

GEF Coral Reef Rescue Mid Term Evaluation

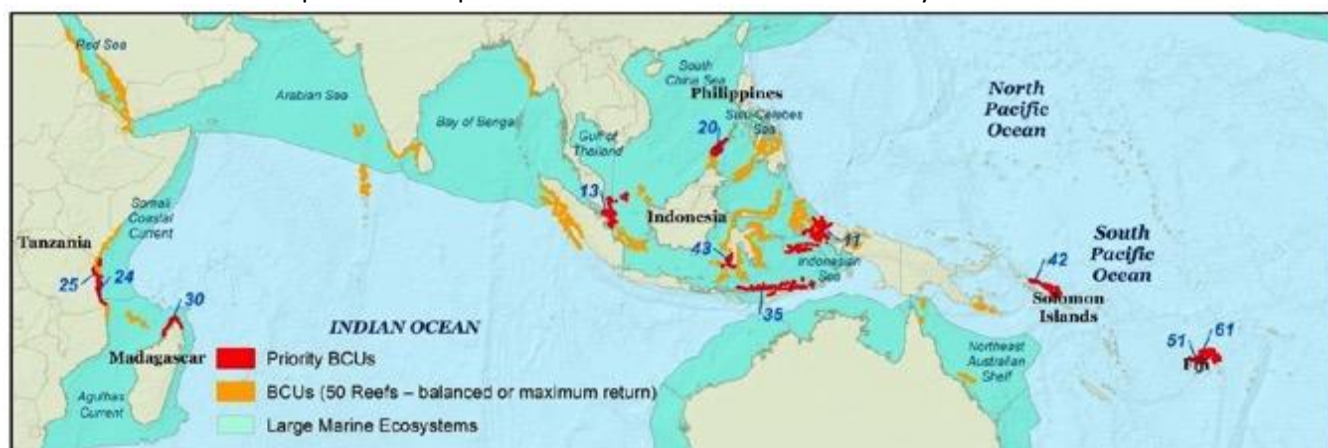
Final Report

ANNEXES

January 2026

PROJECT DATA			
Project/Program Title	Coral Reef Rescue: Resilient Coral Reefs, Resilient Communities		
GEF Project ID	10575		
Executing Agency	University of Queensland (UQ) International Development		
Executing Partner(s)	Reef Check Indonesia, Tanzania Marine Parks Unit, Palawan Council for Sustainable Development, Wildlife Conservation Society		
Countries	Fiji, Solomon Islands, Philippines, Indonesia, Madagascar, Tanzania (Australia)		
Focal Area(s)	GEF Operational Program	WWF (Agency) Project ID	Implementing Agency(s)
International Waters	GEF- 7	G0032	WWF US
Total GEF Approved Budget	\$7,648,000	Total Co-financing Approved: Submitted to date	\$71,338,534 \$9,648,571
RELEVANT DATES			
CEO Endorsement/ Approval	1 st June 2022	Agency Approval Date	11 th November 2022
Implementation Start	8 th March 2023	Project Completion Date	31 st March 2027
Period to Be Evaluated	June 1 st , 2022 to October 2025		
Geographic Scope of the project	Bio-Climatic Units (BCUs): 24, 25, 30 – Coastal East Africa Region, 11, 13, 20, 35, 43 - South East Asia Region and 42, 51, 61 – South Pacific Ocean Region		
Evaluators	Dr Karen Lawrence PhD. Johan H van Duijn MSc. Maria Andrea Saleme MSc. Torntara Buranakul BSc.		

Location Map Of the 6 Implementation Countries and the Priority Bio-Climatic Units



Acknowledgements

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Glossary

Acronyms and Abbreviations

Term	Meaning
ACA	Allen Coral Atlas
AWP	Annual Workplan
AWP&B	Annual Workplan and Budget
ACA	Allen Coral Atlas
BCU	Bio-Climatic Unit
BMU	Beach Management Unit
C	Component (of the project, usually accompanied by number 1, 2, 3 or 4)
CBD	Convention on Biological Diversity
CBO	Community Based Organizations
CEO	Chief Executive Officer
CF	Coral Friendly
CFB	Coral Friendly Business
CI	Conservation International
COVID	Covid 19 virus causing large scale lock downs
CRR	Coral Reef Rescue
CRR-NTF	Coral Reef Rescue - National Technical Facilitator
CRRI	Coral Reef Rescue Initiative – WWF programme of WWF International
CSR	Corporate and Social Responsibility
CTI	Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security
DENR	Department of Environment and Natural Resources Philippines
DO	Development Objective
EA	Executing Agency
ESSF	Environmental and Social Safeguards Framework
EDx	Educational Platform that used to be run by UQ but is now closed
F	Female
GAP	Gender Action Plan
GEB	Global Environmental Benefits
GEF	Global Environment Facility
GEF IEO	GEF Independent Evaluation Office
GEF SEC	GEF Secretariat
GFCR	Global Fund for Coral Reefs
GESI	Gender Equality and Social Inclusion
GIZ	German Agency for International Cooperation
GL	Global - in reference to the scope of a project activity
GRM	Grievance Redress Mechanism
Ha	Hectare
IND	Indonesia
IP	Internet Protocol (address)
IW	International Waters
KM	Knowledge Management
KU	Knowledge Unit
LEARN	Learning Exchange & Resource Network
LGA	Local Government Authority
LME	Large Marine Ecosystem

M&E	Monitoring & Evaluation
MAD	Madagascar
MECC	Ministry of Environment and Climate Change Fiji
MMAF	Ministry of Marine Affairs and Fisheries Indonesia
MME	Moderately Medium scale Enterprise
MOOC	Massive Open Online Courses – or online courses
MPA	Marine Protected Area
MPRU	Marine Parks and Reserves Unit (under Ministry of Fisheries Tanzania)
MSP	Marine Spatial Planning
MTE	Mid-Term Evaluation
MTR	Mid Term Report
NA	Not Applicable
NAP	National Action Plan
NBSAP	National Biodiversity Strategy and Action Plan
NCRH	National Coral Reef Hub
NGO	Non-Government Organization
NH	National Hub
NP	National Park
NOAA	National Oceanic and Atmospheric Administration
NPSC	National Project Steering Committee
NROC	National Resource Owners Committee (in Fiji)
NTF	National Technical Facilitator
PA	Protected Area
PC	Project Coordinator
PCO	Provincial Coordinating Office – ITAWAKI Ministry Fiji
PCR	
PCSD	Palawan Council for Sustainable Development
PEMSEA	Partnerships in Environmental Management for the Seas of East Asia
PH	Philippines
PEUMP	Pacific-European Union Marine Partnership Programme
PIR	Project Implementation Report
PM	Project Manager or Project Coordinator (equivalent terms)
PMC	Project Management Cost
PMU	Project Management Unit (includes; PM and PC roles for UQID)
PRA	Participatory Rapid Rural Appraisal
PPR	Project Progress Report
PrISM	Project Supervision Mission Report
PRODOC	Project Document
PSC	Project Steering Committee
QFR	Quarterly Financial Report
QR code	Quick Response Code
RF	Results Framework
SEA	South East Asia
SEP	Stakeholder Engagement Plan
SFC	Shehia Fisheries Committee (on Zanzibar)
SI or SOL	Solomon Islands
SIPP	Safeguards Integrated Policies and Procedures
SMART	M&E term: Specific, Measurable, Ambitious/Achievable, Relevant and Timebound
SHE	Stakeholder Engagement
SIPP	Safeguards Integrated Policies and Procedures
SME	Small and Medium Enterprises

SPA	Special Presidential Approval
SPC	Pacific Community
TBD	To Be Determined
TE	Terminal Evaluation
The Project	GEF Coral Reef Rescue Project
TNZ	Tanzania
ToC	Theory of Change
ToR	Terms of Reference
TWG	Technical Working Group
UNDP	United Nations Development Programme
UQ	University of Queensland
UQID	University of Queensland - International Development
US	United States
USD	US Dollar
WCS	Wildlife Conservation Society
WIO	Western Indian Ocean
WWF	World Wide Fund for Nature
WWF CRRI	WWF Coral Reef Rescue Initiative – programme of WWF International
WWF US GEF	Executing Agency of the GEF hosted by WWF US
Yr or Y	Year

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5. Annexes

Annex 5.1. Project Elements

Annex 5.1.a: Methodological Details.

Document Review: Five criteria used to examine and assess the documents.

1. The relevance of the report in meeting its objectives and delivering the required information, analysis, conclusions and recommendations or lessons.
2. The quality of presentation, including clarity and logic, the relevance of the material to the topic, and the use of infographics, maps, video links or photos.
3. The extent of repetition and whether it was necessary, or whether it provided reinforcement, further insight or additional analysis.
4. The scale of any gaps in information or evidence, including the use of photos or inclusivity, and whether the content logically supported the conclusions and recommendations.
5. Any elements that evaluators found informative, new, interesting or notable.

Participant Observation: Aspects Considered During Participant Observation of CRR Activities.

1. **Stakeholder engagement:** whether engagement is consistent and meaningful, the quality of relationships between facilitators or NTFs and stakeholders, whether engagement is active or passive, how much feedback is sought and how effective it is. Observers also considered whether stakeholders appeared engaged or instead looked bored or distracted.
2. **Power dynamics:** how cultural norms and power relationships were addressed through the venue layout and workshop or event design. This included how marginalised groups or women were engaged, whether they had their own spaces, and whether their contributions were actively encouraged in a safe environment. Observers considered whether any literacy issues were present and how they were handled, whether anyone appeared uncomfortable, who stayed or left, and whether any individuals dominated discussions and how effectively facilitators managed this.
3. **Content:** whether it was relevant and presented new information, how it was delivered, what worked well and what did not, whether the team adapted the content as needed, whether there was sufficient time, and whether anything was innovative or memorable.
4. **Organisation:** the presence of a photographer and note taker, the provision of food and drink, and whether arrangements were consistent with the stated values. Observers considered whether timings suited all stakeholders or only some, who was absent and why, whether per diems or transport were provided or paid for, and the level of formality, including certificates or registration processes and how these were managed.

In terms of PMU and GEF Agency the following aspects are considered.

1. Relationships: between and within different people and organisations.
2. Effectiveness: what worked what did not
3. Communication: clarity and tone
4. Leadership: effectiveness (type)
5. Consistency: compared with what is reported and what is said
6. Unexpected: how well problems have been dealt with
7. Efficiency: management, governance, good time management

Fieldwork Schedules.

Figure 4. MTE Fieldwork Schedules

	Brisbane	Tanzania	Fiji - Suva	Philippines
Day 1	14 th October PM Elske - Communication Jen - finances	Monday 6 th October AM: Observation UQ led workshop at the Institute of Marine Sciences, Zanzibar for government officers and NGO staff (Nyangumi House - Ministry of Fisheries) PM: Engagement with Zanzibar community leaders Interview with Park Ranger/Government staff	Monday 22 nd September Review of technical deliverables for Fiji	Tuesday 28 th October: 5 NTF group interview
Day 2	15 th October AM: Jen - RFM and indicators Skye - Communication Ben - Project development	Tuesday 7 th October AM: Travel to Dar es Salaam Observation UQ led workshop for government, NGO staff, Academe, NSC and Hub members PM: 7 NSC and Hub members group interview; Travel to Kilwa	Tuesday 23 rd September National Hub meeting: Review of Nation Coral Reef Action Plan 27 members 3 NROC small group interview	Wednesday 29 October 3 Government representatives group interview NGO interview
Day 3	16 th October AM: Erin/Loren MOOC and Platform Ove: Coral Impacts and Project Development Jen - Outputs	Wednesday 8 th October AM: Observation NTF activity - orientation on the NAP and National Coral Hub PM: Group discussions: 15 BMU members (5F); 14 Women fish/seaweed processors; 8 Fishermen Interview government stakeholder	Wednesday 24 th September National Hub meeting. C3: Coral Friendly Business Criteria Testing 10-15 NH members left WWF CRRI Fiji representative Interview 3 Provincial Committee members group interview	Thursday 30 October 6 Government representatives group interview
Day 4		Thursday 9 th October AM/PM: Return to Dar es Salaam PM: NTF interview	Thursday 25 th September 3 Government Stakeholder group interview 3 WSC staff group interview	
Day 5		Friday 10 th October Interviews NGO and government stakeholder	Friday 26 th September 3 Conservation international group interview	
Additional		13 th : Interviews Academe and Private sector stakeholder 14 th Interviews NGO and Government Stakeholder 17 th : Academe stakeholder; 27: Private sector stakeholder	Muala Village visit	

Data Processing

Semi- Structured Interview Data

Notes and recordings were taken during all interviews. The interview questions were numbered in line with the evaluation matrix. Once extracted, the questions were reordered to create a logical flow, with original numbers retained in brackets where changes were made.

A two step analysis process was used. First, meeting notes were reviewed and responses were manually assigned to the relevant evaluation questions in the matrix to organise the data. Second, recordings were transcribed using RED.AI, which generated transcripts and notes. AI tools were then used to highlight key suggestions and locate specific moments where participants addressed particular questions. This allowed cross checking between written notes and audio, ensuring the analysis accurately represented participants' views. Findings were entered into the Excel matrix under the relevant question and tagged according to the seven evaluation criteria.

For synthesis, each question was reviewed to identify common themes, which were coded. Overall trends of positive or negative sentiment were noted, as well as recurring themes across different groups. Country specific themes were identified where clusters of similar responses emerged, and some cross sectoral themes were also apparent. Percentages were calculated based on the number of groups responding to a question (for example, out of sixteen groups), rather than the total number of individual participants. These synthesised findings were then mapped to the seven criteria.

E-Surveys and Questionnaires

Data from the two e surveys was automatically collected via Kobo Toolbox. Respondents were able to complete the surveys in three languages. The small number of responses and the use of Bahasa Indonesia and English meant that data was processed in Excel. All questions and responses were numbered and mapped to the evaluation matrix using the eight criteria framework. No responses were received from the four MOOC participant questionnaires.

Interviews were recorded, transcribed by AI, and processed using the framework of questions before being entered into the interview database. Questions were tagged according to the criteria they related to. Four Excel databases were created. The first contained interviews with external stakeholders, with about twenty questions mapped against the eight criteria (with GEF criteria treated as stakeholder engagement, gender and safeguards). The second contained interviews with partners and external stakeholders; these followed a simpler framework covering project strengths, achievements, challenges, adaptive management and future plans. The third database covered external stakeholders who completed the e survey, and the fourth covered NTFs and partners who completed the other e survey. All data was colour coded by country and integrated using the shared eight criteria framework.

Where quantitative data was available from the e surveys, it was analysed and combined with relevant findings from the interview data for each criterion. Where only qualitative data was available, common response themes were identified for each criterion and the number of responses was counted per country. These totals were summed and converted into percentages of the overall number of response themes to indicate the frequency with which each theme appeared.

Annex 5.1.b: Supporting Evidence.

Project Baseline and Target Discussion Table

Table 28: Project Baselines

	GEF Core indicator 4.1: Area (# ha) of landscapes under improved management to benefit biodiversity (qualitative assessment, non-certified)	GEF Core indicator 7.4: Level of engagement in IW: Learn through participation and delivery of key products	GEF Core indicator 11: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment
Baseline values	TBD: Based on the Threat Analysis	NA (should be 1; no participation)	None
Disaggregation of indicators by:	By Country	NA	Gender, Country and type of stakeholder (Government, non-government, community, private sector)
Indicator definitions	This indicator, as defined by GEF, captures the landscape area being managed to benefit biodiversity, but which is not certified Landscapes under improved management to benefit biodiversity: The area includes then total terrestrial HA demarcated for improved landuse practices (e.g. improving sustainable agricultural practices; restoration of forest areas etc) in the National Action Plans (NAP) for Climate Refuge Reefs. Approved	This indicator is based on a rating for the level of engagement in International Waters Learning Exchange and Resource Network (IW:LEARN) Rating scale: 1= No Participation 2= Website in line with IW:LEARN guidance Active 3 = As above, plus strong participation in training/twinning events and	Direct beneficiaries include the number of individual people who receive targeted support from the project and/or who use the specific resources that the project maintains or enhances. Targeted support is the intentional and direct assistance of a project to individuals or groups of individuals who are aware that they are receiving that support

	NPAs for Climate Refuge Reefs include concrete commitments to improve landuse practices in a manner that will significantly mitigate threats to climate refuge reefs.	production of at least one experience note and one results note 4 = As above, plus active participation of project staff and country representatives at International Waters conferences and the provision of spatial data and other data points via project website	and/or who use the specific resource Cumulative from: • Learning events • Climate Data Platform • National Hub Activities • C3: Coral Friendly Businesses Benefiting
Evaluator Comments	There was a discrepancy between the target discussed in the text, 400 hectare (ha) (page 126 pro doc) and the target in the results framework. Where it is stated the year 4 target was 4000ha. This does not reflect the direct and measurable threats to Corals. Not all the priority threats are land based: bleaching, pollution, physical damage Nor does it reflect the co-financed improved management of coral reef activities that are informing the NAPs. National Hub Action Plans are directional from Reef to Ridge – not Ridge to Reef, which is a longer-term target area. This reflects a CRRI legacy that has a longer timeframe for impact. Analysis of the NAPs mean this is impossible to achieve even with a target at 400 ha because the land base projects take too much time to impact Corals. Recommend Indicator Change to: GEF Indicator 5¹: Area of marine habitat under improved practices to benefit biodiversity (hectares; excluding protected areas) <i>Disaggregation: Country.</i>	This indicator could be disaggregated by country or regional waters to give a nuance to the analysis. In general, we question whether level 4 is ambitious enough as a target for the last year. However, it is set by GEF and cannot revised officially. Voluntary, additional activities for Year 4 is possible. Voluntarily define a Level 5 set of activities: in addition to level 4 the following: National Hub members/PSC members and NTFs leading discussion panels on Climate Resilient Corals, and Project results. Posters accepted and engagement with private sector/donors and commitments to support elements in at least one NAP	Overall values are ambitious, but possible – have clearly defined source targets. The gender target is problematic and there is inconsistency in the values for the targets here and the source indicator target for the same year: Year 2 targets for sources; Learning events is set here at 1500, but for 1.1a. it is 500. Assumes that for both the data platform visitors and MOOC participants, the gender will be known. Community visioning target was set at 5000 – this assumes at least 833 participants from each country – it is unrealistic that this is possible or desired. National Hub target assumes 41 per country Y4 targets for sources are also unrealistic given the 100 companies target: for 5 countries this would mean 20 companies per country are shortlisted – this is unlikely due to scale up issues and de-risking limitations for the pipeline.

Assumptions

Table 29. Project Assumptions from the Design Document

Assumptions from the Project Results Framework	Status	Rating
1. Assumes willingness of stakeholders to negotiate and reach a consensus around commitments	Consensus and Commitments to Coral Reefs are in the form of the NAPs; Tanzania is the process of finalizing its draft, Fiji has a draft, Indonesia is seeking to legalise its National Hub, Solomon Islands is combining and updating previous coral reef strategies and Madagascar is refocusing on regional commitments. The Philippines is yet to start work. However, none of the NAPs so far examined focus on land based interventions (the ridge), they all focused initially more	Poorly considered assumption for this Indicator it requires actions on the ridge to be prioritized over actions on the reef.

¹ **Definition** This indicator captures the area of marine habitat under improved management to benefit biodiversity and/or for which management plans have been prepared and endorsed and are under implementation. This indicator can include implementation of one or more of the following approaches: marine habitat under Integrated Coastal Management, Locally Managed Marine Area, Marine Spatial Plan, and/or Large Marine Ecosystem (LME). The project should also qualitatively describe the benefits provided to biodiversity through change in management. Finally, while not required, projects should ideally provide GIS files showing the extent of the ocean under this improved management. Details: For the purpose of the indicators, the GEF defines marine area as the living resources, natural infrastructure, and a range of important habitats such as mangroves, coral reefs, seagrass beds, coastal tidal marshes, seamounts, thermal vents, and cold water corals that are crucial for human well-being and sustainable development. Page 13 of the GEF GUIDELINES ON CORE INDICATORS AND SUB-INDICATORS, 2019

	directly on Coral (the Reef)	
2.Assumes that IW:Learn platforms and fora will be organized in a timely manner to enable engagement of countries	Two countries with PMU actively participated in the last IW: Learn conference and provide regular contributions to news. The project website and Coral Data Portal are hosted by IW:Learn	This assumption is still valid
3.Assumes that individuals in countries and globally will actively engage in the opportunities offered by the project and COVID-19 restrictions will not limit engagement of Stakeholders, particularly at site level	COVID restrictions no longer apply. Representatives are able to travel to IW:Learn conference and other relevant conferences in their regions; WIOMSA, Oceans Conference and South Pacific Int. Ocean Conference. National Hub representatives as well as NTFs are engaging in these international exchange opportunities	This assumption is still valid . Although the island nature of the implementing countries make the engagement of 5000 for community visioning unlikely
4.Assumes active engagement of national hub members and other stakeholders in learning opportunities and that the decisions, actions, and behaviours of members of the national hubs are likely to have impact and influence on climate refuge coral reefs	The National Hubs are fully functional and operating well in 2 of the 6 countries. 2 others are still in the process of engaging and becoming fully functional, whilst the remaining two are still yet to become operational. All 5 national governments, and 1 regional government noted the importance of Coral Reefs to their communities and economies. The MOOCs are not yet in French, which has limited the engagement of Madagascan stakeholders.	In terms of the National Hub members having decision making influence on Coral Reefs; Yes this is still valid , but their availability can be challenging. National Hub members in several countries have shown interest in learning opportunities, but these are not always the MOOCs.
5.Assumes active engagement stakeholders in learning opportunities (online training and communities of practice)	Only 3 of the courses have been developed so far with a 4 th in the pipeline and all have had good responses from participants. They have been translated into Bahasa Indonesian, which has increased the number of participants from Indonesia. Up take has been very good on all the courses.	This is still valid
6.Assumes willingness and ability of stakeholders to access and utilize the Climate Data Platform (e.g. basic infrastructure such as computers and internet connections in place to enable access)	The Data Platform runs off the IW:Learn website and does not require registration to reduce barriers. Visitors from individual IP addresses are monitored. Data search capability has been designed for mobile phone access, which is the main way stakeholders engage with the internet. The project removed the requirement to register users to reduce entry barriers.	This is still valid as the project adaptively managed the project design to ensure that users did not have to register, which was seen as an entry barrier as many users may not have an email. This means it is not possible to know the gender of the visitor, only their unique IP address.
7.Assumes willingness and support of all stakeholders for the National Hub	The National Hubs are seen as necessary and useful ways to coordinate collaboration and consensus to support Climate Resilient Coral Reefs and better management of reefs and Marine Protected Areas (MPA). The Hub gives communities more direct access to government participants and a space in which to bring up their concerns about the status of their Coral.	This is still valid
8.Assumes willingness of local communities as well as all stakeholders to support the meaningful engagement of local communities	An interest and willingness to engage communities and their representatives. Several countries have held their community visioning workshops and have used this as the start of the NAP (Fiji), for other areas the community voice is being incorporated at a later stage of the NAP development depending on what sources they are using as their start point (Solomon Islands,	This is a valid assumption. How well this assumption holds will be assessed by the community recognizing whether their perspectives have been included in the final NAP, which is one of the indicators.

	Philippines, Indonesia). Tanzania incorporated the subject in broader meetings with shallow documentation (no meetings exclusively with communities were conducted) and Madagascar is carrying out a study on community voice.	
9.Assumes the support of governments and other stakeholders and willingness to actively engage in the planning process	Very similar to #7 above. All countries with functional National Hubs have stakeholders that regularly attend; however, it is a noted struggle to get consistency in attendance through the engagement process. There are concerns about the quality of engagement (see below for further discussion on this)	Mainly valid , although with caveats in particular countries where the number of available relevant stakeholders is limited is a noted challenge. So it's not always about willingness, but rather prioritisation.
10.Assumes willingness of businesses and an enabling environment to support and incentivize reef-friendly businesses	So far only Indonesia and Tanzania have engaged their private sectors through their National Hubs. Implementation of component 3 is in early days. Criteria for Coral Friendly businesses is being validated in some countries, e.g. Fiji, because they have hired a local consultant to support engagement. Engagement with the private sector is an area where the project can improve (its monitoring needs to be enabled in Coral Huddle), including Indonesia and Tanzania.	Although this assumption is still valid, it is not the most relevant to the indicator being measured . This assumption is focused on a scale of business that is not always active in the places where the project is implemented. Several countries are challenged by the lack of numeracy skills at the community level.
11.Assumes that competing priorities will not overshadow the significance of climate refuge reefs	For National Governments the competing priority can come from fisheries or from managing a climate emergency or other economic interests or other meetings. The bigger struggle can be ensuring that other government priorities (i.e. Mangroves, beaches and seagrass) do not burden the effectiveness of just the Coral focus; e.g. other marine environments, blue carbon. This has not been measured by the project so far.	This is a very valid assumption to consider at all levels and from the perspective of all Stakeholders.
12.Assumes willingness of NTF stakeholders to share required information in a timely manner	Coral Huddle was set up by the project to facilitate this. There are delays in terms of when NTFs upload their technical outputs. Several stakeholders asked for more chances to share face to face.	Still valid assumption that requires monitoring.

External Cohesion

Areas for improving external cohesion were highlighted by some stakeholders. One suggestion focused on agreeing shared objectives and collaborating more effectively. Stakeholders proposed *“mapping other projects and partners with similar objectives and working together”*, and *“the project has to clearly define its goals and align them with other projects, which could have brought more attention to what it is trying to achieve”*. Another commented on the need for *“strengthening joint planning and aligning activities with complementary projects to avoid duplication”*. Similar observations were made regarding cohesion with government and regional initiatives. It was suggested that the project should *“develop a roadmap for integrating project outcomes into national and regional policies”*.

Strengthening integration was also recommended to ensure project results feed into national monitoring systems so that *“CRR data can be directly used in evaluating area management”*. Stakeholders also recognised the general challenge of *“synchronising field activities with regional government plans, which are at different*

stages". From their experience, they had observed limited cohesion, described as "overlapping mandates and limited coordination with other initiatives", which had caused delays and confusion at community level.

Adherence to WWF Social Policies

A grievance email address was established during the design stage (SafeguardsComplaints@wwfus.org), along with a dedicated project email for stakeholder feedback (pmucomplaints.crri@uq.edu.au). The project also hosts a grievance page on the UQ website outlining how to raise concerns and who to contact. This page includes the WWF grievance address, the project address (pmu.crri@uq.edu.au), and the GEF conflict resolution contact. These mechanisms go beyond WWF policy requirements for a low risk project.

The Gender Action Plan (Appendix 1 of the project design package submitted to GEF, Annex 5.6) provides clear guidance on the main gender policies for the six countries and outlines how to implement a gender mainstreaming strategy aimed at increasing women's participation. It also requires the inclusion of women in the National Hub technical working groups to ensure that gender responsive national and sub national climate refuge reef conservation plans are developed collaboratively. The project design intended that all activities would have equal participation in attendance, engagement and decision making.

Gender policy is being implemented and regularly reported in the PPRs. It is also reflected in the monitoring systems, including Kobo tools and Coral Huddle. Women and youth (defined as under 35 years old) have been included in the disaggregation criteria, with their participation expected to be reflected particularly during community visioning meetings. However, the earlier discussion remains relevant regarding the feasibility of achieving 5,000 participants for these activities. Overall, the project adheres to WWF policies.

Country Ownership Evidence

It is worth noting the following evidence: *"The project brought together actors who otherwise would have continued working separately. This supports collaboration, by breaking silos and creating collective ownership of the NAP. It strengthens coherence across initiatives and ensures national strategies are harmonized"*.

A response to the most significant results so far: *"If I have to name the top three... creation of the different working groups under the National Hub... Ministry of Environment as chair and taking ownership... bringing in the experts and technical people to guide us through those different working groups, especially around reef positive businesses."*

"...it's exceeded my expectations... of all the national forums that I go to, it's probably the one that has the greatest level of engagement, the greatest level of passion, the best cross-section of stakeholders."

"What we wanted and the intention is that it's government to lead it... so we positioned ourselves very clearly as the secretariat, rather than leading it."

"When this coral reef thing came into this sphere, they realized that we should have something to safeguard our corals ... now they feel the National Action Plan should be part of them (Ministry of Fisheries)."

"There's advantage because government involvement gives national ownership, but it needs close monitoring to push implementation."

Annex 5.1c. Results Tables

Output Product table

Legend:

1	Completed	✓	Contribution made to a completed output
⚙	Nearly completed, expected to finish in Y3.		Partially completed, likely to finish y3 or early Y4
*	Planned expected Y3	**	Planned, expected to finish in Y4
Y4?	To be delivered in Y4, but some uncertainty lingers	?	Expected to be delivered inn Y4, but not certain whether this will be achieved

Table 30: Output Product Summary Table

Activity Code	Title	GL	FIJI	IND	MAD	PH	SOL	TNZ	# [nearly]	Y3/Y4 [?]	Status
1.1.1.2	Knowledge Strategy, Plan and Framework										Completed Y2
1.1.1.3	Knowledge Needs Assessments		✓	1	✓	✓	✓	✓	1		Completed Y2, ✓=made contribution
1.1.1.4	Finalised Knowledge strategy, plan & Proposal	1							1		
1.2.1.1	Country Specific Needs Assessment	1	✓	✓	✓	✓	✓	✓	1		Completed Y2, ✓=made contribution
1.2.2.1	Data in Decision Making Needs Assessment	✓ ✓									Now Section in 1.2.1.1
2.1.2.1	Capacity Gap Analysis		1	1			1	1	4		Completed Y2
2.2.1.6	Climate Refuge threats and opportunity Assessment		1	✍	**	**	✿	✿	1[3]	3/2	4 started Y2-1 delayed, 1 starts Y3- may be completed by Y4
2.2.2.4	Cost Benefit Analysis or Policy Review		1	✿	**	**	1	1	3[1]	1/2	2 expected by Y3 1 may be Y4
2.2.3.4	NH Sustainability strategy		✿	*	?	?	*	*	[1]	4/0[2]	1 partially, 3 started-4 for Y3, 2 TBD Y4
2.2.3.5	National Action Plan		✿	✿	**	?	**	1	1 [2]	2/2[1]	1 done, 2 drafts prepared Y3, & 2 started Y3, 1 TBD Y4
3.1.1.2	Benchmarking studies: Coral Friendly Businesses	1							1		Completed Y2
3.1.1.3	Sectoral Analysis		1	1	1		1	1	5		Completed Y2
3.1.2.1	Reef-Friendly Business guidelines	1	✿	**	**	Y4?	✿	✿	1[3]	3/2[1]	1 done, 3 drafted & 2 initiated Y3, 1 Y4 TBD
3.1.2.2	Opportunities Identification Report - Reef Friendly businesses and SMEs	✿	*	**	**	Y4?	*	*	[1]	4/2[1]	1 draft and 3 initiated and 1 to later start Y3, 1 Y4 TBD
3.1.2.3	Larger Business Analysis report		*	*	?	?	?	*	0	3/0[3]	3 planned for Y3, 3 TBD Y4
3.1.2.4	Coral Friendly Business needs and opportunity Analysis	*	*	*	Y4?		*	*	[5]	5/0 [1]	5 Planned Globally and in 4 countries, 1 for Y4, 1 TBD,
3.1.3.2	Coral Friendly Business Short-list Criteria Identification Guide	✿	✿	**	?		**	✿	[3]	3/2[1]	Initiated Globally, tested in 2 countries, 2 Planned, 1 TBD
3.1.4.4	Investor Shortlist Assessment – shortlisted investors	✿	**		?		?	**	[4]	2/2[2]	Planned Y4 Globally, 1-country,2-planned Y3, 2-TBD Y4
4.1.1.5	Communication Strategy	1	✿	**	✿	?	**	✿	1[5]	3/2[1]	Completed Y3, started, 1 TBD Y4
4.1.2.4	Stories of Impact: making changes on the Reef		**	**	**	**	**	**	[6]	0/6	Planned 6 Countries Y3
4.1.2.5	Consolidated Lessons	**							[1]	0/1	Planned Globally Y3&4
4.1.3.4	Articles: Narratives, Knowledge pieces (1/country/year)		**	**	**	**	**	**	[6]	0/6	Planned 6 Countries Y3 and Y4
SubTotals	actual/expected [planned/potential]	5/3 [2/]	4/5 [6/]	3/4 [9/]	1/1 [7/5]	0/0 [4/6]	3/2 [8/2]	4/4 [7/]	20/19 [43/13]	Y3/Y4[?] 33/29 [13]	* = Y3 likely done ** =Y4 likely done ? = not certain,
	Total	10	15	16	14	10	15	15	95		

Activity Status Table

The following activity status summary table is updated since November 2025, which has been provided by the project. It is referred to in the PPRs and is used to calculate the IP rating.

Table 31: Activity Status Summary Table

Table 31: Activity Status Summary Table

Component 1	Country Status							Component 2	Country Status							Component 3	Country Status							Component 4	Country Status								
Outcome 1.1	G	FJ	SI	ID	PH	TZ	MG	Outcome 2.1	G	FJ	SI	ID	PH	TZ	MG	Outcome 3.1	G	FJ	SI	ID	PH	TZ	MG	Outcome 4.1	G	FJ	SI	ID	PH	TZ	MG		
1.1.1.1		Y2	Y2	Y2	Y2	Y2	Y2	2.1.1.1			Y2	Y2			Y1	Y3	3.1.1.1				Y3	Y3		Y2	Y3	4.1.1.1		Y2					
1.1.1.2		Y2						2.1.1.2			Y2	Y2			Y2	Y3	3.1.1.2		Y2						4.1.1.2		Y3		Y3	Y3	Y3	Y3	
1.1.1.3		Y2	Y2	Y2	Y2	Y2	Y2	2.1.1.3			Y2	Y2	Y1		Y1	Y2	3.1.1.3		Y3	Y3	Y3	Y3		Y3	Y3	4.1.1.3		Y3	Y3	Y3	Y3	Y3	
1.1.1.4		Y2						2.1.1.4				Y2	Y1	Y3	Y1	Y3	3.1.1.4		Y3	Y3	Y3	Y3		Y3	Y3	4.1.1.4		Y3	Y3	Y3	Y3	Y3	
1.1.1.5		Y2						2.1.1.5			Y2	Y3	Y3	Y3	Y2	Y3	3.1.1.5			Y3	Y3	Y3		Y3	Y3	4.1.1.5		Y3	Y3	Y3	Y3	Y3	
1.1.1.6		Y3	Y3	Y3	Y3	Y3	Y3	2.1.1.6			Y2	Y2	Y3	Y3	Y3	Y3	3.1.2.1		Y3	Y3	Y3	Y3		Y3	Y3	4.1.2.1		Y3					
1.1.1.7			Y3	Y3	Y3	Y3	Y3	2.1.2.1			Y2	Y2	Y2	Y3	Y2	Y3	3.1.2.2		Y3	Y3	Y3	Y3		Y3	Y3	4.1.2.2		Y2					
1.1.1.8		Y3	Y3	Y3	Y3	Y3	Y3	2.1.2.2			Y2	Y2	Y3	Y3	Y2	Y3	3.1.2.3		Y3	Y3	Y3	Y3		Y3	Y3	4.1.2.3		Y3	Y3	Y3		Y3	
1.1.2.1		Y2						2.1.2.3			Y3	Y3	Y3	Y3	Y3	Y3	3.1.2.4		Y3	Y3	Y3	Y3		Y3	Y3	4.1.2.4			Y3	Y3		Y3	
1.1.2.2		Y2						2.1.3.1			Y2	Y2	Y2		Y2	Y3	3.1.3.1		Y3	Y3		Y3		Y3	Y3	4.1.2.5		Y3					
1.1.2.3		Y3						2.1.3.2				Y2	Y3		Y2	Y3	3.1.3.2		Y3	Y3		Y3		Y3	Y3	4.1.3.1			Y3	Y3	Y3	Y3	
1.1.2.4		Y3						2.1.3.3			Y2	Y2	Y3		Y2	Y3	3.1.4.1		Y3			Y3				4.1.3.2			Y2	Y3	Y2	Y3	
1.1.2.5		Y3						2.1.3.4				Y3	Y3		Y2	Y3	3.1.4.2		Y3							4.1.3.3		Y2	Y3	Y3		Y3	
Outcome 1.2	G	FJ	SI	ID	PH	TZ	MG	2.1.3.5			Y3	Y3	Y3		Y2	Y3	3.1.4.3		Y3						4.1.3.4		Y3						
1.2.1.1		Y2	Y2	Y2	Y2	Y2	Y3	Outcome 2.2	G	FJ	SI	ID	PH	TZ	MG	3.1.4.4		Y3							Outcome 4.2	G	FJ	SI	ID	PH	TZ	MG	
1.2.1.2					Y2			2.2.1.1				Y2	Y2	Y3	Y2	Y3									4.2.1.1		Y1						
1.2.1.3		Y3						2.2.1.2				Y2	Y2	Y3	Y2	Y3								4.2.1.2		Y2							
1.2.1.4		Y3						2.2.1.3				Y2	Y3	Y3	Y2	Y3								4.2.1.3		Y2	Y2	Y2	Y2	Y2	Y2		
1.2.1.5		Y3						2.2.1.4				Y2	Y2	Y3	Y3	Y3								4.2.1.4		Y2	Y2	Y2	Y2	Y2	Y2		
1.2.2.1		Y2						2.2.1.5				Y2	Y2	Y3	Y3	Y3								4.2.1.5		Y2	Y2	Y2	Y2		Y2		
1.2.2.2		Y3						2.2.1.6				Y3	Y3	Y3	Y3	Y3								4.2.1.6			Y3	Y2	Y3	Y3	Y3		
								2.2.2.1				Y2	Y2	Y3	Y2	Y2								4.2.1.7						WWF GEF			
								2.2.2.2				Y2	Y2	Y3	Y2	Y2								4.2.2.1			Y2	Y2	Y3	Y3	Y2	Y3	
								2.2.2.3				Y2	Y3	Y3	Y2	Y3								4.2.2.2			Y2	Y2	Y3	Y3	Y2	Y3	
								2.2.2.4				Y3	Y2	Y3	Y3	Y3								4.2.2.3			Y3						
								2.2.2.5				Y3	Y2	Y3	Y3	Y3																	
								2.2.2.6				Y3	Y3	Y3	Y3	Y3																	
								2.2.3.1				Y3	Y3	Y2		Y2	Y3																
								2.2.3.2				Y3	Y3	Y2		Y2																	
								2.2.3.3				Y3	Y3	Y3		Y3																	
								2.2.3.4				Y3	Y3	Y3		Y3																	
								2.2.3.5				Y3	Y3	Y3		Y3																	
								2.2.3.6					Y3			Y3																	

Complete

In progress

Not started

Yx

Multi-Year Activity

Optional Activity

Not applicable

Year Completed / In progress / Planned

Complete	Yx	Year Completed / In progress / Planned
In progress		Multi-Year Activity
Not started		Optional Activity
		Not applicable

Results Identified by NTF and Partners

Table 32 List of Project Results as Identified by NTF and Partners

Country	# surveys	Main Achievement Themes	Main Environmental Impact themes	Main benefits mentioned (grouped)
Fiji	2	- Stronger community engagement - Better coordination • Workshops & awareness • Better data collection	Better marine protection • Better data for decisions • More community awareness	Community skills • Better coordination • Stronger local awareness
Indonesia	5	Capacity building • Stronger institutions • Better monitoring • Multi-stakeholder cooperation • Communication products	Improved coastal management • More monitoring • Policy influence • Long-term ecosystem protection	Capacity building • Monitoring systems • More stakeholder cooperation
Madagascar	1	Community awareness • Improved local participation	Community actions will support reef & coastal health	Awareness • Better participation
Philippines	1	Awareness activities • Community involvement	Better awareness → better marine practices	Coastal protection awareness • Better collaboration
Solomon Islands	2	Hub meetings • Training • Better collaboration • Stronger national coordination	Improved coastal planning • Stronger governance • Better ecosystem protection	Coordination • Hub meetings • Training • Local empowerment
Tanzania	3	Community empowerment • District involvement • Better planning & coastal area protection	Stronger coastal protection • Long-term sustainability • Improved livelihoods	Community empowerment • Better district planning • Knowledge increase
Global	4	Knowledge products • Global coordination • M&E tools • Communication materials	Increased resilience • Better data systems • Regional knowledge sharing	Knowledge tools • Regional networking • Better M&E

Areas that Stakeholders Noted had Shown Change

Table 33. Stakeholder Responses Identifying the Areas of Most Significant Challenges

Theme	Fiji	Solomon Islands	Indonesia	Philippines	Madagascar	Tanzania	Global	Total
# Surveys	2	2	5	1	1	3	4	
1. Stakeholder engagement problems	1	1	2	1	1	1	1	8
2. Government / approval delays	1	1	2	1	1	0	1	7
3. Limited capacity / small teams	1	1	2	1	1	0	2	8
4. Financial / logistical constraints	1	1	2	1	1	1	1	8

Table 34. Stakeholder Response identifying the Areas where the Project Needs to Improve

Theme	Fiji	Solomon Islands	Indonesia	Philippines	Madagascar	Tanzania	Global	Total
# Surveys	2	2	5	1	1	3	4	
1. More time / more resources	1	2	3	1	1	2	0	10
2. Improve coordination	1	2	3	1	1	2	0	10
3. Better communication	1	2	3	1	1	2	0	10
4. More training & capacity building	1	2	2	1	0	2	0	8

Adaptive Management Changes to the Results Framework already approved

List of Agreed Changes.

- The change to indicator 1.1a was required because UQ data protection policy does not allow the collection of identifiable personal information, such as names, for privacy reasons. This means that the project cannot capture data on individual participants.
- Uncertainty regarding the availability of Coral Reef Watch data led to adjustments to the deliverables for Component 1 and its indicators. The description of the climate data platform indicator (RF 1.2a) and the target for users of the new Decision Support System were amended. For indicator 1.2a, the requirement for “registered” users was removed and replaced with a measure of unique visitors, based on IP addresses, and page views. Many community members, including fishermen in Indonesia, have mobile phones but do not have email addresses. Registration for the website or report card was unnecessary for the intended tools and would have created a barrier to access, reducing their reach and effectiveness. Requiring registration and collecting personal information also raises privacy concerns and is more difficult under UQ policy.
- For indicator 2.1a, the gender targets were revised so that they reflect gender participation at National Hub meetings.
- For indicator 2.1b, which measures the extent to which community vision is integrated into National Action Plans of National Hubs, the PMU expressed concern about the subjective nature of the measure. The G-PSC recommended that communities, rather than the PMU or NTFs, review the National Action Plans to assess whether their vision is included.
- The wording of indicator 2.2a was amended to read: “Progress and commitment to the realisation of the vision and synergistic solutions identified in the National Vision and Action Plan for climate refuge reefs in the short, medium and long term.”
- The target wording for indicator 3.1b for year one was changed from “Technical assistance completed” to “Lessons learned completed”. This ensures alignment with the workplan, as technical assistance for businesses and Small and Medium Enterprises is scheduled for year three rather than year one.

National Hub Governance Arrangements Per Country

Table 35 NTF Type, and National Hub Governance Arrangements

	Fiji	Solomon Islands	Indonesia	Philippines	Madagascar	Tanzania
NTF type	NGO – WCS	NGO – WCS	NGO – Reef Check	Regional & National Government	NGO - WCS	Government
National Hub Secretariat	Chaired by the Director of Department of Environment and WCS as the secretariat - 27 organisational members	CTI-CFF National Coordinating Committee WCS is the secretariat Membership number unclear, - 20-38 invited	Board Of Directors of government with government and Reef Check as joint secretariat - 20 members	CTI-NCC secretariat PCSD to liaise with secretariat - Membership not clear	ToR in development Membership number unclear, - 52 invited	Marine Parks Reserve Unit, As Secretariat Membership not clear - 19-31 invited
National Hub Operating under	National Ocean Policy Steering Committee, reporting to the National Climate Change Coordination Committee	Co-chaired by Ministry of Environment & Ministry of Fisheries	Director General of Marine Affairs and Sea space management – under Draft policy of 2024 of the Ministry of Marine Affairs and Fisheries	DENR-EB is the national lead	Currently no national government	National Steering Committee – 15 members
Technical Structure	3 TWGs, no regional hubs	None documented	4 working groups 4 regional hubs	Not clear, but PCSD is based in Palawan	Regional Hubs being considered	Planned 16 local hubs
PSC Membership	Director of Environment, Department of Environment, Ministry of Waterways and Environment	Director of Environment and Conservation, Ministry of Environment, Climate Change, Disaster Management and Meteorology	Director for Marine Conservation and Biodiversity, MMAF	Director of Foreign Assisted and Special Project Service, DENR Philippines	Head of Department, Biodiversity and Ecosystem Conservation, Madagascar	Director of Fisheries, MLF,

Annex 5.1d. GEF Criteria Implementation in the Countries

Gender Implementation per Country

Two countries, Solomon Islands and Fiji, have carried out a Gender Equality and Social Inclusion assessment or a similar study. These are considered outputs of activities under 2.1.2.1, although they focus only on women and, to a lesser extent, youth, rather than providing a gender-differentiated analysis. The Solomon Islands document identifies challenges that need attention and offers recommendations to support the development of an effective gender-responsive project. Fiji has produced a concise four-page document outlining capacities, gaps and proposed GESI interventions. Most suggestions are clear and, if followed during the various stages of project implementation, the document will be useful. However, no details or implementation plans have been included. The source of information for the Solomon Islands report is unclear, while the Fiji report was based on consultations with sixty participants of whom forty-five per cent were women.

The NTF in Indonesia has not facilitated or commissioned a GESI study, although gender equality is central to the National Hub. The draft policy proposes a Gender Equality and Social Inclusion Task Force at the national level and GESI members in each region. Unlike the other working groups proposed for the Hub, which include Scientific, Capacity Building and Conservation Funding groups, the GESI Task Force does not have a description of its responsibilities and gender equality is placed within the remit of the Capacity Building Group. The Board of Directors of the Hub consists of three members, all of whom are men. Of the four-member secretariat, three are women. This reinforces traditional gender roles, with men in senior positions and women in

administrative or support roles. Although an updated version of the document exists, it has not been shared with the MTE team despite repeated requests.

During discussions with women in Tanzania, they noted that women involved in gleaning were excluded from meetings, while seaweed producers and women engaged in processing and trading were always invited. In the Philippines, a stakeholder also emphasised the importance of including gleaning women, as their livelihoods are directly affected by activities in the coastal zone. An MTE participant from Solomon Islands also highlighted the use of different resources by men and women. Recognising that men and women rely on different marine resources, and tailoring interventions accordingly, demonstrates progress in gender mainstreaming under Objective 5, which focuses on inclusivity and equitable benefits. Women's participation in reef-related livelihoods represents both a vulnerability and a potential pathway for empowerment. CRR's inclusion of women can advance gender equality and socio-economic empowerment, helping to ensure that the benefits of reef restoration are shared fairly.

Feedback from stakeholders highlights the gendered segmentation of marine livelihoods. Men are primarily involved in fishing, whereas women are more engaged in gleaning and seaweed cultivation. These livelihood options for women usually provide low income. However, women are able to link coral reef conservation to their food security and livelihoods. Women requested training in coral transplantation, demonstrating their motivation to contribute actively to restoration and to expand their economic roles beyond traditional post-harvest work.

An NGO representative observed that the lack of swimming skills limits women's participation, prompting the organisation to provide swimming lessons. Private sector representatives noted that within their own programmes, which are not supported by CRR, women are able to dive and work as rangers. One representative said, *"The programme is run with rangers from the nearby community. Most are men, but we have two female rangers who dive and participate actively. Cultural norms sometimes challenge women, but mindsets are changing and new female rangers have joined."* This example shows progress toward gender inclusion within local conservation programmes, and is consistent with CRR's objective of promoting social inclusiveness. The gradual shift from traditional gender roles to active female participation reflects a broader social transformation driven by environmental work. It demonstrates how CRR's stakeholder engagement and capacity-building activities can indirectly strengthen gender equity and participation in marine conservation, in line with GEF and UNDP gender-mainstreaming principles.

In Tanzania, stakeholders reported that women already participate in local government programmes and financing schemes that target women and vulnerable groups. This indicates a potential framework for continued support and institutionalisation after the completion of the CRR project.

Stakeholder Engagement Evidence

Interviews and surveys with external stakeholders generated 122 themed responses on stakeholder engagement. Of these, 75 per cent were positive and 25 per cent were negative. Fourteen per cent of the negative responses related to limited engagement of particular stakeholder groups, such as government agencies, academia, women or communities. Limited engagement and follow-up in communities was seen as a gap in Tanzania, representing three per cent of all themed responses. Communities expressed appreciation for the attention they received. Trust appears fragile but generally positive, and is based more on recognition of engagement than on deep partnership. CRR is partially meeting its trust-building objective, although risks remain if engagement does not progress from consultation to community empowerment.

Progress reports show more extensive stakeholder engagement in the first year in Indonesia and Tanzania, reflecting the more advanced stage of implementation at the time of the MTE. In Madagascar, most responses were negative due to the absence of functioning national ministries. Activities have continued at provincial

and regional or municipal levels. The CRR design remains valid, and the experience in Madagascar highlights the importance of working at local levels as a sustainability strategy.

In Tanzania, the Beach Management Units fulfil a role similar to that of the National Resource Officers Committees in Fiji, acting as intermediaries between government and communities and providing feedback and coordination. This directly supports CRR's objective of multi-stakeholder collaboration. The bridging role of the BMUs and NROCs shows progress towards cooperative governance and co-management approaches. In Fiji, the Provincial Coordinators of iTaukei Affairs also provide a link between the National Hubs and communities.

A quarter of all themed responses relate to the project's role in bringing together non-traditional partners, including the private sector, civil society organisations and communities. Eleven per cent of the responses noted that the project has contributed to greater trust and improved information-sharing between stakeholders. One interviewee stated, *"The project has improved the trust because we collaborate. We have a reflection meeting every year to avoid duplication of effort."* This demonstrates clear progress in multi-stakeholder engagement and co-management. Strengthened trust enhances policy coherence, reduces duplication of effort and supports collective stewardship of reef ecosystems.

Annex 5.1e. Quantitative and Qualitative Results for Each Country

Table 31. Project Implementation Status Findings

	Component 1	Component 2	Component 3	Component 4
Fiji	1.1a # 1.1b. # 1.2. # 184 views Passive promotion, via the national hub and members that are from the National universities. The capacity gap potential is seen at the community level. For adapted courses to be taken to the community level it would need to be in the main Fijian language Basic financial literacy training has been undertaken.	2.1a # 205 2.1b.# 2.2.a# Active National Hub with 47 members, 27 of whom regularly participate, 3 active working groups. Policy review is being incorporated into the action plan and a sustainability strategy is also being drafted. There is a critical NAP deadline; May 2026, to get Cabinet sign off, but NEC and community endorsement is required before then. Need to work with WWF, CI and WCS to ensure community NROC and Provinces representatives beyond BCUs see and approve the NAP. This will require more budget.	3.1a# A national consultant has been hired; Talanoa, and they have facilitated a workshop with the National Hub members to verify and validate the Coral Friendly Business Criteria set out by the Global Consultant. They also roll played pitching one such business to three different types of funders (public, private and grant based). No private sector engagement so far. Hotels have private arrangements with Local communities to pay for Coral restoration work.	4.1.a# 2 4.2.# A communication strategy has been prepared for review Risk: Cabinet may not sign off on the NAP before the election – this reportedly happens frequently
Solomon Islands	1.1a # 1.1b. # 1.2. # 82 views Passive promotion via fliers and active promotion in regional meetings via a booth GAP analysis for review of Coral Management approaches applicable for Solomon Islands. Many techniques are not working in practice in the communities Geographically. The disperse nature of the Islands makes it challenging to reach all the community – only a few key people are relevant and available	2.1a # 279 2.1b.# 2.2.a# The National Hub was established for the CTI as the stakeholders are similar. 5 Workshop events including National Hub Meetings – CTI – has a national plan of action for coral exists but also includes other biodiversity – Project aims to build on this – with MAAF and Minister of Environment – not completed, works as an outline or framework that will be integrated into the NAP for Coral Developing the national action plan – hired a consultant to facilitate this – they are now onboarded. MAAF has a Coral Management Plan but no action plan Consultant will bring all these previous plans together then do validation – the HUB will endorse it – MAAF and/or ME will approve – Cabinet approval – Minister to sign. Community visioning, is now in draft form to be an input into the NAP. Stakeholder mapping exercise is planned next and an existing Threat and Opportunity Analysis will be updated	3.1a# Global team has produced a sectoral analysis, however there are few large businesses. Communities struggle with basic numeracy skills and subsistence and community based livelihoods are more frequently encountered. Private sector has not been engaged	4.1.a# 4.2.# RISK: Still experiencing a lack of commitment from Government in terms of regular attendance – due to the small number of officers stretched too thinly (3 officers we work with). Need to have buy-in from either – MAAF or Ministry of Environment. – Ministers are being rotated frequently
Indonesia	1.1a # 139 1.1b. # 1.2. # 408 Views The MOOC 101 is available in Bahasa Indonesian and is taken down to communities and schools by the NTF. The hub includes science and capacity building technical working groups, and in an early draft also a gender equality as social inclusion workgroup. A framework document has been formulated mainly focused on scientific	2.1a # 0 2.1b.# 2.2.a# 1 National Hub and 4 Regional Hubs are being set up. National Hub is to be formally adopted through a government legal endorsement, that; NAP for Coral Reef Conservation, NBSAP, has been drafted - latest version updated with community visioning inputs for consultation on the 5th of November. Then one more meeting with legal department of MMAF for legalization expected within 3 months.	3.1a# There is interest from private sector representatives where there is a strong link to tourism activities reliant on coral – diving, restoration or management. Stakeholders are seeing sustainable financing opportunities in CSR from the private sector and possibly tapping in to blue carbon opportunities.	4.1.a# 4.2.# The project management team – Reef Check, has been asked to consider ways to coordinate or operate with or within the hubs established for other government ecosystems or purposes. Risk: Legalization may be delayed by the reorganization of government directorates.

	research and coral health. Reef Check – NTF has a strong data collection reputation. The project supported mapping of coral reefs and developing methods to identify coral bleaching and quick response.	The technical reports to inform the NAP have not been completed yet, for example the ‘threat and opportunities’ and ‘Cost and benefit’ analysis.	Project activities increased coordination among stakeholders and contributed to national policies, including the NBSAP and Blue Economy strategy.	Indonesia has significant underspend
Philippines	1.1a # 1.1b. # 1.2. # 60 Views PCSD – NTF provided inputs into the MOOC, but engagement was limited because the team inputs could not be retrospectively paid.	2.1a # 0 2.1b.# 2.2.a# PCSD will not work at the national level. Planned activities are aimed at municipalities and communities in Northern Palawan (Including Taytay and El Nido) The CTI with the DENR Biodiversity Management Bureau is working on a National Coral Reef Program, which will include the development of a NAP. It is unclear whether the technical studies under the GEF 7, the ‘threats and opportunities’ and ‘cost and benefit analysis’ will still be implemented and could add value to the NAP development – how the project is supporting CTI and NAP development process is not clear yet.	3.1a# No sector analysis has been produced Globally, but the Coral Reef Friendly Businesses could still be applied, if a national consultant can be sub-contracted in time to complete some of the tasks. 8 activities in this delivery area have been removed from the expected workplan	4.1.a# 4.2.# Project is now stuck in a overly bureaucratic process with DENR and PCSD which limits the speed that money can be sent to PCSD and project activities start – due to DENR being named on the SPA agreement. Work Plan needs approval by DENR which can take up to 2 months. Year 3 Q4 start expected. PCSD is expecting a launch event in December 2025, which might not be feasible.
Madagascar	1.1a # 1.1b. # 1.2. # 60 Views None of the MOOCs are in French, so the NTF team are waiting for the French version, which will be promoted with universities in the South to be included in the Marine Environment course. Logistics to the BCUs in the North make it very difficult to conduct field work and engage locally. Activities are focusing on Nosey Bay region.	2.1a # 16 2.1b.# 2.2.a# Although the National Hub is not viable as an option, all the studies can be developed so that once there is a functioning national government to engagement with the technical studies can be reviewed to develop a national action plan. This will require an engagement strategy and process to be designed. Regional governments are still functioning, although their focus is more tourism. Regional hubs could be refocused on coral conservation for sustainable tourism. Consultants for outputs are on track to contract. Analytical reports for RCAPs can be produced. Regional Stakeholder Expert potential 3rd party contract Consultancies to produce the outputs for Component 2 and the NAP are underway	3.1a# Local government priority is tourism and its regulation – two tourists were in an accident caused by unregulated activities – one was a fatality – this has created an awareness that the current free for all model of tourism is not working. The theme of coral conservation for sustainable tourism – component 3 focus would be inline with the local government priorities The Tourism sector is based on coral and impacting on coral could be significant Consultancy for Component 3 is in the process of being selected..	4.1.a# 4.2.# There has been a notable project underspend, however significant spend is expected as several consultancies are lined up to produce the technical reports. RISK: Country has undergone a recent coop, Sept-Oct 2025, but is now stable with a military leadership that is seeking to rebuild the government ministries. There are currently no government ministries to engage with, hence the need to engage with the regional government bodies.
Tanzania	1.1a # 1.1b. # 1.2. # 684 views The Training plan focuses on 7 areas, of whom two are in Zanzibar, but little attention is given to the organization capacity or managerial side of such sub-national hubs.	2.1a # 1108 2.1b.# 2.2.a# National Coral Hub has a guidance document, including a structure providing 16 local, district level hubs. Their establishment or roles is not provided and there is no evidence of a roll out.	3.1a# A National Consultant has not yet been found. Coral Reef Friendly businesses can be established, but with the short time remaining initiatives need to be with existing businesses or organized community groups.	4.1.a# 15 4.2.# This NTF has the highest burn rate. Risks: The minimal exposure to district level stakeholders to the project and its objective has led to confusion and mistrust in regard

	Community meetings and the conducted trainings have numerous topics within a short timeframe, usually a maximum of 5 productive hours. Combined with the often high number of participants effectiveness can be questioned, and is evidenced by the lack of project understanding among consulted stakeholders.	The NTF focus has been in terms of numbers of participants rather than what they understand or their involvement in the framework for Coral Reef Protection. National Action Plan has been developed including priority actions and required budgets for 2026 - 2031. Funds are expected to come from different ministries and other stakeholders. The NAP includes summaries of completed outputs on threats and opportunities, and cost and benefit studies.	Private sector is engaged in the National Hub activities and a Coral Conservation Trust fund has been set up.	to the MPRU intentions and consequences for example Kilwa district communities. Women's participation is not given sufficient space or time for there to be meaningful engagement.
Brisbane UQ (Global or Australia Data)	1.1a # 2054 1.1b. # 1.2. # 2291 views CRR101 and CR103 Assessed: See knowledge management section. The courses are curated by the team and when certificates are requested, they manually check their performance. French version is planned for Y3 after the final English course has been completed. The Data platform has been set up to enable the use of data for decision making, project design and research. 71 data sources have been identified, the platform allows these to be selected to match your needs criteria.	2.1a # 2.1b.# 2.2.a#	3.1a# A global consultant has been hired and an overview report produced as well as 5 country specific sectoral reports. The concern is that there is a mismatch in the project design of an investible pipeline of over 100 Coral Friendly enterprises and the reality in these 6 countries where subsistence resource harvesting, community based livelihoods are more common. There is a spectrum of capacity and capabilities in terms of businesses readiness that is not reflected in the reports or in the design of this component.	4.1.a# 4.2.# Significant number of tools have been developed by the project to enable monitoring, learning and knowledge sharing. Coral huddle, kobo surveys, mapping of BCU communities and the use of video reporting. There is also a project newsletter to keep the various teams up to date. The focus of training on communication strategy is to enable social change
Phase 2	There is a potential to create bespoke community level capacity development/training with guides with more local content which relies on local facilitators and in local languages– PH2	National hubs require a mechanism (trust fund, national budget allocation) to function beyond the life of the project. This is a possibility in Fiji, and Solomon Islands.		

The following diagrams show the concept maps for each country using the evaluation criteria and selecting the three most frequently mentioned topics from the interviews under each criterion. These are interspersed with the recommendations for each country. They have been arranged by region: South Pacific, South East Asia and East Africa.

Figure 5: Fiji Summary of Stakeholder Responses per Evaluation Criteria

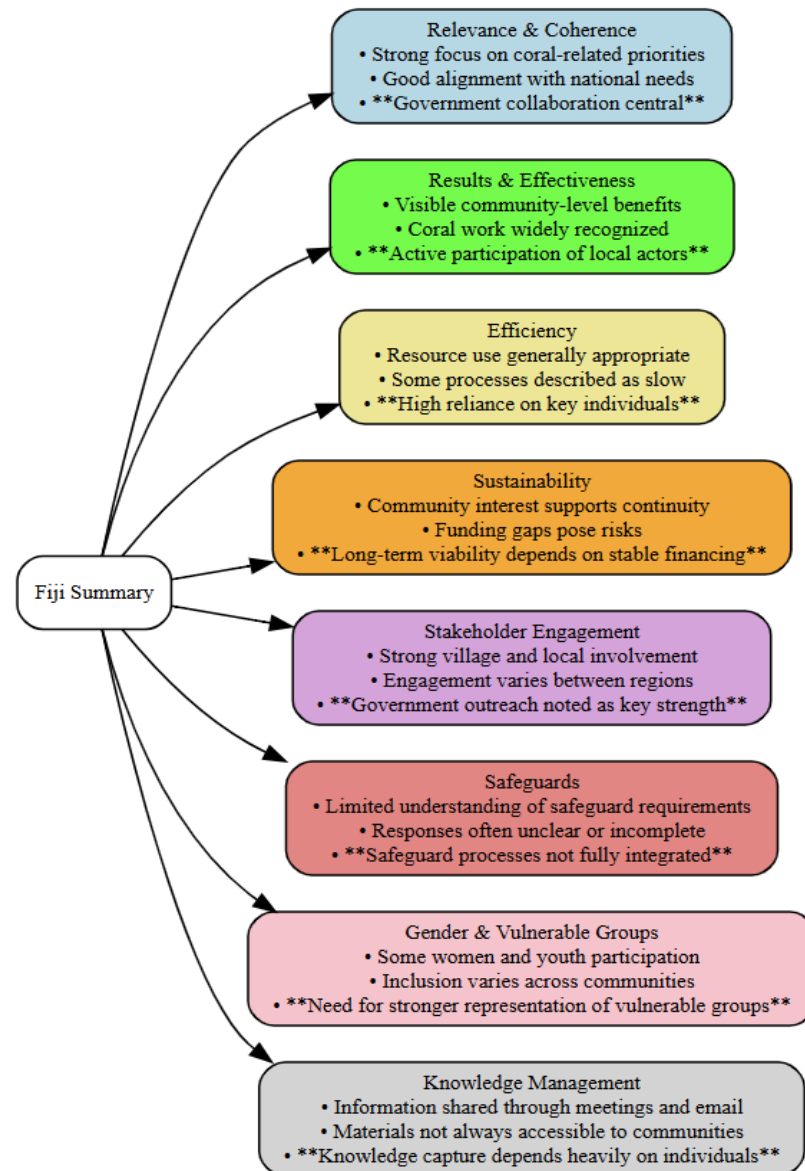


Figure 6: Solomon Islands Summary of Stakeholder Responses per Evaluation Criteria

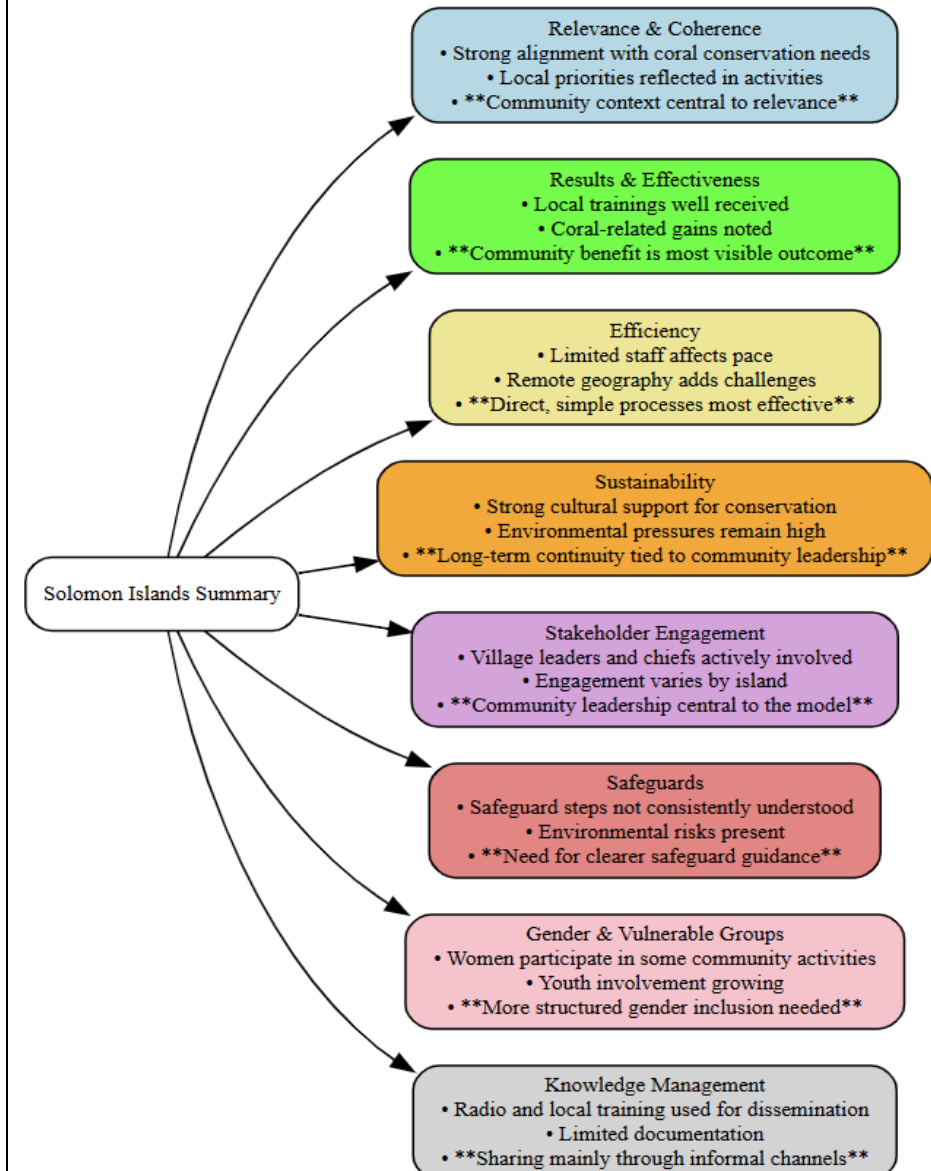


Table 32.: Lessons and Recommendations Specific to Fiji and Solomon Islands.

Fiji Lessons and Recommendations	Solomon Islands Lessons and Recommendations
• The importance of maintaining regular communication with stakeholders to keep them informed and involved. Meeting in person with government partners, especially project focal points, is important for moving the project forward and getting approvals on time. It's experienced that depending solely on email for communication is often unreliable; however, meeting in person to discuss project progress and work plans has been more effective. Ongoing support from MECC and partners has been a big help, and the project is now actively running, with continuous support from the WCS team. • Regular communication is critical for keeping stakeholders informed and aligned with the project's progress. • In-person meetings with government partners and focal points have been highly effective in driving the project forward and securing timely approvals. Email communication alone has often proven unreliable. • The project has gained momentum thanks to ongoing support from MECC, its partners, and the WCS team, which have provided consistent backing. • Scheduling workshops has been difficult due to stakeholders' varied availability. • Flexible scheduling options are essential to ensure broader participation. Stakeholders should be contacted at least a month in advance to allow for adequate preparation and attendance.	• The Solomon Islands team highlighted the significant time required to develop annual workplan and budgets (especially when just becoming familiarised with it's complex structure). All teams (country, global and PMU) took time in developing Y2 AWPBs (especially with the shift of activities and budgets between Y1 and Y2) reducing time for the execution of other activities. • Solomon Islands also highlighted the need to be strategic when involving Government or stakeholder' focal points to ensure those identified have sufficient time to actively participate • Solomon Islands also noted the need to socialize the project to enhance the visibility of the project at a national level. To date the team has concentrated on developing the National Hub and engaging consultants, however, to gain traction and impact at the community level it will be essential to improve communication about the project through media and networking and engaging stakeholders in the implementation of activities. • Achieving a comprehensive understanding of complex projects requires significant time and effort. It is essential to foster a unified commitment and urgency among stakeholders for effective progress. • Year 2 saw a notable improvement in project visibility, with increased media engagement and community visioning efforts contributing to greater awareness and involvement • Heavy workloads and limited human resources have posed significant challenges in the Solomon Islands, where progress in project implementation is often slow due to resource constraints.
Recommendations for Increased Effectiveness • Need to ensure the participants get documents head of time to they can review them. • Clarify the critical timeline • Consider sub-contracting CI to develop a trust as a sustainable funding mechanism for the National Hub in a timely manner • Engage with WWF, CI and WCS field teams to coordinate national hub information sharing with their NROC and Provincial committee representatives. Priority is with CI who supports the most marginalised and far-flung island communities. (Priority) • Private sector is missing from the current Hub participants, so are the Navy (benthic data) and later water/sanitation engineers – Plan for the implementation and future iterations of the NAP to move from Reef up to Ridge (Nature Based Solutions for riverine sediment load reduction)	Recommendations for Increased Effectiveness • Need a dedicated person in government focused on Coral Reef – MAAF is responsible for extraction (Live) and ME responsible for development licences for construction material - but no one is dedicated for the management or protection of Coral • Ensure the current Coral Management frameworks that exist in MAAF and ME are integrated into the NAP for Coral so they recognise the common purpose and feel ownership • Create briefing videos to update Government stakeholders that left and have returned and newly assigned or rotated government stakeholders

Figure 7: Indonesian Summary Stakeholder Responses per Evaluation Criteria

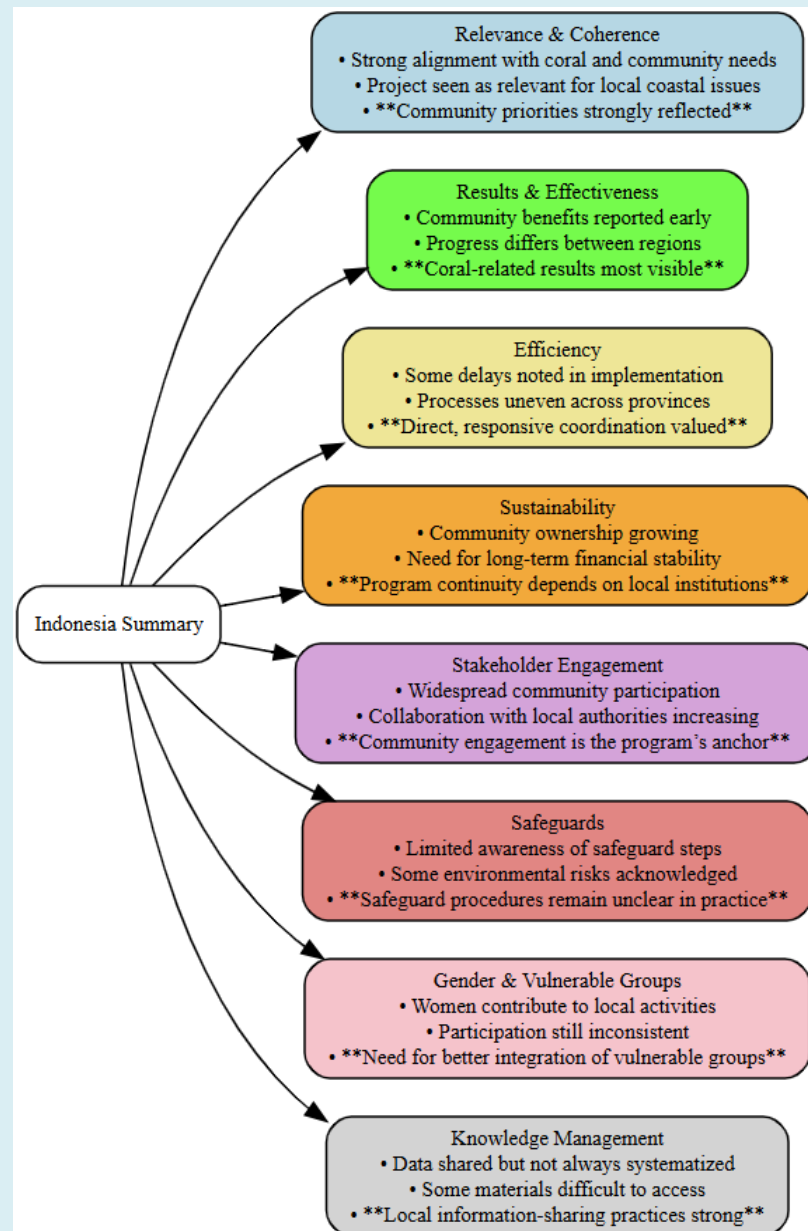


Figure 8: Philippines Summary of Stakeholder Responses

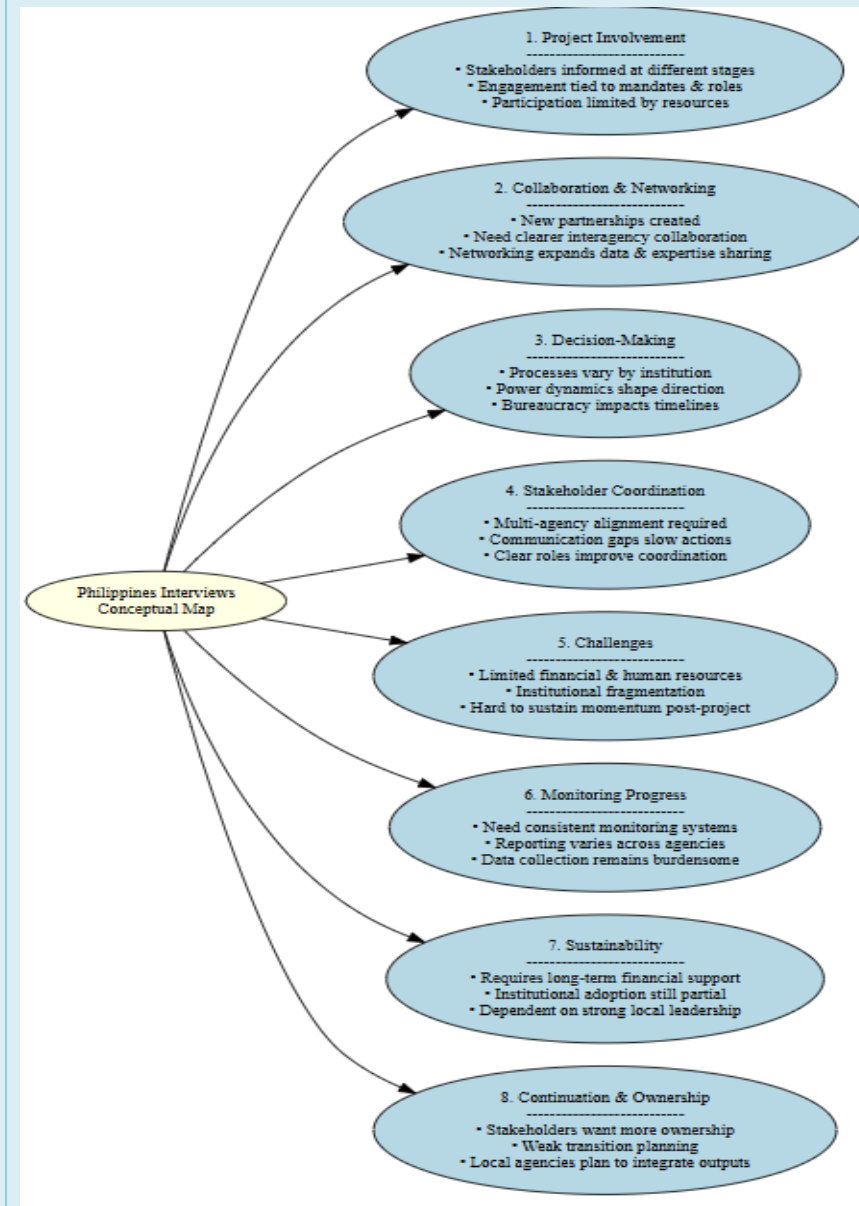


Table 33.: Lessons and Recommendations Specific to Indonesia and Philippines

Indonesia Lessons and Recommendations	Philippines Lessons and Recommendations
• To form a strong network, there is the need for effective coordination and communication mechanisms, participation of various parties, and optimizing facilities, learning and technology to form a strong network • The national hub requires facilitation and logistics as well as regular forums at local/regional or national level meetings to maintain the network, so the forum remains connected and active as a driver towards sustainability. • The involvement of multi-stakeholders takes time to understand the context of different stakeholders, the integration of the ‘buddy’ system has been a mechanism to ensure input and contribution from community level stakeholders. The “buddy” system within the HUB was found to help individuals feel confident and engage actively in discussions and problem-solving. It has also been found necessary to consider mechanisms to bind members of the working groups to effectively contribute to implementation utilising existing networks • Raising community awareness of the project, through multi-stakeholder workshops and listening and integrating their suggestions into the national action plan has been essential to the collective vision and approach. • The GEF7 CRR project differs significantly from typical conservation initiatives in Indonesia. As a result, efforts began with a clear purpose and agenda, outlined in the Terms of Reference (TOR). Identifying and inviting the right organizations, institutions, and stakeholders was prioritized, with consultation from MMAF and WWF-Indonesia to ensure appropriate representation. Their support has been key in aligning perceptions and encouraging active participation across all involved parties. • Given the vast size of Indonesia and limitations in time and resources, a focus on piloting a regional version of the HUB in East Nusa Tenggara Regency has been decided. This pilot will occur in Year 3, with plans to replicate it in other regions based on the outcomes.	• Project now stuck in a overly bureaucratic process with DENR and PSCD which limits the speed that money can be sent to PSCD and operation start on the project activities – due to DENR being named on the SPA agreement • Work Plan needs approval by DENR, which can take up to 2 months. Year 3 Q4 start expected. PSCD is expecting a launch event in December 2025 but this might not be feasible. • PSCD will not work at the national level. Planned activities are aimed at municipalities and communities in Northern Palawan (Including Taytay and El Nido) • The CTI with the DENR Biodiversity Management Bureau is working on a National Coral Reef Program, which will include the development of a NAP. • It is unclear whether the technical studies under the GEF 7, the ‘threats and opportunities’ and ‘cost and benefit analysis’ will still be implemented and could add value to the NAP development.
Recommendations for Increased Effectiveness • Continue to work parallel at regional levels regardless of progress in the legalization of the coral hub and the NAP. • Facilitate cross region learning on MPA governance and collaboration between government and communities • Project team needs to catch up with the ‘threats and opportunities’ and ‘cost and benefit’ groups to provide context for the implementation of the NAP. • Project team, possibly with local or additional partners, to work on the legalization of local hubs, and training of community organizations in preparation for sustainable financing interventions. • 3 subcontracts or a single subcontract with the following elements would provide the extra support to the Reef Check team • Legal/Policy engagement expert and or Regional Stakeholder engagement experts as well as Writer/translator services	Recommendations for Increasing Effectiveness &Efficiency • Sub-contract a organisation like WCS or RARE (who have an MOA with CTI) to support the CTI secretariat and engage National level stakeholders as a Stakeholder Engagement Expert to consider the results of the technical studies and support the NAP development • Convene municipal and provincial stakeholders as the earliest moment possible to explain the programme and conduct a mapping of ongoing projects and programs relevant to or competing for any resources with CRR (resources in particular being time of stakeholders). • Translation of MOOC to Tagalog (or for phase 2)

Figure 9: Madagascar Summary of Stakeholder Responses per Evaluation Criteria

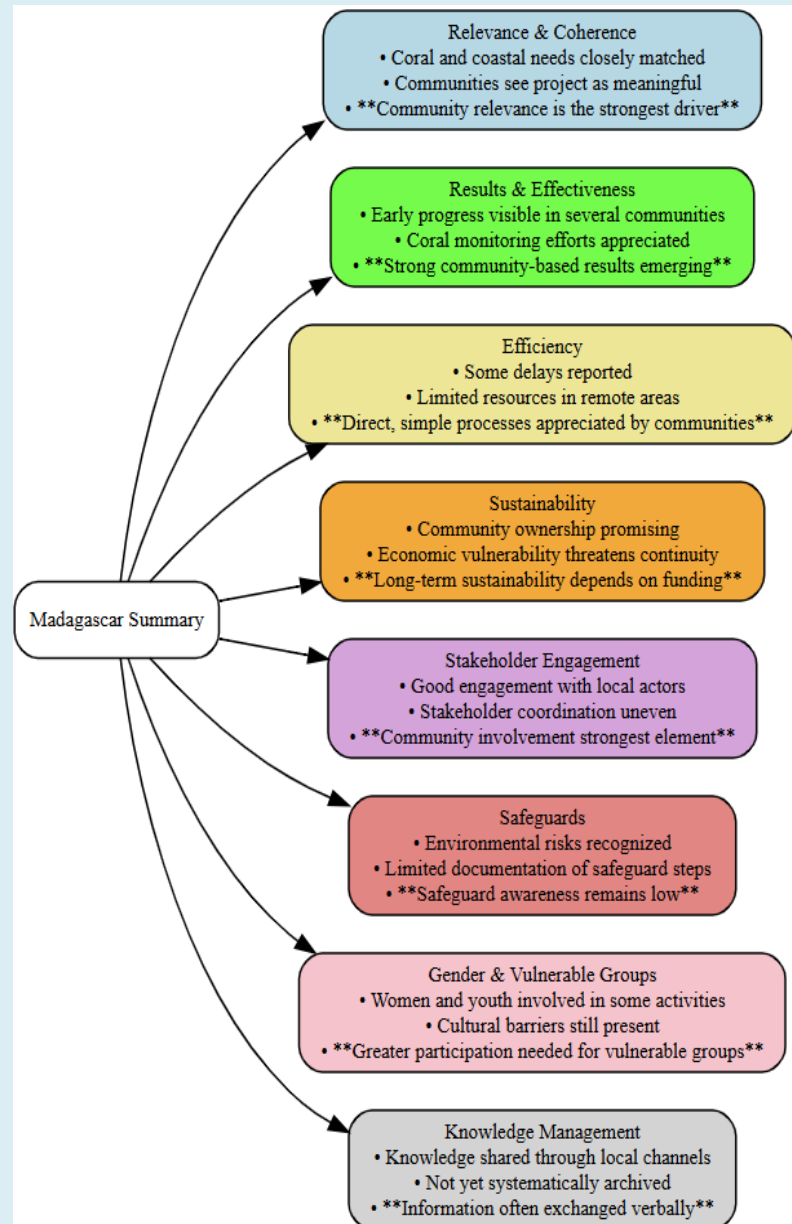


Figure 10: Tanzanian Summary Stakeholder Responses per Evaluation Criteria

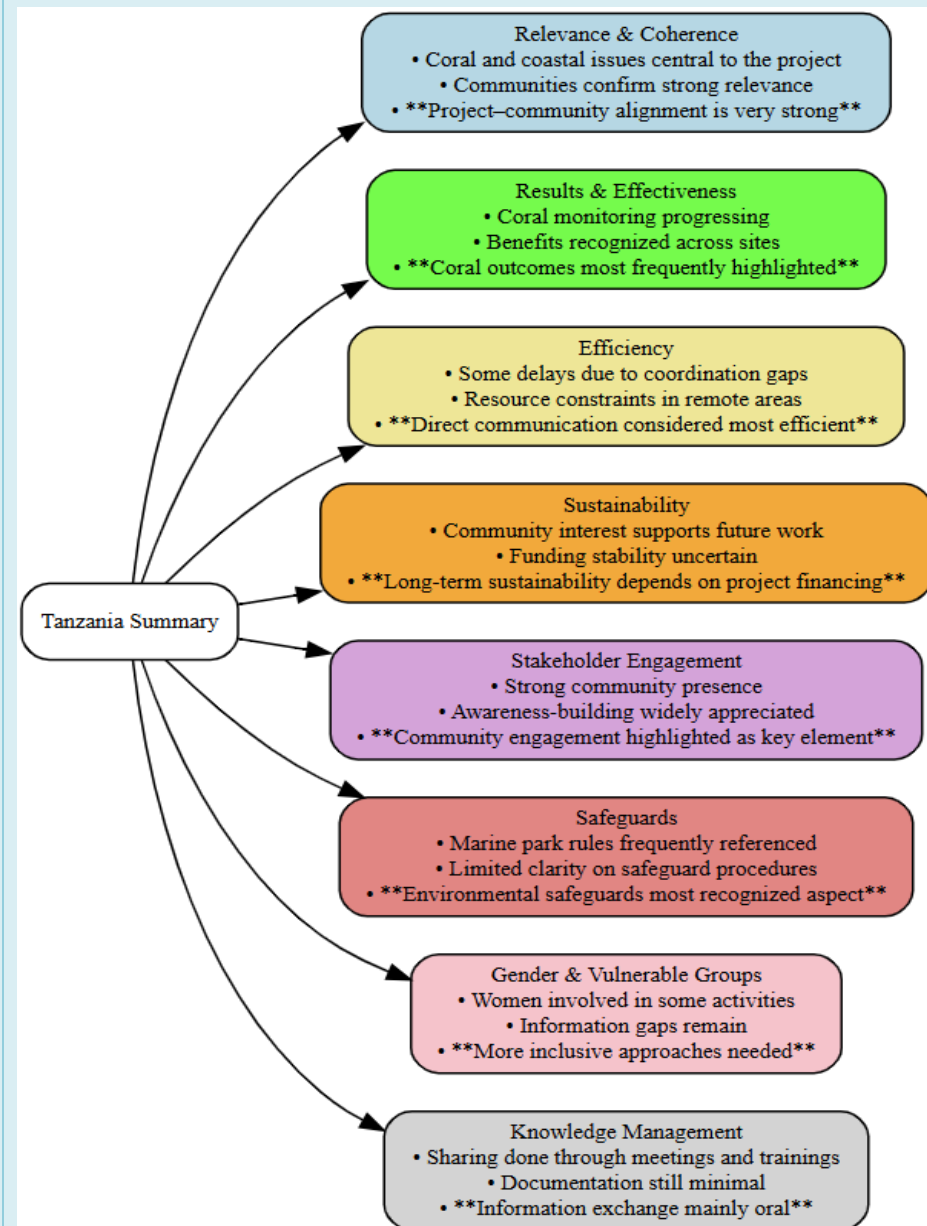
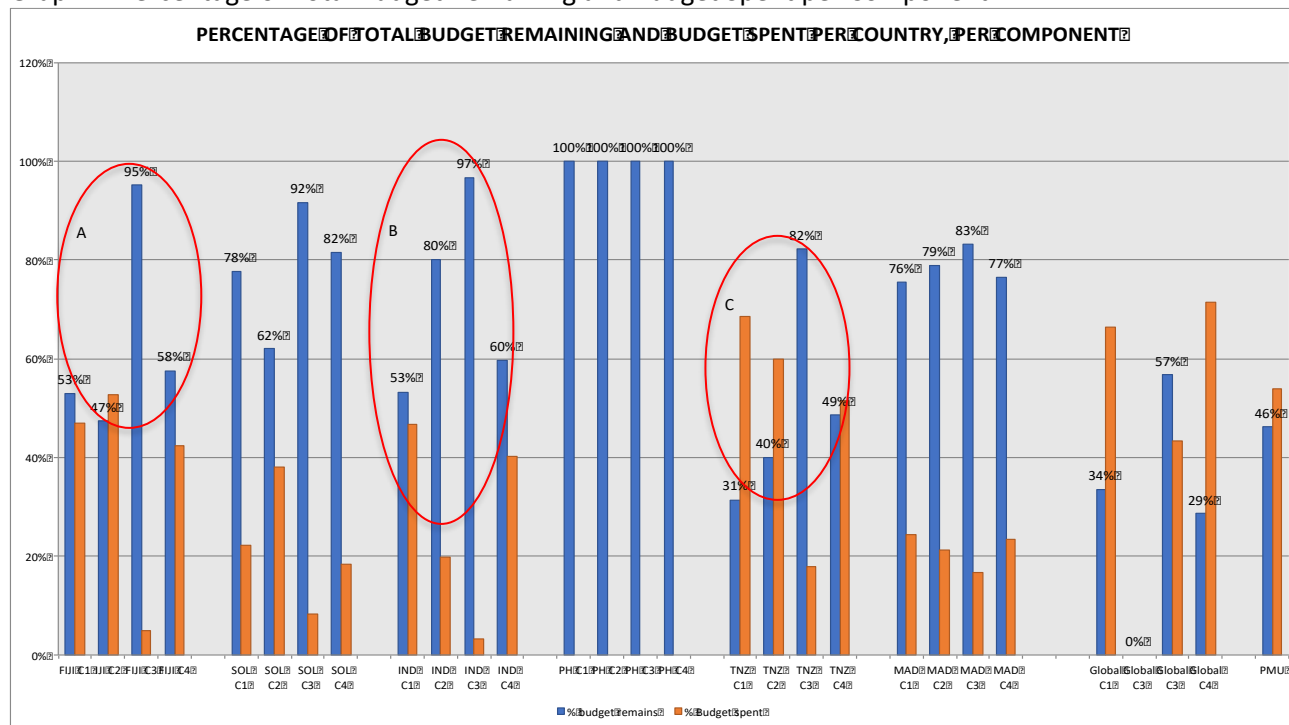


Table 34.: Lessons and Recommendations Specific to Madagascar and Tanzania.

Madagascar Lessons and Recommendations	Tanzania Lessons and Recommendations
- Stakeholder mapping and involvement of stakeholders has been essential to ensure (i) its ownership by the target stakeholders, and (ii) alignment with national and local context. - There is value using existing platforms to ensure the achievement of project objectives. Working with active projects and programs will facilitate the implementation of the frameworks and action plans that the project will deliver; and combining complementary activities will ensure both project efficiency and effective participation of local stakeholders. - The creation of policies and frameworks (as opposed to concrete field activities) both local coastal communities and the private sector prefer to participate in a large consultation and baseline analysis rather than different, separate and repetitive meetings that don't engage all stakeholders simultaneously. - Due to the difficulties in organizing the National Hub and committee meetings it has become necessary to include as many discussion topics as possible in meeting agendas. - There have been considerable challenges in reaching consensus on TORs among the National Hub members. Due to this experience the additional time and processes for TOR reviews has been incorporated into project planning.	- Some activities (as described in the ProDOc) required review during implementation as a result of emerging priorities during project implementation, for example a key strategy identified is the development of a Conservation Coral Reef Trust Fund. - After harmonizing country data needs and sampling protocols, it was deemed essential to centralize all marine data in the country. As a result, the National Coral Reef Base system and data sharing agreements were developed. This system serves as a critical decision-making tool regarding coral reef status, trends, data gaps, and intervention needs. - For component three, focusing on financial flows, efforts have been made to sensitize public and private investors about their contributions to conservation activities. To ensure transparency and trust, the creation of an independent Marine Trust Fund or Marine Revolving Fund was identified, as necessary. Progress is underway to finalize this fund. - The integration of the project within the government has supported the implementation of project activities. - Media coverage to increase project awareness and advocacy through community level individuals with high social status is essential. - The National Coral Reef Hub (NCRH) has been established, and its website is ready, pending government endorsement. - The mainland currently lacks a singular governing body overseeing coral reefs. The NCRH is envisioned to fulfill this role, with ongoing processes to secure government mandate and leadership appointments. - While most local hubs are at the district level, the CRRI-NTF is building structures at the national level. To ensure proper linkages, engagement with Regional Administrative levels in each project area was considered crucial. Visits to Lindi and Tanga regions have been completed, with plans to visit Coast and Mtwara regions during year three. - Recognizing the tendency for information to fade over time, it was suggested that intensive advocacy efforts—such as leveraging local radio and producing communication materials—be sustained following the operationalization of each hub. A national communication strategy is anticipated to address this gap.
Recommendations for Increased Effectiveness (Madagascar) - Re-orientate government and multi-sector engagement to the Regional government with a view to have Nosed Bay as a proof of concept that can be scaled with other regional governments. - Create a consultancy to hire a Regional Stakeholder Engagement expert to lead the regional workshops and engagement with the private sector - Re-focus the project to link with the local/regional interests – sustainable tourism – coral friendly lens – seek to Influence Municipal tourism action plans - Seek to develop cost benefit analysis and policy review assessments to understand the regional government instruments that can threat analysis and community and local knowledge can be fed into. - Assess the national government situation in 6 months, in the meantime develop an SEP for re-engagement	Recommendations for Increasing Efficiency and Effectiveness (Tanzania) - Focus on facilitating activities with a fewer number of local hubs- aim for 5, but facilitate meetings at slower pace to increase buy-in and ownership. - Develop a set or protocol with the Tanzanian team that allows them to understand how well their stakeholders have understood the concepts and the purpose of the workshops - Training materials need to be developed by technical and communication experts. Training should go beyond power point presentation. Subjects need sufficient time to include participatory processes. Male and female participants need segregation to ensure women's participation. - Support the development of selection criteria of groups eligible for business development support - this has the potential to serve other countries as well, for example Indonesia. - Studies have been extractive - feedback on consolidated findings needs to be provided to district and community level representatives. Summaries need to be provided in Swahili.

Annex 5.1f. Spending patterns per Country

Graph 1: Percentage of Total Budget Remaining and Budget Spent per Component



Three areas of note have been circled.

- A. **Fiji:** Fiji has generally been spending its budget effectively, except for Component 3. The NTF (WCS) has recently hired a consultant to support delivery of Component 3, so spending is expected to increase. A significant amount remains unspent, with the total budget for this component being about USD 320,000. For Component 2, Fiji still has just under half of its budget remaining (about USD 220,000), even though most Component 2 activities are nearing completion and the National Hub is close to finalising the action plan. Funds from these two components may therefore need to be reallocated to support a six month extension.
- B. **Indonesia:** Indonesia shows a similar spending pattern to Fiji, with sizeable remaining funds in each component. Component 2, in particular, has considerable underspend. Allocating funds to subcontracts to help deliver this component across the three large regions should be considered, and there are sufficient resources to do so. As with Fiji, reallocations from Components 2 and 3 may be required to enable a six month extension.
- C. **Tanzania:** Tanzania has been the most effective in spending its allocated budget so far. Although the proportion of spending under Component 1 appears high, this represents 70 per cent of a smaller overall budget. A concern is that the burn rate is faster than in other countries. Rapid implementation may risk leaving stakeholders behind and, where large numbers of participants are included in workshops, may reduce the quality of engagement. Activities required during a six month extension may not be essential to delivering outcomes, but a small reallocation could support less intensive engagement that deepens understanding.

Solomon Islands, and Madagascar: These two countries show similar patterns in that they have spent less than planned, but the flow of funds across components is relatively even. Both will require a further six months to deliver their project outcomes. They each have sufficient funds within their component allocations to do so. Even with a no cost extension, some underspend is likely, which may allow unspent funds to be reallocated to globally managed activities that benefit all National Hub stakeholders and reinforce local agendas through global support.

The Philippines: The Philippines has already undergone a significant budget reallocation. There is a mismatch between the institutional role of PCSD, which is a regional government body, and the largest budget allocation, which is for national policy work. Support through a subgrant to a third party may be needed to help deliver national coral reef priorities.

Annex 5.1g. Knowledge Management Supportive Evidence

MOOC Assessments

In General

- Increase the number of languages available
- Include some infographics in video transcripts, alongside the written text, or as a separate downloadable document. They are a useful support for understanding the written material and could make a helpful revision/learning resource, but can only be screen grabbed.
- Correct misspellings and grammatical mistakes. For example, in module 2.4, 'assemble' is spelt 'assesmble'. Typos are often easy to read and understand if you are proficient in English, but it may be more difficult if you are not proficient in English, or if you are using a translator programme.
- Not all transcripts include the range of font formats described. It would be good to include this feature in all the transcripts.
- The mouseover feature for definition text-boxes was not present in all the MOOCs, when key terms are repeated later in the course, definitions need to be repeated at the bottom of the page.
- When much of the learning in this MOOC is designed to be conducted through reading other posts, the notable posts that present unexpected insights need to be placed in a further reading document/in the main bulk of the course
- The discussion sections can quickly become quite cluttered. It would be helpful to have a way to organize the discussion section/ and more strongly encourage users to answer their posts under the headings provided by the staff.

Conclusions of each course:

- **MOOC 101** course effectively covers the necessary amount of content to understand fundamentals and appreciate more complex concepts. It is delivered with some variety in teaching methods, but there could be some improvements to make the course more engaging and accessible. Where repetition is used, it is effective. The course has a clear intention to build capacity in people linked to coral reefs and there are ways it is delivered that serve this intention, such as Bahasa translations, Focus Reef Activities, and perspectives from non-Western worldviews, but more could still be done to carry this ethos through the course more consistently.
- **MOOC 103** is very engaging as it used a variety of teaching methods, and it was particularly notable in teaching content via a 'learning-by-doing' technique. This suited the course's focus on building understanding of frameworks and improving analytical skills. The course was also logically laid out so that the final assessment could employ a comprehensive understanding of previous exercises and modules. The exercises served as useful tools that students could use in their future work, which marries well with all four CRR Project Components (especially the first three), and works with the clear aim to engage stakeholders.
- **MOOC 104:** the course could include references to locations within the CVCA handbook, such as: "you can find this diagram in the CVCA handbook on page xyz, or section abc of the handbook provides greater detail on this topic". This ensures that the course more easily feeds into use of the CVCA handbook. It was very informative, engaging, and well-structured, with a range of teaching methods implemented in each module. It uses generally simple language to communicate clear guidance, while maintaining the regularly (and necessarily) emphasised point that practice of this guidance is context-dependent. Real and fictional case studies are included to further exemplify how different scenarios carry their own nuance, and these also provide a useful learning resource. This course also demonstrates collaboration between organisations, which is something often remarked upon throughout the three CRR MOOCs available thus far. Although the course does not yet have many participants, as seen by the lack of comments in the discussion post sections, this is expected to increase as it will be an effective learning material complementary to the existing CVCA CARE handbook.

Knowledge Products listed in the PPR

The list of knowledge products produced by the project in the last Project Progress Report is the following.

- 1.C1: Global Needs Assessment Results Outcome 1.2
 2. C1: Outcome 1.1 Yr 2 Evaluation
 3. C3: GEF CRR Benchmarking Study
 4. Indonesia - Training Needs Assessment
 5. Indonesia - Monitoring and reporting needs assessment
 6. Solomon Islands – Threat & Opportunities Analysis
 7. Solomon Islands – Cost Benefit Analysis
 8. Solomon Islands – GEDSI Analysis report
-
- Coral Reefs: Introduction to Challenges and Solutions (online learning course) – (<https://www.edx.org/learn/ecosystems/the-university-of-queensland-coral-reefs-introduction-to-challenges-and-solutions>)
 - Coral Reef Rescue - GEF Project Summary in CRR1 Highlights Report 2023 – (<https://www.coralreefrescueinitiative.org/storage/event/file/coral-reef-rescue-initiative-2023-highlights-report-13-Ng2gc.pdf>)
 - The climate refuge coral reef rescue journey Introducing the Coral Reef Rescue: Resilient Coral Reefs, Resilient Communities Project – IW: Learn Portfolio Bulletin (<https://news.iwlearn.net/the-climate-refuge-coral-reef-rescue-journey>)
 - The GEF Coral Reef Rescue project was selected as one of 30 projects to highlight the 30 year anniversary of the GEF International Waters program [Discover GEF International Waters' interactive globe](#).
 - The Component 1 global team launched the Indonesian translation of CRR101x and the IWC10 provided an opportunity to promote the course amongst Indonesian representatives (with an increase in Indonesian participants noted in the week following IWC10).
 - Collective knowledge is power when tackling the challenges faced by our climate - resilient coral reefs – IW:Learn Portfolio Bulletin ([IW:LEARN | News -> Collective knowledge is power when tackling the challenge... \(iwlearn.net\)](#))
 - Global Development at UQ Update Report 2023-2024, [Digital_GlobalDevelopmentatUQ_23-24.pdf](#)
 - Coral Reefs at Risk – Social Posts through [LinkedIn](#), [Facebook](#), and [X](#)
 - Launch of Fiji National Hub – Media News Report, Fiji One News on [Facebook](#)
 - Coral Reef Rescue Project Website - <https://coralreefrescue.iwlearn.net/>
 - Fiji's commitment to coral reef conservation: Ensuring resilient reefs with launch of new national hub – IW:Learn Portfolio Bulletin ([Fiji's commitment to coral reef conservation by IW:LEARN - Exposure \(iwlearn.net\)](#))

5.2 GEF 5 Rating Tables for Project CRR

Table 40: GEF Table of Progress of the project indicators at the impact and outcome levels Q2, Y3.

1. Progress Towards Results and Individual Outcome Ratings								
Project Strategy	Indicator (if applicable)	Baseline level	MT Target	End of Project Target	Current level of achievement and percentage	Outcome Rating	Justification	Other Notes
Objective	To strengthen capacity and solutions that ensure the long-term survival of climate refuge coral reef ecosystems, thereby conserving their biodiversity and supporting the blue							
Core Indicator 4.1	Area (# ha) of landscapes under improved management to benefit biodiversity (qualitative assessment, non-certified)	TBD as part of the development of the National Action Plans for Climate Refuge Reefs	NA	4000ha	NA	NA	Note table 5 comments on this indicator. No further work has been carried out to measure this indicator as none of the NAPs have prioritized land based activities. There is no indication that the Threats analysis carried out in any of the 6 countries has enabled the baseline to be defined.	Not all the priority threats are land based: bleaching, pollution, physical damage Predator removal
Core Indicator 7.4	Level of engagement in IW: Learn through participation and delivery of key products 1= No Participation 2= Website in line with IW:LEARN guidance active 3 = As above, plus strong participation in training/twinning events and production of at least one experience note and one results note 4 = As above, plus active participation of project staff and country representatives at International Waters conferences and the provision of spatial data and other data points via project website	NA	Level 2	Level 4	Level 4 100%	HS	Verified by the participation of 2 country NH representatives presenting the project at IW conference	
Core Indicator 11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	None	6950 50%F	9850 50% F	4959 = 71% of target 46% of known gender are Female & is 63% of target	67% av. MS	Aggregation of Coral huddle data, which is inputted by all NTFs (bar PH). tracked via activity code In this case M=1764, F=1526, (=3290) Unknown=1669	Note table 5 comments on the source data.

Yellow highlighted text were changes already approved by WWFUS GEF Agency.

1. Progress Towards Results and Individual Outcome Ratings								
Project Strategy	Indicator (if applicable)	Baseline level	Midterm Target	End of Project Target	Current level of achievement and %	Outcome Rating	Justification	Other Notes
1.1. Government and non-government practitioners,	1.1a: Number of trainees involved in online learning opportunities (which incorporate a	None	500	3000	2193, - 100% 37% are Female		Coral Huddle data. Source	Note this number aggregates with

academia and local communities are connected into networks of knowledge and best practices to identify solutions for the conservation of climate refuge coral reefs and connected ecosystems.	gender-inclusive approach and language) of which at least 30% have decision making and leadership responsibilities that have influence on climate refuge coral reefs and at least are 30% women		30% F 30%NH member	30% F 30%NH member	5% are NH members – 18% of 30% 4/5 countries, Private Sector Missing 100%	HS	Online course logs participant gender and country and NH membership Female= 783, Male= 547, Unknown = 863 69 national hub members MOOCs – 230 total as participants in Learning events	other sources to form indicator 11.
	1.1b: Percentage of participants who view the added value of networking and relationships building opportunities offered through the learning and knowledge sharing events as high/very high	None	40%	75%	85% with this view 100%	HS		
1.2: Near-real-time monitoring data and information is obtained at global to national scales to inform action by national and regional hubs	1.2a: Number of registered users (Visitors = individual IP addresses) and their visitations (Views) on Climate Data Platform (	NA	NA	300 Users, 600 visits	806 Visitors 3900 views 100%	HS	1 st two months after it has been launched 38% of views were from the 6 target countries. The Year 4 target has been achieved at the MTE stage.	Gender is not possible to gather from the analytics:
2.1: Increased coordination and collaboration amongst stakeholders across sectors for the inclusive conservation and management of climate refuge reefs over the long term	2.1a: Percent of identified stakeholder groups engaged with the National Hub Y3 % countries where Cost/benefit analysis done	None	60% identified stakeholders as having medium-high impact/ influence on climate refuge reefs accept nomination	60% Nominated representatives participates in at least 70% of the Hub meetings 40% F 15%Y	76% of NH members are stakeholders with influence 100%	HS	The Youth are not being targeted by the national hubs to be participants – unless youth is defined as those with an age less than 35 years old.	FY Target of 15% youth is not possible, unless there is a workshop that presents NAP to youth group organisations in each country
	2.1b: Extent to which Community Vision is integrated into National Action Plans of National Hubs Where 0: does not integrate any aspects of Community Vision 25: integrates less than half of aspects in Community Vision 50: integrates half of aspects of Community Vision 75 integrates more than half of aspects in Community vision 100: integrates all aspects of Community Vision	None	NA	75%	NA	NA	Currently this is defined by a negative statement – it needs redefining to show community inputs steps it needs to allow NH to define what is useful to them See table 5 for more discussion	Change how indicator is measured. Consider revising so it can show progress with time rather than just in year 4
2.2 A shared vision and agenda for climate refuge reefs developed through evidence informed and	2.2a Progress and commitment to the realisation of the vision and synergistic solutions identified in Nation Vision and	None	80% of countries where Threats/	40% of countries endorse	42% As of Y3 Q2: - #Countries with Threats/ Opportunity	MU	The purpose here is to get National Government to take action to prioritize coral reefs through the support of NH	Define the Indicator in terms of the progressive levels leading to

inclusive planning processes	Action Plan for climate refuge reefs in the short, medium and long term. Percentage of National Hub members committed to the realization of the vision and synergistic solutions identified in National Vision and Action Plan for climate refuge reefs in the short, medium and long term		Opportunity analysis is done	National Plans	Analysis Complete = 2 out of 6, - #Countries with Cost/benefit analysis complete = 2 out of 6, - #NAP Endorsed = 1 out of 6		The indicator does not show fully the progress each country is making in terms of incorporating various studies into the plan.	delivering on the vision
Outcome 3.1 Investment opportunities identified to promote increased sustainable financial flows to relevant seascapes and landscapes to reduce threats to climate refuge coral reefs	3.1a: Level of advancement of pipeline of projects established by the National Hub Steering Committee. 30% of Businesses selected are owned by women Y1 lessons learned Y2: Criteria for reef-friendly businesses & SME investment Y3: Reef-friendly businesses & SME shortlisted Y4: Pipeline of 100+ projects in investment portfolio –	None	3 – Completed Criteria for reef-friendly businesses & SME investment	3 – Completed Pipeline of 100+ projects in investment portfolio [Impossible too deliver in timeframe]	PMU=2 Evaluator score: Y1 = 3 - 100% Y2= 1 - 33% Av. 67%	MS	Indicator measure needs to be redefined so it shows change over time It can be Measured by Mean av. Of each step achieved that year of each milestone as illustrated	Note the following scores are assigned by: 0- incomplete, to 1 partially complete to 2 mostly complete and 3 completed 4 complete with at least 10% of businesses that have identified investors
Outcome 4.1 Increased awareness of governments, donors and climate refuge local communities, and knowledge (from local to global level) on the value of climate refuge coral reefs, their main threats, and good practices/actions for their conservation.	4.1a: Percentage of National Hub members aware of the value and importance of climate refuge reefs	To be established as soon as the National Hubs are in place	60%	60%	77% of National Hub members are aware of the value and importance of climate refuge reefs 100%	HS	Targets are set to be the same every year. Nothing about how effective the communication strategy – in terms of reach to other stakeholders	NH members - Preaches to the converted.
Outcome 4.2 Informed and adaptive project management	4.2: Percentage of monitoring plan effectively implemented and utilized for supporting communication, accountability, and adaptive management	None	100%	100%	100% reports plus Coral Huddle	HS	Could incorporate M&E rating table elements	Does not show extra actions taken beyond the minimum for project management

Note: areas are where there are issues, and where suggested changes are being proposed, are highlighted in table 12 in adaptive management section of the main report. The text highlighted in yellow highlight are already approved changes.

Table 41. GEF Rating of Overall Assessment of Project Outcomes (Ratings are in annex 5.9)

2. Overall Assessment of Project Outcomes	Rating	Justification
Were project outcomes Relevant when compared to focal area/operational program strategies, country priorities, beneficiary needs, mandates of WWF GEF and partners, and WWF priorities?	Highly Satisfactory	This project has enabled at least four, and possibly five, of the six national governments to elevate coral ecosystems on their policy agendas. In the remaining country, the project aligns with regional government economic priorities that depend on coral ecosystems. For coastal communities, the project's priorities are highly relevant in all countries. The four components are delivering objectives that meet the needs of beneficiaries, partners, WWF GEF, the WWF Network and WCS Global. The relevance of the objectives under Component 3 will need to be reconsidered to ensure they align with local contexts. The project is also highly relevant to international CBD commitments.
Is the project Coherent or compatible with / supported by other relevant projects and programs in the recipient country or countries? Does the project have alignment among the theory of change, governance structure, activities and M&E system? Is there alignment with GEF policies, guidelines and is there integration of lessons from similar projects?	Satisfactory to Highly Satisfactory	Internal coherence has been assessed as highly satisfactory. The project is aligned with the theory of change, the governance structure is functioning effectively and it aligns with GEF policies. It builds on more than fifty climate resilient reef research initiatives and incorporates lessons from the technical research reports. External coherence is weaker in relation to the private sector, as only two countries have included private sector representatives in their national hubs and contributed to the development of the National Action Plans. This will need to be strengthened.
What is the Effectiveness of project outcomes (e.g. were ex-ante targets met)? Did the project make the expected contributions to global environmental benefits? Were there unintended consequences of the project that added to or negated project benefits?	Satisfactory	Delivery has been delayed in five of the six countries. Despite these delays, significant progress has been made in activities, outputs and outcomes. The project has exceeded its mid-year targets, taking into account the six-month delay in the MTE period, in seven of the twelve indicators in the results framework. The development objective rating is now 81% and progress has been made on year three activities. Effectiveness is not consistent across the six countries. Tanzania needs to slow the pace of workshops to improve effectiveness. In Fiji, information needs to be provided to National Hub stakeholders in advance. Implementation effectiveness could be improved in at least three countries by contracting local experts to engage with stakeholders, particularly the private sector.
What is the Cost-efficiency of project outcomes? How does the project cost/time versus output/outcomes equation compare to that of a similar project?	Moderately Satisfactory	A detailed discussion is provided in section 3.6. Overall, the project is being implemented with high cost efficiency, both overall and at the component level. The efficiency ratio is at or near one for two components, meaning spending is broadly aligned with planned activity delivery. Two components have lower than expected efficiency ratios, which indicates that spending is progressing more quickly than justified by the number of completed activities. Component 3 was expected to begin implementation in year three, but the recruitment of consultants in the five countries has taken longer than anticipated. In the Philippines, implementation has not begun. Although the contract has been signed and the first tranche of funds released, the funds are still with DENR and have not yet reached PCSD. Adjustments to year three activity expectations may be required. A six-month no-cost extension is necessary to allow the project to catch up. Cost efficiency at the country level is uneven. Recommendations have been made to improve implementation efficiency in Indonesia, Madagascar and the Philippines. The Solomon Islands has recently recruited a new project manager, but additional expertise in government engagement may also be needed.
Overall Rating of Project Outcomes	Rating	Justification
Using above criteria, please provide an overall rating for the achievement of the Project outcomes. This assessment should analyze both the achievement and shortcomings of these results as stated in the project document.	Satisfactory	Overall, the project has experienced implementation delays in five of the six countries, but these have had only a limited impact on the achievement of outcomes in the results framework. There are, however, areas that will require close monitoring. Although the plans for Component 3 have been adjusted, progress is still not at the level required to ensure that coral friendly businesses can benefit during the fourth year of the project and within a six-month no-cost extension.

Table: 42. GEF Table of the Assessment of Risks of Project Outcomes (ratings are explained in annex 5.9)

3. Assessment of Risks² to Sustainability³ of Project Outcomes

Please describe these risks below, taking into account probability and magnitude of their effect/severity:

Financial Risks - Overall, Moderately severe risk, if funding is stopped too soon.

Sustainable Financing of the Hub: Each country needs financial provision within the project to ensure the National Hubs can continue operating and have the budget to implement their plans. Concerns focus on the ability to deliver the National Action Plans and translate these actions to the relevant communities. Indonesia is particularly concerned that the hub model is costly, making it difficult to sustain beyond the project.

Project Finance: The project risks significant underspending if the PMU and WWF US GEF do not allow additional time for budget utilisation, for example through a no-cost extension. Funds may need to be reallocated to improve delivery, including contracting additional third-party consultants, as more human resources are required to facilitate activities effectively.

Socio-Political Risks - Overall, it is Moderately severe risk, implementation delays might result.

Lack of National Government: Madagascar faces this risk, as the country is currently led by a self-appointed military leader who has promised elections in two years. The project should formally refocus on the three regional governments and align with the priorities of the coral-based tourism sector. Component 3, which promotes coral reef businesses, should be accelerated where possible to mitigate the impact of limited national government engagement.

Elections: Tanzania has recently held elections with associated civil disobedience and protests. Fiji is scheduled to hold national elections next year. While civil society engagement is not expected to react significantly, government processes will be constrained. Sign-off from Cabinet must occur before the election period, and Fijian law requires extensive community consultation prior to this. Resources should be directed to enable these processes to occur.

Inclusive Engagement: Tanzania is a concern because its National Action Plan was drafted without sufficient cross-sector engagement and may not be fully inclusive. The multiple hub approach and high participant numbers in workshops may not effectively bring stakeholders along, risking project benefits. Engagement with the private sector is also limited, with only two countries consistently involving them.

Leadership Capacity: The project has not directly targeted communities dependent on the BCUs, except through Component 3. Strong leadership is crucial, and any loss could negatively affect project outcomes.

Institutional Framework and Governance Risks – low risk as the effects can be mitigated in the remaining project time.

Institutional Continuity: Changes in leadership within supporting organisations, due to government rotation or personnel turnover, require NTFs to repeatedly rebuild relationships and interest. Budget cuts and ministerial reorganisation disrupt formal institutionalisation efforts for the hub. Very few project materials are available to mitigate this, and none are in local languages or adapted to engage stakeholders effectively. Online MOOCs do not sufficiently address this gap. Indonesia is concerned that current political dynamics may not remain stable.

Institutional Ambiguity: In the Solomon Islands, it remains unclear whether MAFF or the Ministry of Environment is the lead government stakeholder. Limited government staff availability means the project competes for their time, risking the reversal of project benefits.

Environmental Risks - Moderately severe risk depending upon which areas are impacted.

Climate Impacts: Typhoons, floods, volcanic activity, and coral bleaching events are increasing in frequency and intensity. A new model for identifying resilient reefs at a finer scale is expected, but current management interventions by National Hub members may be insufficient.

Pollution and Physical Damage: Sedimentation from mining and other onshore pollution sources continues to threaten coral reefs. The BCUs do not account for these external pressures, and it is unclear whether threat and opportunity reports have been mapped against the location of new BCUs. In Tanzania, communities perceive industrial fishing nets as causing coral damage.

Other risks — Low risk if project resources are re-directed.

Lack of Cross-Country Learning: Without sharing lessons on common threats, sustainable financing mechanisms, or hub continuity, advances made by the project may not be consolidated and could be lost.

Overall Rating of Sustainability of Project Outcomes	Rating	Justification
Using above information, please provide an overall rating for the risks to sustainability of project outcomes.	<i>Likely</i>	Overall, when considering the risks to the outcomes of the project, mitigation measures can be taken to address most of them. The outcomes are for the overall project and there are seven countries that are contributing to the project achievements and benefits.

² Risks are internal or external factors that are likely to affect the achievement of project outcomes. In this context, please consider how these risks could affect the sustainability or *persistence* of project outcomes. Please feel free to list individual risks for each category (financial, sociopolitical, etc) and provide a corresponding assessment on likelihood and magnitude for each of these. This will help you in forming your overall rating of sustainability of project outcomes.

³ Sustainability refers to the likelihood of continuation of project benefits after project completion according to the [2019 Monitoring Policy](#).

Table 43. GEF Rating Table of Assessment of M&E Systems (the ratings are in annex 5.9)

4. Assessment of M&E Systems	Rating	Remarks
M&E Design – Was the M&E plan at the CEO endorsement practical and thoughtful? Does the plan align with the project theory of change and GEF M&E requirements? Did the M&E plan include baseline data? ⁴ Did it: specify clear targets and appropriate SMART indicators to track environmental, gender, and socioeconomic results; a proper methodological approach; specify practical organization and logistics of M&E activities including schedule and responsibilities for data collection; and budget adequate funds for M&E activities?	Moderately Satisfactory	There was a plan and it had been considered in theory, but it was not practical because some of the assumed sources for the target values were unrealistically high. Most indicators had baselines of zero. In theory, the results framework met all requirements, but many indicators were designed to measure progress against expected results rather than progress over time. This created a significant risk that the project would be unable to demonstrate progress if delays caused actual results to fall out of sync with expected delivery. This risk materialised once implementation delays occurred and achievements no longer aligned with the expected targets. Such delays should have been anticipated in any of the six implementing countries. A recommendation for GEF is to avoid approving designs that rely on compound or multi-dimensional indicators when there is a risk of implementation delays. Indicators should be able to show change or progress over time in a clear and linear manner.
M&E implementation – Did the M&E system operate as per the M&E plan? Where necessary, was the M&E plan revised in a timely manner? Was information on specified indicators gathered systematically and as scheduled? Were relevant GEF core indicators/corporate results indicators and/or tracking tools analyzed and reported as expected? Were appropriate methodological approaches used to analyze data? Were resources for M&E sufficient? How was the information from the M&E system used during project implementation? Did it facilitate transparency, sharing and adaptive management?	Highly Satisfactory	The additional tools developed, together with consistent data collection and results measured linearly over time, demonstrate a functional M&E system operating across seven countries, including Australia. This is a notable achievement. The project has applied adaptive management in three key areas, responding to challenges in the countries. For example, a visit to the Philippines by the PMU could have been scheduled earlier, but the face-to-face dialogue that took place helped resolve critical issues. These countries are among the most challenging, where establishing activities takes time and circumstances change rapidly. The ability to use data to adapt has been evident. Not all NTFs are equally proficient at inputting data into Coral Huddle, and remote follow-ups have limitations.
Overall Rating of M&E	Rating	Justification
Using above information as guidance, please provide an overall rating for M&E during project design /implementation.	Satisfactory	The M&E design was rated Moderately Satisfactory due to challenges in indicator measurability. However, the additional tools, supported by guidance and regular mentoring meetings from the PMU, have facilitated their effective use. Data is regularly deposited, validated, and verified within the system.

Table 44. GEF Rating Table of Implementation and Execution Rating Against Responsibilities

5. Implementation and Execution Rating Against Responsibilities	Rating	Justification
WWF GEF Agency implementation (e.g. project identification, concept and detailed proposal preparation, approval and start-up, oversight and supervision, completion and evaluation, etc).	Highly Satisfactory	The project was well designed, particularly given the constraints of COVID. Supervision has been active and enthusiastic. The PMU feels well supported by the GEF Agency Project Manager, with communication frequent, clear, and responsive. The GEF Agency Project Manager actively collaborates with the PMU to address project challenges.
Executing Agency execution (e.g. Management and administration of project's daily activities, including appropriate use of funds, procurement and contracting of goods and services in line with GEF Agency rules regulations)	Highly Satisfactory	The PMU at UQID has been a highly effective programme manager, with UQ providing more pro bono support than originally anticipated. Country-specific implementation challenges have arisen, which is to be expected given the difficult operating conditions. Crucially, the PMU has demonstrated a willingness to listen, respond, and adapt the project to optimise outcomes and deliverables.

⁴ If there is not a project baseline, the evaluator should seek to estimate the baseline conditions so achievements and results can be properly determined.

5.3 TOR of MTR

WWF US TOR: INTRODUCTION AND PROJECT OVERVIEW

World Wildlife Fund, Inc. (WWF) policies and procedures for all GEF financed full-sized projects require a midterm evaluation (MTE). The following terms of reference (TOR) sets out the expectations for the MTE for the project: Coral Reef Rescue: Resilient Coral Reefs, Resilient Communities project, hereafter referred to as the “Project.” The technical consultant selected to conduct this evaluation will hereafter be referred to as “evaluator.”

The Project seeks to build capacity and solutions that ensure the long-term survival of climate refuge coral reef ecosystems, thereby conserving their biodiversity and supporting the blue economies and communities dependent on them. The Project was organized into the following components:

- Component 1: Global to local capacity strengthening for climate refuge coral reef monitoring and conservation
- Component 2: Planning for climate refuge coral reef rescue at the national level
- Component 3: Financial solutions for climate refuge coral reef rescue
- Component 4: Knowledge Management and Monitoring and Evaluation

SCOPE AND OBJECTIVES

WWF is seeking an independent consultant to undertake a Midterm Evaluation (MTE) of the Project. The scope of the MTE will cover the WWF GEF financed components.

The objective of this evaluation is to examine the extent, magnitude, sustainability and potential for project impacts to date; identify any project design problems; assess progress towards project outcomes and outputs; and draw lessons learned that can improve the project effectiveness, efficiency and sustainability of project benefits. Based on this assessment, it is expected that the evaluator will provide feasible recommendations that could be applied for the remaining duration of the project.

EVALUATION APPROACH AND METHOD

The evaluation will adhere to the relevant guidance, rules and procedures established by WWF⁵ and align with guidance from the GEF Terminal Evaluation⁶ and Ethical Guidelines.⁷ The evaluation must provide evidence-based information that is independent, participatory, transparent, and ethical. The evaluator must be unbiased and free of any conflicts of interest with the project. The evaluator is expected to reflect all stakeholder views and follow a participatory and consultative approach. There should be close engagement with government counterparts, the GEF operational focal points in each country, the Executing Agency project management unit (PMU), partners and key stakeholders. Contact information will be provided.

The Evaluation process will include the following, with deliverables marked by “*”:

- A. Kickoff;
- B. Desk review consisting of, but not limited to:
 - Project Document and CEO Endorsement Letter;
 - Relevant safeguards documents, including the Safeguards Screen and Categorization memo, and the Stakeholder Engagement Plan;
 - Annual Work Plans (AWP) and Budgets;
 - Project Progress Reports (PPR) including Results Framework and AWP Tracking;

⁵ For additional information on evaluation methods adopted by WWF, see the [WWF Evaluation Guidelines](#), published on our [WWF Program Standards](#) public website.

⁶ For additional information on the GEF Terminal Evaluation Guidelines, see the [GEF Terminal Evaluation Guidelines](#), published on the [GEF Independent Evaluation Office](#) website.

⁷ Please see the GEF [Ethical Guidelines](#) as published on GEF website.

- GEF Agency reports, including Project Implementation Reports (PIRs) and Supervision Mission Reports (PrISM);
 - Relevant financial documents, including financial progress reports; co-financing monitoring tables and co-financing letters;
 - Meeting minutes (Project Steering Committee (PSC)) and relevant virtual meetings with the WWF- GEF Agency and support team; and
 - Other relevant documents provided by the Executing Agency and partners.
- B. Inception Workshop to agree on approach and methods used;
- C. Inception report that outlines evaluation methodology*, which shall include data sources and data collection procedure, initial list of partners and stakeholders to be contacted for visits and interviews, revised timeline, survey tools or questionnaires to be utilized, Evaluation Matrix with guiding questions, etc.;
- D. Site visits with PMU and project partners, as necessary and feasible;
- E. Interviews, discussions and consultations at local levels, national and international levels, including executing partners, GEF Operational Focal Points (OFP), Project Steering Committee (PSC) members, beneficiaries, and consultants hired to create tools and methods to capture and share community narratives, lessons and experiences.
- F. Post-field visit debrief and/or presentation* of initial findings to project management team and other partners as feasible;
- G. Draft report* not to exceed 50 pages (excluding annexes) shared with GEF AMU and PMU for review and feedback. A sample outline will be provided; and
- H. Final MTE report* and package that has incorporated feedback and comments.

EXPECTED CONTENT OF THE REPORT

The Midterm Evaluation report will include:

- Information on the evaluation process, including when the evaluation took place, sites visited, participants, key questions, summary of methodology and rating rubric, and feedback log showing how comments on draft were incorporated;
- Assessment of Relevance (project design, theory of change);
- Assessment of project Effectiveness and rating of project objective and outcomes (individual and overall);
- Assessment and rating of risks to the Sustainability of project outcomes;
- Assessment and rating of Monitoring and Evaluation design and implementation;
- Assessment of knowledge management approach, including activities and products;
- Assessment of replication and catalytic effects of the project;
- Assessment of Relevance of the project (e.g. with WWF and GEF priorities) and Coherence;
- Assessment of stakeholder engagement and gender-responsive measures;
- Assessment of any environmental and social impacts and safeguards used for the project. A review of risk category classification and mitigation measures;
- Assessment of Efficiency, financial management and summary of co-financing delivered;
- Assessment and ratings of Implementation and Execution;
- Summary table of key findings by core criteria⁸ and GEF ratings, including justification and/or indicators for their determination;
- Key lessons tied to identified strengths or issues;
- Recommendations that include: practical and short-term corrective actions by evaluation criteria to address issues and findings; and best practices towards achieving project outcomes, and knowledge sharing / replication for other projects of similar scope.

⁸ See annex A

QUALIFICATIONS

Required Qualifications and Experience

- Minimum 10 years of relevant professional experience
- Previous experience with evaluation methodologies
- Excellent written and oral communication in English.

Preferred Qualifications and Experience

- Recent experience conducting evaluations (for GEF financed projects is an advantage);
- Relevant technical knowledge (e.g. coral reefs, climate resilience, climate finance, etc.);
- Knowledge of GEF Monitoring and Evaluation Policy;
- Experience with WWF Project and Program Management Standards or Conservation Standards;
- Experience with social assessments, participatory techniques, and gender mainstreaming;
- Knowledge and experience in implementing or reviewing application of social and environmental safeguards policies in GEF (or similar) projects; and
- Regional experience an asset.

PAYMENT MODALITIES AND SPECIFICATIONS

Payment, expense reimbursement, and other contractual terms and conditions will be outlined in the consultant agreement made between WWF and the evaluator. Contracts may be made with an individual or organization. Payments will be made following submitted and approved deliverables and once invoices are sent. Twenty-five percent of the fee will be paid after submission and approval of the Inception Report. Fifty percent of the fee will be paid following submission and approval of the debrief presentation, Draft Report and related documents. The final twenty-five percent will be paid following the submission and approval of the Final Report and related documents. Reimbursement for expenses, if separated from fee, will be paid separately. Evaluator should submit receipts for expenses over \$25.

PROPOSAL PROCESS

Interested consultants are invited to submit a technical and financial proposal with their *curriculum vitae*, a relevant writing sample and three professional references. Only complete proposals will be accepted. The financial proposal should include fee and reimbursable expenses, if applicable. The total budget shall not exceed USD \$35,000. Individual, team or consulting firm proposals are welcome. Women and members of social minorities are encouraged to apply.

Interested consultants are requested to send their proposals to EvaluationsWWFGEF@wwfus.org by June 6th. All questions about the requirements or process should be submitted to this e-mail address by May 30th. Responses to frequent and submitted questions will be available to all interested consultants until the application deadline in Annex F ([link](#)).

The technical proposal and qualifications/experience of the individual or team will account for 90% of the weighted score of the proposal. The technical score will be based on how the proposal reflects an understanding of the work and adherence to the TOR and quality of the proposal (readability, depth/breadth and suitability of the methodology), as well as the degree to which the candidate meets desired and required qualifications/experience mentioned in the terms of reference above. The financial elements of the proposal will account for 10% of the weighted score of the application.

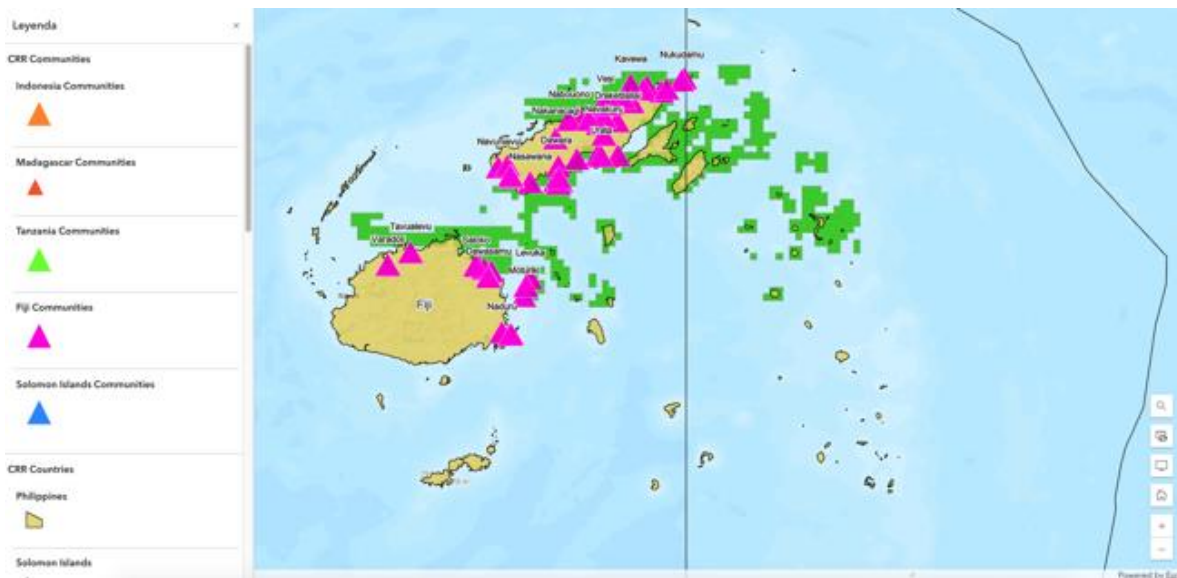
Once all proposals have been scored by the review committee, a shortlist of proposals will be determined, and the candidates notified. Shortlisted candidates will have their references contacted, proposal reviewed by project stakeholders and will participate in an interview. Shortlisted candidates who are not selected will be provided with information on relative strengths and weaknesses of their proposal, but specific scores and the identity of other candidates will not be shared.

The selection process will be in compliance with WWF and GEF requirements. Any questions or concerns about non-compliance or irregularities in the process can be raised through WWF's mechanism for reporting concerns available here: <https://wwfus.ethicspoint.com>.

5.4. Workplan and schedule

Table 45. Detailed MTE Workplan and Schedule

MTE Task	J	August	September	October	Nov	Dec	Milestones Deliverables
Project Team Commitments				Mid term break			
Preparation: team meetings							Milestone 1. 8 th Aug
Administration: Contracts etc.							Milestone 2. 10 th Aug signed
Document gathering and set up							
Inception Workshop/Meeting							Deliverable 1. 2 nd Sept
Inception Report							Deliverable 2. 16 th Sept
Internal document review							
External document review							
Project Data Assessment and Review							
Secondary Data/Information Review							
Confirmation meetings with teams:							Milestone 29 th /30 th September decide SI or Indo field visit.
Drafting of Inception report							Milestone 4 th Sept for draft: week for review by PMU & WWF
MTE Task	J	August	September	October	Nov	Dec	Milestones Deliverables
Field Visits							
Coordination meetings							
Data gathering tools development / Translation							
Sharing of evaluation tools for feedback by project							Milestone 4 th September, in draft report
E-Survey Sent out and completed – 6 countries							Milestone 16 th September, once comments have been returned & addressed
Australia KII: PMU, PSC, National Government, CRR					#		Week 13 th Oct for Face to Face meetings
Tanzania: KIIs, Small Group Discussions				*	*		Week 6 th October for PO and Face to Face
Indonesia: KIIs, Small Group Discussions (or remote)							Remote interviews
Fiji: KIIs, Small Group Discussions - TBC			*				Week 22 nd September
Solomon Island: KIIs, Small Group Discussions (or remote)							Remote interviews
Philippines: KIIs							3 days, DENR & PCSD, WWF Ph
WWF GEF - Remote							PO of online project discussions with WWF GEF
Madagascar – remote follow up/verification							Remote interview
Participant Observation, MOOC Testing							
WWF US GEF, UQ De- Brief, Project Country Leads							Milestone 4: 31 st October
MTE Task	J	August	September	October	Nov	Dec	Milestones Deliverables
MTE Report							
Data Analysis of KIIs, Questionnaires and Participant Observations							
De-Brief Presentation and feedback							Deliverable 3. 7th November
Follow up questions with PMs and project staff/consultants.							
Structure the Report							
Write the body of the report							
Complete the assessment tables							
Incorporate comments from de-briefings							
Finalise Annexes in the report							
MTE Draft report is submitted for Review							Deliverable 4. 8 th December
Final Report & Approved							Deliverable 5: 22 nd December,



Tanzania



Photo 8: Tanzanian Map, sourced from ProDoc



Photo 9: Tanzanian National Hub Participants & Evaluator



Photo 10: Tanzanian National Hub Participants



Photo 11: Evaluator Talking with NH Participants

Photo 12: Tanzanian Oyster Fishers



Photo 13: Female Participant in the Tanzanian NH meeting

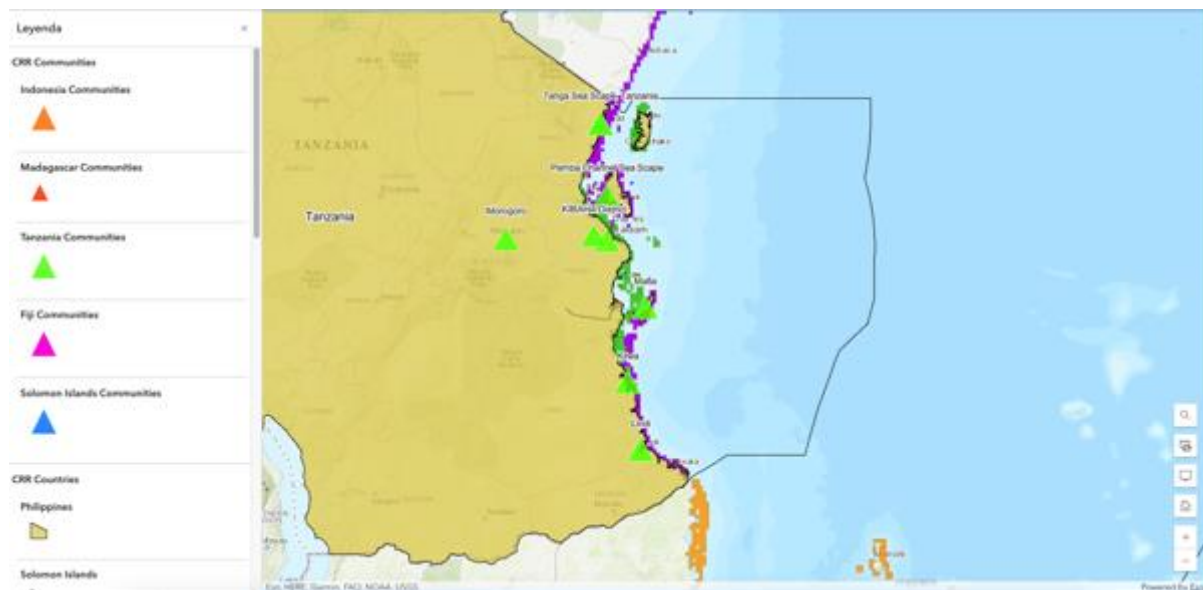


Photo 14: Map of the Tanzanian BCU sites and Resilient Reefs

The Philippines



Photo 15: Map of Palawan BCUs sourced from ProDoc

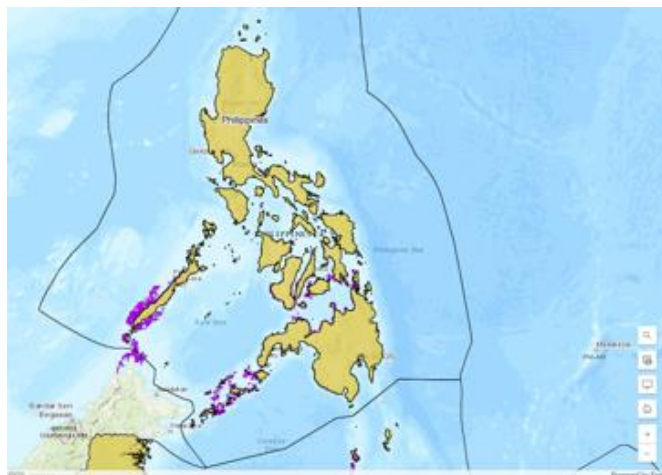


Photo 16: Map of Philippines, Resilient Reefs

UQ Brisbane



Photo 17: University of Brisbane Campus

Annex 5.5.b List of persons interviewed and Surveyed

Table 46. List of Stakeholders Participating in the Group Interviews and E-Survey Participants

ID	Country	Name	Role in the project Self Identified in Surveys	Organization	Gender	1. Interview External Stakeholder	2. Interview NTF /Partners	3. E-Survey Stakeholders	4. E- Survey Partner	Type Stakeholder
1	Global	Anonymous	WWF GEF agency project implementation manager	WWF US GEF	Female	x			x	GEF Agency
2	Global	Anonymous	Member of Project Steering Committee, Project coordination and communications, Technical Adviser	UQ	Female				x	Academe - PSC
3	Global - AU	Anonymous	Consultancy supporting the implementation of Component 3	UQ	Male				x	Private Sector - C3 Consultant
4	Global - AU	Anonymous	Consultant for work on Outcome 4.1 - co-design a national Hub communication and engagement strategy	UQ	Female	x			x	Academe - C4 partner
5	Singapore	Heather D'Agnes	External Stakeholder, WCS Regional Strategic Lead for Coral and SEA, SP regions	WCS Region	Female	X				NGO
6	Brisbane	Benjamin Breen	Director, UQID	UQID	1 male		X			UQID - PMU
7	Brisbane	Dr. Elske Van de Fliert	UQ's Centre for Communication and Social Change	UQ	1 female		X			UQ Academe - C4 Delivery Partner
8	Brisbane	Erin Lord-Lynch & Loren Recchi-Bannah	University of Queensland (Component 1)	UQ	2 females		X			UQ Academe - C1 Delivery Partner
9	Brisbane	Ove Hoegh-Guldberg	University of Queensland (Component 1), G-PSC member	UQ	1 male		X			UQ- Academe - PSC advisor
10	USA	Jacquelyn Beattie, Senior Program Officer	Edmond Odaba, Senior Program Officer Gender, Brianna Weck, Program Officer	WWF/GEF	3 females, 1 male		Observed remote meeting			GEF Agency
11	Brisbane	Dr. Skye Doherty	UQ's Centre for Communication and Social Change	UQ	1 female		X			UQ Academe - C4 Delivery Partner
12	Brisbane	Rachel James and Magali Rochat	Initiative Leader, Project Coordinator	CRRRI WWF Au	2 female	x				INGO

13	USA	Jacquelyn Beattie,	Senior Program Officer	WWF US	1 female	x		GEF Agency
14	Indonesia	Anonymous	Carry out an assessment of levels of awareness and understanding of different stakeholders		Female		x	Consultant for C4
15	Indonesia	Anonymous	Capacity building		Male		x	Consultant for C1
16	Indonesia	Anonymous	I am a member of the science and knowledge working group		Male		x	Academe
17	Indonesia	Anonymous	Conducting ecosystem updates based on blue economy and climate resilience mitigation		Male		x	Academe
18	Indonesia	Anonymous	Member of the Scientific Working Group		Male		x	Academe
19	Indonesia	Anonymous	I am a member of the Working Group of Scientific and Academia		Male		x	Academe
20	Indonesia	Anonymous	NTF - Reef Check		Male		x	NTF - NGO
21	Indonesia	Anonymous	consultant for needs assessment study to improve climate-resilient coral reef management		Female		x	Consultant for C1
22	Indonesia	Anonymous	partner		Male		x	NTF - NGO
23	Indonesia	Anonymous	Project Implementation Staff		Female		x	NTF- NGO
24	Indonesia	Anonymous	Science and Scientific Working Group		Male		x	Government
25	Indonesia	Anonymous	As National HUB Coordinator at Reef Check Indonesia		Male		x	NTF - NGO
26	Indonesia	Anonymous	study	civil servants	Male		x	Government
27	Indonesia	Anonymous	Director	Light up	Male		x	Private Sector
28	Indonesia	Anonymous	PIC Coral Reefs & Head of the National Coral Reef and Seagrass Working Team	Directorate of Ecosystem Conservation, Directorate General of Marine and Marine Spatial Management	Female	X	x	Government

29	Indonesia	Anonymous	policies and partnerships	Ministry of Maritime Affairs and Fisheries	Male		x		Government
30	Indonesia	Derta and Imron	Derta (Director/Project Leader) and Imron Rosadi (Hub Coordinator)	Reef Check	2 Male	2x		2x	NTF
31	Indonesia	Nyoman Sugiarta	National Hub Member	Bali Dive Centre	Male	x			Private Sector
32	Indonesia	Dr. Suryo Kusumu		YKLI		x			NGO
33	Indonesia	Safran Yusri		Indonesia Coral Reef Foundation		X	x		NGO
34	Indonesia	Leni Dwiastuti	Ministry of Marine Affairs and Fisheries -MMAF			x		X	Government
35	Indonesia	Muhammad Abrar	Government researcher supporting Component 1 and 2	Research Institute - Gov	male	x			Research
36	Indonesia	Monika Bataona	Civil society representative - representing communities	POKMASWAS Sandomingo, Flores, Timur	Female	X			NGO
37	Philippines	Anonymous	Project Manager	PCSD	Male	x		x	NTF - provincial government
38	Philippines	Arturo Gaburada, Maria Cristina D. Rodriguez, Nornessa Ceralbo, Jose mar Manal, Cherry Lyn, S. alover	District Management Division North -	PCSD	3 female, 2 male		x		NTF - Provincial Government
39	Philippines	John Erick Avelino Gian Gabrieles Paragosa Hannah Rechenah		DENR	1 female, 2 male		x		Government
40	Philippines	Kate Lim	none	WCS	Female	x			NGO
41	Philippines	Conrad Bravante Jr.; Cyrus Santos; Elma M. Eleria; Ma. Alma P. Sewui; Dina Grace A. Santos;	Head of Project Preparation Division; Project Management and Accounts Divisions; supporting administrative staff	DENR FASPS	4 female, 2 male	x			Government
43	Philippines	Rocky Sanchez Tirona	Global PSC member, design inputs	Rare Philippines	Female	X			NGO
45	Fiji	Anonymous	Technical support	Talanoa Consulting Fiji	Female		x		Private Sector - C3 Consultant
46	Fiji	Anonymous	Project Coordinator	WCS	Female	x		x	NTF - NGO

47	Fiji	Anonymous	Managerial	Wildlife Conservation Society	Female		X	x	NTF - NGO
48	Fiji	Anonymous	Senior Scientific Officer	Ministry of Forestry	Male			x	Government - NH
49	Fiji	Anonymous	Senior Technical Advisor	WWF Fiji	Male	X		x	INGO - NH
50	Fiji	Semisi Meo 2 other staff working with Coral Reef communities	Technical Director - Projects. National Hub member	Conservation Internacional	2 male, 1 female	3			INGO
51	Fiji	Lekesio Katudrau Mr Sanaila Rokotuinceva Ratu Ovini Baukini Nauarabota	National Hub member - Community representatives	NROC community representatives	3 male	3			Community
52	Fiji	Director, Senimili N. Baleicakau Mr Krishneel Nand Ms Mere Leba	National Hub Chair - PSC chair	Fiji director environment and two environmental officers	1 male, 2 female	1			Govenment
53	Fiji	Asaeli Tamanitokula Lui Manuel Fidelis Matata	National Hub member - Community Representatives	Community Provincial Officers	3 male	2			Community
54	Fiji	Paul van Nimwegen Neelam Bhan Neomai Ravitu	NTF - WCS	WCS	2 female, 1 male	3			NTF - NGO
56	Fiji	Margaret Tabunakawai-Vakalalabure	PSC Observer	WWF CRRF focal point for Fiji	1 female	1			INGO
57	Solomon Islands	Anonymous	Project Coordinator	WCS	Male	x		x	NTF - NGO
58	Solomon Islands	Anonymous	Support and advice		Female	x		x	NTF - NGO
59	Solomon Islands	Anonymous	Executive management for technical	MECDM	Female			x	Government
60	Solomon Islands	Anonymous	Support the protection and management of natural resources	Provincial Government	Male			x	Provincial Government
61	Solomon Islands	Anonymous	Communication	Government	Male			x	Government
62	Solomon Islands	Anonymous	Country Director	WorldFish	Female			x	PSC - NGO
63	Solomon Islands	Christian Manepolo	NTF, WCS Project Manager	WCS Solomon Islands	Male		x		NTF-NGO

64	Fiji and Solomon Islands	Joelle Albert	Marine advisor for WCS in Solomon Islands and Fiji	WCS Marine Advisor	Female	x		NGO
65	Madagascar	Anonymous	In charge of the project in Madagascar	WCS - NTF	Female		x	NTF - NGO
66	Madagascar	Morgane Dierkens	NTF, WCS Project Manager	WCS Madagascar	Female	x		NTF-NGO
67	Tanzania	Anonymous	Manager and Scientist	Ministry of Livestock and Fisheries	Female		x	Government
68	Tanzania	Anonymous	Member	University	Male		x	Academe
69	Tanzania	Anonymous	Program Director	Wildlife Conservation Society	Male		x	NGO
70	Tanzania	Anonymous	Conservation	MPRU - NTF	Male		x	Govenrment
71	Tanzania	Anonymous	Researcher	Research Institute	Male		x	Academe
72	Tanzania	Anonymous	Planning, Investment and Monitoring and Evaluation	MPRU	Female		x	Government
73	Tanzania	Anonymous	I do teach, conduct research and consultancies and disseminate knowledge	Sokoine University of Agriculture	Female		x	Academe
74	Tanzania	Anonymous	Project Coordinator/Manager	NTF	Male		x x	NTF - Government
75	Tanzania	Anonymous	teaching and research	University	Male		x	Academe
76	Tanzania	Beatrice Mwenda	MONITORING AND EVALUATION	NTF	Female		x	NTF - Government
77	Tanzania	Anonymous	Communications	MPRU - NTF	Male		x	Government
78	Tanzania	Anna Mrema	Project Accountant	NTF	Female		x	NTF - Government
79	Tanzania	Anonymous	Communications Officer	Ministry of Fisheries and Blue Economy	Female		x	Government
80	Tanzania	Anonymous	Research	VPO	Female		x	Academe
81	Tanzania	Anonymous	Co management officer	Department of Marine Conservation	Female		x	Government
82	Tanzania	Anonymous	Managing the tumbatu marine conservation area	Department of Marine Conservation	Male		x	Government
83	Tanzania	Anonymous	Research and monitoring	MPRU	Male		x	Government
84	Tanzania	Anonymous	conservation	ministry	Male		x	Government

85	Tanzania	Julius Pagu	Marine Scientist	WCS	Male	X	x	NGO
86	Tanzania	Kengela Mashimba	Capacitating Coastal communities on managing marine natural resources	Mwambao Coastal Community Network Tanzania	Male		X	Community
87	Tanzania	Anonymous	community representatives			X		Community
88	Tanzania	Said Shaibu	Park manager	Department of Marine Conservation		X		Government
89	Tanzania	Dr. Nsajigwa Mbije (SUA) ; Pagu Julius (WCS); Ms. Upendo Hamidu (MLF); Prof Mwita Chaca (UDS); Davis Mpotwa (MPRU); Dr. Rose Kitcheleri (SOA); Dr. Rose Mtui (NEMC)	NSC and TWC members	Government Agencies and Civic Society	4 male, 3 female	X	3 female, 2 male	Government ,Academe and INGO
90	Tanzania	Anonymous	Beneficiary	Beach Management Committees	10 male, 5 female	X		Community organisation
91	Tanzania	Anonymous	Beneficiary		14 female	X		Community
92	Tanzania	Anonymous	Beneficiary		8 male	X		Community
93	Tanzania	Ulimboka Mwakimbwe		District Government	Male	X		Local Technical Government
94	Tanzania	Robert Hatikiru	Policy consultations	GIZ	Male	X		Donor
95	Tanzania	Godfrey Ngupula	Coordinator	MPRU	Male	X	X X	NTF - Government
96	Tanzania	Yassir Haji	Key person Zanzibar activities	Ministry of Blue Economy Zanzibar	Male	X	X	Government
97	Tanzania	Amini Omar Juma	National Hub Member	State Univ Zanzibar	Male	X		Research
98	Tanzania	James Sumari	National Hub Member	Wild Impact	Male	X		Private sector
99	Tanzania	Said Khalid	National Hub Member	Mwambao NGO	Male	X		NGOs
100	Tanzania	Dr. Makame Omary Makame	Co-Chair National Coral Hub	Conservation Zanzibar	Male	X		Government
101	Tanzania	Narman Suza	National Hub Member	Institute of Marine Sciences	Female	X		Research
102	Tanzania	Eleanor Carter	National Hub Member	CHICOP	Female	X		Community

5.6. List of documents reviewed

Table 47. Summary of Documents, Products, Outputs, Tools and Reports Reviewed. List of The Scores are HS, S, MS, MUS, US, HU, NA

#	Name of Document	Pages	Theme	Summary	Analysis	Score
D1	Coral Reef Rescue: Resilient Coral Reefs, Resilient Communities CEO endorsement (from website)	132	Design Document approved. by GEF	Document describing the project design but with far less detail ProDoc. It is different from the Project Document in that: - it relates the project the GEF Core indicators, and provides targets for those. The document links the CRR project wit the core indicators on the area with improved landscapes and sustainable management (indicator 4), And strategic Action and regional and inter-minstral committees supporting implementation (Indicator 7) - it provide beneficiary targets, but misses output and activity level descriptions	Good summary for outcome levels. Includes Results Framework and indicators for core and project indicators.	S to HS
D2	WWFGEF_10575_Coral Reef Rescue_Project Document.pdf	152	Design ProDoc	Comprehensive project summary with detailed country contexts, outlining the aim to protect coral reef ecosystems from climate threats by strengthening capacity and solutions that support biodiversity and blue economies. It describes four components: a global knowledge network and monitoring platform (C1); six national multisector hubs (C2); an investment portfolio of reef-friendly businesses (C3); and broad public awareness efforts linking local and national voices (C4). The project aims to build an enabling environment, attract new investments, and develop capacities. It also highlights outcomes, outputs, activities, and the selection process for six BCUs from an initial 50, along with situational analyses of threats, opportunities, and relevant baseline initiatives. Appendices (additional to 152 pages): 1. Gender Action Plan 2. Baseline initiatives 3. Corodination with other initiatives 4. National Hubs - Instiuttional arrangements at coujntry leve 5. Technicla Advisory Facilities 6. Stakeholder Engagement Plan 7. Project Workplan 8. Results Framework	Compreshensive design document. Significant part of the report for the context in each of the 6 countries. Narrative is extensive. Use of external references through out. ToC is clear and logical, included economic motivational aspect - not all the processes are mapped out yet. Less discussion about how the targets were produced, similarly with the assumptions. This information may have been in the appendices. Activities have been well mapped out and outcomes well considered. Clear its an enabling project and setting the building blocks. V. Ambitious though in terms of where they are working and the expected engagement processes to deliver the outcomes. Lots on the lessons and referencing other examples.	S to HS
D3	Coral Reef Rescue: Resilient Coral Reefs, Resilient Communities PIF (from website)	78	Design Document	Summary of the Project Document design as part of GEF transparency. Less background but still a clear summary of what each component seeks to do and the stakeholders engaged.	Good summary, results framework is not included. Differs from the ProDoc in: - providing a 98M co-financing amount, higher than the ProDoc, and a breakdown to which Component the funds are allocated. Variations are especially in the absnece of the GCF of 50M in the ProDoc, and higher allocations from Blue Ventures and WWF-US. Project description the same as ProDoc.	NA
G	ProjectImplementationRep ortPIR_PIR Y1 Coral Reef Rescue WWF GEF (GEF website publically available)	24	PIR Y1	The report, submitted in September 2024 and approved two months later, explains setup delays, distinguishes the DO score from its rating, and links over-ambition to the Low IP rating. It covers all components except C3, due to start in year two. C1 references the MOOC without initial participant data; C2 notes early work on hubs and TWGs without figures; and C4 outlines	Its a good clear report, things seem to be set up correctly and aligning to the targets. At the moment the report is a little disjointed between the M&E portal and the results framework. Clear evidence is provided with examples, actual photos. They used video summaries as a technique to get inputs from the	S

				stakeholder reach but lacks numbers upfront. The improved M&E portal functions well, challenges are clearly described, and later the report cites 500 MOOC learners (9% from target countries) with positive feedback and mentions an M&E feedback tool. C4 also provides concrete evidence aligned with the results framework.	different countries - or seemed to this is innovative if this has been interpreted correctly. Need to check Y2. Good	
G	GEF CRR_Year 1_6 Month Project Progress Report	7	PPR	The report outlines project setup and the Bali inception workshop held with WWF CRRI. All six countries are engaged, though Madagascar and the Philippines face delays due to sign-off and fund-transfer issues. While it includes no photos, it links to other reports with visuals and expected stakeholder lists. Key early outputs include the MOOC launch, project logo approval, and signing of the M&E data company contract. The team underestimated the long gap between project design and implementation, requiring substantial effort to rebuild participant awareness.	Clear summary report of the 1st six months implementation. Delays and challenges identified early. The outcomes from the inception report were not really summarised. Results were talked about but not examples given - logo for example.	S
G	GEF CRR_Year 1_12 Month Annual Project Progress Report	23	PPR	The report builds on the six-month update, explaining low implementation and results ratings as consequences of delayed NTF signings, which slowed country-level activity and led to only 34 of 106 AWP targets being met. Five of six subgrants are now signed, needs-assessment surveys are underway, and all countries report stakeholder engagement under C2. Key delays include PH sign-off issues and shifting several 2.2 activities to year two; initial knowledge products were produced, though story-capture guidelines moved to Y2. Coral Huddle sessions began, and brief team video reflections were recorded. The report notes project complexity, election-related disruptions, contract-wording issues in PH, and mixed gender-mainstreaming responses. Delays are largely resolved, with countries combining activities and Indo/PH recruiting consultants; four MOOC feedback examples are provided.	Clear report. Very activity focused and explaining delays and how that has impacted on the AWP, clear strategies for catch up being initiated in at least 3 countries. Key that recruiting staff to focus is a clear way to drive project activity implementation - 2 government partners have dedicated staff focus to implementation. No photos: No sharing of actual results of some of the early studies. The four examples of feedback do not link to the learning experience - its not clear what they are evidence of or trying to demonstrate in terms of effectiveness. There was no analysis of the feedback from the MOOC, only that there had been 83% that feedback. Its informative as a report	S
G	GEF CRR_Year 2_6 Month Project Progress Report_FINAL	15	PPR	Clear report on activities, globally and in each country per component. Less information on the significance of what is being achieved. Good progress being made on all fronts, concern in terms of PH activities, which are stuck. Good adaptations of the project. Overview analysis is not provided. Lots of links to more detailed documents provided within the document. No photos. Clear progress is being made. No explanation with the AWP table.	Focus is on activity reporting - not results, not significance of achievements. MOOC shifted platform, but not explained why. Anacryms used but not explained, at least twice. Activity reporting rather than results. Buddy system used in Indonesia but no explanation as to what that means exactly. Gender; no analysis or overview just country by country reporting on approximate % of women participating but data is not consistent, its also often a repeat of the data in the first section so provides no additionality. List of communication products with hyperlinks given but no analysis of reach or influence or response - including social media. AWP status table - colours per country is useful but no overview analysis given - reader left to work it out!!!	S
G	GEF CRR_Year 2_12 Month Annual Project Progress Report_FINAL	30	PPR	Clear report, each section goes through the status of each country. Activity reporting, no overview, very little discussion on significance of the achievements. Good links provided. 11 knowledge products listed, and 15 comms articles, all with hyperlinks. Some countries are better at reporting than others, Tendency to repeat information in the stakeholder engagement with C1 report. no executive summary or highlight e.g. MADs has a very comprehensive approach to safeguarding, Indo has an innovative buddy system to support local community	Reporting focuses heavily on activities with little analysis or cross-country synthesis, and basic data such as participant numbers and gender ratios are missing for Indonesia, Madagascar and Tanzania. The PPR does not consolidate information from the Coral Huddle, leaving readers to piece together data themselves, and provides no summary, photos or maps. Stakeholder engagement is inconsistently presented, mixing actual participants with contractors and lacking social-media reach analysis, while some sections repeat earlier content and make unsupported claims without evidence. Gender	MS

				participation in multi-sector engagement events and Tanzania is forming an innovative Marine Trust Fund.	reporting is strongest in Solomon Islands, but other countries merely restate earlier figures, and numbers in the PPR do not align with those in the Huddle. There are also rating inconsistencies and errors, including incorrect IP and OD scores.	
TZ3	1.2.1.1 Harmonization of Needs	15	C1.2.1.1	Full title of the document: Report on: Harmonization of data needs assessment, sampling protocol, and monitoring mechanisms. A TWG workshop meeting 16 August 2024. Report including background, presentation, discussions and agreements, conclusions and appendices. Representation of government, NGOS, private sector and research institutions. Looking specifically for harmonization in Tanzania only with the objective to come up with an AGREED PLAN on the coral reefs data need assessment, sampling protocol and coral monitoring mechanisms.	The document is well-organized, covering everything from the meeting summary and objectives to discussions and agreements, leading to the conclusions of the TWG meeting. It effectively outlines how a monitoring system will be established, with solid evidence, including a list of participants and several photos. The presentation slides are also included as TZ1 and TZ2. It was decided that Tanzania will go ahead with the WIO approach protocol, and you'll find the details in the document.	HS
TZ1	1.2.1.1 Coral Reef Monitoring Protocol and Data Management WIO_Swales Aboud (1)	16	C1.2.1.1	PPT presentation of 16 August 2024 by CORDIO East Africa on Coral Reef Monitoring Protocol And Data management. Provides history, used methods and strengthening opportunities. Moroni agreement covering ToR of Coral Reef TWG in the West Indian Ocean. Ten countries have representatives. Brief presentation on extent of monitoring conducted and next regional meeting for February 2025	There is no acknowledgement and unclear what the connection with the project is. Other reports may be able to explain. Objective of the powerpoint is not clear. seems just an update on the CRTWG, but not what has been doing.	MUS
TZ2	1.2.1.1 CRM_Monitoring_Method-V2, PAGU	16	C1.2.1.1	Presentation on monitoring sampling procedures by WCS in August 2024. Introduction to 3 monitoring methods and presenting Mermaid as a data management platform of 18 years. (datamermaid.org)	A comprehensive introduction to 3 reef monitoring systems - Global Coral Reef Monitoring Network, CORDIO and WCS. Too much information though on each of the slides making it hard to absorb the information during a presentation. Possibly the presentations were limited to 16 slides.	S
TZ4	2.1.1.1 CRRI Morogoro Meeting - Jan 2024 Report	15	C2.1.1.1	Appears to be one of the first meetings introducing the project, discuss the SC and NWG composition, year one work plan and year 2 budget and workplan. Meeting conducted 10 - 13 January 2024. Year one workplan suggest project started in March 2023, but the actual progress monitored for 2024 onwards. The status of deliverables is very detailed and the work plan can be used to check whether the planned activities like workshops are conducted as planned.	The report is well-structured with a clear contents list and sections aligned to the four meeting outcomes. However, the concise outcome summaries make the information sources unclear. The plan covers activities only until April 2024, with no explanation; an indicative plan for later activities would be useful. Outcome 4 (activity plan and budget) was reportedly developed but is due on 7 February and not included. Some participant photos are provided. A Steering Committee of 10 members has been established, representing NGOs, government, and one hotel, but names and gender details are missing. The NWG includes 59 members, mainly from national and local government, with five NGOs and two private-sector representatives, though gender information is also unclear.	S
TZ5	2.1.1.1 Institutional Analysis report	17	C.2.1.1.1	Suspected older version than TZ4. For example the total members of the NWG is not included		NA
TZ6	2.1.1.2 Key lessons Report. Activity 2.1.1.2 final	8	C2.1.1.2	Report consolidates lessons from multi-stakeholder workshops held in the first two quarters of year one. It includes consultation lists with gender and often youth data, types of invited institutions, and workshop objectives, outcomes, and formats. Lessons are organized around the National Hub for Resilient Coral Reefs—its purpose, structure, roles, partnerships, and community engagement. Key insights include	The document provides a concise summary outlining objectives and the key lessons. The report focuses on the key lessons. There is no info on whether the outcomes on increased awareness during the individual workshops was achieved. That might be in the individual workshop documents. The document is an important input to the National TWG for consultation of	S

				strong support for a hub to coordinate research and share data, the need for solutions to challenges such as illegal fishing, the importance of making information available in Swahili, and the need to identify potential investments and develop guidelines, with the hub helping to inform policy.	the National Coral Reefs Hub on 27 July 2024 which is included in the list of consultations.	
TZ7	2.1.1.3 MPRU Management Meeting _ Validations of CRR and NAPCRCR	7	C2.1.1.3	The workshop was a short three-hour meeting led by MPRU, with photos, attendance list, and program included but no project output noted. Discussions highlighted the strong coral reef baseline survey and gaps the CRR project could address, the need for a GIS database, the importance of stakeholder engagement analysis, and conducting an economic valuation study. The National Action Plan for Resilient Coral Reefs was presented, with feedback on stakeholder mapping, financing mechanisms, and the need for an investment manual.	The purpose of this meeting is indicated in the file name, not in the document itself. No objective of the meeting is provided, just what was done. Mention is made in the programme of a questionnaire to be filled under the discussion on the Coral Reef Status Report.. It is not explained what it is about, or what the results of the survey were.	US
TZ8	2.1.1.3 Multistakeholder Workshop Tanga	20	C2.1.1.3	The document summarizes the Tanga workshop, covering the regional introduction and opening, presentations on MPRU, the GEF7-CRRI project, coral reef status (monitoring zones, threats, intervention needs), and the National Action Plan for coral reef conservation, followed by key discussion points. It also notes inconsistent naming of the project—variously “CRRI,” “Resilient Coral Reefs, Resilient Communities,” and “CRR-GEF”—suggesting a need to standardize terminology or clarify whether Tanzania uses a distinct project title.	Evidence is provided through pictures and an attendance list. The document lacks a clear meeting objective, and the title does not match the content, which mainly describes activities unrelated to “Operationalization of Coral Reef Working Groups.” Section 1.2 implies the workshop is part of the operationalization process, but follow-up activities should better align with the stated aim of developing a shared national vision for the hub. Some pictures are duplicated, though the classroom-style workshop setup is noted. The same report is also used as output under 2.1.3.3, where other stakeholder workshops are included (see TZ23).	MS
TZ9	2.1.1.3 The vision report_summary	7	C2.1.1.3	Same content as for the multistakeholder workshops plus: - Most prominent topic discussed was: What are the challenges facing the resilient coral reefs in the area and what must be done to save the corals? - NAP for review. (this was not mentioned also in the stakeholder consultations documents) - List of 19 months summarized from ALL consultation meetings.	Well structured report. Community visions were only introduced in three of the workshops: Kilwa, Rufiji and Kibiti, probably realizing in other workshop that this was a missing element and effectively increasing the workshop objectives from 3 to 4. This observation and subsequently adding the objective is not explained in the report. The list of identified priority areas seems identical as that of the Zanzibar and Mafia vision document. (TZ24) Summary report so no evidence required	S
TZ18	2.1.3.1 CRRI-NWG GEF report 2024 Activity 2.1.3.1	35	C2.1.3.1	The report covers the 23 January 2024 CRRI National Working Group & GEF7 workshop in Dar es Salaam, held ahead of broader July discussions, and includes a full contents list, executive summary, media coverage, objectives, outcomes, project overview, presentations, discussions, way forward, and workplan. Annexes provide threats and interventions, participant lists, the program, attendance, and the Year 1 workplan. The workshop aimed to build National Working Group capacity on the CRRI project, identify threats and solutions, and establish a NWG communication platform under the national hub.	The document is well-structured and follows the workshop program and objectives. It summarizes presentation highlights, focusing on what CRRI is, the status of coral reefs, and major threats, though the presentations themselves are not included. The plenary discussion identifies dynamite fishing as the main threat, and proposed solutions are listed. Some duplication appears in the <i>Way Forward</i> section, which reiterates threats and introduces Annex A without offering concrete next steps. The plenary also raised the need to update baseline information collected two years earlier, noting possible changes such as ongoing CRRI site projects and the need to avoid duplication. It emphasized community involvement—including women and youth—in capacity-building programs, and highlighted the importance of appropriate communication language. Evidence is provided through photos of presenters. As discussions were plenary-based, no detailed workshop documentation exists. Participant	S

					lists are included and signed, but lack age and gender data, and stakeholder categories are mixed; clearer grouping would improve understanding of participation. Media coverage was notable, with five stations represented. A review of this coverage could help assess the reach and awareness generated.	
TZ10	2.1.1.4 national hub modality activity 2.1.1.4 16_24_17	18	C2.1.1.4	The 26–27 July 2024 activity, a roughly five-hour program with the second day devoted to finalizing documents, corresponds to Activity 2.1.1.4 on establishing TWGs and defining governance and operational modalities for national hubs. The National Coral Reefs Hub (NCRH) – Formation Report includes an abbreviations list (partially incomplete), opening activities, group discussions on NCRH structure, objectives, roles, communication, and modalities, presentations on proposed hub objectives, structures, and TWG membership, a presentation of the Coral Reef Action Plan, and appendices with the meeting schedule and original attendance sheets.	New issues arise in the opening remarks: the hub should address national concerns like Marine Spatial Planning and consider community-driven practices. The report provides a clear summary of discussions, tasks, and membership of the NCRH steering committee and TWGs, with clear organigram graphs. However, it lacks details on meeting frequency, follow-up steps, and planned activities. The National Working Group may have over 120 members—far more than the 59 listed in January (see TZ4)—requiring clarification from the NTF. The 10-member steering committee represents government, academia, NGOs, and the private sector, but there is no information on female representation. Community organizations are not explicitly listed; they may fall under district council representation, though groups like VLCs or BMUs are not specified. Pictures and a signed participant list are included, but the total number of participants is not provided (see GEM for numbers).	S
TZ11	2.1.1.4 NCRH Website Deveopment	2	C2.1.1.4	Title: MPRU-CRRI in-house development of national coral reef hub website Date 15-02-2025 Contains in table format who will corodinate the deveopment, key results, website name and recommendation.	Interesting: in-house deveopment of the website proposed Document mentions that 'website is at its finalization'. As of 18-08-2025 the site can not be reached Document reads a a summary of a ToR written for compliance of reporting progress. Little content. Not mentioned who has writtin it., but suppose Godfrey Ngupula the NTF coordinator	MUS
TZ12	2.1.1.5 A report on trip to Lindi for Kilwa	6	C2.1.1.5	Title: MPRU meeting with RC Lindi for Kilwa Hub and the need for gazetteement of Kilwa Marine Reserves and Kilwa Marine Parks Visit of 9 January 2025 (as per pictures) - Introduction with aim of the MPRU visit to Lindi - Objective of the visit, Modus Operand: presentations on MPRU, need of gazetteement and MPA gazetteement procedures. - Summary of discussion. - Conclusions	The meeting aimed to reduce gaps in understanding of MPRU's CRRI activities and brief the Lindi regional office on planned gazetteement of marine reserves and parks. The document is concise; discussion is brief but appropriate. It offers two conclusions, though one is more a recommendation. Activity 2.1.1.5 concerns formal recognition of National Hub responsibilities, but this appears to be an MPRU mandate, and the document does not link marine parks/reserves to the BCU or coral climate refuges. Evidence includes photos, signed attendance sheets, and the program.	S
TZ13	2.1.2.1 Gaps capacities updated	23	C2.1.2.1	The 23 October 2024 workshop brought together 16 participants from various organizations—though it is unclear how many were true community representatives, given the presence of several government staff (e.g., MPRU, DFOs, PCDO). The report outlines objectives linked to CRRI activities, with the main aim of reviewing how the NCRH and NAPCRCR will be implemented and determining which community members are essential for long-term coral reef conservation. Specific objectives were to reflect on planned implementation by stakeholders and the project, identify challenges that could hinder NCRH and NAPCRCR delivery, propose priority actions to accelerate implementation, and gather training needs to inform a training plan.	The workshop outputs are structured by objectives, but community consultations are recommended even though they should have happened earlier, and there is no evidence of the intended gender-differentiated analysis. None of the TNA recommendations address gender, youth, or other inclusion aspects. Most challenges and solutions appear in the action plan, though some items need correction—for example, patrol boats for BMUs are listed under both capacity building and livelihood diversification, the latter likely incorrect. Activities are based on identified solutions, but indicators and timelines are missing despite instructions to prioritize. The TNA reflects workshop discussions but lacks clarity on target groups and specificity—e.g., broad terms like “blue economy opportunities” instead of concrete skills linked to earlier livelihood examples such as seaweed farming. Training needs are not well connected to identified challenges; for instance, coral reef monitoring training appears in	S

					activities but not in the TNA. Finally, although gender-sensitive expertise was expected, there is no evidence that the MRPU Gender Coordinator met this requirement.	
Tz14	2.1.2.2 Training Plan MRPU final	62	C2.1.2.2	The <i>Training Plan for Participatory Coral Reef Management</i> (1 Nov 2024, MRPU) includes an introduction, background, situational analysis, and overall objectives, followed by chapters outlining tailored training needs for key stakeholder groups: fisheries staff and CDOs, communities, magistrates and police, policymakers and managers, and NGOs. It also highlights the need for improved coral reef data requirements, harmonized data sharing, and feedback mechanisms. Training impacts are categorized as ecological, socioeconomic, behavioral and cultural, and policy and governance. The community chapter consolidates ten previously identified training needs into seven training modules.	The document is generally satisfactory, outlining trainings by group, but lacks detail for a complete plan on when, where, and how trainings will occur. While training areas are described well enough to guide module development, it is unclear why some groups receive only one training or why budgets are provided for only a few. Although the plan claims to build capacity across several themes including gender mainstreaming, gender appears targeted only to fishers and CDOs. Training needs were said to be identified on 23 October, but only community needs are clearly explained; it is unclear how needs for other groups were determined. Trainings are listed in narrative and table formats, but timeframes and calendars are limited, target outcomes are vague, and proficiency is undefined. A consolidated table and clearer SMART outcomes would help assess feasibility. The plan also lacks clarity on training providers and whether sessions occur nationally or at district level. Chapter 11 discusses data but focuses only on fisheries scientists; other groups could also benefit. Some trainings seem mismatched—for example, sustainable financing is given to NGOs but is equally important for policymakers. Participant lists are duplicated (typed and signed), and photos of workshop outputs are included.	S
TZ15	2.1.2.3 Training Report Kibiti	14	C2.1.2.3	The MRPU–CRRI community training workshop in Kibiti (9–10 May 2025), linked to Output 2.1.2.3, aimed to strengthen the capacity of local community leaders for effective participation in the NCRH and NAPCRCR. The workshop introduced fisheries co-management and existing gaps, and delivered seven modules covering marine parks, conservation of critical habitats, coral importance and threats, climate change impacts, local fishing gears and their environmental effects, gender inclusion, and blue economy opportunities. Sessions included group discussions, a training evaluation, and identification of challenges and recommendations, with appendices providing the signed attendance list and program.	The document provides basic information on trainings and confirms participants understood the material, with photos and participant lists as evidence. However, it lacks detail on actual training content beyond brief general descriptions. Attendance included elders, officials, and media, raising questions about whether community members could not attend and what media coverage resulted. The statement that communities “still have much to learn” conflicts with the reported 98% comprehension and the implied need for community-level echo trainings, for which no plan is provided. Training multiple topics in one day seems ambitious, and without descriptions it is unclear whether the session aligned with the training plan; topics appear more awareness-focused than skills-based. The report is structured, but the source of outcomes, challenges, and recommendations is unclear—facilitators, participants, or evaluations. A notable request was for on-site mentorship and community follow-up, though it is not explained how this will be integrated or who (likely district authorities) would handle it.	S
TZ16	2.1.2.3 Training Report Zanzibar	9	C2.1.32.3	Structure of contents is the same as the training report for Kibiti Gaps for interventions are partially from consultations. Items like need for office equipment is unclear where comes from. I	The document provides only a brief set of discussion points, without the original discussion records. Key outcomes largely repeat those in the Kibiti document, with no clear explanation of how the outcome statements were generated. Challenges mirror those found elsewhere, while the recommendations differ but lack a clear source or link to the training. The file includes some photos but no attendance sheet, which is said to be located separately.	MUS
TZ17	2.1.2.3 Training report Kilwa partial	14	C.2.1.2.3	Structure of contents is the same as the training report for Kibiti and Zanzibar, Gaps for interventions are partially from consultations. Items like need for office equipment is unclear where comes from. Training monitoring has evolved to pre-and	Key discussion points were the need for financial management and investment knowledge and strong interest in parks, reserves, and resource ownership. As with other trainings, the field visit on day two was neither recorded nor reflected on, and the report again omits the rapporteur’s name. The	MUS

				post raining tests. Testing on 6 training topics, not all directly aligned with the 7 topics but important ones!	conclusions do not relate to earlier content, and the stated 80% alignment with the MRPU is unclear, including whether it reflects averaged evaluation results. Picture set 2 shows several participants appearing to sleep.	
TZ19	2.1.3.2 The TWG CRRI NAPCRR meetings report activity 2.1.3.2	9	C2.1.3.2	Activity 2.1.3.2 focuses on convening the TWG to agree on principles and values guiding their work and to co-design the methodology for planning. The report, titled <i>TWG for the Preparation and Review of the Draft National Action Plan for Conservation of Resilient Coral Reefs (NAPCRR) Meetings Report</i> , documents two key meetings: the drafting session held on 15–21 February 2024 and the review session on 15 March 2024. Its structure includes an introduction, conclusions, and closing remarks.	The introduction includes documentation and photos from the March 15 meeting, but none from the February meeting. There is no record of the actual discussion—only a direct conclusion that the document is ready for two national validation workshops before signature. Participant lists for both meetings are provided, though the February list is misdated as “March 15–21/03/2025.” The February meeting had only five participants (one woman), while the March meeting had 14 participants (four women), representing government, academia, and WWF.	US
Tz20	2.1.3.3 Multistakeholder workshop Kibiti	28	C2.1.3.3	The 22 February 2024 workshop (linked to Activity 2.1.12) introduced Kibiti District’s coastal and marine resources, including MPAs, and included a participant list and presentations by MPRU on its vision, mission, and national MPA network, followed by an overview of the CRRI project. Discussions covered challenges facing Kibiti’s coral reefs and proposed mitigation measures, highlighting the need for education campaigns, stronger governance and NAPCRR alignment, coral nurseries, mangrove restoration, and diversified livelihood options.	The document lacks workshop objectives but offers a concise account of activities. Community participation is unclear, as some listed “institutions” may be community groups but acronyms are not explained. Key conclusions include: average understanding of the topic; the importance of involving elders and influential community members in capacity-building teams; and the need to link coral reef management to existing Environmental Management Committees. The program allotted under an hour for group discussions and presentations, which seems too short for 125 participants divided into seven large, randomly selected groups. More meaningful discussion might have emerged from grouping participants by stakeholder type. The document includes photos of workshop outputs. Notably, banners label the event as a “Kibiti Working Group meeting,” suggesting a smaller group than the reported participant number.	MS
TZ21	2.1.3.3 Multistakeholder workshop Kilwa	30	C2.1.3.3	The 26 January 2024 workshop, linked to Activity 2.1.1.2, follows the same introduction and presentations as the Kibiti session. Discussions centered on two questions: challenges facing corals in Kilwa and whether communities support establishing Kilwa Marine Parks and Reserves. These questions differ from those in later workshops, suggesting the approach evolved over time. Given the repeated meeting content, inclusion of Q&A would have added clearer insights and strengthened the report’s value.	Participant information is unnecessarily repeated. Meeting objectives are missing, with no assessment of achievement. Discussion records are minimal—only one manila sheet per group—and the write-up for the second question appears authored rather than workshop-derived. Group formation is not explained. Notable points: identification of ICM as a suitable, familiar approach for Kilwa, and inclusion of a workshop evaluation (not continued later). Conclusions largely repeat those from the Kibiti Working Group, with unclear basis for points such as involving the elderly in capacity building.	MS
TZ22	2.1.3.3 Multistakeholder workshop Rufiji	27	C2.1.3.3	The 23 February 2024 workshop, linked to Activity 2.1.1.2, follows the same structure as the others, with a generic executive summary outlining stakeholder groups, coral reef status, and mitigation suggestions. It includes a district presentation, standard workshop approach description, and presentations from MPRU/MPAs and CCRI. Discussions focused on challenges facing corals in Rufiji–Mohoro and potential solutions, followed by brief conclusions.	The conclusions claim low understanding of coral reef importance, but the report provides no evidence—nothing in the discussion supports this. Other conclusions repeat those from earlier workshops and are likewise unsupported. Participation is evidenced through documents and photos of signed sheets, which include age data—more complete than other reports. There are separate participation lists for Mohoro, District Officers, and institutions. A key issue is that group discussion results were not typed or translated; readers must rely entirely on the author’s synthesis. This, combined with repeated unsupported conclusions, raises concerns about the document’s credibility and whether it reflects genuine workshop outputs or merely reinforces pre-existing ideas.	MUS
TZ23	2.1.3.3 Multistakeholder workshop Tanga	20	C2.1.3.3	Activity 2.1.3.3 is meant to be a community visioning exercise, but the participant list shows it functioned more as a government and NGO meeting. Of 179 attendees, only about 30 were farmers, fisherfolk, or local leaders, and there is no	See TZ8	NA

				evidence that women's voices or traditional knowledge were included as intended. Overall, these workshops align more closely with Activity 2.1.1.2, suggesting the same report may have been used to satisfy two different activities, which is inappropriate.		
TZ24	2.1.3.3 The vision report Activity 2.1.3.3	6	C.2.1.3.3	The report cites the Mafia and Zanzibar multi-stakeholder workshops as its information source. It presents participant numbers and workshop composition, and lists objectives and outcomes similar to other workshops, adding a Community Vision item that was not part of the original meetings. The discussion section also includes a guide question/topic not reflected in the referenced workshop documents.	The report concludes that participants had low understanding of coral reef importance, but provides no evidence for this, and other conclusions mirror earlier workshops without support. Participation is well documented through signed sheets that include age data, with separate lists for Mohoro, District Officers, and institutions. A major concern is the lack of typed or translated group outputs, leaving readers dependent on the author's interpretation. The repetition of unsupported conclusions raises doubts about the credibility of the report and whether the workshops generated new ideas or simply reinforced existing ones.	MUS
TZ25	2.1.3.3 Workshop Report Mafia	24	C.2.1.3.3	24 July 2024 - The document provides the same structure and content for the workshop as conducted in Tanga (see TZ8). Same objectives and outcomes. None that are in line with providing visions. What are collated in TZ24 are the summary statements of people would like to happen. More a list of priority areas than a vision.	The document is well structured but lacks conclusions and recommendations on next steps. It repeats the same presentations used in other workshops. There is no description or documentation of how working groups were conducted. Evidence consists of typed and scanned participant lists, but no summary of gender or age distribution is provided.	MS
TZ26	2.1.3.3 Workshop Report Zanzibar	18	C.2.1.3.3	Although titled under Activity 2.1.3.5—intended for sharing community visions with policymakers—the community visioning step appears to have been skipped. The report repeats the standard introductions and presentations used across workshops, resembling a blueprint. Work group discussions are framed as an opportunity to share perspectives on effective coral reef conservation and long-term sustainability.	The workshop outputs do not align with the stated outcomes. Activities intended to achieve these outcomes were conducted, but no assessment was made to determine whether participants' knowledge actually increased.	MUS
TZ27	2.1.3.3 Workshop Report Zanzibar1		C.2.1.3.3	Same as TZ26		NA
TZ28	2.1.3.4 The overarching vision report activity 2.1.3.4	3	C.2.1.3.4	Document presents the chapters and contents of the NAPCRCR.	The document's purpose is unclear and does not show how it relates to activity 2.1.3.4, which requires the TWG to consolidate outcomes from community visioning meetings. There is no evidence of community-level work; all information appears taken from earlier multi-stakeholder consultations. The report feels compliance-driven, reusing existing material rather than presenting outputs actually generated through the ProDoc activities.	MUS
TZ29	4.2.2.2 Reflection Workshop	9	C.4.2.2.2	Title: MPRU - CRRI Reflection workshop meeting on 25th March 2025; Content: Table with details on the participants, objectives and observations, comments and recommendations. An evaluation report exploring levels of satisfaction with project progress supposed to be attached, but not there.	The reflection workshop aimed to gather feedback on Years 1–2 and present Year 3 plans, but the report is thin: only three unsupported observations and six recommendations, with no clear link between them. For a 30-person meeting, deeper discussion and documentation would be expected. There is no evidence that Year 3 activities or budgets were presented, and no TWG responses to recommendations. The agenda included presentations on the NCRH, website, national coral reef database, data sharing, reef status, and the NAPCRCR, yet no Q&A or discussion is recorded. Notably, only 10 minutes were allotted for discussion—very limited for two years of implementation. Recommendations call for greater community involvement, which stakeholders note remains insufficient after two years.	US

TZ30	2.2.2.6 Cost Benefit Analysis Report	93	C.2.2.26	Activity 2.2.2.6 is the final step for the cost–benefit analysis, with earlier steps expected to be documented through TWG and Hub meetings. The report, dated June 2025 with consultant disclaimers from February, covers all project areas. It includes standard front matter followed by an introduction, literature review on coral reefs, their status and threats, and their economic importance. The study presents valuation methods, potential duplication in threat sections, methodology, and results on community socioeconomic conditions, impacts of illegal and unsustainable fishing, and related economics. It outlines a conceptual framework, coral reef valuation, CBA with policy implications, and concludes with recommendations.	The report is comprehensive, using literature and primary data, but findings are repetitive and scattered, and conclusions do not clearly answer the four research questions. Threats to coral reefs are repeated across sections, and the introduction already includes detailed findings that belong elsewhere. The executive summary is unclear on the CBA period. Overall accessibility would improve with clearer graphs, tables, and bullet points. Methodology lacks justification for sample size and focuses mainly on women in trading/processing, resulting in only 4% female respondents; broader targeting was needed. Youth make up nearly half the workforce, yet consultations involve mostly older adults. Some findings mix survey and literature data, reducing clarity. Several figures are hard to interpret, poorly formatted, or would be better as tables or bar charts. Some conclusions are unsupported, such as claims about barriers to diversification or coral health observations by fishers. The report omits survey tools, uses only negative scales for net impacts, and includes contradictory or unclear data presentations (e.g., pie charts for multiple-choice questions). It would benefit from better visuals, maps, and clearer ordering of data. Editing issues and numbering errors persist. Dissemination of the report is also unclear.	MS
TZ31	National Action Plan for Conservation of Resilient Coral Reefs (NAPCRRCR) - 2026-2031	60	C2. National policies	June 2025 version. According to the project coordinator needing one more validation but ready to be shared. Culmination of the previous studies conducted under this component, namely the threats and opportunity analysis, and the cost-benefit analysis. Provides mission, objectives, suggested members of the structural committee, an itemized budget etc.	The plan is strong and builds well on previous work, with defined outcomes, baselines, KPIs, targets, and allocated budgets. It addresses not only coral reefs but also external threats and the restoration of seagrass and mangroves. However, responsibilities are spread across many stakeholders, and assigning a lead per objective could improve clarity. Budgets are set by strategic outcome rather than activity and appear low (<\$1.8M over five years), with no explanation of whether they cover only MPRU and the Zanzibar Department of Conservation or all related projects. The plan needs editing for consistent terminology and referencing. The project provides a brief introductory rationale outlining threats, opportunities, and cost–benefit insights from other studies. It presents a complete action plan with a vision, mission, and numerous strategic objectives, emphasizing the role of local authorities and communities—especially regarding external destructive pressures. Threats are comprehensively identified, including mangrove management and pollution, but some claims lack clarity (e.g., high ROI of MPAs without supporting investment data). Women and youth are noted as key beneficiaries of livelihood initiatives.	S
TZ32	National Coral Reef Hub (NCRH)	24	C2. National policies	Explains the objectives of the hub and structure and (potential) members	Good at outlining the hub’s role and structure, but weak in linking to the NPACRRCR. Local hubs are not explained, creating gaps. Notably, the document never names the NAPCRRCR, implying it was developed independently of the national planning process, even though it was not.	MS
ID1	1.1.1.1 Translated TWG KU development	8	C1.1.1.1	Meeting held 16–17 May 2024 to establish a science and scholarly working group. The machine-translated report includes an executive summary, location, objectives, and scope. It outlines key outcomes, progress, challenges, stakeholder engagement, gender-responsive actions, knowledge products, follow-up actions, and lessons learned, along with photos and	The report is well structured and offers a clear, consistent format, with concise outcomes aligned to the meeting objective and established vision, mission, and working-group composition. Follow-up actions are listed but lack timelines and responsible parties, and while photo documentation and participant lists are included, the original signed list is missing.	S

				participant lists. The structure appears to follow a generic reporting template.		
ID2	1.1.1.3 Traing needs assessment	17	C1.1.1.3	Survey-based, machine-translated report (file dated 22 April 2025); text within figures is not translated. Covers lists of potential trainings, priority topics for experts vs. beginners across four areas, preferred methods, language, locations, and incentives. Concludes with perceptions of coral reef conditions, potential trainees, strategic recommendations, training content, and needs for monitoring and reporting of climate-resilient reefs.	The document is poorly structured, immediately presenting survey results without outlining objectives or methodology. It does not explain how trainings were identified, how the survey was distributed, respondent numbers, or the selection of “lay” persons. There is also no option for additional suggestions. Some conclusions align with findings, but new information on climate-change perceptions and policy recommendations appears without a clear source. Striking: 1) Respondents overwhelmingly prefer offline/direct training—up to 100% in two areas—with about 25% choosing hybrid in Maluku-Papua; no one prefers online. Most favor trainings at project sites, followed by community locations. 2) Incentive preferences differ by region: cash and family assistance dominate in some areas (22–24), while equipment and livelihood support are also high. Training itself is selected as the incentive by 11–44%. Maluku-Papua reported no “reward preferences,” suggesting a survey error. NOTE: Area responses total 100%, indicating only one incentive could be chosen. The final page on needs assessment for monitoring climate-resilient coral reefs is unclear, reading partly as a separate assessment and partly as a brief ToR for required monitoring plans and systems.	MUS
ID3	1.2.1.1 Inventory report and the need for monitoring and reporting	18	C1.2.1.1	Google-translated summary of consultant reports compiled by Reef Check. The first page replicates the prior TNA document’s final page, effectively serving as ToR for collecting and summarizing climate-resilient coral reef data. Includes a regional profile outlining Indonesia’s coral reef issues and four proposed study areas. Covers available data sources, monitoring protocols, apps, and geographic coverage. A second Chapter 2 presents stakeholder listings, integration of ecological and socioeconomic indicators, and implementation and collaboration strategies.	The document has a lot of interesting information in the development of a coral reef monitoring strategy. The document is assumed to be a summary in English produced for UQ. It provides a good overview of the existing monitoring systems and how it can be further developed. At the end there is no clear strategy or action plan, but indications of what activities can be carried out in the four project locations. There are indications of the need for strategy and that the government can take it forward, but it is unclear how it will be done.	S
ID4	1.2.1.2 - 1.2.1.3 Translated workshop for developing coral reef monitoring strategies	6	C1.2.1.2/3	Activity report for the 4–5 February 2025 meeting on coral reef monitoring and data sharing. Includes an executive summary, meeting details, objectives, scope, and outcomes. Summarizes progress, challenges, and results of stakeholder engagement, along with gender-responsive measures, knowledge activities, and planned follow-up actions.	The report is well-structured and concise, with clear objectives, though the first objective exceeds what a single meeting or possibly even the project can achieve. Outcomes reference a visual of the Coral Rescue project in Bahasa, which may have an English version. Decisions were reportedly made on data-sharing trials and timelines for data use, but no specific dates or responsible individuals beyond the Ministry of Marine Affairs and Fisheries are provided. The report links to the earlier Science Working Group and notes that data will integrate with existing tools such as Reef Check and Mermaid. Photo documentation and a participant list are included, though no signed attendance sheet exists due to the hybrid format. The summary of Indonesia’s existing coral reef monitoring appears to draw on earlier consultancy work but lacks citations, and many acronyms are left undefined.	S
ID5	2.1.3.1 Translated activity report 2121 twg capacity building development copy	12	C2.1.3.1	Event held on 25-26 January 2024 via zoom. Content: Summary and event details; Objectives; Scope; Outcomes etc, the usual structure	The report follows the usual structure but contains translation errors and unclear sentences. The meeting’s aims were to establish capacity-building and awareness groups and a supporting task force, with national and regional objectives set and members identified, supported by a visual. Some capacity gaps were noted, especially at the community level. A table on cost-benefit distribution becomes unclear because all Likert options appear for both costs	MS

					and benefits and needs clarification if reused. Several tasks, such as clarifying roles and functions, are listed although they could have been addressed during the meeting. Follow-up actions mention a ToR for threat–opportunity and cost-benefit analyses, but other tasks remain vague.	
ID6	4.2.1.3 Indonsia Draft National Hub Plan translated	19	National Hub	Draft 2024 policy document establishing the Coral Reef Monitoring and Conservation Network. It formalizes the network, its membership, and working groups: Scientific, Capacity Building, Awareness, and Conservation Funding. Funding comes from the Directorate General for Marine Affairs. A structural chart (slightly different from ID5) outlines groups and geographic areas, and tables list the Board, Secretariat, and TWG members, similar to ID5.	The document follows a typical government format, making its purpose clear, though some membership details are incomplete. A key uncertainty is whether this is the most recent version, as it is dated 2024. Striking: 1) A Gender and Social Inclusion working group is listed, yet its establishment is not mentioned among the directorate’s official decisions. 2) All budgets are allocated to the government, supporting sustainability, but only the 2024 budget is provided. 3) The document remains a 2024 Draft, raising questions about subsequent developments.	S
G1	4.2.1.1_Outcomes from bali workshop_15_15_41	38	C4.2.1.1	The workshop brought together 50 participants from seven countries to discuss the CRR global strategy, undertake planning, and consultation on the M&E framework and online platform. The workshop took 5 days with partial workplans as outputs. The daily schedule is provided, links to presentations and documentation of discussions.	The inception workshop document is complete with program details and presentation links, but Day 1 work group outputs are partial and inconsistent across countries, suggesting unclear guidance, while Day 3 documentation does not align with the intended focus on validating country work plans and even includes National Hub content meant for Day 4. Year 1 work plans with risks, mitigation measures, and resource needs were presented on Day 5. Ambition levels varied sharply across countries, with Tanzania and Fiji aiming to establish National Hubs quickly, Madagascar proceeding more cautiously, and the Philippines facing delays as identified risks materialized. Each work plan lists unresolved questions and concerns that do not appear to have been addressed during the workshop.	S
G2	1.1.1.2_outcome 1.1. Knowledge proposal	9	C1. Online Course	Course outlines approaches, including gender sensitive approach. No details given. Design principles and delivery methods.	Published June 2024, the document concisely outlines MOOC delivery and content but lacks key information expected under activity 1.1.1.4, including evidence of development with National Hubs, contributor lists, and detailed content—making the file name (1.1.1.2) misleading. MOOC does not have yet translations for French, Tagalog. Course plans are pending with no timeline, though outlines should be included given the needs assessment results. Communities of practice are mentioned but without detail on establishment or function, leaving requirements of the activity unmet.	MUS
G3	1.2.1.1 Needs Assessment Survey REsults Outcome 1.2	33	C1. Data Platform	Powerpoint presenting results of Needs Assessment Survey. Particularly for Outcome 1.2 on country specific monitoring and reporting needs. Outcome is here referred to as a Coral Reef and Climate Data Platform, with the survey looking at access to devices, threats, current monitoring and decision support tools, barriers etc.	The survey’s objectives are clearly explained and the document well outlined, with all six countries contributing 12–19 respondents for a total of 96, though distribution by country teams suggests purposive sampling and stakeholder representation is shown only for the full sample. Explanations for “other” responses are generally good, but some graphs lack clarity, such as the 100% stacked bars for gender by age, and English confidence results would have been more informative by country given expected differences, whereas the preferred-language graph is strong.	HS
G4	1.1.1.3 needs assessment_results_outcome	52	C1: Online Course	Powerpoint report for Needs Assessment Survey results for Activity 1.1.1.3 - Identify country-specific needs, languages, interests, barriers and incentives for active engagement. Contents: Introduction, Respondent demographics, Local Reef locations, key challenge of issues, course topics, teaching and learning preferences, incentives and barriers	This survey uses the same 96 respondents as Outcome 1.2, with 45% women and 28% identifying as National Hub members despite hubs not yet existing in several countries, suggesting possible confusion with working groups. Several graphs are difficult to interpret, including gender-issue charts shown in numbers rather than percentages, while the breakdown of course-topic interests is strong but limited by having only eight community respondents.	S

					Language results separate Filipino and Tagalog, which might have been combined, and French appears important though not yet supported. Some visuals would be clearer with stacked bars or added country percentages. Notably, women show stronger preferences for learner-paced schedules, free courses, certificates, peer interaction, offline materials, and live sessions, and they report slightly higher barriers related to time and cost.	
G5	C3. Terranomics Benchmark Study	74	C3: Coral Reef Friendly Businesses	It begins with an overview of trends in international funding for coral reef-friendly businesses and more broadly in blue economy investments. It then assess 12 global and regional programmes which have incorporated technical assistance (TA) activities to engage with the blue economy sector and scale investment in their respective target seascapes. Through examining the strengths, weaknesses, and lessons learned from these programmes, it identifies the critical success factors for designing effective technical assistance programs in this sector. It takes that stand that understanding trends in blue economy investments is essential to analyse funding coral reef conservation and restoration. Its purpose is to provide a guide to NTFs.	Clear and useful report, though it emphasizes the broader blue economy rather than defining coral-friendly business. It appropriately maps the financial ecosystem and applies a filter to identify programs relevant to project sites. The analysis covers both investment and grant initiatives, but a geographic mapping of program overlap across the seven sites could have highlighted gaps or vulnerable areas. Five key factors for C3 were identified, and gender was included as a review criterion. COVID-19 impacts are largely absent, creating a risk since much of the sector data is pre-COVID.	S
G6	Year 2 - Q3 Technical Report Terranomics CRR	5	C3.Technical report of CRB	Activities overview report for Q3. Notes the activities in the 5 countries of focus for component 3 (excludes philippines). Highlights the deliverables expected; benchmark study and sectoral analyses in each of the 5 countries. Gives a breakdown of the structure of the sectoral studies.	Succinct report, gives a clear overview and framework for the work being delivered as part of component 3.	S
G7	Year 3 - Q1 Technical Report	5	C3.Technical report of CRB	This report goes beyond just the activities it summarizes the 5 sectoral reports. starts with identifying the driving pressures degrading coral reefs; fisheries and aquaculture, agriculture, forestry, tourism, waste management and coastal development and marine transport as well as mining. It then highlights the reef positive solutions (6 of them), then discusses the ecosystem of support and the financial landscape of investment and barriers. It also goes through some of the unique factors for each country or clusters of countries in terms of other drivers of degradation. and their experience of financial solutions or support. Finishes on the schedule of planned activities	From the summary it seems nothing new has emerged in terms of the solutions; community based conservation, sustainable agriculture and regenerative agriculture, sustainable aquaculture and mari-culture - seaweed and talapia. waste management innovations, eco-tourism, certification and responsible operators network. However useful to have the findings of all these reports if this goes into the PPR for y3 its very informative. it goes beyond just activity reporting.	HS
G5.1	C3: Fiji Sectoral Analysis - Terranomics	32	C3.Technical report of CRB	Desktop-based situational analysis with WCS Fiji input describing key economic drivers of coral reef degradation. Provides occasional GDP estimates but generally lacks quantitative data and maps. Sectors reviewed include fishing/aquaculture, tourism, waste management, agriculture/forestry/urban runoff, coastal development, and marine transport; mining is absent. Solutions are outlined per sector, with Fiji-specific examples where available. Additional sections cover ecosystem support (no regional bodies) and the financial landscape: 14 public finance initiatives, 5 private finance sources, 9 impact investors/accelerators, and 5 innovative finance approaches. A shortlisting exercise uses five criteria to identify six initiatives, followed by a SWOT table not fully linked back to earlier analysis. The report ends with nine barriers to accessing capital and no concluding summary.	The report is a useful consolidated source but lacks key elements: it should have consulted additional NGOs with stronger blue-economy experience (WWF, WRI, FOA, CI); the absence of quantitative data limits understanding of sector scale and available information, including for a light PESTEL analysis; the lack of a spatial lens prevents assessing cumulative impacts or identifying hotspots; mining and quarrying are missing despite their relevance to coastal construction; the absence of conclusions leaves no clear pathway for coral-friendly blue-economy options or links to broader technical work; and the lack of sources makes it impossible to verify or see what may have been omitted.	MS

G5.2	Solomon Islands Sectoral Analysis	32	C3.Technical report of CRB	Desktop review with WCS staff, mirroring the Fiji report's structure. Section 1 outlines drivers of reef degradation: fisheries/aquaculture (noting vulnerable beche-de-mer, destructive methods like dynamite/cyanide, intensified spear-fishing, overharvesting of sea cucumbers and large fish; aquaculture of seaweed, clams, coral, and tilapia in Malaita), tourism (small-scale, growing, but poorly managed snorkeling/diving), waste management (implausibly citing 11 billion tons of plastic), agriculture/forestry runoff (logging significant for GDP in Isabel, Malaita, Central Temotu), coastal development tied to logging and use of sand/gravel/coral, marine transport (including a 2019 oil spill), and mining (gold, nickel, bauxite in early stages). Table 1 duplicates the Fiji report. Section 2 lists limited, uneven solutions: two waste projects, two forestry/agriculture examples, a WB sustainable mining initiative, no coastal development or marine transport solutions. Section 3 identifies 27 ecosystem-support organizations. Section 4 outlines finance: 10 public, 3 private, 9 international, 5 innovative instruments—some copied text (e.g., reef insurance, coral bond). Six initiatives are shortlisted (half overlapping with Fiji). No conclusions are provided.	The report offers good information and helpful local examples, but its repetitive format raises questions about whether missing sectors were overlooked, and the dispersed geography of the Solomon Islands would have benefited from maps rather than place names. Destructive practices are mentioned without explanation, solutions do not clearly address drivers, and some content appears copied from other reports, including errors such as references to Indonesia's bond and insurance approach without context. The absence of conclusions leaves the overall implications unclear, and although several capital providers overlap with Fiji, there is no discussion of regional alignment. The SWOT analysis feels padded, and without sources or broader engagement with blue-economy organizations like WWF, FAO, WRI, or CI, the report is less informative than it could be.	MS
G5.3	Tanzania sectoral report	36	C3.Technical report of CRB	Tanzania report includes footnoted sources and follows the same structure as the other country analyses. Section 1 identifies major GDP contributors (agriculture, tourism, mining), medium contributors (fisheries/aquaculture, forestry), and low contributors (coastal development, waste management. Section 2 presents issues and solutions with examples: overfishing (7 national examples, 2 regional opportunities); agricultural sedimentation (sustainable practices with 1 national and 1 regional example); tourism pressures and waste (coastal management and solid waste solutions, plus 2 ecotourism cases—CHICOP and ECO2 Diving, both active in coral restoration). Mining impacts lack solutions due to limited data. Unplanned coastal development suggests integrated management but no examples. Section 3 lists 18 relevant programmes supporting coral reefs. Section 4 outlines the finance landscape: 7 public finance initiatives; 7 private actors (names only); 9 international impact investors/accelerators; and 2 innovative finance schemes (Debt for Nature). Five capital providers meet the selection criteria, mostly development banks, each with a SWOT. Eleven barriers are noted, including challenges in community engagement and benefit sharing.	Again good information, better sourcing of section 1 with the footnotes. This is helpful. All sectors are considered in this report. Lack of transparency for mining assessments is noted. This feels well researched and a number of local examples make it useful. All the 11 barriers identified make sense - the one to note is the lack of community engagement and benefit sharing. As this could be significant for C3 going forward and potentially undermine effectiveness of business interventions. There is still no conclusion or synthesis, nor is there any map, although spatial differences with resources, access and allocation seem less critical in this context.	MS
G5.4	Madagascan sectoral report	26	C3.Technical report of CRB	Report mirrors Tanzania's structure with footnoted sources. High GDP contributors are fisheries/aquaculture (7% but declining), forestry/agriculture (27.4% in exports; 75% of population subsistence farmers). Medium contributors include mining (4.5%) and tourism (2.3%, focused on national parks). Low contributors are waste management and energy; coastal development and marine transport are not assessed. Section 2 outlines solutions per issue: overfishing—MPAs, sustainable fisheries/aquaculture, gear recycling, multiple MADs initiatives,	Missed not having a map for this with all the NPs and MPAs. Surprisingly a lot of examples shared where within NPs or MPAs. A few initiatives that were not mentioned elsewhere - like the voluntary ranger programme, trust fund to support PAs. Although scaling is a barrier, it may be worth while having a case study on some of the examples, a lot were given but it was hard to see if there was any land/seascape cohesion. Sectors were completely missing - it would have been good to have said why they were missing. It seems impossible that MADs has no coastal development and no marine transport or docks	MS

				2 community-led MPAs, Blue Ventures (4 initiatives), Reef Doctor, Karai reef restoration, IBIS seaweed farming, Ocean Farms. Waste management—ecobricks, biogas, integrated systems; DEWATS and GloLitter cited. Agriculture/forestry—regenerative agriculture, sustainable forestry, NPs with several MADs examples. Mining—closed-loop and responsible waste systems. Tourism—sustainable tourism and voluntourism with MADs and MPA-linked volunteer programmes. Section 3 lists 9 reef-positive business programmes. Section 4 covers finance: 9 public sources, no private, 6 international impact investors, and 2 innovative funds. Five capital providers shortlisted with SWOT; 12 barriers identified.		
G5.5.	Indonesian sectoral report	36	C3.Technical report of CRB	Similar format to all the other reports, however in certain sections; 2 and 4 there were blank parts in the table indicating that the analysis may not have been complete. Areas such as infrasture, energy, and Marime Transport were missing. Other sections on the international impact investors identified a large number of organisations in this space. There were 12 Barriers listed. Onl the whole all sections had references at the bottom of the pages.	There seems to be more potential in Indonesia, however without a conclusion its difficult to state that. Again it would have been helpful to have understood why there were blank sections in the tables. Despite the Indonesian Government Launching a Coral Bond there was no analysis as to how effective this has been asa mechanism. Noted issues around scalability. Given the vast area that Indonesia covers it would have been helpful to have had a map of where the examples are located.	MS
D4	WWF GEF CRR SEP	52	Stakeholder Engagement	Summary of policy documents and stakeholder engagement across countries during project development. Section 5 presents the SEP, outlining stakeholder categories and specific agencies, and links each group to project outputs. It addresses gender-sensitive engagement, grievance mechanisms, and monitoring/reporting aligned with GEF Indicator 11 (gender-disaggregated beneficiaries), with evaluations planned at mid-term and project end. Appendix A lists stakeholders by type and country; Appendix B details engagement undertaken before project start (from 2021).	The December 2023 document provides a clear summary of pre-project activities and a well-structured overview, but key sections are outdated and incomplete. Stakeholder tables from page 11 onward are unclear, with many organizations not linked to specific countries and very short private-sector lists, and several countries appear to be missing current stakeholders. Although the SEP is meant to be reviewed annually, it seems overdue for an update. The document reads more like a record of past work than an actionable plan, with only section 5 resembling one, and even that remains general. Roles and relevance are described by group and country without any scaling of relevance or risks of non-cooperation, and some global stakeholders, such as WorldFish, are inconsistently named.	MS
D5	Gender Action Plan	55	Gender	The document outlines country-specific gender policies, women's roles, and relevant organizations (first 33 pages), followed by project-specific gender considerations and strategies for mainstreaming. The Gender Action Plan details activity-level actions, responsibilities, indicators, and timelines.	Detailed description of policy frameworks and organizations releavnt to each country. Actions, indicators are quite clear and with nmerical targets, aligned with the activities as per project document. Some of the descriptions could have been worked out better. What is for example meant with 'gender reporting'. Does this mean gender disaggregated data? The alignment to activities, without higher level indicators and targets, makes it very output oriented, rather than aiming for higher level changes within organizations or policies.	HS
F1	1.1.1.1 national Hub for Coral Reef Conservation 1st meeting	3	C1.1.1.1	Inaugral meeting of the National Hub for Coral Reef Conservation (NHCRC). Introduction of three TWGs, 1) Fiji Knowledge Unit 2) Sustainable finance and investment strategies ; 3) Conservation planning and policy.	Activity conducted on 12/02/2025 Very short report and reference made to TORs for the threeTWGs. 1-2 representatives will be proposed for the global Knowledge unit. Pictures show good engagement This takes up 1 page, otehr pages are pictures. No detailed agenda, list of participants etc.	US

F2	2.1.1.1 Stakeholder Analysis for national hub_fiji	4	Stakeholder engagement	List of stakeholders that were invited and submitted applications to become a hub member. This was after the approval of the ToR of the hub by MECC permanent secretariat in October 2024. Includes 27 names, occupations and relevance to coral conservation.	The document appears to have been created or uploaded in April 2025 and provides only a minimal stakeholder and institutional analysis, essentially listing names, gender, sector, agency, and coral-reef experience drawn from the electronic application form. It offers no information on organizational needs, strengths, added value, or potential roles within the hub. Gender sensitivity is limited to noting that 11 of 26 members are women (42.3%). The Department of Environment chairs the NHCRC, with WCS as secretariat. Community representation is present but consists entirely of men.	MUS
F3	2.1.1.2 National hub modality	4	National Hub	Document provides introduction to the project, relevant Fijian policies and details on the National Hub like objectives, members, and their roles.	No objectives of the document, but self-explanatory title: Governance modality of the NHCRR. Brief clear descriptions, mostly in structured visuals. Very accessible document. No mention of role/importance of women and communities. Photos in the document show their participation and active engagement	S
F4	2.1.1.3 GEF_CRR inception workshop report	21	C2.1.1.3	Structured report with objectives, outcomes etc presented. In a succeeding section the proceedings, all outputs, are presented, including the launch of the National Hub, national vision and the ToR. Also the Grievance Redress Mechanism is already introduced.	Well-structured report outlining workshop objectives and introducing the hub clearly; additional visuals on the four components could improve accessibility. Group work effectively captured community perspectives, but feedback from WCS is minimal or undocumented. Participants received the NHCRC ToR in advance, with no comments. Photos and the participant list duplicate those in F5. Notable points: membership is via online application screened by the secretariat, yet no membership rules are provided; several groups call for integrating traditional knowledge with science, raising questions for the Knowledge Unit; and there is a contradiction in the definition of “youth” (15–35 in policy vs. including age 35 in the summary).	S
F5	2.1.1.3 Workshop participant list_photos_national vision	8	C2.1.1.3	F4 - inception workshop List of participants and pictures of the 21st July 2024 Multi-stakeholder workshop for National Hub visioning. F4 is the report of the activity	Document presents what intends to, pictures and list of invitees with the actual people attending. Some signatures missing and some, in particular government people, did not participate. Provides a summary as by stakeholder type/sector	US
F6	2.1.1.4 National Hub modality		National Hub	Same document as F3		NA
F7	2.1.1.5 National Hub for Conservation 1st meeting	3	National Hub	Inaugural meeting of the National Hub for Coral Reef Conservation (NHCRC). Introduction of three TWGs, 1) Fiji Knowledge Unit 2) Sustainable finance and investments strategies ; 3) Conservation planning and policy. In addition to what is in F1, this document provides an overview of CRR and the expected online courses. Also some slides on year 2 project implementation for components 1, 2 and 3.	Activity on 12/02/2025 Partial same content as F1 with some more information on achievements and workplans. /Hence probably the reference to activity 2.1.1.5. No list of participants. No meeting objectives. The document also includes the list of members of the Hub. 10 government members and 7 CSO/NGO (both have multiple members of same member), 2 academe, 3 private sector and 5 community representatives.	US
F8	2.1.1.6 nhcrc_reflection_1st meeting	5	National Hub	Same activity but longer documentation than F1 and F7	Activity on 12/02/2025 Partial same content as F1 and F7. Additions are a sheet on the history of the hub establishment and an agenda of the day. No list of participants	US
F9	2.1.2.1 wcs-fiji_gesiacionprogram	5	Gender	The document outlines project and partner presentations, followed by group work and plenary discussions. Focus groups covered community mapping of reef importance and challenges (including a SWOT), identification of traditional knowledge, and community visioning. It concludes with gender-based capacity gaps and proposed interventions.	The document dated January 10, 2024, is pretty confusing since it seems to reference a workshop that actually happened from September 3 to 5, 2024—though it might even be meant for 2025. It doesn't outline the goals or activities related to the document as you'd expect, like community perspectives, traditional knowledge, and community visioning. Instead, it mainly focuses on gender issues and what can be done to promote gender equality, which actually	MS

					has some solid info. It would've been better to pull everything together into action points for the project. Overall, the document feels more like a compliance report that divides a longer meeting into different reports rather than providing a clear overview, and we're missing details on stakeholder groups too.	
F10	2.1.3.5 Workshop on Community visions and TEK	6	C2.1.3.5	Lots of pictures - little valuable content. Reference made to a local consultant who captured and documented TEK. In this report there is little substantial and relevant information	The document references earlier workshops but presents none of their results. It notes that communities formed a vision in September 2024: restoring coral reef systems for the survival of future generations, livelihoods, and identity. It also cites the 2nd NHCRC meeting on 12 February, but the references add little value; a Mentimeter exercise is mentioned, yet the February document does not include it. Overall, the title does not match the content. Across Fiji documents, activities seem to serve multiple purposes, suggesting the team may be pulling information from various workshops to catch up on implementation requirements.	US
M1	2.1.1.3 NH Stakeholder invitation and attendance	2	C2.1.1.3	Lists of invitees to three meetings, the official launch of CRR and two national hub meetings. Dates are not included. Reports that in total across the 3 meetings 52 groups were invited, and 32 intended.	Document does not have objectives, and assuming this is for accountability purposes of activities information is poor and incomplete. No reflection why some people might not have attended. The number of community groups invited goes from the launch down drastically from 5 to only 1. NGO participation goes also down, despite the same number of 6 being invited each of the 3 events.	US
M2	2.1.1.3 Activity notes	4	C2.1.1.3	Brief notes of: - CRR launch on 18 June 2024 - 1st national hub meeting 10 October 2024 - PNCCRC workshop - 6 March 2025 - 2nd meeting of National Hub - 6 March 2026	Very brief notes - about 3 pages for 3 meetings. Even then repetition for one of the meetings, with all focus on the ToR of the National Hub. Objectives of the meetings are given, but no documentation of the discussion. In other words, it is unclear whether any progress was made. Pictures and attendance sheets provided in separate documents.	HU
M3	2.1.1.3 attendance sheet	4	C2.1.1.3	Attendance sheet of the National Hub launch. 38 total participants. 14 female. 2 under 30, one of thirty. All three male. Same age range -30 or +30. No 30 included and different than other countries	NA	NA
M4	2.1.1.3 CRR launch June 2024	1	C2.1.1.3	Picture of the June 2024 CRR launch	NA	NA
M5	Attendance sheet of the 2nd meeting of national hub	2	C2.1.1.3	Attendance sheet. No details provided like date etc. Different bracket for age with 30 cutoff, not 34 or 35. Unclear where 30 year old fit. Participants seem all from government agencies and WCS only	Incomplete document	US
M6	Fiche de presence reunion PNCCRC Mars 2025	1	C2.1.1.3	Same as M5	NA	NA
M7	Photo 2nd meeting of National Hub March 2025	1	National Hub	Photo of a workshop - name of partners WCS and Ministry of environment. No other info	NA	NA
M8	PNCCRC Workshop_6th March 2025	1	C2.1.1.3	Same picture as M7	NA	NA
SI1	2.1.1.6 national hub reflection workshop_report	8	C2.1.1.6	The report introduces the origin of the national hub, the Coral Triangle Initiative, and the objectives of the meeting, and presents information on the participants, their knowledge, and the consultants who produced the cost/benefit and threat/opportunity reports, which were presented. The report	The 4 February 2025 annual reflection meeting report is concise and accurately summarizes workshop activities, mainly presentations on the cost-benefit analysis and threats/opportunities reports. However, the information is very brief. Including sample graphs or figures from the reports would better demonstrate what was presented and highlight the need for deeper	MS

				would be better placed under 4.2.2.2, which focuses more on annual reflection, although it also falls short for that purpose.	assessment. Suggested amendments to the reports are mentioned but not detailed, and no timelines are provided. Although annual meetings should develop workplans, this was neither discussed nor included. The graphs shown relate only to participant awareness, based on a small group of seven participants plus consultants, making some conclusions—such as men showing higher awareness—questionable due to unequal representation. The document also notes concerns about junior government officers attending and raises broader questions about why the National Hub seems limited to WCS and government representatives.	
SI2	2.1.2.1 gedsi analysis	11	Gender	Called a GEDSI analysis as file name and also in the document once. Sections are on the CRR project, some of the institutions in the project, and out of the blue a section on effective community presentation and participation. Unclear link with the rest of the document.	Despite its filename, the document is not a GEDSI analysis but a compilation of desk research, interviews, and FGDs, with no explanation of participants. Likely authored by WCS. Although intended to outline gendered roles, opportunities, and barriers in coastal resource sectors, the structure becomes unclear, shifting to institutional interests and later to gender and inclusion. It never clearly analyzes gendered roles; relevant points are scattered. From page 9, the focus turns to strategies for strengthening community representation—mainly increasing women’s participation. Challenges and broad recommendations are given, with only two directly linked to the project: building women’s capacities and ensuring differing needs of men and women are addressed during implementation. Two notable issues arise: women’s and youth groups are labeled as the “Community of Practice,” suggesting confusion about the CoP concept; and gender mainstreaming is framed mainly as increasing female staff or affirmative action, reflecting limited understanding of the actual process.	MUS
SI3	2.2.1.2 tor threats and opportunity analysis	4	C2.2.1.2	Document describes objectives and role of a consultancy to conduct a threat and opportunities analysis. Including the deliverables and reporting and coordination.	it is not clear when ToR was developed but final delivery expected by November 2024. Well structured and clear ToR in terms of scope of work and deliverables. Engagement of the TWG and WCS are clearly stated. A key missing element is the required qualifications of the consultant. And as per GAP it would need to include gender expertise. Final paragraph refers to 'needs assessment' suggesting the use of an old document.	MS
SI4	2.2.1.4 solom threat_opportunity report	53	C2.2.1.4	Document provides a brief methodology, section with results and discussion. The threat and opportunity analysis are presented in a page, threats discussed one by one and opportunities described. Two case studies are provided on actual coral reef management initiatives.	Methodology is unclear, and does not seem to follow the objectives and deliverables. Poorly structured report - no link between the main narrative and the Key findings section. Conclusion section also talks about initiatives to resolve issues, and not balanced with the space dedicated to threats and opportunities. Recommendations to the contrary do seem to make sense in relation to the threats and lesser extend to the opportunities. It is not clear to what extent communities were consulted. Overall there might be little added value to existing information what is in the project documents. The report would have been stronger if it would have identified the most significant threats that should be addressed, and recommend how, in particular with the opportunities around.	MUS
SI5	4.2.2.2 CRR national_hub_reflection workshop		National Hub	See SI1 - same document		NA

G	C4. Communications Strategy	21	Communication	This Strategy identifies mechanisms to capture, collect, produce, manage, brand and share information that is generated throughout the life of the GEF CRR project. It is intended as a project level communication strategy with supporting documentation to assist countries to develop national communication plans. Provides section on key messages as examples; Analysis on the current system, table on audiences, channels and tools - including URLs, section on gender sensitive communications, targeting events and M&E. It then gives branding guidelines, templates and guidance on what the country specific communication strategies should consider.	Very comprehensive and concise document. Useful and clear. This was the follow up of online workshops and visits. Only in english though. Good section on gender communication. Not long and very readable.	HS
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5.7. Evaluation Matrix

The questions that over arching have been assigned a number in terms of their criterion, but those without numbers and in italics are answered principally through desk top analysis or reviewing the responses already obtained from the e-surveys, questionnaires and interviews. The analysis of these feeds into the rating tables and specific sections in the evaluation report.

Table 48. Evaluation Matrix

Questions and source of the evaluation data	Indicators	Sources	Method
Potential Source: Desk Review (DR), Key Informant Interview (KII), Small Group Discussion (SMG). Questionnaire (Q) – TBD with project staff. PO: Participant Observation			
Criterion 1: Relevance			
C1.1. To what extent has the design, outcomes, indicators and targets remained valid and consistent with local and national development priorities and organizational policies, including the context of the changing circumstances of the country?	Consistency with relevant national strategies/policies	Project Documents, National CBD commitments, PIRs, Project Progress Reports Stakeholder responses	Desk Review Public, Voluntary, Private sector interviews and local leadership interviews
C1.2. To what extent do stakeholders consider that the project objectives and design are responsive to the needs and priorities of the intended beneficiaries, and the extent that the project responds to the mandates of the GEF Agency and GEF partners.	Level of commitment and participation of relevant partners, agencies and Local Government Agencies (LGA), Community and private sector leaders.	Progress Reports Stakeholder responses	Desk Review Public, Voluntary, Private sector interviews and local leadership interviews
<i>Were relevant stakeholders sufficiently involved in project development?</i>	<i>Level of involvement of local and national stakeholders in project design and evolution</i>	<i>Project documents, PIR</i>	<i>Desk Review</i>
<i>The extent to which the project objectives and results remain relevant at project completion; The extent to which the project outcomes were Relevant when compared to focal area/operational program strategies, country priorities, beneficiary needs, mandates of WWF GEF and partners, and WWF priorities The extent to which lessons from other similar projects were used in the design Examine the WWF and EA comparative advantage</i>	<i>Level of relevancy Level that lessons were referenced from other sources</i>	<i>Project documents, PIR</i>	<i>Desk Review</i>
Criterion 2: Coherence			
C.2.1. To what extent is the project internally coherent, (i.e. are synergies and interlinkages between interventions and those carried about by the same sector or institution in the country)	Consistency with other projects and Country or Island level interventions/ LGA plans	Project Documents, National CBD commitments, PIRs, Project Progress Reports Stakeholder responses	Desk Review Public, Voluntary, Private sector interviews and local leadership interviews
C.2.2. To what extent is the ‘theory of change’ clear and coherent, drawing on the experience of other GEF projects or other experiences in International Waters?	Consistency of the Theory of Change (ToC), Logical sequence of the rationale and strategies from previous experiences	Project documents, PIR, Results framework design Stakeholder responses	Desk Review, E-surveys &/or Public, Voluntary, Private sector interviews and local leadership interviews
<i>Review the extent that the project has alignment among the theory of change, governance structure, activities and M&E system Review whether there is alignment with GEF policies, guidelines and is there integration of lessons from similar projects?</i>	Consistency with GEF policies and other interventions	Project Documents, National CBD commitments, PIRs, Project Progress Reports	Desk Review
C.2.3. To what extent is the project externally coherent, including compared with other Coral initiatives, and the wider marine environment work under SDG 14? <i>To what extent do stakeholders consider the project is Coherent or compatible with / supported by other</i>	Consistency with marine sector priorities for the regions Use of Lessons from other similar projects	Project Documents, National CBD commitments, PIRs, Project Progress Reports	Desk Review, E-surveys &/or Public, Voluntary, Private sector interviews and local leadership interviews

relevant projects and programs in the recipient country or countries	Stakeholder view on whether the project objectives align well with other interventions being delivered at that level, adding maximum value and avoiding duplication.	Stakeholder responses	
The extent the synergies and trade-offs involved in the project are regularly reviewed; i.e. do To what extent do stakeholders perceive there is an alignment with WWF and Country priorities To what extent do stakeholders perceive a sense of country ownership	Consistency between the design documents, reporting and interview responses	Project Documents, National CBD commitments, PIRs, Project Progress Reports Stakeholder responses already obtained	Desk Review, Stakeholder response review
Criterion 3 : Efficiency			
C.3.1.To what extent are planned outputs being delivered in a timely and economic manner with enough resources allocated?	Consistency of the project timeline, contracting with annual plans Quality and adequacy of financial management	Project Progress Reports, Results framework, Financial reports, AWP's Stakeholder group discussions	Desk review Project staff group discussions GEF Agency group discussions
C.3.2.1 To what extent are there sufficient project management and human resources for the budget and expected results?	Consistency of spend with budget per category and per component Management costs as percentage of total costs Project Burn rates	Project Progress Reports, Financial reports Project Stakeholder group discussions	Desk review Project staff/Partner group responses
The extent to which inputs were converted into results in an economic and timely way. This includes efficiency of: funding availability, project management and human resources, coordination and information flow among the project partners; Assess the project cost/time ratio versus output/outcomes equation compare to that of a similar projects Assess the efficiency of grant funds utilization and distribution to project partners;	Consistency of the project timeline with the AWP's Cost efficiency ratios Project Burn Rates	Financial Report Analysis and summary of data Project Finance Staff responses	Desk Review and E-survey. Financial Data Review
C.3.2.1 What are the key factors (positive and negative influencing efficiency including information flow?	Consistency of output delivery with planned targets	Project Progress Reports, Results framework, Financial reports, AWP's Stakeholder group discussions	Desk review Project staff group responses Relevant External Stakeholder group responses
Extent of co-finance materialized to date and timeliness, Degree to which it was taken into account by the project and the amount committed verses materialized - Assess the extent of co-finance realized to date. Report on: sources of co-financing, name of co-financer, type of co-financing (grant or in-kind, investment mobilized or reoccurring expenditures), amount confirmed at CEO endorsement, actual amount materialized at midterm and actual amount materialized at time of MTE; - Assess the degree to which co-financing was taken into account by project; - Assess the financial management of the project, with specific reference to the cost-effectiveness of interventions / efficiency; - Identify any shortfalls in co-financing or materialization influenced project results.	Consistency of co-financing commitments with reports Figures in the reports	Co-Financing reports Field verification Stakeholder follow up questions	Desk review Site visits – verification LGA staff response
Criterion 4: Effectiveness			
C.4.1. To what extent have the four components of the project achieved or are on the path to achieve their immediate outputs and outcomes?	Indicators in the results framework Identified Results	PIR, six monthly reports, Project progress reports, consultancy reports, tracking tools Stakeholder interviews	Desk Review External Stakeholder group Interviews

Assess/identify what has been achieved for all 4 components with data from the key phases and assess the significance/ strategic importance of the achievements including social inclusion. Review whether the project delivered results in alignment with its ToC, outcomes and objectives? Assess the level of achievement of the outcomes compared with their target values at mid term and at the end of the project, rate them and justify the ratings Identify what stakeholders perceive are the major factors, which have facilitated or impeded this achievement.	Consistency and levels of achievement reported in the Results Framework and the Coral Hub and the targets/baselines set	Design Documents, PIRs, PPRs, AWP, RBF and Coral Hub data.	Desk Review and data analysis
C.4.2. To what extent has (good) governance been mainstreamed in the project/programme? If so, how? If not, why not? If not applicable, explain and highlight lessons.	Level of documentation and analysis	Six monthly reports, Project progress reports, consultancy reports, tracking tools Stakeholder interviews Observation of Support mission dynamics	Desk Review Stakeholder responses Participant Observation GEF team group discussions
Review the management structure of the project and determine whether the organizational structure of the project, the resources, the distribution of responsibilities and coordination mechanisms are appropriate for achieving progress towards project outcomes. Assess the effectiveness of WWF GEF Agency implementation (e.g. project identification, in terms of the concept and detailed proposal preparation, approval and start-up, oversight and supervision, completion and evaluation, etc). Assess the effectiveness of the Executing Agency execution (e.g. Management and administration of project's daily activities, including appropriate use of funds, procurement and contracting of goods and services in line with GEF Agency rules regulations)	Consistency of the governance arrangements between the various layers of the project	Six monthly reports, Project progress reports, consultancy reports, tracking tools Observation of Support mission dynamics	Desk Review Review Stakeholder responses within this context Participant Observation GEF team group responses review
C.4.3. Are there any identifiable internal and external factors affecting the project achieving its aims, including project structure and governance?	Assessment of the assumptions and risks Consistency of governance arrangements	Six monthly reports, Project progress reports, consultancy reports, tracking tools Stakeholder interviews Observation of Support mission dynamics	Desk Review Project staff discussions, GEF Agency discussions, WWF Co Discussions External Stakeholder group interviews Participant Observation
Stakeholder Engagement			
C.4.4. Extent that stakeholders are benefiting from the project activities.	Level of benefits identified by stakeholders	Six monthly reports, Project progress reports, consultancy reports, tracking tools Stakeholder interviews	Desk Review External Stakeholder group interviews
The extent the stakeholder engagement plan was key to effective project implementation	Level Stakeholders were identified Beneficiary indicators Level the stakeholder plan was used in analysis and engagement	Stakeholder Engagement Plan Stakeholder analysis outputs Stakeholder interviews	Desk Review External Stakeholder group interviews
Criterion 5: Results/ Impact			
C.5.1. To what extent (positively or negatively), is the project contributing to meeting its objectives, global conservation targets, GEF Global Environmental Benefits and International Targets (i.e. SDG14 and International Waters related targets). Assess how much has changed and whether this may be attributed/contributed to the project in the opinion of stakeholders. Assess what the stakeholders perceive has been achieved	Environmental Indicators GEF Indicator review Perceptions of contribution	PIR, Project Progress Reports, Results Framework tracking tool. External stakeholder interviews, Site visits	Desk Review External Stakeholder group interviews Site Visit Observation/ verification

and how well things have gone? What is the likelihood that these changes would have occurred in the absence of project? Assess the level of achievement of the objective indicators compared with the target values at mid-term and end of project, rate them and justify values given Assess the measure of the broader consequences of the intervention at different levels. Assess whether the project makes the expected contributions to global environmental benefits?			
C.5.2. To what extent is the project likely to achieve its outcomes by the end of 2026? Are the assumptions linking these outcomes to higher order achievements appropriate? Did the design make sense - did the outcomes, outputs and activities all add up in the original design and were the key results measured through the indicators chosen? Does the project 'add up' to a necessary and sufficient approach to achieving success?	Level of project implementation progress relative to expected level of the targets	Project Progress Reports, Results Framework tracking tool. External stakeholder interviews, Site visits	Desk Review External Stakeholder group interviews Site Visit Observation/ verification
C.5.3. To what extent have there been any exceptional successes/or failures and experiences that should be highlighted e.g. case-studies, stories, best practice? Were there any unintended or unexpected effects noted by the project or stakeholders? Assess the contribution to the results being made by co-financing Assess whether stakeholders perceive there were unintended consequences of the project that added to or negated project benefits	Stakeholder perceptions of significant results – External and Internal	Project Progress Reports, Results Framework tracking tool. External stakeholder interviews, Site visits	Desk Review External Stakeholder group interviews Site Visit Observation/ verification
C.5.4. How much potential there is scale up or replicate the project outcomes and impact from the perspective of Stakeholders? Assess the project's logic or theory of change and the potential to scale up or replicate the project outcomes and impact.	Stakeholder perceptions of significant results – External and Internal	Project Progress Reports, External stakeholder interviews, Site visits Participant Observation; support mission, coop brothers	Desk Review External Stakeholder group interviews Site Visit Observation/ verification
Criterion 6: Sustainability			
C.6.1. What is the likelihood of the project related benefits continue/likely to continue once the project has finished?	Level of initiative and engagement of relevant stakeholders	Project Progress Reports, Consultancy reports Stakeholder Interviews	Desk Review External Stakeholder interviews
To what extent are the project results dependent on financial risks, socio-political risks, Institutional and governance risks, environmental risks	Financial, Socio-economic, institutional, governance and environmental risks	Project Progress Reports, Consultancy reports Stakeholder Interviews results Site visits	Desk Review External Stakeholder responses Site Visit Observation/ verification
C.6.2. Which organisations, governance structures, consensus building could/ will ensure continuity of project activities in the project area? Determine the degree of institutional capacity, support and buy-in given to the project at the national and local level;	Level of technical capacity, Level of LGA buy in/plans	Project Progress Reports, Consultancy reports Stakeholder Interviews	Desk Review External Stakeholder group interviews Site Visit Observation/ verification
C.6.3. Are exit and transition plans in place/ being designed so that activities can continue or spread once funding ends? To what extent are exit and transition plans being delivered on?	Level of technical capacity, Level of LGA buy in/plans Level Financial resources available	Budget Allocations, Project Progress Reports, Component 1 outputs Stakeholder Interviews	Desk Review External Stakeholder interviews
Criterion 7: Adaptive Capacity			
C.7.1. To what extent is data regularly and systematically collected on, lessons learnt and adaptive management are used to meet indicator targets, mitigate project issues (such as design flaws or any adverse impacts of the project) and adjust to stakeholder priorities.	Level of project responsiveness to stakeholder suggestions Number of databases used by the project in its analysis	Project Progress Reports, Consultancy reports Stakeholder Interviews Project Staff interviews	Desk review External Stakeholder group interviews Staff Interviews

Assess the M&E Design in terms of whether the M&E plan at the CEO endorsement practical and thoughtful Did the plan aligned with the project theory of change and GEF M&E requirements Did the M&E plan included baseline data⁹ The extent that the design specified clear targets and appropriate SMART indicators to track environmental, gender, and socioeconomic results; identified a proper methodological approach; specified practical organization and logistics of M&E activities including schedule and responsibilities for data collection; and budgeted adequate funds for M&E activities Assess the M&E implementation in terms of whether the M&E system operates as per the M&E plan Extent that the M&E plan was revised in a timely manner, when it was seen as necessary	Consistency with the M&E system designed and implemented	Project Design Documents Project Progress Reports, Consultancy reports Project Staff e-survey	Desk review, stakeholder response assessment
C.7.2. To what extent does the monitoring system capture evidence, analyses it and adjusts workplans?	Reported adaptive measures taken Level of monitoring and evaluation guidance Consistency in types of evidence databases	Project Progress Reports, Consultancy reports Stakeholder Interviews Project Staff interviews	Desk review External Stakeholder group interviews Staff Interviews
C.7.3. Are Lessons being identified, shared and learnt including with stakeholders?	Level that feedback systems are in place and used by the project	Project Progress Reports, Consultancy reports Stakeholder Interviews Project Staff interviews PO: Support Mission	Desk review External Stakeholder group interviews Staff Interviews Observations
C.7.4. How well does the project respond to the unexpected?	Type of reported adaptive measures taken Extent stakeholders identify problems and concerns	Project Progress Reports, Consultancy reports Stakeholder Interviews Project Staff interviews	Desk review External Stakeholder group interviews Staff Interviews
To what extent was the knowledge management approach was effective at ensuring quality outputs were produced by consultants and shared with stakeholders, knowledge activities and products engage stakeholders	Quality of outputs produced Level of engagement during knowledge activities compared with the planned events	Project Output – consultancy reports Project Progress Reports, Consultancy reports Stakeholder Interviews Project Staff interviews	Desk review External Stakeholder group interviews
ADDITIONAL GEF Related Criteria			
Gender Equity and Mainstreaming: 8.1 To what extent were gender and equity considered by the project and effectively acted upon? <i>Assess design and implementation of the gender analysis and gender mainstreaming strategy, including indicators and intermediate results.</i> <i>Assess gender responsive measures, as per WWF and GEF gender policies</i>	Level of progress of gender action plan an gender indicators in the results framework	GAP assessment, Results framework, Project Progress reports, Safeguarding and gender outputs. External stakeholder interviews Project Staff interviews Participant Observation: Support Mission	Desk review External Stakeholder group interviews Staff Interviews Observations
8.2.To what extent have practical and strategic gender interests been adequately considered in the project strategy? <i>If so, how and to what effect?</i> <i>If not, why not? If not applicable, explain and highlight lessons.</i>	Level of progress of gender action plan an gender indicators in the results framework	GAP assessment, Results framework, Project Progress reports, Safeguarding and gender outputs. External stakeholder interviews Project Staff interviews Participant Observation: Support Mission	Desk review External Stakeholder group interviews Staff Interviews Observations
9.1.Stakeholder Engagement: the extent that results wildly circulated and understood by various stakeholders	<i>Extent results from the outputs have been shared with stakeholders,</i>	Safeguarding screening tools Project Progress reports, Safeguarding and gender outputs. External stakeholder interviews Project Staff interviews Participant Observation: Support Mission	Desk review External Stakeholder group interviews Staff Interviews Observations
9.2. Extent the project has buy in from Stakeholders (Financially, socio-politically, institutionally, ecologically and culturally?)	Level of buy-in	Project Progress Reports, Consultancy reports Stakeholder Interviews Site visits	Desk Review External Stakeholder group interviews

⁹ If there is not a project baseline, the evaluator will seek to estimate the baseline conditions so achievements and results can be properly determined.

			Site Visit Observation/ verification
<i>Assess the level and quality of stakeholder engagement and assess the implementation of the Stakeholder Engagement Plan.</i>	Consistency and Level of initiative and engagement of relevant stakeholders	Project Progress Reports, Consultancy reports Stakeholder Interviews Site visits	Desk Review External Stakeholder group responses Site Visit Observation/ verification
10.1: To what extent were safeguards adequately considered by the project, and measures to address the identified safeguards needs were effectively implemented? <i>Assess if safeguards were adequately considered in design, and whether measures to address the identified safeguards needs were effectively implemented;</i> <i>Assess the environmental and social risk category of the project (which is different from the Annual Rating) and compare it with the classification assigned by WWF.</i> <i>Identify environmental and social risks and describe risk management measures taken by the project;</i> <i>Assess the implementation of the beneficiary criteria developed during project preparation;</i>	Consistency of safeguarding data collection Level safeguarding issues are identified and integrated into the project activities	Safeguarding screening tools Project Progress reports, Safeguarding and gender outputs. External stakeholder interviews Project Staff interviews Participant Observation: Support Mission	Desk review External Stakeholder group interviews Staff Interviews Observations
10.2.To what extent does the project activities have any additional adverse or unforeseen safeguarding, environmental or social impacts and include potential measures to address these? <i>Assess the supplied and any additional safeguards documents (e.g. new assessments, monitoring/ management plans, reports or other supporting documents);</i> <i>Identify the lessons learnt and shared, or that will be shared.</i>	Level safeguarding issues are identified and integrated into the project activities	Project Progress reports, Safeguarding and gender outputs. External stakeholder interviews Project Staff interviews Participant Observation: Support Mission	Desk review External Stakeholder group interviews Staff Interviews Observations
10.3.To what extent has the project analysed who are the “winners and losers” of (or benefiting from) project activities and put in place appropriate mitigation to reduce potential negative consequences? <i>Is the Project designed in such a way that it considers or takes into account potential conflict?</i>	Level stakeholder issues are identified and integrated into the project activities	Safeguarding screening tools Project Progress reports, Safeguarding & gender, and stakeholder outputs. External stakeholder interviews Project Staff interviews Participant Observation: Support Mission	Desk review External Stakeholder group interviews Staff Interviews Observations
10.4. To what the extent the stakeholders, staff or contractors that may have grievances know how to reach out to the project, have been able to raise concerns (grievance mechanism) and have them addressed?	Level the grievance mechanism is knowledge about and used	PIR, Safeguarding screening tools Project Progress reports, Safeguarding & gender, and stakeholder outputs. External stakeholder interviews Project Staff interviews	Desk review External Stakeholder group interviews Staff Interviews Site Observations

5.8. Questionnaires used and summary of results

Semi-Structured Interviews - External Stakeholders

It is recognised that not all stakeholders will respond to the questionnaire and additional conversations will be desired upon discussion and agreement with the PMU team.

Introduction for interviewer: An explanation of the project will be provided by staff working on the project. A sign in sheet will be provided which will include gender and ethnic data.

We are a team of evaluators working for and on behalf WWF US and the GEF team for the Mid Term Evaluation of the Coral Rescue Reef project in your country implemented by.....

The purpose of this evaluation is to:

- 1) Assess the experiences of stakeholders in implementing the project so far, which is funded via GEF and co-financed by a variety of organisations over six countries and a seventh through co-financing.*
- 2) Inform the project team how and where it can improve the last remaining years of its implementation, when a final evaluation will be completed.*

The evaluation will help WWF US and GEF to understand whether there have been local benefits and what difference this might have made or could make.

There are a number of questions to explore with you what has been achieved by the project. The questions are designed to be open ended and should take no more than an hour of your time. We would be grateful to record the answers just for the ease of data collection, as all your answers are confidential and where information is extracted as supporting evidence, it will be anonymised in terms of the type of stakeholder (Government, Business/industry, NGO or Academic, Local Stakeholder). Your participation is voluntary and greatly appreciated.

External Stakeholders Interview Questions

1. How have you been involved in this project and how engaging have the project processes been for you compared with other initiatives or projects?
2. How much engagement do you have with other similar coral reef projects or their staff in your region or globally?
3. How important are project objectives to meeting the challenges of coral reef ecosystems and the Marine environment, - are they contributing to any national or international priorities?
4. What do you believe have been the most important achievements of the project so far at this early stage and why?
 - a. What do you think would have happened if this project had not gone ahead?
5. How do you think groups or sectors will benefit or be better off if this project achieves its aims?
6. Are there any sectors or groups that may be faced with more challenges, or be worse off, if this project is successful and how?
7. Are there any external factors, risks or problems or challenges that may stop the project from being successful and achieving its aims?
8. Have there been any unexpected results (positive or negative) and how well has the project picked up on them?
9. How enduring do you think the project results might be after the project has been completed? Do you have examples of what will continue and what is at risk of stopping, if any?
10. Which organisations could/ will take on the project activities, once the project has finished?
11. How extensively do you believe the stakeholders will be involved in the National Hub and use the national action plans and other outputs developed by this project and how do you see that happening (what evidence might there be to support this)?

12. Have you received the project outputs/reports and either used them or shared them with others are there any barriers to this expected going forward, can you give examples
13. How well do you think the project can accelerate investment into coral friendly businesses projects, what are the pit falls that the project needs to avoid in your country?
14. How might the project scale up and what might that look like?
15. What difference has the delivery partners made to the success of this project and why do you think that is?
 - a. How significant has it been that the project was led by UQ/GEF and could some other organisation or government have done the same?
16. What have you gained from being involved (e.g. new knowledge, skills, confidence, networking, awareness, trust, new contacts)
 - a. How much time and resources have you been able to provide to support it and has it been worth it?
17. What's the level of trust between public and private sector stakeholders, and the civil society in your country/island and is the project improving it in any way?
18. Were you aware of that this project has a grievance process if you had any concerns you wanted addressed?
19. Who else could have been involved or should have had more voice within the process (meeting/event/workshop/taskforce)?
 - a. How well were various contributions, voices balanced during the workshops, project events and activities?
 - b. To what extent were women or vulnerable groups meaningfully considered by the project?

Depending upon the NTF, a translator would be there to overcome language barriers.

E-Survey Questions: NTFs, and Global Partners)

[Google form version](#)

Mobile phone tool version: <https://ee.kobotoolbox.org/single/Xlyafxon>

As part of the mid term evaluation of the GEF Coral Reef Rescue Project, we would be grateful if you can spend about 10 Mins to answer some key questions that will help us understand the project's implementation journey from your teams experience since its start in 2022. Your answers will be anonymised and your participation is greatly appreciated, and should you wish to do so, you can stop participating at any point.

1. What country do you work in or where are your project activities focused in and what is your gender?
2. Please describe your role or principal responsibilities in the project and how long you have been working in this role.
3. What project activities have you participated in so far with a tick and in 3a, on a scale to 5, state how satisfied were you with the experience: 5 is highly satisfied, 1 is highly unsatisfied?
International/external conferences, Internal Workshops and training, Project Governance, Project Management, Knowledge sharing and presentations, national hub meetings, validation workshops and feedback
- 3a. Please elaborate further and/or list all the other CRR project related activities you were engaged with, how satisfied you felt with the experience and why
- 4a. What CRR project technical outputs have you received or seen so far from the GEF CRR project?
Cost Benefit Analysis, Threat and Opportunity, Knowledge Proposal, Research papers, Reef Friendly businesses, Feasibility studies, needs assessment, de-risking studies; No – do not know what it means, Yes – once, Yes – but only for my country, Yes – more than one option applies.
- 4b. What GEF CRR project information have you received or seen so far from the project?
- 4c. What CRR project communication related documents have you received so far from the project?
- 4d. Please, give examples if you have received or seen other project outputs, products or posts.

5. **Results:** What do you believe have been the most important achievements of the project so far and what difference or change in the marine environment in your country do you believe these will make in the short, medium and long term?

6. **Benefits:** Please describe 3 key areas of new understanding or knowledge you have gained from participating in this project or others have gained, but tell us who have benefited and how please.

7. **Sustainability:** What are the organisations or factors that could ensure the results of the project continue beyond its end in March 2027?

7.a. **Sustainability:** What are the main risks that could stop the project achieving all it hopes to do so in your country?

8. **Challenges:** What have been the 3 biggest challenges you have faced whilst implementing your project activities.

8a. **Adaptive Management:** Explain how you have adapted the activities to meet these challenges or how you are planning to overcome them?

9. **Management Efficiency:** Identify the main areas that have caused delays in this project so far
Choices to tick: Governance in the project is not clear, Stakeholders respond to requests slower than expected, The approval process for the project is not clear, Financial payments hold up activities in the field, Its difficult to recruit staff or sub grantees that have the right capacity and capability to deliver, Key Staff have left, I find it difficult to allocate sufficient time to deliver on the project expectations, Government approval processes took longer than expected, Agreements took longer than expected to develop and get approved, Change in Government and key personnel, No Delays Experienced, other

9.a. If you stated other in Qu 8. please explain here. If you want to explain any of your choices above please do so here.

10. **Management:** Please identify all the areas where you and your team need more support from the Global team in UQ, including PMU¹⁰.

Nine Choices: Information, Templates and how to guidance, Reminder emails, Sharing of experiences between the other country partners, Increase in stakeholder management skills, More support on M&E, More support on how to use social media, Use of information in my local language, Better project management skills, Things are good just as they are, they have the balance right

10b. What other support from the Global UQ team (including PMU) will help you achieve your objectives?

11. What are the things that are really working well in this Project?

12. What 3 things are not working well in this Project

13. What changes would you suggest that could improve the delivery of the project in your country

14. If there is anything else you would like to share about your experiences so far, please share your thoughts below and include your contact details.

Versions to be in French and Bahasa Indonesian

E-Survey Questions – External Stakeholders (National Hub & TWG Members)

Mobile phone version is available here: <https://ee.kobotoolbox.org/single/RFo63hrH>

These would be given ahead of time and or then answered remotely. This focuses on the results of the project and what stakeholders may have gained, principally national hub participants or PSC/TWG members.

Questions for External stakeholders	YOUR ANSWERS
Introduction: We are here to evaluate the work of GEF CRR since 2023 and we are interested to understand the perspectives of stakeholders that work with UQ in achieving their project objectives. Could you please tell us briefly in what capacity you work with GEF CRR or have been involved. Answers are anonymised and participation is greatly appreciated, but you can withdraw at any time.	•
A. What do you consider to be the most significant impacts or important results of this project over the last 2 and half years, since March 2023	•
i. What changes have you observed or seen?	•
ii. What factors have contributed to these changes and what was	•

¹⁰ It is not yet clear whether NTFs and stakeholders see PMU as distinct from Terranpmics, Palo IT, UQ comms team, and MOOC development team, or as central services provided by the project lead – so hence the wording of this.

the projects role in making this change happen?		
iii.	What do you think needs to be done to be able to Increase impact in the future?	•
iv.	Were there any unforeseen risks and how well did the project respond to them?	•
v.	To what extent are the results and the processes initiated by the project sustainable?	•
vi.	How well has the project addressed threats to coral ecosystems identified or met marine ocean challenges?	•
vii.	How well has the project contributed to national or international priorities?	•
viii.	What could the GEF CRR project do differently to improve this?	•
B. How well has the project PMU team worked or collaborated with partners and why do you say this?		•
i.	How could the project work better with partners or other projects?	•
ii.	Have there been any partnerships or projects that have hindered results or have been problematic?	•
iii.	If yes please explain?	•
C. Have you received any reports or technical documents from the project, please give the name or topic?		•
i.	Where you able to use it and what did it help you do differently?	•
ii.	Have you shared it with anyone?	•
iii.	What would you have liked to have seen more of and how could it be more useful to you?	•
D. Have you participated in any of the following activities? Please indicate approximately how many times and where.		
1.	workshops,	•
2.	training workshops or online	•
3.	meetings facilitated by the project	•
4.	Technical Working Group Activities	•
5.	MOOC 1 2024:	•
6.	MOOC 2 2025:	•
7.	Conference: e.g. International Waters, Oceans,	•
•	What did you value from the experience?	•
•	Can you describe any lessons learnt?	•
•	What would you like to see improved?	•
•	What would have happened if GEF CRR UQ had not been involved?	•
•	How well has the projects processes enabled peoples participation?	•
•	Give examples if in your opinion there where any voices not listened too sufficiently well?	•
E. How has the project contributed to changing people's lives?		
•	What could the project do differently to improve these types of results?	•
•	What kind of businesses are coral friendly in your opinion and why?	•
F. How has the project contributed to changing policies or understanding?		
•	What activities have worked well and why?	•
•	What activities did not work so well and why?	•
•	What could they project facilitators do better?	•
•	What could the project facilitators do less of?	•
G. Please identify what has been the most significant contribution of the project to these priorities:		
•	biodiversity conservation?	•
•	Reducing illegal or destructive fishing?	•
•	Protecting the Marine environment?	•
•	Sustainable development?	•
•	Fair access to resources and Well being of communities?	•
•	Community of Practice on Coral Reefs?	•
•	Coral Refuge Reefs?	•

• Environmental policy?	•
• Certification of natural resources?	•
• Social development Goals or international agreements like the Paris agreement?	•
• Specify what else has the project has contributed to?	•
• What else could they have contributed to but didn't in your opinion so far?	•
Any other comments you would like to share regarding the work of the project over the last 2 and half years?	•
What gender do you identify as?	•
What is your nationality?	•
What is your ethnicity?	•
How much of a majority ethnicity is this considered in your country or Island?	•
What Sector do you represent?	•
What Organisation do you work for?	•
<i>What type of role do you have?</i>	•
How long have you been in this type of role?	•
Which stage of your career are you in? <i>Choices</i>	Early, Mid stage, Technical specialist, Management specialist, Later stage, Consultant, Advisor, Executive
If you would like to receive a copy of the results of this survey please share your email.	•

Depending upon feedback from the NTFs, this may be translated into French or Bahasa Indonesian.

MOOC Participant Questionnaire

This is available on request, as there were no responses, we have not included it.

5.9. Evaluation Rating Summary Table

Table 49: GEF Assessment Scores Summary Table

Evaluation Ratings			
1. Progress Towards Results		2. Overall Assessment of Project Outcomes	
GEF Core Indicator 4.1 – NA	NA	Relevant	HS
GEF Core Indicator 7– Level 4 – 100% Highly Satisfactory	HS	Coherent	S-HS
GEF Core Indicator 11 – 71%; 63% of Female target – Av. 67% Moderately Satisfactory	MS	Effectiveness	S
Outcome 1.1 – 100% Highly Satisfactory	HS	Cost Efficiency	MS
Outcome 1.1a – 100% Highly Satisfactory		Overall Rating of Project Outcomes	S
Outcome 1.1b – 100% Highly Satisfactory		3. Sustainability Risks	
Outcome 1.2a– 100% Highly Satisfactory	HS	Financial – Moderate Risk	
Outcome 2.1 – 100% Highly Satisfactory	HS	Socio-political – Moderate Risk	
Outcome 2.1a – 100% Highly Satisfactory		Institutional Framework and Governance - Low Risk	
Outcome 2.1b – NA		Environmental – Moderate Risk	
Outcome 2.2a – 42% Moderately Unsatisfactory	MU	Other – Low Risk	
Outcome 3.1a – 67%, Moderately Satisfactory	MS	Overall Rating of Sustainability of Outcomes	L
Outcome 4.1a – 100% Highly Satisfactory	HS	4. Monitoring And Evaluation	
Outcome 4.2 – 100% Highly Satisfactory	HS	M&E Design	MS
Overall Outcome Rating – reported 62% MTE value 81% - Satisfactory	S	M&E Implementation	HS
		Overall M&E Rating	S
		5. Implementation and Execution	
		WWF GEF Agency Implementation	HS
		Executing Agency Execution (CI)	HS

RATING SCALES

DO Rating scale

Rating	% Achievement of Results Framework targets (average)
Highly Satisfactory (HS)	100%
Satisfactory (S)	80 – 99
Moderately Satisfactory (MS)	60 – 79
Moderately Unsatisfactory (MU)	40 – 59
Unsatisfactory (U)	20 – 39
Highly Unsatisfactory (HU)	Below 20%

Outcomes Rating Scale:¹¹

- **Highly satisfactory (HS)** – The outcomes exceed targets and are highly relevant, coherent, and cost-effective.
- **Satisfactory (S)** – The level of outcomes achieved meets targets. The outcomes are relevant, coherent, and cost-effective.
- **Moderately satisfactory (MS)** – The level of outcomes achieved was generally close to the targets. The majority of the targets were met or almost met, but some were not. The outcomes are generally relevant, coherent, and cost-effective.

¹¹ **GEF guidelines on Outcome rating:** The project outcome rating will be based on the extent to which the expected outcomes were achieved (effectiveness), and the extent to which the project was relevant, coherent, and efficient. Although the evaluators will consider performance on these four criteria, the overall rating need not be a simple average of the criteria because a criterion may be more or less important depending on the type of project and its operational context. A six-point rating scale is used to assess outcome. For more details see GEF IEO TE Guidelines.

- **Moderately unsatisfactory (MU)** – Overall, the level of outcomes achieved is lower than the targets, although some outcomes were substantially achieved. The outcomes are generally relevant but not sufficient given the costs or, alternatively, are generally cost-effective but not adequately relevant and coherent.
- **Unsatisfactory (U)** – The expected outcomes were not achieved, or achievement was substantially lower than expected, and/or the achieved outcomes are not relevant or coherent. Alternatively, the outcome was cost-ineffective compared to alternatives..
- **Highly unsatisfactory (HU)** – A negligible level of outcomes was achieved and/or the project had substantial negative consequences that outweigh its benefits.
- **Unable to assess (UA)** – The available information does not allow an assessment of the level of outcome achievement.

Sustainability/ Risk Rating Scale:

- **Highly Likely (HL)** – There is negligible risk to continuation of benefits and based on the progress made so far it is expected that the long-term objectives of the project will be achieved.
- **Likely (L)** - Either there is negligible risk to continuation of benefits or there are some risks, but the magnitude of their effect is too small and/or the probability that they will materialize is too small. Overall, it is likely that the net benefits of the project will continue.
- **Moderately likely (ML)** - There are some risks to sustainability, and they may have some effect on continuation of benefits if they materialize. However, probability of materialization of these risks is low. Net benefits are more likely to continue than abate.
- **Moderately unlikely (MU)** - There are significant risks to sustainability. The effect on continuation of benefits would be substantial if these risks materialize and the probability of materialization of these risks is significant. Overall, net benefits of the project are likely to abate.
- **Unlikely (U)** – Because of the high risks it is unlikely that net benefits of the project will continue to accrue, and the progress made so far is likely to be lost. It is unlikely that the project will achieve its long-term objectives.
- **Highly Unlikely (HU)** – It is expected that the project will not achieve its long-term objectives. Major risks have either already materialized and halted accrual of net benefits or have high probability of materializing soon and will halt accrual of net benefits when they materialize.
- **Unable to assess (UA)** – Unable to assess the expected incidence and magnitude of risks to sustainability.

M&E Rating Scale:

Rating	M&E Design	M&E Implementation
Highly Satisfactory	The M&E plan is a good practice and does not have any weaknesses. Its alignment with the project theory of change is robust. Complete baseline data have been provided. The specified indicators are appropriate, and arrangements for plan implementation are adequate. Overall, the M&E plan exceeds expectations and is exemplary	M&E plan implementation was excellent. Weaknesses in the M&E plan, if present, were addressed promptly. M&E activities were conducted in a timely manner, and data from M&E were used to improve project implementation. Overall, M&E implementation exceeds expectations and was exemplary
Satisfactory	The M&E plan is robust and has no or only minor weaknesses. Its alignment with the project theory of change is robust. Baseline data are provided or their collection is planned at project start. The specified indicators are appropriate, and arrangements for M&E plan implementation are adequate. The plan meets expectations.	M&E plan implementation was generally robust. Weaknesses in M&E were addressed in a timely manner. M&E activities were conducted in a timely manner, and data from M&E were used in improving project implementation. Overall, M&E implementation meets expectations
Moderately Satisfactory	The M&E plan is solid overall. Its alignment with the project theory of change is solid. The specified indicators are generally appropriate, and arrangements for M&E plan implementation are adequate. There are	M&E plan implementation was generally robust, with some weaknesses. Weaknesses in M&E were generally addressed although some remained. Some M&E activities were delayed. M&E data were used for reporting but had little use in improving project implementation. Overall,

	areas where the M&E plan could be strengthened but, overall, it is adequate.	M&E implementation meets expectations with some areas of low performance.
Moderately unsatisfactory	The M&E plan is weak overall, although it has strengths in some areas. Its alignment with the project theory of change is somewhat weak. The specified indicators are generally appropriate but additional indicators are required to adequately capture project results, and/or arrangements to gather data on indicators are not adequate. The plan needs several improvements to meet expectations.	M&E plan implementation was weak and/or did not address weaknesses in the original plan. Most M&E activities were completed, with some either dropped or delayed. M&E data were not reported in a timely manner, and there is little evidence to suggest that the data were used to improve project implementation. Overall, M&E implementation does not meet expectations, although there are some areas of adequate performance.
Unsatisfactory	The M&E plan has severe shortcomings. Its alignment with the project theory of change is weak. No baseline data are provided nor is there any indication that these would be collected at project start. Indicators do not adequately address project outcomes and other results; relevant indicators have not been specified for several results. There are gaps in arrangements for M&E plan implementation. Either no budget or an inadequate budget has been provided for M&E.	M&E plan implementation was flawed and/or did not address severe weaknesses in the original plan. Several M&E activities were either dropped or were incomplete. The data collection methodology was not sound. M&E data were not reported in a timely manner, and there is little evidence to suggest that the data were used to improve project implementation. M&E implementation does not meet expectation.
Highly Unsatisfactory	No M&E plan was prepared.	No, or negligible, M&E activity was implemented other than conduct of the project evaluation.
Unable to Assess	Unable to assess because the project documents are not available.	Unable to assess because the terminal evaluation does not cover M&E implementation adequately.

Implementation and Execution Rating Scale:

Rating	Implementation (GEF Agency)	Execution (Executing Entity)¹²
Highly Satisfactory	Performance of the GEF Agency was exemplary. Project preparation and implementation were robust. The Agency ensured that relevant GEF policies were applied in project preparation and implementation. Project supervision was strong—the Agency identified and addressed emerging concerns in a timely manner. The Agency ensured that project implementation stayed on track and project activities were completed on time	Performance of the executing entity was exemplary. Execution of project activities was timely and of high quality. Relevant GEF policies and requirements were adhered to. Guidance from the GEF Agency was followed, and any corrective actions required were taken promptly. Measures were undertaken to mitigate risks to sustainability, and steps were taken to support follow-up to the project. Project activities were completed on time
Satisfactory	Performance met expectations and did not have any salient weaknesses. Project preparation and implementation were robust, and relevant GEF policies were applied. The GEF Agency supervised the project well—it identified and addressed emerging concerns in a timely manner. The	Performance met expectations and did not have any salient weaknesses. Execution of project activities was timely and of good quality. Relevant GEF policies and requirements were adhered to. Guidance from the GEF Agency was followed. Measures were undertaken to mitigate risks to sustainability of project outcomes.

¹² When multiple entities are involved in project execution, the rating should be based on their collective performance. The rating needs to take into account the performance of the individual executing agencies, their level of responsibilities, and their performance as a collaborative and coordinated arrangement.

	Agency ensured that project implementation was on track	
Moderately Satisfactory	Performance had some weaknesses but met expectations overall. Project preparation and implementation were adequate and relevant GEF policies were applied, although there are some weak areas. Project supervision was adequate—the GEF Agency identified and addressed emerging concerns, although some may have been inadequately addressed. Project implementation had minor delays, and a few activities may have been dropped.	Performance had some weaknesses but met expectations overall. Execution of project activities were generally timely but with some instances of delay. Relevant GEF policies and requirements were adhered to, although some minor slip-ups may have been observed. Guidance from the GEF Agency was followed, and problems were fixed. There were some areas for improvement in execution
Moderately unsatisfactory	Performance did not meet expectations, although there were some areas of solid performance. Project preparation and implementation had weaknesses, although these were not too severe. Project supervision was somewhat weak—although the GEF Agency identified most emerging concerns, many remained unaddressed or inadequately addressed. Project implementation was delayed, and a few activities were dropped or reduced in scale because of issues that were largely under Agency control.	Performance did not meet expectations, although there were some areas of solid performance. Execution of project activities was delayed, and executing entity capabilities observably limited project execution. Several slip-ups in adherence to GEF policies and requirements were observed. Guidance from the GEF Agency was generally followed and problems were fixed, but such actions usually were not timely. There were several areas for improvement in execution.
Unsatisfactory	Performance did not meet expectations. Project preparation and implementation were weak. Project supervision was weak—emerging concerns were not identified in time and remained unaddressed or inadequately addressed. Activities were not implemented in time or were not undertaken. Project implementation was delayed, and several activities were dropped or reduced in scale.	Performance did not meet expectations. The execution of project activities was delayed, and at least some activities were dropped due to factors largely under the control of the executing entity. Many slip-ups were observed in adherence to GEF policies and requirements. Guidance from the GEF Agency was not put into practice, or was applied with considerable delay.
Highly Unsatisfactory	Performance had severe shortcomings. The GEF Agency mismanaged project implementation, and its supervision was poor. Emerging concerns were not identified in time, including those that should have been obvious. Although instances of mismanagement were discovered, corrective actions were not undertaken. Project activities were poorly implemented, and several had to be dropped.	Performance had severe shortcomings. There were several instances of mismanagement by the executing entity. Emerging concerns were not addressed in time, including those that should have been obvious. Most activities were very poorly executed and/or experienced delays, and some activities were dropped. GEF policies and requirements were not applied.
Unable to Assess	The available information is not sufficient to allow rating of performance.	The available information is not sufficient to allow rating of performance.

5.10. Traceability of Evaluation Requirements to the Report

Table 50. Log of the Completion and Traceability of Requirements Found in the MTE ToR

MTR Requirement	Addressed	Report Section (s)
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1. Information on the evaluation process, including when the evaluation took place, sites visited, participants, key questions, summary of methodology and rating rubric, and feedback log showing how comments on draft were incorporated;	□	Section 1, Section 2, Evaluation Scope and Methodology, Section 4, Methodological details Annex 5.1a. All ratings Annex 5.2, Workplan and schedule Annex 5.4, Field Site Visits, Annex 5.5a. List of Stakeholders Interviewed Annex 5.5b, Evaluation Matrix Annex 5.7, Annex 5.8 Interview questions and E-survey - Note Feedback log to follow
2. Assessment of Relevance (project design, theory of change);	□	Section 2, Section 3.1.1 and Supportive Evidence; Assumptions, Project Baselines Table, Annex 5.1b
3. Assessment of project Effectiveness and rating of project objective and outcomes (individual and overall);	□	Section 3.2, and For individual countries assessment Annex 5.1c and d
4. Assessment and rating of risks to the Sustainability of project outcomes;	□	Section 3.2.7, page 24-27
5. Assessment and rating of Monitoring and Evaluation design and implementation	□	Section 2.3 and 3.1.7 page 21 and Section 3.2.3 , page 30
6. Assessment of knowledge management approach, including activities and products;	□	Section 3.7, Annex 5.1g and Annex 5.6
7. Assessment of replication and catalytic effects of the project;	□	Section 3.2,5
8. Assessment of Relevance of the project (e.g. with WWF and GEF priorities) and Coherence;	□	Section 3.1.4, and 5, Section 3.3 on Gender. More details on the policies and External Coherence Annex 5.1b
9. Assessment of stakeholder engagement (e.g. private sector and communities), analysis of the level of participation, collaboration and ownership of various stakeholders, including commitments made by local partners and collaborators;	□	Section 2.3 Section 3.1,6 and Supporting Evidence Annex 5.1.b and Section 3.4, GEF Criteria Implementation in the Countries Annex 5.1.d
10. Assessment of gender-responsive measures;	□	Section 3.3. and GEF Criteria Implementation in the Countries Annex 5.1.d
11. Assessment of any environmental and social impacts and safeguards used for the project. A review of risk category classification and mitigation measures	□	Section 3.5,
12. Assessment of Efficiency, financial management and summary of co-financing delivered;	□	Section 3.6, Spending patterns for each country Annex 5.1f
13. Assessment and ratings of Implementation and Execution;	□	Section 3.2, Results Tables Annex 5.1c and Quantitative and Qualitative Results per Country Annex 5.1e
14. Summary table of key findings by core criteria ¹³ and GEF ratings, including justification and/or indicators for their determination;	□	Section 4, and summarised in the Executive Summary
15. Key lessons tied to identified strengths or issues;	□	Section 4,
16. Recommendations that include: practical and short-term corrective actions by evaluation criteria to address issues and findings; and best practices towards achieving project outcomes, and knowledge sharing / replication for other projects of similar scope.	□	Section 4

¹³ See annex A of the ToR