Internal Agreements are open to interpretation there is a need to clarify and reinforce the roles, responsibilities and chains of command and control.

The challenges faced by the project will require the Regional Project Management Unit to take on new roles in the future such as building the strengths of the projects in their tasks of building the capacities of communities and institutions. The Unit will also have to apply itself to developing an exit strategy. Given the short duration of the implementation period, innovative approaches will be required to gauge the probabilities of success and the risks of each of the pilot investment or management plans even before they start generating results. Another area that will require the attention of the Regional Project Management Unit would be that of extracting the learning from the project, synthesizing it and sharing it. This is particularly important given the process orientation and the pilot nature of the project. Finally, the Regional Project Management Unit will need to take a lead in giving direction to the rest of the project and facilitate it by helping to evolve appropriate management arrangements and by reviewing budgets, keeping in mind the strategic intent of the project and its programmatic needs. The Regional Project Management Unit will have to take seriously its oversight and management role, not only because that's what its mandate is, but also because good oversight and management can act as a quality enhancement process and build the credibility of the project's findings and recommendations when it advocates to others to invest in ecosystem restoration and conservation in a sustainable manner, based on the project's learning.

In the final analysis the Regional Project Management Unit has been relevant and efficient. Its effectiveness, especially after the assessments stage of the project, has been affected by the lack of clear and precise management arrangements. It has provided technical assistance where required and requested, depending on the resources of the ELG2. It is also open to sourcing technical knowledge and expertise from outside of ELG2. In the opinion of the Review what perhaps is of concern is that the demand for technical assistance from the Regional Project Management Unit from the projects has not been as much as can be expected in a project dealing with complexity as this one does. What the BMZ Project really needs is for the Regional Project Management Unit to assert itself and play its required roles in providing programmatic and budget oversight and assuring quality. IUCN Asia Regional Office might have to facilitate and enable the empowerment of the RPMU. This is necessary since the internal agreements do not explicitly specify the decision-making and oversight role of the Regional Project Management Unit, particularly at critical milestones such as appraising and agreeing on investment and conservation management plans.

Regional Programme Coordination Unit

The Regional Program Coordination Unit (RPC) supports the Asia Regional Office of the IUCN in overall program coordination and development to ensure effective and timely planning, monitoring & evaluation and in facilitating the delivery of an integrated and coherent program for the Asia region. Inter alia, the RPC provides advice on the development of new project concepts and proposals and monitors the performance of programs in achieving programmatic and financial objectives.

For the BMZ Project the RPC has participated in the development of the project inception report and the internal agreements. It took a lead in developing a monitoring, evaluation and learning plan and it coordinates the implementation of the M & E plan working closely with the RPMU/ELG2. The RPC is responsible for the organization and the management of the mid-term review and the terminal evaluation of the project.

The RPC's activities are relevant and effective in meeting the responsibilities it has in relation to the BMZ project and it has been able to deliver almost all its services and

products in an efficient manner. However, the M&E training for the staff and responding to and critiquing the M&E reports were not undertaken between January 2007 and March 2008.

Financial Analysis

The original project proposal included an indicative budget with costing at the objective and output levels and did not have country component and ELG-2 specific detailed budgets. The assumptions behind the budgets were a little weak. At the design stage it did not take into account specific unit cost variance across geographies. Subsequently, in the first quarter the budget was further divided internally with equal amounts for the country components and a small budget for the monitoring and evaluation function, played by the Regional Programme Coordination Unit. The remaining part of the budget was retained for overall regional project management and provision of technical assistance from both internal and external sources. The project was further curtailed due to the Euro budget being set at an exchange rate of 1 Euro = 1.33 USD. The overall budgets, however, seem to be adequate as effective means of utilising them have been identified by the Project.

The first year was characterised by the underutilization of the budget, a situation that was artificially created as the investment plan related costs were frontloaded and divided equally amongst the components even though the design had specifically stated that the investment plans would only be ready after the preparatory phase. The frontloading might have been done as a result of the donor's requirement for spending 46% in the first year or for other reasons.

It needs to be understood that the real budget is primarily the component budgets minus the investment plan costs that basically constitute the operational costs. A thorough review of the operational expenditure till date found that the utilization of all the four components of the project are practically in line with budget, with expenditure being registered at between 47-55%. Given, that the project only commenced seriously spending resources from June 2007, it seems to have made considerable progress programmatically and that is also reflected in the spending patterns of the operational budgets.

The Sri Lanka component recently reallocated funds from its operational budget to top up the investments budget by nearly 35%. This was done prior to undertaking detailed appraisals of its investment plans or even doing detailed costing of the specific chosen investment plans. The investment budget ought to be determined by the need, identified through rigorous appraisal, evaluation and costing. The remaining investment budget could then revert back to the operational budget and could be used to judiciously implement some of the recommendations of the MTR.

The utilization of the operational budget till date has been on track and comparable to the other components in terms of percentages. However, a closer scrutiny seems to suggest that the Thailand component may have allocated as much as 57% of its operational budget to personnel cost as indicated in Table 1. Allocating as high a percentage of operational costs to personnel in order to implement investment plans may bring in to question the cost efficiency of the component.

The expenditure by the Regional Project Management Unit and ELG – 2 till date has been on track and in line with activity implementation. The Regional Program Coordination Unit, on the other hand, has the lowest utilization at 13% to date,

though this is explained by the fact that the bulk of its spending is around specific milestones like the mid-term review and the final evaluation.

It might be fair to conclude by saying that the BMZ Project has sufficient funds to take the project to its completion and finance the implementation of the recommendations of the MTR, in an overall sense. However, the workplans of the components of the project will have to be revisited and that in turn will require reallocation of funds. Providing due diligence and risk management inputs, incorporating a small component to take forward the exit strategy by advocating for replicability and upscaling need to be considered as a priority, either by using savings or reallocating funds between budget lines. Extracting the learning of the project and sharing it is also a priority task but can be undertaken by appropriately utilizing the communications budgets in the two countries.

Table 1: Financial Analysis without investment plan related costs (Figures in USD)

Categories of Expenditure/Budget Heads	Budgets as Per Inception Report				Actual Expenditure as of August 2008				Budget Balance till the end of the project			
	Sri Lanka	Thailand	RPMU	RPC	Sri Lanka	Thailand	RPMU	RPC	Sri Lanka	Thailand	RPMU	RPC
Travel	7,439	9,711	24,349		6,022	9,985	9,207		1,417	(274)	15,142	
Per Diem	3,548	8,384	1,863		1,828	7,476	0		1,720	908	1,863	
Local Field Support	7,855	7,984	1,064		1,955	5,082	0		5,900	2,902	1,064	
Technical Experts	46,760	63,204	28,442		30,924	52,610	0		15,836	10,594	28,442	
Sub-contracts for GIS Map	10,732	10,645			1,523	2,064			9,209	8,581		
Printing and Publication	4,160	3,992			0	824			4,160	3,167		
Dialogues	7,018	9,980			2,388	8,412			4,631	1,568		
Legal expertise	1,000	1,663			0	0			1,000	1,663		
Field Personnel	34,388	97,334			33,825	42,335			563	54,999		
Additional Technical Expert for Sub-contracts	39,929		151,690		1,650		68,237		38,279		83,452	
Project Management Personnel			239,510				161,375				78,135	
Computers and Office Equipment	2,557	2,661			2,438	2,919			119	(258)		
Additional Travel	1,689	7,984			96	1,173			1,593	6,811		
Office Rent and Utilities	37,177	37,324	40,717		23,132	8,073	21,149		14,045	29,251	19,567	
Vehicle Related Costs	45,204	45,241			35,342	28,302			9,862	16,938		
Communications Support	10,633	9,980			2,222	480			8,411	9,499		
M&E Support				27,943				7,013				20,930
Production of Reports			7,984				1,244				6,740	
Audit and Bank charges			7,984				598				7,386	
Mid-Term Review				26,612				3,760				22,852
End of Project Evaluation				26,612				0				26,612

Management and Administration Fee			181,446				57,951				123,495	
Total	***260,089***	***316,087***	***685,049***	***81,167***	***143,345***	***169,735***	***319,761***	***10,773***	***116,745***	***146,349***	***365,286***	***70,394***

Table 2: Expenditure from Jan 2007 till August 2008 on the BMZ Project without investment plan related costs

Categories of Expenditure/Budget Heads	**Expenditure against budget (%)**			
	Sri Lanka	**Thailand**	**RPMU**	**RPC**
Travel	81%	103%	38%	N/A
Per Diem	52%	89%	0	N/A
Local Field Support	25%	64%	0	N/A
Technical Experts	66%	83%	0	N/A
Sub-contracts for GIS Map	14%	19%	N/A	N/A
Printing and Publication	0	21%	N/A	N/A
Dialogues	34%	84%	N/A	N/A
Legal expertise	0	0	N/A	N/A
Field Personnel	98%	43%	N/A	N/A
Additional Technical Expert for Sub-contracts	4%	N/A	45%	N/A
Project Management Personnel	N/A	N/A	67%	N/A
Computers and Office Equipment	95%	110%	N/A	N/A
Additional Travel	6%	15%	N/A	N/A
Office Rent and Utilities	62%	22%	52%	N/A
Vehicle Related Costs	78%	63%	N/A	N/A
Communications Support	21%	5%	N/A	N/A
M&E Support	N/A	N/A	N/A	25%
Production of Reports	N/A	N/A	16%	N/A
Audit and Bank charges	N/A	N/A	7%	N/A
Mid-Term Review	N/A	N/A	N/A	14%
End of Project Evaluation	N/A	N/A	N/A	0
Management and Administration Fee	N/A	N/A	32%	N/A
Total	***55%***	***54%***	***47%***	***13%***

5. The Way Forward

The mid-term review process engaged in collective stocktaking and reflection in order would give direction to and enhance the performance and impact of the project. The MTR drawing on its analysis and assessment on the one hand and its consultations with the stakeholders of the project and on the other proposes a way forward to strengthen the BMZ project. The mindmap at the end of the section visualizes the way forward.

Development of an Exit Strategy

The BMZ Project in its design set out to pilot innovative investment initiatives and conservation management plans in specific sites in two countries, in socio-economically and ecologically sound coastal ecosystem management. Therefore, its primary result should be a set of viable strategies, approaches and methods in which countries, donors and the private sector could invest to achieve such ends. Therefore the project needs as an exit strategy, a component that on the basis of it's learning actively advocates amongst countries, donors and the private sector to persuade and promote investments. This could include awareness building, consultation and building alliances and partnerships. The BMZ Project could gain from synergies by working in close cooperation with the MFF in evolving its exit strategy. A small but effective component needs to be built into the later part of the project to undertake this important effort. However, the success of such an exit strategy would depend on building a case for further investment.

The original proposal saw the BMZ Project in the context of the MFF initiative and, as pointed out elsewhere in this report, the project is a laboratory and a learning platform for the MFF initiative. The project is already beginning to show the utility of MFF's strategy of using a process of assessment (knowledge), empowerment and governance as a means to facilitate sustainable ICM in two vastly different contexts. BMZ may want to leverage the learning from the project to enable MFF to invest in similar ICM efforts in the other tsunami-affected countries in Asia.

Appraisal of and Decision on Investment Plans and Conservation Management Plans

The investment plans and conservation management plans the project chooses to select and invest in, therefore, not only have to reflect and address the intent of the project but also have a high probability of success in order to generate options that can be offered to others to invest in.

To ensure appropriate selection of investment plans and conservation management plans for investment the MTR recommends that the country components undertake detailed appraisals of their investment options and conservation management plans in both programmatic and financial terms by recognizing and using the guidance already provided by the RPMU in its investment guidelines. The detailed appraisals involving the support of the RPMU will enable the components to build a case for appropriate selection these investment options.

The essence of building credibility in the choice of plans to invest in is in getting others to agree to and support the choices. In a project framework this would mean getting the approval of the management chain. To further increase credibility and to add rigor to the appraisal process the MTR suggests setting-up of investment

committees in each country that represents ELG-2, the IUCN country programme, appropriate government representatives, and brings in independent, experienced and responsible individuals with development and financial appraisal competencies to decide on the investment and conservation management plans proposed.

Design and Implement a Due Diligence & Risk Management Process to feed into the Exit Strategy

The project is not likely to be able to demonstrate success in achieving its sub-results, given the short implementation period, and in the best case would only be able to show some trends towards achieving the immediate purpose. Given this situation, the MTR recommends that the project adopt a due diligence and risk management process similar to those adopted by the investment institutions such as banks and real estate companies to identify the probabilities of success and the risks and to track the specific investments on an online tracking basis in real time.

In terms of the Project, this would involve engaging one person in each country in the field having a basic Masters in Business Administration (MBA) or related degree and with some competence in undertaking due diligence and some understanding of environmental and conservation issues. The persons will develop a due diligence system for the investment plans in each country under the guidance of ELG-2 and the Regional Programme Coordination Unit, prior to implementation of the investments. Then she/he would track each of the specific investments on a continuous basis and undertake due diligence and risk management and produce a report showing the probabilities of success and risks for these investments that can be presented along with associated concepts to donors and other stakeholders interested in investing in coastal ecosystems. The due diligence person will have to work in close collaboration with the environmental economists and social scientists working on the appraisal of the investments as well as understand the non-financial returns on investments.

As opposed to a traditional due diligence, the process would track potential returns on investment that are not just economic or financial but also aesthetic, spiritual, cultural and human well-being related. Therefore, the project management at the country component level will have to provide a lot of support to these due diligence specialists.

Continuous and Concerted Capacity Building of Community Organisations and Institutions to Enable Implementation of Investment Plans and Conservation Management Plans

The MTR is of the view that the project will need to strengthen its ongoing capacity building efforts related to community organizations and institutions through a process of hand-holding, capacity strengthening, awareness creation and also support any technical capacity needs during the implementation of the investment plans and the conservation management plans. This will enhance the agency role of these communities in undertaking ecosystem rehabilitation, conservation and management efforts that have both ecosystem and human well-being benefits. It would also contribute significantly to the sustainability of the initiatives beyond the project period.

In order to perform the above, the Project field personnel may require to have their capacity strengthened through motivation and training.

Enabling extraction, synthesis, documentation and sharing of the project's learning

The only real output of a pilot, process oriented effort is its learning. The MTR recommends that the project incorporates on a part-time basis a person in each country component to facilitate the generation and extraction of learning, its synthesis and documentation. The learning from this will be relevant for programmatic initiatives such as MFF and also enable the project management to respond and revisit its assumptions and perceptions. Enhanced support for communications in both the country projects could be utilized to cover these needs.

The MTR reaffirms the role of the ongoing monitoring and evaluation of the project components by the RPC and recommends that it goes beyond being results oriented and actually attempt to enhance quality of programs, even as the project is being implemented.

Strengthening and Rationalising Project Management

As mentioned earlier in the report, this project lacks a Logframe and instead adopted a PPM. The MTR recognizes the usefulness of the PPM but is of the opinion that the PPM in the project proposal could be improved upon by clarifying the results chain. It is recommended that the Regional Project Management Unit through a coordinated consultative process develops and adopts a Logframe or revises the PPM that clearly sets out a results chain based on the IUCN results chain logic.

The management arrangements implied in the project's proposal could be improved upon. The Internal Agreements do not specify deliverables tied to budget disbursements where the RPMU could have assured quality and provided budget oversight. A project as complex as the BMZ project needs direction, guidance and oversight to make a difference and move forward effectively and efficiently. The MTR recommends that the RPMU assert itself and take responsibility for providing direction and oversight to the project and its country components. The IUCN Asia Regional Office needs to facilitate and enable the empowerment of the RPMU, so it can undertake its important programmatic and budget oversight and quality assurance roles.

The BMZ Project as pointed out elsewhere in this report could benefit from more rigorous review of programmatic efforts to improve its performance and impact, more in terms of relevance and effectiveness rather than efficiency and delivery. The project would also need to develop an exit strategy by advocating for investments that could make a difference to coastal ecosystems and coastal community development that are sustainable. In order to do this it would, over and above the usual technical M & E, need a due diligence system that can track progress, identify trends and be able to calculate probabilities of success and risk even prior to the generation of precursors to sub-results. The MFF, given that the BMZ Project was designed within its context and is a learning platform for the initiative, could be an important partner and ally to the project in its way forward and the MTR recommends that the RPMU consider building and strengthening its working relationships with the MFF initiative and its national coordinating bodies in Sri Lanka and Thailand, as it would be beneficial to all the concerned parties.

Financing Change

The preceding suggestions and recommendations imply the need to revisit the workplans of the components, some of the assumptions behind as well as figures in

the budgets. The MTR recommends that the Project reviews and modifies the workplans as necessary, keeping in mind the strategic intent of the project and its real, programmatic needs during the remaining period of the project. This will be necessary to strengthen the case for replicability of the project interventions and also to effectively and efficiently utilise budgetary resources.


BMZ Project:
The Way Forward
Oct 2008 - Dec 2009
Development of an Exit Strategy
Understanding the pilot nature of the Project
Understanding the need for determining success probabilities and risks, prior to being able to show sub-results, in order to promote replication & up-scaling
Inclusion of an Advocacy Component in collaboration with MFF to promote and persuade governments, donors and regional bodies to invest in replication & upscaling
Appraisal of and Decision on Investment Plans & Conservation Management Plans
Undertake detailed appraisals keeping in mind the guidelines for investment and the pilot nature of the project
RPMU takes responsibility for programmatic, managerial & budget oversight
Using Investment Committees that represent ELG2, IUCN CR, government and bring in people with development and financial appraisal competencies to decide on investment proposals
Design and Implement a Due Diligence & Risk Management Process to feed into Exit Strategy
Incorporating Due Diligence and Risk Management Competencies: 1 person in each country, guided by RPMU-ELG2 and RPC
Development of concept notes of preferred investment options, based on the due diligence and risk management report
Continued Capacity Building of Community Organizations and Institutions to enable Implementation of Investment Plans & Conservation Management Plans
Ongoing project actions with technical assistance as required
Building the capacity and competencies of the project's staff to enable them to build the capacities of CBOs and institutions
Enabling extraction, synthesis, documentation and sharing of the project's learning
Incorporating on a part-time basis a person in each project to facilitate extraction of learning and its synthesis and documentation
Ongoing M & E by projects
Strengthening & Rationalizing Project Management
Consultative development and agreement on a Logframe or PPM, on the basis of MTR recommendations, using IUCN results chain terminology
Review and modify, as necessary, workplans of all project components, keeping in mind the strategic intent of the project and its real programmatic needs during the remaining period of the project
Review and adjust, as necessary, budgets of all components, based on revised workplans
RPMU takes responsibility for programmatic, managerial and budget oversight, with support and facilitation of IUCN ARO

Annex I: Terms Of Reference

BACKGROUND/CONTEXT OF ASSIGNMENT

The "*Ecologically and socio-economically sound coastal ecosystem rehabilitation and conservation in tsunami-affected countries of the Indian Ocean*" project responds to the needs to ensure that coastal ecosystems are conserved and restored in tsunami-affected countries. It forms a component of the Mangroves for the Future Initiative (MFF), a multicountry, multi-sector programme involving tsunami-affected countries of the Indian Ocean. The project addresses the second Programme of Work specified under MFF: *designing ecologically and socioeconomically sound coastal ecosystem rehabilitation*.

The post-tsunami reconstruction process involved many efforts at coastal ecosystem rehabilitation, particularly of mangroves. However, coastal ecosystems are complex and diverse, and while the post-tsunami experience has generated notable successes, some of the efforts at ecosystem rehabilitation have failed to reach their intended targets. The desire for quick effects meant that, often, little attention was paid to the skills and technical knowledge needed. In a number of cases ecosystem rehabilitation were not based on a clear understanding of the biophysical, socio-economic and institutional conditions necessary for successful rehabilitation, or the needs and priorities in coastal development. Although well intentioned, such efforts have in the event had little impact on local livelihoods and ecosystem status.

There remained a pressing need for better coastal ecosystem restoration and conservation in areas where severe degradation has taken place, and natural processes of regeneration have been undermined. A key challenge was to ensure that such measures are based on sound science, techniques and approaches, and are socio-economically acceptable and sustainable. This project aims to address these needs, and to rehabilitate and conserve degraded and threatened coastal ecosystems in tsunami-affected countries of the Indian Ocean, using ecologically and socio-economically sound methods.

This project was formulated in response to interest shown by the Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ) in supporting ecosystem restoration and conservation activities, at the MFF donor meeting of October 31 2006. A proposal was submitted by IUCN to BMZ in November 2006, and a grant of €1,500,000 was made available for this project, via an agreement signed between BMZ and IUCN in December 2006. The project runs over a three year period, from January 1 2007 to December 31 2009.

The long-term goal of the project is to conserve and restore coastal ecosystems as key assets which support human well-being and security in the Indian Ocean Region. Its immediate purpose is that degraded and threatened coastal ecosystems in tsunami-affected countries of the Indian Ocean are rehabilitated and conserved using ecologically and socio-economically sound methods. The specific objectives of the project are:

1. Priority coastal ecosystems that require rehabilitation and conservation are identified, based on ecological and socio-economic importance, suitability and needs;
2. Coastal ecosystem rehabilitation and conservation measures are undertaken in pilot sites, using ecologically and socio-economically sound approaches;

3. The long-term sustainability of coastal ecosystem rehabilitation in pilot sites is strengthened through local benefit-sharing and financing mechanisms; and
4. The project is managed and operating successfully.

OBJECTIVE(S)

The specific objectives of the Mid-term Review are to assess the project design and implementation as per the original project document, and to make recommendations and propose corrective measures, if required. The framework of the review will be provided by the evaluation criteria listed below, each one associated with a number of evaluation questions. The review or assessment is intended as a "progress review" to identify challenges and constraints in the implementation of project activities and to provide an opportunity to make course corrections, where required.

Review or Assessment Framework

Scope of the Review or Assessment

The mid-term review or assessment framework is based on the OECD/DAC Evaluation Criteria and Quality Standards. The Government of Germany is one of the main partners in the DAC Principles for Evaluation of Development Assistance Initiative. The Criteria to be used include **R**elevance of the interventions; **E**ffectiveness of the proposed interventions; **E**fficiency in achieving the objectives; Longer-Term **I**mpact of the interventions; and **S**ustainability beyond the project period of the proposed interventions.

Evaluation Questions

The OECD/DAC Evaluation process is in the form of evaluation questions to be addressed by the evaluators related to the specific criteria identified above. The questions provide a framework for the review process and should be addressed in the context of the overall project, the specific country components and the fact that the projects under assessment are only half way through their planned project periods.

Relevance[1]:

- Do objectives identified in the project design continue to be valid given the current context?
- Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the programme consistent with the intended impacts and effects?
- Have there been any significant changes in the context of this project since its inception?
- Are the proposed measures addressing the overall needs of improved coastal zone management in Sri Lanka and Thailand?

[1] "The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor", The *DAC Principles for the Evaluation of Development Assistance*, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the *Glossary of Evaluation and Results Based Management (RBM) Terms*, OECD (2000).

- Are the assumptions and risks correctly reflected in the logframe or otherwise do they need to be updated to enhance the relevance of the project to addressing external factors?
- Are the proposed implementation arrangements of the project appropriate and do they require any further adjustments?
- Determine whether any mid-term corrections are required to make the project more relevant to the context
- Assess the relevance of the project to the programmes of work and strategic objectives of the Mangroves For the Future (MFF) Initiative

Effectiveness[2]

- Assess the quality of the Logical Framework and of the planning tools, indicators or benchmarks (as detailed in the project Logical Framework) with relation to the specific objectives
    - Is there a results chain logic to the logical framework of the project?
    - Are the identified results, viz., objectives and outputs, Specific, Measurable, Attainable, Realistic and Timely (SMART)?
    - Are the identified objectively verifiable indicators appropriate to their corresponding results?
- Assess whether the project is in line with achieving its milestones, results and near-term objectives by the project end date
- Assess progress of the Sri Lanka and Thailand specific interventions against the immediate purpose as defined by the logical framework
- Assess the overall progress of the BMZ Project against the immediate purpose as defined by the logical framework
- Determine whether the project monitoring, learning and evaluation plan is appropriate for capturing lessons learnt and tracking deliverables or requires to be changed
- Assess the adaptive capacity in the component countries and the ELG-2 in responding to emerging issues related to project implementation
- Assess performance against the three specific programmatic aspects stated in Clause 5. (3) of the Agreement between IUCN and the BMZ
    - To what extent has the project been so far successful in focusing on more sustainable, equitable and effective protection, and where necessary rehabilitation, of coastal ecosystems?
    - Has the project enhanced action in coastal conservation through partnership with the private sector?
    - Assess whether the project is promoting more environmentally sustainable coastal livelihoods

Efficiency[3]*:*

- Assess whether the planned inputs and the realized inputs are the same

[2] "A measure of the extent to which an aid activity attains its objectives", The *DAC Principles for the Evaluation of Development Assistance*, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the *Glossary of Evaluation and Results Based Management (RBM) Terms*, OECD (2000).

[3] "Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs. It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted", The *DAC Principles for the Evaluation of Development Assistance*, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the *Glossary of Evaluation and Results Based Management (RBM) Terms*, OECD (2000).

- Assess whether the planned inputs are efficient resulting in implementation of activities
- Assess whether the activities implemented are efficiently contributing to realization of outputs
- Assess the quality and timeliness of the delivery of the outputs towards realizing the specific objectives
- Assess the quality of the assessment work in providing a baseline for the restoration related activities
- Assess the quality and timeliness of reporting on project progress
- Assess the efficiency of the current project management structure and suggest recommendations if required
- Assess whether the current project implementation arrangements are appropriate and efficient in achieving the objectives

Impact[4]*:* It may be too early to assess the impacts of the project during this MTR; however, it should be possible to determine some early trends towards realizing the following immediate effects:

- Effects of the project in relation to the assessment work
- Effects of the project in relation to the restoration activities

Sustainability[5]*:*

- Identify factors that may influence sustainability in the medium and long term
- Assess whether the networks and multi-stakeholder platforms established will sustain beyond the project period
- Assess the degree of ownership among stakeholders and their participation in the planning, implementation and monitoring of the project
- Assess the project financial, institutional and social sustainability in terms of on-going and future running costs of coastal zone management initiatives
- Assess the development of local capacities with relation to coastal zone management
- Assess the quality of the links established among partners and among stakeholders and the possibilities that these will be maintained and strengthened in the future

Scoring System for the Review

A specific scorecard will be developed in the form of a matrix by the consultant attributing scores against the evaluation criteria and the specific questions ranging from 1-5 in the following manner:

- 5: Exceptional – This specific score will be assigned to superlative performance against any of the evaluation questions

4 "The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended", The *DAC Principles for the Evaluation of Development Assistance*, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the *Glossary of Evaluation and Results Based Management (RBM) Terms*, OECD (2000).

5 "Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable", The *DAC Principles for the Evaluation of Development Assistance*, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the *Glossary of Evaluation and Results Based Management (RBM) Terms*, OECD (2000).

- 4: Above expectations – This score will be assigned in the case of achievement slightly beyond planned interventions
- 3: Satisfactory – The score to be assigned if performance is in line with expectations
- 2: Less than Satisfactory – The score to be assigned when realization is less than planned, failure to completely take into account changing context
- 1: Poor – Complete underperformance with strong corrective recommendations

OUTPUTS

The outputs of this assignment will be:

- Drafting Thailand Specific Recommendations
- Drafting Sri Lanka specific Recommendations
- First Draft of the MTR Report
- Finalised Draft of the MTR Report

WORKPLAN

Activities	Time frame
Review of background materials by Team Leader	Aug. 29-31, 2008
Travel– Chennai-Bangkok	Aug 31, 2008
Commencement of evaluation – Bangkok, Thailand - Meetings with Thailand Programme and project specific staff	Sep. 1, 2008
Meetings with key government officials in Thailand	Sep 2, 2008
Travel of MTR Team – Bangkok – Phuket and onward to Kuraburi by road. Start of field visit.	Sep 3, 2008
Field visit to Kuraburi, Thailand – meetings with stakeholders, partners and beneficiaries	Sep 3-5, 2008
Travel of MTR Team – Phuket – Bangkok; Thailand component wrap-up meeting	Sep 5, 2008
MTR Team Briefs selected IUCN ARO and MFF staff	Sep 6-7, 2008
Travel of MTR Team – Bangkok – Colombo	Sep 7, 2008
Meetings with BMZ Project Manager and ELG-2 programme staff	Sep 8, 2008
Meetings with IUCN Sri Lanka programme including project specific staff; Travel by MTR Team – Colombo to Puttalam by road	Sep 9, 2008
Field Visit to Puttalam – meetings with stakeholders, partners and beneficiaries	Sep 10-12, 2008
Travel by MTR Team – Puttalam – Colombo by road; Meetings with key government officials in Colombo	Sep 12, 2008
Drafting of Mid-Term Review Report by MTR Team in Colombo	Sep 13-17, 2008
Sri Lanka component Wrap-up meeting, Colombo	Sep 17, 2008
Overall ELG-2 and project wrap-up meeting, Colombo	Sep 16, 2008
Travel of MTR Consultant to Chennai from Colombo	Sep 17, 2008
Submission of draft Mid-Term Review Report	Sep 19, 2008

Annex II: MTR Timeline

29-31/08	Review of project documentation by MTR Consultant
01/09	Travel to Bangkok by Consultant
01-02/09	MTR team meetings with IUCN ARO, IUCN Thailand Programme and selected partners
02/09	MTR team travels to Phuket and Kuraburi
02-05/09	Field visits in Kuraburi and discussions with project staff
05/09	Wrap-up meeting with BMZ-IUCN Thailand Project Staff
05/09	MTR team travels to Bangkok
06-07/09	Briefing of Thailand Programme In-Charge & MFF Coordinator
07/09	MTR team travels to Sri Lanka
08-15/09	Meetings with IUCN-SRL Office, ELG2 Office, Project Coordinator, and other selected partners
09-10/09	Field visits to Puttalam and project sites with project staff
11-17/09	MTR team works on draft report
16-17/09	Wrap-up meeting with IUCN-SRL, BMZ-IUCN Project & ELG2
17/09	Preparation of Draft Report MTR Consultant travel to Chennai
18/09	MTR Team member from IUCN travels to Bangkok

Annex III: List Of Persons Met In Thailand

1. Raji Dhital, Programme Officer, Regional Programme Coordination, IUCN, Asia Regional Office, Bangkok
2. Sonjai Havanond, Coastal & Mangrove Resources Management Expert, Department of Marine and Coastal Resources, Bangkok
3. Janaka A. De Silva, Programme Coordinator, Thailand Programme, IUCN, Bangkok
4. Michael Dougherty, Regional Communications Coordinator, IUCN, Asia Regional Office, Bangkok
5. Minna Epps, Communication Officer, Mangroves for the Future Secretariat, IUCN, Asia Regional Office, Bangkok
6. Zakir Hussain, Director, Constituency Development & Coordination, IUCN, Asia Regional Office, Bangkok
7. Kent Jingfors, Regional Programme Coordinator, IUCN, Asia Regional Office, Bangkok
8. Don Macintosh, Corrdinator, Mangroves for the Future, MFF Secretariat, IUCN, Asia Regional Office, Bangkok
9. Somsak Soonthornnawaphat, Thailand Programme Manager & BMZ Field Coordinator, IUCN Kuraburi
10. Representatives of Khao Mae Nang Khao Conservation Network, at WAT Suan Wang, Ban Thung Rak (village), Kuraburi Province
11. Puyai Pracha Carvichat, Head of Bang Tip (village) and co-leader of Khao Mae Nang Khao Conservation Network, at the District Headquarters of Kuraburi. Kuraburi Province
12. Representatives from Thung Nang Dam and Bang Lah Villages who are members of the Kuraburi Coastal Community Network, at the BMZ-IUCN Learning Centre on the Kuraburi Pier, Kuraburi Province
13. Representatives of Naca River Conservation Group, Ban Fai Tha (village), Ranong Province
14. Representatives of Kapoe Conservation Group and Ban Na Conservation Group, at the Department of Marine and Coastal Resources (DMCR), Ministry of Natural Resources and Environment of Thailand, Unit 9 at Kapoe, Ranong Province
15. Bodhi Garrett, North Andaman Community Tourism Network, Kuraburi, Phang Nga
16. Nattapong Tohad, DMCR, Unit 9, Kapoe, Ranong
17. Lertsak Sriprom, DMCR, Unit 9, Kapoe, Ranong
18. Representatives of DMCR, Unit 17, Kuraburi at BMZ-IUCN Project Office, Kuraburi
19. Representatives of NGOs – Foundation for AIDS Rights, Thai Environment Institute and Thai Research Foundation, at BMZ-IUCN Project Office, Kuraburi

20. Representative of Kasetsart University Field Research Station in Ranong, at BMZ-IUCN Project Office

21. Representative of Ministry of Natural Resources and Environment of Thailand at the provincial level at their office in Phang Nga Provincial Office

22. Annika Harrisson, Fieldwork Intern, Mangroves for the Future, MFF Secretariat, IUCN, Asia Regional Office, Bangkok

Annex IV: List Of Persons Met In Sri Lanka

1. Ali Raza Rizvi, Regional Group Head, Ecosystems and Livelihoods Group, IUCN Asia, Colombo
2. Maeve Nightingale, Coordinator, Regional Coastal & Marine Programme, Asia, Ecosystems & Livelihoods Group, IUCN Asia, Colombo
3. Ranjith Mahindapala, Country Representative, IUCN – Sri Lanka, Colombo
4. A. Hettiarachchi, Project Coordinator, BMZ-IUCN Project, Sri Lanka, Colombo
5. Shamen P. Vidanage, Coordinator, Coastal Resources Management Group, Sri Lanka Country Office, IUCN, Colombo
6. Roshanara De Croos, Group Finance Manager, Sri Lanka Country Office, IUCN, Colombo
7. Anuradha Wickramasinghe, Chairman, H D L U Nirodhawardene, Director Programmes, Douglas Tissera, Programme Officer, Small Fishers Association, Pambala, Chilaw
8. Aruna Dissanayake, Managing Director & Chinta Vithana, Aquaculturist, Regional Resources Development Authority, Northwest Provincial Council, Pambala, Chilaw
9. Saman Navaratne, Field Project Manager, BMZ-IUCN Project, Sri Lanka, Puttalam
10. Women and a few men of Soththupitiya Village, including the Grama Niladari, Mrs Amaradeva
11. Members of the Thehelliya Society, a community based fisher organization of Thillamote Village, including Mrs Liyanarachchi, the Grama Niladari
12. WMS Wijeratne, Director, AKN Agricultural Services Private Ltd., at his farm near Thirikkapallama Village
13. Men and Women of Thirikkapallama Village
14. L M P Bandara, Additional District Secretary, Puttalam District Secretariat
15. D Kingsly Fernando, District Secretary, Puttalam District Secretariat
16. Kapila Gunarathne, Head, Coastal Livelihoods & Policy Unit, Coastal Resources Management Group, IUCN – Sri Lanka, Colombo
17. Asanka Abayakoon, Coordinator, Business & Biodiversity Programme, IUCN – Sri Lanka, Colombo