

Mangroves for the Future (MFF) - Partnerships for the Future



Mid-Term Review MAIN REPORT

31 December 2009

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EXECUTIVE SUMMARY

During its 12 days field visits, in addition to widely held discussions with partners and stakeholders in Bangkok, the Mid Term Review (MTR) team has had a unique opportunity to assess outcomes of the MFf programme during its first phase. During the relatively brief period of three years (2007 – 2009) the MFf initiative has moved from an inception to a full implementation phase and is now ready to enter its second phase.

Although impact of the MFf initiative has been uneven within the six member countries - Thailand, Sri Lanka, India, the Maldives, the Seychelles and Indonesia - it is the firm view of the MTR team that the MFf programme has achieved a considerable part of its listed intended outcomes, has established the organizational structure needed at country levels, as well as serving and assisting the member countries well from the Regional Secretariat in Bangkok. This may allow for prolonging activities into a second phase, demonstrating even more impressive results, outcome and longer-lasting impact of activities supported.

In the opinion of the MTR team, the primary objective of a second phase should be to consolidate achievements, ensuring that what has been achieved may be more solidly anchored while further broadened, yet focused in approach and in its partnership programme modality. A major challenge will be to identify MFf's niche regionally in relation to other regional programmes and to use Phase 2 to focus more on regional issues where MFf can play a value-added role. A small number of partnership-based regional projects could be considered as a means to achieve this, including projects led by other regional organisations in which MFf plays a supporting role.

At the same time, the team recommends that a cautious approach be taken to a geographical expansion of the programme by allowing one or two new dialogue countries to become full member countries during Phase II, provided certain conditions are met. Among such conditions – as listed in the recommendations to this report – is a demonstrated capacity and commitment within the selected applying dialogue countries, the need to ensure additional funding, as well as insuring that the Regional Secretariat in Bangkok be provided with more staff resources.

LIST OF ACRONYMS AND ABBREVIATIONS

(I)NGOs	(International) Non-Governmental Organizations
BMZ	Federal Ministry for Economic Cooperation and Development (Germany)
CBOs	Community based organizations
CC	Climate Change
COBSEA	Coordinating Body on the Seas of East Asia
FAO	United Nations Food and Agricultural Organization
FAO-BoBLME	FAO Bay of Bengal Laerge Marine Ecosystems Programme
ICM	Integrated Coastal Management
IUCN	International Union for the Conservation of Nature and Natural Resources
LPF	Large Project Facility
MFF	Mangroves for the Future
ML&E	Monitoring, learning and evaluation
MTR	Mid Term Review (of MFF)
NCB	National Coordinating Body NCB
NOK	Norwegian Kroner (USD 1 ~ NOK 6)
NORAD	Norwegian Agency for Development Cooperation
NSAP	National Strategy and Action Plan
OSE	United Nations Office of the Special Envoy for Tsunami Recovery
PCM	Project Cycle Management
PEMSEA	Partnerships in Environmental Management for the Seas of East Asia
PoW	Programmes of Work
RSC	MFF Regional Steering Committee
SACEP	South Asian Cooperative Environment Programme
SEAFDEC	Southeast Asian Fisheries Development Center
SEK	Swedish Kroner (USD 1 ~ SEK 7)
SGF	Small Grant Facility
SIDA	Swedish International Development Cooperation Agency
TAP	Technical Advisory Panel
UNDP	United Nations Development Program
UNEP	United Nations Environment Program

1. INTRODUCTION

1.1. Terms of Reference for the mid-term review

As the first inception and early implementation phase (2007 – 2009) of the Mangroves For the Future (MFF) initiative is coming to an end 31 December 2009, a mid-term review has been scheduled to assess whether the present set-up of the MFF initiative is on track, to identify results and outcome of activities as well as constraints encountered in the implementation during this initial phase. In addition, the review team has been requested to review and make recommendations on the proposed vision and priorities for MFF Phase II (2010 – 2012) as prepared by the MFF Regional Steering Committee during its fifth meeting held in July 2009.

The review is expected to lead to several outcomes, but in particular:

- to review progress to date and identify impacts, and achievements and constraints in reaching the programme objectives;
- to validate and revise the focus of the MFF Phase II; and
- to offer direction to the donors regarding decisions on financial support to MFF in a Phase II.

The stakeholders involved in the MFF programme are Sida and Norad as main donors, IUCN and UNDP as the co-chairs, the RSC and a range of implementing partner organizations, including NGOs and private sector representatives. The review has intended to go beyond this multitude of stakeholders by seeking to reach conclusions and recommendations that may be of broader interest to the MFF's present and potential development partners. In order to provide such broader assessments and advice the review team has also intended;

- to offer their views on programme successes and failures;
- to discuss and comment on preliminary findings; and
- to communicate conclusions and recommendations from the review to this variety of stakeholder representatives.

More specifically, the review team has been requested:

- to assess the overall progress of MFF with regard to its goal, objectives and outputs, as set out in programme documents;
- to assess their relevance, appropriateness, coherence and consistency with present and emerging environment issues in the region; and
- to evaluate processes and institutional arrangements for planning and implementing the different programme activities and their management;

In doing so, the review team has where possible and feasible applied the OECD DAC Evaluation Guidelines, which include the following assessment criteria:

- **Relevance**, assessing the relevance of MFF in the country programme as well as regional context, the latter in particular with reference to its programme design and its consistency in relation to the needs and priorities of the target groups and the emerging issues in the region;
- **Effectiveness**, assessing the achievement of objectives on the background of programme documents, in particular the *MFF Strategy* and *MFF Plan of Action* as well as the identified 15 Programmes of Work (PoWs);
- **Cost Efficiency**, assessing the extent to which programme costs may be justified on the background of results achieved, where in particular the cost efficiency of the SGF small grants versus the Large Grants will be assessed;
- **Outputs, Outcome and (Impact)**, appraising what has happened during the first years of implementation of the MFF, and assess the short as well as longer termed effects of, in particular, the SGF projects and Large Grants; and
- **Sustainability**, to the extent possible – given the very short duration of the MFF first inception and implementation phase - assessing the extent to which the supported activities and outputs may be expected to be viable and sustainable in the sense of being continued and sustained beyond the formal termination of the programme support.

The full **Terms of Reference for a Joint Mid-Term Review of the Mangroves for the Future (MFF) Initiative**, dated October 2009, is presented in [Appendix 1](#).

1.2. The team

The Mid-Term Review Team (MTR) has consisted of Professor Henrik Secher Marcussen, a socio-economist and institutional specialist, Team Leader, Dr. Kenneth T. MacKay, a marine specialist with extensive field experience with regional and international organisations and Dr. Julian Gonsalves, a communication and participatory learning specialist, also with a regional organisational background and with a thematic focus on natural resource management.

The MTR team spent 12 days in the field, visiting projects, small as well as large grant projects, and held discussions with a variety of stakeholders in Thailand, Sri Lanka, the Maldives and India during 28 November to 14 December 2009.

1.3. The approach used

The Team has attempted to hold discussions and interview with most of the stakeholders especially IUCN, UN Agencies and SENSEA at Regional level in Bangkok, and during visits to five out of the six current MFF member countries, namely India, Indonesia, the Maldives, Sri Lanka and Thailand. – For logistical reasons, it has not been possible to include the sixth member country, the Seychelles, as time and other resources did not allow for a country visit. Due to travelling and other commitments, not least in relation to the COP 15 held in Copenhagen during the duration of the review mission, it also proved impossible to

conduct interviews with stakeholders from the Seychelles, either through meeting with representatives in Bangkok, or in Copenhagen.

The mission started off with briefing sessions at SENSEA, followed by briefings and discussions with UNDP and UNEP, both regional and country level representatives, followed by extensive briefings and studies of documentation material at the IUCN Asia Regional Office, all in Bangkok.

Country visits to the five out of six MFf member countries took place during the period 4 – 13 December 2009. The Mission ended with a debriefing session held at SENSEA on Monday, 14 December 2009, where conclusions and recommendations from the mission were presented to several of the MFf stakeholders.

During country visits, interviews were conducted with as wide a number of stakeholders and partner organisations as possible, and visits were paid to several of the SGF projects as well as MFf Large Projects allowing for discussions and interviews with a variety of beneficiary groups. Also during country visits, NCBs were in all cases met with, and interviews conducted with chairs/secretaries and other NCB members, including ministerial representatives, and representatives of the NGO and private sector.

The review methodology adopted throughout has been to cover as broad and representative a field as possible by interviewing as many of the stakeholders involved as possible, posing questions raised on the background of the reading of the vast documentation material available, and through this trying to assess activities, achievements and outcome on the background of the identified work programmes (the fifteen PoWs) as well as other in plans and strategies identified intended objectives and results.

The methods applied during the mission included desk studies of the vast documentation material available, semi-structured interviews with individual stakeholders, focus group discussions and participation in a few stakeholder/experience learning workshops. To the extent available, matrices and output and other achievement indicators have been included in the analysis when trying to compare the relevance, effectiveness, efficiency and outcome as well as sustainability of the MFf funded activities.

A full list of persons met during the review mission is appended to this report (Appendix 2), as well as a detailed programme for the mission, including schedules for the country visits (Appendix 2).

1.4. Limitations

The mission has been limited in its coverage by the time and logistical constraints involved, both in relation to the mission schedule (12 days of field mission) and the geographical (widespread) nature of the MFf programme. Although covering most of the current member countries and holding interviews/discussion with most of the stakeholders and partners, in addition to visiting field projects, both small and large projects, this expansive programme has put limits as to the degree of detail and in-depth analysis, the team has been able to carry out.

However, the most severe limitation to the impressions gained by the team and their reliability as well as the validity of observations made, has been the rather short duration of the MFF programme. After a three year Phase I – with both an inception phase, where the organisational structure has been created and the preparatory technical actions carried out, and a subsequent relatively short implementation phase – only now has the MFF programme gained ground and is being ready for full scale implementation and a high level of operational activity in a Phase II.

The implication of this is that it has been difficult with any degree of certainty to assess long-term viability and sustainability of activities. Yet, the review team is of the opinion that the coverage of the mission and the observations made - despite such limitations - generally hold true for the conclusions reached, and the recommendations proposed.

As mentioned, the mission has been requested to review the draft proposal for a Phase II and, on that basis as well as on the basis of the field visits conducted propose recommendations for the future of MFF. The team has interpreted this task by taking into consideration the fact that the MFF programme has only been in existence for the rather short duration of three years, meaning that the primary focus of the MTR team for a second phase has been on consolidation and organisational deepening, knowledge building and learning within the MFF specific area of focus and mode of operation, while the issue of geographical expansion of the MFF programme also has been adressed.

2. MANGROVES FOR THE FUTURE (MFF) INITIATIVE

2.1. Background

The Mangroves for the Future programme was launched by former president Bill Clinton in Phuket, Thailand in December 2006, and was originally seen as a post-tsunami recovery programme. While a number of other post-tsunami recovery programmes were initiated at the same time, the MFF developed its unique approach in being a regional partnership programme that aims to strengthen the environmental sustainability of coastal development, and promote investment of funds and other resources in coastal ecosystem management for sustainable development. The initiative is founded on a vision for a *healthier, more prosperous and secure future for all Indian Ocean coastal communities*.

While the 2004 Indian Ocean tsunami clearly showed how vulnerable to extreme events coastal ecosystems were, and how the degradation of such ecosystems severely threatened the socio-economic well-being of society, the MFF programme moved from a reactive into a proactive approach to disasters as well as degradation, by addressing long-term sustainable ecosystems management needs. Activities within such more proactive and sustainable approaches include awareness building and capacity for improved food and livelihood security, disaster preparedness, and climate change adaptations. This new approach also means supporting economic development by promoting sustainable investment opportunities and ensuring coastal ecosystem goods and services are properly valued and protected.

The MFF was initiated in 2006 by IUCN, the International Union for Conservation of Nature and Natural Resources, and the United Nations Development Programme, UNDP. It has grown to include other UN agencies, such as the UN Food and Agriculture Organization (FAO) and the United Nations Environment Programme, UNEP, as well as CARE International and Wetlands International (WI).

MFF focuses on the countries most affected by the 2004 tsunami: India, Indonesia, Maldives, Seychelles, Sri Lanka, and Thailand, all being MFF member countries. In addition a number of dialogue countries are engaged, namely: Bangladesh, Kenya, Tanzania, Malaysia, Pakistan, and Vietnam.

2.2. Vision, objectives and stakeholders

The strategy of the MFF programme is based on a Vision of a more healthy, prosperous and secure future for all sections of coastal populations in Indian Ocean countries, where all ecosystems are conserved and managed sustainably (*Mangroves for the Future. Promoting investment in coastal ecosystem conservation. A plan for action, IUCN, 2006*).

The goal of MFF is to conserve and restore coastal ecosystems as key assets which support human well-being and security in the Indian Ocean Region.

MFF has listed its two objectives as follows:

- to strengthen the environmental sustainability of coastal development, and

- to promote the investment of funds and effort in coastal ecosystem management.

The MFJ programme intends to effect demonstrable changes and results across four key Result Areas:

- Regional cooperation. Strengthening regional dialogue, action and collaboration in the conservation and restoration of coastal ecosystems for long-term human well-being and security;
- National programme support. Influencing, supporting and strengthening national actions and support mechanisms that are required to achieve the conservation and restoration of coastal ecosystems for long-term human well-being and security;
- Private sector engagement. Engaging with business, commerce and industry to maximize their positive influence on the conservation and restoration of coastal ecosystems for long-term human well-being and security. It will also seek to minimise the private sector's negative environmental footprint; and
- Community action. Promoting coastal residents' support for participation in, and benefit from, the conservation and restoration of coastal ecosystems for long-term human well-being and security. The role of women requires particular emphasis, especially in South Asia where progress on MDG-3 (Gender Equity) has been low.

To achieve its goals and objectives, MFJ undertakes a number of actions to address issues and problems under these four Result Areas, detailed under three Principles (or "pillars") of Work, to Build Knowledge, to Strengthen Empowerment and to Enhance Governance, each with 5 "Programmes of Work" (PoWs), or in total 15 PoWs.

Build Knowledge

1. Improving the knowledge base for coastal planning, policy and management;
2. Designing ecologically and socio-economically sound coastal rehabilitation;
3. Providing decision support for "reef to ridge" approaches to land and resource management;
4. Integrating coastal ecosystem economic values into development planning and appraisal;
5. Learning from evaluation of the environmental effects of coastal management initiatives, including the post-tsunami response.

Strengthen Empowerment

6. Promoting civil society awareness and participation in coastal decision-making;

7. Building the capacity of professional coastal managers for integrated coastal management;
8. Supporting environmentally sustainable livelihoods among coastal communities;
9. Improving community resilience to natural disasters;
10. Identifying sustainable financing mechanisms for coastal ecosystem conservation.

Enhance Governance

11. Supporting national integrated coastal management programmes;
12. Strengthening the integration and enforcement of environmental and social safeguards in coastal land use planning;
13. Building national systems of marine and coastal protected areas that contribute to a regional network;
14. Promoting adaptive coastal management programmes that include ongoing ecological and socio-economic assessment and monitoring; and
15. Encouraging environmentally sustainable business practices to coastal areas.

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

2.3. Governance and Decision-making mechanisms

The 15 Programmes of Work (PoWs) are designed to guide the implementation of the MFF programme. At the regional level, the 15 PoWs have been implemented through/or in partnership with MFF focal country national governments, MFF institutional partners (CARE, FAO, IUCN, UNDP, UNEP, and Wetlands International), NGOs and community organizations, as well as the private sector.

Implementation has been directed by a Regional Steering Committee (RSC), while a National Coordinating Body (NCB) in each country has oversight at national level. Each NCB is assisted by a national secretariat managed by the UNDP or IUCN country office. A National Coordinator assigned to the UNDP/IUCN country office provides support to the NCB including coordination with the MFF Regional Secretariat located in Bangkok.

NCB Chairs and a second NCB representative, often its Secretary, from each focal country are automatically members of the RSC. Many of the National Coordinators and UNDP/IUCN focal points have also attended RSC meetings as observers. The intention has been to ensure accountability, transparency and good governance, and to offer information-sharing and learning opportunities among diverse countries, sectors, and agencies.

The 12 members MFf RSC has met five times over the past two years. It is co-chaired by IUCN-UNDP and includes representation from the six focal countries, other UN agencies (FAO and UNEP) and international organizations working on coastal resilience and livelihoods. Donor representatives from Norway and Sweden have also attended RSC meetings as observers, as have representatives from MFf dialogue countries.

At the country level, a National Coordinating Body (NCB) has been established in each focal country. Reflecting the partnership approach of MFf, NCBs include relevant government departments, civil society organisations, NGOs and private sector representatives.

With the assistance of Swedish experts commissioned by the Swedish Board of Fisheries (under a separate administrative agreement with Sida), each NCB has developed a National Strategy and Action Plan (NSAP) for MFf implementation that reflects national policies and priorities.

During its first phase, the MFf Secretariat has also established working relationships with other regional organisations and programmes, such as PEMSEA, SEAFDEC, COBSEA, FAO-BoBLME, SACEP and the Coral Triangle Initiative.

2.4. MFf Project facilities

MFf has two categories of project funding, a Small Grant Facility (SGF) and MFf Large Projects. All projects must be aligned with the priorities of the NSAP for each country.

Each focal country has initially received an allocation of USD 100,000 for SGF projects. The SGF projects are divided into two categories: a) less than USD 10,000, and b) between USD 10,000 and 25,000. SGF guidelines developed by the MFf Secretariat have been tailored to each country to suit local conditions and needs. SGF projects are decided upon by the NCBs and managed on behalf of the NCBs by an IUCN or UNDP country office representative in each country. Public calls for project proposals are most often used by the NCBs. – To-day more than 80 small project grants have been approved.

Large projects have a budget from USD 50,000 to a maximum of USD 300,000 per project. Each NCB can announce a call for proposals. To ensure transparency, the large projects are also externally reviewed, before decided upon by the RSCs. Large projects that are implemented by 2-6 focal countries are encouraged to promote a regional approach to coastal ecosystem management.

2.5. Administration, management and reporting

The SGF was first endorsed by the RSC as a mechanism for quick disbursement of support for local action. During its December 2007 meeting, the second RSC meeting discussed the design options for the SGF, using the best practices garnered by UNDP and Wetlands International from their past engagement in small grant projects.

A total of 80 projects with a total outlay of USD 1 million were operational as of the time of the MTR mission.

Local existing agencies are asked to monitor the small grants, and standard contract forms have been developed which grantees and IUCN sign. Most grantees are expected to attend proposal writing workshops, where proposals are discussed, refined and sought finalised by simultaneously giving greater emphasis to measurable indicators, results, outputs and outcome. Most grantees value this capacity enhancing effort.

All grantees commit to sending a range of reports: an inception report, progress report mid-way through the project and as well as an implementation and terminal report. Due emphasis is also given to financial reporting. Generally, most grantees find reporting requirements feasible and adequate.

Each RSC meeting has attempted to track progress in each member country. RSCs have frequently reminded the countries about the need for transparency in project selection and the need to avoid conflict of interests, when NCB members are potential proponents.

The MFf portal is an important management tool to update MFf partners about progress. National coordinators are responsible for maintaining these updates and to upload updates.

2.6. MFf donors

The MFf initiative has been funded from 2007 to 2009 by the governments of Australia, Germany, Norway, Sweden, and UNDP and UNEP.

The biggest donors are Norway (Norad) and Sweden (Sida), each with a contribution during the first phase of NOK 30 million (2007 – 2010) and SEK 29 million (2006 – 2009) respectively. The total donor contribution to MFf is around USD 12 million.

2.7. Communication, Knowledge Management and Monitoring, Learning & Evaluation (MLE)

At the regional level, the MFf Secretariat is responsible for coordinating and synthesizing information and delivering it to its respective audiences, including countries, the general public, potential new partners and donors. Project focal points are responsible for coordinating and facilitating communication flows from the Secretariat to their respective NCBs, and to capture and collect project results and lessons learned. The MFf Secretariat together with selected communications focal points screens information for quality and consistency, and package it for sharing across programme and to other regional and global audiences. An MFf portal has been developed for project management and the Secretariat is continuously and regularly communicating MFf activities through an e-Newsletter.

MFf has developed a monitoring, learning and evaluation (MLE) framework in order to establish an ongoing and systematic collection of information for

demonstrating changes resulting from MFf interventions, to capture lessons learned and to enable project managers to test their assumptions about changes and improvements following project activities.

2.8. Activities and key outputs in Phase 1

Table 2.1 below indicates the expected results of MFf activities:

Table 2.1: Expected MFf Results based on activities

	Results that will strengthen the environmental sustainability of coastal development	Results that will promote the investment of funds and effort in coastal ecosystem management
REGIONAL COOPERATION	More effective institutions and mechanisms for cooperation in coastal ecosystem management	Increased prioritisation of coastal ecosystem management in the development agendas of regional institutions
	Safe space and constructive dialogue for discussing sensitive issues	More efficient and effective impact and use of resources to support environmentally sustainable coastal development
	Stronger regional voice in global dialogues and decisions	
NATIONAL PROGRAMME SUPPORT	More effective policy, legal and institutional mechanisms for inter-sectoral coordination in environmental aspects of coastal management	Increased prioritisation of coastal ecosystem management across development agendas, policies and budgets
	Strengthened alliances and procedures to improve environmental law enforcement and compliance	More aware, engaged and empowered civil society supporting coastal ecosystem conservation
	More inclusive development planning, appraisal, approval and monitoring processes which reflect ecosystem needs	Increased and more effective investment of funds in coastal ecosystem management
	More sustainable, equitable and effective protection, and where necessary rehabilitation, of coastal ecosystems	
PRIVATE SECTOR ENGAGEMENT	Enhanced action in coastal conservation through partnership with the private sector	Greener business plans which recognise and reflect ecosystem services
	More environmentally sustainable business, industry and commerce in coastal area	Enhanced investment in ecosystems as infrastructure, and fair payment for the benefits of ecosystem services
COMMUNITY ACTION	More environmentally sustainable coastal livelihoods	Improved participation in, support for, and benefit from, ecosystem conservation among coastal dwellers, especially women.
	More integrated development and conservation actions which serve to reduce vulnerability and increase resilience among coastal communities	

3. FINDINGS OF MFf PHASE 1*¹

The MFf Strategy and Action Plan list a series of results (Table 2.1) that are linked to 15 Programs of Work (PoW) with associated actions. The PoW actions can be interpreted in most cases as outputs (immediate results) while the Results listed in Table 2.1 are essentially Outcomes (medium term results) although some are Impacts (long term results). Additionally there are a number of activities related to project initiation that are not covered in the PoWs and some cross cutting themes.

Measuring the results is not straight forward as there was no Results Log Frame and no clearly defined indicators prepared for most of the Phase I activities. Outputs and indicators, were, however, prepared for the Implementation Phase for programme coordination and management. Measurement is also complicated as some of the PoW are to be carried out by the MFf Regional Secretariat as Preparatory Technical Assistance, while others can only be achieved at the country level by the Small and Large Grant Projects. Given that many of the country level projects have just been initiated outputs are only starting to be achieved; in these cases we have made only some general comments.

We have attempted to evaluate the current status of achievements by examining the following:

1. Programme Coordination and Management
2. Partnerships (including Swedish Consultants)
3. Preparatory Technical Actions covering a number of PoW's
4. Cross Cutting Themes (Climate Change; gender; communications, monitoring & learning; capacity development)
5. Small Grant Facility and Associated PoWs
6. Large Grants
7. Communications
8. Capacity Development

¹ Terminology defined

Relevance – Are the development interventions relevant to Donor and partners' development policies, goals and strategies as well as global priorities: poverty reduction, a sustainable environment, gender equality and democratisation and human rights? Is the activity relevant in relation to the needs and priorities of the intended beneficiaries?

Effectiveness – Achievement of objectives: Have the primary objectives, which have been defined for the activity been achieved? Have the specific results planned been achieved?

Efficiency – How economically have resources/inputs (funds, expertise, time, etc.) been converted to results? Are the investment and recurrent costs justified? Could the same results have been achieved with fewer resources?

Impact – What positive and negative, primary and secondary long-term effects have been produced by a development intervention, directly or indirectly, intended or unintended?

Sustainability – The probability of long-term benefits. Will the intended benefits continue when development cooperation is terminated? Is local ownership established?

9. Medium term Results (as listed in Table 1), and

10. Conclusion (Relevance, Effectiveness, Efficiency, Impact, and Sustainability)

3.1. Programme Coordination and Management

The proposed outputs for programme coordination and management are presented in Appendix 4. Most outputs were achieved in early 2008 allowing MFf to move from the inception to implementation phase. Detailed achievements are given below.

a) MFf Programme Development

The MFf programme was discussed and endorsed by the major International partners who have become involved in the RSC. Some institutional partners have shown a decreased interest in MFf due to natural disasters and shifting priorities. MFf has increasingly engaged with other regional organizations and platforms such as AIT, COBSEA, NACA, PEMSEA, SEAFDEC, SEI, SENSa, and UNISDR, although limited MFf secretariat capacity at the regional level has constrained MFf's ability to fully develop or strengthen these new partnerships.

Consultations with countries were completed by December 2007, but there has been a need for continual follow up in some countries. Priority actions were identified and work started on them in 2007-08; this work is now completed (section 3.4).

b) Regional Steering Committee (RSC)

The RSC is the highest decision-making body of MFf comprised of representatives from the National Coordinating Body (NCB) for each Focal Country, CARE, FAO, IUCN, UNDP, UNEP, Wetlands International, Norad and Sida. WWF an original member subsequently withdrew as they were not able to send an appropriate representative.

An effective RSC has been achieved that has increased ownership of MFf. There have been five meetings in three countries. The meetings have been well supplied with briefing papers and well documented by the Regional Secretariat. There has been an attempt to broaden the country representatives beyond environmental agencies that has been partially successful. There has been considerable turnover in the UNDP co-chair position that has required education of the new chairs. The meeting frequency, almost two meetings per year, puts a strain on members resulting in inconsistency in country representatives and some countries have been absent from meetings. Nevertheless, RSC members have guided the program, critically reflecting on achievements and increasingly playing a critical quality monitoring role. Its diverse range of partners contributes differently, some providing technical support and others financial contributions.

Other countries (Kenya and Tanzania, Bangladesh, Pakistan and Vietnam) have requested to join the MFf and are now considered as "*Dialogue Partners*". Some of these are requesting full membership in Phase II.

The regional steering committee has put a strong emphasis on the establishment of structures and processes to support MFf programs. The RSC has also served as a knowledge broker and this role is expected to be substantially increased in the future to support regional level knowledge platforms. In future the Secretariat might also have to play a more proactive role in assisting NCBs in countries which are only just starting to function.

c) National Coordinating Bodies (NCBs)

The NCBs are intended to be the in-country instruments for achieving MFf goals and objectives and to have broad representation from government, NGOs and the private sector. NCBs have been established in all countries with only Sri Lanka having a balanced representation, while the other countries lack, or have insufficient, NGO and/or private sector members. All NCBs have been actively involved in the work of MFf particularly the small and large grants. The NCBs are supported by a dedicated MFf national coordinator in all countries except Indonesia, where there are a number of problems (Appendix 6: Indonesian country report).

Among the challenges facing MFf has been differences in the countries' capacity to develop a functioning NCB; this has resulted in the need for considerable secretariat support. What is apparent to the MTR team is that the two countries that have the strongest NCBs (Sri Lanka and Thailand) have had considerable input from dedicated staff (a National Coordinator and consultant or IUCN staff) complimented by strong support from high level government officials. In these countries the perception of the NCB as an arm of the MFf has evolved towards it being viewed more widely as an instrument for achieving national goals for sustainable coastal development.

d) Regional Coordination Unit (Secretariat)

A very effective MFf Secretariat has been established based in the IUCN Asia Regional Office in Bangkok. There is one full time Coordinator supported by one senior Programme Officer, a junior programme officer and other IUCN support staff. There has been substantial support to the RSC, to national NCBs, activities, regional training and workshops, and liaison with partners and dialogue countries. A MFf identity has been established with logo, T-Shirts, hats, a website and recognisable publications.

The MTR team, however, notes that there is considerable pressure on the MFf Coordinator resulting from extensive travel and work overload and we agree with the Secretariat's appraisal *'Increasingly, the MFf Secretariat is facing human resources constraints to cope with the growing demand'*. Of considerable concern is if the current Coordinator decides not to continue in the position, instead returning to his permanent position in Denmark. Obtaining a person of comparable skill, knowledge and dedication will be difficult. Possible mechanisms should be sought to retain him as a consultant with a greater programmatic, rather than administrative, role.

e) Monitoring, learning, and evaluation and framework (MLE)

MFF has developed a MLE framework to fill the need for a logical and strategic approach to monitoring. The aim is to have a systematic collection of information to demonstrate changes resulting from MFF interventions; and to capture lessons learned. Small teams of two NCB members, a representative of the MFF Secretariat and an independent expert, undertake country visits to monitor groups of projects and interact with the relevant NCB and country focal points. The framework focuses on an output/results-based framework using specific indicators that are measurable and verifiable, and which relate closely to the project, national and regional level interventions of the MFF. They are built around the original 15 PoWs with some minor revisions to emphasise sustainable livelihoods and resilience.

Tools and templates were developed, field tested and revised to monitor the small-grants and large-grants and to aid in program-level monitoring. There have been recent monitoring missions to India and Sri Lanka. These missions are in addition to the normal project-level monitoring and progress reporting system which grant recipients commit to doing. A MTR team member examined eight completed monitoring reports. The level of detail was just adequate (typically 5 pages) with an assessment made of the relevance and quality of design, efficiency of implementation, effectiveness, likelihood of potential impact and potential for sustainability and replication. The MTR team was satisfied with the quality of support provided by the Regional Secretariat and the MLE system.

The monitoring and related documentation of small grants was strong in the case of Sri Lanka and Thailand benefitting greatly by building upon the previous strengths of the UNDP GEF and IUCN small grant experience. In the case of Sri Lanka a small team has been set up at the NCB to monitor the projects and facilitate workshops. The MTR was able to observe such workshops in Sri Lanka and were impressed with the emphasis given to sharing and learning. The MFF program in Thailand has a NCB monitoring working group that undertakes mid-course evaluation workshops using participatory approaches involving poster presentations, field visits, peer reviews and field visits to assess progress against objectives.

The focus on learning associated with the MLE work of MFF will have to continue to be linked with MFF's communications functions and its efforts to develop knowledge products. The framework's emphasis on learning, theory of change and charting change pathways is based on assumption of a long project time frame. The focus on MLE via a regional structure provides MFF with a special opportunity to undertake cross-country synthesis.

3.2. Partnerships

a. MFF Partnerships

Partnerships lie at the core of the MFF concept. The MTR team concurs that this is the case as MFF's greatest success to date has been in establishing and strengthening the infrastructure for partnerships across its partner countries, reinforced with collaborative arrangements and knowledge-networking.

The RSC with its multi institutional profile (12 core members) serves as the primary partnership platform. The NCBs at the country level are expected to reflect this partnership orientation of the RSC. The NCBs have achieved high levels of inter-departmental (government) cooperation, but the full potential of engaging NGOs and the Private Sector has yet to be demonstrated.

Partnerships with UN agencies were envisaged at MFF's launch. At the country level the engagement of UNDP has been effective, especially in management of the SGF projects in Thailand and Maldives, but not in Indonesia. However, it is apparent that the full potential of UNDP contributions has not yet been maximized. UNEP has provided MFF with considerable technical inputs on climate proofing. In the future, the UNEP and UNDP expertise in Disaster Risk Reduction (DRR) would be very useful, as this area is under served in MFF's work. FAO's Post Tsunami experiences and its expertise in fisheries could be better utilized in efforts to strengthen coastal community resilience. There is also considerable scope for collaboration with the newly launched Bay of Bengal large marine ecosystem project (BOBLME).

Partnerships with other regional coastal initiatives are just being forged and more work is needed in future. An MOU was signed recently with PEMSEA. Similar opportunities for partnerships with COPSEA and SEAFDEC exist. Formal agreements can provide MFF with stronger capacities to deliver its own outputs. They could lead to opportunities to develop partnership-based regional projects with these and other regional partners, or other regional activities as appropriate to help MFF achieve its objectives. Whether MFF plays a lead role, or a minor role in a given partnership will depend on the nature of the project or activity. The more important consideration is that MFF's role should be clear and consistent with its strengths and capacity, in order to demonstrate its added value to the partnership.

The potential for partnerships with academic institutions was demonstrated by the engagement of Asian Institute of Technology and the University of Rhode Island Coastal Resources Centre (in the conduct of preparatory studies and in technical training) and Aarhus University (in the Ranong Scientific and Technical symposium on Mangroves; and in the synthesis of phase 1 information). Private sector partnerships are also being tested in Thailand and India.

Partnership-based approaches require adequate investments of staff and financial resources. Unfortunately, most NCBs will need more capacity development before they can be expected to deal with issues over and above to do anything more than coordination and information exchange. For the MFF programme, which is multi-country, multi-institutional and knowledge-intensive, the decision to have a strong support - staff contingent in Bangkok was the correct one. In partnerships, transaction costs are high and time has to be invested in communications, negotiation, addressing conflicts and in establishing procedures. The results and outcomes from these investments accrue over time, they cannot be hurried.

b. Swedish Consultants

The Swedish Board of Fisheries (SBF), with direct funding from Sida, offered a consultant roster from which MFf focal countries could each choose one expert. Four experts were deployed to support NCBs in five countries and one expert supported a regional preparatory study **PoW 4** *Development of economic valuation tools*.

One Swedish based consultant has been very effective. He has been contracted a number of times, has supported the NCB's in three countries, contributed to regional and national workshops on Project Cycle Management, and assisted the MMF Secretariat in MLE and development of the Phase II proposal. The team concludes that, for various reasons, the other consultant inputs have been of medium to low value to the countries. In some cases they were involved too early in the development of the NSAP's and the countries were not prepared for their inputs. In a couple of cases illness or medical problems prevent the consultants from delivering to their fullest capacity. It was not possible for the MTR team to evaluate the efficiency of this programme support because financial information was not available to MMF. However, this support was very easy to manage from the MFf Secretariat's view point, as countries selected the consultants, and their contracting and financing were handled directly by SBF and Sida. This consultancy arrangement should be continued, but there should be considerable care in the selection of suitable consultants, with preference given to those who can also provide regular support.

3.3. Achievements of the Program of Work (PoW)

a. Preparatory Technical Actions

Of the 15 Programs of Work identified in the MFf Strategy eight required Preparatory Actions as part of the Inception Phase and two were subsequently added PoW 15 *Encouraging environmentally sustainable business practices in coastal areas* and *Integrating Climate Change into MFf* (Climate Change covered in section 4). These Preparatory Actions were undertaken in close collaboration with the NCBs and their national planning process for MFf implementation and were completed by early 2008. They were then presented to a MFf Regional Review Forum in April 2008 for discussion and integration with the National Strategy and Action Plans (NSAPs).

A summary of budgets, action, outputs and comments for each of the Preparatory TA's is given in Appendix 9. The following summaries, gives some conclusions and recommendations.

The most relevant and effective has been PoW 2.1 *Development of MFf national strategies & action plans (NSAP)*. Six NSAPs have been prepared; they have formed the basis for the MFf in-country operations, and set priorities and selection criteria for the Small and Large Grants. In some countries they have evolved into wider documents that are being used to advise countries on Coastal Zone Management priorities and issues. However, this PoW has been by far the most expensive and these costs do not include the Swedish Consultants that assisted with some of the NSAPs. However, if these NSAPs do indeed become effective documents to assist countries and donors in identifying critical issues and setting coastal management

priorities there will be a positive cost benefit. In order to achieve this it will be essential that the NSAP's are updated and that they continue to evolve as living documents.

The PoW 15 *Encouraging environmentally sustainable business practices in coastal areas* has been initiated only recently by the IUCN Asia Business and Biodiversity Programme. This is treading new ground and is very relevant to sustainable coastal development and funding. The work to date is very promising particularly the consortium of Private Sector Companies and the development of pilot projects co-funded by the private sector. This is an area that should be actively pursued in Phase II.

The PoW 5.1 *Region-wide evaluation of environmental impacts of the post-tsunami reconstruction process, efforts at ecosystem restoration, and review of funding to environmental activities* benefited considerable from efforts of the UN Coordinated Tsunami Global Lessons Learned (TGLL) Project that has produced an impressive publication *Tsunami Legacy* that is available through the MFF website.

The PoW 7.1 *National capacity and training needs assessment for different stakeholder groups* undertaken with the assistance of AIT, identified the capacity needs of the 6 MFF focal countries. This study was conducted before the MFF NSAP's were done and consequently it may have missed some country priorities. An update or revision of this report today, with an inventory of available educational resources included, would add value to what was accomplished under PoW 7.1. The implications of these studies for future curriculum development efforts might also be assessed.

The PoW 12 *Environment and social safeguards in coastal management and planning* probably deserved more attention given their relevance to risk and vulnerability reduction.

The PoW 13.1. *Gap analysis to review existing protected area coverage & recommend areas in need of additional protection* has benefited from the inputs of the UNEP World Conservation Monitoring Centre. The current outputs have been considered useful tools by the countries, but there needs to be considerable development to strengthen in-country capacity and produce more usable tools. Future needs should include management effectiveness of MCPAs and incorporating data on locally managed areas. There should be increased cooperation with the WorldFish Center's ReefBase Database, which has compiled similar information for East Asia and the Pacific Islands.

In general the Preparatory Actions carried out by IUCN (4.1, 11.1, 15.1) and UNEP (13.1 & Climate Change) were much more effective than those carried out by other agencies. Those carried out by individual consultants (1.1, 10.1) were not as effective as some consultants did not deliver fully, while others had no Asian experience.

There was considerable pressure during the inception phase to show early results so some Preparatory Actions might have been rushed and there was often inadequate local consultation. Timing was also an issue for most PoWs, such that some actions were not closely integrated with the preparation of the NSAPs, so it was difficult to integrate their findings and issues. In addition a number of PoWs should have either

been integrated or worked in parallel, especially 4.1 & 10.1 and 1.1 & 7.1. These factors tended to decrease the effectiveness of the actions taken.

In general the studies, reports and documents have been of high quality and most were completed in time for the Regional Review. Some are too academic (e.g.4.1 & 10.1) and not yet relevant to the countries and projects. A few are readily available on the MFJ Web Site, but others are in draft only. There is also a large amount of information involved, but it needs to be filtered to provide the most relevant information to the RSC/NCBs. A number of Actions identified the need for common definitions of coastal zone, governance, etc.

In order to increase the relevance and outcomes of the current activities it will be important that some activities (1.1, 4.1, 7.1, 10.1, 11.1, 13.1, 15.1, and Climate Change) be continued in Phase II. For example PoW 4.1 *Development of simple, easy-to-apply ecosystem valuation tools and methods* would require a considerable effort to test, revise (simplify) and repackage. As initial testing of evaluation methods has already been done in Seychelles and Maldives, a useful kit can be generated from the existing materials relying on the frameworks, issue papers, tools, case studies and posters. In addition a practical publication targeted at planners and administrators to demystify valuation could be produced. Moreover economic valuation is not receiving attention in project monitoring frameworks and local valuation needs, additional tools that could provide to the MLE team at MFJ opportunities to go beyond traditional indicators.

b. Small Grant Facility

The small grants were intended to focus on supporting community led initiatives at the local level. The grants were to be less than \$25,000 and selection was to be through the NCB. A budget of \$100,000 per country was made available and additional \$50,000 has been added for some countries; and Sri Lanka was able to lever \$42,000 in additional CIDA funds. The management of the SGF was contracted either to the IUCN country office (Seychelles, and Sri Lanka), or to the UNDP country office (Indonesia, Maldives and Thailand). In India a special arrangement has been made directly with the MFJ Regional Secretariat to avoid bureaucratic issues.

81 small grants have been approved and 72 small grants are being implemented in all countries except Indonesia (where 4 grants of 25,000 each have been approved but not contracted). The grant size has ranged from \$3,000 to \$25,000. In some countries concepts were received, successful proponents were invited to a capacity development workshop, and assisted in preparing their proposals. This has been viewed very favourably by the proponents. In general proponents are locally based NGO's, village groups, or as in India, government and NGO research institutes. In Thailand a number of the recipients were groups that had been established by previous projects.

The SGF projects have been very relevant and effective in addressing local issues focusing primarily on PoW 8 *Supporting environmental sustainable livelihoods*, PoW 6 *Promoting civil society awareness and participation in coastal decision making*, PoW 2 *Designing*

ecological and socio-economically sound ecosystem rehabilitation and (to a lesser extent) PoW 9 *Improving Community Resilience*, while in India there has been a considerable focus on PoW 1 *Improving the Knowledge Base*. The outputs and outcomes are just starting to be realised, but are very promising, although they will require follow up to document and assemble the lessons learned. They also appear to be efficient as the small grants have accomplished a lot and some have successfully levered other support, including in-kind from government extensions experts and additional funding from outside donors or government. However, small grants are administratively intensive. In countries where the grants have been effective, there has been considerable outside inputs from the NCB coordinator, consultants or other staff in training, capacity development, monitoring and documenting lessons learned. In addition the most successful countries (Sri Lanka and Thailand) have benefited considerably from previous experience of small grant implementation. There has already been a number of knowledge based products resulting from the SGF: in India research documents and a film; the Seychelles has made good use of local education and the internet to publicise their projects, and Sri Lanka is currently documenting lessons learned.

The MTR team questioned the sustainability of many of the SGF projects as the short time frame (less than a year) is often too short to show results and obtain continuing support. However, as mentioned above, the fact that the grants are empowering village based groups (who in turn are then better able to obtain government services and funding) augers well for the sustainability of these efforts.

c. Large Projects

The Large Projects are focused on national and regional level issues with budgets of \$ 50,000-300,000. The projects are managed by the MFJ Secretariat in Bangkok which supplied a proposal outline, extensive guidelines, and selection criteria. Final selection is carried out by the RSC after review by the country NCB, three external experts and the MFJ Secretariat. The proponents then revise the proposal based on the comments for final approval by the RSC then contracting by the MFJ Secretariat. The projects are selected on merit, not on a per country basis, but the last RSC meeting agreed that the countries without projects would be guaranteed at least one in Phase 1.

Six projects in three countries (India (1), Sri Lanka (2), Thailand (3)) have been approved. Although only two (with NGOs in Thailand) have been contracted and are in implementation. The large grants require considerable time in development and approval 1 to 1.5 years. It is also becoming apparent that contracting with governments is very tedious and time consuming and this has held up contracting in India and Thailand. It is also feared that there will be a substantial delay in Indonesia once their project is approved.

The projects' are focussing primarily on PoW 8 and 9 with some elements of PoW 6: *Promoting civil society awareness and participation in coastal decision-making*. One project in Thailand with regional implications is addressing PoW 13 *Building national systems of*

marine and coastal protected areas and PoW 11 Supporting National integrated coastal management programmes.

It is too early to determine results. However, given the rigorous selection criteria and the monitoring systems in place, one has to assume the projects are relevant and will be effective.

The MTR team while understanding the difficulties in timing, noted that there were very few connections between the SGF projects and the large grants, with the exception of one project in Thailand. Future projects should attempt closer linking of these two activities, both geographically and thematically.

d. PoW Coverage

The 15 PoW's were intended to be implemented by a combination of regional efforts and country activities and projects. The MFf Secretariat managed contracts for Preparatory Actions which addressed nine of them in addition to climate change. As mentioned in 3.4 in order to increase the relevance and outcomes of some Preparatory Actions at the country level, there will be a need for capacity development and development of toolkits in the Phase II.

Countries have set different priorities in their NSAPs. Maldives, Seychelles, and Thailand selected almost all the PoW's as priorities. India selected 4, 8 and 9, Indonesia 6, 8 and 9, Sri Lanka 2, 8, 9, and 15. Nevertheless when projects on the ground are examined they concentrated on:

- **Pow 2** *Designing ecological and socio-economically sound ecosystem rehabilitation;*
- **PoW 6** *Promoting civil society awareness and participation;*
- **PoW 8** *Supporting environmental sustainable livelihoods; and*
- **PoW 9** *Improving community resilience.*

There is, however a lack of coverage most notably:

- **PoW 3** *Providing decision support to a reef to ridge approach;*
- **PoW 4** *Integrating coastal ecosystem economic values into development planning and appraisal*
- **PoW 7** *Building the Capacity of professional coastal managers;*
- **PoW 12** *Strengthening the integration and enforcement of environmental and social safeguards in coastal planning; and*
- **PoW 14** *Promoting adaptive coastal management programmes*

The MTR Team suggests that during the Phase II the 15 PoW's should be re-examined for completion and relevance, and determine which are cross-cutting and which are best achieved locally or regionally. They should then be reorganised and assembled into a log frame with expected results and indicators to make it easier to report and track results.

3.4. Cross Cutting Themes

a. Gender

The MFf Secretariat has ensured that gender is incorporated into MFf activities. A check list *Integrating Gender Considerations* was prepared for MFf practitioners, gender was incorporated into guidelines for both the SGF and large grants, and gender is one of the selection criteria for the large grants.

Many of the SGF projects have a strong gender component, often addressing women's livelihood issues, and some are with women's groups. Some large grant projects strongly incorporate gender in their activities; however, a number of large project proposals were weak on the gender aspects, which indicates the need to continue to educate proponents. One of the unintended results of SGF projects with women's groups has been the empowerment that they have brought and increased confidence and capacity of the women involved, such that they are able to source other grants and sources of funding. In addition it will be important to document the lessons learned from the livelihood and gender focus projects.

b. Climate Change

Climate change was identified during the inception phase of MFf as a critical component not specifically identified in the 2006 MFf Strategy and Action Plan. In order to ensure integration, it was decided to address climate change as a cross-cutting theme integrated in all MFf activities, rather than create a separate PoW. That has been accomplished by strong support from UNEP in collaboration with UNDP, IUCN and the MFf Secretariat.

There has been substantial consultation with MFf partners and countries in developing the approach to *Climate Proofing*". This has consisted of two approaches: 1. aimed at mainstreaming climate change considerations into all MFf Large Projects; and 2. a strategic component to mainstream climate change into all of the 15 PoWs. This approach has been successful as climate change is incorporated in all NSAP's and is a criterion for selecting large projects. There is, however, a need for continual education and capacity development as some large project proposals include general climate change considerations, rather than specific issues related to their sites. In fact this has identified a challenge for MFf, namely to focus on the need for realistic adaptation, increasing resilience and adaptive capacity at the community, rather than at the national level where previous climate change efforts have been directed. In addition, gender-segregated impacts of climate change need to be better understood and addressed.

The combination of mangroves as flagship species with climate change can assist MFf in defining its niche, based on mangroves and their triple role as a coastal line of defense, a major sequester of carbon, and a potential to support sustainable livelihood for coastal peoples.

c. Communications

Building Knowledge is one of the three pillars of MFf. MFf's emphasis on enhancing, sharing and applying knowledge has been an explicit agenda for MFf and this may set it apart from many other regional efforts.

At the regional level, the Secretariat is responsible for coordinating and synthesizing information and delivering it to its various stakeholders and audiences. Project focal points have been identified in each country to ensure the flow of information between the Secretariat and the NCB. An MFf Portal (MIS) has been developed for project management. The Secretariat has regularly communicated to the NCB via an E Newsletter and currently there are over 1000 subscribers, indicated a much wider reach than the NCB network alone.

The range of outputs (Appendix 8) include a bimonthly newsletter, proceedings, publications, guidelines and tool kits, website development, maps, short films, documentaries, and promotional material (caps, T-shirts and posters). The knowledge portal where MFf outputs are stored for easy access is just starting to be utilized. Workshops aimed at sharing lessons are already being tested. Policy briefs, however, have not been fully utilised.

The MFf website has been a useful communication tool but not all partners are linked to the website. In addition MFf material is not well documented by the global ReefBase Database.

Overall, the MFf Regional Secretariat has done a very impressive job building a culture and capacity to support communications. Its contribution towards building a distinct identity for MFf is noted and acknowledged widely by its stakeholders.

d. Capacity Development Issues

Capacity and training needs for MFf are: institutional reform, organizational strengthening and technical capacity development. Developing capacity to develop and implement ICM education and research programmes was identified as a priority by all MFf countries, along with good governance to strengthen coastal ecosystems/habitat management plans. A major focus of the activities was directed towards strengthening the capacities of MFf partners to implement the program and in enhancing impact and quality outcomes. MFf builds technical capacity through study tours, regional fora and by providing regional and international consultants to complement local expertise (See Appendix 7, listing capacity development activities). Recently regional and national training courses have been conducted and are milestones in MFf's efforts to address knowledge gaps.

Regional Steering Committee meetings have also provided valuable opportunities for exposure to key national leaders (senior government officials) in MFf countries. The opportunities for add-on educational events (field trips in , India, Seychelles, Sri Lanka and Thailand) organised by the Secretariat has helped highlight specific coastal resource conservation management issues and relevant actions. However, in some countries this has benefitted mostly the Chair and Secretary of the NCB and the wider community of partners/stakeholders have not yet benefitted.

3.5. Medium term Results

MFf results are given in Table 2.1. They will be achieved over four key result levels that will only be achieved in the medium to long term, so at this stage we can only measure progress toward achievement.

Regional Cooperation: A start has been made to achieving results in this area through the RSC and the institutional partnerships. Moreover, the addition of other countries as dialogue partners has substantially increased the reach of MFf.

National Programme Support: The formation of the NCBs and the development of the NSAPs have been particularly important in progressing towards this result. In Seychelles, Sri Lanka and Thailand, and starting in India, the NCB and NSAP are evolving into broader platforms for addressing coastal management issues.

Private Sector Engagement: The recently initiated IUCN lead initiative to address PoW 15 is a very positive step to produce some models of PS involvement. However, there will need to be considerable follow up both regionally and nationally, particularly for the NCBs to dialogue with the PS, involve them in co-funding and membership of the NCB.

Community Action: The MFf small grants and some of the large grants have, or will, strongly address community and women's issues to ensure achievement of results in this area

3.6. Conclusion: Relevance, Effectiveness, Efficiency, Impact, Sustainability

Relevance: The MTR Team recognizes that the MFf goal, objectives and activities in conservation, management and restoration of coastal ecosystems and communities continue to be highly relevant to the people, countries and the Indian Ocean Region.

Effectiveness and Efficiency: The MFf programme has in general been effective and is becoming more efficient as more results are being achieved and documented.

Impact: MFf's impact is yet to be realised but there are encouraging positive signs of considerable country and regional impact.

Sustainability: Given the short time frame of MFf, and particularly of the country level actions, it is difficult at this stage to assess sustainability. There are, however, a number of positive signs. The SGF projects are empowering village and women's groups allowing them to access other resources, and increasing interest in the issues from government agencies and policy makers that will allow increased funding.

A further indicator of sustainability is that the review of Tsunami efforts in the Indian Ocean *The Tsunami Legacy: Innovation, breakthroughs and change* list a number of factors (Table 3.1) that will assist sustainability. MFf is addressing all of these points through the Preparatory Actions and the PoWs being supported by the in-country activities, suggesting considerable potential for sustainability.

Table 3.1: Ensuring Sustainability

- ◆ Mainstream disaster risk reduction (DRR) in development policies and programmes, including gender and development initiatives.
- ◆ Empower community groups to build resilience and protect themselves from disasters by building on local knowledge and strengthening capacity.
- ◆ Value indigenous knowledge and technologies for early warning and mainstream gender in all risk communication strategies.
- ◆ Commit more firmly to women’s and men’s right to know, raising awareness, enabling people to make informed decisions and strengthening capacities to advocate.
- ◆ Build accessible and easy-to-use disaster information management system from cost-effective, sustainable open-source software so that all parties can work together and easily access data.
- ◆ Encourage and ensure community participation in the implementation of disaster risk management policy through extensive consultations
- ◆ Enact robust disaster response legislation, incorporating learnings from the tsunami experience. Future DRR regimes – from the national down to the local level – need to be informed by multi-hazard understanding of disasters, and be equipped to respond accordingly.

From: *The Tsunami Legacy: Innovation, breakthroughs and change*, Published by the Tsunami Global Lessons Learned Project Steering Committee

4. LESSONS LEARNED

4.1. Organisational issue

The organisational challenges that the MFF programme is faced with are being played out on several levels. A general observation, however, made by the MTR team is an impression of an extraordinarily committed and devoted effort conducted by several individuals, who have been instrumental to the achievements reached. This goes both for the Regional Office in Bangkok, country level staff, the members of the NCBs and the RSC, as well as the partners and beneficiary groups at implementation level.

The Regional Office in Bangkok has, with rather few staff members, done an extraordinary job in making the programme work. However, it also seems that the deep motivation and willingness to take on an extra workload possibly has been driven by the commitment as mentioned, and the fact that the programme was in an inception phase, gradually moving into its implementation phase. The “pioneer” effort in such situations is remarkable and commendable, but not entirely unusual in such start-up phases – but cannot, and should not be expected, to go on at the same level of commitment and workload.

At the same time the impression of an overstretched staff need to be dealt with rather urgently, by allocating more resources to programme management, provided by IUCN. Also UNDP - as a co-founder of the MFF programme – could and should be expected to increase its effort. Such support could, as in the case of UNEP, take the form of secondment of UNDP staff, possibly by the recruitment of an Associate Expert, or similar.

The MFF initiative is a complex programme with 15 Programmes of Work, plus a number of additional cross-cutting issues, such as climate change and gender, and a great contextual diversity (and commitment) by countries being members of the programme. This, together with a so far only embryonically developed achievement indicators and benchmarks (and a general lack of baseline studies) that could facilitate programme and project work at the local level, creates another set of organisational challenges, apart from efforts also needed to sharpen and limit the focus areas of work.

This is primarily an issue in relation to the running and functioning of the NCBs, but also an issue inflicting upon the shared programme responsibility at country level between IUCN and UNDP, each with its own background, administrative modality and focus areas, as well as traditions for establishing partnerships.

For the NCBs, which are mostly in place now and have started functioning, the organisational challenge remains to have more commonality in place, more transparency in decision-making and more capacities represented on the NCBs themselves. In the latter sense, a strengthened effort needs to be made to broaden the scope of NCB members by including more NGOs, civil society institutions and private sector representatives.

The Regional Steering Committee is currently deciding on large grants to be supported, while the NCBs decide on the SGF projects, although the NCB Chair is

also a member of the RSC. This organisational division of labour has been established in order to ensure transparency in decision-making and involving an external referee system in assessing project proposals. However, in the longer-term perspective, it should perhaps be considered to strengthen the NCBs capacities to also operate and decide on such grants, in order to ensure greater local ownership, commitment and sustainability of projects supported.

4.2. Capacity issues

A main institutional bottleneck for promoting the MFJ programme is the limited capacity in place with most NCBs (and RSC). On several accounts during the country visits by the MTR team have NCB Chairs and members requested further capacity development measures be provided by the Regional Office as members most often have little tradition or experience of, for example, the drafting of proposals or administering grants.

The lack of experience in drafting project proposals (and for the NCB to assess them) is, however, also a main explanation given during visits for the relatively limited number of proposals received, their quality and the ability to meet the requirements for a good proposal.

Although a few project proposal writing workshops have been held, the capacity development needed is still expressed with considerable urgency by NCB members and (potential) partners.

Apart from meeting the demand for an increased effort in relation to tabling good project proposals, and the technicalities involved in this, other training workshops, seminars and study tours are a means to build capacities within more thematic areas, such as on climate change, gender, project management and improved livelihood strategies, all of which seem to be much needed.

Involving some of the other regional partners in such capacity development and training sessions is another means of getting closer to such partners, for lessons learned and experience sharing, and for each partner to avoid duplication or the creation of parallel structures.

4.3. Approach

As mentioned, the MFJ initiative is a rather complex programme incorporating 15 Programmes of Work. Some of the 15 work areas are focus areas proper, while others are cross cutting themes, methods or approaches.

A much clearer and more focused presentation of the MFJ areas of work and approach seems to be needed, in order to clarify both to MFJ staff, NCB and RSC members, but also to partners (and potential partners) what MFJ is all about and thereby be better able to direct the most relevant and viable activities.

However, it is the partnership approach which is unique to the MFJ programme. The nature of the societal partnerships, including between public and private actors,

multi-lateral organizations and civil society organisations, including NGOs, makes a fundamental difference to the MFf approach.

However, as the MFf Proposal for a Phase II states, then the experiences from Phase I have shown both some weaknesses and disappointments. What have here been identified as problem areas, that in the future need to be more stringently addressed, are difficulties in showing how project activities are mutually beneficial to partners and beneficiary groups. And some partners have been passive rather than active; thus, in general, MFf has not yet been able to derive the full value of its partnership approach.

There is a need for better linking with other regional and national programmes of relevance, and MFf needs to adopt a more strategic approach to its partnerships in order to demonstrate value-added benefits. There is also a need to widen the range of local partners involved in projects, particularly within civil society and the private sector, while strengthening those partnerships already in place.

Strengthening existing partnerships, and involving many more in the future, naturally links closely with the organisational issue above, as such effort, which is deemed crucial for the future success of the programme, requires continued support from the MFf Secretariat and increased national involvement and commitment, not least by the country coordinators.

5. COMMENTS TO THE MFf DRAFT PROPOSAL FOR PHASE II

The MFf drafted proposal for a Phase II of the programme (2010 – 2013), dated 5 December 2009, builds on decisions taken during the RSC-6 meeting held in July 2009 and the Vision Paper endorsed there.

The MTR fully agrees with the statements made in the proposal that MFf after only three years of operation during Phase I (2007 – 2009) has made considerable and impressive progress and, based on the MTR mission conducted, including several country and project visits, the team fully endorses that the MFf programme should be prolonged into a second phase.

The MFf initiative has during its first phase carried out a number of valuable and high quality preparatory technical actions; the Regional Secretariat has created organisational and governance structures and the NCBs and RSC are now in place and generally functioning; NSAPs have been prepared for each country; and no less than 80 small projects have been approved in addition to a number of large grants. In addition, several capacity development measures have been taken to strengthen partners, a monitoring, learning and evaluation framework has been adopted, and communication and knowledge management for experience learning across countries and partners have been developed. The MFf programme has thus moved from a mainly consultative inception phase into a full implementation phase, which needs to be broadened, consolidated and further strengthened in a few areas.

The MFf regional partnership-led initiative has also proven its value. The programme approach as well as its focussed intervention area, or MFf's niche, that mangroves are restored, protected or conserved within a holistic and proactive ecosystems approach, while supporting the local communities and their livelihoods, has been viable and with good potential for long-term sustainability. In all of its four key areas of influence – regional cooperation, national programme support, private sector engagement and community action to build knowledge – MFf's actions have been promising and may during a Phase II evolve even more fully, with greater impact and increased national and regional visibility.

The proposal drafted by MFf states that a second phase will need to have a greater emphasis on the following issues and areas:

- addressing the challenge of consolidating the governance structures that have guided Phase I;
- promoting more civil society engagement and local partnership involvement in coastal decision-making and investment;
- having a stronger regional focus on information and knowledge sharing, capacity development and, particularly on emerging cross-cutting issues, such as climate change adaptation, and resilience building against environmental change and future disasters;
- intensifying the building of new knowledge through applied research and innovative development activities, in particular by analysing the role of coastal ecosystems in carbon sequestration and

- opportunities for introducing disaster risk reduction (DRR) concepts; and finally,
- designing the second phase so as to enable a larger number of countries to participate as full members in MFf.

The MTR team agrees with the proposal in identifying these issues and areas as being in need of a greater emphasis but would like to add a few comments below to each of these listed areas.

Consolidation of the governance structure. In the opinion of the MTR team, consolidation of the achievements made in the first phase, rather than embarking upon new and administratively, as well as organisationally, challenging fields has, given the limited availability of resources, both financial and human, absolute priority. This obviously includes consolidating the governance structures which, although NCBs are officially recognised in five out of six member countries, also poses a main challenge.

In the MFf draft proposal considerable space has been devoted to elaborating how, in particular, the NCBs may be supported and evolved into instruments for achieving national goals for sustainable coastal development. It is in the opinion of the MTR team correct to maintain, even strengthen through additional capacity building measures, the crucial role of the NCBs in achieving MFf goals and objectives. However, the way in which NCBs are functioning and fulfilling their national implementation role of the MFf programme naturally varies a good deal from country to country and have very different outcome in large versus smaller member countries.

While the ambition of turning the NCBs into “instruments for achieving national goals for sustainable coastal development” may be right in the longer term perspective, the MTR team would like to recommend that a cautious and deeply contextual approach be taken, and that rather than stretching ambitions too far into the unrealistic (in the short term, at least, meaning within the time limits of a second phase), consolidation of what has been achieved, and further strengthening NCB capacities for project implementation, should be made clear, first priority.

Promoting more civil society engagement and more local partnership involvement. The MTR team would here like to endorse this need, as the team during visits and talks with NCB representatives noticed that only a few representatives outside government offices and public administration personnel take part in the NCBs. In most NCBs the number of NGOs or civil society organisations is low, and only two representatives from the private sector are currently represented on two of the six NCBs (India and Sri Lanka). While the predominance of government officials in NCBs in theory may be seen as in favour of the ambitions to achieve national political coverage and influence in each and every member country, still such an ambition should be taken cautiously and not as a “blueprint” approach. The lack of a broader representation on NCBs is seen by the MTR team as a more important strategic goal to redress, in particular in relation to the private sector, but also more

widely by including more NGOs and civil society organisations. Also during project visits the need to involve more local partners, not only NGOs, but also representatives from the broader civil society, was evident and should be strengthened to provide better opportunities for creating local ownership and commitment to activities, and in order to make sustainability more likely.

A stronger regional focus on information and knowledge sharing. A strengthened effort within a regional approach has three main areas of concern.

First, the information and knowledge-sharing activities which take place via RSC meetings, capacity development workshops, regional seminars, the e-Newsletter and other more structured forms of dissemination from the Regional Office, need to be further strengthened. This will involve a stronger emphasis on implementation of MFF's communication strategies at regional and national levels. Some NCBs interviewed reported not having seen documentation material/studies essential for their own implementation activities.

Secondly, there is an obvious challenge in aligning better MFF activities to the numerous other regional initiatives of relevance to MFF, and in cases carried out by MFF partners. Such regional activities, programmes and initiatives include COBSEA, FAO-BoBLME, PEMSEA, SACEP, SEAFDEC, the Coral Triangle Initiative, WorldFish and others, where MFF should intensify its relations and its communication of project results and outcome, even if being a smaller and financially more junior partner to the bigger initiatives.

Thirdly, the MLE Framework, with its protocol for the extraction of lessons learned, can ensure that grant-supported projects serve as platforms for learning and project results and policy impact. The designation of community level information and learning centers might also be considered in each focal country.

Building of new knowledge through applied research and innovative projects. While the MFF initiative rightly uses mangroves as a flagship ecosystem in recognition of the important role mangroves played in reducing the damage caused by the tsunami, which in combination with its regional partnership and programme approach underlines MFF's "niche", there is still a constant challenge for MFF in proving its unique nature, approach and results, to partners, donors – and to the many other regional initiatives.

Sharpening its focus is thus a continuous challenge for a small programme such as the MFF initiative, the implication of which is to be "on the alert" and to explore new areas of intervention through applied research, for instance on the magnitude of carbon sequestration in mangroves – without losing its comparative advantage within mangroves. But also in showing much better than at present how small and large grants within a holistic ecosystems approach may complement each other, or provide much greater synergy. In addition through MFF projects within other funded larger programmes, MFF may be able to demonstrate significant added value to interventions funded. In a way, scope and critical mass poses a constant problem to MFF, but one that it should be capable of tackling.

Expanding the geographical focus of MFf. In the opinion of the MTR team, consolidation is the primary challenge for a second phase and this aspect should take priority over the issue of expanding the number of member countries, for instance, by inviting current dialogue countries to en bloc becoming member countries.

The MTR team here clearly endorses the draft Phase 2 proposal, which states the need to take a cautious approach, in order not to erode achievements made, and in order to leave a still manageable MFf programme, given the limited resources at its disposal, financial as well as human.

The MTR team recognises the expectations dialogue countries may have for becoming full MFf members in the not too distant future, and the associated political problems associated, with such expectations. To date, MFf has received official requests from Bangladesh, Kenya, Pakistan, Tanzania and Vietnam to become full member countries.

Both Pakistan and Vietnam have moved forward in their efforts to become full MFf members. They both have functioning NCBs and are currently preparing NSAPs. In addition both countries and some donors have indicated that being a member of MFf would allow leverage of additional funding towards meeting the MFf objectives.

The review team suggests that these two countries could be accepted as full members with the following provisos:

- Additional donor funding is available to the MFf Secretariat for the participation of these countries at MFf activities and for small grants;
- The countries are able to show that they can obtain additional funding for large grants and other in-country activities;
- The addition of these countries does not increase the workload of the MFf Secretariat.

However, the team would like to recommend that the MFf Secretariat during the second half of a Phase II makes a thorough assessment, possibly by inviting a small external consultancy assessment, of the organisational-structural implications of further limited expansion in the number of new member countries.

During a Phase II, MFf should consider offering dialogue countries some support, for example in the form of assistance with the drafting of a NSAP, or the holding of some capacity development workshops, that could better prepare such countries for becoming member countries at a later stage beyond a Phase II.

Pertinent for any consideration regarding geographical expansion is, however, that an effective, manageable and lean organisational structure may be identified, that will not undercut an already seemingly overstretched human capacity at the Regional Secretariat. Additionally any expansion must be accompanied by appropriate funding.

6. CONCLUSIONS FROM MFJ PHASE 1

a. Regarding RSC

- There have been considerable staff changes at co-chair (UNDP) level that have affected RSC efficiency;
- RSC does allow for cross site visits and country exchange of information but it seems not optimally used by the NCBs;
- The RSC is expected to serve as a platform for collaboration, dialogue and learning.

b. Regarding NCBs

- NCBs are established and generally well-functioning with local ownership of MFJ activities;
- Frequent turnover of members in particular the NCB Chair, has hindered stability and work efficiency in some countries;
- Infrequent NCB meetings and poor attendance have been a limiting factor;
- Capacity development is an overriding need not only at all levels in the MFJ, but also in relation to NCB members;
- NCBs are dominated by government representatives, which is very positive in leveraging MFJ with decision-makers within government policies;
- However, there is a need for strengthening the participation of NGOs and civil society as a whole, especially the private sector;
- In Thailand, Indonesia and the Maldives governance, transparency and conflict of interest are issues which need continuous monitoring;
- NCBs appreciate their involvement in determining, assessing and deciding upon grants;
- In the long term large grants decisions should be taken closer to the country level, in order to create greater synergy as well as commitment and ownership to projects;
- Assistance provided by the IUCN Asia Regional Office is highly regarded all over the MFJ region; this is both in relation to capacity development, information sharing and monitoring visits (in India and Sri Lanka, especially, IUCN is highly respected and this has been a factor explaining the success of MFJ in engaging officials at very high level);
- The UNDP country office in Indonesia has not been similarly effective;

c. Communications, Information Sharing and Capacity Building

- In general, MFf should be commended for its knowledge portal/website development, number of studies and publications and e-newsletter, which are of a very high standard;
- Some of the Preparatory Technical Actions have not been communicated well to NCBs and have not yet been seen as being helpful for decision-making regarding grant projects;
- The need for capacity development at different levels is considerable, and the NCB and Regional Secretariat might consider capacity development strategies for each country, according to needs.

d. Regarding Small Projects

- Small grants have offered MFf significant visibility and credibility in several focal countries where grant-implementation is underway;
- Monitoring and learning through systematic knowledge building is an overall issue that needs further strengthening; a full scale implementation of the MLE plan could ensure this;
- There is a great need for developing indicators and monitoring tools and mechanisms for assessing the effectiveness of livelihood intervention;
- Wider use of project sites as focal points for community level learning is desirable;
- A deeper understanding is needed with regard to civil society and community engagement, one that includes communities using collective and collaborative approaches to natural resources management.

e. Regarding Country Specific Issues

Lessons learned from country issues and experiences need to be documented and shared especially on:

- tenure and access issues, including strategies to assist communities to address them;
- mangrove replanting efforts including critical review of experience, knowledge and gaps;
- sustainable livelihoods and their contribution to economic and environmental goals;
- successes in community level involvement in projects and participatory monitoring approaches.

India

- Issues on delayed reporting and inadequate monitoring of SGF projects must be addressed by the NCB.
- In Phase II the value and need for widening the scope from mangroves to other coastal systems (e.g. coral reefs, sea grasses), is recognized, but the risks of expanding too broadly should be considered, as well as issues of overlaps/duplication with other coastal initiatives.
- Mechanism should be found to involve development-oriented NGOs to compliment the current emphasis on government and research-based NGOs and to further the engagement of local communities. Additionally, there should be a continuation of Phase I efforts to increase involvement of the private sector in coastal conservation.
- The Large Grant project *Alternative livelihood options in the Sunderbans Tiger Reserve* should be linked so as to benefit from, the learning's from the SGF project *Critical evaluation of the alternative livelihood programs in the Sunderbans*. Given the importance of this SGF short extension could be provided to support dissemination and discussion of the findings. The MTR team also suggests that, during the revisions to the large grant project, that the following should be included: a cautious and strategic consideration of the role of infrastructure investments in supporting livelihoods; and a review of the current revenue-sharing arrangement between the Forest Department and the local community.

Indonesia

- The issues between UNDP and the NCB on national coordinator staffing, and contracting of SGF projects have to be settled immediately.
- The new coordinator should receive training and support on MFF procedures, and be assisted to establish communications and liaison between Indonesian and the MFF Regional Secretariat.
- The NCB should proceed immediately to formalise the NCB; finalise and operationalise the NSAP; finalise development of operating procedures; speed up the contracting for the SGF; develop a monitoring and evaluation system for MFF projects; consider a proposal for country capacity development; explore options to ensure a speedy approval and implementation of the large grant project; consider possible approaches to the extension of MFF and be proactive in determining the priority and geographic area for new SGF and large grant projects; assist in integrating the MFF approach into other ICM efforts in Indonesia; and ensure there is consistency of Indonesian participation in regional MFF activities.

Maldives

- The MFf focus needs to identify possibly by a greater emphasis on mangroves within an ecosystems approach, along with community based orientation coupled with adaptation to climate change.
- The NSAP should be revised to become a working document to assist in identifying priorities, to support national policies, and mainstream environmental efforts.
- The SGF projects should be designed strategically to be closely linked with relevant larger programmes regardless of the funding or partner, thus optimising results.
- The unique situation of the Maldives suggest there is an additional need for funding of capacity development with the diversity of stakeholders; and to seek innovative measures to support and mobilize communities.

Seychelles

Although the MTR Team was not able to visit the Seychelles, or meet with any NCB members, the following conclusions were reached based on the reports provided by NCB Seychelles, which were then confirmed by the NCB Chair and National Coordinator.

- to be added.

Sri Lanka

- Phase II should take a limited geographic/ecosystem-oriented focus with possible expansion to the North and Eastern areas considered. The large grants could offer an opportunity for strategic networking of village-based groups and scaling up of successes from SGF projects and other coastal protection and management activities.

Thailand

- The Thai MFf program is encouraged to follow-up its vision and the issues identified for the Phase II.
- The lessons learned and experience from Thailand could be shared with other countries and used to assist in capacity development of adjacent countries, such as Myanmar and Cambodia.

7. RECOMMENDATIONS

a. Regarding RSC

- A broader involvement in RSC meetings by NGO and private sector members, perhaps through special NGO/Private Sector Consultative sessions during RSC meetings, might foster broader involvement at regional level and lead to wider understanding of MFJ programme and project activities;
- National coordinators should also in future be invited to RSC meetings;
- The optimal frequency of RSC meetings should be explored and more RSC work carried out by sub-committees, or via the internet;
- In a phase II, the RSC should play a greater role in promoting learning exchanges and networking, including being proactive in seeking opportunities for engaging other regional partners;
- The MTR team suggests that during a Phase II the 15 PoWs should be re-examined for completion and relevance; and to determine which are focus areas, which are cross-cutting issues and which are best achieved locally and regionally;
- The PoWs should also be reorganised and reassembled into a log frame with expected results and outcome indicators presented.

b. Regarding NCBs

- The Secretariat must address the problem of frequent turnover of NCB members encountered in some countries;
- Turning NCBs into nationally well anchored bodies with a national mandate to coordinate and harmonize (in collaboration with governments) projects and programmes seems to be advisable, but may be more applicable to smaller countries;
- The great variability in the way in which NCBs operate argues for a cautious approach to be taken in future, seeking to consolidate what has been achieved, before a full fledged effort to turn the NCBs into nationally mandated institutions is attempted;
- In line with the general and over-riding request for more capacity development measures, learning opportunities specifically directed towards the NCBs and their members are recommended;
- In the long term large grant decisions should be taken closer to country levels, in order to create greater synergy as well as commitment and ownership to projects;

- There is a need to strengthen the participation of NGOs and civil society as a whole, especially the private sector, to increase national representation and ownership of the MFJ;
- In Thailand, Indonesia and the Maldives, governance, transparency and conflict of interest are issues which need continuous monitoring;
- The proposed role of the NCBs within MFJ Phase II, seems over-ambitious and will need a careful re-examination in order to be more contextual and able to address local varieties and potentials.

c. Regarding Large Projects

- A further no-cost time extension may be required for some of the large projects, i.e. beyond the current deadline of 31 August 2011; certainly flexibility will be needed to ensure that each project has sufficient time to deliver its intended benefits.
- More involvement of NGO and/or CBOs, as well as the private sector is needed in the implementation of Large Projects.
- The potential of Large Projects to evolve into learning and demonstration centres should be explored, taking full advantage also of their policy influencing opportunities;
- In a Phase II Large Projects should have a strong community and NGO component as well;
- Private-public partnerships should be encouraged to evolve, provided that suitable project co-funding mechanisms are identified.
- There are also excellent opportunities to introduce regional projects and activities in Phase 2; some of the subject areas or issues that should be considered on a regional basis are:
 - Climate change issues i.e. adaptation and adaptive capacity at the community level; and the role of mangroves in carbon sequestration;
 - Strengthening linkages between DDR and Climate Change in local level implementation of integrated coastal management projects
- Documenting and sharing lessons learned from issues, such as:
 - Land/water tenure and access issues, including strategies to assist communities to address them;
 - Mangrove replanting efforts including critical review of experience, knowledge and gaps:
 - Successes in community level involvement in projects and participatory monitoring approaches.

d. Regarding Small Projects

- The small grants need to be contextual, adapting to locally identified problems and needs; currently they are not necessarily providing the needed strategic choice of areas to ensure broader developmental impact;
- Small projects needs to be better linked to Large Projects by identifying larger ecosystems for project implementation;
- MFF should be open to work with other larger partners in relevant and adjacent areas of operation, feeding both SGF projects and large grants into larger geographical and thematic areas;
- Introduce a couple of “test” areas for forging links with well selected larger partners to try out this up-scaling approach;
- The issue of community participation, civil society and NGO engagement, as well as private sector involvement, needs to be strengthened at local project implementation level;
- Identifying areas for large grant support should be conducted well ahead of SGF projects;
- While it is desirable that other existing projects, and the results from previously funded projects, are brought under the MFF ‘umbrella’ the cost-effectiveness of doing this, plus access to documentation difficulties, and attribution problems, should be considered carefully on a project by project basis.
- The educational and public awareness functions and contributions of SGF projects should be explicitly acknowledged.
- Stakeholders at the local level need to see their immediate material interest in investing labour, money and time in small projects, otherwise sustainability is at risk;
- Improve MFFs ability to demonstrate positive outcomes and impacts from projects;
- Monitoring and learning through systematic knowledge-building is an overall need that requires strengthening;
- Monitoring and learning, both in-country and regionally, on the effectiveness of livelihood intervention is needed, with adequate emphasis given to their contribution to reducing reliance on coastal resources.

e. Regarding Communications and Capacity Development

- In order to increase the effectiveness of some of the Preparatory Actions there is a need for tool kits and educational packages focused on the training of local government agents, NGOs and university students. These could be prepared through participatory ‘writeshops’ and curriculum development

workshops and engage other key partners working on CRM issues in the region;

- Capacity development of MFJ country coordinators, NCB members and key grantee partners from Maldives, Seychelles and Indonesia, could be undertaken by the MFJ Secretariat through study tours and roving workshops;
- MFJ should give more attention to developing programs and educational materials for local government officials and school children (e.g. as is being done in Sri Lanka). MFJ has an extraordinary capacity and opportunity in regional and national training, including offering international training courses in partnership with key educational partners; strengthening key national training institutes; identifying mentors; and expanding the inventory of training resources already developed.
- MFJ should continue to be innovative in its educational methods using a range of approaches, including peer review, self assessments, mentoring, roving workshops, facilitated round table discussions, panel presentations and policy briefings;
- The focus on learning associated with the MLE work will have to be consciously linked up with MFJ's communications and capacity development functions.

f. Regarding an MFJ Expansion

- After an inception phase of only three years, the main challenge for a Phase II is consolidating achievements to date;
- Expansion within country should be strategic, by building on current successes; focussing on critical high priority ecosystems; and attempting to link SGF projects with the Large Projects;
- A major constraint to this is the time needed to develop and approve Large Project proposals and the fact that a number of countries have already approved projects awaiting future funding, if available, thus limiting flexibility;
- Before expanding, there is an obvious and expressed need to continue to build capacity and have meaningful projects on the ground in some existing countries; in addition, a number of POWs are still not being addressed;
- There is a need to strengthen efforts in knowledge-sharing and lessons learned in the existing six focal countries, and transmitting the benefits to dialogue countries; this is another element that argues for a cautious approach to expansion beyond the current six focal countries;
- Expansion beyond the member countries to other dialogue countries should be approached strategically and cautiously given the large amount of capacity development required to build effective NCBs and prepare sound NSAPs;

- To date, MFF has received official requests from Bangladesh, Kenya, Pakistan, Tanzania and Vietnam to become dialogue countries. The team recognises the expectations dialogue countries may have to become full MFF members in the not too distant future. Approaching this issue selectively and with caution is necessary not to erode achievements, and in order to leave a still manageable MFF programme, given the limited resources at its disposal, both financial and human;
- Both Pakistan and Vietnam have moved forward in their efforts to become full MFF members; they both have functioning NCBs and are completing NSAPs. In addition both countries and some donors have indicated that being a member of MFF would allow leverage of additional funding towards the MFF objectives. The MTR team suggests that these countries (Vietnam and Pakistan) should be accepted as full members with the following provisos:
 - 1) Additional funding becomes available to the MFF Secretariat;
 - 2) The countries are able to show that they can obtain additional funding for large grants and other in-country activities; and
 - 3) Their addition does not increase the workload of the MFF Secretariat;
- The MFF Secretariat will be in need of additional human resources, where greater commitment by UNDP also would be warranted, possibly through secondment of Associate Expert staff, as is being provided by UNEP.

8. APPENDICES

Appendix 1: Terms of reference

Mid-Term Review of the Mangroves for the Future (MFF) initiative

TERMS OF REFERENCE

Introduction

MFF is a regional partnership-led initiative that aims to strengthen the environmental sustainability of coastal development, and promote investment of funds and other resources in coastal ecosystem management for sustainable development. MFF seeks to achieve demonstrable changes and results across four key areas of influence: regional cooperation, national programme support, private sector engagement and community action to build knowledge, strengthen empowerment, and enhance good governance in coastal areas. MFF targets six ‘focal countries’, which were the most affected by the Indian Ocean tsunami (India, Indonesia, Maldives, Seychelles, Sri Lanka and Thailand). However several other countries also participate as ‘dialogue countries’ (currently Bangladesh, Kenya, Pakistan, Tanzania and Vietnam). While mangroves are regarded as the flagship ecosystem, MFF addresses all coastal ecosystems.

MFF provides a framework to help link ecosystem conservation and restoration to sustainable development goals, thereby addressing the long-term threats to coastal ecosystems and livelihoods. MFF facilitates the building of a collaborative platform for multiple stakeholders to work together regionally and nationally to promote investment in coastal ecosystems as essential assets of the development “infrastructure”.

MFF Programme set up

The MFF initiative is founded on two programme documents: the *MFF Strategy* and the *MFF Plan of Action*, both produced in 2006.

MFF has two main objectives: to strengthen the environmental sustainability of coastal development; and to promote the investment of funds and efforts in coastal ecosystem management. Actions to support MFF’s two objectives are designed via 15 Programmes of Work (PoWs) to (a) build knowledge and make it more available; (b) empower institutions and people to use that knowledge, and (c) enable them to participate more effectively in decision-making by promoting good governance in coastal areas.

During MFF Phase I (2007-2009: inception and early implementation), the programme work plan focused on interventions in 3 main areas:

1. Management actions

Recognising that certain immediate actions were required to prepare and develop the full initiative, Mangroves for the Future (MFF) adopted a phased approach to implementation. During its first year of operation, the MFF co-leads (IUCN and UNDP) completed in-country consultations with the six focal countries, established a Regional Steering Committee (RSC) with 12 members representing 6 countries, 3 UN agencies (UNDP, FAO and UNEP) and 3 international organizations (CARE, IUCN and Wetlands International). The RSC meets bi-annually and is supported by a small MFF Secretariat co-located with the IUCN Asia Regional Office in Bangkok.

Following establishment of the RSC as the broad-based, regional partnership platform providing overall direction and guidance to the MFF initiative, National Coordinating Bodies

(NCBs) with similar broad-based representation as the RSC were formed in the countries to provide oversight and guidance at the national level.

Hence, initial management actions focused on the “operational” requirements to develop the administrative, governance, communications, knowledge management, funding, and monitoring frameworks for MFF initiative in the six widely dispersed focal countries.

2. Preparatory technical actions

The *MFF Plan of Action* and the subsequent country consultations identified a number of priority needs for technical information at both national and regional levels to inform and guide subsequent investments in small and large projects to implement the *MFF Plan of Action*. These included the need to do gap analyses of existing knowledge bases for coastal managers; training and capacity needs assessments; developing tools for ecosystem valuation and sustainable financing mechanisms; reviewing existing governance and institutional mechanisms for coastal management; reviewing existing marine and coastal protected areas (MCPAs) and identifying gaps; and, providing tool kits for climate “proofing” MFF interventions.

Most importantly, the country consultations confirmed the need to develop national strategies and action plans for MFF in each focal country under the guidance of the NCBs and with support from Swedish experts provided by the Swedish Board of Fisheries.

Hence, the preparatory technical actions consolidated existing information bases and identified gaps and priorities for MFF investments, both thematically and geographically.

3. Project implementation (Small Grants and Large Projects)

Based on the preparatory work, guidelines and criteria were developed for establishing a Small Grants Facility in each focal country to support implementation of small projects (<USD25K). Initial allocations of USD100K were made to each country in 2008 and further allocations have subsequently been made based on performance. There are currently 80 active small grant projects (as of July 2009) under the oversight of the NCBs.

Guidelines and criteria for preparing proposals for large projects (<USD300K) were also developed to address MFF regional and national priorities, as well as cross-cutting issues such as gender, community involvement, climate change and communications

MFF target groups

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

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

Purpose of Mid-term Review

The purpose of the mid-term review is to assess whether the present set-up of the MFF initiative is on track, to identify impacts which have been achieved, and constraints to implementation during its initial phase, as well as to review and make recommendations on

the proposed vision and priorities for MFF Phase II (2010-2012) as prepared by the MFF Regional Steering Committee during RSC-5 in July 2009.

The review is expected to lead to several outcomes: first and foremost it is intended to review progress to date and identify impacts, and achievements and constraints in reaching the programme objectives; secondly to validate and revise (if necessary) the focus of MFF Phase II; and thirdly to offer direction to the donors regarding decisions on financial support to MFF Phase II.

Participation of development partners

The main stakeholders in the mid-term review are the core programme support donors (Sida and Norad), IUCN, UNDP, the RSC, and implementing partner organisations/NGOs in the MFF countries. While the Review is commissioned by Sida, conclusions and recommendations will be useful to all MFF's present and potential development partners. They should therefore, to the extent deemed practical and constructive, be involved in:

- Giving their views on programme successes and failures
- Discussing and commenting on preliminary findings
- Receiving the final conclusions and recommendations from the Review

Overall Objective of the Review and Scope of Work

The Review shall assess the overall progress of MFF with regard to its goal, purpose, objectives and outputs as set out in the program documents (*MFF Strategy and MFF Plan of Action*) and assess their relevance, appropriateness, coherence and consistency with present and emerging environment issues in the region.

The Review shall further evaluate processes and institutional arrangements for planning and implementing the different program activities and their management, both internal (planning, decision-making and communication, finance, proposal preparation, contracting, HRM, M&E etc) and external (execution & delivery, partnerships and relation building with key stakeholders, including RSC members, NGO's and donors) with special attention to institutional and financial sustainability.

The scope of work shall include, but not be restricted to, the following:

Relevance:

Assess the relevance of MFF in the regional context, especially with reference to its regional governance structures. Is the programme design in line with the needs and priorities of the target groups and consistent with present and emerging environment issues in the region?

Consider MFF's role and relevance relative to other regional coastal zone management initiatives, e.g. BOBLME (GEF/FAO), COBSEA, SEAFDEC, PEMSEA. Are sufficient safeguards in place to ensure complementarities rather than competition and overlap with other actors in the region? Advise on whether proper mechanisms are in place to ensure exchange of information between actors.

Appraise the overall *unintended/unexpected* results of the programme?

Cost Efficiency:

Can the programme costs be justified by the results? Assess the cost efficiency and quality of outputs delivered by contracting partners to MFF. Comparison of these parameters relative to equivalent outputs being achieved by other regional initiatives should be made; e.g. GEF Small Grant Programme as a benchmark relative to the performance of MFF small projects.

Assess if the present budget split between components is justified and whether (and how) it should be revised in Phase II.

Impact:

Appraise what has happened during the first years of implementation of the MFF, or is likely to happen as a consequence of the MFF? How effective and efficient has MFF been in achieving its expected results? Are the programme objectives being reached?

Sustainability:

What is likely to happen to the results of the MFF after the external assistance will come to an end? Are the programme benefits likely to be maintained after the programme ends?

Feasibility and Institutional set up:

Assess if the MFF is designed and structured in a manner that can meet the challenges it is meant to address, and suggest sustainability mechanisms.

Review the roles, responsibilities and ambitions of the MFF partners (in particular IUCN and UNDP) and how the partnerships with other RSC members are working; what is the level of commitment and contribution made by the other RSC members (incl. UN agencies and international organizations)?

Assess the governments' commitment to the MFF, and how the participating countries have utilized, or intend to utilize, the NCBs in addressing national priorities for coastal area management and development.

Assess the present structure and effectiveness of the regional and national MFF secretariats; are these the most optimal structures to achieve the best possible results in the region?

Are the IUCN and UNDP country offices providing appropriate and adequate support to the national secretariats and NCBs? What are the difficulties and constraints, and what, if any, improvements to these support arrangements should be made?

In relation to the specific components the Consultants shall focus on, but not be limited to, the following;

1. Management actions

Review the process and determine the effectiveness of the activities aimed at establishing the regional and national institutional arrangements for MFF, including operational procedures and guidelines, communications and knowledge management, ML&E frameworks, and regional events for training and capacity building.

Assess the effectiveness of the RSC as a broad-based partnership platform and as an instrument for strengthening regional collaboration to support sustainable coastal development; is the RSC functioning well as a decision-making body for MFF? Is the composition and representation at RSC meetings adequate? Compare the effectiveness and performance of the RSC with that of other equivalent regional decision-making bodies.

Assess the effectiveness and composition of the NCBs in developing, coordinating and guiding MFF implementation at the national level; are the NCBs supporting broad-based and inclusive dialogues on national priorities for coastal management? How relevant and useful are the NCBs in relation to other similar bodies at national level; are the NCBs the best way to guide the MFF at national level, or could this role be handled better by other existing bodies? Are the NCBs themselves adequately supported to fulfil their mandates?

Consider the role and contributions of “dialogue” countries (currently Bangladesh, Pakistan, Vietnam, Kenya and Tanzania) during Phase I and provide recommendations on their role(s) during Phase II.

Review the structure and staffing of the MFF Regional Secretariat in relation to its mandate and role in supporting the RSC, the national NCB secretariats and facilitating regional training and capacity building.

Assess to what extent and with what means the MFF initiative so far has managed to influence national policy processes related to coastal management.

2. Preparatory technical actions

Review the process and rationale behind the selection of preparatory technical actions, explore their linkages to the *MFF Plan of Action* and assess to what extent the results were used to inform and guide subsequent priorities (e.g. incorporated in the MFF National Strategy and Action Plans? Used to develop proposals for further work?).

Review the process for developing the MFF National Strategy and Action Plans, including the role of the NCBs, national secretariats and external consultants. Assess the effectiveness of the Swedish consultants assigned by the Swedish Board of Fisheries to assist in the development of NSAPs and addressing preparatory technical actions.

Assess the effectiveness of incorporating climate change considerations as a cross-cutting theme in the MFF Programmes of Work.

3. Project implementation (Small Grants and Large Projects)

Assess the process and effectiveness of establishing guidelines and criteria for developing small and large project proposals. Do these contribute to meeting the MFF objectives at field level?

Review the process for reviewing small and large project proposals and the procedures for allocating project grants, including the role of the NCBs, RSC and the MFF Secretariat. Identify any problems, constraints and ways to improve the process.

Review to what extent the initial interventions under small grants and large projects so far are contributing to reduced poverty and environmental degradation, increased social equity and an enhanced awareness and resilience to a changing climate in the project sites. What is the level of community involvement in the design and implementation of the projects?

4. Vision and draft proposal for MFF Phase II (2010-2012)

Based on the above analysis, provide recommendations on the proposed vision, priorities, geographical scope and structure for MFF Phase II (2010-2012), as prepared by the MFF Regional Steering Committee, and supported by the initial proposals for the second phase, which should be pre-appraised.

Methodology

The Consultant shall develop and propose the methodology to be used, using the indicative guidelines below. It is expected that the work shall consist of:

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

Field work methods proposed to be used include:

- Key informant interviews
- Semi-structured group discussions
- Site visits in selected MFF countries.
- Collection of other relevant data and documentation

Key informant interviews are expected to include, but not be limited to:

- Donors (Sida: SENSA Bangkok/Sida HQ; Norad: HQ and Norwegian Embassy, Bangkok)
- MFF Secretariat, Bangkok
- IUCN Regional Office and UNDP Regional Centre, Bangkok
- RSC members in Bangkok (UNEP, FAO, and CARE)
- Other regional partners collaborating with MFF
- RSC members from 6 focal countries
- Selected implementing NGOs
- Other regional initiatives/programmes similar to MFF

It is expected that site visits will be made as well as visits to Bangkok. It is expected that some of the contacts can be made by telephone or Skype.

Work plan and schedule

The field work is expected to commence no later than end of November, 2009.

Draft reports are expected to be submitted to Sida (SENSA and HQ) one month after commencement (deadline 31 December 2009). Sida and selected stakeholders shall thereafter provide comments within two weeks, latest 15 January, 2010. The final reports shall be presented to Sida latest 22 January, 2010.

The following shall be contributed by Sida and SENSA in Bangkok:

- Consultations and information sharing with all relevant stakeholders on the purpose and work plan of the evaluation/review before commencement of work
- Introductory letters and contact addresses
- Feedback on proposed work schedules and draft reports

The following shall be contributed by MFF Secretariat in Bangkok:

- Consultations and information sharing with all relevant stakeholders on the purpose and work plan of the evaluation/review before commencement of work
- Introductory letters and contact addresses
- Feedback on proposed work schedules and draft reports

The work is proposed to start with a Start-up meeting at SENSEA in Bangkok. The study and schedule will be discussed in Bangkok at a programme meeting prior to the field visit. The Consultant is expected to spend about 10-12 days in the field visiting at least 3-4 MFF countries, but meeting representatives of all six focal countries. At the end of the visit/s the Consultant shall hold a de-briefing seminar with key stakeholders to present and discuss preliminary findings. The Consultant shall also at the end of the visit/s perform a workshop for external organisations, with the purpose of disseminating preliminary findings and receive feedback on how lessons and results can be utilised. After the field visit, the Consultant will prepare a draft and eventually a final Evaluation Report (dates presented above).

Reporting

The contents of the report shall:

- Consider the report format in Sida's Evaluation Manual, Annex B
- Reflect the areas of particular interest to Sida (see sections 2.3 and 2.4 above)
- Be presented along with a completed Evaluations Data Work Sheet
- Not exceed 30 pages, including an Executive Summary not exceeding 2 pages

Review team

The work shall be carried out by a team of three consultants. It is suggested that at least one team member be from the Indian Ocean region to strengthen the team's understanding of prevailing local conditions.

The Consultant team shall possess the following qualifications:

- Experience from regional development co-operation programmes in the coastal zones of the Indian Ocean Region
- Documented experience from evaluations or reviews
- Proven good communication skills
- Extensive experience in institution building and programme management
- Fluency in the English language,
- Experience from working at regional level, as well as in the national context
- It is also considered beneficial if the Consultant has knowledge of Sida and its development policies.
- Experience with small grants programmes.

BUDGET

The ceiling amount is SEK 400,000 including reimbursable expenses

The number of working days is estimated to be 21 days, comprising up to 15 days field mission in the MFF region, and 6 days for preparation and report writing.

Annex 1: List of key documents to be provided

- MFF Strategy, 2006
- MFF Plan of Action, 2006
- MFF Brochure 2008
- MFF National Strategy and Action Plan (India, Indonesia, Maldives, Seychelles, Sri Lanka and Thailand)
- RSC Meeting records (RSC1 to RSC5)
- Examples of NCB meeting records from 3-4 MFF countries
- Guidelines and procedures prepared by the MFF Secretariat
 - TORs for RSC and NCBs
 - Small grant facility - project guidelines
 - Large project facility – project guidelines
 - Climate change guidelines
 - Gender guidelines
 - Communications Strategy and Guidelines
 - ML&E framework
- Reports and Proceedings from regional events:
 - MFF Forum, Ahungalla, Sri Lanka (April 2008)
 - Regional Training Workshop, Semarang, Indonesia (Oct. 2008)
 - Ranong Technical Mangroves Symposium (Nov. 2008)
- MFF e-Newsletter (10 issues)
- Examples of Technical Articles and information products
- Vision paper for MFF Phase II
- Draft proposal for MFF Phase II (2010-12)

Appendix 2: List of persons met & Program of MTR

Name	Designation/Organization
Thailand (SENSA) UNDP December 1, 2009	
1. Vellayutham Pachaimutha	UNEP/COBSEA
2. Serena Fortuna	Associate Programme Officer UNEP Regional Office for Asia and the Pacific Serena.fortuna@unep.org
3. Henk Verbeek	Senior Administrative Officer, UNDP ROAP Henk.verbeek@unep.org
4. Dr. Ellik Adler	COBSEA Coordinator Ellik.Adler@unep.org
5. Dr. Anna Tengberg	Regional Technical Advisor, UNDP Anna.Tengberg@undp.org
6. Joseph D'Cruz	Regional Advisor-Environment, UNDP Joseph.dacruz@undp.org
Thailand	
7. Poonsin Sreesangkom	National Coordinator, SGF Admin, UNDP Poonsin.sreesangkom@undp.org
8. Shiranee E. Yasaratne	Head, Regional Business & Biodiversity Programme Ecosystems and Livelihood Group 1, Asia Asia Regional Office, IUCN shiranee@iucnt.org
9. Dr. T.P. Singh	Regional Group Head, Ecosystems & Livelihoods, Asia Asia Regional Office, IUCN tpsingh@iucnt.org
10. Peter Shadie	Coordinator, Regional Protected Area Programme, Asia Asia Regional Office, IUCN shadie@iucnt.org
11. Ms. Hanying Li	Senior Programme Officer, Mangroves for the Future hanying@iucnt.org
12. Chatri Moonstan	Senior Program Officer, Royal Norwegian Embassy chmo@mfa.no
13. Anders Granlund	Associate Professor/Counsellor, Director SENS Anders.granlund@foreign.ministry.se Anders.granlund@gmail.com
14. Martin Krause	Environment & Energy Team Leader, UNDP Martin.krause@undp.org
15. Nicholas Rosellini	Deputy Assistant Administrator and Deputy Regional Director, UNDP Nicholas.rosellini@undp.org
16. Dr. Rudolf Hermes	Chief Technical Advisor, Bay of Bengal Large Marine Ecosystem Project (BOBLME), FAO Rudolf.hermes@fao.org
17. Michael Dougherty	Regional Communications, Coordinator, IUCN Michael@iucnt.org
18. Patrick B. Durst	Senior Forestry Officer for Asia and the Pacific, FAO Patrick.durst@fao.org

MFF MTR APPENDIX 2 – List of persons met

Name	Designation/Organization
19. Kent Jingfors	Regional Programme Coordinator, IUCN kent@iucnt.org
20. Dr. Don Macintosh	MFF Regional Coordinator, IUCN don@iucnt.org
21. Ms. Aban Kabraji	Regional Director Asia, IUCN amkrdo@iucnt.org
Thailand (Meeting with WIB) December 1, 2009	
22. Ms. Sansanee Pamgthong	Foreign Affair Officer, DMCR
23. Mr. Jirasak Chookwamdee	Mangroves Research and Development Group
24. Mrs. Ravadee Prasertcharoensuk	Director of Sustainable Development Foundation
25. Dr. Cherdchinda Chottiyaputta	Marine Resources Management Specialist Department of Marine and Coastal Resources chrdchc@dmcr.go.th chrdchc@yahoo.com
26. Dr. Janaka A. De Silva	IUCN TH Programme Coordinator janaka@iucnt.org
27. Ms. Siriporn Sriaram	MFF TH Coordinator Siriporn@mangrovesforthefuture.org sriaram@iucnt.org
28. Mr. Tim Greenhow	Senior Consultant, SIPU International Tim.greenhow@sipuinternational.se
29. Dr. Sonjai Havanand	Advisor, NCB (Currently Deputy Director of Sirindhorn International Environmental Park) Sonjai_h@hotmail.com Sonjai_h@yahoo.com
Village Visit – Thailand December 3, 2009	
30. Pratheep Mekatitam	Wetlands International
31. Virost Detsongpang	Kaper Conservation Network
32. Pramoang Taptud	Kaper Conservation Network
33. Samart Chunsudjai	Kaper Conservation Network
34. Pitug Pongpungpibun	Bang Lam Pa Village
35. Boonruang Rongtong	Bang Lam Pa Village
36. Jagkapong Chusee	One Two Three Youth Group
37. Sonpoch Nimsanticharoun	Snim
Thailand Special Additional Itinerary Dr. Ken MacKay Ban Don Bay, Surat Thani province, Southern Thailand Punpin District. LP December 4, 2009	
38. Mr. Prasert Thachukorn	Chairperson, Ban Don Bay Conservation Network (BBCN)
39. Mr. Asae Sayaka	Director, Wetlands International Thailand Office (NCB member and MFF LP grantee)
40. Ms. Puangrat Kongprasert	Coordinator, Ban Don Bay Conservation Network (BBCN) – Coordinator for MFF Small Grant at Baan Don Day
41. Ms. Benjamas Chotthong	Grassroot Field Manager, Thailand Environmental Institute. (NCB)
42. Mr. Suvit Nimusa	Field Coordinator, Wetlands International Thailand Office

MFF MTR APPENDIX 2 – List of persons met

Name	Designation/Organization
2nd site at Klong Chanak (MFF Small Grant Site)	
43. Mr. Sawai Kongkachay	Chairperson, Klong Khanak Community Group
44. Mr. Amnuay Chairatr	Member, Tambon Authority Organization of Khong Khanak
45. Mr. Suchart Boonlieng	Member, Ban Don Bay Conservation Network (BBCN)
3rd Site at Kanchanadit District, Fishery Research Center (Mangrove Rehabilitation site)	
46. Mr. Pramol Rattananuphong	Chief, Village baan Cheng A, Tambon Takienthong, Kanchanadit District, Suratthani
47. Mr. Nattaphong Tonsali	Fishery Officer, Fishery Research and Development, Suratthani
Sri Lanka	
48. Kumudeni Ekaratna	Senior Programme Office, Coastal Resources Management Group, IUCN kum@iucnsl.org
49. Upali Mallikarachchi	Chairman, Marine & Coastal Resource Conservation Foundation upalimcrf@yahoo.com
50. M.N.M.M.Nusry	Secretary, Marine & Coastal Resource Conservation Foundation mcrf@yahoo.com
Meeting in Sri Lanka MFF SGP Puttalam	
51. Mr. Nimbulyadda	Sewalanka
52. Ms. Mallika Somarathna	Sewalanka
53. Ms. Samanthi Fernando	Sewalanka
54. Mr. S.U.M. Fairoos	PEARLS
55. Mr. Hasantha Amarasekara	Project Coordinator, MCRCF (Aloe Vera) mcrf@yahoo.com
Maldives	
Meeting with National Coordinator MFF 06 December	
56. Mr. Adam Shareef	National MFF Coordinator, Maldives Adam.shareef@undp.org
Meeting with the UNDP Maldives Country Office 06 December	
57. Mr. Arun Kashyap	Officer in Charge, UNDP
58. Mr. Mohamed Inaz	Assistant Representative, Environment and Energy UNDP
59. Ms. Aminath Shooza	Programme Associate, Environment and Energy UNDP
60. Mr. Adam Shareef	National Coordinator, MFF UNDP
Field trip to observe some environmental issues and meet with NGO's 06 December	
Island visits: K. Himmafushi, and K. Thulusdhoo (met Assistant Island Chief, Observe waste issues and beach erosion occurred areas on the island &	

MFF MTR APPENDIX 2 – List of persons met

Name	Designation/Organization
Island visits: K. Guraidhoo (met Island Chief, Island Councillor and Island Administrator and observed waste management and beach eroded areas)	
Meeting with the Maldives NCB 07 December	
61. Mr. Mohamed Zuhair	NCB Chair, Director General, Ministry of Housing, Transport & Environment, Environmental Protection Agency mohamedzuhair@environment.gov.mv
62. Mr. Abdulla Shibau	Director, Atoll Ecosystem Conservation Project, MHTE
63. Dr. Abdulla Naseer	Permanent Secretary, Ministry of Agriculture & Fisheries
64. Mr. Mohamed Inaz	Assistant Resident Representative, UNDP
65. Ms. Fathmath Shafeega	Country Manager, Live & Learn
66. Ms. Aminath Shooza,	Program Associate, UNDP
Meeting with “Live and Learn Large Grant proponent” at the Environmental Protection Agency	
07 December	
67. Ms Fathimath Shafeeqa	Country Director, Live & Learn
Small Grant Facility proponent DhiFM Radio Channel (DhiFM Meeting Room)	
07 December	
68. Mr. Ahmed Saleem	Managing Director, DhiFm Radio Station; discussed about SGF project and the progress
Mangroves for the Future (MFF); Investing in Coastal Ecosystems	
National Steering Committee Meeting No. 11	
December 9, 2009, 9:30AM	
IUCN Colombo 7 Sri Lanka	
69. Mr. G.K.D. Amarawardena	Addl. Secretary, Ministry of Human Rights and Disaster Management
70. Ms. L.P. Batuwitage	Addl. Secretary, Ministry of Environment and Natural Resources
71. Mr. Ravi De Silva	Consultant, Hoteliers’ Association
72. Ms. D.M.J.K. Dissanayake	Environmental Management Officer, Ministry of Environment and Natural Resources
73. Mr. Patrick T. Evans	FAO Representative in Sri Lanka and the Maldives, Food and Agriculture Organization
74. Mr. M.P.A.U.S. Fernando	Conservator General of Forests
75. Mr. H.P. Cashian Herath	Secretary, Ministry of Local Government and Provincial Councils
76. Mr. Veeranjana Kurukulasuriya	Director, Research, Department of National Physical Planning
77. Mr. Suranjan Kodithuwakku	Green Movement of Sri Lanka
78. Dr. Susil Liyanarachchi	Director Programs, CARE Sri Lanka
79. Dr. Ananda Mallawathantri	Asst. Resident Representative, UNDP Team Leader, Environment, Energy and Disaster Management

MFF MTR APPENDIX 2 – List of persons met

Name	Designation/Organization
	Ananda.mallawatantri@undp.org
80. Mr. L. Nirodhawardane	Director General, Small Fishers Federation
81. Mr. Sanath Perera	Deputy Director, External Resources Department
82. Mr. Anil Premaratne	Director, Coast Conservation Department
83. Mr. Indra Ranasinghe	Director, Ministry of Fisheries and Aquatic Resources
84. Mr. Sujeewa Ratnakumara	Manager Projects, Ceylon Chamber of Commerce
85. Mr. Ali Raza Rizvi	Regional Group Head, Ecosystem and Livelihoods Group Asia, IUCN arr@iucnsl.org
86. Dr. Jayampathy Samarakoon	Consultant, IUCNSL
87. Mr. Ajith Silva	Directory Policy Planning, Ministry of Environment and Natural Resources
88. Ms. Gayani Wickramarachchi	Project Manager, Sewalanka
89. Mr. Ananda Wijesooriya	Director General, Department of Wildlife Conservation
90. H.S. Marcussen	MTR Team
91. Ken MacKay	MTR Team
92. Julian Gonsalves	MTR Team
93. J. Samaraknow	Manker NCB
94. Dr. Ranjith Mahindapala	Country Representative, IUCN SL ranjith@iucnsl.org
95. Mr. Shamen Vidanage	PC IUCN SL
96. Mrs. Kumudini Ekaratne	SPO IUCN SL
97. Ms. Angela Fernando	Secretary IUCN SL
Jakarta, Indonesia 10 December 2009	
98. Dr. Subandono Dipoaptonom	Director Coasts and Oceans, Directorate General for Marine Coastal and Small Islands (DGMCSI) and Secretary of the NCB
NCB Participants	
99. Ms. Setyawati	BAPPENAS
100. Mr. Heri Santoso	BAPPENAS
101. Ms. Eny Budi Sri Haryani	Ministry of Marine Affairs & Fisheries
102. Mr. Titus Pramono	Ministry of Marine Affairs & Fisheries
103. Mr. Irwansyah	Ministry of Forestry
104. Mr. Anton Sri Probiyantono	UNDP
105. Mr. Ken MacKay	Consultant
India, December 11, 2009	
106. Dr. B. P. Nilaratna	Joint Secretary, MoEF (current/acting chair of NCB) Jsbpn-mef@nic.in
107. Dr. J R Bhatt	Director, MoEF (member Secretary NCB)
108. Dr. V Selvam	MSSRF (member NCB)
109. Mr. Siva Kumar	Marine and Civil Engineering Manager, Hazira Port Private Ltd. (member NCB) Siva.kumar@shell.com
110. Mr. Pramod Krishnan	Programme Analyst, Energy and Environment Unit, UNDP India (member NCB) Pramod.krishnan@undp.org
111. Ms. Meena Gupta	Advisor, IUCN India

MFF MTR APPENDIX 2 – List of persons met

Name	Designation/Organization
112. Ms. Emma Burgess	Programme Assistant, IUCN India
113. Dr. N.M.Ishwar	MFF India Coordinator
114. Mr. Rishi Patandia	IUCN
Semarang, December 11, 2009	
115. Prof. Johannes Hutabarat	Dean, Faculty of Fisheries and Marine Science (FFMS), University of Diponegoro (UNDIP)
116. Ambariyanto	Vice Dean, Development and Cooperation, FFMS, UNDIP
117. Dr. Rudhi Pribadi	Lecturer, Department of Marine Sciences, UNDIP
118. Mr. Titus Pramono	MMAF, Jakarta
Bedono Village, Demak	
119. Ali Mahmud	Coordinator, OISCA
Bangkok IUCN December 17, 2009	
120. Eny Budi Sri Haryani	Deputy Director, Rehabilitation and Optimalization of Coastal and Marine Areas, MMAF;
121. Paskah Gumilar	Deputy Director, Integrated Coastal and Ocean Management, MMAF;
122. Sofyan Hasan	Head of Section, Evaluation of Coastal and Ocean Management, MMAF
123. Setyawati	National Agency for Planning Development (BAPPENAS)

Appendix 3: List of key documents consulted

01 Contact Details	
Regional Secretariat	
Regional Steering Committee + IUCN/UNDP Focal points	
National Coordinators	
02 Core Documents (Regional Secretariat)	
MFF Strategy (2006)	
MFF Plan of Action (2006)	
MFF Brochure	
Revised Visioning Paper (2009)	
Annual Reports (2007 and 2008)	
MFF Regional Steering Committee (RSC) meeting Reports (RSC 1-5)	
National Coordinators Meeting Final Report 18-20 October, 2009	
03 Core documents continued (Country Level)	
National Strategies and Action Plans (NSAPs)	
India MFF NSAP Aug-13-08	
Indonesia MFF NSAP 2008	
Maldives MFF NSAP Sept-17-09	
Selchellels MFF NSAP May-08	
Sri Lanka MFF NSAP	
Thailand MFF NSAP Oct-16-08	
National Coordinating Bodies Meeting Reports	
India (4 reports)	
Indonesia (1 report)	
Maldives (7 reports)	
Seychelles (4 monthly reports & 1 End of Inception report)	
Sri Lanka (3 reports)	
Thailand (6 reports)	
MFF List of Projects: Large and SGF (with descriptions)	
Summary of PoW 1 for RSC 5 2009	
Summary of PoW 7 for RSC 5 2009	

MFF MTR APPENDIX 3 – List of key documents consulted

04 Inception Phase Documents	
Preparatory activities documents for PoWs (1.1, 4.1, 5.1, 7.1, 10.1, 11.1, 13.1)	
PoW 1.1 Information Gaps Analysis	
PoW 4.1 Information Gaps Analysis	
PoW 5.1 Information Gaps Analysis	
PoW 7.1 Information Gaps Analysis	
PoW 10.1 Information Gaps Analysis	
PoW 11.1 Information Gaps Analysis	
PoW 13.1 Information Gaps Analysis	
PoW Climate Change, UNEP	
PoW Climate Change-Mainstreaming, UNEP	
MFF Regional Review Forum, SUMMARY REPORT, 21-24 April, 2008, Ahungalla, Sri Lanka	
05 Working Papers	
MFF History and Timeline (2006-2009)	
MFF Phase I – Regional Achievements and Constraints (May 2007 – July, 2009)	
PoW 15 – Preparatory Action - Engaging the Private Sector in Regional Level MFF Dialogue and Targeted Partnerships in Selected Priority Sectors	
06 TORs	
MFF ToR Country Coordinator (revised October 2009)	
MFF ToR NCB	
Regional Secretariat	
MFF ToR Coordinator (2007)	
MFF ToR Senior Project Accountant	
MFF ToR Senior Programme Officer	
MFF ToR Programme Officer (Sida JPO)	
MFF ToR Programme Assistant	
MFF ToR Secondment (UNEP)	
07 Projects	
Reporting Formats for Small Grants Facilities (SGF)	
List of SGF by country (Nov 2009)	

MFF MTR APPENDIX 3 – List of key documents consulted

SGF Progress report	
MFF SGF Overview List (1 page) (2009)	
MFF SGF Regional Steering Committee Progress Report (2009)	
MFF SGF Project List by country (2009)	
Large Project Monitoring Report Format	
Appraisal Notes Large Projects (2009)	
List of Large Projects in Implementation & Awaiting Contract Completion	
Srinart Mangrove Project Inception Report	
Contracts: List Provided- Full Contracts Available Upon Request	
08 Monitoring, Learning and Evaluation (MLE)	
Working Paper 11. MFF Monitoring, Learning & Evaluation Framework (MLE) (Draft June 2009)	
09 Gender	
Working Paper 10. MFF and Integrating Gender Considerations (July, 2009)	
10 Climate Change	
UNEP Climate Change Support MFF Reference Tool	
UNEP Mainstreaming Climate Change Into MFF Project	
Working Paper 9. Mainstreaming Climate Change considerations into MFF (for RSC 5, July 2009)	
Mainstreaming Climate Change considerations into MFF (Background information for the MFF's First National Coordinators', Meeting, 18-20 October, 2009, Bangkok)	
11 Guidelines / Toolkits / Manuals	
MFF Project Guidelines Small Grants Facility Projects	
MFF Guidelines Large Project Formulation	
Working Paper 8. Guidelines for MFF Project Formulation: Large Projects (2008)	
Appraisal Notes Large Projects (2009)	
Working Paper 9. Mainstreaming Climate Change considerations into MFF (for RSC 5, July 2009)	

MFF MTR APPENDIX 3 – List of key documents consulted

MFF Integrating Gender Considerations – A Checklist	
MFF Communication Strategies 9 step Plan	
MFF and Intellectual Property Rights	
Managing Marine and Coastal Protected Areas – A TOOLKIT for South Asia (2008)	
12 Communication	
MFF Regional Communications Strategy (2009)	
MFF Communications Strategy (2008)	
MFF Communication Strategies 9 step Plan	
MFF Visual Identity	
MFF Communications 2008 Evaluation – Summary Report (2008 M & E report)	
Working Paper 12. Communications & Information Management – Achievements, Constraints and Recommendations (Sept 2007 – July, 2009) (For RSC 5, July 2009)	
MFF e-newsletters No 1 - 11	
BBC Earth Report - Heads Above Water (Feed Back and Contract)	
Media	
01 MFF Media Strategy	
02 MFF Press release template	
03 GUIDE Writing a press release	
04 GUIDE Organising a Press Release _Check List	
05 Press Trip Guidelines - Oct-2009	
13 Commercial products	
Promotional- T-shirts, hats, folder, bag, stickers, USB stick, and posters (To be provided at ARO)	
MFF short film (4min) Hard Copy of DVD	
Heads Above Water – BBC World Earth Report (26 min and 4 min) Hard Copy of DVD + Feedback Report	
14 Events	
MFF Workshop at the World Conservation Congress, Oct, 2008, Barcelona (Summary report of events and questionnaire results)	

MFF MTR APPENDIX 3 – List of key documents consulted

MFF Regional Review Forum, April, 2008 Report	
MFF Regional Training Course, Oct, 2008, Indonesia (Evaluation report)	
MFF Study tour (Sri Lanka- Thailand) Summary and Schedule	
Climate Change Adaptation Strategies and Actions for coastal areas workshop, Indonesia, World Ocean Conference, May, 2009	
Opportunities for a Sustainable Regional Mechanism for Governmental/Civil Society Collaboration on ICM in the Indian Ocean Region workshop, Nov, 2009 at PEMSEA EAS Congress	
MFF Regional Training Course 2008	
MFF Events at IUCN World Conservation Congress 2008	
MFF at the World Ocean Conference- Manado 2009	
Ranong Symposium 2008	
MFF Regional Scientific & Technical Symposium on Sustainable Mangrove Ecosystem Management-Overview	
MFF Regional Scientific and Technical Symposium on Sustainable Mangrove Ecosystem Management, Summary Report for RSC-5	
MFF Regional Scientific and Technical Symposium on Sustainable Mangrove Ecosystem Management – Proceedings Booklet	
15 Fundraising	
Working Paper No: 6. MFF Fundraising Strategy (2010-2012) Updated for RSC-5	
16 SIDA Evaluation Manual	
Sida Evaluation Manual "Looking Back, Moving Forward, 2nd revised edition	
17 Other	
Macintosh,. D. and Epps, M. (2008) Mangroves in a Changing Climate, Tropical Coasts. Vol. 15 Issue No. 2 6-11p	
The Tsunami Legacy- Innovation, breakthroughs and change (2009)	
IUCN Publications	
IUCN Publication: Coastal Ecosystems #1 July 2006	
IUCN Publication: Coastal Ecosystems #2 Sept 2006	

MFF MTR APPENDIX 3 – List of key documents consulted

IUCN Publication: Coastal Ecosystems #3 Jan 2007	
IUCN Publication: Coastal Ecosystems #4 April 2007	
IUCN Publication: Coastal Ecosystems #5 July 2007	
IUCN Publication: Environmental Stories: After Tsunami (2006)	
UNEP/WCMC, ICRAN, IUCN Publication: In the front line: Shoreline protection and other ecosystem services from mangroves and coral reefs (2007)	
Sida Publication: - "A ripple in development?" Document review. Annotated bibliography prepared for the joint follow-up evaluation of the links between relief, rehabilitation and development (LRRD) in responses to the Indian Ocean tsunami (2009)	
Program for MFF event at PEAMSEA - EAS Congress 23-27 November, 2009	

Appendix 4: MFF activities and outputs for 2007–2009

Actions/Outputs	Output Indicators
Programme Coordination and Management	
1. MFF Programme Development	<ul style="list-style-type: none"> • Programme presented, discussed and endorsed by both international and national partners; • National consultation reports; • Concept papers and proposals prepared for priority actions; • Work on priority actions substantially underway for completion in 2008 (Qtr 1)
2. Regional Steering Committee (RSC)	<ul style="list-style-type: none"> • Functional, representative Regional Steering Committee (RSC); • Process document setting out the <i>modus operandi</i> for the RSC; • Minutes of the meetings of the RSC.
3. National Coordinating Bodies (NCBs) in the 6 MFF focal countries	<ul style="list-style-type: none"> • Functional, representative National Coordinating Bodies (NCBs) with states, civil society organizations and private sector represented; • Process document setting out the <i>modus operandi</i> for the NCBs; • Work on development of national strategies and action plans for MFF implementation substantially underway for completion in 2008 (Qtr 1).
4. Regional Coordination Unit (Secretariat)	<ul style="list-style-type: none"> • Functional coordination unit with the requisite staffing providing administrative, technical and communications support to the RSC and NCBs; • MFF has its own logo and visual identity; • MFF has its own website; • RSC meetings well organized and documented; • Effective and timely response to requests for support from RSC members and NCBs; • Effective liaison, coordination and deployment of international experts from Sweden.
5. Monitoring, evaluation and learning framework for MFF	<ul style="list-style-type: none"> • Programme planning matrix developed for 2007 and 2008; • Promote opportunities for regional sharing of experiences.

<p>6. Detailed project proposals and fundraising</p>	<ul style="list-style-type: none"> • Concept papers and proposals prepared for priority preparatory technical actions under MFF Programmes of Work (PoWs); • Project proposals endorsed by RSC; • No. of new proposals developed, submitted to donors and funded.
<p>7. MFF Trust Fund and Small Grants Facility</p>	<ul style="list-style-type: none"> • Options for design, status and governing of MFF Trust Fund prepared and discussed with RSC; • Articles of establishment and functional governing body for the Trust Fund; • Options for design and administration of MFF Small Grants Facility (SGF) prepared and discussed with RSC; • SGF operational in each MFF country.

Appendix 5: Country Reports

COUNTRY REPORT: THAILAND

1. Introduction

Thailand has 2,600 km of coast shared between the Gulf of Thailand and the Andaman Sea. Tourism and fishing are the main economic contributors from this zone. The coast is threatened by increased human population, combined with tourism and industrial development, and associated sedimentation and habitat loss. In the MFF target areas tourism development, replacement of mangroves by shrimp ponds, and increased erosion as natural forests are replaced by rubber and oil palm plantations, are the major factors. Specifically on the Andaman coast there is still recovery and ecosystem damage from the 2004 Tsunami. Thailand, as well as being home to the MFF Regional Secretariat, also offers the possibility of technical assistance to neighbouring Myanmar and Cambodia.

2. Mission Visit

The MTR team met with the Thailand NCB on 1 December. They travelled to Phuket on the Andaman Sea 2 December and met with six SGF project grantees, visited a mangrove reforestation area and overnighted at Khao Lak, a severely tsunami damaged area. On 3 December they met with grantees in Kapoe, Ranong including those involved in a separate IUCN project funded by BMZ. That evening the team met with the coordinator for the Wetlands International Ban Dong Bay Large Grant Project on the Surat Thani Gulf of Thailand Coast. One of the team, Dr. Ken MacKay, remained in Surat Thani and on 4 December visited the Ban Dong Bay project and associated small grant projects.

3. National Action and Country Strategy Plan (NSAP)

3.1 The NSAP was developed with considerable consultation throughout Thailand with input from experts, working groups and workshops. The IUCN Thailand Programme Coordinator and a Swedish based consultant assisted in facilitating and editing the NSAP.

3.2 The NASP suggests that MFF's work should:

- focus on sustainable livelihoods that respect the integrity of the natural environment;
- reduce vulnerability and increase community resilience;
- integrate all sectors, public and private, expressed through co-management;
- view knowledge as a critical resource that must be continuously expanded through participatory research and learning from development processes;
- use a holistic approach to management, encompassing environmental, socio-economic and administrative dimensions, using multi-stakeholder participatory methods.

3.3 The NASP has accepted 14 of the 15 MFF PoWs, excluding only **PoW 4** integrating coastal ecosystem economic values into development planning and appraisal.

3.4 The NSAP selected two geographic focal areas, 1) the Andaman Coast, specifically the coastal zones and islands of Ranong, Phang Nga, Phuket, Krabi, with possible extension into Trang; and 2) Southern Gulf of Thailand coast of Chumphon, Surat Thani and Nakhon Si Thammarat. A third site on the Gulf coast of Thailand (Chantaburi and Trat) was added by the NCB in September 2008. The sites were selected strategically in order to add value to ongoing initiatives, plans and policies. The sites display a variety of coastal management issues, have been subject to different intense human disturbance, have been hit by different types of shocks that have shown communal vulnerability and the need to build resilience, and there have been previous projects that need to be consolidated and mainstreamed.

3.5 The NSAP has developed its own concepts of co-management and recognises the need for partnership of government with the private business sector and the civil society as essential to effect change. Communities need to be empowered to allow meaningful partnership, while the public service sector must demonstrate good governance to engender trust in the partnership. The implication is that work at ground level must involve both civil society and the business community on one hand, and the local authorities on the other.

3.6 The net effect of climate change in tropical countries like Thailand is presently unclear. However, it is recognised that there is a strong likelihood of site-specific sea level rise and more severe weather events of a greater average intensity, which will be more damaging (e.g., cyclones, higher levels of rainfall in shorter periods of time producing floods, sedimentation, landslides, etc). The NCB will work towards integrating climate change considerations more thoroughly in the NSAP and priority activities in line with Thailand's Climate Change Strategy.

4. National Coordinating Body (NCB)

4.1 The Thailand NCB was appointed by the Ministry of Natural Resources and Environment on 31st August 2007 and consists of 26 members from 22 organizations including government, academic and NGOs. The NCB is chaired by the Director General of Department of Marine and Coastal Resources (DMCR). The DG has recently retired and there has been a need for learning by the new chair. There is as yet no private sector member, but NCB is currently identifying the potentially best representatives from the private sector and which sectors (tourism, oil, diving, etc.) to include. In addition the NCB has recognized there are other ways to work with the private sector, including joint projects.

4.2 The NCB is ably supported by a coordinator who is responsible for day to day work and works closely with DMCR, the MFF Secretariat and the IUCN Thailand Programme. There has also been additional staff from DMCR to assist when needed. Working groups assist the work of the NCB particularly in project appraisal and monitoring. The NCB has met nine times and some meetings were held outside Bangkok and have included field visits. The NCB has also initiated networking workshops with local communities. NCB members or representatives have also attended a number of national or regional capacity building workshops.

5. Small Grants Facility

5.1 The SGF process is managed by UNDP Thailand with assistance of a National Steering Committee composed of members of the NCB and UNDP experts. The process has benefited considerably from the UNDP experience with GEF funded small grants. Two capacity building workshops have been carried out for potential applicants. 22 proposals were submitted and 15 approved. Most projects are in the range of \$10,000. The projects are clustered with 12 on the Andaman Coast and three on the southern Gulf of Thailand. Other projects have been accepted, pending release of additional funds.

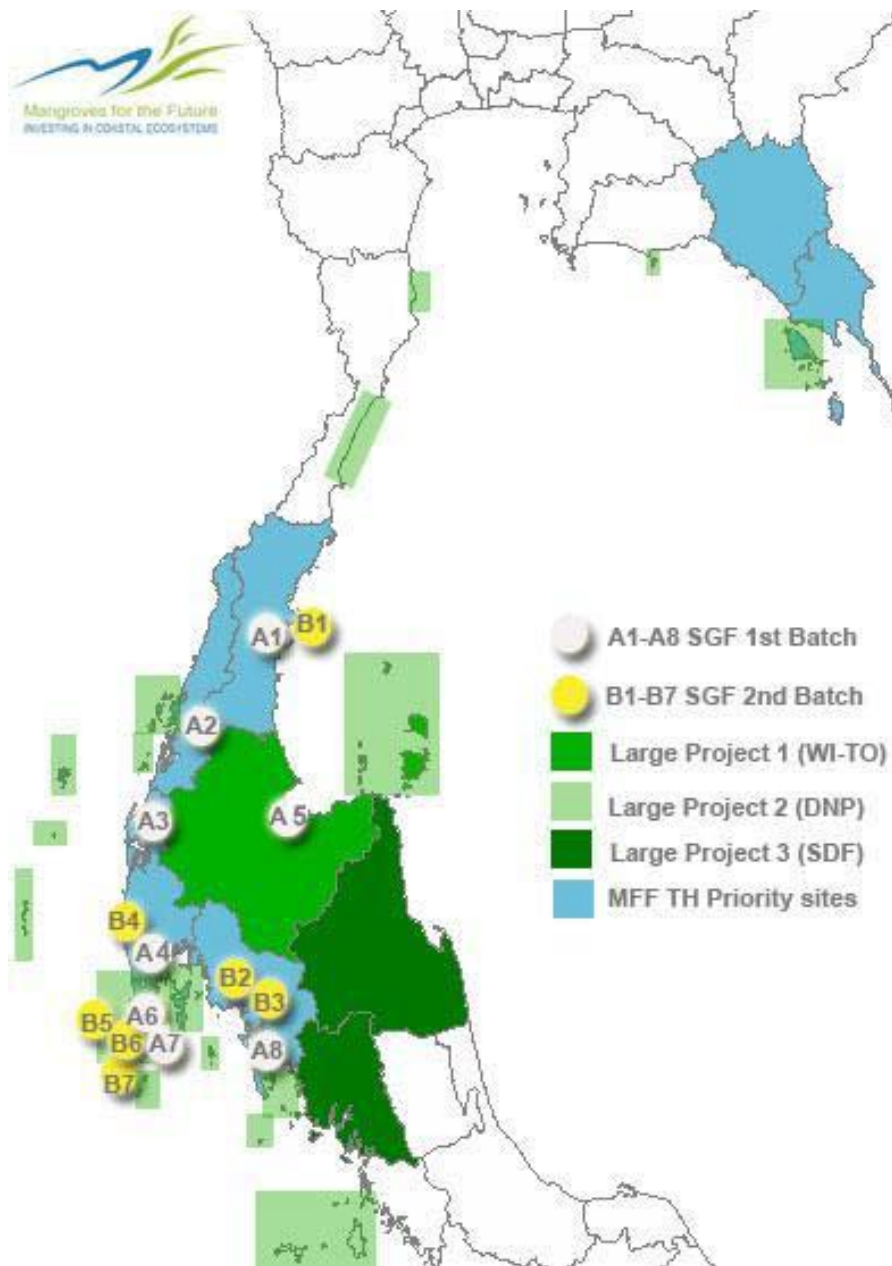


FIGURE: Project Information: Small and Large Projects

6. Large Projects

6.1 Two calls for proposals have been made and three workshops have been held. Eight proposals were submitted to the RSC and three projects have been approved. A number of the others are waiting for release of additional funding. All of the approved proposals are with organisations that are part of the NCB. Conflict of interest is minimised by not allowing the organisations to be involved in project appraisal, although the issue of conflict of interest was raised with the MTR team.

6.2 The three projects, which are all in the south, are:

- *Reversing Environmental Damage through Community Focused Sustainable Livelihoods in Ban Don Bay, Surat Thani province, Southern Thailand*, Wetlands International Thailand Office;
- *Ecosystem-based Integrated Coastal Resources Management through Multi-Stakeholder participation in Southern Thailand*. Sustainable Development Foundation (SDF);
- *Evaluating and improving the management effectiveness of Thailand's Marine and Coastal Protected Areas*. Thailand's Department of National Parks, Wildlife and Plant Conservation (DNP).

7. Other Activities

7.1 The NCB has been involved in a number of other activities in Thailand.

7.2 There is a MFF Thailand Website in both Thai and English.

7.3 A regional *Scientific and Technical Symposium on Sustainable Mangrove Ecosystem Management* was held in Ranong, organised in collaboration with the Asian Institute of Technology, University of Aarhus, International Society for Mangrove Ecosystems, and Thai and International NGOs. The symposium attended by 151 experts, NGOs, local communities and government representatives from 13 countries examined how to combine scientific knowledge with traditional knowledge to protect and sustainably manage mangroves throughout the Indian Ocean Region. Burmese mangrove experts were invited. Field visits were included to the Ranong Mangrove Ecosystem, the Mangrove Forest Research Centre, the Biosphere Reserve and traditional coastal fishing villages. The Symposium also provided a showcase to highlight the knowledge gained by Thai and international scientists at the Ranong Mangrove Forest Research Centre; management and community experiences from the Ranong Mangrove Biosphere Reserve; and experiences from the many organizations and projects which assisted with reconstruction and rehabilitation of coastal areas and community livelihoods after the 2004 tsunami. Considerable positive feedback was received from participants.

7.4 As a follow-up the NCB recently coorganized with the Stockholm Environmental Institute a workshop on *Mangrove Rehabilitation: Lessons Learned from Nakorn Sri Thammarat* for 70 participants from government agency, academia, communities and NGOs, all from southern Thailand.

7.5 The NCB has also organised a study tour in southern Thailand for Sri Lanka MFF participants to promote information exchange between Thailand and Sri Lanka

8. Findings

8.1 The **NCB** is very effective. It is ably chaired by the Department of Marine and Coastal Resources. Although there has been a high turnover of the NCB Chair there continues to be a strong commitment from the DMCR. There has been substantial IUCN backstopping particularly from a Swedish based consultant and IUCN Thailand staff. The field visits and field meetings have assisted in creating a greater commitment and knowledge among the NCB that has evolved into an effective committee with a number of working groups. There also appears to be considerable interest and commitment from NCB members. This is in spite of the large size of the NCB that makes it difficult to arrange meetings and as most

meetings are in Thai, with the implication that some non Thai speakers have been reluctant to attend. The working groups have carried out their tasks effectively.

8.2 The June 2009 Progress report on National Coordination indicates:

The MFF has been able to provide at the NCB level a mechanism for the creation of a dialogue within a group of multi-stakeholders from government, NGO and academic backgrounds interested and working on coastal issues. Such dialogue has enabled cross learning among the different groups and enabled the strengthening of existing relationships and building new relationships. A questionnaire to NCB members on MFF in Thailand indicates that many members believe that the NCB can play a role beyond that of only serving MFF but as a catalyst for coordinated action on Thai coasts.

8.3 The **SGF** process has benefited immensely from the UNDP experience of managing small grants. The development, selection and contracting procedure has gone relatively smoothly. Many of the projects have followed up post-tsunami funding and there are linkages with a number of other past and current projects including UNDP-GEF, Wetlands International, a Ramsar Site, and the IUCN coordinated BMZ project. There is also a link between a SGF project implemented by Ban Don Bay Conservation Network (BBCN) and the large project in Ban Dong Bay, as well as the development of a small large project to be co-funded by the private sector (Chevron) regarding waste management on Koh Tao Island. Most of the projects focus on mangroves, or the mangrove ecosystem, and some include elements of empowerment and sustainable livelihoods. There is substantial involvement of community based groups and women. Of the projects visited they seemed to be either meeting or exceeding their expected results. However, the short nature of the SGF projects does raise the issue of sustainability. There does seem to be an effective system in place for monitoring and the recent Thai Mangrove workshop indicates that there is a process in place for learning and documenting lessons from projects.

8.4 The Ban Don Bay **Large Grant** project is the first MFF project to be implemented. It is linking closely with a SGF project *Collective rehabilitation and conservation of Mangrove in Ban Dong Gulf* implemented by the Ban Don Bay Conservation Network, which is also a partner in the large grant. There is increased interest from nearby villages that are now being brought into the project and have assisted in leveraging additional funding. There are emerging issue of tenure and access that are difficult for the communities and projects to address. There should be a documentation of these issues and strategies developed to address them.

8.5 One other large grant with the NGO SDF has been finalised, the contract issued and implementation has started. However, the implementation of *Evaluating and improving the management effectiveness of Thailand's Marine and Coastal Protected Areas* has been delayed as the contract negotiations with the Thai Government Department of National Parks has been very slow. The negotiations are between IUCN and the Government of Thailand and are out of the control of MFF. The contract is even more complex as the DNP counterpart funding is supplied by a WWF project and requires a separate contract. The issue of projects with NGOs where contract is rather simple, versus government led projects where there seem to be considerable delays and complexities will need to be addressed in future projects.

9. Challenges/Opportunities

9.1 The Thai NCB has given considerable thought and attention to future plans including a Vision Workshop on Koh Chang Island, Trat Province. The main recommendations are:

1. Improve and reform the structure and functioning of the NCB by creating:

- an executive committee;
 - NCB specialist working groups;
 - increased involvement of the new chairperson and creating a deputy chair;
 - increased involvement of the private sector not only in the NCB but in all aspects of work including co-funding of projects and climate change mitigation (carbon sinks);
 - increased NCB capacity to influence national policy; and
 - Increased NCB knowledge of cross-cutting and emerging issues such as climate change (mitigation, impacts, adaptation), sea level rise and coastal erosion, gender roles in resource management, and good governance.
2. Develop a communications strategy including:
- improve the website and newsletter;
 - distribute project progress reports; and
 - increase the flow of information between researchers, practitioners and local level users in the strategy.
3. Develop thematic and geographic foci by:
- mapping and reviewing (gap analysis) existing PoW's to develop priorities;
 - avoiding an excessive clustering of projects;
 - focussing on themes, e.g. coastal erosion; and
 - linking community resilience with climate change.
4. Improve monitoring and evaluation by:
- increased self monitoring and participatory approaches to monitoring;
 - involving NCB monitoring team in site monitoring; and
 - ensuring M & E reports circulated widely through learning events.
5. Increase sustainable financing so that all approved projects can be funded.
6. Encourage and support stakeholders and partners:
- develop a knowledge management system to collect information on coastal management;
 - strengthen networks;
 - support local management systems and attempt to endorse these at national level;

- identify and promote local best practices;
- promote demonstration sites and centres of excellence;
- support the sustainability of coastal communities.

10. Recommendations:

10.1 The MTR Team compliments the Thai MFF program, supports their vision and encourages them to follow up on the issues they have identified.

We recommend that:

1. The lessons learned from Thailand continue to be shared with the other countries;
2. The issues of tenure and access to marine resources being encountered by projects should be documented and strategies developed to assist communities to address them;
3. Thailand considers capacity building of adjacent countries, such as Myanmar and Cambodia on coastal management issues (where politics allows this).

11. Conclusion

11.1 The Thailand MFF Programme is working well partially because of strong support from UNDP, IUCN and external consultants. The NCB is aware of the issues and problems and are attempting to address these. The MTR Team hopes that the Phase II of MFF can continue to support and strengthen the activities in Thailand.

ANNEX 1: MEMBERS OF THE THAILAND NCB

MFF Advisory Board, Thailand	
Thailand Environmental Institute (TEI)	Prof.Dr.Sanit Aksornkoe, President TEI
Good Governance for Social Development and the Environment Institute (GSEI)	Thanpuying Dr.Suthawan Sathirathai, President of GSEI
Kings Project Manager	Dr. Sonjai Havanond, Coastal and Mangrove Resources Management Expert

Ministries & Government Agencies	
Department of Marine and Coastal Resources (DMCR)	Mr Pravim Wuttisit, acting DG (NCB Chair) “to be appointed“ Deputy Director-General of DMCR (NCB Deputy Chair) Dr. Cherdchinda Chotiyaputta, Marine Resources Management Specialist (NCB Secretary) Mr. Jeerasak Chukamdee, Mangrove Resources Research and Development Group Dr Wannakiat Thubthimsang, Director of Phuket Marine Biological Centre Dr Ajchara Wongsangchan, Office of Marine and Coastal Resources Conservation
Ministry of The Interior, Bureau of Policy and Planning	Mrs. Sumonta Rungueng
Department of Pollution Control	Mr. Wijarn Simachaya
National Park, Wildlife and Plant Conservation Department	Mr. Noppadol Phuksawan
Office of the National Economic and Social Development Board	Ms. Laddawan Kumpa
Office of Natural Resources and Environmental Policy and Planning (ONEP)	Dr. Nawarat Krairapanond
Ministry of Tourism and Sports, Office of Tourism Development	Ms. Warunkarn Titithammaphorn
International Agencies (all RSC Members)	
United Nations Development Programme (UNDP)	Mrs.Phansiri Winichagoon
United Nation Environmental Programme (UNEP)	-
Food and Agriculture Organization (FAO)	-
Non-Governmental Organisations	
Thailand Environmental Institute (TEI)	Dr. Chamniern Vorratnchaiphan
World Wide Fund for Nature (WWF)	Ms. Saisunee Chadsuin
International Union for Conservation of Nature (IUCN)	Dr.Janaka A.de Silva
Wetlands International Thailand Office	Mr. Asae Sayaka

MFF MTR APPENDIX 5 – Country Reports

Raksthai Foundation	Mr Charnyuth Tapa
Sustainable Development Foundation Thailand	Ms. Ravadee Prasertcharoensuk
Yadfon (Raindrop) Association	Mr. Pisit Charnsnoh
Regional Community Forestry Training Center for Asia and the Pacific (RECOFTC)	Ms. Somying Soontornwong
Southeast Asia START Regional Center (SEA START RC)	Dr. Anond Snidvongs Na Ayuttaya
Universities	
Kasetsart University	Asst. Prof. Apiwan Kamlang-EK
Faculty of Environmental Management, Prince of Songkla University	Asst. Prof. Nopparat Bumrunrug
Private Sector	
Independent Persons	

COUNTRY REPORT: SRI LANKA

1. Introduction

The coastline of Sri Lanka is approximately 1,600 km long and hosts a number of interrelated coastal ecosystems, including bays, beaches, dunes, estuaries, lagoons and tidal flats. Found within these are a range of habitats such as mangroves and coral reefs. These coastal areas support various nationally important economic activities including tourism, fisheries and port developments. Sri Lanka's coastal areas are under threat from population increase coupled with poorly planned coastal development; more intensive and industrialized resource extraction; industrial and municipal pollution; the impacts of globalised markets driving intensive activities such as shrimp farming; unregulated illegal and damaging activities such as coral and sand mining; and climate change. Sri Lanka has 103 rivers most of which enter the sea. Lagoons are a common feature along the coast and source of livelihoods for local people.

The MFF Mid Term Review team visiting Sri Lanka consisted of Prof. Henrik Secher Marcussen (for part of the mission), Dr. Ken Mackay and Dr. Julian Gonsalves. The mission was organised from December 5th to 8th 2009. The review team visited five of the nine projects in the Puttlam Lagoon area and, either visited or discussed four projects in Madu Ganga area. They also attended the "Lessons learned" workshops in both these areas and carried out extensive discussions with project proponents and MFF staff. Meetings were held with staff of the IUCN regional office (ELG-2) and Sri Lanka country office in Colombo and with the National Coordinating Body for MFF.

2. The National Coordinating Body (NCB) for MFF in Sri Lanka

2.1 The NCB in Sri Lanka is a mechanism for higher level representation and is called the *National Steering Committee* so as to be accepted at higher government levels. These high level government representatives include Ministers and Directors. It is composed of 20 members from 10 Ministries and Government Agencies, four International Agencies (UNDP, FAO, CARE and IUCN), three local NGOs, two private sector representatives, and one academic member. The meeting is chaired by the national focal point, the Minister of Environment and Natural Resources. Depending on the need the committee invites other agencies to contribute to the process. The NCB has been very active (it has met 10 times).

3. Country Strategy

3.1 The National Strategy and Action Plan (NSAP) developed through the MFF initiative emphasizes an ecosystem-based approach to integrated coastal management. The NSAP is extensive and provides an excellent review of how Sri Lanka's coastal systems are different from those in many other countries. For example, one of the unique features are the micro-tides (tidal fluctuation of only 0.5-1m) which reduces resilience and productivity, but also suggests that over planting of mangroves can have detrimental environmental effects. NSAP emphasizes that planting mangroves within estuaries and lagoons carries a trade off because mangroves capture sediment and convert fishery habitats to land. But it also emphasizes the need to protect *existing* old mangrove stands at the periphery of estuaries and lagoons.

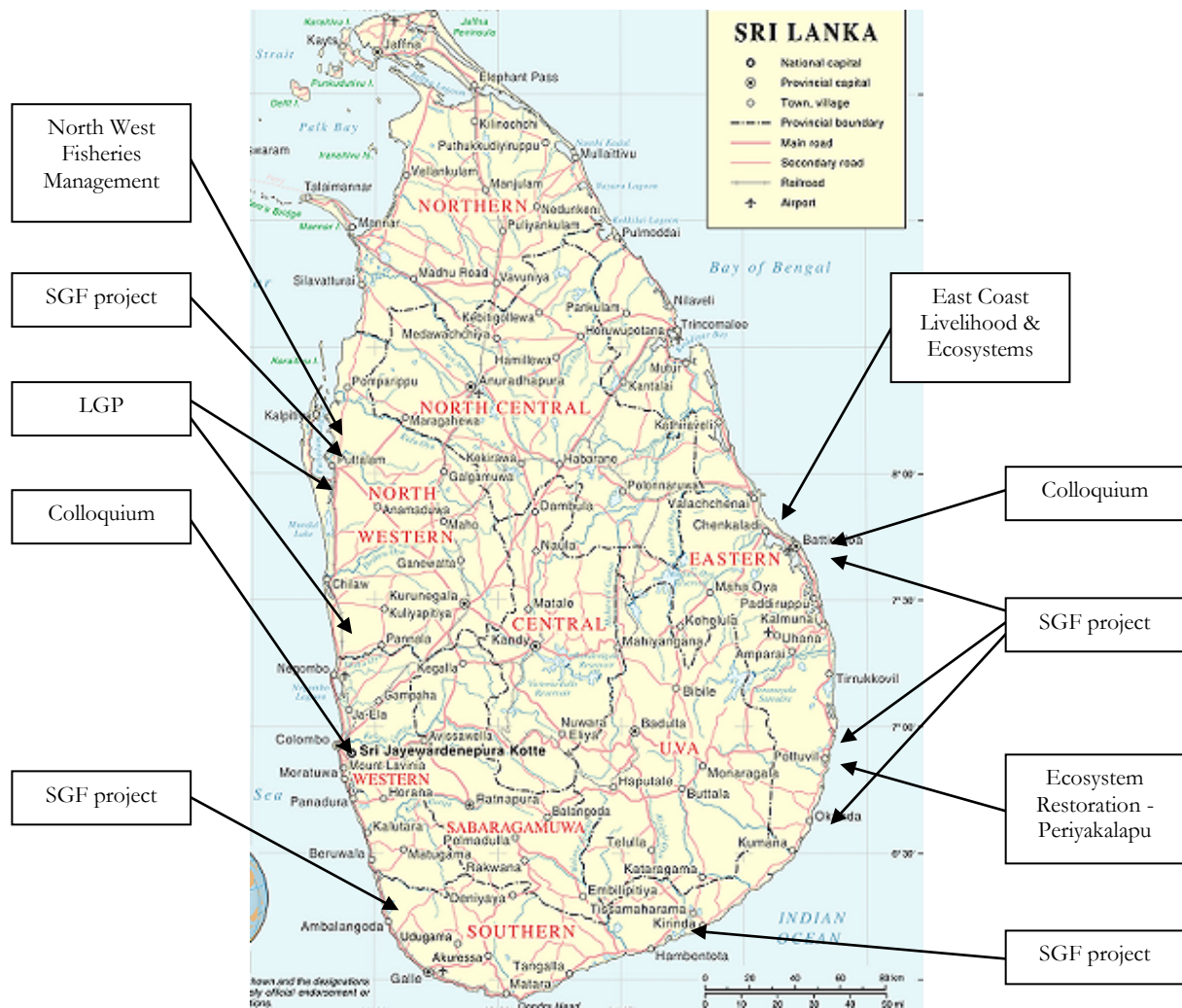
3.2 The NSAP indicates a number of possible Sri Lanka specific actions related to the MFF PoWs. These actions however are very extensive and often beyond the scope of the MFF project. However, this makes it an excellent overall planning document and it is expected to influence the next revision of the National Coastal Zone Management Plan (CZMP) towards

taking an integrated approach. It now appears to be used by government departments especially the Coastal Conservation Department. The NSAP is multi-sectoral in its orientation and covers areas such as fisheries, forestry and tourism. As with the existing CZMP, it recognizes the variability of the coastal zone. The NSAP is oriented towards management of coastal ecosystems as development infrastructure, emphasizing the improvement of the quality of life of human communities who depend on those coastal resources.

4. Small and Large Grants

4.1 Clear priorities were set for geographic areas and priority PoWs. **Geographical priorities** were not set but activities that may be relevant only in specific areas of the country, with a focus on Special Area Management (SAM) sites that have been deemed nationally significant, were selected. Additionally, post-conflict areas, e.g., the eastern and northern coastal areas were also considered to be critical areas; however, implementation may be problematic and slower in these areas. The SGP are clustered in six critically important areas: five of these areas in the South and East Coast were tsunami affected.

4.2 The SGF projects strategy selected a limited set of the 15 PoWs for the SGF as most relevant to Sri Lanka: (a) **Build Knowledge**: PoW 2: designing ecologically and socio-economically sound coastal ecosystem rehabilitation, (b) **Strengthen Empowerment**: PoW 8: support to environmentally sustainable livelihoods among coastal communities, PoW 9: improve community resilience to natural disasters, and (c) **Enhance Governance**: PoW 15: encourage environmentally-friendly business practices in coastal areas. A range of actions have been undertaken specially regional workshops and colloquia as well as small and large grants (refer to map below)



4.3 The NCB has also taken a firm role in setting grant size and priorities for the SGF projects. The NCB decided on the allocation of smaller grants than suggested by MFF Regional Secretariat (less than \$5,000), to ensure that grants went primarily to community-based groups. The grant making process was very transparent. A brochure was prepared in English, Sinhalese and Tamil and distributed widely. Advertisements were placed in newspapers in these three main languages. Fifty-one concept notes were received and recipients whose concepts met the criteria attended proposal writing and training workshops. Forty-one projects were accepted with 38 grants finally provided. Additional funding was secured from CIDA for the SGF projects in tsunami-affected areas. Of the 41 approved concepts, 17 were for ecosystem restoration, 15 for livelihood enhancement and 9 for awareness building and capacity development.

4.4 With regards to the *large grant facility (LGF)*, Sri Lanka only received approval in January 2009 that they could proceed with proposal development. They advertised in local newspapers on 7 February giving a three-week deadline and received 18 concepts. Four were short listed by the NCB technical sub-committee and endorsed by the NCB on 7 April. A proposal development workshop was held on 20 April and full proposals received on 12 May and submitted by 13 May. Two LGF projects were approved by RSC in July and comments returned to MFF Sri Lanka in August. The revised proposals were submitted in October but the final contract from MFF Bangkok was only provided in December 2009. The approved projects support the same priority PoWs as the SGF projects: one is granted to the Environmental Foundation Ltd (EFL) (Increasing resilience and adaptation of coastal and

riverine communities to climate change and other threats by conserving the ecosystem services of the Maha Oya and associate wetlands); and the other to the Sri Lanka Nature Forum (SLNF) (on Promoting community participation in integrated coastal management in the North Western Province).

5. Findings

5.1 The National Steering Committee (=NCB) has evolved into an important policy influencing and advocacy forum. It is one of the very few venues for high level, inter-agency discussion and cooperation on coastal issues. It has also fostered national dialogue workshops on ecosystem restoration and livelihood improvement around two lagoons, deliberated on a proposed tourist development, and provided inputs into the preparation of a CZ restoration and management plan for the Eastern province. In addition, it has helped develop a fisheries management plan for Puttalam Lagoon. It has also organised national and regional colloquia on mangrove rehabilitation also featuring multiple agencies and a range of stakeholder groups.

5.2 These policy-influencing activities of the National Steering Committee in Sri Lanka are not always Colombo based. Satellite colloquia are planned for the East, to prepare a sustainable management plan for the East Coast (planned surfing areas in Arugam Bay) and assisted in determining priority coastal zone issues for the Northern Province. They have just completed four workshops (two attended by MTR members) to identify and share lessons learned from the Small Grant Facility projects both located far away from Colombo.

5.3 MFF SL Secretariat is to be commended for its success in attracting a wide cross section of decision makers onto the NCB, the efficiency with which it manages their meetings ('process is efficient, tasks are clear and action driven' in the words of the UNDP representative) and for effective close monitoring of the large number small grant projects. It has a dedicated team at the IUCN office, to assist in field-level monitoring of projects. Of the 11 projects that have completed 46% were deemed very successful, only 10% were unsatisfactory, and 2 projects were terminated.

5.4 Clear guidelines and working with community-based organisations and NGOs have greatly enhanced the relevance of MFF Sri Lanka SGF in addressing the needs of coastal communities. Direct beneficiaries are village households and fisher folk. The projects have also achieved a lot with only small amounts of funding. Grants have been well followed up by MFF secretariat and additional training has been given in financial management. The conduct of small workshops on proposal development and management has served to put a strong emphasis on 'deliverables' (this was noticed during the two "workshops on lessons learned" for project proponents witnessed by the MTR team).

5.5 There appears to be a concentration of grants in critical areas. Most of the grants are with NGOs having strong village outreach activities (e.g. SEWA or community-based organisations like PEARL). MFF Sri Lanka has succeeded more than other MFF countries in having a more direct impact on local communities, by engaging civil society more effectively and by emphasising on small manageable grant size which allow local organisations to develop their organisational management capacities as they grow. Small grant recipients in Sri Lanka have already demonstrated that they are leveraging government technical resources and in some cases material resources as well (e.g. for cage culture expansion in Madu ganga). Ultimately, one of the impacts of providing small grants to local organisations might be their long-term sustainability resulting from their being able to better access government resources. Similarly another emerging impact-area is the educational value and awareness building contribution of SGF sites. The public awareness value of SGF supported sites can be greatly enhanced by ensuring that good data is derived and can be made available locally.

5.6 Apart from the restoration of degraded mangrove ecosystems the area of alternative livelihoods has received special attention in the MFF SL small grant portfolio. The stated purpose of most of these activities is to reduce the pressures on the fishery resources or the mangroves themselves (where they are used for firewood, etc.). The direct impact of successful livelihood activities on the state of resource base is often difficult to access (particularly in a short time frame). Even with communities around the Puttalam Lagoon, at best, the impact of projects might be overall improvements of economic conditions (serving the objective "to enhance the household income of the productive poor"). The effects on the broader goals to reduce exploitation on the resource base is not immediately noticed and will accrue only when a critical mass of people are able to adopt the alternative livelihoods. Hence the need for critically assessing the real direct /indirect contributions of alternative livelihood approaches and the need for an emphasis on networks, coalitions and federations of local community units is obvious.

5.7 Within MFF, ecosystems are viewed as infrastructure. IUCN Regional Thematic teams based at IUCBN Sri Lanka have focussed on Sustainable Financing and Economic Valuation studies, which have been instrumental in implementing the PoW in these two areas. The preparatory studies are completed, with conceptual frameworks, issue papers, summary papers, case studies, tool kits, etc. having been produced. The MFF Country program has identified these two areas developed at regional level for application to Sri Lanka's own special needs, and further testing and development is envisaged where one of the challenges is to bring results of studies to the ground implementation level.

6. Recommendations/Conclusions

6.1 MMF Sri Lanka has succeeded in demonstrating the value of national level integration (bringing inter-agency collaboration to bear on planning and implementation processes) in coastal zones of the country. Its NSAP serves as a guide in this regard to individual ministries and departments. The policy influences of this document is further greatly enhanced by follow up activities that the steering committee continues to sponsor such as colloquia, workshops, and the development of ecosystem-focussed management plans.

6.2 SGF and the large grants are a source for complimenting government efforts. There is a high relevance of activities as they support national priorities in coastal zone management. The small size of the grants has also ensured that they are easily managed by local organisations. Given the short time frame of the projects, it is hard to judge the future sustainability but most projects have very effectively increased the involvement of government experts and support. Some of them have also been able to lever increased funding from other sources.

6.3 Limited geographic/ecosystem-oriented focus for both small and large grants with expansion to the North and Eastern areas should be considered, given the new opportunities arising from the opening up of these areas with the advent of peace. The opportunity to leverage other donor funding and increased government support should be considered. Greater linking between small and large grants should be considered and will require a greater proactive approach. It will be very important during implementation of the large grants to ensure that lessons learned from the small grants are incorporated into the large project and, where possible, the villages and NGOs involved in the small grants are included in the large grant. Grant recipients could play a role in capacity strengthening by offering trainings, hosting cross-visits and serving as demonstration sites. Large grants offer MFF Sri Lanka a special opportunity for strategic networking of village-based groups and scaling up of successes in coastal protection and management.

6.4 Increased documentation of lessons learned including reviews of mangrove replanting: Mangrove replanting needs to be evaluated in Puttalam Lagoon and lessons learned

documented, including identifying knowledge gaps on use of different species. Given the considerable debate arising from post tsunami mangrove planting a critical review of field based efforts to replant mangroves is warranted. The MFF has supported a wide range of sustainable livelihoods and their contribution to the economic and environmental goals needs to be critically studied as well in order to serve as guide for future livelihood programs. The success in addressing conservation issues via the livelihood route is also debated. Finally, tenurial issues affecting conservation and livelihoods remain another critical knowledge gap area to which MFF might be able to contribute to.

6.5 The Sri Lanka and Thailand MFF SGF programmes have both put a considerable amount of emphasis on organisations working at the community level and both have emphasised the value of monitoring. It might be useful for both to jointly explore a combination of external and internal participatory monitoring approaches and undertake some methodological testing. A role for the MLE teams based at the Regional Secretariat could also be considered.

6.6 MFF Sri Lanka could have a very useful regional role in hosting international courses and workshops in a range of areas in coastal conservation and management. The overall approach used by MFF in Sri Lanka might be useful for the dialogue countries and others interested in understanding how partnership-based approaches are operationalised (supporting policy dialogue to community level action).

6.7 The outputs for the economic valuation studies were originally such items as tool kits and guides for planner and district administrators. However, as it now stands, the outputs are complex and somehow academic. Their wider use by non-academics is unlikely to happen unless a considerable effort is made to test, revise (simplify) and repackage the studies for ground level adaptation. A useful tool kit can be generated from the existing materials relying on the frameworks, issue papers, tools, case studies and posters. Initial testing of environmental valuation methods was already done in Seychelles and Maldives. Most of the cases were mangrove related and this acquires special relevance given the current interest in mangroves and corals for carbon sequestration. A strong case can be made of using the already available material via a single useful and practical publication targeted at planners and administrators, demystifying valuation for policy makers, planners and local administrators.

6.7 UNDP (its representative on the MFF steering committee) in Sri Lanka has been actively involved in Disaster Risk Reduction (DRR) work and in using and applying participatory methods (hazard mapping, vulnerability mapping in coastal areas, etc.). The potential for linking the DRR work with Climate Change work in Sri Lanka's coastal areas via MFF is considerable and should be considered in MFF's future grant work, capacity building endeavours and tool kit development. The potential for up scaling these approaches, once field tested, via MFF NCB members is immense. This includes eventual up scaling in the North East, where the government and non governmental agencies are now expanding operations.

6.8 MFF SL has increasingly been engaged in advocacy and awareness building in a range of areas related to ICM. Its approach to building partnership both at the community level (via its SGF projects) and at the top (via the NCB forum and other platforms) suggest the need for MFF SL to become more involved in developing educational materials (posters, CDs, manuals, etc). This must be planned to ensure a well thought out communication strategy. This is crucial if MFF plans to invest in building leadership to influence implementation at the local level.

Increasing Household Income of Fisher Families – Puttalam

Cultivation of Aloe Vera in Homesteads

There is considerable pressure on the natural resources of the Puttalam lagoon, mainly due to over-fishing. In order to reduce this pressure, it was felt important to introduce alternate income generation activities involving the women of the fisher families.

Aloe Vera, an important base for cosmetics, thrives well under dry, sandy conditions in the environs of Puttalam lagoon. A grantee of the MFF Small Grants Facility programme, Marine and Coastal Resources Conservation Foundation (MCRCF), a CBO based in Kalpitiya, launched a programme of cultivating *Aloe Vera* in the homesteads of selected 14 fisher families.

MCRCF provided planting material, shade netting, technical supervision and training for homestead cultivation of *Aloe Vera*, and also introduced a buy-back system with a well known cosmetics producer who was very keen to support the livelihoods of fisher families rather than collecting *Aloe Vera* from the wild for their industry. Planting commenced in February 2009 with the training of women both in planting and increasing their awareness on the venture.

The number of plants planted by each beneficiary varied depending on the land available in the homestead. Beginning from June, there have been four harvests, and MCRCF facilitated the collection and transport of *Aloe Vera* to Colombo. After deducting these costs, the sales proceeds are shared between the beneficiaries.

The sales records indicate that additional income from *Aloe Vera* cultivation varied depending on the size of the homesteads. Five out of the 14 beneficiary families received more than Rs 10,000 from sale of produce. The highest earner received LKR 21,555 or about LKR 5,388 per month, which is very significant given the income from fishing. The total income of the 14 families during the period was LKR 128,277.72 or about LKR 32,000 per month. Given the significant income generation from this activity, some fishermen have also joined in the venture. Indeed, preliminary surveys carried out by MCRCF indicate that fishing is now reduced by 5%.

Source: IUCN Sri Lanka and MCRCF.

ANNEX 1: MEMBERS OF THE SRI LANKA NCB

Ministries & Government Agencies	
Ministry in charge of Environment and Natural Resources	Ms L P Batuwitige, Addl Secretary (Chair) Mr Ajith Silva, Director Policy Planning, Ms D M J K Dissanayake, Environmental Management Officer
Ministry in charge of Fisheries and Aquatic Resources	Mr Indra Ranasinghe, Director, Ministry of Fisheries and Aquatic Resources
Ministry in charge of Disaster Management	Mr G K D Amarawardena, Addl. Secretary, Ministry of Human Rights and Disaster Management
Ministry in charge of Local Govt. and Provincial Councils	Mr H P Cashian Herath, Secretary, Ministry of Local Government and Provincial Councils
Department of Coast Conservation	Mr Nissanka R Perera, Director General; Mr Anil Premaratne, Addl. Director
Department of Forest Conservation	Mr M P A U S Fernando, Conservator General of Forests
Department of Wildlife Conservation	Mr Ananda Wijesooriya, Director General
Department of External Resources	Mr Sanath Perera, Deputy Director, External Resources Department
Department of National Planning	New nominee yet to be confirmed
Department of Physical Planning	Mr J M L Jayasekara, Director General, Department of National Physical Planning
International Agencies (all RSC Members)	
UNDP	Dr Ananda Mallawathantri, Assistant Resident Representative
FAO	Mr Patrick T Evans, FAO Representative in Sri Lanka and the Maldives
CARE	Dr Susil Liyanarachchi, Director Programmes
IUCN	Dr Ranjith Mahindapala, Country Representative Mr Ali Raza Rizvi, Head, Ecosystem & Livelihoods Group Asia
Non-Governmental Organisations	
Sewa Lanka Foundation	Ms Gayani Wickramarachchi, Project Manager
Green Movement of Sri Lanka	Mr Suranjan Kodithuwakku, CEO
Small Fisher Federation	Mr Anuradha Wickramasinghe, Chairman
Private Sector	
Ceylon Chamber of Commerce	Mr Sujeewa Ratnakumara, Manager Projects
Hotel Owners' Association of Sri Lanka	Mr Ravi de Silva, Consultant, Hoteliers Association
Independent Persons	
Dr Jayampathy Samarakoon	Expert on coastal zone management

COUNTRY REPORT: INDIA

1. Introduction

Surrounded by the Indian Ocean, Arabian Sea and the Bay of Bengal, India has about 8,000 km. long coastline that spans 13 maritime mainland States and Union Territories (UTs) including Island UTs. India is home to a variety of coastal and marine ecosystems, which include considerable nationally and globally significant biodiversity. These coastal and marine ecosystems are also extremely important from an economic perspective, providing a wide range of ecosystem goods and services to the entire country. Approximately 20% of India's population lives in coastal areas, a large proportion of them in urban centres such as Mumbai, Chennai and Kolkata. Some of India's poorest people also live in the coastal belt and rely on coastal and marine resources for their immediate welfare. There are numerous direct and indirect pressures arising from different types of economic development. Major anthropogenic direct causes of ecosystems degradation and destruction include habitat conversion to other forms of land use (e.g. through coastal development for roads, ports, tourist resorts, aquaculture; overexploitation of species and associated destructive harvesting practices (e.g. through use of inappropriate fishing gear and methods); and the impacts of agricultural, domestic and industrial sewage and waste. Climate change is expected to have a growing impact on coastal and marine ecosystems, including a likely increase in extreme weather events, as well as sea level rise, warming of the sea surface temperatures and ocean acidification. Coastal habitats are also subject to powerful natural weather phenomena, such as cyclones and storms.

2. Mission visit

Two members of the MFF Mid-term Review visited India on December 9th to 12th: Professor Henrik Marcussen and Dr. Julian Gonsalves. Visits were limited to discussions held in Delhi with IUCN staff and advisors, members of the National Coordinating Body (NCB) and a select number of small grant recipients. Desk reviews of project documents supplemented these interactions between the review team and various stakeholders within the MFF initiative. The review team was not able to meet with CARE, the only NGO member of the NCB.

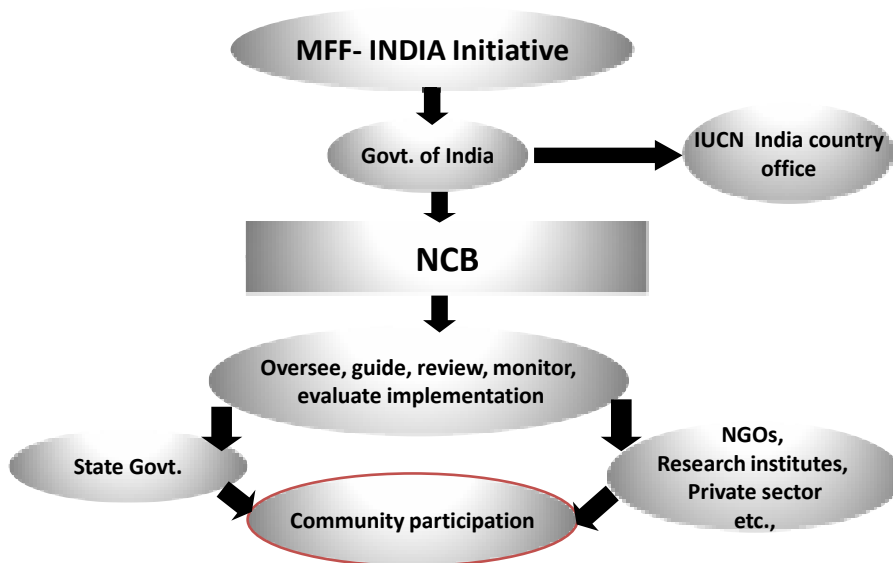
3. The NCB in India

India was among the first countries in the MFF network to establish a structure to advise and guide the country program. The NCB was created in late 2007 with members hailing from the Ministry of Environment and Forests, Department of Animal Husbandry, Dairying and Fisheries, Representatives of the Private Sector (Tata Chemicals, Hazira Port Trust), Center for Marine Resources and Ecology and MS Swaminathan Foundation (research oriented organization), CARE an International NGO, IUCN and UNDP. IUCN provides administrative and coordination support as the secretariat to NCB India.

Since it was established NCB has been able to hold four full meetings and two core group meetings. The NCB is chaired by the Ministry of Environment and Forests (MoEF), Government of India. The following chart indicated the organizational structure in Phase 2.



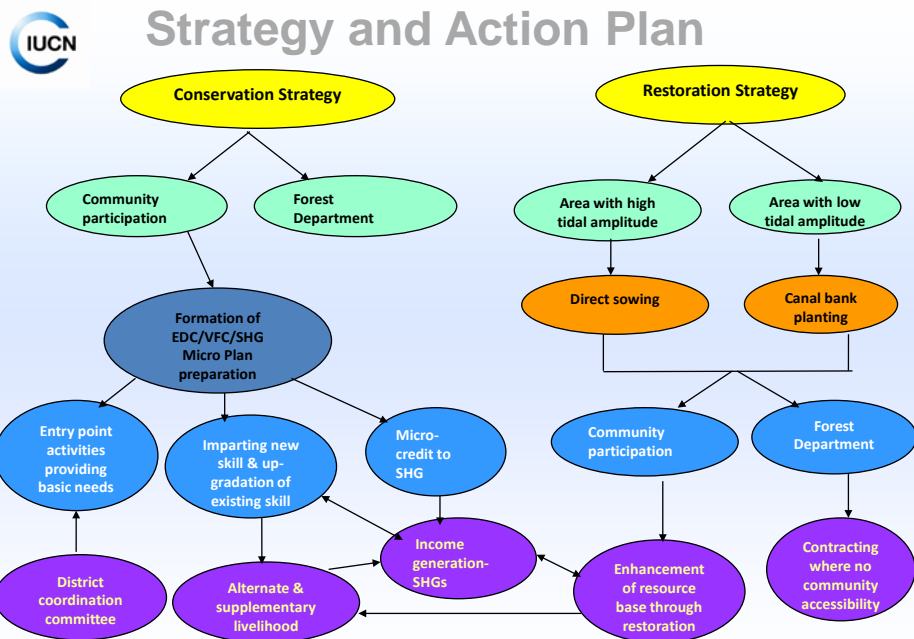
Organizational structure for implementing NSAP



4. Country Strategy: The National Strategy and Action Plan (NSAP)

4.1 Two national consultants were hired to prepare an early draft of the NSAP. The draft strategy was presented at a national workshop organised in February 2008 to revise the NSAP and for the purposes of undertaking an assessment of training and capacity building needs of the country. India was the first of the MFF countries to complete its strategy and, consequently, the NSAP was able to serve as a framework and guide for the design and implementation of the small and large grant programs. Details on the MFF initiative can be found on the website of MoEF (<http://moef.gov.in/divisions/cs/mangroves/mangroves.htm>). This is viewed locally as an important indicator of ownership of the MFF by the Government of India.

4.2 The NSAP has two main components: (1) Conservation strategy and action plan; and (2) Restoration strategy and action plan. Overall, MFF India follows three main streams: conservation, restoration and sustainable livelihoods. The following illustration summarizes the strategies as conceived by NCB India.



4.3 The NSAP identified the following main thrusts for MFF India: the promotion of conservation and management of coastal and marine biodiversity *with mangroves being center-stage*, with a focus on three important aspects: coastal restoration, coastal livelihoods and integrated coastal zone management.

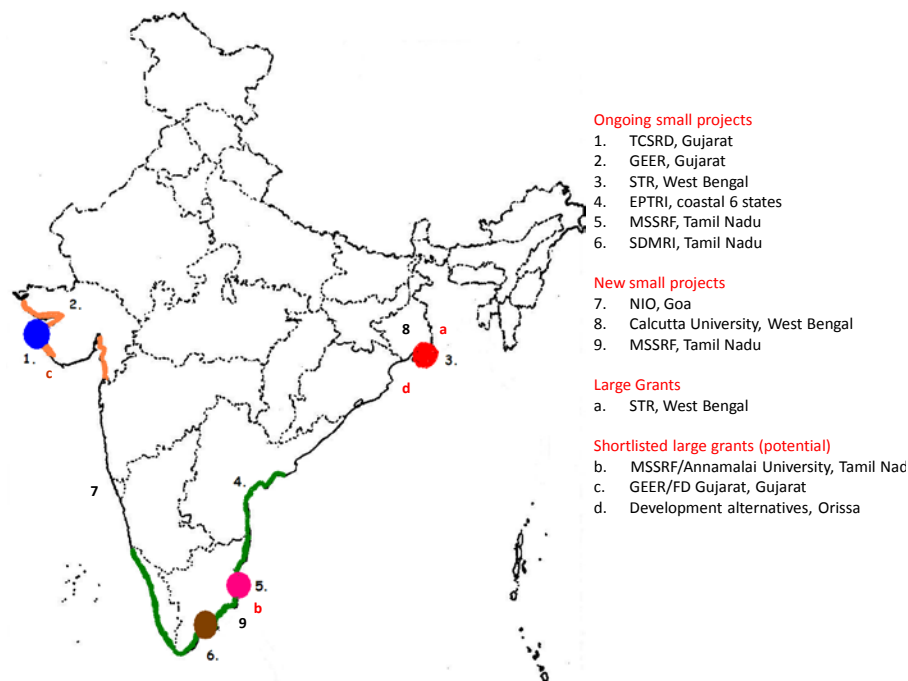
4.4 Priority states were selected based on pre-identified criteria: (a) large extent of mangroves: Gujarat and West Bengal, (b) biodiversity richness of mangroves (West Bengal and Orissa), (c) tsunami-affected areas: Andhra Pradesh and Tamil Nadu.

5. Small, Large and Targeted Research Projects

5.1 The NSAP identified three categories of projects for 2008-2009: (1) large and medium projects on conservation and management of coastal and marine biodiversity (3-5 years), (2) small grant projects for coastal and community empowerment and capacity building on environment-friendly activities (6-18 months), and (3) targeted research projects aimed at addressing knowledge gaps via the generation of data and information for better conservation and management (1-2 years).

5.2 By the end of 2008, the NCB had identified 10 small grant proposals for funding. Six of these were supported with the initial SGF funding of US\$100,000 and, the remaining four, when the MFF Secretariat made the second allocation of US\$50,000. Fifteen large Grant project proposals were received and five were short listed by January 2009. An international consultant provided specialized proposal development assistance to these five proponents. Out of these five proposals, the Regional Steering Committee (RSC) initially selected the proposal of the Forest Department of the Government of West Bengal, on Alternative livelihoods in the Sunderbans Tiger Reserve. A second call for proposals resulted in 11 new large grant proposals. Two of these were shortlisted and along with two others from the first batch were being prepared for submission to the RSC. A refinement workshop is planned for the short listed large projects in Jan 2010.

The location of current and past MFF grants is provided on the following map.



6. Findings

6.1 There is an explicit emphasis in MFF (India) programming on *targeted research* projects aimed at addressing knowledge gaps, to improve the scientific basis for management. In the context of India, the focus on addressing specific problem areas (knowledge gaps) is of special relevance. This is being addressed not only via site-level research (study of poor natural regeneration of mangroves), but also through brainstorming workshops, (status and threats on corals), thematic conferences and study of secondary literature (e.g. coastal shelter belt study).

6.2 The original intention of the Small Grant Projects (with reference to the Indian NSAP) was to support local community action in the management and conservation of coastal ecosystems with the idea of evolving models for influencing policy. However the original intention that the small grants would target community empowerment and capacity development has not yet fully materialised (except possibly for the work of MSSRF and Hazira Port Trust). There is also an issue of the duration of SGFs as most were not able to complete what they had committed to do within the specified time periods: consequently, six of the projects have had to be given a no cost extension until the end of December 2009.

6.3 Project partners such as the Tata Chemicals, MSSRF, GEER Foundation and the Forest Department of the West Bengal, provided significant levels of co-funding to MFF India initiatives. In addition, effective and strategic use is being made of partner-institution resources. Government institutions or research-oriented NGOs will provide opportunities for leverage of in-country resources (financial, human and technical resources). India’s national remote sensing centre in Hyderabad is the Environment Protection Training and Research Institute (EPTRI) with access to its data sets in support of SGF work on coastal shelter belts. The engagement of government institutions has provided MFF with opportunities to access a potentially very wide base of resource institutions in India. If well orchestrated, it should also be of benefit to the wider regional network of MFF.

6.4 The work of the GEER foundation (a government affiliated organisation), which originally focussed on studying the floristic diversity and problems of natural recruitment/regeneration of mangroves in Gujarat, has resulted in a number of spin offs: new mangrove species/areas have been discovered. The MFF sponsored study also brought to light the rich diversity of

south Gujarat's mangrove forest. The reliance of local people on mangroves associate species of grass (for fodder) even in summer was hitherto unknown. GEER foundation prepared two movies, one in the local language (inaugurated by the Chief Minister of the State) and one in English (recently released by the Ministry of Forests and Environment) . The attention drawn by the study has resulted in a proposal for a mangrove genetic resource centre to be developed in the Chalawada area.

6.5 The work of the MS Swaminathan Research Foundaton (MSSRF) focussed on developing mangrove fishery models. MSSRF has used this SGF project opportunity to engage a wider range of stakeholders to assess coastal/capture fisheries and culture fisheries in Tamil Nadu demonstrating the value of multi stakeholder consultations. This was also an opportunity for MSSRF to introduce the idea of mangrove based fisheries. Exposure visits were organized for local communities. This is basically action research: model testing at the community level. Replicability will depend on available financing mechanisms. This is why MSSRF s approach to link up with the banking systems, the fisheries and forestry departments is crucial. Until then the scaling up of these approaches remain an important challenge and MSSRF must continue to leverage support to develop cost effective models based on the same general principles it is testing. The opportunities to rehabilitate degraded and abandoned prawn farms are immense and demonstrating coastal culture fisheries is a more useful broader goal, within which mangrove based fisheries finds its possible niche.

6.6 A number of small grants are supporting the generation of knowledge products (KP) through a range of methods such workshops, conferences, review of secondary literature, etc. MFF India has pre-identified a range of knowledge products that it will produce (planned approach). Some of these are outputs from small grant projects (e.g. GEER proceedings on Indian mangroves; EPTRI research report based on study of shelter belts using studies by 37 other institutions in five Southern States; SDMRI proceedings on Indian coral reefs, etc.) while others are efforts by MFF to support other institutions that are supporting the overall goals of NSAP (e.g. development of an Indian mangroves atlas, school book on the uniqueness and benefits of mangrove forests, and various others). MFF is planning to support the development of a sampling protocol to assist those engaged in restoration ecology work to evaluate impact. The establishment of a special funding window at the Regional Secretariat for Knowledge Product Development has served as incentive for MFF India to expand its plans for knowledge product generation. Thus, MFF India's engagement in the development of knowledge products is expected to surge in 2010 (given the activities in the pipeline).

6.7 The *wider* network of MFF India (NCB, partners) has not benefitted from the regional studies and events organized by IUCN (e.g. valuation and sustainable financing studies). The MFF Secretariat has to do more to ensure a wider targeted dissemination of materials (beyond placing them on the knowledge portal). Participation of MFF partners in *regional* courses and symposia has also been very limited thus far. In February-March 2010, MFF India is planning a national level meeting to showcase MFF widely. Other MFF countries would be able to send representatives to this event providing more opportunities for exchanges. Currently, with a few exceptions (e.g. Ranong Symposium in Thailand), there have been few opportunities for cross-country exchanges of this nature. For example, Indian partners could gain considerably from Coastal Zone Planning in Sri Lanka, while Sri Lanka could benefit from the work in India on shelter belts, mangrove based fisheries, and sustainable livelihood approaches.

6.8 Monitoring of most projects was not undertaken by MFF mainly because the MFF National Coordinator was only recently appointed (less than two months ago). Reporting has also not been regular. Many in the wider MFF India set up are not aware of the existence of a number of regional study reports: institutional assessment, valuation studies and sustainable financing, etc. In general communication between the NCB, the Indian MFF unit and the MFF Secretariat has been relatively poor (limited access to MMF regional secretariat pool of

services and products, participation in regional events limited to a few NCB members, delays in proposal approval/revision, etc. However, in the recent past two months there have been significant improvements, possibly due to the appointment of a full time National Coordinator

7. Recommendations

7.1 By design, MFF India's work thus far has been mangrove-centred. In future it plans to expand its work to other coastal systems such as coral reefs, sea grasses, etc. While recognizing the value and need for widening the scope, the risks from spreading out too widely should be considered as well as issues of overlaps/duplication with other coastal initiatives. This is only to suggest the need to retain mangroves as the core of what MFF is focussed on and thereby start to address the wider areas of coastal resources planning and management as identified in the priority programs of work.

7.2 The current emphasis on government and research-based NGOs is justified given the opportunities they offer for influencing policy (and thereby action) on the national scale. However, involving more representatives from civil society/NGOs as well as the private sector would be beneficial. University representation could be greatly enhanced as well. One opportunity might be to engage them through mechanisms put into place via the large grants. The planned proposal refinement workshop set for January 2010 is a most appropriate time to engage a wider stakeholder base of grassroots organizations and national/local NGOs.

7.3 Its critically important to ensure that a clear system for information flow is established between the soon to be concluded Small Grant project (Critical evaluation of the alternative livelihood programs in the Sunderbans) in West Bengal and the approved Large Grant project (Alternative livelihood options for vulnerable mangrove resource users) in the Sunderbans Tiger Reserve (STR). The recommendations of the Regional Secretariat team (MLE) in this regard, are not only well placed, but also crucial for the success of the redesign and reformulation of the large project proposal: completion of the draft report by WWF researchers, the presentation of WWF findings to local community leaders (and the MTR team would add: local NGOs as well) for purposes of validation and subsequent revision of the report. There are high expectations for the SGP report to be submitted by WWF: because a *critical* evaluation of livelihood activities in the area was long needed. The relevant evaluation objectives (related to eco-development and livelihood support) in the original SGF contract should be insisted upon. If necessary a no cost extension should be provided to WWF to support its work to do supplementary focussed group discussions.

7.4 The role of infrastructure in the Sunderbans (ponds, channels, jetties and local transportation) in supporting livelihoods was endorsed by the visit of the IUCN India advisor, Ms Meena Gupta and is supported by the MTR within limits and assuming strategic choices are made. Similarly, a top priority is for the Forest Department to review the current revenue-sharing arrangement (only 25 % goes to the local community), which in some circles is considered unfair. At least 75 % of the share should go to the local communities under the Joint Forest Management Programme, particularly, given the practices of other States and the framework of the recent Government of India legislation recognizing forest peoples' rights to non timber forest products. The large grant project provides a very special opportunity to review and test a more equitable and fair sharing arrangement by the West Bengal Forest Government. Along with the issue of engaging local CBOS/NGOs, and ascertaining what type of livelihood projects need to be supported, this remains a critical factor influencing levels of community participation.

7.5 The effective integration of climate change considerations into MFF programming will require investments in capacity strengthening interventions. Innovative approaches should be explored including the use of policy-round-table discussions, community-based action

research activities, establishment of learning centres/sites, etc. Indian scientific institutions have a special opportunity to demonstrate contributions by mangroves to carbon sequestration and to make a case for investing in coastal infrastructure and developing models via adaptive research. Here partnerships with UNEP, FAO, UNDP and IUCN would be strategic and this would be possible to undertake via a major regional workshop organized in India for MFF partners

7.6 The selection of NGOs and private sector partners should ensure that communities genuinely benefit (as opposed to tokenism and showcasing for publicity purposes). One of the major MFF objective should be to further the engagement of local communities in MFF work. Methodological research is warranted, including community-based action research, involving research partnerships at different levels, including NGOs and community-based organizations. Future work must *also* address such knowledge gap areas, not just the scientific questions. This would be a leap forward for the Indian research establishment seeking to move into partnerships.

7.7 The testing and derivation of models for engaging the private sector in coastal conservation should receive more attention building in Phase 2. A desk review done during the MTR seems to indicate that both Tata Chemicals and the Hazira Port Trust have had some successes in involving local communities. However not addressing the coastal land tenure issues has affected the Tata initiative. How this is overcome will also be a useful lesson. The Hazira Port Trust's work on Mangrove rehabilitation has probably been the most useful model (seen during the MTR) for engaging the private sector. Careful process-documentation is suggested on this partnership between the government, private sector and the local community. Current SGP grantees can advocate for the engagement of the industry and tourism sectors in eco-tourism, green coast and rehabilitation and conservation efforts. A round table event might be considered to demonstrate this idea within India (which could also feature a few experiences from Thailand and Sri Lanka on tourism).

7.8 The visibility and engagement of UNDP in MFF India is limited. However UNDP is respected in India and ways for UNDP to become more engaged should be explored. One possible way is to involve UNDP in activities aimed at increasing the policy relevance/influence of MFF-supported work. UNDP might also be requested to provide technical support in efforts to integrate DRR and climate change considerations into MFF India work in Phase 2. Higher level engagement of UNDP is warranted given the scope and nature of MFF's work in India.

7.9 The delays in reporting need to be addressed in future work of MFF India, otherwise the opportunities for grant monitoring, the derivation of project lessons and addressing implementation problems would be missed (as happened in the current cycle). None of the Indian projects have been able to deliver on their outputs within agreed dates. This is likely due to project time frames being too short, but also due to poor monitoring by the NCB/IUCN. The time-frame ranges recommended by NCB India (5.1 above) should be seriously considered by the Regional Secretariat, and, flexibility provided to proponents. However reporting discipline should be stressed (regular updates) at all levels.

7.10 MFF India could make a significant *regional level* contribution by organizing roving workshops for policy makers, administrators and development managers from other MFF countries. In addition, more conventional methods such as workshops and training activities should be pursued. These will have to be targeted and arrived at in joint consultation with the regional secretariat. The potential for involving the Bay of Bengal fisheries program (FAO) should also be considered.

8. Conclusions

8.1 The work of MFF India has counted on the value of a scientific basis for management, hence the strong emphasis on studies, data-generation and scientific conferences to support recommendations, and an orientation towards addressing knowledge gaps and neglected or under-emphasized areas of work.

8.2 MFF has a unique opportunity in India via the way its program has evolved, the structures it has been able to put in place, and the resulting ownership by key government institutions, to influence national policy. Members of India's NCB are key players in national planning and often sit on expert committees. They are in a special position to further the MFF agenda via their own respective organizations.

8.3 The idea of the regional knowledge platform will have finally succeeded when countries in the South Asian and South East Asian regions are able to exchange experiences, expertise, and lessons on the basis of mutual respect, and within a framework that emphasizes genuine learning and sharing across countries. The uniqueness of MFF thus far is that it has not segregated these two major sub regions of Asia; this feature of MFF is considered to be especially beneficial to India.

ANNEX 1: MEMBERS OF THE INDIA NCB

Ministries & Government Agencies	
Ministry of Environment and Forests	Dr B P Nilaratna, Joint Secretary - jsbpn-mef@nic.in Mr K B Thamphi, IGF, NAEB - kbthampi-mef@nic.in Dr J R Bhatt, Member Secretary jrbhatt@nic.in
Ministry of Agriculture	Shir Tarun Shridhar, Joint Secretary (Fisheries), Department of Animal Husbandry, Dairying & Fisheries - jsfy@nic.in
Ministry of Earth Sciences, Kochi	Mr/Ms NN Director, Centre for Living Marine Resources & Ecology
MOEF	Mr/Ms NN, Director Dr. Nalini Bhat, Representative of IA- division Handling World Bank ICZM Project, MoEF - nalini.bh80@nic.in
International Agencies	
UNDP	Mr. Pramod Krishnani, Programme Analyst, Energy and Environment Unit - Pramod.krishnan@undp.org Dr Preeti Soni, Head Energy and Environment Unit - preeti.soni@undp.org
Non-Governmental Organisations	
CARE	Ms Liz Sime, Country Director, CARE - cbox@careindia.org
M.S. Swaminathan Foundation, Chennai	Research Sr V. Selvam
IUCN	Representative of IUCN, IUCN India Country office
Private Companies / Groups	
Hazira Port Trust	Mr Nitin Shukla, Representative
Tata Chemicals Ltd.	Mr/Ms NN Representative of Tata Chemicals, Mr. Rishi Pathania, Manager CSR - rjbuch@tatachemicals.com
Independent Persons	

COUNTRY REPORT: THE MALDIVES

1. Introduction

The Maldives is an island community consisting of 26 major Atolls and around 1,200 coral islands. Of these, 87 are exclusive resort islands, while 202 islands are inhabited. It is evident when visiting inhabited islands that, in the case of the Maldives, the environmental problems related to coastal zone management are overwhelming. The protection of coastal zones from erosion, now in several places threatening the livelihoods and infrastructure of the islands, is a main challenge, as is the accumulation of waste, as no systems of waste collection or treatment exist in the geographically widely scattered island community. The main economic sectors in the Maldives – tourism and fisheries – are both major concerns in coastal zone management. In addition has the threat of sea level rising following climate change clearly shown the need of formulating and implementing adaptation and mitigation strategies and measures, as the Maldives are amongst the potentially most severely affected regions in the world.

The Mission conducted by Prof. Henrik Secher Marcussen to the Maldives was conducted during 5–7 December 2009, and included meetings and discussions held with representatives of UNDP, representatives from government, members of the NCB, including one NGO, visit to one Small Grants Facility project in the capital of Male´ as well as visits to three islands in the Male´ Atoll. The latter in order to get a first hand impression of problems of coastal erosion, protection measures as well as land build up problems and, in particular, the monumental problems associated waste accumulation and the general lack of opportunities for waste disposal (a detailed programme for the visit, including a list of persons met, is attached this country report).

2. The National Coordinating Body (NCB)

2.1 MFF's programme of work in the Maldives has only recently gained ground, in particular with regard to the formulation, adoption and implementation of the SGF projects, of which only four projects so far have been granted (see below). None larger projects have to date been approved.

2.2 The first steps towards programme development were taken towards the end of 2007 when a drafting of a National Strategy was made by an international consultant. This draft strategy is, however, merely a brief Situational Analysis with no clear and detailed strategy or plan of action attached. But following from this initial work, the NCB was established within the existing Climate Change Technical Committee early in 2008. Following a change of government, a new NCB was established at the start of 2009, but the composition and function of the coordinating body remained.

2.3 The composition of the NCB with a total of 11 members, all appointed by the Government, of which 10 are from government institutions and only one a NGO representative, was more or less given as the existing Climate Change Technical Committee ceased to exist (due to termination of the project, the previous committee was established to oversee) at the same time as the NCB was to be created. But initially some efforts went into trying to involve more NGOs or representatives from civil society, but in vain as invited NGOs after some introductory meetings never showed up again, apparently both due to the NGO sector generally being very weak in the Maldives, and because capacities are very low with the few NGOs involved within the area of the environment.

2.4 Also at the start contacts were made with representatives of the private sector, in particular the Tourism Business Association, but again the links to the sector did not turn into

membership in the NCB. An explanation given for this was that the amount offered in a SGP grant was too small to create the interest needed.

2.5 In order further to try to attract the attention and involvement of NGOs and CBOs, a proposal writing training workshop was held in the Upper North Province in 2009 with 32 participants, but so far only a limited number of proposals have been received, and only four projects granted. Along the same line of intentions, 2 UNDP staff has been trained in Bangkok on the administration and handling of the SGP, but also on how to seek to mobilize community organizations.

2.6 The NCB has since its creation struggled with keeping up the momentum in its work. Several meetings have been held, but seldom with full participation, and in a few cases meetings have been cancelled due to too few participants showing up. However, during interviews conducted, the NCB Chair as well as other NCB representatives expressed their genuine commitment to try to seek to redress this situation which again was claimed as caused by staff in ministries and public administrations being overstretched and with limited capacities to engage, even if the work of MFF and the NCB was highly appreciated and deemed being of great importance to the Maldives.

3. Country Strategy

3.1 As mentioned, a draft strategy was prepared towards the end of 2007, however being more of a Situational Analysis than a strategy proper. Work has since then been going on in making a more comprehensive National Strategy and Action Plan, with the assistance provided by the IUCN office in Colombo, Sri Lanka. A draft of the Strategy was mid-2009 circulated to NCB members and is only now being adopted, according to interviews conducted with NCB members (although in documentation material it is mentioned as having been adopted in March 2009).

3.2 The issue and the utility of the draft National Strategy is not clearly seen by partners, both because the NSAP is very broad, comprehensive and wide, and because the target audience is unclear. Is this an operational plan established for guiding MFF grant operations, their priority setting and objectives, or is it intended as a nationally covering plan and strategy, to be adopted by the government and incorporated into national development planning and regulatory instruments, or is it intended in order to convince or justify towards donors that they are dealing with professional and qualified partners, or all of this at the same time? This, and the risk of duplication in relation to other environmental strategies and plans was raised during discussions, where in the case of the Maldives such other plans include initial assessments of nationwide hazards undertaken in 2005 by UNDP, the report 'Developing a Disaster Risk Profile of Maldives' prepared by UNDP in 2008, the identification of intervention areas for integrated coastal zone management (ICZM) outlined in the Seventh National Development Plan (NDP7) and the Third National Environmental Action Plan (NEAP3), the National Adaptation Programme of Action (NAPA), and the National Biodiversity Strategy and Action Plan (NBSAP) in addition to the National Situation Analysis and national planning documents prepared since the recent change of government in December 2008.

4. Small and Large Grants

4.1 As of date, a total of 11 proposals for SGP projects have been submitted to the NCB, of which 4 have been granted, implying that the Maldives have not been able to fully utilize the MFF budget allocations.

4.2 Three of the granted projects focus on aspects of waste management, reaching from improved management practices via building a waste management center to establishing a

greater understanding and awareness around the issue of waste, its disposal and treatment. – The fourth project, only recently approved in August 2009 (coinciding with the grantee, the former Permanent Secretary in the Ministry of the Environment stepping down, following the change in government), is a grant to a radio and TV-station, communicating to the larger national audience about environmental problems. Already, however, the station is transmitting environmental messages through TV spots and short breaks, but also having weekly series on the environment appearing. - The presentation of the video and TV material indicated a highly appealing and professional media approach.

4.3 All projects are of recent origin (decided upon and starting being implemented in 2009), and running through parts of 2010 (the project with the longest duration runs until 31 December 2010) but all having a very short duration which defies any guesses as to outcome and longer lasting impact and sustainability.

4.4 One large grant has been submitted and is currently in the stage of being (expectedly, positively) decided upon, after revisions have been made to the proposal, following the external reviewer's comments. The project is expected to be granted to the NGO "Live & Learn" (who is also member of the NCB) and is about environmental education efforts. The representative of "Live & Learn" expressed her appreciation of the review process, as the NGO had received the external reviewer's comments (which apparently is not common), and this had much contributed to an internal learning process which she highly recommended be generally followed in the future for other large grant applications. The support provided by the IUCN office in Colombo was also highly regarded.

5. Findings

5.1 Generally, the MFF programme and its contribution to addressing environmental issues in the Maldives were highly appreciated by all those interviewed. Based on an expectation, and a sincere wish, that the programme might be continued into a second phase, not least considering the rather short three-year inception phase, a number of issues were highlighted that according to those interviewed would need attention when moving into the next phase.

5.2 The overriding comment provided during interviews was that MFF needed to sharpen its focus as the 15 POWs were seen as far too broad and often overlapping, while mixing focus areas with approaches, tools and crosscutting issues. If MFF should continue to receive the attention by donors – which definitely was the hope expressed – then it would need to have a clearer focus and showing more clearly the comparative advantage of MFF. But also seen from the perspective of the government, this was needed in order to provide improved cost effectiveness of development efforts within the same sector of intervention with many different partners involved.

5.3 Seen on the background, for example, of an upcoming main support by the World Bank and the EU to the issue of waste management in the Maldives, it might not in the future be needed for MFF to go into this field, according to several respondents, at least it should then be as feeding its small project grants into a larger structure, rather than being on its own. But much better would it be, it was reiterated, if MFF could combine its expertise and comparative advantage within mangroves with its community participatory approach and thereby further strengthen its position. However, being context and country specific would in any way be a precondition.

5.4 The difficulties in establishing synergies between SGF and Large Grant projects were unfortunate, but the ambition should be maintained. If the needed synergies between MFFs own grants support programmes could not easily be established, by all means this ought to be pursued with other larger projects in order to optimize impact and sustainability.

5.5 The very short duration of the SGPs was considered counterproductive to gaining results, and should be reconsidered, in order to prove value of the investments.

5.6 At least coordination, but perhaps even much closer collaboration, formalized or not, and systems of mutual learning ought to be in place in relation to the GEF/UNDP Small Grants Projects, often covering similar topics as the MFF grants with very similar approaches. – An opportunity for reviewing this and assess how best to cooperate and learn from each other (and sharing in the partnering with UNDP) would be at the start of 2010, where the GEF/UNDP small grants are expected to be renewed.

5.7 Finally, it was a general feeling expressed that the main bottleneck in the Maldives was the general lack of capacities, and that the issue of capacity building should take first priority in MFFs mode of operation, both in supporting capacity building with government institutions and staff, and with NGOs/CBOs.

6. Conclusions/Recommendations

The above main issues lead to the following conclusions/recommendations:

- There is an urgent need for MFF to identify its focus area(s), in order to improve on outcome and impact, while building further on its perceived comparative advantage;
- It was felt that returning with greater emphasis to the mangroves management, planting, restoration etc., within a broader ecosystems approach, could be such a focus area, and that the community based orientation of the MFF work could be coupled with climate change adaptation;
- Tapping into, or bridging to larger projects and programmes, regardless of the funding donor or project implementation partner, would create a better background for SGPs to show results, but would generally add to MFFs lean and efficient mode of operation while optimizing on results based management;
- Improved focus, and greater willingness to fund capacity building measures with the variety of stakeholders in the Maldives ought to be pursued; assistance from the MFF Regional Office was in this regard very much wanted;
- The difficulties in showing results and becoming sustainable, given the SGPs small amounts and limited duration, ought to be reconsidered or at least strategically selected as closely linked, even integrated with relevant larger programmes, also because co-funding has proved very difficult in the Maldives;
- Another difficulty had been mobilizing communities for support and involvement, including NGOs, where a particularly tailored effort was needed, perhaps by seeking to associate for some time an intern or volunteer with a relevant background;
- The NSAP ought to be more of a working document, but in particular better digested, leading to a few workable and well identified action points rather than the many, and should feed into, and be backed by other policies; according to the NCB and government representatives there was a great need for mainstreaming efforts within the environment in the Maldives;
- The NCB representatives interviewed felt that before new members were taken into the MFF programme, the issue of a clearer focus of the MFF activities needed to be resolved, but a fear was also expressed of spreading already limited sources even more thinly, depriving some of current member countries of resources;
- In consequence, if an expansion of the MFF programme was decided upon, then the NCB expressed the view that a new organizational structure ought to be created, with

separate but limited groupings of countries having a minimum of geographical and environmental commonality;

ANNEX 1: MEMBERS OF THE MALDIVES NCB

Ministries & Government Agencies	
Ministry of Housing Transport & Environment	Mohamed Zuhair, Director General - mohamezuhair@environment.gov.mv Hussain Rasheed, (Housing Dep MHTE), Assistant Planner - hussain@mhud.gov.mv
Atoll Ecosystem Conservation Project MHTE	Abdulla Shibau, Director - shibau@environment.gov.mv Abdulla Mohamed, Project Manager - abdullamohamed@environment.gov.mv
Ministry of Agriculture and fisheries	Dr Abdulla Naseer, Permanent Secretary - abdulla.naseer@fishagri.gov.mv Aishatha Najath Moosa, Assistant Agriculture Officer - Aishath.najaath@fishagri.gov.mv
Ministry of Tourism and culture	Moosa Zameer, Assistant Director - zameer@maldivestourism.gov.mv
Ministry of Planning and Finance	Fathmath Shafeega, Assistant Director General - shafeega@planning.gov.mv
Environment Protection Agency (EPA)	Ahmed Muruthala, Assistant Director - muruthaza@erc.gov.mv Zaha Waheed, Project Coordinator (EPA POWPA Project) - zaha @powpa.gov.mv
Marin Research Center	Mariyam Saleem, Reef ecologist - msaleem@mrc.gov.mv
Disaster Management Center	Muruthala Mohamed Didi, Director
International Agencies (all RSC Members)	
UNDP	Mohamed Inaz, Assistant Resident Representative - mohamed.inaz@undp.org Aminath Shooza, Program Associate - aminath.shooza@undp.org
Non-Governmental Organisations	
Live & Learn	Fathmath Shafeega, Country Manager - livelearnmaldives@yahoo.vom
Independent Persons	

COUNTRY REPORT: INDONESIA

1. Introduction

Indonesia is a very important country and partner for MFF. As an archipelagic state it has the largest coast line in the region. The coastal zone is facing many management problems including: overfishing, illegal and destructive fishing, conversion of mangrove areas, and deforestation of watersheds, industrial pollution, soil erosion, tsunamis, earthquakes and severe effects of climate change exacerbated by coastal land subsidence. There has been a considerable investment in coastal management projects by outside donors: USAID, ADB, World Bank, and Indonesia is a key country in PEMSEA, COBSEA and the Coral Triangle Initiative. There are also a number of International NGOs (e.g. WWF, CI, TNC, Wetlands International) and local NGOs involved in coastal management activities.

One team member, Dr. Ken MacKay, visited Indonesia 10-12 December. He met with the Secretary of the NCB Dr. Subandono Diposaptonom, Director Coasts and Oceans, Directorate General for Marine Coastal and Small Islands (DGMCSI), then with some NCB members. He then travelled to Semarang Central Java with a DGMCSI staff member where he met with three staff of University Diponegoro (UNDIP) to discuss the regional training and the proposed national training and capacity building workshop. He then visited the potential large project site in Demak with UNDIP and DGMCSI staff and met with local and NGO officials, and local villagers. A follow up meeting with Indonesian NCB representatives was held at IUCN Bangkok 17 December. List of persons met is attached in Annex 1.

2. National Strategy and Action Plan (NSAP)

2.1 The NSAP has been prepared. It indicates that MFF should support the National Development Plan and follow the National Strategy on Mangrove Ecosystem Management (1997). The major challenge for ICM in Indonesia is integration and coordination both horizontally and vertically at the national and local levels partially because of recent efforts to decentralise management authority to the provinces, districts (Kabupaten) and municipalities (Kota).

2.2 MFF will focus on district/local level management of coastal ecosystems, to (a) **PoW 8** support coastal livelihoods initiatives that are both sustainable and help to maintain natural ecosystems; (b) **PoW 9** improve the resilience of coastal communities through coastal ecosystem management; (c) **PoW 4** increase awareness of the economic value of coastal ecosystems and use this to prioritize, promote and support coastal conservation and development actions; and (d) develop mitigation and adaptive measures to climate change.

2.3 The NSAP also links to other PoWs, such as **PoW 6**: Strengthening the awareness and participation of civil society; **PoW 10** Developing sustainable financing mechanisms; specifically **10.1** Review of innovative and sustainable funding mechanisms; and **PoW 4.1** Development of simple, easy-to-apply ecosystems valuation tools and methods.

This Strategy has developed principles in order to increase the potential of the MFF initiative:

1. Support the principles of Sustainable Development.
2. Address key resource use problems, constraints and conflicts in general, and related to coastal ecosystems.
3. Facilitate a process of building knowledge, strengthening empowerment, and enhancing governance.

4. Facilitate the inclusion of new emerging issues and new approaches into Indonesia coastal management.
5. Adopt and replicate experiences of earlier or on-going coastal management efforts.
6. Facilitate the co-ordination of NGO and public private partnerships, and
7. Facilitate the regional and international co-operation.

3. The National Coordinating Body (NCB)

3.1 The implementation of MFF in Indonesia is overseen by the NCB consisting of a Steering Committee and a Technical Committee of main stakeholders. The Steering Committee guides MFF's policy direction and provides advice accordingly to the Technical Committee. The NCB is to be supported by a Secretariat which is responsible for administrative and financial matters, including: day-to-day management; the review/approval of MFF proposals; monitoring and evaluation; supervision of ongoing projects; and reporting. The membership involves BAPPANAS (Chair), Secretary (Ministry of Marine Affairs and Fishery) and other members; KLH (Ministry of Environment), Depdagri (Ministry of Home Affairs), Dephut (Ministry of Forestry), UNDP and an NGO, Wetlands International (NCB membership listed in Annex 2).

3.2 The NCB is required to prepare a Project Implementation Plan (PIP), which will enable the NCB to become operational. The PIP is a pre-requisite due to new national regulations (PP-2) which applies to and governs all externally funded projects implemented in Indonesia. The PIP has been developed and signed thus enabling the progress and further processing of projects.

4. Small Grant Facility (SGF)

4.1 The major aim of the SGF is to support local community action in the restoration and management of coastal ecosystems and their services as a basis for sustainable development. Apart from providing direct environmental and livelihood benefits locally, SGF projects are to also offer tangible models to inspire policy-making. SGF projects should contribute concrete measures to ensure participation, gender equity and secure livelihoods for marginalized groups.

4.2 The UNDP Country Office in Indonesia has been contracted to manage the SGF. The NCB decided based on previous experience that projects should be greater than \$10,000 and they also decided that there would be no support for Aceh as there had been too much funding there.

5. Large Projects

5.1 Five concept notes were received and one was approved for full proposal development *Community Based Environmental Coastal Management in Demak, Central Java*. It will be coordinated by the DGMCSIA (the NCB Secretary) in close cooperation with the Regency Fisheries Service in Demak. Partners include 3 other MMAF DGs, BAPPENAS, Ministry of Environment, Department of Forestry, Department of Home Affairs and UNDIP. The proposal has been reviewed by the RSC and revisions submitted to MFF for RSC approval.

6. Other Activities

6.1 The Indonesian NCB and UNDIP assisted in organising and implementing a MFF Regional Training Course, *Applying Project Cycle Tools to supporting Integrated Coastal Management* in Semarang, attended by 13 Indonesian participants. The training also considered sustainable financing, community participation and climate change. Field visits to Demak included the study of environmental and social issues useful for the preparation of the LGF proposal.

6.2 There was substantial Indonesian and MFF involvement in the World Oceans Conference and Coral Triangle Summit May-09 in Manado.

6.3 A national training course scheduled for late 2009 in Semarang to be conducted by UNDIP has been postponed until the first quarter of 2009.

7. Findings

7.1 The **NSAP** is still a draft and has not been ratified by the NCB. It is not as thorough as other country plans. This appears to be because there was no Indonesian MFF coordinator to follow up the revisions, the timing of the Swedish consultant was too early, and there have been issues of payment to the consultant. Climate change is mentioned in the plan but the section is weak. It is not clear if there was any input from the Preparatory TA work on climate proofing.

7.2 An **NCB** has been formed and has met a number of times but in practice they are not yet an official NCB (i.e. government approved and accepted committee). While NGO members are listed it is not clear how they are involved as available minutes of the meetings do not list any NGO participation. There are no academic (University) or private sector members involved.

7.3 There has been high staff turnover and lack of attention from senior staff. For example at the NCB meeting I attended the chair Sri Yanti, BAPPENAS, the UNDP Head of Environment Budhi Sayoko, and the secretary Dr. Subandono were unable to attend. More junior members representing these organisations attended with two attending their first meeting.

7.4 Currently there is no MFF National Coordinator. A coordinator was hired and was functioning well but was dismissed by UNDP after three months. An office has been rented but is currently empty. The coordinator position has been advertised. The NCB requested in November 2009 that the position be filled by December and is awaiting a response from UNDP. A consultant was hired for six months to fill in the gaps and assist in the preparation of a large grant proposal. She was not present at the NCB meeting nor was her activities mentioned by the NCB members. The NCB members at the December 10 meeting expressed considerable frustration with not having any support as they are all busy people and do not have time to follow up NCB issues.

7.5 The NCB feels that there is a communication gap between MFF Regional and the Indonesia NCB. This was shown by the lack of guidance from MFF Regional Secretariat about the MFF implementation procedure during the LGF and SGF process. NCB suggests the need for a separate Liaison Officer to minimize the gap. Discussion at the 17 December meeting with MFF in Bangkok suggested that the NCB Coordinator should also play this role particularly if she/he receives briefing from the MFF Secretariat. Because of these problems Indonesia has taken up considerable extra time of the MFF Secretariat and will take more in future until the problems are settled.

7.6 The NCB also needs an operating procedure which is currently being drafted by the consultant. However, there needs to be consultation with the MFF Regional secretariat to assist with this.

7.7 The NCB had planned a meeting to discuss the priorities and recommendations for Phase 2 prior to the MTR team's visit in Indonesia. This meeting appears not to have taken place. There appears to be a number of other problems to be solved before a Phase II can be discussed.

7.8 In order to resolve some of these issues three staff of DGMCSI and one from BAPPENAS travelled to Bangkok 16-18 December to meet with the MFF Secretariat and UNDP. It was apparent that there were considerable misunderstanding and communication problems particularly relating to the process for hiring the NCB Secretary. These issues were discussed and a timeframe and responsibilities viz. NCB, UNDP Indonesian office and MFF Secretariat were developed for the short listing, selection and contracting of the secretary. They, however, were still subject to approval of the Chair of the NCB who did not accompany the team to Bangkok

7.9 **SGF** is to be managed through the UNDP Indonesia Country Office. An Indonesian government proclamation PP2 on mechanisms of donor funding has delayed the implementation but appears to have now been solved. Small grants were solicited but there was no public advertising. 13 concepts were received and four grants of \$25,000 each have been approved by NCB but the contracts have not been finalized. The approved SGF all with NGOs are:

1. *Rehabilitation and Sustainable Utilization of mangrove ecosystem in Pesantren Village, Ulujami District, Pemalang Region (Mitra Bahari)*
2. *Coastal Community Empowerment in Mangrove Area to anticipate acceleration of Climate Change (Institusi Penelitian dan Pengembangan Masyarakat)*
3. *Pesantren and community involvement in disaster risk mitigation in coastal area through mangrove planting in Brondong District, Lamongan Region (CBDRM – NU)*
4. *Management of Angke-Kapuk wetland for conservation of natural resources (Jakarta Green Monster).*

7.10 There has been a lack of transparency and communication of these grants as proponents have not been notified of selection. Key indicators for effectiveness of the SGP are indicated in the strategy but it was not clear how these have influenced the SGF proposal selection. There also may not have been adequate examination of the budget as the grants exactly equalled 25,000. The question if NCB members could receive grants was asked of the reviewer at the NCB meeting and he indicated this was up to the NCB and varied by country. The MTR reviewer also mentioned that elsewhere (Thailand and Sri Lanka) the involvement of areas hit by the tsunami allowed MFF to follow up activities and also lever additional small grant funding whereas in Indonesia the NCB had decided to not fund anything in the tsunami area (Aceh).

7.11 The **Large Projects** proposal has been revised based on comments from the reviewers but there has been limited discussion and involvement of partners in proposal development. This consultation will be carried out once the project contract is finalised as the first step in the implementation. What became apparent at the 17 December meeting in Bangkok is that even if the RSC approves the project before the end of December 2009 there will be substantial delays (6-12 months) in contracting and implementation due to Indonesian government procedures.

7.12 The MTR reviewer visited the Demak site and noted the site as vividly portrayed in the BBC film as a severe example of subsidence and sea level rise. This site offers a possibility of very high impact of successful interventions. A number of questions and comments were passed to the NCB at the Bangkok meeting (Annex 3).

7.13 There has been a high turnover of Indonesians participation in **regional activities**. This has resulted in a lower understanding of MFF and considerable misunderstandings. For

example at the regional coordinators meeting October 2009 the Indonesian consultant, rather than report on progress had numerous questions on the structure and operation of the NCB.

8. Challenges Opportunities

8.1 Indonesia is the most problematic of the six MFF countries and presents considerable problems and issues for the implementation of MFF. The problems are partly due to recent government regulations but also serious communication difficulties between the NCB, UNDP (both Country Office and UNDP Asia Regional Office) and the MFF Secretariat. This is compounded by the fact that IUCN does not yet have an Indonesian presence. The result is the lack of support to the NCB, no SGF or large grant activities and considerable frustration among all parties.

9. Recommendations:

- The issues between UNDP and the NCB on staffing, and contracting of SGF have to be settled immediately (discussion at the 17 December meeting may have initiated that process);
- Soon after a coordinator has been contracted she/he should visit Bangkok MFF for familiarization and training on MFF procedures to establish clear communications and liaison between Indonesian and the MFF Secretariat. There may also be the need for an existing MFF coordinator (Thailand or Sri Lanka) to visit Indonesia to assist in capacity building of the NCB:
- The NCB should with the support of the coordinator and the MFF Regional Secretariat:
 - Finalise development of operating procedures;
 - Speed up the contracting for the SGF;
 - Develop a monitoring & evaluation systems for the small and large projects;
 - Develop and approve a proposal for country capacity building in collaboration with UNDP;
 - Explore various options to ensure a speedy approval and implementation of the large grant including exploration of other funding mechanisms outside government
 - Finalise & operationalise the NSAP;
 - Consider possible approaches to the extension of MFF and be proactive in determining the priority and geographic area for new SGF & large grant projects;
 - Assist in integrating the MFF approach in other ICM efforts e.g. CTI;
 - Ensure there is consistency of Indonesian participation in regional MFF activities.

10. Conclusion

Indonesia is a very important country for MFF. There have been considerable problems and it is critical to resolve these immediately in order that MFF activities can be implemented.

Recent discussions suggests that there is now a mechanism in place to resolve many of these issues most particularly the selection and contracting of the National Coordinator. There will still, however, be considerable delays in the implementation of the Large Grant project. On the positive side as 2010 will be the Indonesian Year of the Mangrove, it is hoped that MFF will be able to play a major role in its implementation.

ANNEX 1: MEMBERS OF THE INDONESIA NCB

Ministries & Government Agencies	
National Development Planning Agency (BAPPENAS)	Ms Sri Yanti – NCB Chairman
Ministry of Marine Affairs and Fisheries	Mr Subandono Diposaptono – NCB Secretary
Ministry of Home Affairs	Mr Sjojfan Bakar
Ministry of Environment	Ms Wahyu Indraningsih
Ministry of Forestry	Mr Djoko Winarno
International Agencies	
UNDP CO Indonesia	Mr Budhi Sayoko
Non-Governmental Organisations	
Mangrove, LPPM	Mr Nyoto Santoso
LIPI	Mr Sukristijono Sukardjo
Wetlands International Indonesia	MR Nyoman Suriadiputra

Annex 2: Suggestions and Comments on the Large Project at Demak

The Large project has proposed to work in four villages in Demak Regency. I discussed the site with Dr. Surbandono Director DGMCSIA who has considerable experience in Demak and visited the site with Pak Titus DGMCSIA staff and Dr Rudhi Pribadi, (mangrove expert) UNDIP, where we met with village and regency officials and representatives of the NGO OISCA (a project partner) who are active in community involvement in mangrove replanting.

The site, as vividly portrayed in the BBC film, is a severe example of subsidence and sea level rise. The village of Bedono (a project site) is now virtually abandoned due to flooding. There are 100's of hectares of abandoned shrimp farms subject to tidal flooding in the area that could offer a possibility of very high impact of successful interventions.

This is a complex project involving at least seven Indonesian National Government Institutions, local government, UNDIP, national and local NGOs. It will be important to immediately initiate dialogue with the partners to develop an institutional (including an organogram) implementation and communication plan. Close relationships with UNDIP should be ensured as they can assist the project in a number of ways as they have staff with experience in working in the site, can involve students in projects, and could possibly lever additional funding to assist in linking to national and regional mangrove research efforts.

Additional suggestions:

- A site based research team will be essential with the ability to coordinate and plan the inputs from national government;
- Strong participation is needed from local government, local villagers and OISCA who already have considerable experience in the site;

- An initial survey of current livelihood activities and uses of the tambak, including experiences of replanting (species, methods, successes, lessons learned) is essential during the inception phase;
- Combine brain storming and the above survey of current community uses of the area to suggest possible alternative livelihood opportunities – that could include mud skipper culture, crab fattening, sea weed culture, tourist fishing, ecotourism, etc;
- Costs of mangrove replanting can be decreased by involving community nurseries and using seeds for some species as already practiced by OISCA;
- Some of the abandoned ponds are shallow enough to have direct seeding of mangroves without need to raise the soil level and could offer opportunities for large scale planting;
- These replanted ponds could be an excellent site for experimental work on the role of mangroves in carbon sequestration, especially as Dr Rudhi is a mangrove biologist, has graduate students, and already has data on mangrove carbon uptake and storage. The above study could be part of a regional MFF applied research project to document mangrove replanting and implications for carbon sequestration;
- There have been preliminary discussions with Danone Fund for Nature on a potentially large Mangrove restoration project in Indonesia using carbon credits. It could be very logically to integrate it in the Demak area and involve an applied research component.

Appendix 6: MFF Capacity Development activities

Regional

- A **Regional Review Forum** conducted in Ahungalla, Sri Lanka 21-24 April 2008 to review all the preparatory studies under the 15 PoWs and the NSAPs prepared by each focal country. It marked the end of the inception phase
- A **Regional Training Course** on Project Cycle Management conducted for 36 trainees from 13 countries (Semarang, central Java).
- A **Regional Scientific and Technical Symposium** conducted in Ranong, Thailand 22-25 November, 2008, attended by more than 150 participants from 12 countries within the MFF region, plus other experts from USA, Europe and Australia.
- MFF international workshop at the IUCN **World Conservation Congress** in Barcelona (4-9 October, 2008).
- International and Regional Workshop on **Climate Change Adaptation Strategies and Actions for Coastal Areas**, conducted by MFF, USAID, NOAA, URI and Ministry of Maritime Affairs and Fisheries, Indonesia at the World Ocean Conference in Manado, North Sulawesi, Indonesia.
- **Communications and Media Training workshop** (crafting messages, pitching a story, what makes a news story, how to answer a hostile question)
- **Methodology workshop**- to establish the best approach for conducting a regional assessment of regional institutions and organizations involved in ICM.
- **Visioning Exercise for MFF Phase II**- a brainstorming meeting with partners and invited experts, later developed into a Vision Paper for MFF Phase II.
- **National Coordinators' meeting** to share and discuss country progress and lessons learned (see summary report)
- **Six Regional Steering Committee meetings** – Summary reports available

National

- Maldives Proposal writing workshop with 36 participants consisting of NGOs/CBOs representatives from 19 islands
- MFF Large Project Proposal Writing Workshop, Thailand
- Communications Workshop to draft National Communications Strategy and action plan, Thailand
- National Proposal writing workshops for each focal country project proponents
- National Project Cycle Management workshops, India and Thailand
- Colloquium on Mangrove Rehabilitation Efforts in Sri-Lanka
- Separate colloquium on Mangrove Rehabilitation Efforts in Sri Lanka (Eastern Province)
Lessons Learnt from SGF projects – Four workshops (East coast, RUK, Puttalam and Maduganga).

- Coastal Institute Asia: Integrated Ecosystem Management; Training Course in Thailand
- Training workshop on Adaptation Strategies for Climate Change, Thailand

“Mangrove Rehabilitation Lesson Learn from Nakorn Sri Thammarat” Workshop, organized by MFF Thailand NCB and SEI (Stockholm Environment Institute) where 70 government agency, academia, communities and NGO representatives both from Nakorn Sri Thammarat and the Gulf of Thailand shared and discussed their experience on mangrove rehabilitation.

Study tours:

Sri Lanka Coast Conservation Department visits Thailand

MFF, IUCN Sri Lanka and UNDP organized a 10 day study tour in Thailand to visit Learning centres, participatory mangrove management, and to see first hand the many challenges of tsunami post-reconstruction, as well as to discuss CSR with the Evason group, and look at sustainable tourism activities from award winning communities. 13 delegates from diverse disciplines, from the eastern part of Sri Lanka participated in the cross-country study tour in Thailand. The aim was to expose the Sri Lankan delegates, who are all leaders in their respective areas, to successful coastal management, as well as lessons learned from badly designed interventions, environmental stewardships, true entrepreneurs, eco-tourism and other sustainable income generating activities for successful replication in the region of Sri Lanka which has been plagued with 15 years of war.

Linking Communities from Reef to Ridge and from South to North for action learning, Thailand

As part of the MFF “BMZ project’s” capacity building component, 54 Community members, field officers, local authorities, DMCR representative, and marine police representative from southern Thailand, joined a study tour to Northern Thailand. The coastal study group looked at watershed management and integrated agriculture practices in the North; experience of establishing community group foundations and how to manage community funds, soil and water conservation and eco-tourism. Participants spend a day discussing what they had learned and what could be applied in their respective communities.

Appendix 7: MFF Knowledge products

1. Selected Publications, Proceedings and workshop reports (REGIONAL)

- Mangroves for the Future Strategy (2006)
- Mangroves for the Future Plan of Action (2006)
- MFF programme brochure (2007, 2008, 2009)
- A Reference Tool to Coastal Climate Change in the context of MFF (UNEP) 2009
- *Mangroves in a changing climate*, Macintosh, D. and Epps, M. (2009) Tropical Coasts, vol. 15 pp 6-11
- Proceedings from the Symposium on *Sustainable Mangrove Ecosystem Management*
- *Rapid Assessment of the Opportunities for a Sustainable Regional Mechanism for Governmental/Civil Society Collaboration on ICM in the Indian Ocean Region (2009)*
- MFF Regional Governance Workshop Report (2009)
- Investing in Coastal Ecosystems Workshop at the IUCN – World Conservation Congress – Report on the analysis of a survey questionnaire on MFF’s future direction (2008)
- Visioning Paper for MFF Phase II- based on a consultation meeting with partners and invited experts
- Coastal areas and climate change- Bulletin
- Factsheets (mainly for press)
- Bi-monthly MFF e-newsletter
- Case studies on environmentally sustainable business practices in the tourism sector in India, Maldives, Sri Lanka and Thailand.

2. Selected Publications, Proceedings and workshop reports (National)

- National Strategies and Action Plans
- National Policy Briefs on coastal Governance issues
- The Status of Indian Coral Reefs (Workshop proceedings)
- Mangrove Forests- a school book on the uniqueness and benefits of mangrove forests
- What constitutes a mangrove species and a mangrove associate?
- GEER workshop proceedings- this is an updated knowledge product on Indian mangroves
- Brochure on SGF projects in Sri Lanka (in English, Tamil and Sinhalese)
- Quarterly newsletter in Thai and English on Regional activities and MFF project activities in Thailand
- Brochure in Thai and project summary factsheet in Thai

3. Guidelines, Protocols and Toolkits

- MPA Tool-kit for South and Southeast Asia in collaboration with IUCN, ICRI, Cordio and WIOMSA
- Small Grant Facility (SGF) project guidelines
- Large Project Guidelines
- Integration of gender considerations into project design, implementation and monitoring, learning and evaluation
- Climate proofing guidelines for project (the 4-step approach) and programme level (Handbook)
- A guide to Mainstream Climate Change into MFF Projects
- Communications Strategy and Action Plan (programme level)
- Communications Guidelines- project level (9-step approach)
- Media strategy and templates
- Media Protocol
- Sampling protocol- to assist implementing agencies to establish baseline datasets on biodiversity values of mangrove ecosystems. Used periodically to capture the change in biodiversity measurements during restoration
- Protocol for the Integrated Mangrove- Fishery Farming System - IMFFS (MSSRF)

4. Website Development

- MFF Official website: www.mangrovesforthefuture.org with country pages
- MFF Portal (for project management use)
- MFF Thailand website: <http://sites.google.com/site/ncbmff/>
- MFF Maldives website (under development)
- MFF Wiki (under development) for project specific information and visuals (project proponents have ownership over content/blogs etc.
- IUCN and UNEP World Conservation Monitoring Centre (UNEP-WCMC) have created a GIS database for protected areas overlaid by key coastal ecosystems, species and global biodiversity priority setting mechanisms under the MFF programme of work (PoW) 13.1. The data was assembled from the global World Database on Protected Areas (WDPA) and several other sources, followed by an intensive round of country level consultations to validate the data and to incorporate nationally held data.

5. Maps

- Regional and national GIS maps of coral reef and mangrove cover produced in collaboration with UNEP WCMC
- Regional Google Map with country specific information on demography and coastal ecosystems, governance mechanisms and MFF priority areas and projects

- Forest survey map of Indian mangroves, this will be an updated knowledge product on Indian mangroves atlas
- Map of large and small projects in Thailand indicating priority geographical areas as per the National Strategy and Action Plan

6. Short films and documentaries

- **“Investing in Coastal Ecosystems”** MFF promotional short film on coastal ecosystems under threat
- **“Investing in Coastal Ecosystems”** Thai version
- **“Heads Above Water”** BBC Earth Report on Mangroves and sea level rise in Indonesia and Viet Nam
- **“The Perfect Species”** Short film on mud-crabs and mudskippers, the climate change fish
- **“The village of Rejorsori”** short film on adapting life to a changing coastal environment- a human perspective
- **“Raise high the roof beam, and plant some mangroves too”** – adapting to climate change
- **“The rising sea”** the case of Semarang, North coast of Central Java (short film)
India’s Mangroves- a film about India’s mangroves and its goods and Services
Maldives Media Project: **‘Green Journal’** is part of the Environmental Awareness Media Project (EAMP) and aims to address coastal environmental issues and introducing solutions, highlighting NGOs and other groups at local and national level successes through an interactive weekly radio show. The project will also produce an original environmental song album performed by well known artists and lyricists.

Appendix 8: Summary of Preparatory Actions for MFF Program of Work (POW)

Programmes of Work (PoWs)	Agencies-Lead in bold	Budget (Expenditures)	Action	Outputs	Comments
Action to Build knowledge					
<i>POW 1. Improving the knowledge base for coastal planning, policy and management</i>					
1.1 Gap analysis of existing knowledge resources and data sources as compared to the needs of coastal managers for information	FAO NCBs, RSC, & information sourced from various regional & national organisations	90,814 (55,831)	1.1.1 Report on existing information systems for coastal zone management and identified gaps of information required for coastal managers; 1.1.2 Comprehensive technical report, including a meta database of existing ICM information, gaps in knowledge & data sources, recommendations gap filling & for ICM information collection, storage and sharing. 1.1.3 Regional pilot project on information-sharing using web-based tools	1.1.1 - Regional & national information & research gaps identified, report prepared & presented at MFF Regional Review Forum 1.1.2 Metadata base developed not published 1.1.3 No pilot project	-Delays in contracting FAO & in hiring national consultants -Constraints on obtaining information from IUCN & national governments -Only 1 workshop (Thailand, 23 participants) -Other countries (except Seychelles) face to face interviews -FAO relied heavily on consultant limited assistance from FAO staff -Under- spending -Integration with POW 7.1 would have been effective -Relevance to NCBs unclear
<i>POW 2. Designing ecologically and socio-economically sound coastal ecosystem rehabilitation</i>					
2.1 Development of	NCBs with	944,797	2.1.1 National situation	2.1.1 Analysis completed	-Early delays in

MFF MTR APPENDIX 8 – Summary of preparatory actions for MFF Program of Work (PoW)

MFF national strategies & action plans (NSAP)	IUCN and UNDP country offices, National & Swedish consultants	(863,162)	analyses of coastal ecosystems and livelihoods, including best practices and lessons learned; 2.1.2 MFF country NSAPs with priority sites and themes for MFF investment; 2.1,3 National portfolios of MFF projects;	for all countries and incorporated in NSAP 2.1.2 NSAPs prepared for all 6 countries, Indonesian NSAP still requires revision 2.1,3 Priorities & mechanism for selection set for all countries-SGF & LGF	establishing the NCBs & providing support for national planning -Delays experienced due to staff turnover in implementing agency -Swedish experts helpful in Thailand but problematic in other NSAPs April 08 Regional Review critical in integrating input from the Preparatory TA PoWs into NSAPs
Programmes of Work (PoWs)	Agencies-Lead in bold	Budget (Expenditures)	Action	Outputs	Comments
<i>POW 4. Integrating coastal ecosystem economic values into development planning and appraisal</i>					
4.1 Development of simple, easy-to-apply ecosystem valuation tools and methods that can be used for planning and appraising coastal conservation and development activities.	IUCN – Ecosystem & Livelihood Group (ELG) Swedish consultant & national consultants	87,912 (87,912)	4.1.1a Summary papers on experiences of the economic valuation of coastal ecosystems; 4.1.1b Conceptual framework for Valuing Coastal ecosystems 4.1.2 Toolboxes for valuing coastal	4.1.1 Literature review in metadata set -Summary papers prepared on 4 countries -Results presented at Regional Workshop -4.1.1b Publication <i>Valuing Coastal Ecosystems: A Conceptual Framework for the Indian Ocean Region</i> completed & on website 4.1.2 existing information	-Swedish lead consultant unable to continue due to health issues. -Maldives & Seychelles not involved initially -Relevance to projects not clear may need specialist in-country teams & capacity building in Phase II - <i>Valuing Biodiversity</i> <i>The economic case for biodiversity conservation in the Maldives</i> report produced by IUCN from

MFF MTR APPENDIX 8 – Summary of preparatory actions for MFF Program of Work (PoW)

Programmes of Work (PoWs)	Agencies-Lead in bold	Budget (Expenditures)	Action	Outputs	Comments
ACTIONS TO STRENGTHEN EMPOWERMENT					
PoW 7. Building the capacity of professional coastal managers for integrated coastal management					
7.1 National capacity & training needs assessments for different stakeholder groups in order to identify gaps, needs, strengths & opportunities for building capacity in ICM.	AIT CRC-Univ Rhode Is, national consultants, NCBs	96,059 (96,059)	7.1.1 Review and critique of previous national capacity & training needs assessments relevant to ICM; 7.1.2 Country assessment reports of the capacity & training needs of coastal managers & representative stakeholders; 7.1.3 Compendium of ICM training providers & their delivery capacity 7.1.4 (AIT report) Develop a proposal for addressing priority ICM training needs	7.1.1 desktop review completed 7.1.2 Assessment reports on capacity building needs prepared for 6 countries & in-country workshops held 7.1.3 Internet survey used to develop compendium 7.1.4 A concept note for a 3 year project <i>Conceptual framework to promote sustainable capacity building in Indonesia & Sri Lanka</i> presented to MFF	-Country reports for Indonesia and Sri Lanka funded by AusAID required quick implementation resulting in inadequate involvement of the NCB particularly in Sri Lanka. -Timing modified to give other NCBs more time to prepare for the national workshops; -Needs assessment prepared before the NSAPs so integration difficult -Some countries felt the identified needs were too general -Considerable more time required than planned

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Programmes of Work (PoWs)	Agencies-Lead in bold	Budget (Expenditures)	Action	Outputs	Comments
10. Identifying sustainable financing mechanisms for coastal ecosystem conservation					
10.1 Review of innovative and sustainable funding mechanisms which have applicability to coastal areas & coastal management actions.	Ecosystem Economics and national consultants, inputs from IUCN ELG	89.754 (89,754)	10.1.1 Guide to developing sustainable financing mechanisms and strategies for coastal & marine ecosystems in the Indian Ocean Countries; 10.1.2 Sustainable financing strategy for key MFF actions;	10.1.1 A Literature Review <i>Sustainable financing mechanisms & strategies for coastal and marine ecosystems in the Indian Ocean</i> produced -4 issue papers on property rights, regulatory vs. voluntary actions, poverty considerations & partnerships drafted 10.1.2 Draft Strategy	-Consulting company had no Asia experience -Regional strategy produced but each country has unique issues - presentation at MFF Regional Forum Not linked to 4.1 Valuation -not clear if strategy finalised
11. Supporting national integrated coastal management programmes					
PoW 11.1 Assessment of National and Regional Institutional Mechanisms for ICZM	IUCN (Regional Environmental Law Programme) COBSEA, NACA, PEMSEA, SACEP, SEAFDEC and national partners	165,000 (165,000)	11.1.1 Criteria and methodology for assessing the institutional component of ICM governance; 11.1.2 National assessments and case studies of ICM governance with recommendations on governance mechanisms to facilitate	11.1.1 Methodology workshop for assessing the institutional component of ICM governance completed 11.1.2 National assessments including indicators for 6 countries prepared by consultants	-Lack of published information on ICM governance (esp. at the regional level) caused delays -National assessments used in some NSAPs but governance issues are consider sensitive by some governments

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Programmes of Work (PoWs)	Agencies-Lead in bold	Budget (Expenditures)	Action	Outputs	Comments
			implementation of MFF; 11.1.3 Handbook on national ICM governance with electronic resource base; 11.1.4 Regional assessment of existing intergovernmental ICM bodies and potential for strengthened cooperation with civil society;	11.1.3 Policy briefs produce instead of handbook 11.1.4 Completed regional assessment prepared by regional expert on CZM governance	- A Working MFF definition of Governance in the ICM context established -Some input from PoW 7.1 -Report presented at PEMSEA meeting Manila Nov 09 & recommendations to be incorporated in report -Benefits yet to be realised could be in Phase II -MFF supported a workshop in Tamil Nadu to consider the local views on micro governance, both before and after the Tsunami.
ACTIONS TO ENHANCE GOVERNANCE					
13. Building national systems of marine and coastal protected areas that contribute to a regional network					
13.1. Gap analysis to review existing protected area coverage & recommend areas in need of additional protection	UNEP-WCMC, IUCN, RSC , NCBs, WHC, Ramsar, World Commission on Protected Areas	152,452 (152,452)	13.1.1 Metadata review report on existing MCPA data mapped against key global, regional & national biodiversity priorities; 13.1.2 Analyse the adequacy of the existing MCPA system measured against key biodiversity priorities;	13.1.1 Inventory of MCPAs in 6 countries (Access database) 13.1.2 & 13.1.3 Report & database with maps detailing gap analysis produced;	-Datasets not available for many of the critical coastal ecosystems -Initial problems in establishing country focal points but once established lead to increased understanding - Management effective-

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			<p>13.1.3 Report & GIS database detailing priority areas for creating new MCPAs & establishing networks of MCPAs at a regional scale;</p> <p>13.1.4 Provide guidelines on national MCPA system planning.</p>	<p>- Transboundary opportunities identified</p> <p>-Recommendations for future steps presented to Regional Review Forum</p>	<p>ness of MCPAs critical but not available & locally managed areas not included, also legal & jurisdictional issues</p> <p>-Reports available on UNEP-WCMVC web site but password protected</p> <p>-Considerable development need to strengthen capacity & produce usable tools for Phase II;</p> <p>-Positive feedback from countries & maps considered as effective tools btu greater level of data accuracy needed;</p> <p>-MFF could assist in data coordinating</p>
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MFF MTR APPENDIX 8 – Summary of preparatory actions for MFF Program of Work (PoW)

Programmes of Work (PoWs)	Agencies-Lead in bold	Budget (Expenditures)	Action	Outputs	Comments
15. Encouraging environmentally sustainable business practices in coastal areas					
<p>15.1 Development & dissemination of sector guidelines on environmental risks, threats & opportunities, & existing regulatory mechanisms, involving both the adaptation of existing materials & production of new resources.</p> <p>15.2 Awareness-raising among chambers of commerce & other business/commercial associations on green business opportunities & benefits.</p> <p>15.3 Targeted support to specific partnerships between government, NGOs & local communities & private sector (PS) in developing joint mechanisms & collaborative arrangements for identifying opportunities for green enterprises & support to coastal</p>	<p>IUCN Asia Business & Biodiversity Programme</p>	<p>150,865 (84,064)</p>	<p>15.1.1 Identifying the state of demand for environmental services (ES) amongst key businesses impacting on coastal areas in selected sectors</p> <p>15.1.3 Facilitate the demonstration of demand-driven ecosystem management by piloting selected private sector led sustainable coastal ecosystem investment</p>	<p>15.1.1 Desk studies completed documenting business interests in sectors impacting on coastal areas in 3 countries;</p> <p>-Guidelines assessed to ascertain how they could be disseminated to partners</p> <p>15.1.3Regional proposal prepared focused on PS attempts to scale up local activities to national level & to extend results and lessons learned to the region.</p> <p>- 4 private sector companies (Thailand, India, Sri Lanka & Maldives) considered champions in CSER identified & will establish a “consortium” to build & share experiences</p> <p>- A model collaborative PS led project initiated</p>	<p>-Considerable interest & potential of adoption of the Corporate Social & Environmental Responsibility (CSER) principle</p> <p>-Currently PS less focused on conservation compared to social initiatives;</p> <p>-Multinational & diversified corporations more focused on environmental issues;</p> <p>-Considerable interest from selected private sector partners to work together.</p> <p>-The project elements were intensively & critically discussed with partners to identify interests, investment opportunities, & operation modes;</p> <p>-Anticipated that the consortium will lead to more PS involvement development & disseminating guidelines to raise awareness on green business opportunities.</p>

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<p>conservation.</p> <p>15.4 Development of codes of conduct, leading to possible certification schemes where appropriate,</p> <p>for key industries & business sectors tourism, housing & fisheries</p>			<p>5.1.4 Assessing needs for specific guidelines and codes of conduct on environmental risks and opportunities for the selected business sectors</p>	<p>with a Thailand company that also has resorts in Maldives will assist in management of a MPA with site-specific guidelines for sustainable tourism; -</p> <p>-IUCN Asia & the company signed MOU for raising sector-wide biodiversity performance standards in the ecotourism industry.</p> <p>15.1.4 Needs and gaps for tools, guidelines, codes of conduct & opportunities in tourism & fisheries sectors identified for 4 countries;</p>	<p>-This partnership is a step towards building a lasting relationship to enhance biodiversity conservation performance in the hospitality sector & its supply chains, as well as to strengthen IUCN's capacity for leadership in integrating biodiversity into businesses.</p>
<p>Programmes of Work (PoWs)</p>	<p>Agencies-Lead in bold</p>	<p>Budget (Expenditures)</p>	<p>Action</p>	<p>Outputs</p>	<p>Comments</p>
<p>16 (New). Integrating climate change in MFF interventions</p>	<p>UNEP UNDP RSC members and NCBs</p>	<p>10,000 (8,064) Original budget 130,604 reduced due to substantial UNEP inputs</p>	<p>16.1.1 Review of climate change induced vulnerabilities in the MFF countries;</p> <p>16.1.2 Review of MFF Programmes of Work (15) with recommendations for integration of climate change issues;</p> <p>16.1.3 Develop climate proofing tool kit for</p>	<p>16.1.1 <i>A guide to mainstreaming climate change into MFF projects</i></p> <p>16.1.2 <i>A guide to mainstreaming climate change into MFF projects</i></p> <p>16.1.3 <i>Mainstreaming CLIMATE CHANGE into</i></p>	<p>- Very effectively coordinated by UNEP</p> <p>-Climate change to be integrated in all MFF PoWs & actions;</p> <p>-Considerable consultation & feedback with MFF partners & countries, including presentations at RSC, Regional Review, partner meetings, & regional workshops, &</p>

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			integrating adaptation measures in MFF initiatives	<i>the MFF overall initiative</i>	<p>questionnaires ;</p> <ul style="list-style-type: none"> -CC incorporated in guidelines for MFF Large Projects & a selection criteria; -Timing issues as NSAPs , SGF & some large proposals developed before guidelines available; <p>Some large proposals gave lip service to CC issues;</p> <p>Need for continual integration of CC in MFF activities:</p> <ul style="list-style-type: none"> -Considerable linkages to other CC activities of UNEP, UNEP-COPSEA, UNDP & other partners; -Previous CC approaches are focused on national level & tools often not relevant at local level; -MFF climate proofing approach needs to focus on realistic adaptation & increasing resilience & adaptive capacity of communities;
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Appendix 9: MFF SGF Summary

MFF SGF Summary

Mangroves for the Future
 INVESTING IN COASTAL ECOSYSTEMS

(As of Sept 20, 09)

Country	In-Country Partner	Total Proposals Submitted to NCB	Total Proposals Approved	Total in Implementation	Soon to be Implemented	Allocated MFF Funds (USD)	Spent MFF Funds (USD)
India	IUCN India	15	10	6	4	150,000	152,500
Indonesia	UNDP	14	0	0	≤ 14	100,000	0
Maldives	UNDO	11	4	0	4	100,000	71,892.45
Thailand	UNDP Thailand	31	8	8	7	150,000	149,822
Seychelles	IUCN ESARO	4	4	4	0	150,000	81,254
Thailand	IUCN Sri Lanka	52	34	34	0	150,000	143,484