



Mid-term review of Coral Reef Rehabilitation and
Management Program:
Coral Triangle Initiative (COREMAP-CTI) –
Indonesia
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Acronyms and abbreviations

Bappenas	–	Badan Perencanaan Pembangunan Nasional (Ministry of National Development Planning/ National Development Planning Agency)
BRIN		National Research and Innovation Agency
COREMAP	–	Coral Reef Rehabilitation and management Program
CTI	–	Coral Triangle Initiative
CTC	-	Coral Triangle Centre – Project Implementation Partner
GEF	–	Global Environment Facility
ICCTF	–	Indonesia Climate Change Trust Fund
IEE	-	Initial Environmental Examination
LSE		Lesser Sunda Eco-region
MMAF	–	Ministry of Marine Affairs and Fisheries
MNDP	–	Ministry of National Development Planning
MPA	–	Marine Protected Area
NGO	–	Nongovernment Organization
PES	–	Payment for Ecosystem Services
PIU	–	Project Implementation Unit
PMU	–	Project Management Unit
PPMS	-	Project Performance Monitoring System

1 Executive Summary

1.1 Introduction

1. The Coral Reef Rehabilitation and Management Program – Coral Triangle Initiative (COREMAP-CTI) was approved on 13 December 2013 for \$53.52 million with an Ordinary Capital Resources loan of \$45.52 million and a Global Environment Facility (GEF) grant of \$8 million. It became effective on 24 February 2014 with an anticipated closing date of 30 June 2019. At the request of the Government of Indonesia, the ADB loan was cancelled and offset by MMAF budgetary resources, and the project restructured as a GEF grant, through a major project amendment. The amended project commenced in 2020, with a revised objective of *“Sustainable management of coral reef ecosystems in Indonesia through enhanced capacity to manage coral reef ecosystems in targeted Marine Protected Areas (MPAs)”*.
2. This report provides the findings for an independent Mid-term Review (MTR) for the amended COREMAP – CTI project to determine progress being made towards achievement of outcomes, to identify corrective actions if necessary and lessons learned relating to project design, implementation and management. The MTR serves for learning and accountability purposes. The MTR also identifies challenges and makes operational and strategic recommendations to improve project implementation for the remaining period of the project. Lessons learnt are provided to contribute towards strengthening the project as it nears completion, as well as national development for other similar MPA projects. The MTR was undertaken using a combination of a desk review of available project and context-related documentation and stakeholder consultation online and in the field.
3. The findings from this independent MTR add to and support those provided by ADB during their MTR assessment for the project between May – June 2022.

1.2 Main findings

4. COREMAP-CTI provides a good example, with demonstrable tangible results on the ground of how to strengthen MPA effectiveness, building on and strengthening existing efforts. The project has benefited, as have stakeholders at MPA sites from the forming of early and inclusive partnerships, combining science with community and management in a creative way to improve effectiveness of MPAs. The project has demonstrated the importance of the practical science needed to support policy and decisions by MPA managers and communities to understand how to implement management actions in a practical way. The project has provided a tangible approach for how to address key challenges relating to MPA management effectiveness and how to use lessons to strengthen other work in the future.
5. The project is working towards effective delivery of positive impacts to communities and strengthening of management of coral reef ecosystems, as reported during consultations with communities and local stakeholders, in the 3 project sites. Local partners including the government, NGOs, and local communities have actively participated in providing inputs toward achieving project outcomes. There are clear outcomes being seen at the 3 MPAs in terms of management effectiveness – Gili Matra and Nusa Penida were assessed under the

EVIKA system in 2021 as Optimum, with scores of 64.19% and 62.67% respectively and are now reported at 82.06 (Gili Matra), 71.2% (Nusa Penida), and 40.03% (Gili Balu).

6. The project is receiving good feedback from partners and is already seeing impact beyond the project. COREMAP-CTI results are being used to support the development of ocean accounting in Indonesia – Gili Matra MPA has been chosen as a pilot project.
7. The project can also provide input into the development of Indonesia's mid-term development plan being prepared by Bappenas through consideration of best practices/lessons learned including the importance of creating effective partnerships across government ministries and with local community stakeholders at MPA sites to fast-tracking MPA management effectiveness through knowledge transfer, technical expertise, and development and implementation of policies, procedures, and sustainable financing models. Also important has been the importance of practical science to support MPA managers and communities to understand how to implement management actions, effective policy and decision making in a practical way.
8. The project is focused on institutionalizing the protection, rehabilitation, and sustainable use of Indonesian coral reefs and associated marine ecosystem, through the delivery of the expected outputs by implementing partners. Most of the field implementation is on track to deliver against the targets set as planned, however some delays have been experienced from COVID-19 restrictions for activities in project sites. Following the lifting of the COVID-19 restrictions, implementing partners have made significant effort to deliver project outputs towards achievement of project outcomes. The implementing teams have been relatively successful in delivering against adjusted workplans despite the delays of execution. The remaining outstanding areas of activities are mostly relating to construction of buildings, and some follow up training activities. To allow for these field activities to be completed as well as project completion, it is recommended that a no-cost extension of 8-months be sought for the project.
9. COREMAP-CTI is a catalytic project for Indonesia and other Coral Triangle countries, providing learning sites in how to strengthen management effectiveness as well as financing to maintain ecosystems service functions in MPAs. It is hoped the opportunities and lessons from the project will be applied by MMAF to other MPAs and assist with strengthening MPA effectiveness and developing sustainable financing models for Indonesia to manage its MPAs. While some communication of results has been shared with MMAF, before the project ends it will be important to ensure strong effective communication and extension of the findings and results as well as lessons learned are undertaken with MMAF, as well as provincial and district levels of government and NGOs.
10. A project exit strategy is needed so that handover and transition of the project to local authorities and communities is effective and able to institutionalize the COREMAP-CTI project investment beyond the project time. This should be developed with the MMAF, local governments and NGOs at each site to ensure adequate attention is given to addressing key concerns they might have relating to continuation of management effectiveness activities once the project finishes. It will be important to ensure it is jointly planned and agreed upon to clarify how the project will finish, how ICCTF will withdraw and who will take over, and how project outcomes will be sustained.

11. The Global Environmental Benefits (GEB) arising from COREMAP-CTI are clear as the project is well aligned to priorities in the GEF-4 programming directions under Biodiversity and the more recent GEF programming priorities. As at the MTR, based on latest progress reporting to ADB, the project is on track to deliver the GEB, as demonstrated through the focus on achieving by the project end:
- i) improved management effectiveness of 30,000 ha of marine areas for conservation and sustainable use;
 - ii) strengthened ecosystems services across 3.0 ha of coral reef area and 2.8 ha of mangroves¹;
 - iii) improvements to the conservation status of marine species, namely mola-mola, sharks and turtles through the provision of Code of Conduct, SOP, and action plans;
 - iv) implementation of sustainable fishing practices for two important marine fisheries in the project areas, namely snapper and tuna; and
 - v) Improved the development of sustainable seaweed farming.

1.3 Conclusions

12. The Project has been given an overall rating for the MTR of Moderately Satisfactory, primarily because of the delays experienced in delivering activities at MPA field sites due to previous COVID-19 restrictions. A summary of ratings and score for each section is provided in Table 1 below.

¹ Note these areas related to activities to be undertaken under the 10 MPAs that were originally targeted before the project was amended and reduced to 3 MPAs. They are therefore much bigger than the areas covered by the work in the 3 MPAs for the amended project. This is an error detected through the MTR and ICCTF will correct these amounts in the next report to ADB. They were not available at the time of finalising the MTR.

Table 1 GEF Ratings Table

GEF criteria	Rating	Summary
A. STRATEGIC RELEVANCE (Section 4.1)		
A1. Alignment with GEF Global Environmental Benefits and catalytic role	Highly Satisfactory	The Global Environmental Benefits (GEB) arising from COREMAP-CTI are clear as the project is well aligned to priorities in the GEF-4 programming directions under Biodiversity and the more recent GEF programming priorities. As at the MTR, based on latest progress reporting to ADB, the project is on track to deliver the GEB. COREMAP-CTI is a catalytic project for Indonesia and other Coral Triangle countries, providing learning sites in how to strengthen management effectiveness as well as financing to maintain ecosystems services functions in MPAs.
B. EFFECTIVENESS (Section 4.2)		
B1 Achievement of project outputs/ progress towards project outcomes	Moderately satisfactory	While great effort has been made following a reduction in COVID-19 restrictions to deliver against the project outputs, a number of field activities have only recently commenced and remain partially achieved. Some, particularly those relating to infrastructure builds and capacity building relating to equipment use are unlikely to be achieved by the planned end of the project – Dec 2022. A no-cost extension of 8 months is needed to allow sufficient time for activities to be completed in accordance with the project workplan and ensure project outcomes can be achieved.
Output 1	Moderately satisfactory	
Output 2	Moderately satisfactory	
Output 3	Moderately satisfactory	
Output 4	Moderately satisfactory	
B2 Degree of attainment of project objectives and higher-level results, including an assessment of the likelihood of longer-term impacts	Moderately satisfactory, noting likelihood not rated at MTR	The project is working towards attainment of the project objective however delays mean that the achievement will not occur within the planned timeframes and a no-cost extension should be sought. The likelihood of longer-term impacts is difficult to assess at the MTR stage however MMAF indicated that there is an intention to roll out lessons learned and findings from this project to other MPAs. If this occurs, then it is likely that broader outcomes will include improved management and monitoring of marine and

GEF criteria	Rating	Summary
		coastal ecosystem and the rehabilitation efforts across other parts of Indonesia.
C. SUSTAINABILITY OF PROJECT OUTCOMES (Section 4.3)		
C1 Sustainability and Exit Strategy	Moderately Likely	<p>Ensuring sustainability of the project requires commitment at the province level. While there is commitment, it is in the early stages and work is needed to ensure operational and ongoing management and maintenance costs etc are being built into annual budget cycles and responsibilities within job descriptions.</p> <p>A project exit strategy is needed so that handover and transition of the project to local authorities and communities is effective and able to institutionalize the COREMAP-CTI project investment beyond the project time.</p>
D. FACTORS AFFECTING PERFORMANCE (Section 4.4)		
D1. Quality of project execution and management arrangements (including assessment of risks)	Moderately Satisfactory	Quarterly progress reports have been provided to the ADB over the life of the project. GEF Tracking tools for the 3 MPAs were updated during the MTR to reflect latest progress and outcomes. The project appears well managed however, there have been challenges (causing delays) with coordination of project proponents and local stakeholders as it relates to understanding local regulations and procedures for planning applications for infrastructure development.
D2. Financial management and co-financing	Moderately Satisfactory	Strong reporting and financial management systems are in place for the project. Challenges have been experienced with the disbursement process. The latest audit report submitted 30 June 2022, provided an unqualified audit opinion on the financial statement and utilization of the grant. No significant issues were raised. Co-financing commitment from the Government of Indonesia is US\$16.42m, however there is no requirement from ADB to report on co-financing in progress reports. Co-financing at the time of the MTR was reported as US\$1.82m by Bappenas and MMAF.
D3 Project oversight by ADB as the GEF	Satisfactory	Monitoring and reporting systems within ADB and Bappenas are fit for purpose for this project. Both

GEF criteria	Rating	Summary
Agency and national partners		organisations have been very responsive to the PMU, providing close oversight, guidance, and support.
D4 Social and environment safeguards	Satisfactory	The project is classified as <i>Effect Gender Mainstreaming</i> . The project is on track to implement the Gender Action Plan in full. Gender performance will be assessed at the terminal evaluation by ADB. The latest safeguards due diligence reports undertaken for each MPA site indicate there are no impacts on Indigenous people livelihoods, culture, and social systems at any site. As a <i>Category B</i> project for environmental safeguards, environmental safeguard reports at the time of the MTR, had not been provided to ADB but were being finalised. ADB noted in their MTR assessment however that the project is complying with ADB environmental safeguard requirements.
D5. Monitoring and evaluation (M&E)	M&E design – Satisfactory; M&E Implementation – Satisfactory	<p>At the time of the MTR, 6 out of 16 output indicators are complete (38%), 5 are partially complete (31%) and 5 are in progress (31%). The indicator relating to <i>sustainable financing</i> in 2 MPAs is unlikely to be achieved given the reliance on government process. Gili Matra and Nusa Penida were assessed under the EVIKA system in 2020 as Optimum, with scores of 64.19% and 62.67% respectively and are now reported at 82.06% (Gili Matra), and 71.2% (Nusa Penida). Gili Balu is yet to be officially assessed but a self-assessment of management effectiveness in 2021 provided an EVIKA score of 40.03%, minimally managed (<50%) prior to project intervention. Another self-assessment was conducted in 2022 and a projection of 14.36% increase up to 54.39% is indicated to lead the shifting status of Gili Balu MPA management from minimally managed to optimally managed.</p> <p>Only Gili Mantra had had a baseline assessment undertaken using the GEF tracking tool. It showed a slight improvement at the MTR, but cannot be used as a comparison on management effectiveness as it is focused on understanding risks and threats, which are all mostly natural such as tsunamis and volcanic eruptions. The management effectiveness work undertaken cannot address these threats as they are beyond the control of the MPA managers.</p>

GEF criteria	Rating	Summary
Overall project rating	Moderately Satisfactory	

1.4 Recommendations

13. The following recommendations are provided for the ADB, ICCTF PMU, and Bappenas for consideration to strengthen the delivery of the Project, resolve identified challenges affecting the Project's execution and performance and to enhance the sustainability and eventual impact of project results.

- Recommendation 1** While some communication of results has been shared with MMAF, going forward it will be important to ensure strong effective communication and extension of the findings and results as well as lessons learned occurs with MMAF, as well as provincial and district levels of government and NGOs to support the take up of project outcomes across other MPAs.
- Recommendation 2** Consideration should be given to requesting of the GEF an 8 month no-cost extension to the project to allow for the effective delivery and completion of project commitments and provide sufficient time for project completion and exit activities.
- Recommendation 3** A project exit strategy needs to be clearly documented so that handover and transition of the project to local authorities and communities is effective and able to institutionalize the COREMAP-CTI project investment beyond the project time. To maintain and continue to improve MPA effectiveness at the 3 MPA sites, sustainable financing will be key. The exit strategy, which could include a sustainable financing strategy should be developed with the local governments and NGOs at each site to ensure adequate attention is given to addressing key concerns they might have relating to continuation of management effectiveness activities once the project finishes. It will be important to ensure it is jointly planned and agreed upon to clarify how the project will finish, how ICCTF will withdraw and who will take over, and how project outcomes will be sustained. Regular review and synergizing of funding cycles for allocation of funding to local government from national (DAK), APBD (Annual local government budget) and other sources of funding for conservation areas is needed. Strengthening agreement and support to continue to implement MPA strategies will be needed across Ministries. It is important to note that even with budget allocations, there will remain funding shortfalls to move management effectiveness scores higher. Innovative partnerships and ways to fill gaps will be needed such as through PES schemes and the Non Fungible Tokens (NDT) initiative about to launch but also other blended finance mechanisms. These initiatives should be evaluated to assess effectiveness prior to the end of the project. Key lessons arising from these initiatives will assist in informing the development of a sustainable financing strategy.
- Recommendation 4** – For future projects, consideration should be given to simplifying disbursement and approval processes for projects of this nature to overcome delays in delivering the project outputs and outcomes and reduce financial burdens on proponents. It is important that ICCTF closely monitor the delivery of milestones against proponent

contracts for COREMAP-CTI until completion to understand and mitigate any further risks of delay and ensure that the quality of activities delivered is high and in line with expectations.

- **Recommendation 5** – Consideration should be given to refining those project indicators that currently are beyond the control of the project, such as the sustainable financing mechanisms one. It is recommended that indicators reflect what is achievable. Justifications can be provided but it is up to the management authority to endorse any sustainable financing mechanism and embed it in the MPA management plan – processes that can take considerable time.
- **Recommendation 6** – Increasing the level of monitoring for implementation partners against workplans, should be considered to ensure there is good engagement with stakeholders and that the consultants are complying with the safeguard requirements. This is also considered important given the time constraints of the project to ensure delays are avoided and design and planning requirements being followed adequately.
- **Recommendation 7** – Under the terminal evaluation, all 10 MPAs originally targeted across Western Indonesia (not just those in the LSE) prior to the project amendment and transfer to Bappenas, will require assessment of management effectiveness. It will be important to ensure information is made available to the evaluation team to do this. During the project extension, this will be a good time to consolidate information available on work undertaken on improving management effectiveness and that key risks and threats are well understood and steps are being taken to manage these.

2 Introduction

2.1 Purpose of the MTR

14. The COREMAP – CTI project is undertaking an independent Mid-term Review (MTR) to determine progress being made towards achievement of outcomes, to identify corrective actions if necessary and lessons learned relating to project design, implementation and management. The MTR serves for learning and accountability purposes. The MTR also identifies challenges and makes operational and strategic recommendations to improve project implementation for the remaining period of the project. Lessons learnt are provided to contribute towards strengthening the project as it nears completion, as well as national development for other similar MPA projects. The MTR also reviewed and confirmed the need for a no-cost extension to achieve all outcomes considering the various delays in implementation.
15. While the MTR was planned for the second year of the project, delays in implementation primarily due to COVID-19 and in finalizing implementation arrangements in Indonesia have prevented the MTR from being conducted any earlier.
16. The findings from this independent MTR add to those provided by ADB during their MTR assessment between May – June 2022.

2.2 Objective and scope of the MTR

17. The MTR objectives are to
 - assist the ADB, Executing Agency (EA)/Implementing Agency (IA) to conduct the project Mid-term Review (MTR), including an assessment of the monitoring tracking tools required by the GEF;
 - conduct primary and secondary research to capture field level observations and data, in order to assess the likelihood of achieving the project outputs, outcomes and impacts, as well as sustainability;
 - communicate and consult with project stakeholders and seek their inputs on the progress, any challenges facing the project and actions being taken; and
 - assess progress of the MPA management effectiveness of all targeted MPAs based on the GEF tracking tools and the government's MPA management effectiveness standard.
18. The MTR scope is to:
 - assess the likelihood of achieving outcomes and impacts;
 - assess the global benefits and catalytic role of the project;
 - assess the development of the GEF tracking tools;
 - review institutional, administrative, organizational, technical, environmental, social, economic and financial aspects/feasibility based on assumptions and risks included in the

design and monitoring framework and assessment at project appraisal review project covenants to determine if still relevant;

- provide recommendations on the project's exit strategy;
- assess progress of MPA effectiveness;
- report on government co-financing realized; and
- contribute to the project MTR memorandum of understanding.

2.3 *Intended users*

19. The primary users of the MTR are the project Senior Project Officer ADB, the GEF country operational focal point at the Ministry of Environment and Forestry, key officials in the EA, Indonesia National Development Planning Agency (Bappenas) and the project team in the IA, the Indonesia Climate Change Trust Fund (ICCTF).
20. For the primary users of the MTR, it is intended that it will provide guidance and recommendations to help strengthen project design, implementation and management as it delivers against its goals and objectives.

2.4 *Methodology*

Overall methodological approach

21. The MTR was undertaken using a combination of a desk review of available project and context-related documentation and stakeholder consultation. Appendix 2 provides a summary of key documents reviewed and stakeholders consulted. The evaluation approach adopted allowed for triangulation of findings, and the combination of sources helped in reducing information gaps. Preliminary information on the Project was collected through desktop review, in addition to the information provided through the MTR Terms of Reference, documents via the ADB Sharepoint provided and briefing discussions. Where additional documents or secondary data was provided by participation at ADB MoU workshops and interviewees, this was incorporated into the review. Field visits were undertaken to project sites at Gili Matra, Gili Balu and Nusa Penida in August 2022.
22. TierraMar always uses a transparent, human-rights based approach to consultations and reviews. Consideration of gender equality and marginalised groups was incorporated into the review approach from inception to ensure that bias was minimised. Interviews were semi-structured to allow for open discussion, and while the questions followed the formal MTR questions developed (refer Appendix 3), the MTR team tailored the focus of the interview based on the stakeholder's role. If an interview was not possible interviewees were requested to provide their responses in writing, with follow up by the MTR team via email. Zoom was used as the video call platform given its stability and flexibility. Interview participants were provided with the questions in advance, with clear technology instructions attached. Most interviews were conducted between August and September 2022.
23. Both qualitative and quantitative data was collected in the desk review and consultations stage and analyzed by TierraMar to address the requirements of the MTR, as outlined by ADB.

24. Triangulation of answers and identification of common or supporting themes in the interviews was used by TierraMar to guide the evaluation process with all answers presented anonymously in the MTR report. The six evaluation criteria categories were scored using the standard GEF six-point scale² from highly satisfactory to highly unsatisfactory.
25. The Terms of Reference for the MTR are found in Appendix 1.

Stakeholder engagement

26. Key stakeholders, being those most involved in the Project to date, were identified through a stakeholder analysis, based on initial discussions, provided documentation and advice of the Project Management Unit (PMU). Key stakeholders were contacted for virtual interviews, via zoom or phone by TierraMar, and our national consultant. Refer Appendix 2 for a list of those consulted for the MTR. Due to COVID-19 safety restrictions, the international consultant conducted interviews via zoom. The secondary groups such as provincial and local government staff identified as stakeholders, fishers and aquaculture producers, and local communities and small-scale fishers were involved in the MTR by way of individual interviews or focus group meetings during field visits.
27. Particular attention was paid to ensuring disadvantaged and vulnerable groups or individuals that may be affected by the Project had the opportunity to participate in the MTR process. A GESI approach (gender, equality, and social inclusion) was used to avoid bias, and include all perspectives as much as possible, keeping in mind time and budget limitations and the status of the Project. The use of individual interviews allowed stakeholders to safely voice their opinions and concerns to an independent party.

Composition of the MTR team

28. The MTR team consisted of one international consultant and a national consultant in Indonesia. Collective experience included:
- Developing, implementing and evaluating large scale and regional/global coastal, marine and fisheries related programs, including using theory of change, participatory learning, open standards (result chains) etc, particularly in Indonesia;
 - Forging consensus on strategic issues and priorities for multi-faceted, multi-stakeholder based regional programs;
 - Building partnerships, supporting and strengthening existing institutions and networks and their capacity across regions and developing and delivering programs related to transformational change as well as on-the-ground conservation outcomes;
 - Facilitating national, regional and global consultations with stakeholders on a variety of development and environmental issues, including expediting and scaling up conservation outcomes, climate change adaptation and blue carbon, marine protected areas, gender and women empowerment, protected species conservation, invasive species, biodiversity conservation, ecosystem based fisheries management, sustainability and green/blue

² Sustainability is scored using the alternative scale, Likely to Highly Unlikely.

economy solutions, cultural heritage, pollution management and natural resource management (NRM) and capacity building; and

- Comprehensive understanding of the key environmental and developmental issues in small island and developing economies across Asia Pacific, including solid technical knowledge of key priorities such as small-scale fisheries, marine protected areas, coastal ecosystems (including blue carbon) and green/blue economy and sustainability issues.

2.5 Limitations

29. The key limitations to the MTR are outlined in Table 2.

Table 2 Limitations to the MTR

Limitation/Risk	Impact	Mitigation
Budget and time limitations	Due to necessary time limits on the MTR, not all stakeholders can be interviewed.	Stakeholders and data collection methods prioritised to maximise time and budget efficiency. The review used the best available data for desk reviews and analysis.
Covid-19 restrictions and risks	No international travel will be conducted due to Covid-19 safety risks, however internal travel will be conducted, restrictions may change during the Project.	Restrictions and Covid-19 outbreaks were monitored. National consultant conducted data collection interviews face to face where safe to do so. Virtual platforms were used to conduct interviews with key stakeholders.
Extreme weather risks	Extreme weather events may interrupt telecommunications or travel plans of the interviewees and national consultant, and/or pose a safety risk.	Weather and other risks were monitored. Any activities that compromised the safety of the stakeholders or national consultant was postponed and reorganised or changed to an alternative collection method. Delays due to weather or extreme events were communicated to PMU.
Technology access limitations	Some interviewees may have limited or unreliable access to telecommunications needed to participate in virtual interviews.	Questions and materials were sent in advance with clear instructions for how to access Zoom where meetings were online. If needed an alternative location was arranged for face-to-face meetings, or the interview questions submitted in writing.
Language barriers	Some stakeholders may not be fluent in the same language as the interviewer.	Questions and materials were sent in advance, with time for interviewees to ask clarifying questions. National consultants conducted interviews in Bahasa Indonesia,

Limitation/Risk	Impact	Mitigation
		where required. Questions were also translated into Bahasa Indonesia
Barriers to inclusion for women, youth, and other groups	Imbalances in power, social status and inclusion may lead to some stakeholders being less able to participate in the review process or having imperfect representation.	Gender and social inclusion considerations were built into the planning of the MTR. Gender disaggregation of stakeholders and individual/private data collection methods were enacted where required.

3 Project background and context

3.1 Context

30. Indonesia had established 19.1 million hectares (ha) of marine protected areas (MPAs) by the end of 2017, being 95% of the total commitment of the Government of Indonesia to establish 20 million ha by 2020. Of those MPAs, about 42% or 7.26 million ha were established through districts initiatives in the form of local MPAs. The local MPAs were initiated and managed by district governments, while the rest have been managed centrally through Ministry of Marine Affairs and Fisheries (MMAF). MMAF emphasize that effective management of MPAs is a continuing priority. As a result of the “recentralization” Law No 23/2014, the authority for managing marine resources from 0 to 12 nautical miles from the coastline was transferred from the district to provincial government in October 2016. This institutional shift provided provinces with authority for conservation, marine spatial planning, and other management tasks of marine resources (extracted from the revised proposal for major amendment to the GEF May 2019).
31. The *Coral Reef Rehabilitation and Management Program – Coral Triangle Initiative* (COREMAP-CTI) was approved on 13 December 2013 for \$53.52 million with an Ordinary Capital Resources loan of \$45.52 million and a Global Environment Facility (GEF) grant of \$8 million. It became effective on 24 February 2014 with an anticipated closing date of 30 June 2019. The project impact sought was the sustainable management of coral reef ecosystems in the designated project areas. The project outcome was to ensure enhanced capacity to manage coral reef ecosystems inside and outside the target Marine Protected Areas (MPAs).
32. At the request of the Government of Indonesia, the ADB loan was cancelled and offset by MMAF budgetary resources, and the project restructured as a GEF grant, through a GEF major project amendment that was approved by the GEF council in 2019. The amended project commenced in 2020, with a revised objective of “*Sustainable management of coral reef ecosystems in Indonesia through enhanced capacity to manage coral reef ecosystems in targeted Marine Protected Areas (MPAs)*” and several key changes, including:
 - the target MPAs were changed from the 10 MPAs in Western Indonesia to a focus on three MPAs (totaling roughly 30,000 ha) in the priority Lesser Sunda Eco-region (LSE), where pressures are high, and comprised of one original national MPA (Gili Matra), and two provincial MPAs (Nusa Penida and Gili Balu);
 - consolidation of outcomes and outputs – the original GEF project had 10 outcomes and 32 outputs from the combined loan and grant financing. The restructuring consolidated 4 outcomes: (i) Coral reef management and institutions strengthened in project areas; (ii) Ecosystem-based resource management plans developed and operational; (iii) Sustainable marine-based livelihoods improved; and (iv) Project management, monitoring and knowledge transfer, and 6 outputs;
 - a focus on addressing capacity gaps resulting from modification of the law on responsibility for coastal and marine resource management by strengthening technical and financial capacity gaps at the provincial level, and creating ‘bridging’ mechanisms between provincial and district level governments; and

- transferring execution responsibility from MMAF, the original executing agency for the GEF grant, to the Indonesia National Development Planning Agency (Bappenas), with implementation tasked to ICCTF, a unit within Bappenas.
33. The LSE covers three Indonesian Provinces (Bali, Nusa Tenggara Barat and Nusa Tenggara Timur), parts of a fourth (Maluku) and the country of Timor-Leste. It consists of 35,802,039 hectares of ocean and 10,886 kilometres of coastline. The LSE is among one of the highest biological diverse eco-regions in the world, providing habitat for 76% coral reef species and 2,631 reef fish species. It is also a migration path of several cetaceans and six sea turtle species from the Indian Ocean to Pacific Ocean. Within the LSE, several key characteristics have been identified:
- a) **Environmental conditions:** The southern side of the main island chain is an important transition zone with the Indian Ocean, which encompasses a wide range of environmental conditions, including high energy/exposed areas and strong currents;
 - b) **Oceanography:** There are different water masses north and south of these islands. Water moves from north to south through the straits between the islands, but there is limited water exchange in the opposite direction; and
 - c) **Biological:** The transition zone has distinct faunal elements, including endemic stomatopods, and distinct fora and coral assemblages (with relatively low coral diversity in some areas due to high exposure and currents).

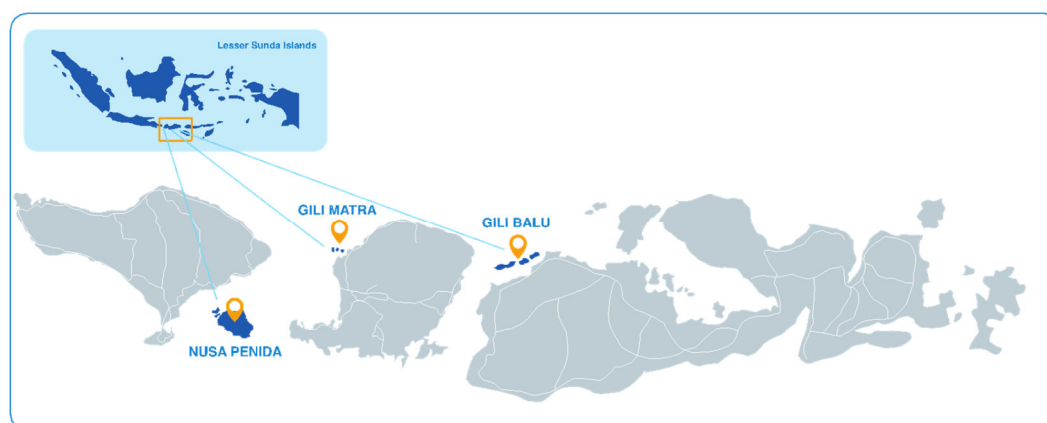


Figure 1 Three Project Sites in Lesser Sunda islands *Project description*

34. The revised project, subject to the independent MTR has four interlinked Outputs seeking to address key targets, as outlined in Table 3:

Table 3 Revised Project outcomes, outputs and targets for COREMAP – CTI. (Source Revised COREMAP-CTI Proposal May 2019)

Revised Project Outcomes	Revised Outputs and Targets
Coral Reef Management and Institution Strengthened in Project Areas	<p>Output 1.1: MPA management plan implementation enhanced</p> <ul style="list-style-type: none"> Target: Improve management effectiveness rating for Gili Balu MPA: to 100% green level, Gili Matra MPA: to 80% blue level, and Nusa Penida to 80% blue level. <p>Output 1.2: Capacity development and targeted training on coastal and marine management</p> <ul style="list-style-type: none"> Target: Human resource capacity strengthened at provincial government level in project areas
Ecosystem-based resource management plans developed and operational (in project areas)	<p>Output 2.1: Investments in community-based ecosystem restoration / rehabilitation and monitoring</p> <ul style="list-style-type: none"> Target: To restore the function of coastal ecosystems in selected rehabilitation zones of project MPAs.
Sustainable marine-based livelihoods improved (in project areas)	<p>Output 3.1: Sustainable fisheries and livelihoods promoted in project areas</p> <ul style="list-style-type: none"> Target: To implement sustainable commodities management practices for tuna, snapper and seaweed for identified project communities.
Project management, monitoring and knowledge transfer	<p>Output 4.1 Monitoring and knowledge sharing / transfer implemented.</p> <p>Output 4.2 Effective project management</p>

4 Key findings

4.1 Relevance

Alignment with GEF Global Environmental Benefits and catalytic role – Highly Satisfactory

1. During the MTR, the Global Environmental Benefits (GEB) and catalytic role of the COREMAP-CTI project were confirmed through discussions with key stakeholders and from a review of key documentation provided by the project team.
2. The GEB arising from COREMAP-CTI are outlined in the Revised COREMAP-CTI Proposal prepared by ADB to the GEF (May 2019) and note that the project is aligned to priorities in the GEF-4 programming directions under Biodiversity. They include: i) Sustainable protected area systems (sustainable financing, consolidating marine & terrestrial protected area networks) ii) Mainstreaming biodiversity (strengthening the policy and regulatory framework, fostering markets for ecosystem goods and services). The project is also aligned with more recent GEF programming priorities on: i) Effective protection of ecologically viable and climate-resilient representative samples of the country's ecosystems and adequate coverage of threatened species at a sufficient scale to ensure their long term persistence; ii) Sufficient and predictable financial resources available, including external funding, to support protected area management costs; and iii) Sustained individual and institutional capacity to manage protected areas such that they achieve their conservation objectives.
3. The amended project proposal indicated that combined with the Government of Indonesia investment in the project, the overall GEBs were expected to remain at 2.33 million ha of marine protected areas under improved management for conservation and sustainable. Within these, additional benefits were expected to accrue, including: i) around 30,000 ha under improved management for conservation and sustainable use in GEF-linked MPAs, ii) ecosystems services rehabilitated under 3 ha of degraded coral reef area and 4 ha degraded mangrove area because of investments in rehabilitation and restoration, iii) conservation status of three marine species (Shark, Turtle and Mola-Mola) improved under action plans in project areas, and iv) two important marine fisheries under sustainable practices in project areas.
4. As at the MTR, based on latest progress reporting to ADB, the project is on track to deliver the GEB, as demonstrated through working towards achieving by the project end:
 - improved management effectiveness of 30,000 ha of marine areas for conservation and sustainable use;
 - strengthened ecosystems services across 3 ha of coral reef area and 2.8 ha of mangroves³;

³ Note these areas related to activities to be undertaken under the 10 MPAs that were originally targeted before the project was amended and reduced to 3 MPAs. They are therefore much bigger than the areas covered by the work in the 3 MPAs for the amended project. This is an error detected through the MTR and ICCTF will correct these amounts in the next report to ADB. They were not available at the time of finalising the MTR.

- improvements to the conservation status of marine species, namely mola-mola, sharks and turtles through the provision of Code of Conduct, SOP, and action plans;
- implementation of sustainable fishing practices for two important marine fisheries in the project areas, namely snapper and tuna; and
- Improved the development of sustainable seaweed farming.

The project is also monitoring direct beneficiaries disaggregated by gender.

5. The project is having a catalytic role through providing learning sites for MMAF and others in how to strengthen management effectiveness as well as financing to maintain ecosystems services functions in project areas over the long term. At the latest EVIKA assessment, management effectiveness had improved for all 3 sites (refer Section 4.2 for discussion) Payments for Ecosystem Service models are currently being explored towards implementation across the 3 project MPAs, although are unlikely to be implemented and operationalized in Gili Matra or Gili Balu before the completion of the project given government processes. In Nusa Penida, PES has already been adopted by the government and recommendations accepted and included in the revision to the regulations. Gili Matra MPA has also been selected as a pilot project for ocean accounting in Indonesia. It is hoped the opportunities and lessons from the project will be applied by MMAF to other MPAs and assist with strengthening MPA effectiveness and developing sustainable financing models for Indonesia to manage its MPAs. This would include encouraging all MPA managers to continue to work towards “Optimum” for management status under the EVIKA scoring by MMAF and to ensure strong visitor management strategies to ensure sustainable carrying capacity to reduce impacts associated on ecosystems and dependent communities. While some communication of results has been shared with MMAF, going forward it will be important to ensure strong effective communication and extension of the findings and results as well as lessons learned occurs with MMAF, as well as provincial and district levels of government and NGOs.
6. In addition, the project is playing a catalytic role in encouraging local investment at the project sites, particularly in relation to local government budget allocation to support MPA effectiveness in Nusa Penida and Gili Balu. The catalytic role is also reflected through the co-financing support provided by the Indonesian government through Bappenas by supporting the implementation of COREMAP-CTI. Refer section 4.4 for details of co-financing. An indication of the impact of the project in Gili Balu is also being seen through local development with a proposal by the to build an airport at the Poto Tano Sub-District. A new airport will significantly create a multiplier effect to allow marine tourism to increase and as well as streamline the distribution of good and services to the area.
7. The project can provide input into the development of Indonesia’s mid-term development plan being prepared by Bappenas through consideration of best practices/lessons learned including the importance of creating effective partnerships across government ministries and with local community stakeholders at MPA sites to fast-tracking MPA management effectiveness through knowledge transfer, technical expertise, and development and implementation of policies, procedures, and sustainable financing models. Also important has been the importance of practical science to support MPA managers and communities to understand how to implement management actions, effective policy and decision making in a practical way. Refer Section 5 Lessons Learned for more information.

4.2 Effectiveness

8. To support the achievement of outcomes and outputs, this project is structured to deliver the targets under the 4 outputs through seven activity packages managed by consulting firms and NGOs and a master degree program. There are clear causal links between the activities on the ground and how these will deliver the outcomes sought for the project. These are discussed below.
9. Most of the field implementation is on track to deliver against the targets set for outputs as planned, however some delays have been experienced from COVID-19 restrictions for conducting activities at project sites. During the consultations with stakeholders at the national level as well as site level, there was positive feedback on the progress of the project and its delivery towards positive impacts on communities. Most noted that strong effort has been made by implementing partners to expedite activities to meet timeframes where possible, although due to the need to follow government planning processes as well as ensure quality outputs are delivered, it is anticipated that a no-cost extension will be required for the project.

Achievement of project outputs/progress towards project outcomes – Moderately satisfactory

10. Following the lifting of COVID-19 restrictions, implementing partners have made significant effort to complete the work to deliver the project outputs towards achievement of project outcomes. As reflected through the project's progress in the field and confirmed during consultations, the implementing teams have been quite successful in delivering against adjusted workplans despite the delays of execution. The remaining outstanding areas of activities are mostly relating to construction of buildings, and some follow up training activities. The project is however, working towards effective delivery of positive impacts to communities and strengthening of management of coral reef ecosystems, as reported during consultations with communities and local stakeholders, in the 3 project sites. Local partners including the government, NGOs, and local communities have actively participated in providing inputs toward achieving project outcomes.
11. The project is focused on institutionalizing the protection, rehabilitation, and sustainable use of Indonesian coral reefs and associated marine ecosystem, through the delivery of the expected outputs by implementing partners. Table 3 provides a summary of the performance status of the project outputs against targets.

Table 3 MTR assessment of performance against targets for COREMAP-CTI

Project Outcome	Project Output	Indicator	Level at August 2022	End-of-project target	Mid-term level & assessment	Achievement rating	Justification for rating
Objective: Sustainable management of coral reef ecosystems in Indonesia through enhanced capacity to manage coral reef ecosystems in targeted Marine Protected Areas (MPAs)							
Outcome 1: Coral Reef Management and Institutions Strengthened	Output 1.1: MPA management plan implementation enhanced	1. Guidance for co-management agreement between district, provincial and central government developed	Seven standard operating procedures (SOPs) have been developed. Two SOPs have been legalized and the other five SOPs undergoing consultation with the public prior to the legalisation	Improve management effectiveness rating for Gili Balu MPA: to 100% green level, Gili Matra MPA: to 80% blue level, and Nusa Penida to 80% blue level.	On target to be achieved by project end.	S	Targets have been met. MPA management effectiveness for Gili Balu has been determined through a self-assessment using the EVIKA tool. However, an official assessment needs to be conducted to confirm the improved status and is planned before project end. Official status confirmed for Gili Matra and Nusa Penida.
		2. Sustainable financing mechanisms legitimized, strengthened and operational in 2 MPAs.	The Payment for Ecosystem Services (PES) in Nusa Penida have been legalized and operationalized, while and academic paper for PES in Gili Matra has been developed and submitted to the MPA Management Authority, BKKPN		Not on target to be fully achieved within project timeframe.	MS	Partially achieved. The PES in Nusa Penida has been legalized and operationalized, while for Gili Matra, the academic paper of PES has been developed and finalized and hand-over to The Ministry of Marine Affairs for adoption or input for the establishment. The PES Gili Matra

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Project Outcome	Project Output	Indicator	Level at August 2022	End-of-project target	Mid-term level & assessment	Achievement rating	Justification for rating
			Kupang, MMAF to be legalised and operationalized.				cannot be legalized and operationalized within the project time frame due to the endorsement being beyond the project's control.
	Output 1.2: Capacity development and targeted training on coastal and marine management	3. Provincial and other government staff (at least 40 staff, with gender proportionate representation) trained sub-themes related to integrate coastal management.	Short course Supply Chain Fisheries Tuna Longline and toward MCS certificate with 34 participants (F: 19; M: 15) have been conducted September 2021 in Bali	Human resource capacity strengthened at the provincial government level in project areas	Not on target to be achieved within project timeframe.	MS	Partially achieved The trained staff should be accommodated into the MPA management body (UPT-BLUD) to perform the functional roles of the trained personnel for management. Supporting facilities such as information centres and surveillances post are under construction and need to be completed to ensure the trained community can use the resources to enhance the management of MPA

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Project Outcome	Project Output	Indicator	Level at August 2022	End-of-project target	Mid-term level & assessment	Achievement rating	Justification for rating
		4. Post graduate degree obtained by 4 mid-career government staff (with gender proportionate representation).	The four master students have completed the master program at the University of Queensland, Australia in June 2022, with graduation in July 2022		Achieved	S	Targets have been met.
		5. Integrate Ecotourism capacity enhanced in selected areas (with gender proportionate representation), (i) at least 20 staffs trained in marine ecotourism	89 community members have been trained on ecotourism in Gili Matra and Gili Balu. Trainings have been conducted to equip local personnel for MPA management including training of community on community-based surveillance and patrol. Total of 91 Pokmaswas members have been registered and trained by MPA authorities of Nusa Penida		Achieved	S	Targets have been exceeded.

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Project Outcome	Project Output	Indicator	Level at August 2022	End-of-project target	Mid-term level & assessment	Achievement rating	Justification for rating
		(tour-guide, community-based, dive tour), (ii) at least 50 staffs trained and certified o MPA rangers.	and Gili Balu. 30 members Pokmaswas have been registered, with training completed August 2022 in Gili Matra.				
Outcome 2: Ecosystem-based resource management plans developed	Output 2.1: Investments in community-based ecosystem restoration / rehabilitation and monitoring	2.a. At least two (2) endangered / threatened species action plans developed and implemented	Tagging of sea turtles has occurred for several turtles and their movements are being tracked. MPA action plan for sharks and sea turtle conservation have been develop but not implemented in full yet.	To restore the function of coastal ecosystems in selected rehabilitation zones of project MPAs.	On target to be achieved	S	Ongoing The information from the turtle tagging will assist in identifying priority areas for protection.
		2.b. 25-30% women's participation in conservation training and implementation	Women participation has reached between 25 – 30% during the project engagement with local communities, government,		Achieved	S	Targets have been met, although we were not able to confirm this for all meetings and engagements.

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Project Outcome	Project Output	Indicator	Level at August 2022	End-of-project target	Mid-term level & assessment	Achievement rating	Justification for rating
		management groups.	NGOs, and stakeholders at the project sites.				
		At least 20% of degraded mangrove areas in Nusa Penida and Gili Balu restored / rehabilitated.	In Gili Balu, 2 Ha (50%) of mangrove's area has been rehabilitated, out of 4 Ha degraded mangrove area identified. In Nusa Penida, 2 Ha (133%) of mangrove's degraded area has been planted with 20,000 mangrove seedlings for recovering the degraded area.		Achieved	S	At the time of the MTR, some mangrove seedlings in the open areas on one of the islands in Gili Balu were likely dead and might need to be replanted especially at the area where intense exposure to wave actions occurred.
		At least 5% of degraded coral reef restored / rehabilitated in Nusa Penida.	Degraded coral reef in Nusa Penida (253m ²) has been deployed with 35 fish domes and 40 reef star structures, and locations for deployment in Gili Matra (550,440m ²) have been identified.		On target to be achieved	S	Ongoing The identified degraded reef areas in Gili Matra are being followed up with the restoration activities such as the deployment of artificial reef structures, etc by project end.

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Project Outcome	Project Output	Indicator	Level at August 2022	End-of-project target	Mid-term level & assessment	Achievement rating	Justification for rating
Outcome 3: Sustainable marine-based livelihoods improved	Output 3.1: Sustainable fisheries and livelihoods promoted in project areas	3.a. Sustainable fishery management / supply chains for tuna and snapper fisheries in selected communities improved.	PT Geohetrands conducted Model Bio-Economic Tuna Species, Profile and Initiative, and supply chain of snapper in Bali, West Nusa Tenggara and East Nusa Tenggara, also Profile Bio-physic of Lesser Sunda. The draft report of the study has been submitted to ICCTF.	To implement sustainable commodities management practices for tuna, snapper and seaweed for identified project communities.	On target to be achieved	MS	Ongoing Outcomes from the work undertaken on sustainable supply chain for tuna and snapper are being adopted into the local government regulation for sustainable management.
		3.b Sustainable seaweed farming / supply chain for seaweed enterprise in selected communities improved.	Four seaweed farmer groups (44 members) were supported to improve post-production and marketing		On target to be achieved	S	Ongoing Enhancing sustainable seaweed farming in Nusa Penida is a priority – during the covid pandemic with zero tourists visit due to the lockdown, the only income of the local community was from seaweed cultivation.
		3.c. Enhanced livelihood capacity for at	19 groups of the community-based enterprise with 767		On target to be achieved	S	Ongoing

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Project Outcome	Project Output	Indicator	Level at August 2022	End-of-project target	Mid-term level & assessment	Achievement rating	Justification for rating
		least 3 community-based enterprises with training for home industry in 10 villages and at least 100 participants.	members/ participants, participated in training: (a) Gili Balu: 9 groups with 150 participants consisting of 29% women, 71% men. (b) Gili Matra: 7 groups with 573 participants consisting of 58% women, 42% men. (c) Nusa Penida: 4 groups with 44 participants consisting of 75% women, 25% men.				At the time of the assessment, the trained women groups representative admitted that the equipment for production had not yet been delivered to them. Ensuring the equipment be handed in to the groups will allow them to start the production of their home industry enterprise. Planned for prior to project end.
Outcome 4: Project management, monitoring and	Output 4.2 Effective project management	n/a	Regular operation of project implementation with the support of the project management team (PIU)	n/a	On target to be achieved	MS	Ongoing Refer Section 4.4 for assessment and areas for improvement.
			Monitoring of project implementation has been		On target to be achieved	MS	

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Project Outcome	Project Output	Indicator	Level at August 2022	End-of-project target	Mid-term level & assessment	Achievement rating	Justification for rating
knowledge transfer			conducted regularly including the midterm evaluation to maintain coordination and communication to ensure effective project implementation				
			Regular monthly and quarterly project progress updates and reporting have been conducted		On target to be achieved	S	
	Output 4.1 Monitoring and knowledge sharing / transfer implemented.		Knowledge transfer has been conducted to share lessons learned from the project with the stakeholders and public audience at the workshops, seminars, at national, regional and international events including at the recent G20 side event in Bali		On target to be achieved	MS	

Rating	Description
Highly satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
Moderately satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings
Moderately unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings
Highly unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to assess (UA)	The available information does not allow an assessment of the level of outcome achievements

12. The assessment of the progress of MPA management effectiveness based on the EVIKA, a government tool for measuring the status of MPA management has been conducted by MMAF and the EVIKA score is presented below. The key achievement against the Outputs in Table 3 are all directly related to strengthening management effectiveness and thereby increasing the EVIKA scoring.
- Nusa Penida MPA.** An EVIKA score of 62.97%, optimally managed (>50–85%) was recorded for 2021 assuming the project intervention has not been operationalized yet. Further assessment in 2022, the EVIKA score indicates an increase of 9.13% up to 72.10% for optimally managed MPA. The increase in score suggests an improved percentage of optimally managed MPA and thus can be deemed that the project intervention has resulted in the increase of optimally managed Nusa Penida MPA. In comparison with the previous EKKP3K evaluation, the status of Optimal equates to Blue status, indicating optimally managed.
 - Gili Matra MPA.** An EVIKA score of 64.19%, optimally managed (>50–85%) was recorded for 2021 assuming the project intervention has not been operationalized yet. Following the project implementation in 2022, the assessment for management effectiveness indicates an increase of 17.87% up to 82.06% for optimally managed MPA. The increase in score suggests an improved percentage of optimally managed MPA and thus can be deemed that the project intervention has resulted in the increase of optimally managed Gili Matra MPA. In comparison with the previous EKKP3K evaluation, the status of Optimal equates to Blue status, indicating optimally managed.
 - Gili Balu MPA.** The project implementing team conducted a self-assessment of management effectiveness and an EVIKA score of 40.03%, minimally managed (<50%), was recorded in 2021 assuming the project intervention had not been operationalized yet. Another self-assessment was conducted in 2022 and a projection of 14.36% increase up to 54.39% is indicated to lead the shifting status of Gili Balu MPA management from minimally managed to optimally manage MPA (>50–85%). The increase in score suggests an improved status from minimally managed MPA to optimally managed MPA and thus can be deemed that the project intervention has resulted in a significant increase in the status of management effectiveness of Gili Balu MPA. In comparison with the previous EKKP3K evaluation, the shift up from Minimally Managed to Optimal status equates with a shift from the former Green to Blue status.

Table 4 provides a comparison of the 2 scoring systems.

Table 4 Status comparison between MPA management effectiveness of EKKP3K and EVIKA

EKKP3K				EVIKA		
Rank	Status	Criteria		Status	Evaluation Score	Criteria
Red (1)	MPA is initiated	1	Initiation proposal			
		2	Area identification and inventory			
		3	Area reservation			

EKKP3K				EVIKA		
Rank	Status	Criteria		Status	Evaluation Score	Criteria
Yellow (2)	MPA is established	4	Management Unit organization and human resources in place			
		5	Zoning and management plan in place			
		6	Facilities and supporting infrastructure for management in place			
		7	Financial support for management in place			
Green (3)	MPA is minimally managed	8	Formalization of zoning and management plan	MPA is minimally managed (Bronz)	<50%	The design of protected area has been done and the management process has been conducted but the management objectives still need to be achieved
		9	Standard operational procedures (SOPs) for management in place			
		10	Implementation of zoning and management plan			
		11	Legalization of MPA			
Blue (4)	MPA is optimally managed	12	Boundary setting of the MPA area	MPA is optimally managed (Silver)	>50–85%	The management functions have been adaptively running and some management
		13	Institutionalization			
		14	Management of resources of MPA			

EKKP3K				EVIKA		
Rank	Status	Criteria		Status	Evaluation Score	Criteria
		15	Management of socio-economy and cultural assets			objectives have been achieved
Gold (5)	MPA is independently managed	16	Improved community welfare	MPA is sustainably managed (Gold)	>85%	The benefits of management are felt by the community with protected conservation values and sustainable.
		17	Sustainable financing is in place			

13. As part of this Biodiversity Project, MPA management effectiveness has been assessed using the GEF Tracking tool for three MPAs, Nusa Penida, Gili Matra and Gili Balu. The management effectiveness tracking tool encompasses completed data sheets and an assessment form for each MPA, looking at how threats are being managed. These were reviewed by the MTR team with the project team to assess the existing conditions pertaining to the reported progress at the MPAs. It includes assessment of threats using a generic list of threats that protected areas can face. The tool also covers an assessment of the status of MPA governance structure encompassing legal status, MPA regulations, enforcement, objectives, design, boundaries, management plan, planning process, resources inventory, research, etc. The tracking tools as at the time of the MTR reflect the current situation in each MPA well and are based on available scientific evidence and expert knowledge.
14. The GEF tracking tool had only been prepared at the beginning of the project (in 2013) for Gili Matra. The tracking tools for Nusa Penida and Gili Balu were prepared at the time of the MTR with the MTR consultants. While each has a score, it is not useful as a comparison between MPAs, given threats can be site specific, but rather as a comparison over time for each MPA. At the time of the MTR, Nusa Penida had a score of 79 and Gili Balu had a score of 63. Gili Matra had a score of 63 slightly up from 62 in 2013. For Gili Matra, most threats are nature related – tsunamis, volcanic eruption etc and beyond the control of management effectiveness actions, so therefore the scoring over time has been consistent for that site. It will be important at the terminal evaluation to compare any change in scores and assess progress towards management effectiveness on threats that are not nature driven.
15. Significant threats being incurred by Nusa Penida MPA relate to tourism and recreation infrastructure followed by shipping and tourist boat activities as well as recreational tourism related activities. Gili Matra MPA is incurring significant threats from dense housing and settlement on three islands within the MPA, followed by intensive development of commercial

areas for tourism, and tourism and recreational infrastructure development. The tourism and recreational activities brought by the mass tourism in Gili Matra MPA drive significant threats to the MPA. The combined dense settlement and massive tourist activities on the islands mean there is inadequate household sewage and urban wastewater management. While in Gili Balu no significant threats appear to be facing the MPA at this stage given it is sparsely populated.

16. Under the terminal evaluation, all 10 MPAs originally targeted across Western Indonesia (not just those in the LSE) prior to the amendment and transfer to Bappenas, will require assessment of management effectiveness so it will be important to ensure information is made available to the reviewers to allow the evaluation of any progress or improvements to management effectiveness. Note it was outside the scope of the MTR to review the MPAs outside of the LSE, that were originally part of the project.
17. For **Outcome 1 Coral reef management and institutions strengthened**, as reported during consultations, and observed during field trips, key achievement against the outputs have included training of government institutions in integrated coastal management. Technical staff with the mandated proportion of gender representation continued to receive training courses pertaining to marine and fisheries resources management. Furthermore, long-term investment in higher education of young Indonesians has resulted in the completion of four master's program students at the University of Queensland in July 2022 studying marine and coastal resources management. A short course on the Supply Chain for Tuna Longline towards MCS certification has also been conducted with 34 participants (F: 19; M: 15). In providing guidance for a co-management governance mechanism at different levels of government, seven standard operating procedures (SOPs) have been developed. Two SOPs have been legalized and the other five SOPs are being consulted with the public prior to the final stage of legalization. To integrate well-managed ecotourism in the selected areas, including trained tour-guides, community-based dive tour and certified MPA rangers, community members in Gili Matra and Gili Balu have undergone ecotourism related training. In addition, the community-based surveillance groups (Pokmaswas) in Nusa Penida and Gili Balu have been trained by the local MPA authorities. The sustainable financing mechanism is also set as an indicator of a strong coral reef management institution. The project implementing team in the field faced a challenging engagement process to operationalize Payments for Ecosystem Services (PES) within the time constraints of the project. The PES in Nusa Penida has been legalized and operationalized through Provincial Regulation. While, for Gili Matra an academic paper of the PES is being reviewed by the MPA management authority, BKKPN Kupang and the MMAF to gain inputs and adopt for the establishment of Marine Park Authority.
18. For **Outcome 2 Ecosystem-based resource management plans developed**, as reported during consultations, and observed during field trips achievements against the outputs includes ongoing turtle tagging and satellite tracking of movement to collect information on important areas for nesting and foraging to include in the conservation and action plan for the MPA. Shark and sunfish (Mola-mola) conservation and ecotourism action plans have also been developed. To ensure the minimum 20% of degraded mangrove areas in Nusa Penida and Gili Balu are restored or rehabilitated, around 20,000 mangrove seedlings have been planted across 2 hectares of degraded mangrove area in Nusa Penida and in Gili Balu. Rehabilitation of a minimum 5% of degraded coral reef areas has been the focus of this effort. Thirty-five fish domes and forty reefstar structures have been deployed in degraded coral reef areas in

Lembongan covering an area of approximately 253 square meters. In Gili Matra, an area of degraded coral reef has been identified for further rehabilitation activities. During consultations, local stakeholders indicated that there was over 20% women participation, however this was not verified for every meeting, just a sample for the MTR. It is reported in progress reports to ADB that the target of 25–30% women participation in activities has been met.

19. For **Outcome 3 sustainable marine-based livelihoods improved**, as reported during consultations and observed during field trips achievements against outputs includes a series of studies to improve sustainable fishery management and supply chain for tuna and snapper in selected communities. A bio-economic model of tuna species, profile, and initiative as well as supply chain of snapper in Bali, West Nusa Tenggara, and East Nusa Tenggara and the biophysical profile of LSE has been undertaken to provide scientific support to improve the management of tuna and snapper fisheries. To support the improvement of sustainable seaweed farming and the supply chain for seaweed enterprises in the selected communities, ongoing engagement with seaweed farmer groups is continuing focused on improving post-production and marketing. To support the community-based enterprise, 19 community groups in Gili Balu, Gili Matra and Nusa Penida have been trained to run a sustainable marine-based home industry. However, at the time of the MTR in Gili Matra, representatives of community groups indicated they were still waiting for the equipment to start production.
20. For **Outcome 4 project management, monitoring and knowledge transfer**, as reported during consultations and observed during field trips achievements, regular operation of project implementation with the support of the project management team (PIU) has been maintained. Monitoring of project implementation has been conducted regularly including the midterm evaluation to maintain coordination and communication to ensure effective project implementation. Knowledge transfer has been conducted to share lessons learned from the project with the stakeholders and public audience at workshops, seminars, at national, regional and international events including at the recent G20 side event in Bali Refer Section 4.4 Factors affecting performance for more information on the MTR findings for Outcome 4.

Degree of attainment of project objectives and higher-level results, including an assessment of the likelihood of longer-term impacts – Satisfactory

21. The project is working towards attainment of the project objective, *Sustainable management of coral reef ecosystems in Indonesia through enhanced capacity to manage coral reef ecosystems in targeted Marine Protected Areas (MPAs)* however delays as described above mean that the achievement will not occur within the planned timeframes and a no-cost extension should be sought. While some activities as noted above are complete, a number remain active including the completion of infrastructure, community empowerment through a series of training, science work, and improvement of a governance mechanism for the management of the coral reefs.
22. Bappenas has strategic function and task for Indonesian Development purposes, this project demonstrated Significant contribution by the Head of local governments (district/regency/provincial) in convey the project and also deliver a policy into an action in the local government level. On the other side, outcome of ITQ (Individual Transferable Quota) assessment would be applied on policy for fisheries management in Indonesia.

23. Significant attainment in the transfer of knowledge appears to have a longer-term impact where local capacity is strengthened in carrying out the management of coastal and marine resources beyond the project time. As confirmed during the consultations with local stakeholders, it is expected that through the training and capacity building activities, as well as improvement in scientific knowledge, significant lasting results for the better management of marine and coastal resources at the project sites will be possible at the 3 sites. Likewise, through the empowerment activities to build capacity of local community enterprises and strengthen management of resources, communities indicated that they believe it will have lasting impact for them.
24. The likelihood of longer-term impacts is difficult to assess at the MTR stage given activities are underway now, however, during consultations, MMAF indicated that there is an intention to roll out lessons learned and findings from this project to other MPAs. If this occurs, then it is likely that broader outcomes will include improved management and monitoring for marine and coastal ecosystem and rehabilitation efforts across other parts of Indonesia.
25. Following the reduced restrictions as we learn to live with COVID-19, it is important to note that the level of visitors to the 3 MPA sites are increasing again. While increased tourism is good economically for local communities, it will mean increasing threats and pressure on the MPA and its ecosystems, unless limits or management measures are put in place by the authorities. Consideration should be given to ensuring adequate risk management measures are in place to reduce the impacts of booming/increasing marine tourism. We were informed that ICCTF is undertaking a carrying capacity analysis across the MPA in the LSE. It will be important to understand the likely consequences and impacts without good growth management. To that end, it will also be important to ensure there is sufficient coordination of Dinas/Agencies in Provinces and enough capacity in the management authority of the MPA to undertake effective management and ensure tourism does not go beyond carrying capacity. While we acknowledge there have been attempts elsewhere to limit tourism, for example in Komodo, Gili Matra is now seeing increasing tourism and a proactive approach could be taken prior to carrying capacity being reached, working with local stakeholders to find a workable solution. We understand that in Nusa Penida, work has already been undertaken to understand the carrying capacity of tourism and quotas have been established to limit tourists. Communicating that to the local management authority and local operators will be important across all 3 sites.

4.3 Sustainability and Exit Strategy – Moderately Likely

26. As noted during the MTR assessment recently undertaken by ADB, the implementing teams in the field are quite optimistic on the sustainability of the project because it has been built on a solid foundation from the beginning of strong community engagement and partnerships. The aim has been to create a very high sense of ownership so that maintenance and management process will continue post the project. This was confirmed during MTR consultations. There is also optimism that results will be maintained by local governments. The beneficiaries of the project such as BKKPN Kupang Satker Gili Matra and the CDK in Gili Balu are expecting that the project can be completed accordingly so that the target to enhance the management of the MPA in Gili Matra and Gili Balu can be effective beyond the COREMAP-CTI project.
27. Ensuring sustainability of the project requires commitment at the provincial level in Bali and West Nusa Tenggara. While there is commitment, it is in the early stages and work is needed

to ensure operational and ongoing management and maintenance costs etc are being built into annual budget cycles and responsibilities within job descriptions. For example, given project outputs include a handover of infrastructure it will be important to ensure districts understand what the operational costs are, and budget is allocated annually for operating costs. As a part of developing an exit strategy there has been strong engagement with local officials. For example, in Nusa Penida, where an information centre is being built, there has been close engagement, working with the Bupati to identify a suitable location and ensure the project is in line with their priorities. This project has helped to fill gap in infrastructure needs for the provincial government.

28. It will be important that lessons learned from this project are well captured and shared broadly, along with key project outputs such as regulations and scientific knowledge, planning documents etc. across other MPA sites in Indonesia. A significant knowledge transfer process is needed as the project ends to ensure MMAF across the country at all levels of government are made aware of the project outcomes.
29. A comprehensive exit strategy is being considered to maintain the sustainability of the project. This is something that should have been developed at the planning stage. While work has been undertaken to implement PES schemes as outlined above, there remains questions as to the sustainable financing for the project once it has ended and it is likely that blended finance models will be required for MPA management, combining PES with visitor entrance fees, government funding and other funding sources. Certainly, work is underway to ensure operating costs are factored into government budgets, however other beneficiaries including local communities, and NGOs while obligated to continue the program, will need ongoing technical assistance and funding support. Donors (i.e. GEF, ADB), MMAF and Bappenas-ICCTF might consider continuing to build the capacity for management and potentially scale-up the project to other locations across the country using the best practice results from this project.
30. With innovative options such as NDFs being seen to provide opportunities for assisting with sustainable financing for NGOs, and it will shortly be launched by the project, the initiative should be evaluated to assess its effectiveness prior to the end of the project. Key lessons arising from this initiative will assist in informing the development of a sustainable financing strategy.

4.4 Factors affecting performance

31. Findings from the MTR as they relate to factors affecting performance in the delivery of Outcome 4, such as institutional, administrative, organisational, technical, environmental, social, economic and financial aspects/feasibility are discussed below.

Quality of project execution and management arrangements (including assessment of risks) – Moderately Satisfactory

32. Project management and implementation is undertaken by Bappenas and ICCTF respectively, with the support of specialist consultants in finance, procurement, gender and safeguarding, monitoring and evaluation and a creative officer. In addition to the Project Manager, there are site coordinators in each MPA and an infrastructure technical specialist.

33. Quarterly progress reports have been provided to the ADB over the life of the project. Delays experienced recruiting a monitoring and evaluation consultant for the project however, impacted on the timeliness of reporting to ADB up until early 2022, as well as to monitoring processes. With a full team now in place, the timeliness of reporting to ADB has improved and the focus is on strengthening the project performance monitoring system. It is imperative that a strong and functional system is in place to allow close monitoring as the project moves to the final stages of completion.
34. GEF Tracking tools for the 3 MPAs were updated during the MTR to reflect latest progress and outcomes. The MTR team worked with the PMU over several workshop discussions for each MPA site to do this. The tracking tools provide a good representation of the status and performance of the project. Refer Section 4.2 for more information.
35. The project appears well managed however, it was noted there have been challenges (causing delays) with coordination of project proponents and local stakeholders as it relates to understanding local regulations and procedures for planning applications for infrastructure development. Processes are different in each province. With the delays experienced due to COVID-19, there is great pressure on the implementation partners to fast track these processes where possible, however given it requires working within government process timeframes, this may not be possible to meet the targeted timeline. The PMU is closely monitoring risks associated with the remaining activities and working with the implementing partners and governments officials to address requirements.
36. A project steering committee is in place, with the first meeting taking place, 3 February 2022. Its role is primarily to oversee the project, manage risk and provide input into ensuring project sustainability and project impacts are recognised. Minutes were kept from the meeting.
37. A technical working group is also in place with technical experts from various ministries providing input into the project as required.
38. The Executing Agency, Bappenas has sought a no-cost extension of 8 months until 30 August 2023 from the GEF for the project because of delays experienced from COVID-19 restrictions. COVID-19, along with the new ADB procurement system caused disruptions to the recruitment and contracting of consultants to deliver key activities across the project sites. The travel restrictions impacted on the ability of project teams to undertake the deep consultation required with communities and other stakeholders within the MPAs. The extension aims to allow full completion of outstanding activities to deliver the project outputs and outcomes, particularly relating to ensure the transfer of knowledge, asset, and operations from project results to the MPA authorities (MMAF and provincial government), district government, and the community in place and to enable sustainability.
39. Based on the findings from discussions with key stakeholders and a review of the delivery of activities, the MTR consultants support the request for a no-cost extension for the project.

Financial management and co-financing – Moderately Satisfactory

40. The financing plan and funding for the project as reported in the 31 March 2022 progress report to ADB was as follows:

Financing Plan	2020	2021	2022
	US\$78,247.51	US\$ 1,328,102	US\$ 3,814,785.54
Status of Project Financing	ADB Grant	Counterpart Fund	Co-Financing
	US\$5,221,135.04	–	US\$3,800,000

41. As of 30 June 2022, is US\$1,869,805.02 had been disbursed (36% of project funding), while the project elapsed time was over 75%. The impact of the delays as described above, along with the arrears-based disbursement process discussed below are clearly shown through the level of funding spent to date and justify the project no-cost extension that has been requested. From discussions with project stakeholders consulted, activities have ramped up since March 2022 and the project is on track to complete most activities prior to 31 December. Asset hand-over, capacity building, and exit strategy development are the key activities remaining for 2023.
42. During consultation for the MTR, several project staff highlighted the strength in the reporting and financial management systems in place for the project, noting reporting takes place to the Ministry of Finance, MMAF and Bappenas, complemented by an external audit process each year. These strong processes have assisted in cost effective management of the project.
43. Several project staff highlighted challenges with the disbursement process in place for the project, where payments are only made in arrears, is an ongoing challenge to managing cashflow for ICCTF and proponents. Four consultants have been engaged to deliver six grant packages against the project outputs and are required to co-finance activities to completion prior to obtaining reimbursement. This is a requirement of ADB. Once activities are completed, the proponent seek reimbursement from ICCTF (via Ministry of Finance and Treasury) who requests disbursement from ADB from a special account. This is a significant financial burden for these proponents to bare particularly where they are delivering more than one grant package (as is the case for 1 consultant and another is an NGO). It is our understanding that ICCTF are not able to submit a payment instruction to ADB until they have reimbursed the proponents.
44. While ICCTF has targets for ensuring disbursements are made in a timely fashion, delays at the proponent end are impacting on ICCTF meeting these targets. ICCTF has sought amendments to contracts however for consultants to breakdown outputs so that reimbursement of funds for activities completed can occur in a timely manner. Timing for when proponents can request a payment therefore requires careful management to ensure

ICCTF has enough funds, again causing strain to proponent cashflow. It is important that ICCTF closely monitor the delivery of milestones against proponent contracts going forward to understand any further risks of delay and identify mitigation actions to ensure that the quality of activities delivered is high and in line with expectations.

45. A concern was raised in relation to the final payment to proponents where an upfront higher deposit from ADB will be required, as the 10% received at the project commencement will not be enough to cover all that needs to be paid. It is understood that 15 December is the latest date to make final payments to proponents – if they all finish in November per their contracts and request reimbursement at the same time. ICCTF have raised this with ADB it is understood, to provide more than the USD800k initial deposit. It is estimated that the final payment will be in the order of US\$2m.
46. The latest audit report submitted 30 June 2022, provided an unqualified audit opinion on the financial statement and utilisation of the grant. No significant issues were raised with respect to the financial management of the project.
47. Co-financing of US\$3.8m was highlighted in the project documentation as a part of the grant amendment approval process, with a supporting letter from Bappenas dated 6 May 2019 confirming the Government of Indonesia's co-financing commitments of US\$16.42m, well over that required. There is no requirement from ADB to report on co-financing in progress reports to ADB. At the time of the MTR co-financing estimates provided by Bappenas and MMAF totaled IDR 28.6 billion (US\$1.82m). This consisted of local government budget allocation to support MPA effectiveness in Nusa Penida and Gili Balu and ICCTF operational support. In 2021, Bali Province allocated IDR 3.4 billion to support the Nusa Penida MPA management and in 2022 this co-financing continued at IDR 3.3 billion. For support of Gili Balu MPA initiation, the West Nusa Tenggara Province allocated IDR 2.7 billion for the fiscal year 2021-2022. (Information on co-financing from the MMAF to Gili Matra MPA management is unavailable at the time of the assessment.) Co-financing support of IDR 19.2 billion was reported by the Indonesian government through Bappenas to support the implementation of COREMAP-CTI to operationalize project implementation through ICCTF.

Project oversight by ADB as the GEF Agency and national partners - Satisfactory

48. Monitoring and reporting systems within ADB and Bappenas are fit for purpose for this project. Both organisations have been very responsive to the PMU, providing close oversight, guidance and support. Some consulted indicated that the first half of the implementation has not been easy due to COVID-19, as well as learning ADB systems. With these hurdles now overcome, progress has been much more effective.

Social and environment safeguards - Satisfactory

49. The project is classified as *Effect Gender Mainstreaming* and therefore requires a Gender Action Plan (GAP). From a review of the GAP and as confirmed during consultations, the project is on track to implement the GAP in full, noting it was revised during the ADB MTR assessment following an update to the Design and Monitoring Framework output indicators to remove target 5 relating to teacher training as this activity is no longer occurring. The PMU conducts periodic monitoring and has processes in place to ensure 30% participation of women's groups in every activity with the community, however we were not able to confirm this for all meetings

and trainings that have taken place at the project sites. We understand ADB will be assessing gender performance at the terminal evaluation for the project and therefore a review was not required by the MTR team.

50. In line with ADB's *Safeguard Policy Statement (2009)* the original project was classed as a *Category B - Potential adverse social and/or environmental impacts*. The restructured project being delivered as COREMAP-CTI is now implementing only small infrastructure, for example, MPA information centres and surveillance towers, bird watching towers etc on government's own land. The latest safeguards due diligence reports undertaken for each MPA site (dated February and March 2022) indicate that there are no negative impacts on Indigenous people livelihoods, culture, and social systems at any site. Internal monitoring continues through the PMU to ensure the project continues to comply with ADB's *Safeguard Policy Statement*.
51. As a Category B project for environmental safeguards, the project is required to prepare an environmental impact assessment in line with government requirements in relation to the small infrastructure works at each location. Initial environmental examinations have been carried out at each site and environmental management plans developed in relation to the construction activities. It is noted that environmental safeguard reports at the time of the MTR, had not been provided to ADB but were being finalized. ADB noted in their MTR assessment however that the project is complying with ADB environmental safeguard requirements.

Monitoring and evaluation (M&E) - M&E design (Satisfactory), implementation (Satisfactory)

52. At the time of the MTR, 6 out of 16 output indicators were complete (38%), 5 were partially complete (31%) and 5 were in progress (31%). As noted previously, the indicator relating to *sustainable financing mechanisms legitimized, strengthened and operational* in 2 MPAs is unlikely to be achieved given the reliance on government process and the need for a regulation to be issued and/or the PES be adopted in MPA Management Plans. Additional time, as noted above will also be required to complete the training needed with stakeholders to handover and operationalize the equipment purchased under the project. A performance assessment of achievement against indicators is in Table 3. It was suggested during the consultations that where reliance is on activities beyond the control of ICCTF, indicators should be revised to reflect what is within the control of the project.
53. MMAF replaced the MPA management effectiveness tool (E-KKP3K) with EVIKA in 2020. Instead of using the traffic light system, there are now 3 levels of effectiveness - minimum (50%), optimum (50-85%) and sustainably managed (> 85%). Gili Mantra and Nusa Penida were assessed under the EVIKA system in 2021 as Optimum, with scores of 64.19% and 62.67% respectively and are now reported at 82.06% (Gili Matra), 71.2% (Nusa Penida) and 40.03%. self-assessment of management effectiveness provided an EVIKA score of 40.03%, minimally managed (<50%) in 2021 given project interventions had not been operationalized yet. The 2022 self-assessment is projecting a 14.36% increase up to 54.39% and shifting the status of Gili Balu MPA management from a minimally managed to optimally manage MPA (>50-85%). An assessment of the scoring under EVIKA compared to the E-KKP3K system has been undertaken for the 3 MPAs to provide information for updating target indicators to report against for management effectiveness, as reported in Section 4.2.
54. During the consultations, it was suggested that more regular monitoring in the field (it currently happens every 6 months) would provide better opportunity to ensure good engagement with

stakeholders and that the consultants are complying with the safeguard requirements and meeting workplan timeframes. This was considered particularly important to validate activities given the PMU is not in the field and is relying on consultants to notify them of problems as they arise. This was also considered important given the time constraints of the project to ensure delays are avoided and design and planning requirements are being followed adequately. It would improve dialogue to ensure workplans were being followed adequately and appropriate checks done. It is our understanding from the consultations that this is not happening effectively at Gili Mantra but is for Nusa Penida and Gili Balu.

5 Lessons learned

55. The following lessons learned were identified during consultations with stakeholder for the Project:

- **Local government and local stakeholder early engagement** – Engaging local governments from the beginning of a project at the design stage is important to not only build buy-in and ownership but to also assist in understanding regulatory and planning requirements for infrastructure development. Inclusive project planning with community and other local stakeholders fully engaged will also help to build buy-in and smooth implementation.
- **Capacity of local government and community takes time** – Where equipment is being provided, it is important to ensure stakeholders have a good understanding of how to operate and maintain it well. Building adequate time to do this into a project as part of the design phase is important. In the case of COREMAP – CTI, the 8 month no-cost extension request will assist in ensuring effective capacity building can happen.
- **Adaptation in the face of COVID-19** – while the Covid 19 pandemic caused delays in activity implementation at project sites, an agile project team who could adapt so that some activities could continue was important. Use of online platforms to engage with the project proponents for sharing information and learning as well as coordination to maintain project management was shown to be a cost-effective means of communication.
- **Fast-tracking MPA management effectiveness** – creating effective partnerships across government ministries (such as MMAF and Bappenas) at MPA sites and by co-operating with local community stakeholders can increase the effectiveness of an MPA by fast tracking the development and sharing of knowledge, technical expertise, and development and implementation of policies, procedures, and sustainable financing models. By escalating MPA management effectiveness, the aim is addressing the livelihood/welfare of the local communities and improving environmental management to achieve sustainable management in MPAs.
- **Practical science delivers results for MPA management effectiveness** – Sometimes science is expensive and hard to obtain because of the remoteness of locations, due to resource limitations or capacity constraints. Working in partnership, researchers, managers, and the community can find fit for purpose ways to address these challenges. Having practical science is critical to support MPA managers and communities to understand how to implement management actions, effective policy and decision making in a practical way. It is important for MPA management effectiveness that the science is translated into language that will assist policy makers and managers accordingly.

6 Conclusions and recommendations

6.1 Conclusions

56. COREMAP-CTI provides a good example, with demonstrable tangible results on the ground of how to strengthen MPA effectiveness within a short timeframe, building on and strengthening existing efforts. The project has benefited, as have stakeholders at MPA sites from the forming of early and inclusive partnerships, combining science with community and management in a creative way to improve management effectiveness of MPAs. The project has demonstrated the importance of the practical science needed to support policy and decisions by MPA managers and communities to understand how to implement management actions in a practical way. The project has provided a tangible approach for how to address key challenges facing management effectiveness and how to use lessons to strengthen other work in the future.
57. The adaptation of communities to the socio-economic issues brought by the COVID-19 pandemic through loss of tourism, shifting to reliance on seaweed cultivation, has shown the importance of ensuring balance to promote healthy coral reef resources for livelihoods to thrive and continue their daily life. This project has provided a good demonstration of the benefits for communities that can be achieved where balance is obtained, and reliance is not solely on coral reef resources – COVID-19 indirectly prioritized coral reef protection and promoted restoration of degraded coral reef and mangrove areas as these ecosystems could be rested from intense utilization generated by the intense mass tourist occupation.
58. The project is receiving good feedback from partners and is already seeing impacts beyond the project. COREMAP-CTI results are being used to support the development of ocean accounting in Indonesia – Gili Matra MPA has been chosen as a pilot project.
59. COREMAP-CTI is a catalytic project for Indonesia and other Coral Triangle countries, providing learning sites in how to strengthen management effectiveness as well as financing to maintain ecosystems services functions in MPAs. It is hoped the opportunities and lessons from the project will be applied by MMAF to other MPAs and assist with strengthening MPA effectiveness and developing sustainable financing models for Indonesia to manage its MPAs. While some communication of results has been shared with MMAF, before the project ends it will be important to ensure strong effective communication and extension of the findings and results as well as lessons learned occurs with MMAF, as well as provincial and district levels of government and NGOs.

6.2 Recommendations

60. The following recommendations in Table 4 are provided for the ADB, Bappenas, ICCTF for consideration to strengthen the delivery of the Project, resolve identified challenges affecting the Project's execution and performance and to enhance the sustainability and eventual impact of project results. These recommendations support and compliment those made by the ADB MTR assessment completed in August 2022.

Table 4 Recommendations table

Rec. no.	Rationale for Recommendation	Recommendation	Responsibility	Timing/dates for actions
A. Relevance				
A.1 (Section 4.1)	The project is having a catalytic role through providing MPA learning sites for MMAF and others in how to strengthen management effectiveness, as well as financing to maintain ecosystems services functions over the long term. Payments for Ecosystem Service models are currently being explored towards implementation across the 3 project MPAs. It is hoped the opportunities and lessons from the project will be applied by MMAF to other MPAs and assist with strengthening MPA effectiveness and developing sustainable financing models for Indonesia to manage its MPAs.	While some communication of results has been shared with MMAF, going forward it will be important to ensure strong effective communication and extension of the findings and results as well as lessons learned occurs with MMAF, as well as provincial and district levels of government and NGOs to support the take up of project outcomes across other MPAs.	ICCTF	2022/2023 prior to project end.
B. Effectiveness				
B.1 (Section 4.2)	COVID-19 has caused considerable delays in the implementation of field activities at MPA sites, particularly in relation to infrastructure builds and	Consideration should be given to requesting of the GEF an 8 month no-cost extension to the project to allow for the effective delivery and completion of project commitments and provide sufficient time for project completion and exit activities.	ADB, Bappenas, ICCTF	Oct 2022

Rec. no.	Rationale for Recommendation	Recommendation	Responsibility	Timing/dates for actions
	community and local stakeholder capacity building.			
B.1 (Section 4.2)	Prior to the project amendment and the transfer of responsibility for delivery to Bappenas, there were 10 MPAs targeted in Western Indonesia. With the amendment, this was reduced to focus on three MPAs (totaling roughly 30,000 ha) in the priority Lesser Sunda Eco-region.	Under the terminal evaluation, all 10 MPAs originally targeted across Western Indonesia (not just those in the LSE) prior to the project amendment and transfer to Bappenas, will require assessment of management effectiveness. It will be important to ensure information is made available to the evaluation team to do this.	Bappenas ICCTF	Prior to project terminal evaluation
C. Sustainability				
C.1 (Section 4.3)	Ensuring sustainability of the project requires commitment at the province level in Bali and West Nusa Tenggara. While there is commitment, it is in the early stages and work is needed to secure to ensure operational and ongoing management and maintenance costs etc are being built into annual budget cycles and responsibilities within job descriptions. A comprehensive exit strategy is being considered to maintain	A project exit strategy needs to be clearly documented so that handover and transition of the project to local authorities and communities is effective and able to institutionalize the COREMAP-CTI project investment beyond the project time. To maintain and continue to improve MPA effectiveness at the 3 MPA sites, sustainable financing will be key. The exit strategy, which could include a sustainable financing strategy should be developed with the local governments and NGOs at each site to ensure adequate	Bappenas, ICCTF, MMAF	As soon as possible prior to project end.

Rec. no.	Rationale for Recommendation	Recommendation	Responsibility	Timing/dates for actions
	<p>the sustainability of the program. This is something that should have been developed at the planning stage. While work has been undertaken to implement PES schemes etc, there remain questions as to the sustainable financing for the project once it has ended.</p>	<p>attention is given to addressing key concerns they might have relating to the continuation of management effectiveness activities once the project finishes. It will be important to ensure it is jointly planned and agreed upon to clarify how the project will finish, how ICCTF will withdraw and who will take over, and how project outcomes will be sustained.</p> <p>Regular review and synergizing of funding cycles for allocation of funding to local government from national (DAK), APBD (Annual local government budget), revenues from entrance fee paid by the visitors and other sources of funding for conservation areas is needed. Strengthening agreement and support to continue to implement MPA strategies will be needed across Ministries. It is important to note that even with budget allocations, there will remain funding shortfalls to move management effectiveness scores higher. It is important to note that even with budget allocations, there will remain funding shortfalls to move management effectiveness scores higher. Innovative partnerships and ways to fill gaps will be needed such as through PES schemes and the NDF initiative about to launch but also other blended finance mechanisms. These initiatives should be evaluated to assess</p>		

Rec. no.	Rationale for Recommendation	Recommendation	Responsibility	Timing/dates for actions
		effectiveness prior to the end of the project. Key lessons arising from these initiatives will assist in informing the development of a sustainable financing strategy.		
D. Factors affecting performance				
D.1 (Section 4.4 – Financial management and co-financing)	Several project staff highlighted challenges with the disbursement process in place for the project, where payments are only made in arrears is an ongoing challenge to managing cashflow for ICCTF and proponents. Consultants and NGOs delivering work are required to co-finance activities to completion prior to obtaining reimbursement. This is a significant financial burden for these proponents to bare particularly where they are delivering more than one grant package (as is the case for 1 consultant and another is an NGO).	For future projects, consideration should be given to simplifying disbursement and approval processes for projects of this nature to overcome delays in delivering the project outputs and outcomes and reduce financial burdens on proponents. It is important that ICCTF closely monitor the delivery of milestones against proponent contracts for COREMAP-CTI until completion to understand and mitigate any further risks of delay and ensure that the quality of activities delivered is high and in line with expectations.	ADB, Bappenas, ICCTF	Future projects
D.2 (Section 4.4 – Monitoring)	The project indicator relating to <i>sustainable financing mechanisms legitimized, strengthened and</i>	Consideration should be given to refining those project indicators that currently are beyond the control of the project, such as the sustainable financing mechanisms	Bappenas, ICCTF	Prior to project end.

Rec. no.	Rationale for Recommendation	Recommendation	Responsibility	Timing/dates for actions
and evaluation (M&E))	<i>operational in 2 MPAs</i> is unlikely to be achieved given the reliance on government process and the need for a regulation to be issued and/or the PES be adopted in MPA Management Plans. These processes are outside of the control of ICCTF and Bappenas.	one. It is recommended that indicators reflect what is achievable. Justifications can be provided but it is up to the management authority to endorse any sustainable financing mechanism and embed it in the MPA management plan – processes that can take considerable time.		
D.3 (Section 4.4 – Monitoring and evaluation (M&E))	Monitoring of implementing partner progress occurs on a 6 monthly basis, however given the delays it may be more appropriate for monitoring to occur more regularly. As the project is reaching completion, it is important to ensure activities are validated, problems identified quickly and government processes are being adequately followed. This is considered particularly important to validate activities given the PMU is not in the field and is relying on consultants to notify them of problems as they arise. It is our understanding from the consultations that this is not	Increasing the level of monitoring for implementation partners against workplans should be considered to ensure there is good engagement with stakeholders and that the consultants are complying with the safeguard requirements. This is also considered important given the time constraints of the project to ensure delays are avoided and design and planning requirements being followed adequately	ICCTF	As soon as possible prior to project end.

Rec. no.	Rationale for Recommendation	Recommendation	Responsibility	Timing/dates for actions
	happening effectively at Gili Matra but is for Nusa Penida and Gili Balu.			

- Appendices

- a. APPENDIX 1 Terms of reference for the MTR*

Refer full TOR document.

b. APPENDIX 2. Stakeholders interviewed and documents reviewed for the MTR

The following interviews were conducted for the MTR

MPA Local Stakeholder Interviewees

Name, Position	Method	Interview Date
Made Dharma, Project Coordinator GP1	1-on-1 Interview	August 8 th , 2022
I Wayan Suwarbawa, Community Surveillance Nusa Lembongan	1-on-1 Interview	August 9 th , 2022
I Nyoman Karyawan, Head of Community Group, Nusa Penida	1-on-1 Interview	August 9 th , 2022
Sustika Yanti, Woman Poklahsar Group Gili Air	1-on-1 Interview	August 11 th , 2022
Rohanisah, Woman Poklashar Group Gili Air	1-on-1 Interview	August 11 th , 2022
Safri Mutahid, Hear of Tourism Community Group, Tramena	1-on-1 Interview	August 11 th , 2022
Sirwadi, Head of Fishermen Group, Gili Matra	1-on-1 Interview	August 11 th , 2022
Matla'ah, Secretary of Tourism Community Group, Tramena	1-on-1 Interview	August 11 th , 2022
Amelia, Member of Coral Restoration Group, Tramena	1-on-1 Interview	August 11 th , 2022
Martini, Head of Woman Poklashar Group, Pototano, Gili Balu	FGD	August 13 th , 2022
Patmawati, Head of Woman Pokdarwis Group, Gili Balu	FGD	August 13 th , 2022
Rudini, Community-Based Surveillance Group, Gili Balu	FGD	August 13 th , 2022
Man Jakari, Fisherman Group Pelita, Pototano	FGD	August 13 th , 2022
Irhan, Community-Based Surveillance Group, Gili Balu	FGD	August 13 th , 2022
Mustarang, Community-Based Surveillance Group, Gili Balu	FGD	August 13 th , 2022
Syarifudin Aries, Forum	FGD	August 13 th , 2022
Juki, Community-Based Surveillance Group, Gili Balu	FGD	August 13 th , 2022
Amirudin, Fisherman Group Pelita, Pototano	FGD	August 13 th , 2022

Mid-term Review of COREMAP-CTI - Indonesia

Government interviews - Indonesia

Name, Position, Organisation	Method	Interview Date
Dewa IGT Sueta Negara, Head of DKPP, Klungkung	1-on-1 Interview	August 8 th , 2022
INB Sugiarta, Head of Bali MPA Technical Management Unit	1-on-1 Interview	August 8 th , 2022
Rusdi L.Bappenas, Regent 2 nd Assistant, Lombok Utara Regency	1-on-1 Interview	August 12 th , 2022
Tri Heni UR, TWP Gili Matra Coordinator, BKKPN Kupang	1-on-1 Interview	August 12 th , 2022
Martanina, Gili Matra, BKKPN Kupang	1-on-1 Interview	August 12 th , 2022
Lalu Eka Armusadi, Staff CDK, SSB	1-on-1 Interview	August 13 th , 2022
Mansyur Syah, Head of Tourism Control, Office of SSB	1-on-1 Interview	August 13 th , 2022
Ruspono, Secretary of NTB Marine and Fisheries Office	1-on-1 Interview	August 15 th , 2022
BQ Yuliani Bappenas, Staff of NTB Marine and Fisheries Office	1-on-1 Interview	August 15 th , 2022
Mr. Firdaus Agung, MMAF Director of Marine Biodiversity Conservation	1-on-1 Online	August 30 th , 2022
Mr. Amehr Hakim, MMAF, Group Coordinator for Conservation Area Arrangement	1-on-1 Online	August 30 th , 2022
Ms. Setyawati, Coordinator Fisheries Bappenas	1-on-1 Online	Sept 20 th , 2022
Mr. Zulfriandi, Project Manager (PPK) COREMAP CTI	1-on-1 Online	August 31 st , 2022
Mr. Imam Fauzi, Head of BKKPN Kupang	1-on-1 Online	August 31 st , 2022
Agus Salim, Site Coordinator ICCTF, Gili Matra	1-on-1 Interview	August 11 th , 2022
Febrian Kusumo, Coremap CTI GP3 Coordinator	1-on-1 Interview	August 13 th , 2022
Lalu Arid Riadi, Site Coordinator ICCTF, Gili Balu	1-on-1 Interview	August 13 th , 2022
Lalu Husnul Waizin, DED Consultant GP3	1-on-1 Interview	August 13 th , 2022
Dr. Tonny Wagey, Executive Director of ICCTF	1-on-1 Online	August 30 th , 2022
Ms. Februanty Purnomo, Program Manager of ICCTF	1-on-1 Online	August 30 th , 2022
Ms. Mega Rama, Grant and Operation Manager of ICCTF	1-on-1 Online	August 31 st , 2022

Academic and NGO Interviewees

Name, Position	Method	Interview Date
Evi Nurul Ichsan, CTC Project Coordinator Coremap CTI	1-on-1 Interview	August 9 th , 2022
Gendewa Tunas R, Project Coordinator GP2 Coremap CTI	1-on-1 Interview	August 11 th , 2022

The following documents were consulted as a part of the MTR:

- Letter dated 6 May 2019 Ref 5174/SES/05/2019 to Mr Bruce Dunn at ADB from Bappenas Executive Secretary re co-financing from Government of Indonesia.
- GEF PIF with technical clearance
- Audited Financial Statements for year ended 2020
https://Bappenas.adb.org/sites/default/files/project-documents/46421/46421-001-apfs-en_6.pdf
- Social Safeguard Due Diligence Reports <https://Bappenas.adb.org/projects/46421-001/main>
- GEF Tracking tools for Gili Matra, Gili Balu and Nusa Penida, updated August 2022
- Annual workplans and budgets
- Project performance reports for 2022
- Letter dated 26 February 2020 from ADB to Ministry of Finance re Amendment to Loan and Grant Agreements
- Project Administration Manual dated March 2020
- Revised Proposal for Major Project Amendment for Global Environment Facility (GEF)
- “Coral Reef Rehabilitation and Management Program: Coral Triangle Initiative (COREMAP-CTI)” – Indonesia GEF ID 5171 Submitted by: Asian Development Bank 6 May 2019
- COREMAP-CTI Gender Action Plan
- Memorandum of Understanding between the Government of Indonesia and the Asian Development Bank on the Mid-term Review Mission (13 May – 20 July 2022) Final report and attachments.
- Various progress reports, monthly reports and quarterly reports from grant packages
- Minutes from ICCTF ADB Steering Committee Meeting Minutes, 3 February 2022
- 2021 ADB COREMAP-CTI Activity Report
- Decree of Directorate General of Marine Spatial Management # 28, 2020, on the Technical Guideline for the Evaluation of MPA Management Effectiveness (EVIKA).

- Report: Toward MPA Management Effectiveness in Indonesia. Evaluation Method Marine, Coastal and Small Islands Protected Areas (E-KKP3K) by Suraji, R. Basuki, A. Soemodinoto and Bappenas.A Soesanto.

c. APPENDIX 3. MTR (review questions)

General questions for government and national stakeholders

Republic of Indonesia: Coral Reef Rehabilitation and Management Program – Coral Triangle Initiative Project – Project Number: 46421-001 Loan and Grant Number(s): L3094-INO; G0379-INO

COREMAP Project Mid Term Review (MTR) – Stakeholder Interview

TierraMar Ltd has been contracted to conduct the MTR of the COREMAP-CTI Project, which is the third and final phase, supporting government's sector development plan and targets for establishing effective MPAs. The Project seeks to enable coastal communities, and the institutions that support them, to manage coral reef resources, associated ecosystems and biodiversity in a sustainable manner for increasing the economic and social welfare of coastal communities.

The MTR objectives are to assess the likelihood of the project achieving outcome and impacts, reviewing the robustness and realism of the results framework, including logic of the causal relationship between inputs, activities, expected outputs, outcomes and impact and validity of indicators. The MTR will also assess the Global Environmental Benefit and catalytic role of the project, to identify the project's contribution to the GEF mandate and its focal areas. The MTR also seeks to identify challenges and make recommendations to improve project implementation.

While the MTR is a monitoring and reporting requirement for ADB, Bappenas, ICCTF and GEF, the MTR and its consultants are independent of ADB, Bappenas, ICCTF and GEF. Information, views and opinions given during interviews are *treated as confidential*. While the MTR team may take notes during interviews and the name of anyone giving information to the MTR will be recorded in an annex to the MTR report, information is anonymized, so it is not possible to trace statements or opinions to a particular interviewee.

The goal of the MTR is to answer the following questions:

1. What results, intended and unintended, has the project achieved to date?
2. Is the project on track to achieve its planned results?
3. What progress is being made on management effectiveness for targeted MPAs?
4. What can be done to improve project delivery and to increase the likelihood of longer-term sustainability of project results?
5. What are the success stories, good practices, lessons for future implementation?

NAME:	
PROJECT ROLE/INVOLVEMENT:	
1. STRATEGIC RELEVANCE	

1.a)	To what extent are the project outcomes congruent with the GEF focal areas/operational program strategies (in this case Biodiversity Strategy/objective 1) and national priorities?
1.b)	Has there been any change in the relevance of the project since its formulation (ie from 2020), such as the adoption of new national policies, plans or programmes that affect the relevance of the project's objectives and goals?
1.c)	If so, were there any changes made or are there any changes that need to be made to the project to make it more relevant?
2. EFFECTIVENESS – PROGRESS TOWARDS RESULTS	
2.a)	To what extent is the project on track towards achieving the planned results under each of the outputs?
2.b)	How much progress towards project outcomes can be measured, and to what degree is the project on track towards the attainment of project objectives and higher-level results, including assessment of the likelihood of impact?
2.c)	What results, intended and unintended, has the project achieved to date?
2.d)	To what extent has the project delivered on its outputs, outcomes and objectives?
2.e)	What broader results (if any) has the project had at national, regional and global level to date?
2.f)	Were there any unintended consequences?
2.g)	Is there any evidence of setting direction for environmental stress reduction (for example, in direct threats to biodiversity) or environmental status change (such as an improvement in the populations of target species), reflecting global environmental benefits or any change in policy, legal or regulatory frameworks?
2.Bappenas)	How much has the science (EBM approach) been used for an effective solution to the coral reef management problem?
2.i)	To what extent can the achievement of results be attributed to the GEF-funded component?
2.j)	Are there any barriers or other risks that may prevent future progress towards and the achievement of the project's longer-term objectives?
2.k)	What can be done to increase the likelihood of positive impacts from the project?
2.l)	To what extent can the progress towards long-term impacts be attributed to the project?
3. EFFICIENCY	
3.a)	To what extent has the project been implemented efficiently and cost effectively?

	3.b) To what extent has project management been able to adapt to any changing conditions to improve the efficiency of project implementation?
	3.c) To what extent has the project built on existing agreements, initiatives, data sources, synergies and complementarities with other projects, partnerships, etc. and avoided duplication of similar activities by other groups and initiatives?
	4. FACTORS AFFECTING PERFORMANCE
	4.a. PROJECT DESIGN:
	4.a.i) Is the project design suited to delivering the expected outcomes?
	4.a.ii) To what extent are the project's objectives and components clear, practical and feasible within the timeframe allowed?
	4.b. PROJECT EXECUTION:
	4.b.i) To what extent did the executing agency effectively discharge its role and responsibilities in managing and administering the project?
	4.b.ii) What have been the main challenges in terms of project management and administration?
	4.b.iii) How well have risks been identified and managed?
	4.b.iv) What changes are needed to improve delivery in the latter half of the project?
	4.c. FINANCIAL MANAGEMENT:
	4.c.i) What have been the financial-management challenges of the project?
	4.c.ii) To what extent has pledged co-financing been delivered?
	4.c.iii) Has any additional leveraged co-financing been provided since implementation?
	4.c.iv) How has any shortfall in co-financing or unexpected additional funding affected project results?
	4.d. PROJECT IMPLEMENTATION:
	To what extent has ADB delivered oversight and supervision and backstopping (technical, administrative and operational) during project identification, formulation, approval, start-up and execution?

	4.e. STAKEHOLDER ENGAGEMENT:
	4.e.i) To what extent have stakeholders, such as government agencies, civil society, the community including indigenous populations (to extent it is relevant this being a facilitating and planning project, been involved in project formulation and implementation?
	4.e.ii) What has been the effect of their involvement or non-involvement on project results?
	4.e.iii) How do the various stakeholder groups see their own engagement with the project?
	4.e.iv) What are the mechanisms of their involvement and how could these be improved?
	4.e.v) What are the strengths and challenges of the project's partnerships?
	4.f. COMMUNICATION:
	4.f.i) How effective has the project been in communicating and promoting its key messages and results to partners, stakeholders and general audience?
	4.f.ii) How can this be improved?
	4.f.iii) To what extent are communication products and activities likely to support the sustainability and scaling up of project results?
	4.g. KNOWLEDGE MANAGEMENT:
	How is the project assessing, documenting and sharing its results and lessons learned and experiences?
	4.Bappenas. MONITORING AND EVALUATION:
	4.Bappenas.i) Is the project's M&E system practical and sufficient?
	4.Bappenas.ii) How has stakeholder engagement and gender assessment been integrated?
	4.Bappenas.iii) How could this be improved?
	4.Bappenas.iv) Does the M&E system operate per the M&E plan?
	4.Bappenas.v) Has information been gathered in a systematic manner, using appropriate methodologies?

4.Bappenas.vi)	To what extent has information generated by the M&E system during project implementation been used to adapt and improve project planning and execution, achieve outcomes and ensure sustainability?
4.Bappenas.vii)	Are there gender-disaggregated targets and indicators?
4.Bappenas.viii)	How can the M&E system be improved?
5. SUSTAINABILITY OF PROJECT RESULTS	
5.a.	What is the likelihood that the project results will be useful or persist after the end of the project?
5.b.	What are the key risks that may affect the sustainability of the project results and its benefits (consider financial, socioeconomic, institutional and governance, and environmental aspects)?
5.c.	What can be done to improve project delivery and to increase the likelihood of longer-term sustainability of project results?
5 d.	Has the project developed an exit strategy?
6. CROSS-CUTTING ISSUES – equity issues (e.g. gender, youth, vulnerable groups) and environmental and social safeguards (ESS)	
6.a.	To what extent were gender considerations taken into account in designing and implementing the project?
6.b.	Has the project been designed and implemented in a manner that ensures gender-equitable participation and benefits?
6.c.	To what extent was gender integrated into the project's objectives and results framework?
6.d.	Were other actors – civil society, indigenous peoples or private sector – involved in project design or implementation and what was the effect on project results?
6.e.	To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?
6.f.	Has the project been implemented in a manner that ensures the ESS Mitigation Plan (if one exists) has been adhered to?
6.g.	What are the lessons learned from the project? What is the key message you have about the project?

General questions for community and local stakeholders

- What is your involvement/role in the project and for how long have you been involved?
- How useful has the project team's involvement in your community been? What has been achieved and what would be the greatest success from the relationship?

- Is the project making a difference on the ground to mitigate some of the threats and issues occurring within your community or the Coremap project? How?
- Coral destruction and illegal fishing have been the main issues in this project. How effectively has the Coremap project addressed these threats?
- What are the key challenges or road-blocks you can see that will impede project's success going forward?
- What suggestions do you have for how the project team could improve what it does?
- What do you think are the most important issues or approaches that project team need to be focused on?
- Is there anything the project team is not addressing that you think they should be?
- What is the key message you want the project team to take from this evaluation?
- How much has climate change impacted the coral reef degradation in your area?
- How is the participation of women in the project?
- How much has the community awareness of coral reef stewardship been raised since the beginning of this project?
- What can you learn from the occurrence of Covid pandemic for effective coral reef management?