

RENEWAL OF THE CORAL TRIANGLE INITIATIVE REGIONAL PLAN OF ACTION (RPOA 2.0) INCEPTION REPORT

Prepared for:

CORAL TRIANGLE INITIATIVE ON CORAL REEFS, FISHERIES AND FOOD SECURITY
CTI-CFF SECRETARIAT BUILDING
JL. A.A. MARAMIS KAYUWATU, KAIRAGI II
MANADO, NORTH SULAWESI 95254
INDONESIA

Prepared by:

PT HATFIELD INDONESIA
LIPI BUILDING 3RD FLOOR, JL. IR. H. JUANDA NO. 18
BOGOR 16122, INDONESIA

APRIL 2019

CTI9712-BG
VERSION 2



TABLE OF CONTENTS

LIST OF TABLES	II
LIST OF FIGURES.....	II
LIST OF APPENDICES	II
LIST OF ACRONYMS.....	III
EXECUTIVE SUMMARY.....	IV
DISTRIBUTION LIST	V
AMENDMENT RECORD	V
1.0 INTRODUCTION.....	1
1.1 BACKGROUND.....	1
1.2 PURPOSE OF THE INCEPTION REPORT	2
2.0 METHODS AND APPROACH	2
2.1 CONSIDERATIONS FOR RPOA 2.0	3
3.0 DESIGN PRINCIPLES AND CRITERIA FRAMEWORK	5
3.1 DECISION FRAMEWORK PROCESS	9
4.0 CRITICAL ASSUMPTIONS	13
5.0 SCHEDULE.....	14
6.0 TEAM COMPOSITION AND PRIMARY RESPONSIBILITIES	16
7.0 OUTREACH PLAN	17

LIST OF TABLES

Table 1	Indicative design principles and criteria for the development of RPOA 2.0.....	6
Table 2	Decision framework criteria.....	10
Table 3	Deliverable schedule.....	14
Table 4	Calendar of Deliverables and Activities. Timing of deliverables is indicated in yellow.	15

LIST OF FIGURES

Figure 1	Decision making framework.....	12
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LIST OF APPENDICES

Appendix A1	Draft RPOA 2.0 Outline and Contents
Appendix A2	Review Recommendations Matrix

LIST OF ACRONYMS

ADB	Asian Development Bank
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of South East Asian Nations
CBD	Convention on Biological Diversity
CCA	Climate Change Adaptation
CI	Conservation International
COASTFISH	Sustainable Coastal Fisheries and Poverty Reduction Initiative
CTI	Coral Triangle Initiative
CT6	Coral Triangle Initiative Six Member States
CTI-CFF	Coral Triangle Initiative for Coral Reefs, Fisheries and Food Security
CTMPAS	Coral Triangle Marine Protected Areas System
EAFM	Ecosystem Approach to Fisheries Management
EEZ	Exclusive Economic Zone
EU	European Union
FAO	Food and Agriculture Organization
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
IFC	International Finance Corporation
IMO	International Maritime Organization
M&E	Monitoring and Evaluation
MEWG	Monitoring and Evaluation Working Group
MPAs	Marine Protected Areas
NCC	National Country Committee
NGO	Non-Government Organization
NPOA	National Plan of Action
RFMO	Regional Fisheries Management Organization
RPOA	Regional Plan of Action
RS	Regional Secretariat
SDG	Sustainable Development Goals
SOM	Senior Officials Meeting
SPREP	Pacific Regional Environment Programme
TNC	The Nature Conservancy
ToC	Theory of Change
ToR	Terms of Reference
ToTC	Theory of Transformational Change
TWGs	Technical Working Groups
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Program
UNFCCC	United Nations Framework Convention for Climate Change
WWF	World Wildlife Fund

EXECUTIVE SUMMARY

First endorsed in 2009, the 10-year Regional Plan of Action (RPOA) provides the guiding framework for the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) and has led to a wide range of accomplishments in the CTI region (i.e., marine region covering segments of the waters of the six member countries [CT6], comprising of Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Islands, and Timor-Leste). However, much has changed over the past nine years. At the 13th Senior Officials Meeting in November 2017, consideration was given to a study commissioned by GIZ - a CTI-CFF Development Partner - which highlighted differing perspectives and aspirations amongst CTI-CFF delivery implementation institutions and stakeholders. Subsequently, a decision was made to build on the findings of the GIZ study (but not replicate these) by undertaking a review of the RPOA as a precursor to the renewal of the RPOA in 2020.

Much of the relevance of the CTI-CFF as a delivery platform for multi-stakeholder collaboration around conserving marine diversity and retaining productive coastal and marine ecosystems for sustained livelihoods of the regions coastal communities and broader society, depends on the policy environments in the CT6. The policy environment in turn depends on how advanced the legal environment for marine management and conservation is in each country. The legal environment affects how research findings are translated to policies, regulations and enforcement, and affects the efficiency of implementing projects and programs. Operationalizing the CTI-CFF in country is voluntary but if there is conducive legislation, then there will be funds to sustain the programs. If there is no basis to support the CTI-CFF within relevant legislation, there is less of an enabling environment to compel a country leader to support implementation of the initiative.

In addition, political will is arguably the single most important foundation required for the profound and lasting changes that are needed to ensure that the implementation of policies and enforcement of legislation in order to achieve long-term outcomes. As a result of strong national political will over the past decades, most countries have a comprehensive set of policies and regulations in support of conservation and sustainable use of the coastal and marine resources.

Going forward, government agencies and CT6 country leaders need to view the CTI-CFF as a delivery mechanism that can add value and improve progress on various national agenda priorities. Because the CT6 governments have different goals as priorities, these need to be considered when motivating regional collaboration as each goal does not carry the same weight with key stakeholders. A more focused version of the RPOA, with a select number of priority goals that are of high relevance to each of the CT6, would allow for highly effective delivery and illustrate the significant value that the CTI-CFF brings for ocean governance and sustainable blue economic development in this important region. To aid in increasing the relevance and harness positive perceptions on the value of the CTI-CFF, the RPOA 2.0 needs to capture the shared priorities expressed by key representatives of each CT6 national government, particularly those that truly require regional collaboration and can affect significant outcomes and impacts in the short to medium term.

This Inception Report serves as a guide that outlines how to improve the effectiveness of the RPOA by learning from the experience of the past nine years and from the recently completed Review.

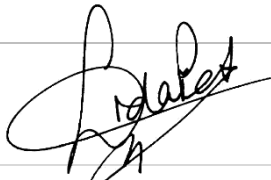
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Dr Nora Ibrahim		-	-	✓	-

AMENDMENT RECORD

This report has been issued and amended as follows:

Issue	Description	Date	Approved by
1	First version of RPOA 2.0 Inception Report	20190403	
2	Second version of RPOA 2.0 Inception Report	20190418	 Lida Pet-Soede Project Director

1.0 INTRODUCTION

1.1 BACKGROUND

The Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) was established through a declaration signed by the six Coral Triangle countries (CT6) (Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Islands, and Timor-Leste) in May 2009. A 10-year Regional Plan of Action (RPOA) was adopted at the Leaders' Summit to assist the CT6 to achieve their goal of closer co-operation.

The RPOA has five goals, ten specific targets and 38 regional actions. The goals and targets include:

Goal 1: Priority Seascapes Designated and Effectively Managed

- Target 1: "Priority Seascapes" designated, with investment plans completed and sequenced.
- Target 2: Marine and coastal resources within all "Priority Seascapes" are being sustainably managed.

Goal 2: Ecosystem Approach to Management of Fisheries (EAFM) and Other Marine Resources Fully Applied

- Target 1: Strong legislative, policy and regulatory frameworks in place for achieving an ecosystem approach to fisheries management (EAFM).
- Target 2: Improved income, livelihoods and food security in an increasingly significant number of coastal communities across the region through a new Sustainable Coastal Fisheries and Poverty Reduction Initiative ("COASTFISH").
- Target 3: Effective measures in place to help ensure exploitation of shared tuna stocks is sustainable, with tuna spawning areas and juvenile growth stages adequately protected.
- Target 4: A more effective management and more sustainable trade in live-reef fish and reef-based ornamentals achieved.

Goal 3: Marine Protected Areas (MPAs) Established and Effectively Managed

- Target 1: Region-wide Coral Triangle MPA System (CTMPAS) in place and fully functional.

Goal 4: Climate Change Adaptation Measures Achieved

- Target 1: Region-wide Early Action Plan for Climate Change Adaption for the near-shore marine and coastal environment and small islands ecosystems developed and implemented.
- Target 2: Networked National Centers of Excellence on Climate Change Adaptation for marine and coastal environments are established and in full operation.

Goal 5: Threatened Species Status Improving

- Target 1: Improved status of sharks, sea turtles, seabirds, marine mammals, corals, seagrass, mangroves and other identified threatened species.

The RPOA is essentially implemented through five technical working groups (TWGs) which mirror the RPOA goals and comprise technical experts from both member country and development partner

organizations¹ as well as specialists drawn from other interested stakeholder organizations, institutions and groups. The RPOA implementation is also supported by three sets of cross-cutting actions, including Coordination Mechanisms and Implementing Partners, Financial Resources and Monitoring and Evaluation (M&E).

A Regional Secretariat (RS) located in Manado, hosted by the Ministry of Marine Affairs and Fisheries of Indonesia, is the intergovernmental regional body mandated to promote regional cooperation, sharing of lessons and facilitate learning across the CT6. The RS also coordinates and monitors progress in achieving the goals mentioned above.

1.2 PURPOSE OF THE INCEPTION REPORT

The Inception Report provides the blueprint how the renewal will occur. It serves as a guide that outlines how to improve the effectiveness of the RPOA by learning from the experience of the past nine years and from the recently completed Review. A final version of the inception report will be produced on April 15, 2019 to incorporate and address feedback received on this current version.

2.0 METHODS AND APPROACH

The process to be implemented will include a desktop review of documents, interviews with key stakeholders and experts, and a series of workshops. It is understood that the most critical element in the preparation of the approach by the consultant team is the development of the framework to guide the priority setting for action in the RPOA 2.0. This framework will be based on priority design principles and key criteria, including those that are mentioned in the terms of reference (ToR) and must be transparent to allow stakeholders to understand:

- How a conclusion was reached;
- Who (else) supports it;
- How the work done to date under the existing RPOA is recognized; and
- How other stakeholders' interests have been reflected.

A virtual (webinar) meeting will be held with the Steering Committee (SC) (if required) after April 3, 2019, to discuss the draft Inception Report and reach an agreement on the proposed approach and consultation schedule. The deliverable schedule is presented in Table 3 and the calendar of activities is presented in Table 4.

Upon approval of the Inception Report, letters of introduction, explaining the approach and proposing a time for each workshop and consultation, will be prepared with support from the RS. The consultant team will ensure that key stakeholders are engaged, such that responses to the invitations will be monitored closely and reminders will be sent, aiming for the completion of consultations and workshops according to the schedule in Table 3.

A coordinated participatory approach will be utilized to deepen the level of analysis required for effective planning and development of the RPOA 2.0. Consultation interviews with key national government

¹ Development partners include the Governments of Australia and the USA, the Asian Development Bank, The Nature Conservancy, Conservation International, Wildlife Conservation Society, the World Wildlife Fund, Global Environment Facility and the Coral Triangle Center.

agencies, personnel, and development partners will be facilitated and standardized by using questionnaires that follow the principle and criteria framework described in the Inception Report, and as agreed by the SC.

Consultations are expected to be conducted either in person or via Skype/telephone and will be conducted as much as possible in groups, depending on the schedule and availability of the key stakeholders. During the consultations, additional information will also be collected on the availability of relevant funding sources.

The consultant team, together with the RS, will prepare two larger workshops – including a “write-shop” (which will involve a plenary process for editing the text of the draft RPOA 2.0) – as well as four smaller workshops (Table 3). The focus of the smaller workshops varies and specific ToRs are being designed by the team leader. The larger workshops will include one in Manado during April 29-May 2, around applying the methods and the design framework to support the regional priority setting, as well as one “write-shop” planned for August 5, for the refinement of the draft RPOA 2.0. Participants for each workshop will be carefully selected in close collaboration with the SC to ensure effective implementation and to achieve the different objectives of each workshop. They may include key stakeholders to the CTI-CFF (e.g. National Country Committees [NCCs], TWGs and development partners), as well as select technical experts and other strategic stakeholders.

Hatfield has been engaged to develop the RPOA 2.0 and has prepared a team with highly relevant experience for the purpose of optimizing engagement of key stakeholders across different countries. The team will divide the consultation tasks across team members in the CT6 to improve time- and cost-effectiveness.

A working draft of the RPOA 2.0 will be submitted to the RS by May 30, 2019 for review. Reviewers will be given until June 30, 2019 to submit their comments to the RS, which will then be used as the basis for preparing the first draft report and its supporting documents (i.e., strategic business plan that includes the operations and resource mobilization plans, communications plan, and work plan) which is targeted for submission on July 12, 2019. The draft report will then be finalized through a “write-shop” planned around July 25-26, 2019. A PowerPoint presentation of the final report, with relevant summary descriptions, will be delivered to the RS, and as required, a presentation by the team leader at the 15th CTI-CFF Senior Officials' Meeting at the date advised by the RS.

The structure of the report will follow the indicated sections provided in Table 8 of the ToRs and outlined in Appendix A1.

2.1 CONSIDERATIONS FOR RPOA 2.0

Specific regional strategies consistent with the overarching CTI-CFF approach of forging partnerships and mobilizing resources could vary per country, as needed. In addition, regional strategies should synergize with national targets, supporting or even accelerating the achievement of national priorities. Success in this respect will tend to reinforce country support of the program and attract further and broader interest from countries and the donor community.

The Review findings showed that some strategies – i.e., collections of actions or approaches - were included as goals – i.e. the desired changes in the objects of the intervention (coral reefs, fisheries, food security) - in the RPOA 1.0. This must be addressed and avoided in RPOA 2.0 as the means to achieve a goal is not the same as the goal and risk(s) conflating activity with impact. Also, a decision is required on whether the RPOA document will include specific regional strategies or whether it will only

serve as a guiding framework around stated goals. If the RPOA 2.0 is unclear on the strategies that are selected to pursue change and achieve goals, the various implementing and decision-making bodies in the CTI-CFF institutions will not be setup well to succeed. The Review suggested that some strategies that are currently stated goals in the RPOA 1.0 can be rolled up and merged to enhance clarity in the RPOA 2.0.

- An example may be the Goal 1 on seascapes. Seascapes are sub-regions in which certain threats are more common than outside these sub-regions – they share commonality. Instead of describing the work in seascapes as a goal, the identification of threat/s in particular seascapes would be more relevant. It must also be noted that not all seascapes are defined in the CT region carry the same need for transboundary collaboration.
- Another example may be Goal 3 on MPAs. Establishing an MPA is a strategy to reduce the levels of certain threats to ecosystems and marine wildlife in the enclosed area. Instead of describing the establishment and management of MPAs as a goal, applying such strategy can be described as relevant in addressing threats. Here again, it must be noted that not all activities related to implementing an MPA strategy(ies) require transboundary collaboration.

Also, the Review included some recommendations that the RPOA 2.0 should be designed for five years only as it will allow for a more flexible approach to strategy evaluation and -adjustments in the institution that may be required to optimize the effective allocation of human and financial resources. For RPOA 2.0, considerations underpinning the creation of TWGs, forums, networks or other types of groupings for the implementation or coordination of strategies should be more functionally related to the effective delivering of clear outcomes. This also means that the implementation of strategic activities through TWGs, forums, networks or other groupings should be time bound. Allocation of human and financial resources for a TWG is only justified for those strategies that need a TWG; there should be a conservative approach to tasking the RS and CT6 noting that spreading them too thinly results in diminished progress. A summary of the Review findings and recommendations is provided in Appendix A2.

The revision process must consider where a TWG will be the best body to support regional action and identify optimum membership and participation of individuals in TWGs to enhance the effectiveness of outputs and reduce the burden that comes from the desire to be representative. It will be important to confirm these matters prior to initiating the revision process.

In view of commitments by CTI-CFF members to other platforms, the revision process must consider where the institution in particular and perhaps uniquely, can deliver the most impacts on national, regional and global goals, and how these impacts will be delivered. Strategies must be selected that facilitate regional collaboration for larger than national outcomes. An accompanying monitoring framework must support evaluation of the impacts of regional versus national actions on the goals of the CTI. Together, this will enable clear justification of allocating financial and human resources through the RS, TWGs and other components of the CTI institution.

Political will is key to retain commitment and mobilize public budgets that are needed to implement the renewed RPOA. Therefore, while the RPOA 2.0 will be developed per guidance of the ToRs, the Review recommended that several issues relevant to its effective implementation and ultimate impact should be addressed at the same time:

- Effective and lean governance and institution structures that can be relied on to deliver on tasks is preferred. Revising the structure, size and scope of work of the RS will be important as well as addressing outstanding concerns related to financial governance.
- Ensuring relevance of the issues addressed in the RPOA 2.0 to donors and development partners will be key to continuing or increasing their support. Strategic communication on the opportunity provided by the RPOA and the selection of priority issues will be important.
- Engaging other agencies within the CT6, beyond the ministries of environment and fisheries, will be key to mainstream ocean issues and support for resilient communities in national and regional agendas. Focusing the narrative on broad outcomes and linking effective delivery on geo-political agendas beyond environmental issues will be important.

Importantly, the process for developing the RPOA 2.0 itself offers an opportunity to demonstrate how preparation and consultation of government and other stakeholders can be achieved most efficiently, leaving participants with a positive feeling that they contributed to something that will serve their goals well and is worthwhile “pitching” to their leaders.

Lastly, the time frame for which the RPOA 2.0 will be developed must be considered as well as an agile process to review and adjust strategies on an ongoing basis (adaptive management) in order to retain high relevance of the CTI as platform to delivering positive change in this dynamic region.

3.0 DESIGN PRINCIPLES AND CRITERIA FRAMEWORK

Summarizing lessons from other regional initiatives, some of the key characteristics of a well-designed and effective regional development strategy are listed here for the team to reference in developing the RPOA 2.0. The consultant team recommends that the Framework for Pacific Regionalism² be considered particularly as it supports clarity on terms that describe different types of collective actions (e.g., coordination, collaboration, integration, harmonization, and alignment), and provides an example of a process to support priority setting³ and a tool/test for scoring the level of “regionalism”. An effective regional strategy:

- is embedded in its organisational, economic and social context;
- establishes a widely-shared vision for the future development of the region;
- engages stakeholders in an open and productive manner during preparation of the strategy; communicates its key messages clearly to a variety of audiences;
- identifies clear mechanisms for delivery;
- phases and sequences key investments and actions; and
- establishes a simple but effective framework for monitoring.

² <https://www.forumsec.org/wp-content/uploads/2017/09/Framework-for-Pacific-Regionalism.pdf>

³ *“From its foundation, the Pacific Islands Forum has recognized the advantages of shared purpose and of close cooperation and coordination. Our nations commit to working together to address our common challenges, harness shared strengths, and ensure that our individual and collective advancement brings practical benefits to all Pacific people. Deeper regionalism will help increase market opportunities, improve service delivery, and ensure good governance for Pacific people. Forum Leaders embrace Pacific regionalism as: The expression of a common sense of identity and purpose, leading progressively to the sharing of institutions, resources, and markets, with the purpose of complementing national efforts, overcoming common constraints, and enhancing sustainable and inclusive development within Pacific countries and territories and for the Pacific region as a whole.”*

Things to avoid/weaknesses that are common include:

- Regional strategies often include excessive analysis and description of the region and its various characteristics, rather than focus on the key features of importance for preparing a regional strategy;
- Some cases exist of limited success in engaging stakeholders in the development of the regional strategy. Even in some of the more successful cases of involving stakeholders, some interest groups such as business representatives have been difficult to engage. Limited awareness, publicity and involvement mean that the regional strategy does not enjoy a high profile;
- Strategies often fail to acknowledge or adequately address difficult or problematic threats and challenges related to implementing strategies and risk being criticized as overly optimistic;
- Many regional strategy documents fail to adequately explain how the strategy and its related actions have been arrived at, reflecting weak linkage between analysis and the objectives of the regional strategy;
- Following on the above point, criteria for choosing one strategy over another in achieving the objectives are often not transparent. Moreover, the logical linkage between the strategy and the causal chain of results is not known or not made explicit;
- Many regional strategy documents lack clarity on the mechanisms or actions needed for implementation of the strategy(ies). In addition, limited financial and other resources are dedicated to the implementation of regional strategies. This is compounded by the limited attention given to phasing of actions and formulation of clear targets; and
- Limited consideration is given to the development of indicators and frameworks for monitoring the implementation of the regional strategy(ies). There is also an over-reliance on simple, quantitative indicators. Qualitative indicators are usually underdeveloped.

In the development of the proposed framework with design criteria, the consultant team has allowed for an assessment and ranking of existing priorities that contribute or can potentially contribute to achieving regional targets and that can be re(used) in cross-border and cross-sector scenarios at CTI-CFF-wide levels. In addition, this framework will allow for the development of solutions that will contribute to the effective achievement of targets identified in RPOA 2.0. Table 1 provides the proposed framework around four main design principles for the development of the RPOA 2.0. Under each, a set of hard and soft criteria have been proposed. Some initial examples are provided as illustration of the potential outcome of applying such framework.

Table 1 Indicative design principles and criteria for the development of RPOA 2.0.

Principle	Description	Properties and Detailed Criteria
Additionality	The principle of 'additionality' in the context of the CTI-CFF is that money and effort should go only to strategies/actions/projects that would not have gone ahead with normal national, single-country funding or as part of national plans of action. This principle stipulates that contributions	<ul style="list-style-type: none"> ▪ Clarity of focus that demonstrates regional value-added. This will support clarity in expectations to achieve commonly agreed and mutually beneficial goals. ▪ The financial allocations for actions under the RPOA may not result in a reduction of national structural expenditure in those countries on

Principle	Description	Properties and Detailed Criteria
	<p>from the CTI-CFF regional funds must not replace public expenditure by a CT member atate.</p> <p>More weight is given to those outcomes that cannot be achieved at all by a CT country acting alone rather than jointly with one or more CT members.</p>	<p>those strategies, but should be in addition to national public spending.</p> <ul style="list-style-type: none"> ▪ Select regional strategies which have strong connection to global commitments by the CT6 as well as to National Plans of Action (NPOAs) and that can accelerate global and NPOA targets across member countries. ▪ Plausible pathways to regional additivity must be identified prior to initiating/allocating resources to any strategy/activity. ▪ Select activities that reduce duplication with other institutions.
	<p>Example: networked approaches to migratory elements of biodiversity.</p>	
Thematic consistency	<p>Joint regional actions must be prioritized that address threats and obstacles to ensure, healthy, resilient, productive marine, coastal and small island ecosystems, that sustain productive fisheries and support food security. Objectives, targets in the RPOA 2.0 must be consistent with positive impacts to the above themes.</p> <p>More weight is given to those outcomes that result in sustainable fisheries and food security.</p>	<ul style="list-style-type: none"> ▪ Representative of prevalent priority ecosystems. ▪ Focused on addressing indirect threats that fall outside the immediate influence of national actions. ▪ Level of supporting impact/acceleration effect of national/local strategies that target direct threats. ▪ Contributions to relevant Sustainable Development Goals (SDGs) and Convention on Biological Diversity (CBD) goals.
	<p>Example: networked approaches that address threats from outside of the immediate influence sphere of national programs (e.g. global markets and related trade, climate change).</p>	
Commonality	<p>A sharing of features or characteristics in common; possession or manifestation of common attributes. a feature or characteristic held in common.</p> <p>More weight is given to those outcomes that are important to a higher proportion of CT6, and which affect all those countries in a significant way, as judged by the countries themselves.</p>	<ul style="list-style-type: none"> ▪ Select relevance of a target or strategy to other agendas – global agendas (SDG, CBD) in the region (e.g. regional fisheries management organizations [RFMOs], Association of Southeast Asian Countries [ASEAN], Asia-Pacific Economic Cooperation [APEC]), across sectors (e.g. tourism, coastal infrastructure, seafood trade) and within member countries. ▪ Avoid proliferation of groups and tasks that can be done by existing other entities.
	<p>Example: commitments made by individual countries for global conventions such as the CBD, SDGs and United Nations Framework Convention for Climate Change (UNFCCC).</p>	
Feasibility	<p>The state or degree of being easily or conveniently done. The possibility that something can be made, done, or achieved, or is reasonable. In its simplest terms, the two criteria to judge feasibility are cost required and value to be attained. The feasibility of cross-border collaboration on certain strategies will to a large extent depend on something that is called: inter-operability.</p>	<ul style="list-style-type: none"> ▪ Select strategies that optimize the RPOA 1.0 outcomes for acceleration of impact(s) and change across the region. ▪ Demonstrable change: which action could result in early and clear demonstration of results/wins against measurable targets in achievable timelines. ▪ Resource availability: avoid selection of activities and strategies that fall under unfunded mandates.

Principle	Description	Properties and Detailed Criteria
	More weight is given to those outcomes that can demonstrate the value of regional collaboration cost effectively and in a timely manner.	<ul style="list-style-type: none"> ▪ Fundability: which strategies have the greatest likelihood to be funded by donors. ▪ Legal interoperability: ensuring that member countries and the CTI-CFF institutional framework operating under different legal frameworks, policies and strategies are able to work together. ▪ Organizational interoperability: those strategies/actions for which the RS can align their business processes and responsibilities.
	Example: networked approaches for current and high-profile issues with trans-boundary elements, causing inter-dependencies that obstruct achievement of national goals. such as marine debris	

As an illustration of three of these principles, some criteria that link to the findings and recommendations from the Review of the RPOA 1.0 are listed below:

Additionality criteria:

- Considering the interest to reduce the burden of high representation on all CTI-CFF issues and goals, one of the additionality principles would be to strategically select activities that reduce duplication with other institutions;
- Considering that the national agenda is the first priority for CT6 members being national agenda's, one of the additionality criteria would be to seek those regional strategies which have strong connection to NPOAs and can accelerate NPOA targets across member countries; and
- Considering some of the successes from RPOA 1.0, one of the additionality criteria would be to ensure plausible pathways to regional additivity are identified prior to initiating/allocating resources to any strategy/activity.

Commonality criteria:

- Considering the large number of international commitments and responsibilities of each of the CT6, one of the commonality criteria would be to check relevance of a target or strategy to other agendas – in the region, across, sectors, within member countries; and
- The same goes for the focus of effort, one of the commonality criteria would be to avoid proliferation of groups and tasks that can be done by other existing entities.

Feasibility criteria:

- Considering that the RPOA 1.0 achieved some important outcomes, one of the feasibility criteria would be to consider how to optimize its outcomes for acceleration of impact and change across the region;
- Considering the expressed frustration with the slow and difficult process of decision-making in CTI, one of the feasibility criteria would be to consider which strategy would gain most support, easily;

- Considering the importance of demonstrating clear purpose and added value of regional action, one of the design criteria would be to consider which action could result in early and clear demonstration of results/wins against measurable targets in achievable timelines;
- Considering the current challenges in gaining significant financial independence from member fees, one of the feasibility criteria would be to avoid the selection of activities and strategies that fall under unfunded mandates; and
- Building on the above point, and considering outcomes of an analysis done by the RS in May 2017, that suggested the targets in RPOA 1.0 were considered too broad, resulting in countries reporting on activities rather than on progress towards targets. In this regard, one of the feasibility criteria would be to identify short-term measurable results, as part of a series of steps/milestones on a pathway to targets and outcomes. Developing result chains for each major target could be a helpful approach to identify short-term measurable results.

3.1 DECISION FRAMEWORK PROCESS

The decision framework process enables stakeholders to develop a list of possible solutions and/or priorities as part of a group process. This process could include brainstorming or some other 'idea-generating' processes but is intended to be a structured process. Transparency or clarity in the process is important to the overall establishment of priorities as a decision will be made in balancing CT member states' interests, concerns, and through the incorporation of work already completed under the RPOA. While establishing or identifying priorities is the intended outcome, the possibility of not making a decision or furthering a priority are actually possible outcomes.

The decision framework is based on the four Principles and has been developed to ensure that the process is transparent such that stakeholders may understand:

1. How a conclusion was reached;
2. Which CT member states supported it;
3. How work done to date under the existing RPOA has been recognized; and
4. How other stakeholders' interests have been recognized.

The process is initiated by assessing the first two points in the above list; points that relate to the Principles of Additionality and Commonality (Figure 1). As an issue, goal or target is considered, it must first be referred to the CT6 for consideration. Member states need to be provided sufficient time to assess the goal or target and any accompanying material. This initial process establishes transparency in the process by outputting information on timelines for review, which member states were consulted, whether a consensus or majority agreement is obtained or needed to identify the goal or target as a Priority and which member states support the priority. Transparency of this process is assisted with a scoring of the key steps and an output which documents the process and criteria used to assess the goal or target are listed in Table 2.

The outcome of this initial process could result in a Priority not being established and this could, in itself, be the final outcome of the review. However, if sufficient time for review and support are achieved and the scoring of a goal or target is high enough, the goal or target becomes a Priority and proceeds to the next stage which assesses other stakeholders' interests or considerations as well as whether work done to date under the existing RPOA has been reflected in the Priority. Again, this stage of the process is

weighted by a score. Scoring is achieved by demonstrating that other stakeholders have been consulted – and this could be within a member state or the issue could be transboundary and require consultations across multiple member states. As input from stakeholders is obtained, the robustness of the process is again scored.

Scoring of the process continues to assess whether the input received on the Priority has been incorporated or not; points that relate to the Principles of Commonality, Thematic Consistency, and Feasibility. As much as the initial part of the framework identified support from the different CT member states, this part of the framework addresses whether stakeholders were internalized in the Priority resulting in a clear demonstration of how the input was incorporated. Again, outputs through this part of the framework are documented through narratives on how stakeholders were consulted, and inputs incorporated.

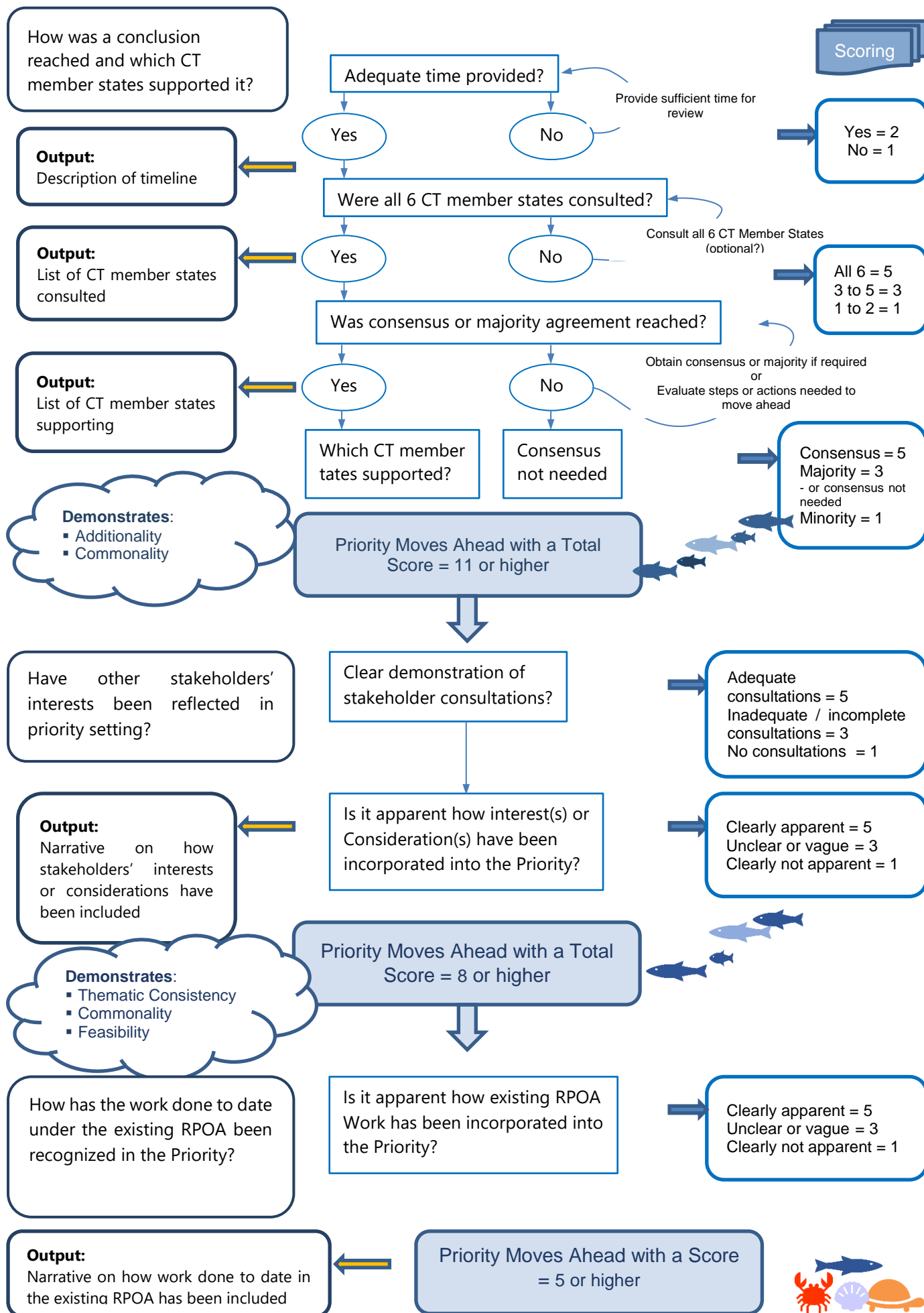
The final stage is an assessment of whether work completed to date under the existing RPOA is recognized. This last stage requires a full score in order for the Priority to move forward. The reason for this “all or nothing” assessment is to ensure that work done, and to which member states or stakeholders may have previously agreed were Priorities, has been included because of previous efforts.

Table 2 Decision framework criteria.

Key Framework Criteria	Action or Step	Assessment Criteria
How was a conclusion reached and which CT member states supported it?	Adequate time provided?	<ul style="list-style-type: none"> ▪ How much time was provided to each CT member state? ▪ Did the time meet any pre-determined or agreed upon consultation timeline between member states? ▪ Did the time include any national holidays or ceremonies that may have limited a member state from reviewing the goal or target?
	Were all six CT member states consulted?	<ul style="list-style-type: none"> ▪ How many CT member states were consulted? This is a number between 1 and 6.
	Was consensus or majority agreement reached?	<ul style="list-style-type: none"> ▪ Was consensus or a majority support achieved? ▪ If consensus on the goal or target is not needed, is the support of a majority of member states sufficient? ▪ Were only a minority of or no member states supportive?
Have other stakeholders' interests been reflected in priority setting?	Clear demonstration of stakeholder consultations?	<ul style="list-style-type: none"> ▪ Can stakeholder consultation be adequately demonstrated? ▪ Were consultations conducted in a meaningful and robust manner? Consider the IFC Performance Standard 7 for guidance. ▪ Are consultation reports available? ▪ Were all key stakeholders included in the consultations? ▪ Was sufficient time provided for consultations?
	Is it apparent how interests or considerations have been	<ul style="list-style-type: none"> ▪ Was the Priority modified based on stakeholder interests or considerations?

Key Framework Criteria	Action or Step	Assessment Criteria
	incorporated into the Priority?	<ul style="list-style-type: none"> ▪ Can the modification of the Priority be demonstrated? ▪ Was the modification of the Priority presented to the stakeholders for agreement?
How has the work done to date under the existing RPOA been recognized in the Priority?	Is it apparent how existing RPOA work to date has been incorporated into the Priority?	<ul style="list-style-type: none"> ▪ Has a review of work done to date been conducted? ▪ Was any work deemed applicable? ▪ If work was not deemed applicable, can it be demonstrated why it was not applicable? ▪ If the work was deemed applicable, can it be demonstrated how the Priority continues or builds on the work?

Figure 1 Decision making framework.



4.0 CRITICAL ASSUMPTIONS

Development of a Theory of Change (ToC) is an important part of the preparation of any new strategy. The ToC is a description of a sequence of events that is expected to lead to a particular desired outcome. It shows a causal pathway from the current to the desired situation by specifying what is needed for goals to be achieved, articulating underlying assumptions which can be tested and measured.

Applying a ToC view to the strategies in the existing RPOA is expected to help in the process of deciding which strategies and activities will have most significant early impact at scale. These assumptions build mostly on an assessment of the geopolitical context to the CTI⁴, and a focus on identifying key threats to the targets of the CTI.

During the development of the RPOA 2.0, developing a ToC is an important part of finalizing outcomes and developing measures. This normally flows from prior construction of a results chain, providing the hypotheses behind the ordering of events in the results chain and considering risks and assumptions underlying the success of the application of a strategy towards the intended impact.

For measuring the impact of the RPOA 2.0 strategies and to plan for resource allocation, it is useful to define the impact(s) as the cumulative effect of all actions on an identified conservation target – meaning national level actions and actions through the RPOA 2.0. One concept is that impact can be measured at four levels⁵ within which explicit impact indicators are identified:

- Level 1 – Creating the debate: Impact Indicator: A positive environment for change is established among a critical mass of key decision-makers and stakeholders.
- Level 2 – Influencing opinion: Impact Indicator: An active and engaged constituency for positive change in policy, practice or procedures is established.
- Level 3 – Measurable results: Impact indicator: Changes in the policies, practices and procedures of key institutions, stakeholders or markets.
- Level 4 – Sustainable outcomes: Impact indicator: Sustainable changes in the status of biodiversity components (e.g., species recovery, threatening process mitigated successfully).

⁴ One of the supporting documents to the review of the RPOA 1.0 provides a summary of the geopolitical context to the CTI

⁵ Note:

Each level is cumulative – i.e. achieving at one level is assumed to require a high level of achievement in each of the lower levels.

Achievements can be made simultaneously at several levels of impact. It is likely however that higher levels impacts will substantially be built on lower levels.

There is likely to be a “tipping point” before progress can be made at the higher level.

Outcomes at Level 4 must be in terms of real and long-term changes in the environment.

5.0 SCHEDULE

At the time of preparing this inception report, and following a kick-off meeting with the RSS staffin Manado, the schedule presented in Table 3 and Table 4, were developed and will be maintained as closely as possible.

Table 3 Deliverable schedule.

No.	Date	Item	Activity
1	March 22	Signed contract	Administrative activities related to contract and preparation of communications to the CT6 around the process and schedule.
2	April 3	Draft inception report	Review facilitated by the RS and arrangement of call with SC for feedback. Focus on priority framework is a key input.
3	April 10	SC call	Call to discuss feedback on the inception report especially on the framework for priority setting/ inception report.
4	April 12	Final inception report	Focus on priority framework is key input to RP-WS. Documents shared with workshop invitees.
5	April - July	Workshops	Implementation of consultation process and workshops.
6	May 22	First Workshop Report	Regional Priority WS and Monitoring and Evaluation Working Group (MEWG) WS.
7	May 31	Working draft of RPOA 2.0	With draft supporting documents. RS support communication to NCCs and other stakeholders for review (see point 9).
8	June 15	Second Workshop Report	Financial strategy WS and Comms-WS.
9	June 29	Consolidated comments to consultant	During month of June - review of working draft by NCCs, TWGs, cross cutting WGs, development partners. (5-6 June Hari Raya Idul Fitri). RS leads consolidation of feedback/comments to consultant.
10	July 12	Second draft RPOA 2.0 available as input for write shop	Supporting documents include draft strategic business plan.
8	July 25 - 26	Write shop	Workshop ~ 20 people to review and edit second draft RPOA 2.0.
9	August 5	Final draft RoOA 2.0 and Workshop report	Write shop report and final draft RPOA 2.0 submitted.
10	August	Presentations to Special SOM	Including facilitation of meeting on institutional changes. Dates to be advised. After Special SOM, final adjustments to documents for SOM15 which is anticipated to occur in November 2019.

6.0 TEAM COMPOSITION AND PRIMARY RESPONSIBILITIES

The team members that are working on the renewed Plan have at least twenty years of relevant experience on the key issues facing the CTI-CFF as well as a close familiarity to the RPOA and the CTI-CFF institutional framework. Together, the team members bring deep thematic knowledge and experience to the tasks.

The RPOA renewal team will be led by Dr. Lida Pet-Soede who has overall responsibility for the implementation of the tasks. She will supervise all associate experts who will work under her leadership and supervision and she will be responsible for delivering high quality contributions to the review process.

Team Leader: Lida Pet-Soede – Dr. Lida Pet-Soede has experience in leading large multi-partner projects on fisheries, aquaculture and coastal and marine resource management. Included in her work in Indonesia for over 20 years, she previously led the World Wildlife Fund's (WWF) Coral Triangle program to support conservation in the Coral Triangle countries and the broader region, which resulted in significant government commitments and policies aimed at developing environmentally and economically sustainable business practices.

Primary Responsibilities: Lida will be the lead coordinator for all team members working on renewal of the CTI RPOA 2.0 as well as lead the process to develop the resource mobilization plan.

Pacific Regional Expert and Deputy Team Leader: David Sheppard – Dr. David Sheppard has worked in more than 60 countries on a range of issues relating to climate change, organizational governance and change, environmental and natural resource management, ocean/marine conservation and management, protected areas; and World Heritage conservation. His six years of experience as the Director General (CEO) to the Secretariat of the Pacific Regional Environment Programme (SPREP) afforded David a solid understanding of thematic and resource opportunities relevant to the Pacific part of the CTI-CFF. David was involved as a senior associate expert in the review of the CTI-CFF RPOA 1.0.

Primary Responsibilities: David will be the deputy team leader particularly in support of project activities to be conducted in the Pacific part of the CTI region as well as lead the process to develop the operations plan.

Monitoring and Evaluation Expert: Melissa Kate Langridge – Melissa is a Canadian Registered Professional Biologist and holds a Bachelor of Science in Marine Biology and Ecology and a Master of Disaster Preparedness and Reconstruction. She has developed strategies, in consultation with local, non-government agencies, to avoid conflicts with conservation priorities for freshwater and marine ecosystems.

Primary Responsibilities: Melissa will assist with the creation of workplans and lead the process to further develop the principle and criteria framework.

Strategic Communications Design Expert: Nini Santos – Nini Santos' more than a decade of experience includes a seven-year stint in the government, specializing in project management and policy research. She has extensive experience facilitating high-level workshops and training and her international experience includes consulting for the ASEAN Secretariat in Jakarta, and international travel for stakeholder consultations in several ASEAN countries, workshop facilitation in Hong Kong,

and conduct of overseas absentee voting training in Europe, Middle East, and Asia. Nini was involved as an associate communications expert for the review of the CTI-CFF RPOA 1.0.

Primary Responsibilities: Nini will lead the process to develop the communications plan for the RPOA 2.0.

Participatory Planning and Socio-economic Expert: Marissa Garcia – Marissa is an agricultural and resource economics specialist with over 25 years of extensive experience including work as an Environment Specialist and Coastal and Marine Resources Management Specialist for various technical assistance and grant projects of the Asian Development Bank on the CTI-CFF, the Brunei Darussalam-Indonesia-Malaysia-Philippines East ASEAN Growth Area, and Heart of Borneo..

Primary Responsibilities: Marissa will lead several of the workshops as well as conduct many of the smaller consultations.

Pacific Fisheries and Marine Conservation Expert: Paul Lokani – Paul is an environmental consultant with more than 20 years of experience in coastal fisheries management planning, monitoring, policy and management advice, and marine conservation. Previously Paul worked with The Nature Conservancy (TNC) as the Director of the Melanesia Program – PNG, Solomons and South Pacific Coastal/Marine Projects Manager. His geographic experience includes Papua New Guinea (East Sepik, West Sepik, Manus, New Ireland, Bougainville, East New Britain, West New Britain, Morobe, Madang, Milne Bay, Western Provinces), Australia, USA, Fiji, Tonga, Solomon Islands, and Indonesia. Paul was involved as an associate expert for the review of the CTI-CFF RPOA 1.0.

Primary Responsibilities: Paul will conduct many of the smaller group consultations.

Sustainable Development Expert: Geoffrey Dews – Geoffrey was recently assigned as a Technical Advisor for the ADB in the Solomon Islands, where his main responsibilities were to review the investment plan of the Solomon Island NPoA) for the Coral Triangle Initiative Coral Reefs Fisheries and Food Security program (CTI-CFF). He has conducted many projects in Pacific fisheries programmes and was involved as an associate expert for the review of the CTI-CFF RPOA 1.0.

Primary Responsibilities: Geoffrey will conduct many of the smaller group consultations.

7.0 OUTREACH PLAN

Throughout the process applied to develop the RPOA 2.0, consultants – supported by the RS – will ensure sufficient engagement of stakeholders by sharing frequent updates on the progress through the regular CTI channels. This aims to facilitate adoption of the proposed RPOA 2.0 at a special SOM and endorsement by SOM 15 in November 2019. The team will communicate weekly with the RS and support monthly activity summaries to the SC of this revision.

APPENDICES

Appendix A1

Draft RPOA 2.0 Outline and Contents

The components of the expected RPOA 2.0 and a glossary of terms are identified in the accompanying ToR at Table A1-1 and Table A1-2, respectively. The revision team can edit and add to these terms as deemed relevant.

Table A1-1 Specification of sections for the CTI RPOA document: includes the following content within 15-20 pages.

Item	Notes
Title of the Document	As agreed, and documented: Regional Plan of Action with duration: 2020 - 2025. – 1 page
Introduction	Scope and purpose of the RPOA. Includes description of the audience, a description of relevance of RPOA to overall CTI-CFF vision as well as a description of the link to NPoAs – 2 pages.
Goal ⁶	Short statement prescribing the measurable change(s) to be achieved by 2025, to which the RPOA contributes towards – ½ page.
Targets	The object to be affected or achieved by an action or development specifically rolling up into the goal. Description of targets must be SMART – ½ page.
Outcomes and Intermediate Results	A listing of specific “Specific Measurable Attainable Realistic Timely - SMART” outcome and result statements, without justification or detailed explanation linked to the targets – 1-2 pages.
Theory of Transformational Change (ToTC)	Diagram and text to present the high order logic and relationships between activities, outputs, intermediate results, outcomes and goal– 1.5 page.
Strategy(ies)	An interlinked set of actions or interventions that a project implements in order to achieve a desired impact at the CTI regional level for years 1-5 of the RPOA 2.0 – 2-3 pages.
Critical Assumptions	Summary of the major assumptions contained within the ToTC diagram. 1 page.
Measures	A table listing indicators and associated measures at the goal, outcome, and intermediate result levels. Can include a brief description of M&E framework relevant to RPOA. 2-3 pages.
Resource Needs	Summary of the estimate of the total costs to apply the RPOA, broken down by strategy. Note that a separate business plan will detail the approach and mechanism to secure the resource needs. 2 pages.
Thematic Scope/ Team Leads and Primary responsibilities	List of CTI regional secretariat, TWGs or other entities directly implementing portions of the RPOA strategies and their primary roles. 3-5 pages.
Governance and operational considerations	Strawman with recommendations on improvements to governance and operations of the institution to ensure an agile, cost effective and efficient delivery of the CTI-CFF.

⁶ The current Goals of the RPOA 1.0 include a mixture of goals but also strategies and tools. The RPOA 2.0 should revise the goals to be of the same type. This may mean that the framing of some current Goals is changed even though the underlying tool or strategy may be retained and moved to the Strategy Section.

Table A1-2 Glossary of Terms: RPOA 2.0 Document.

Term	Description
STRATEGY	The interlinked set of actions or interventions that a project implements in order to achieve a desired impact at the regional level for CTI targets.
GOALS	The intended cumulative and specific changes arising from the combined achievements of the RPOA strategies. Goals should include performance targets, or have accompanying indicators for measuring success.
OUTCOMES	Statements detailing the material contributions the RPOA strategy(ies) will make between 2020 and 2025. This must include contributions to one or more of the CTI targets. Outcomes should reflect the desired impact of the strategy such as the desired future status of a conservation target or human well-being interest (as identified in the CTI vision). An outcome statement should be linked to conservation targets and/or connected human well-being interests, impact oriented, measurable, time limited and specific.
INTERMEDIATE RESULTS	Essential precursors to achieving outcomes. Intermediate results are often the near-term focus of RPOA strategies and evidence that the theory of change is playing out as expected
OUTPUTS	Products, services and milestones arising from RPOA program/project activities. <i>Products:</i> tangible items such as books, brochures, hectares of reef, number of demonstration sites, etc. <i>Services:</i> Support provided such as training, facilitation, consulting, etc. E.g. xx no. of people trained is an output <i>Milestones:</i> are key decisions by third parties in processes that the RPOA is pursuing but that are out of CTI's direct responsibility (establishment of a Committee in a Ministry; Passing of legislation)
ACTIVITIES	Specific interventions the program/project has to undertake in order to achieve the outputs and results. (i.e. the things to be done). These will be components of Strategies
ASSUMPTIONS	Assumptions refer to key conditions that must exist for the causal linkage in a results chain to be valid. There may be different levels of evidence to support confidence in the accuracy of an assumption.
RESULTS CHAIN	A diagram that depicts the assumed causal linkage between an intervention and desired impacts through a series of expected intermediate results ⁷ .
THEORY OF CHANGE (ToC)	The description of a sequence of events that is expected to lead to a particular desired outcome. It shows a causal pathway from the current to the desired situation by specifying what is needed for goals to be achieved, articulating underlying assumptions which can be tested and measured. The CbD2.0 calls for development of a Theory of Change as part of finalizing outcomes and developing measures. This flows from prior construction of a results chain, providing the hypotheses behind the ordering of events in the results chain.
THEORY OF TRANSFORMATIONAL CHANGE (ToTC)	Change “at a scale and degree of sustainability that differs from what can be achieved through direct services or programs [projects] alone”. Transformational change requires not only that we undertake scientific analysis and on-the-ground projects, but that the corporate sector, the governing world, align their practices and that policy rule sets are framed in ways that drive change in the direction that we want, so that we aren't a player all by ourselves but that many forces around us are moving in the same direction.

⁷ Guidance available at <http://dx.doi.org/10.5751/ES-05610-180322>

Term	Description
Region	<p>Regions rarely coincide with the more precise boundaries that define public administrations. The CTI-CFF operational region includes all exclusive economic zone (EEZ) waters of the CT6 member countries. It must be considered that administratively defined regions should not be treated as fixed ones for the purposes of dealing with either spatial planning or CTI development activities. Ideally, administrative regions will be defined in a way that best captures how people relate to and understand regions, or how ecological processes are interdependent (e.g. see also “seascapes”). Regions, as defined, are therefore usually a compromise between administrative and other characteristics.</p>
Trans-boundary	<p>Moving or having an effect across boundaries.</p>
Seascapes	<p>A Seascape is a large, multiple-use coastal and marine area, scientifically and strategically defined, in which governments, communities, private organizations, and other stakeholders cooperate, collaborate, and coordinate to manage for sustainable development, biodiversity conservation, and human well-being.</p>
<p>Regional policy, regional planning and spatial planning</p>	<p>Regional policy is a way of national government intervening in the distribution of various activities between its different regions, and has usually focused on the distribution of economic activities. In basic terms, it includes a wide range of activities to encourage the redistribution of economic activities to regions facing economic decline or restructuring.</p> <p>Regional planning is quite different to regional policy, and involves decision making at the regional level in which coordinated action is applied to the whole or part of a region. Regional policy is seen as focusing on inter-regional issues, while regional planning focuses on a wider range of issues within a single region.</p> <p>The mechanisms for regional planning – usually including the preparation and implementation of a regional development strategy - and the institutions put in place to manage it, inevitably vary from one context to another. Regional planning may be carried out by decentralized administrative bodies of central government or by elected regional governments, depending on the institutional framework.</p> <p>The term spatial planning is increasingly being used in CT member states. This was packaged through considering seascapes within the CTI region where various spatial planning exercises have been inspired by ecological processes. Spatial strategies or plans have also been developed as part of the overarching MPAs goal in the RPOA 1.0. For example, the implementation of the MPA strategies in each CT member country is conducted with different approaches, yet they are designed to contribute to ‘joined-up targets’ through identifying how a wide spectrum of types of MPAs can be designed and implemented effectively to support conservation of biodiversity, sustainable fisheries and resilient livelihoods. Spatial planning through seascapes in the CT can be a particularly important vehicle for relating National economic development policies to the CTI targets/goals.</p>

Appendix A2
Review Recommendations Matrix

During the Review process, an online stand-alone questionnaire with 38 multiple choice and open-ended questions was presented to respondents to complete and was structured around the five key elements of the review: i) Impact; ii) Effectiveness; iii) Efficiency; iv) Sustainability; and v) Relevance. This survey was 'perceptions-based' and contained descriptive, normative and impact questions to help draw out the information required. Some of the respondents of the online stand-alone questionnaire were also invited for more in-depth one-on-one interviews and additional key respondents that had not responded to the stand-alone questionnaire were also consulted in-depth. The findings and recommendations from this process are summarized in Table A2-1.

Table A2-1 Review recommendations matrix.

Theme	Review Recommendation
Operation Improvement	It was suggested that the next version of the RPOA should clearly spell out what can be realistically achieved at national and regional levels. This should include a resource mobilization strategy to support the implementation of the various activities, projects, and programs that support the achievement of targets and goals.
Operation Improvement	Specific to the calculation, allocation and prioritization of financial contributions by CT member countries, most NCCs provided detailed suggestions for improvement. This is a priority matter that requires significant attention, as the new contribution payments are due and all NCC secretariats reflected on how difficult it will be to convince their ministers and national budget agencies of the beneficial value of the regional components of the CTI-CFF.
Operation Improvement	Providing more clarity on the financial contributions from development partners so that gaps can be more easily reviewed and addressed at SOMs was suggested as a potential improvement. This would enhance effective adaptive action and decisions on fund raising and allocation. Having development partners be formally integrated into the CTI structure will allow for this and provide additional opportunities to enhance the effectiveness of operations.
Learning and Knowledge Sharing	The need to revive the MEWG and ensure a fully functional M&E system was mentioned by many. Indicators should go beyond biophysical measures and include food and nutrition security and improved well-being as examples, and be streamlined with indicators used in other regional commitments or global agendas that countries are party to (e.g., CBD, SDGs). Review of the usefulness and practicality of tools developed for M&E is considered a priority. Actively reviving the CT Atlas will allow it to serve the function of: i) sharing information to researchers, media and students; and ii) profiling the work of all CTI actors to engage new partners and grow constituency and positive energy.
Improved Communications and Partnerships	Closer integration of the CTI program into the activities of the lead government agencies involved in the program as well as other government agencies is needed; inclusion of the CTI in the budget of the Ministries or agencies is also needed so that it is viewed as part and parcel of the mandate of these agencies.
Improved Communications and Partnerships	Improved communications are needed so that the CTI can avoid duplicating work that is already done by other regional organizations and focus on its core competencies or where it holds a competitive advantage.
Improved Communications and Partnerships	Systematically open up the development partner group for other partners such as United Nations Development Programme (UNDP), United Nations Environment Program (UNEP), Food and Agriculture Organization (FAO), World Bank, etc. and actively and structurally engage the private sector to increase effective joint action in a number of areas.
Improved Communications and Partnerships	There is therefore a need to revisit discussions on the original intent of the CTI program and other substantive areas in the next version of the RPOA. Socializing the benefits of the CTI needs to be done to clearly articulate it reaches beyond just conservation and resource management to food security, higher incomes, improved health and well-being, contribution to sustainable development, etc.

Theme	Review Recommendation
Improved Communications and Partnerships	Initiate the RPOA revision, utilizing this review and consider systematically what requires regional action. In addition, confirm what regional action is relevant to contribute to progress on each goal in order to streamline the RPOA and reduce the burden of the working groups. Moving forward, this can be done every two or three years to stay relevant and make the best use of new opportunities.
Improved Communications and Partnerships	Prioritize selection and agreement on regional actions 1-2 firstly, which are core to the regional aspect of the CTI and reflect threats faced either by all countries or by a sub-combination of countries. Consider a closer look at the delivery of food security as a goal. Discuss what the measures system should look like for such goal at the regional level of the CTI. Strategically check and think about how these priority regional actions would affect and strengthen national policy with benefits for the region and the countries in a global context. Identify what technical expertise is available in each region and which products need to be created to project the CTI's thought leadership and underpin commitments by country leaders and partners. Organize workshops and/or present at global forums to increase support. Involve national policy makers and gain resources for implementation.
Improved Communications and Partnerships	The RPOA would benefit from revisions to make it more agile. Such revisions could include the duration for which the RPOA will be in effect, mechanisms to support adaptive management, and outlining opportunities for focusing efforts to a subset of goals for a prescribed period of time, etc.
Operation Improvement	Several of the respondents also commented how they find it difficult to point to real impact on the biodiversity and ecosystem targets. This is partially related to the relatively long time that is required for natural systems to react to conservation and management interventions but it is also a result of a delayed decision to allocate financial resources to sustain active implementation of a key and integral part of the M&E system, the Coral Triangle Atlas.
Improved Communications and Partnerships (Effectiveness and M&E)	Many participants reflected that the RPOA stimulated national action and that the increased capacity from investment in past programs – particularly for the MPA and EAFM goals – created enabling conditions for the impacts to become increasingly evident in the future. These results need to be sustained and the profile of sustained and expanded community-based management should be raised in the strong enabling framework of the CTI that now exists.
Improved Communications and Partnerships (Effectiveness and M&E)	The MEWG does not specifically measure indicators for food security and there are strategic arguments to start considering this. While EAFM is slowly adopted in countries such as PNG and the Solomon Islands, there is still a long way to go and the relevance of this matter for the CTI should be investigated.
Improved Communications and Partnerships (Effectiveness)	Different governments have different goals as priorities, and that needs to be considered when motivating regional collaboration as not each goal carries the same weight with key stakeholders. It would be beneficial to consult previous and current “champions” in the governments to better understand their strategic efforts. Supporting more explicitly the agendas of current champions can help improve regional collaboration for national agendas and assist with growing a group of new champions in the CT countries.
Improved Communications and Partnerships (Effectiveness)	The CT countries face difficulties with inconsistent technical capacity which can impede effective regional discussions. The starting point for a revision of the RPOA should be that difference in capacity between the countries but the significance of considering external sources of funding for a revised RPOA must be considered.

Theme	Review Recommendation
Improved Communications and Partnerships (Effectiveness)	Limited communication and profiling of the CTI regional opportunities and issues by the RS is mentioned as factor that does not particularly facilitate true joint regional action.
Improved Communications and Partnerships (Effectiveness)	The potential of the RPOA to stimulate collaboration with other stakeholders was determined to be one of the main areas for improvement of the overall effectiveness of the CTI, while anticipating some potential shifts in support of regional activities from current development partners. Attention could be shifted towards engaging additional Pacific stakeholders, but that attention to engage new partners does not always appear equal across the region.
Improved Communications and Partnerships (Effectiveness)	New partnerships need to be strengthened with support from the RS with the NCCs as critical linkages in-country for partnerships since they can clearly outline what they prefer to partner on and ensure that those collaborations contribute effectively to achievements of the RPOA. A two-way targeted partnership development effort was identified valuable.
Improved Communications and Partnerships (Effectiveness)	The private sector should become more structurally engaged and involved as a key stakeholder for the RPOA, and include also large private donor foundations and impact investment initiatives by working explicitly on profiling economic and social impacts of good ocean governance. Aspects linking productive coastal ecosystems with investment security would be useful as well as pointing out how a multi-lateral arrangement like this could help stabilize situations as a network of actors is more resilient than an individual unconnected set of things. Discussing topics such as blue bonds and related innovations would easily attract attention.
Improved Communications and Partnerships (Effectiveness)	The CTI should be communicated better by the RS, with greater transparency.
Improved Communications and Partnerships (Effectiveness)	There is a perception that the CTI is mostly a fisheries conservation initiative with unclear links to long-term economic development benefits.
Improved Communications and Partnerships (Effectiveness)	Continuing financial resource gaps were noted in the Review as hindering effective progress across the CTI.
Improved Communications and Partnerships (Effectiveness)	Although the climate change goal fits well with the initial ambitions of the CT6, the Review indicated that uncertainty exists around the practicalities of working on it through the CTI RPOA.
Improved Communications and Partnerships (Effectiveness)	Bringing in currently emerging and very relevant topics related to SDG Goal 14 is likely to be easier if the terminology in the RPOA is flexible enough for the seascapes goal (and possibly for several of the other goals) and could be rephrased to be focused more on outcomes that reflect healthy, sustainable, and productive coastal and marine ecosystems.
Improved Communications and Partnerships (Effectiveness)	The Review identified that it would be more effective and easier to communicate the value of the CTI, particularly at the regional level, if the revised RPOA were to consider how the combination of goals best contributes to higher level impacts, such as those on food security and other important resilience conditions – as linked to biodiversity preservation.

Theme	Review Recommendation
Governance and Overall Institutional Efficiency	The Review indicated that the RPOA seems dated and an injection of current relevance is important to improve morale across governments and supporters. An added value or cost-benefit study would be helpful in gauging the morale as things are not clear now.
Governance and Overall Institutional Efficiency	The Review indicated that there is concern about the inflexibility of the RPOA and the question remains about how to formally include such new issues in the RPOA.
Governance and Overall Institutional Efficiency	Many respondents for the Review considered that some of the goals, as stated currently, are methodologies or tools, while others are desired outcomes, and only a few are highly and broadly politically relevant. It was suggested to simplify the mix of issues around the current focus, structure, and implementation arrangements of the current goals.
Strategic relevance	Several respondents in the Review expressed that while the five goals are mostly seen as still valid, some goals are now more valid at a country level rather than in a regional context and that not all goals are prioritized equally by all countries.
Strategic relevance	Several respondents in the Review considered that the climate change adaptation (CCA) and EAFM goals are more relevant for a regional approach or a priority geographic unit (i.e., seascape) in which to organize and schedule certain actions. Also related to this, several respondents suggested talking about resilience rather than CCA. Several respondents in the Review suggested that a single top-level resilience goal could be the umbrella under which the other goals converge to form the tools and approaches. In that way, food security and resilient ecosystems could be the primary two targets.
Strategic relevance	In the CCA resilience context, several respondents in the Review highlighted the need to consider more explicitly human welfare and gender issues.
Strategic relevance	Some respondents in the Review suggested that goals should be merged to reduce the burden on the working group members. The importance of focusing on goals that deliver food security was mentioned by several people, and that can also be a lens through which the RPOA is refocused.
Validity of the RPOA	RPOA 2.0 must yield both ecological and socio-economic benefits. The commitment of CT governments to sustainable fisheries and conservation while building a “blue economy” is premised on their belief that conservation actions can and must have dual functions of conserving biodiversity and supporting economic development and food security, especially through sustainable fisheries and tourism.
Governance and Overall Institutional Efficiency	The RPOA must consider the current contexts for each country and development member within the CTI as well as the different capacities of each country in marine and fisheries development. It is acknowledged that country priorities and national strategic direction will take precedence over regional collaboration, and as such any NPOA revisions should direct the RPOA revision by seeking common issues and concerns where collaboration on a bilateral, sub-regional, or regional level provides added benefits.