



Medium-sized Project proposal

REQUEST FOR GEF FUNDING

AGENCY'S PROJECT ID:

GEFSEC PROJECT ID:

COUNTRY: Global

PROJECT TITLE: Knowledgebase for lessons learned and best practices in the management of coral reefs.

GEF AGENCY: United Nations Environment Programme in collaboration with UNDP and World Bank

OTHER EXECUTING AGENCY(IES): WORLD FISH CENTER

PO Box 500, GPO, 10670 PENANG MALAYSIA

DURATION: 3 Years

GEF FOCAL AREA: Biodiversity (Primary) and links with International Waters and Climate Change

GEF OPERATIONAL PROGRAM: OP#2 Coastal, Marine and Freshwater Resources

GEF STRATEGIC PRIORITY: BD-4

ESTIMATED STARTING DATE: July, 2005

IMPLEMENTING AGENCY FEE: \$86,850

FINANCING PLAN (US\$)	
GEF PROJECT/COMPONENT	
Project	\$940,000
PDF A*	\$25,000
Sub-Total GEF	\$965,000
CO-FINANCING**	
WorldFish Center	\$471,000
ICRAN	\$78,000
Bilateral	
NGOs (Tropical Marine Learning Partnership - TNC, WWF, CI, WCS)	\$400,000
Others	
<i>Sub-Total Co-financing:</i>	<i>\$949,000</i>
<i>Total Project Financing:</i>	<i>\$1,889,000</i>
FINANCING FOR ASSOCIATED ACTIVITY IF ANY:	
* Approval date of PDF A: November 2003	
** Details provided in the Financing Section	

CONTRIBUTION TO KEY INDICATORS OF THE BUSINESS PLAN: The project proposal is consistent with: Lessons from the portfolio; Incorporation of scientific and technical advice; Identifying gaps in the GEF portfolio and niches for innovation in biodiversity conservation of coral reefs; Capacity Building & examples of successful stakeholder participation. Project outcomes will ensure that: 90% of all future GEF project briefs and other major project proposals to other donors will use the knowledge from this project to develop their proposals; a demonstrable improvement in the evaluated performance of at least 50% of GEC coral reef projects started after completion of this project; 60% of country institutions indicate an increase in their capacity to learn from previous experiences of other projects and develop and implement coral reef projects which deliver key outcomes more effectively and efficiently; and a virtual peer network of coral reef management professionals and stakeholders which will facilitate the dissemination of information, sharing of experiences and initiation of physical exchanges of personnel and resources between projects. By the end of the Project at least 100 managers registered and using the network facilities on ReefBase and at least 3 cases will be documented where the managers have adopted new methods or approaches base on knowledge gained

RECORD OF ENDORSEMENT ON BEHALF OF THE GOVERNMENT:

(Enter Name, Position, Ministry)

Date: (Month, day, year)

N/A

This proposal has been prepared in accordance with GEF policies and procedures and meets the standards of the GEF Project Review Criteria for a Medium-sized Project.

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A - SUMMARY

Project rationale, objectives, and outcomes

The proposed project seeks to formalize the experiences, outcomes and lessons learned from previous GEF projects, as well as major non-GEF initiatives involving coral reefs and associated ecosystems. The project aims to comprehensively identify, analyze, and translate lessons into good practices and information resources, and then disseminate this information globally for use in future project design and development. Based on its history of supporting coral reef biodiversity, management and sustainable development, this project will help the GEF fulfill a major mandate to identify what has worked and what could be improved upon in supporting biodiversity conservation. In combination with other GEF projects, this effort will also help the GEF and other major non-GEF projects achieve a markedly improved return on investment for future projects involving coral reefs and associated ecosystems.

This project seeks to address GEF-3 Strategic Priority 4, "Generation and Dissemination of Best Practices for Addressing Current and Emerging Biodiversity Issues" by generation of knowledge through analysis and synthesis, replication and dissemination. The project is also relevant to Strategic Priority IW-2 within International Waters that addresses Targeted Learning. The project will also seek to improve uptake of lessons, through use of strategic trials, to implement best practices, capacity building through a "train the trainers" approach and the development of tools to assist GEF member countries in the better design of projects. Best practices with respect to coral reef management will specifically contribute to advancing GEF-3 Strategic Priorities 1 and 2, Catalyzing Sustainability of Protected Areas and Mainstreaming Biodiversity in Production Landscapes and Sectors, respectively.

The overall goal of the project is:

Enhanced capacity within country institutions to learn from previous experiences of other projects and develop and implement coral reef projects which deliver key outcomes effectively and efficiently.

Additional outcomes anticipated as a result of this project are:

1. An improved knowledge for the GEF, based on its project portfolio of lessons learned (e.g. successes and failures), to significantly improve its project granting under the above focal areas for this ecosystem;
2. A virtual peer network of coral reef management professionals and stakeholders that will facilitate the dissemination of information, sharing of experiences and initiation of physical exchanges of personnel and resources between projects.

The project will work within, and make extensive use of the International Coral Reef Action Network (ICRAN)¹ and the Tropical Marine Learning Partnership (TMLP)² in carrying out the work, disseminating results and, where possible, testing good practices based on the lessons identified from this effort. Through these partnerships a consortium of agencies and ongoing programs exist that are exceptionally well placed to provide inputs, expert analysis and comprehensive dissemination of the results. The ICRAN partners account for a large percent of all current coral reef conservation & management work.

¹ ICRAN is a major initiative to help halt and reverse the global decline of coral reefs. It is composed of a unique partnership of global and regional partners whose complimentary skills, perspectives and geographic foci provide a synergy to achieve tangible improvements in coral reef management and conservation. Through its membership on the ICRAN Board, the GEF has endorsed the goals, objectives and activities of ICRAN, which closely match those of the GEF in the area of coastal zone management and sustainable development. The ICRAN full partnership list can be viewed at <http://www.icran.org>.

² This partnership of major NGOS includes Conservation International (CI), The Nature Conservancy (TNC), the Wildlife Conservation Society (WCS), and the World Wildlife Fund (WWF). With 30 individuals based in 5 different regions, it is working to address specific learning questions affecting the collective marine conservation efforts or the partners, to learn from each other's experience, and collaborate at the scale of MPA networks.

The project will also merge information from and build on ReefBase, incorporating its functionality and features into the resulting knowledgebase system. ReefBase gathers available knowledge about coral reefs into one information repository. It is intended to facilitate analyses and monitoring of coral reef health and the quality of life of reef-dependent people, and provide data to support informed decisions about coral reef use and management. ReefBase is the official database of the Global Coral Reef Monitoring Network (GCRMN), as well as the International Coral Reef Action Network (ICRAN).

BACKGROUND AND CONTEXT

During the 1990s, over \$200m of GEF funds were invested in projects at varying action and technical levels to improve the management of coral reef, seagrass and mangrove habitats, much of which was part of a broader portfolio of over \$600m investment in coastal-marine projects overall. During four entry periods each year, the GEF receives well over 200 concepts and project proposals annually³. Even though the actual number of pipeline-approved projects is much less, the volume and diversity of those projects approved has far exceeded the Secretariat's ability to review and assess those elements that have worked and what could be improved upon. The dissemination of best practices based on lessons learned is a strategic priority for the GEF. However, in the case of coral reef projects **no comprehensive understanding of GEF successes and failures has ever been conducted**. In recent reviews of GEF performance and activities, the need to utilise the results of previous project outcomes, experiences and lessons learned more comprehensively has been highlighted. Earlier works exist that extract lessons learned from previous projects, looking at both success and failure and comparing across global regions; however, such work has been neither comprehensive nor systematic. Previous examples include the publication *Coral Reefs, Mangroves and Seagrasses: A Sourcebook for Managers* (AIMS/GCRMN 2001) and the Socioeconomic Manual for Coral Reef Management (AIMS/GCRMN 2000) and *People and Reefs* (2004. UNEP Regional Seas Report and Studies No. 176). While these publications have included some review of good practices, they have not examined all GEF coral reef (and associated habitat) projects, nor have they gone into important levels of detail proposed by this project. Rather, the existing summaries are often generic, and draw upon a small sample size of commonly known cases. By contrast, this project will provide a greater level of detail and a wider assessment relevant to a range of factors affecting project successes, failures and key lessons.

Furthermore, GEF staff have recognized the need to address the volume of projects being processed through some form of Knowledge Management, and this issue is a current area of development and concern for the GEF Secretariat⁴. With the volume and diversity of proposals being processed, a comprehensive understanding of the best approaches and lessons within a given subject area, or habitat, could make a significant difference in the GEF's ability to more effectively support projects in the future, and better meet its mandate (including an improvement in cost-effectiveness), especially within the Biodiversity focal area.

PROJECT RATIONALE AND OBJECTIVES

The goal of the project is to assist developing countries to promote and enhance the conservation and sustainable use of coral reefs and their related ecosystems. While there have been many important achievements and positive outcomes from previous coral reef-related projects, a review of the common factors contributing to their successes, failures and lost opportunities has never been carried out. Furthermore, any key results or outcomes have not always been adequately disseminated beyond their local or regional settings, despite their global relevance.

This project will first carefully examine the GEF portfolio of projects that have been funded to address coral reef resources in any capacity, and then work to sort and identify key lessons, traits, successes and failures that can be used to strengthen future GEF incremental support. This will also contribute to enhancing the development, implementation and outcomes of future coral reef conservation and management projects by providing access to information, advice, the development of tools, resources and training based on the distillation of the best practices available and lessons learned from previous and ongoing projects.

³ Volume estimates of GEF concepts and project proposals submitted to the Secretariat are based on personal communication with GEFSEC operational staff. The estimates apply to all GEF focal areas, and not just the ones specifically relevant to this proposal.

⁴ Personal communication with GEFSEC staff.

This project will also establish a peer network of managers, and other agencies and individuals working towards sustainable use and management of coral reefs. Through this network and using the findings from the analysis of projects, it will accelerate the identification, development and adoption of good practices in reef management, avoid the repetition of previous mistakes, and identify solutions to management problems which arise in specific locations and in relation to combinations of issues. This will in turn enable the GEF to more effectively realize all the potential benefits in supporting future coral reef projects.

The specific objectives are:

1. To review completed GEF coral reef related projects and selected major non-GEF projects and summarize their principal outcomes, successes, failures and lost opportunities.
2. To carry out a critical analysis of the projects in order to derive lessons learned, key factors for success, root causes of failures and identify ways to capture lost opportunities.
3. To develop good practice guidelines, toolkits and information resources for use by other projects in developing and implementing their activities.
4. To widely disseminate the above findings in print and electronic form, and through targeted learning workshops, exchanges, training programs and the establishment of a coral reefs learning and exchange peer network.
5. To compile a knowledgebase of coral reef related projects which provide easy access to the above outputs, as well as primary resource material such as reports, presentations, contacts and images.

In addition, the work will compile an extremely valuable repository of knowledge and information in one place that can be browsed and searched for specific topics and/or specific locations. Unlike publications, an online repository can undergo frequent updating to reflect the current knowledge and take into account recent experiences and lessons learned – an efficient if not innovative approach. The idea of a knowledgebase and lessons learned is not novel⁵, but it has never been properly attempted for coral reefs at the scale proposed with this review, analysis and development.

Coral reef management projects carried out at a national level or by national governments/institutions or non-governmental institutions as part of non-GEF activities are also a potentially important source of information, and the project intends to tap into these to the extent possible. Often these projects (and data) have been implemented by different ministries or departments at the national level and do not reside in a single repository. One of the ICRAN funded activities, *Reefs At Risk in the Caribbean*, has worked with local and regional partners and governments to consolidate coral reef related data with a view to creating single repositories at the country and regional level. This can be an efficient method to examine and assess the coral reef management projects carried out at a national level or by national governments/institutions as part of non-GEF projects. Resource and time limitations dictate that we should focus first on major projects which are funded by GEF. In a second example, a consortium of major NGOs⁶ has created and is currently developing a Tropical Marine Protected Areas Learning Partnership. This project proposal has the potential to effectively combine its detailed review of historical projects and information with current activities and experiences. Along with ICRAN sites, this network also offers a potential opportunity to exchange and trial lessons learned at specific locations in the field.

Expected outcomes:

Broad Outcomes:

- Enhanced capacity within country institutions to learn from previous experiences of other projects and develop and implement coral reef projects which deliver key outcomes effectively and efficiently.
- A virtual peer network of coral reef management professionals and stakeholders which will facilitate the dissemination of information, sharing of experiences and initiation of physical exchanges of personnel and resources between projects.

⁵Under OP#9, International Waters, the IW:LEARN project is developing a knowledgebase for IW-based projects. While its mandate is somewhat broader, this project should also be able to contribute and share significant information and lessons.

⁶The Nature Conservancy, the World Wildlife Fund, Conservation International and the Wildlife Conservation Society formed the MPA Learning in early 2004, and are continuing development by working with their collective staff internally regarding networks of Marine Protected Areas.

- More effective and efficient management of coral reefs in areas supported by GEF projects, and elsewhere.

Specific Outcomes:

Increased awareness of:

- Appropriate enabling policies;
- Tools for removal/reduction of threats;
- Incentives for conserving coral reefs;
- Working examples of sustainable use and livelihood/income generation;
- Key elements in developing successful private sector partnerships;
- Arrangements for effective common property resource management, including benefit sharing.

This project proposes to develop a knowledge base and lessons learned initially by a careful examination of the GEF project portfolio (using data from all of the implementing agencies), and then expanding the information base to other major, non-GEF projects and partners. Furthermore, the project aims to work closely with currently ongoing GEF projects in sharing information and supporting outcomes. Where possible, and through the use of the ICRAN partnership, the project will test how the lessons generated from this systematic examination can be applied to on-going and actively proposed projects.

Based on support from a Block A grant for this project, a workshop was held on May 27, 2004 to discuss the project with NGO and current GEF project stakeholders. The workshop presented the background of the concept, and sought comment and interest in supporting the project through co-financing and in-kind contributions.

Of particular note, other projects attending the meeting were the NGO-led Tropical Marine Learning Partnership, and the IW:LEARN project (a GEF-supported initiative) and. These two initiatives hold particular relevance to current, ongoing projects and will serve as an important juncture with the application of past lessons to current operations, and in fostering an active learning network that effectively blends past lessons with current practice.

B - COUNTRY OWNERSHIP

As a global project that addresses targeted learning with an important corporate issue for the GEFSEC (analysis of the historical portfolio), focal point endorsement is not applicable. However, it should be noted that this initiative has direct bearing on lessons that can be applied to over 90 developing countries with coral reefs and associated marine resources containing significant levels of biodiversity. An increasing number of countries with established National Biodiversity Strategies and Action Plans specifically reference the importance of coral reefs and their associated resources to a given nation's natural capital⁷. Country ownership of improved coral reef management practices is already well-established through the International Coral Reef Action Network and through the UNEP Regional Seas Programmes. ICRAN's efforts have established local demonstration and target sites around the world with the express purpose of improving and communicating management practices⁸. Furthermore, the ecological and economic importance of coral reefs for multiple countries are specifically referenced in a range of International Conventions, including the Convention on Biological Diversity (CBD), the Global Programme of Action, the Ramsar Convention on Wetlands, CITES, the World Heritage Convention, the UN Framework Convention on Climate Change, The UN Convention on the Law of the Sea (UNCLOS), MARPOL, and the UNEP Regional Seas Convention, among others⁹. It is clear that the specific reference of these instruments and activities reflects both the International, Regional and national desire to protect coral reef resources for biodiversity conservation and future sustainable management and use. The application of key

⁷ http://www.undp.org/bpsp/nbsap_links/nbsap_links.htm identifies countries, such as Costa Rica, China, Malaysia, Mexico, Philippines, Trinidad & Tobago, and St. Lucia that reference the importance of coral reefs and their sustainable management for biodiversity conservation.

⁸ Refer to www.icran.org for a list and maps of demonstration and target sites by Region and Country.

⁹ Refer to UNEP's publication: *Conventions and Coral Reefs-Fourteen Multilateral Environmental Agreements, Programmes, Partnerships and Networks Relevant to the Protection and Conservation of Coral Reefs, and the World Summit on Sustainable Development Plan of Implementation.*

lessons will contribute significantly to improving the effectiveness of such instruments, networks and national plans and programmes.

C- PROGRAM AND POLICY CONFORMITY

Program Design and Conformity

The objective of OP2 is the conservation and sustainable use of the biological resources in coastal, marine and freshwater ecosystems, with special attention given to tropical island ecosystems. Coral reefs are a key ecosystem within this mandate of OP2, and within the marine realm generally serve as the richest repository of biodiversity. Strategic Priority BD-4, *Generation and Dissemination of Best Practices for Addressing Current and Emerging Biodiversity Issues*, is directly in line with the objectives of this proposal. It provides the GEF with an in-depth understanding of its past projects, so that it may contribute to better designed and more effective implementation of future ones. Given the volume of GEF projects that have been processed over the last decade, it is knowledge of previous experiences that have the potential to serve as a strong foundation for improved biodiversity protection, and in communicating this knowledge to member countries.

The following policy recommendations were among those agreed as a part of the Third Replenishment of the GEF:

1. The lessons from the GEF evaluations should be taken into account;
2. GEF should update and clarify priorities and formulate strict criteria for project and program quality based on results and outcomes achieved and lessons learned;
3. Monitoring and Evaluation frameworks should provide for incorporation of the views of and lessons emanating from the recipient countries. Cross-learning within the GEF should be strengthened and accelerated so that GEF resources can be used more effectively; and
4. The GEF secretariat and Implementing and Executing Agencies should establish a procedure to disseminate lessons learned and best practices emanating from the monitoring and evaluation activities.

In the context of this proposed project, best practice is defined as policies, methodologies and processes that, through experience and review of previous and ongoing projects, have been shown to reliably lead to more effective, efficient and culturally appropriate management of coral reef (and associated) resources for sustainable use and biodiversity conservation. Thus, best practice specifications include the full range of management issues such as the types of reef use which should be encouraged and discouraged under particular circumstances, how to engage users and other stakeholders in developing a sense of commitment to the resource and its future status, and how to monitor the success and failure of management efforts. This has direct bearing on the GEF's ability to more effectively process and review proposals under OP2, OP9 and OP12. Furthermore, it assists eligible countries in submitting future proposals (through past lessons learned) by helping to determine specifically how such proposals and outcomes might be improved upon.

The threats to coral reefs and associated ecosystems have been well documented within the scientific, conservation and sustainable development literature, especially over the last decade¹⁰. The root causes of such threats have been consistently identified across all regions, even though the intensity of certain threats vary and the causal links remain complex, especially in differentiating effects between a changing climate against chronic human stress. However, even with the knowledge of such threats in hand, significant challenges remain in consistently identifying, extracting, synthesizing and then communicating good practices that can be effectively shared and replicated between communities.

Awareness of the importance of knowledge sharing and targeted learning of good practices has increased in recent years even within the GEF; however, the volume of projects that the international community processes is large, and comprehensive assessments or synthesis of activities have been few.

¹⁰ Some examples include the International Coral Reef Initiative (www.icriforum.org), ReefBase (www.reefbase.org), the *State of the Reefs* reports from the Global Coral Reef Monitoring Network (www.gcrmn.org), the International Coral Reef Action Network (www.icran.org), *The World Atlas of Coral Reefs* (<http://www.unep-wcmc.org/marine/coralatlas/introduction.htm>), *Reefs at Risk* (<http://reefsatrisk.wri.org/>); Mumby et al. 2001. *Nature* 413, 36 (<http://tinyurl.com/477un>).

Furthermore, even acknowledging this shortcoming in the sharing of lesson, there remain a number of barriers that appear to impact the successful transfer of knowledge and lessons.

For example, a 1998 GEF evaluation of the International Waters Learning and Exchange Resources Network discussed the challenges facing knowledge and information transfer¹¹. In particular, the following excerpt from the evaluation, noted the following:

- a. *Projects under formulation rarely have access to projects that have “been there and done it.”*
- b. *they [Project designers and Chief Technical Advisors] rarely have the opportunity to meet, discuss, or learn from each other;*
- c. *If the process [project design] is done inefficiently (i.e., new projects not learning the how-to from older projects), then the lion’s share of resources ends up in planning rather than in implementation of the plan;*
- d. *Opportunities for cross-project internships, apprenticeships, and international site visits do not exist. Participation in international scientific meetings, specialized technological training, and collaborative research are limited primarily to senior staff..*
- e. *While peer-to-peer technical assistance and South-South learning are often cited as values, few practical mechanisms are in place to translate values into reality.*
- f. *Yet too often the Implementing Agencies divide rather than share responsibilities. They view projects as “theirs.” Beyond exchanges of documents -- generally at the top -- few concrete means are in place whereby proponents on the ground can meaningfully benefit from each other’s experiences¹⁰.*

This project will make an important contribution to addressing several of the key issues facing coral reef managers. Currently, coral reefs are considered to be under considerable threat from human activities¹²

Threats to the near shore tropical marine environment are generally recorded as being:

- Overexploitation of fisheries resources and the use destructive fishing methods such as dynamite fishing to catch finfish.
- Sedimentation resulting from poor agricultural practices and coastal construction activities that increase soil erosion and sediment loading of rivers and run-off.
- Contamination of coastal waters from the disposal of untreated domestic and industrial wastewater directly into coastal waters.
- Hyper-nutrication and eutrophication of coastal waters from the excessive use of fertilisers.
- Coastal construction activities that remove vegetation, including areas of mangrove, disrupt natural shorelines creating a need for beach replenishment and stabilisation programmes, restrict public access to beaches, and reduce land and seascape quality.
- Land reclamation activities.
- Extraction of sand and coral.

Transboundary threats in oceanic waters have also been identified including solid waste disposal, litter, oil spill and other forms of pollution, and well as illegal, unregulated and unreported fishing both within and outside of EEZ waters, and the rapidly emerging global stresses resulting from climate change and other natural hazards (e.g. cyclones, tsunamis). Indeed, the largest notable impacts to affect reefs recently have been due to natural hazards. In 1998 there was a mass coral bleaching event, the singularity of which realized the catastrophic implications global climate change may pose to corals and reefs in most if not all of the coral reef regions of the world.

Coastal communities and the small island states maintain a high level of dependency on their near shore marine resources (i.e. coral reefs) as a primary source of food and income. Given this high level of dependency there is an urgent need for better management of human activities to ensure the equitable conservation and sustainable development of the region. The island states are particularly vulnerable due to their isolated nature, which increases the level of dependency on marine resources. Their small size, high human population densities, limited natural and human resources, geographic isolation, and ecological

¹¹ GEF Project GLO/98/G33/A/1G/71 International Waters Learning and Exchange Resources Network evaluation of Component 1 by Lawrence Mee.

¹² Wilkinson (2004) Status of Coral Reefs of the World: 2004, Australian Institute of Marine Science.

uniqueness and fragility add to the vulnerability of human and other biological island communities to both natural and man made disturbances.

Marine management theory currently advocates the use of Marine Protected Areas (MPAs) as a generic tool for conserving biological diversity, managing fisheries (e.g. no-take zones), and for the sustainable use and management of coral reefs and their associated communities. Management objectives for MPAs have typically focused on abating direct stresses (e.g. fishing and tourism impacts, coastal development and, land-based sources of pollution). Over the last decade the number of newly designated MPAs around the world has increased¹³. In the 1980s in East Africa there were 40 MPAs and 23 coastal areas protecting a total area of 1900 km², and another 42 MPAs and 17 coastal sites that had been proposed. An assessment of MPAs in the 1990s found that the situation had not changed¹⁴. Since then a further 35 MPAs have been declared or are under active consideration in East Africa.

Historically, however, MPAs have often been selected more for their 'expendability' in relation to coastal development and urbanisation, or their attractiveness for tourism purposes, than for their eligibility in relation to biodiversity, vulnerability, and resilience or for enhancing the long-term sustainability of local resources¹⁵. In many locations the selection and designation of MPAs often have not taken into complete account the needs of the local communities and has taken a management approach based on 'exclusion' rather than on co-existence and community involvement. This has frequently led to the purpose of the MPAs being poorly understood by the local communities and created a culture of suspicion and mistrust with stakeholders that are traditionally dependent on the associated marine resources for their livelihoods.

It is now recognised that multiple or cumulative human impacts can lessen the long-term resilience of reefs by altering their capacity to recover and maintain ecosystem function following disturbance (e.g. by habitat fragmentation and reduction of functional diversity). So while MPAs may be an effective tool, it is now thought that managed areas will only be really effective when set within a broader management framework that supports Integrated Coastal Management (ICM) that promotes resilience. Meanwhile, projected increases in carbon dioxide and temperature over the next 50 years now exceed the conditions under which coral reefs previously flourished over the past half-million years¹⁶. Coral reef management objectives therefore need to address climate related coral bleaching, diseases, sea level rise, changing weather and storm patterns, and other natural hazards. As such, management plans need to be adaptive and include the consideration of factors such as bleaching resistance and resilience.

In conjunction with the rising popularity of MPAs, marine management theory has shifted away from the pure conservation of biological diversity to focus on more holistic ecosystem approaches. Ecosystem approaches include humans as an integral part of the system, and aim to conserve diversity through the identification of the abiotic physical processes that support and maintain the biotic features and aim to conserve a representative proportion of each natural habitat so as to conserve other scales of diversity⁹.

With ever emerging issues, the evolving marine management theory and the myriad of projects and initiatives that are being undertaken to address coral reef issues at local, regional and global scales it is critical to draw from the existing body of knowledge and experience to increase the likelihood of success. This project with the knowledge and lessons learned gleaned the GEF project portfolio and other sources will serve to enhance these and future undertakings, as well as, improve their effectiveness through direct experience and applied learning.

Project Design

This proposed project offers the opportunity to address many of the problems identified by examining past experience in greater detail, by combining this information learned with current practice and then testing

¹³ Allison, G., Lubchenco, J. and Carr, M.H. 1998. Marine reserves are necessary but not sufficient for marine conservation. *Ecological Applications* S16: S79-S92.

¹⁴ Kelleher, G., Bleakley, C. and Wells, S. 1995. *A Global Representative System of Marine Protected Areas*. The World Bank, Washington, D.C. 147p.

¹⁵ Agardy, T. 1997 *Marine Protected Areas and Ocean Conservation*. Academic Press, Texas, USA, 244p.

¹⁶ Hughes, T.P., Baird, A.H., Bellwood, D.R., Card, M., Connolly, S.R., Folke, C., Grosberg, R., Hoegh-Guldberg, O., Jackson, J.B.C., Kleympas, J.A., Lough, J.M., Marshall, P., Nystrom, M., Palumbi, S.R., Pandolfi, J.M., Rosen, B.R. and Roughgarden, J. 2003. Climate change, human impacts, and the resilience of coral reefs. *Science* 301: 929-933.

whether lessons can be effectively shared to successfully influence practices on the ground, and in the quality-at-entry of future project designs. The fact that this proposal is linked with an existing ground-based and growing network in ICRAN, and through the UNEP Regional Seas Programmes, offers a concrete mechanism through which lessons can be shared and routinely updated.

To address these above issues for coral reefs, the proposed project will operate over 3 years, commencing in 2005, and will be organized around the following main components:

1. Classification of Knowledge Themes and Categories (\$140K) 70K GEF, 70K Co-Financing

Based on the information and communications conducted during the Block A phase, standardization and calibration of the key themes and categories were identified by the Steering Committee as important steps needed to effectively frame the knowledge base and the nature of the portfolio to be analyzed.

The identification of the themes within which projects and lessons will be grouped and analysed will be finalized during the inception meeting of the Steering Committee. However the following issues are likely candidates for specific attention during the project.

Candidate Themes for Analysis of Coral Reef Projects
1. Decentralization of MPA Management – successes and pitfalls
2. Sustainable Financing of MPAs Management
3. Achieving economic benefits from coral reefs within project timeframes
4. Effective management of coral reef fisheries
5. Replication of successful practices
6. Balancing biodiversity conservation with sustainable livelihoods for dependent communities
7. National level policy analysis
8. Reef protection and management programs
9. Public participation , awareness and outreach
10. Fish spawning aggregation
11. Tourism (effective planning and management)

One of the project partners or networks will be invited to coordinate input and analysis for each theme. For instance the UNDP Sharing Reef Knowledge (Shark) network could play a lead role in identifying key lessons related to achieving economic benefits from effective management of reefs, and the Tropical Marine Learning Partnership could coordinate many aspects of the theme on replicating successful practices.

During the initial assessment of coral reef projects, an important consideration will be the choice of a standard analysis method, or methods. The target objectives of the different projects will be examined and successes and failures will be judged in terms of what the project was designed to achieve, as well as considering (in hindsight) what might have been achieved in addition to stated goals, if different approaches and procedures had been applied.

This assessment approach will also include consideration of :

- a. internal evaluations contained in project reports,
- b. feedback from project staff in the form of verbal interviews and replies to written queries
- c. any external assessments carried out as part of the project (including M&E unit reports)

- d. direct analysis of project outputs and outcomes against stated objectives, outputs, outcomes and milestones
- e. comparisons of outputs and outcome between similar projects in similar situations

Therefore, the initial component and phase of the project will finalize the information sources and inventory, will design the elements of the knowledge base, and develop an agreed methodology for translation of derived best practices into specific management actions which could be trialed and evaluated as follow-on activities to this project.

An inception meeting of the Steering Committee and other stakeholders, combined with teleconferences and other electronics communications will be held to confirm the project timelines, define coordination between partners, the scope of the analysis and plans for accessing and manipulating project information. The project inception meeting will consist of the members of the initial Steering Committee meeting (defined and convened during the Block A phase of the project), as well as a representative of the ICRAN UNEP regional seas units.

2. Information Gathering (\$570K) \$300K GEF; \$270K Co-Financing

This component will involve the development of a comprehensive inventory of all GEF projects and all electronic information on these projects will be identified and accessed (subject to confidentiality considerations). Contact persons for each project will be identified and asked to provide additional material (reports, assessments, summary results, images, contact lists, etc.) Also, a detailed review and possible visitation of some key projects currently will be undertaken to determine the impacts and key success factors (Year 1).

At the same time the design of all database tables, relationships, data formats and knowledgebase functionality will be formally drafted and reviewed by all partners. The final design will then be implemented and tested with initial data, prior to beginning the entry of all information from the GEF projects identified above.

The same process of project identification and information collection will then be followed by for other major non-GEF projects. The Tropical Marine Learning Partnership will contribute substantially to this component. The 4 member organizations will conduct assessments of their tropical MPA portfolios and other non-GEF efforts in areas of high interest identified by the learning group. Particular areas of focus will include MPA network design, enhancing management effectiveness, sustainable financing, and providing benefits for local people (e.g., fisher communities).

During the detailed information collection phase, projects with major information holdings on site, and where there are significant results which could be translated into lessons and best practice recommendations will be identified. Site visits will be made to regional or county offices to obtain further information from formal records and publications, as well as through interviews with key project personnel.

- (a) Construction of a knowledgebase of results, outcomes, lessons learned and available tools for use by all coral reef professionals and stakeholders (Years 1&2);

This exercise will involve pooling all GEF coral reef and related projects (i.e. seagrasses, mangroves, and other relevant tropical marine ecosystems (calcifying bioherms)) from all three implementing agencies, as well as other large projects that may be of particular significance from major NGOs or multilateral institutions. This will involve a process of inventory, classification as to project sub-type (based on specific attributes) and then sorting respectively to develop effective generalizations concerning experiences and lessons.

Depending on the age of the project, it may be that a subset of the collective portfolio may be required. However, this can be determined when the inventory is completed and quality-assured.

3. Analysis and Synthesis (\$575K) 290K GEF; 285K Co-Financing

All the results generated in Component 2 will be assembled into a comprehensive review of past and ongoing activities, categorized according to agreed themes. From this review, a summary of key lessons will be derived which can provide practical guidance to resource managers responsible for coral reef

environments. These lessons will be derived from both written project documentation and discussions with project staff. The lessons will be presented in positive terms, highlighting successful outcomes, and providing practical suggestions to avoid potential problems. With the agreement of project staff, elements of certain projects will be presented as case studies.

- (a) A comprehensive review of the GEF project portfolio (including all Implementing Agencies) over the last decade, and including an analysis of the outcomes, successes and failures of each project. (Year 1);
- (b) Review of existing related initiatives within IWLEARN, IUCN, ICRIFORUM including the Global Invasive Species Toolkit;
- (c) Learning group workshops conducted by the Tropical Marine Learning Partnership at which initial lessons learned or other initiation findings from the GEF project are presented to and discussed by the learning group, as a way of validating (or not) these conclusions and augmenting them based on the broader experience represented by our learning group members. This focus this on topics identified as priorities by the learning group.
- (d) Development of tools such as Best Practice Guidelines which would help new projects avoid previous mistakes and help to duplicate successes (Years 1&2);
- (e) Dissemination through ICRAN partners and network, and executing agencies of current GEF and other projects including (Years 2 & 3):
 - Development of executing agency learning network (in consultation with existing learning networks (IWL, NGOs)
 - Presentations at major management-oriented symposia (e.g. the International Tropical Marine Ecosystems Management Symposium),
 - Publications and information brochures,
 - Seminars at World Bank, UNDP, UNEP, GEF and small learning exchange workshops.

4. Dissemination (\$604K) 280K GEF; 324K Co-Financing

The results of components 2 and 3 will be disseminated in variety of ways, both direct and indirect. A user-friendly web-based information system will be created using ReefBase as a model. ReefBase is currently the most authoritative information system on coral reefs at a global scale. It receives over 20,000 hits per month and is consistently at the top of most search engine results for a variety of reef related searches. The project will develop a system which stands alone, but can access the database and GIS engine used by ReefBase. The system will also be offered to other partners to mirror at their sites. In particular the Shark network, ICRI-Forum, ICRAN, CHAMP, CORIS, GCRMN and Reef Check will be offered to include the system on, or linked to their sites. The system will also be used to promote an active network of managers, scientists and private sector reef users who can share information, lessons learned and request and obtain advice from people in other regions. This network will be promoted using a email server and dedicated reef managers forum on the web, and through side meetings at various coral reef events.

In addition to this online information system, a number of publications will be produced, including 1) a summary pamphlets outlining the main results of the analysis; 2) a report on the major lessons learned and 3) fact sheets on lessons learned and best practice for each theme, together forming a toolkit. Which will be disseminating during targeted workshops and other general coral reef meetings.

The main direct form of dissemination will be through specific workshops with partners at selected ICRAN sites. These workshops will enable targeted interactions with site managers and will involve discussions and planning sessions on how the best practices derived from this project can be incorporated into the ongoing work of ICRAN partners. Where possible these workshops will take advantages of other scheduled partner meetings. At least 2 regional workshops will be held – probably in the Caribbean and the Pacific, with additional ones likely to be held (subject to additional partner support) in southeast Asia and east Africa.

In addition, the Tropical Marine Learning Partnership will hold "collective learning activities", in which the findings of the project will be in addressed more formal, structured activities to address specific learning questions of high interest on which the group. This will involve outside experts drawn from the project as

well as network members themselves. 2 major workshop will be held involving approximately 30 participants.

The results of this project will also be presented at a number of regional and international forums, including the 3rd International Tropical Marine Environmental Management Symposium (2006), and the 11th International Coral Reef Symposium (2007).

- (f) In consultation with the GEF, and where determined practicable, perform trial implementation (Replication) of this project's recommendations/best practices at selected ICRAN sites and in selected newly initiated GEF projects (Years 2&3). This will be achieved through:
- Training of trainers in good practices derived from the study
 - Providing materials and toolkits to governments, NGOs and stakeholders where appropriate on good practices and promoting the existence of these tools
 - Promotion of new strategies and policies within management agencies

The ICRAN sites chosen for trial implementation may include both marine protected areas and non MPAs. Also, new ICRAN Target and Demonstration sites may be chosen to specifically test certain recommendations of this project.

A number of international meetings and symposia (some which are mentioned above) offer opportunities for project partners and stakeholders to meet and review progress between portfolio analyses and current project findings, either with ongoing GEF projects, or other NGO projects and programs. Between 2005 and 2007 there will be a number of international workshops and symposia where side meetings and fora will be formed, including IMPAC 2005, ITMEMS 2006, ICRAN and ICRI Secretariat meetings, Tropical Marine Learning Partnership (TNC, WWF, CI & WCS), IW:LEARN targeted learning meetings, global meetings of the Regional Seas, and other GEF-supported workshops.

There are also a number of regionally focused meetings (e.g. PEMSEA) which will also be appropriate for promoting the project and seeking further input on other projects to enhance the effort.

Direct input to international processes may be considered, if appropriate, through the second Intergovernmental Review Meeting of the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities in 2006, which will serve as an important contribution to furthering implementation of the goals and targets associated with the Plan of Implementation of the World Summit on Sustainable Development and the Millennium Declaration, as well as to the review of oceans and seas, marine resources, small island developing States and disaster management and vulnerability scheduled to be undertaken by the Commission on Sustainable Development in 2014-2015

Global Environmental Benefits

Compilation of Best Practices. Identification of both successful and unsuccessful aspects of previous projects, and the development of practical measures to repeat the successes and avoid the mistakes.

Development of dynamic dissemination mechanisms and their application for successful replication of successful experiences, including:

- A comprehensive online knowledgebase building on the approaches developed by ReefBase, the Shark Network, CORIS, ICRI Forum and IW Learn;
- Communication and learning tools (manuals, electronics, visual aids, simple Public Relations);
- Experience sharing between relevant sites;
- Sharing experiences with targeted donors to influence programming of future funding (e.g. Marine Working Group on the Consultative Group on Biological Diversity - groups of donors active in coral reef funding).

Project Logical Framework

Narrative Summary of Project Goals and Activities	Objectively Verifiable Indicators (OVI) (output indicators, impact indicators)	Means of Verification (MOV)	Risks	Assumptions
Overall Project Goal				
<p>Assist developing countries to promote and enhance the conservation and sustainable use of coral reefs and their related ecosystems.</p>	<p>Demonstrably enhanced capability within country institutions, multilateral institutions and NGOs to use information generated from the review and consultations.</p> <p>60% of country institutions indicate an increase in their capacity to learn from previous experiences of other projects and develop and implement coral reef projects which deliver key outcomes more effectively and efficiently.</p>	<p>Documented country policy or practice of adopting information from the results of this project. Changes in Institutional documentation and practice (e.g. NBSAPs, Poverty Reduction, or Strategy Plans or Policies).</p> <p>Documented improvement in the administration/management of coral reef areas/resources. (e.g. MPA progress reports demonstrating application of lessons highlighted from this project). New or improved enabling policies for management of coral reef resources; Tools for reduction/removal of threats; Working examples of sustainable use and livelihood/income generation;</p> <p>Surveys of users, partners and key country institutions</p>		<p>All identified stakeholders participate in at least one stage (or component) of the process.</p>
Objectives				
<p>Assist the GEF with the generation of knowledge through analysis and synthesis, replication and dissemination of lessons and good practice.</p> <p>To share the GEF's specific knowledge with other multi-lateral institutions and NGOs to further the goals of Biodiversity Protection.</p>	<p>An improved (i.e. more clearly quantified & described) understanding of the successes and failures from past experiences that can be applied to present and future projects; improved capability of the GEF to base future projects on sound knowledge and experience.</p> <p>90% of all future GEF project briefs and other major project proposals to other donors will use the knowledge from this project to develop their proposals</p>	<p>Citations of this project and its results/recommendations in future project proposals.</p> <p>M&E reports for GEF projects</p>	<p>Failure to establish a network; failure of network participants to consistently engage in communications; failure of identified project targets (i.e. broader than the GEF portfolio) willing to participate in the analysis; failure of countries with learning sites to maintain interest.</p>	<p>All identified stakeholders participate in at least one stage (or component) of the process.</p>

Narrative Summary of Project Goals and Activities	Objectively Verifiable Indicators (OVI) (output indicators, impact indicators)	Means of Verification (MOV)	Risks	Assumptions
	<p>A demonstrable improvement in the evaluated performance of at least 50% of GEF coral reef projects started after completion of this project.</p> <p>A virtual peer network of coral reef management professionals and stakeholders which will facilitate the dissemination of information, sharing of experiences and initiation of physical exchanges of personnel and resources between projects.</p> <p>An active, sustained network that shares lessons based on sound analysis; clear dissemination mechanisms defined and operating (i.e. on-line Knowledge base of lessons and good practice)</p>	<p>Documented increase/transfer of lessons & good practice; increase in the diversity of mechanisms for communication and transfer; number of targeted learning exchanges or training-of-trainers meetings. Use statistics from established knowledge bases (e.g. ReefBase; other websites).</p> <p>Creation of a Manager’s Network at the Global or Regional level through ICRAN and building upon its existing network that continues routine communication and lesson-sharing/learning following the project period.</p>	<p>Failure of regionally-focused networks to follow-through with consistent communication in sharing lessons and discussing problems.</p>	<p>The International Coral Reef Action Network will serve as a consistent catalyst in maintaining communications between scales of communication and lesson-sharing.</p>
A. Outcomes level				
<p><i>Outcome 1</i></p> <p>Produce a critical review & analysis of coral reef & associated ecosystem projects and summarize their principal outcomes in order to derive</p>	<p><i>By the end of the Project:</i></p> <p>An improved understanding of the successes and failures from past experiences that can be applied to present and future projects.</p>	<p>Number of sites in which lesson transfer has been documented. Use statistics from established knowledge base (e.g. ReefBase, and other linked websites)</p>	<p>No common denominators (thus recurrent lessons) from a portfolio review can be identified. Project portfolio is too disparate to define key lessons with any degree of</p>	<p>The universe of projects identified for analysis is adequately defined, and able to be sampled. Interviews with project members may also be important to clarify how</p>

Narrative Summary of Project Goals and Activities	Objectively Verifiable Indicators (OVI) (output indicators, impact indicators)	Means of Verification (MOV)	Risks	Assumptions
lessons learned, key factors for success, root causes of failures and identify ways to capture lost opportunities.		At least one case study or good practice guide formally published per year outlining improved management of coral reef and related resources. Listing of new or modified coral reef-related policies organized by country.	confidence. Failure for the portfolio review or inventory of current coral reef projects to produce new practices.	the project may have changed during execution, and to augment information within project documents.
<p><i>Outcome 2</i></p> <p>A network of professionals, (particularly within developing countries) actively engaged in the sharing of lessons from past and ongoing coral reef projects.</p>	<p><i>By the end of the Project:</i></p> <p>At least 100 managers registered and using the network facilities on ReefBase.</p> <p>At least 3 documented cases where the managers have adopted new methods or approaches base on knowledge gained or exchanged through the network</p> <p>100% of the material produced by the project is disseminated through the International Coral Reef Action Network and its partners, in print and electronic form, and through targeted learning workshops, symposia, exchanges, training programs and the establishment of a coral reefs learning and exchange peer network.</p>	<p>User statistics and feedback from dedicated Website(s) or web pages and from surveys during dedicated sessions on lessons learned and good practices at international symposia and regional and local workshops, at ICRAN sites and during ITMEMS meetings</p> <p>Records of material circulated; surveys of partners awareness of available material</p>	Excessive variability in communication through-put (i.e. electronic access restriction/failure) with developing country participants.	Network participants have access to email, the Internet or relay information services to receive routine Network communications.
<p><i>Outcome 3</i></p> <p>Increased awareness and implementation of good practices through dissemination of good practice guidelines, toolkits and information resources for use by other projects in developing countries and implementing activities and widely disseminate this information globally.</p>	<p><i>By the end of the Project:</i></p> <p>Good practice guidelines, toolkits and relevant information are published in print and available on the Internet within a virtual network, and on key international websites.</p> <p>Good practice guidelines developed by this project are evident and in use by 50% of the project partners and by at least 3 other projects</p>	An inventory & tally, by region and country (if possible), of new working examples of sustainable use of coral reefs & livelihood/income generation.	Lack of cooperation by coral reef countries to produce relevant policies/legislation. Lack of institutional or financial support to sustain the updating of web pages.	Institutional and Government representatives will be available to assist in providing relevant legislation and policy documents.

Narrative Summary of Project Goals and Activities	Objectively Verifiable Indicators (OVI) (output indicators, impact indicators)	Means of Verification (MOV)	Risks	Assumptions
B. Activities Level				
<p>Activities under Outcome 1</p> <p><u>Activity 1.1.</u> Perform a critical review of the GEF coral reef portfolio from each of the IAs, and non-GEF projects from participating partners (e.g. ICRAN, TNC, WWF, others)</p>	<p><i>By the end of the Project:</i></p> <p>Critical Review of the Portfolio is completed, published and discussed at length with Project Partners.</p> <p>90% of project partners accept the majority of the recommended practices outlined in the report</p>	<p>Minutes of meetings of project partners discussing results of the analysis. Publication of the review/analysis.</p>		
<p>Specific Activities for 1.1</p> <p>1.1.1 Information Gathering: Complete the collection/inventory of all GEF projects from the three Implementing Agencies, and selected group of projects from NGOs. (i.e. the TMLP)</p> <p>1.1.2 Classification of Knowledge Themes and Categories: Based on the above inventory, finalise the key themes and categories that will form the basis of the review.</p> <p>1.1.3 Perform a review and analysis of all project documentation and identify common classifications between project (e.g. key successes, lessons, problem areas). From the analysis define a</p>	<p><i>By the end of the Project:</i></p> <p>Inventory and collection of all relevant projects completed and archived in central location.</p> <p>Classification of Key Knowledge Themes and Categories completed.</p> <p>Review of project portfolio is completed, key people contacted to discuss various aspects of selected project execution, and detailed report produced and disseminated.</p> <p>Meetings with project participants held. Discussions of the portfolio review presented at key international for a (e.g. ITMEMS 3) and workshops.</p>	<p>Database established and accessible.</p> <p>Minutes of meetings of project partners discussing results of the analysis. Publication of the review/analysis.</p>		

Narrative Summary of Project Goals and Activities	Objectively Verifiable Indicators (OVI) (output indicators, impact indicators)	Means of Verification (MOV)	Risks	Assumptions
<p>subset of projects that contain comparable attributes.</p> <p>1.1.4 Identify key individuals involved in each project selected for review & follow-up contacts to contrast project execution versus project approval documentation and final reports.</p> <p>1.1.5 Complete a written report that incorporates the findings from activities 1-4 above.</p>	<p>Key individuals identified and contacted.</p> <p>Written report completed and disseminated in hard copy, through websites and at selected ICRAN and partner sites, through the established Network, at key meetings, symposia and electronically. Edorsement of report by all key participants</p>	<p>List of key contacts as a result of the review.</p> <p>Written report. Availability of report on target web-sites. Minutes of key stakeholder/partner meetings</p>		
<p>Activities under Outcome 2</p> <p><u>Activity 2.1</u></p> <p>Through the project partnership, establish a network of practicing professionals that will use and share the results of Outcome #1.</p>	<p><i>By the end of the Project:</i></p> <p>Establishment of a Reef Managers email/discussion forum involving all partners and with at least 20 posts per month.</p> <p>Establishment and at least 10 examples of meetings/communication of a bona-fide network of practitioners (internal and external to this project) willing to receive and use information generated by this project.</p> <p>Demonstrated liaison with other projects, such as IW:LEARN and the UNDP Shark Site in seeking the similar</p>	<p>Logs of forum/email activity</p> <p>Minutes or reports from meetings that reference the sharing of lessons and results of the project.</p>	<p>Managers will fail to acknowledge/report on the utility of the network</p>	<p>Partners and participants are motivated to look externally for ideas and advice on maximizing the effectiveness of their management efforts</p>

Narrative Summary of Project Goals and Activities	Objectively Verifiable Indicators (OVI) (output indicators, impact indicators)	Means of Verification (MOV)	Risks	Assumptions
	<p>GEF objectives of information sharing and learning.</p> <p>Partners/participants in the project rank the network as on of the top 5 means of exchanging information and experiences and learning about best practices</p>	Surveys of partners		
<p>Specific Activities for 2.1</p> <p>2.1.1 ICRAN coordinates the establishment of a network of practitioners through meetings, web sites and electronic discussions.</p> <p>2.1.2 The TLMP and key International NGOs participating.</p>	<p><i>By the end of the Project:</i></p> <p>Network of practitioners established with members active in meetings and discussions.</p> <p>Information from the project is being used to assist the TMLP or key International NGOs Groups are active in project review and application of findings.</p>	<p>Membership lists and contact information of network practitioners (e.g. available through ICRAN).</p> <p>Documentation of lessons transferred to current project management by members of the TMLP, and other NGOs.</p>		
<p>Activities under Outcome 3</p> <p><u>Activity 3.1</u> Production and dissemination of the collection of relevant guidelines and toolkits.</p>	<p><i>By the end of the Project:</i></p> <p>Guidelines & Toolkits developed and disseminated in hard copy, through websites and at selected ICRAN and partner sites, through the established Network, at key meetings, symposia and electronically.</p> <p>100% of partners/collaborators indicated awareness of recommendations and best practices from this project, and 70% indicate that they are, or plan to undertake trial implementation of the recommendations</p>	<p>List of recipients and numbers of documents disseminated. Symposia proceedings. Website traffic records. Minutes of meetings</p> <p>Reports from, and surveys of partners/collaborators</p>	Partners fail to report on their level of awareness and implementation	Partners remain willing to trial best practices and recommendations
Specific Activities for 3.1	<i>By the end of the Project:</i>			

SUSTAINABILITY

Much of the information will be captured within the Knowledgebase developed from this project– which will be maintained by ReefBase. ReefBase is an ongoing project (since 1998) supported by the WorldFish Center. Core funding is obtained from the member countries and agencies of the CGIAR.

Ongoing inputs and dissemination will be maintained by ICRAN partners. ICRAN is now in its 4th year of operation and has ongoing projects. ICRAN is a viable ongoing consortium, supported by ICRI, parent institutions and several major donors. Additional funding is obtained from a range of bilateral and multilateral donors and foundations. The level of ongoing activity for this project may vary from year to year; however, once established the knowledge base will persist and the practice of extracting lessons learned and best practice will continue in each organization as part of core activities.

REPLICABILITY

I. STAKEHOLDER INVOLVEMENT/INTENDED BENEFICIARIES

Other major participants include project managers and staff of key GEF projects that have been completed (during project evaluation), and of other projects which are being initiated and would like to test the recommendations of the evaluation component including ICRAN field projects.

ICRAN Partners and a broader network of stakeholders, including GEF Implementing Agencies (UNDP, UNEP, World Bank), executing agencies and key project stakeholders, will be the initial participants in the portfolio review. Depending on which projects get targeted for major analysis, other major global/regional players could also become stakeholders. The Global Coral Reef Monitoring Network (GCRMN) and the program for Coral Reef Degradation in the Indian Ocean (CORDIO) will also be involved where appropriate. Current coral reef and related projects will also be engaged in developing lessons learned, and in taking advantage of opportunities for targeted learning. Examples include the International Waters Learning and Exchange Resource Network (IW:LEARN), in which a component exists for specific targeted learning for coral reef information. Also, the GEF-World Bank Coral Reef Targeted Research and Capacity Building for Management project will also present opportunities for developing specific components of a learning network, and sharing new information with lessons and findings from the GEF portfolio examined by this project.

The steering committee, formed during the PDF/A— and including representatives from ICRAN, UNEP, UNDP, WRI, GEF(M&E) and major participating institutions carrying out non-GEF coral reef projects (e.g. WWF, TNC, CI, GCRMN)—will help guide the project development and to facilitate communication with and between participating agencies.

ICRAN partners will be closely involved in all aspects of this project – including:

- inputs to the knowledgebase
- providing insights and analysis regarding the generic lessons learned from past projects
- dissemination of best practices and lessons learned

Inputs:

ReefBase:

- will merge information from ReefBase and incorporate ReefBase functionality and features into the online knowledgebase
- build compatibility with, and links to other knowledge systems (Shark, ICRIForum, Coral-list)

ReefCheck

- will contribute ReefBase expert analysis of reef Status (WRAS)
- will assist in dissemination through its website, newsletters and regional meetings and site-based workshops

ICRAN – ICU

- liaison with partners and managers of ICRAN and non-ICRAN sites
- coordination of expert analysis by ICRAN partners and at a special session of ITMEMS
- dissemination through ICRAN publications and website, convening meetings, conducting training workshops and use of ICRI Forum
-
- WWF & TNC
 - inputs and analysis through the Learning Network (Andy can you provide a few points)
 - inputs and dissemination through their components of the ICRAN Meso-American Alliance
- WRI
 - inputs from the Reefs and Risk analyses
 - inputs and dissemination through their components of the ICRAN Meso-American Alliance
- ICRAN- SPREP
 - provision of inputs from all existing projects including the current AFD funded ICRAN projects
 - dissemination through training and knowledge exchange activities at ICRAN sites
 - Dissemination through regional intergovernmental meetings.
- ICRAN - East Asian Seas
 - provision of inputs from all existing projects, including GEF South China Sea project
 - dissemination through training and knowledge exchange activities at ICRAN sites
 - Dissemination through regional intergovernmental meetings.
- ICRAN - Caribbean
 - provision of inputs from all existing projects, including the ICRAN USAID/UNF Meso-American project
 - dissemination through training and knowledge exchange activities at ICRAN sites
 - Dissemination through regional intergovernmental meetings.
- ICRAN – East Africa
 - provision of inputs from all existing projects including CORDIO activities
 - dissemination through training and knowledge exchange activities at ICRAN sites
 - Dissemination through regional intergovernmental meetings.
- GCRMN
 - inputs of all information from global, regional and national coral reef status reports
 - dissemination through its web site and regional meetings

Inputs and opportunities for dissemination will also be sought from nascent ICRAN partners from the South Asian (SACEP) and Arabian Seas (PERSGA and ROPME) regions.

For example, active ICRAN projects include, but are not limited to the following:

- **ICRAN and the Coral Reef Initiative for the South Pacific (CRISP)**

This regional initiative from Agence Française de Développement (AFD) and the French GEF (FFEM), aims to promote the protection and sustainable management of the coral reefs of Pacific Island states. Designed as a vector of regional integration between the developed and developing countries of the Pacific. CRISP (www.spc.int/crisp) objectives include:

- 1) gaining a better understanding of coral reef ecosystems in terms of their biodiversity, current status and functioning;
- 2) conducting operations to protect and manage coral ecosystems on a broad scale;
- 3) promoting economic potential based on the biodiversity and use values of coral ecosystems; and
- 4) sharing information and knowledge, building capacities and managing local, national and international networks throughout the Pacific.

The initiative has an overall budget of about US \$11 million, which includes substantial contributions from Conservation International, WWF, UN Foundation (through ICRAN) and the French Ministry of Foreign Affairs (through the Fonds Pacifique - Pacific Fund). ICRAN partners SPREP and the WorldFish Center (ReefBase) to implement objectives 3 and 4, with SPREP acting as the conduit to national governments and regional processes for the engagement of the CRISP Project and dissemination of project outputs and results.

- **ICRAN Mesoamerican Reef Alliance**

In support of the ICRAN Mesoamerican Reef Alliance, the UN Foundation has pledged \$1.5 million to undertake activities in the three project components of Watershed Management, Sustainable Fisheries, and Sustainable Tourism. Given the strong interest in the Mesoamerican Reef by the United States' government (as is evident from its multi-year dedicated support through the USAID PROARCA program, the New Opportunity Alliance and The Nature Conservancy's Mesoamerican Reef Initiative) in March 2002, the UNF and ICRAN requested from USAID an additional \$1.5 million to complement this important effort. USAID's and UNF's funds will support the Mesoamerican Reef Alliance with UNF/ICRAN. This alliance will allow USAID Guatemala/Central American Programs to bring new partners and international expertise into the region to promote economically and environmentally sound management of the reef, and to strategically engage major components of the private sector.

USAID and UNF/ICRAN have agreed to jointly plan the specific program activities under the Mesoamerican Reef Alliance. A lead organization within ICRAN, the United Nations Environment Programme's Caribbean Environment Programme, will manage project execution.

The Mesoamerican Barrier Reef Alliance Activity will be complemented by other efforts supported in the region by important donors like the World Bank/GEF, the Inter-American Development Bank (IDB), and international conservation organizations like The Nature Conservancy (TNC), World Wildlife Fund (WWF), the Wildlife Conservation Society (WCS) and the Summit Foundation. This support is in response to an initiative by the Presidents of Mexico, Guatemala and Honduras and the Prime Minister of Belize to promote conservation and sustainable use of the reef called for in the Tulum Declaration (1997).

A primary objective of ICRAN activities in the Wider Caribbean is to build the capacity on the ground for sustainable management of coral reefs, emphasizing the role of Marine Protected Areas (MPAs), local communities and the tourism sector. To this end a number of regional and local activities are being implemented including promotion of better practices, training, coral reef monitoring and assessments, mapping of MPAs and their habitats, and public awareness-building targeted mostly to decision-makers and developers. In the case of proposed ICRAN activities in the MAR, ICRAN will work in close coordination and collaboration with the GEF/MBRS and USAID PROARCA programs which share common objectives with ICRAN and are key stakeholders in Central America.

This project is a partnership that relies on many individuals and organizations working together to achieve a common goal for the benefit of the livelihoods of people and communities, through improving the chances for the future health of coral reefs. This commitment to the region also relies on working with those companies and industry that are also benefiting from the region and to provide opportunities for reinvesting in action which will ensure the longevity of their businesses.

- **ICRAN Marine Tourism Alliance (Dominican Republic)**

ICRAN will conduct a set of inter-linked, complementary activities to enable the proliferation of good practices for coral reef management and conservation, through the present project (focusing on the Reef Check Foundation). The Marine Tourism Alliance activity will be complemented where relevant and appropriate by ICRAN partners (e.g. UNEP, The Nature Conservancy (TNC), World Wildlife Fund (WWF), CORAL), and other efforts supported in the region by important donors like the World Bank/Global Environmental Facility (GEF), the Inter-American Development Bank (IDB), bilateral donors, and international conservation organizations.

This support is requested in response to the 2000 USAID/Chemonics report “Competitive Strategy For The Dominican Republic,” a major goal for 2010 is for the country to become “the most competitive business, production and tourism center of the Caribbean and Central America...” The report also points out that to achieve this goal, the country must, “offer higher value-added or new product and service offerings; and to serve more profitable market segments, to help diversify the existing production base and develop competitive advantages.” Finally, the need to adopt international best practices is noted.

The Marine Tourism Alliance in the Dominican Republic will therefore bring together partners with extensive experience in their respective fields to market new products and services that will be attractive to most tourist visitors on the island. The products will be easy to read, short, amusing booklets that will inform visitors how to behave while in the water, what to do and not to do, and how to enjoy coral reefs and appreciate their value. They will encourage visitors to purchase a mask and snorkel and to participate in a more interactive experience with the ocean by paying for a trained Reef Check instructor at each resort to teach them more about the ocean and coral reefs. Tourists will become part of the conservation solution and will provide the funds to ensure that local citizens can also participate in Reef Check activities – education, monitoring, and management including rehabilitation of damaged coral reefs and fish stocks.

- **ICRAN and the Green Fins Project (SE Asia)**

Jointly funded by ICRAN and ICRI, the 'Green Fins' project has been piloted in Thailand, the Philippines and Indonesia to establish a network of environmentally friendly dive operators that will assist with monitoring coral reefs and enhancing public awareness through operating their dive shops according to a set of eco-friendly guidelines. Project includes pre-dive briefing guidelines and a Code of Conduct for members.

These are all ongoing activities in which experiences and lessons can be compared against the historical portfolio of projects, and to identify recurrent, successful practices that can be used to improve ongoing practices and future project designs.

MONITORING AND EVALUATION

Given that this project will serve the GEF as an evaluation of its historical and current coral reef project portfolio, and provide guidance for the development of future projects, this project does not involve Monitoring and Evaluation in a typical sense. Rather, this proposed project provides a critical evaluation service to the GEF. However, various activities and aspects of this project should be monitored and evaluated for quality and performance to the extent that lessons learned are effectively translated and applied in the field, and that any networks and targeted learning exercises meet their stated objectives. This project intends to work closely with the GEF Monitoring and Evaluation Unit in seeing that the portfolio analysis is relevant and can satisfy GEF strategic priorities as a result of the introspective review.

Nevertheless, regular monitoring of project implementation based on the indicators specified in the project log frame will be conducted. This is essential to ensure that any needed adjustments or changes can be made in a timely fashion. Monitoring and evaluation will be both qualitative and quantitative, and will take place at outcome and activity levels. The project leader in the WorldFish Center will be responsible for overall monitoring and evaluation of project execution, while the Managing Director of ICRAN will conduct ongoing monitoring of work of ICRAN partners involved in the dissemination of lessons and good practices. The project will be subject to regular monitoring of milestones and financial activities as part of the project management system within the WorldFish Center. In addition to the Steering Committee formed during the Block A period, and which will meet periodically to discuss the project findings, the ICRAN Board and Steering Committee will be provided annual reports on the progress of the project and will address any programmatic and institutional issues that arise. Progress of this project will also be reported to the International Coral Reef Initiative, during its annual general meetings.

Key project outputs and timelines are described in the log frame table. More specific, verifiable output-based milestones and indicators for the dissemination phase will be developed at a Steering Committee

meeting once the analysis of completed projects has been conducted, and a detailed dissemination plan developed. Primary responsibility for implementing project activities and delivering expected products within the agreed budget and time frame will also be determined as part of this process. These milestones and indicators, along with indicators listed in the log frame table, will be used for project review and evaluation.

This project also has the potential to serve as a procedural template to the GEF in examining its portfolio for other habitats and focal areas. At the end of the project the GEF Monitoring and Evaluation Unit will be asked to assess the project's effectiveness, to determine whether the stated outcomes have been achieved, and to assess this project's potential for other applications within GEFSEC.

The following table sets out the key elements of the Monitoring and Evaluation plan.

Monitoring and Evaluation Activity	Responsible Institution / Group	Key Performance Indicators
Outcome 1: Critical review and analysis of coral reef projects	WorldFish Center	<ul style="list-style-type: none"> • Results presented in Semi-annual reports to UNEP • Database complete • Analysis report published
Outcome 2: Network of professionals engaged in sharing of lesson learned.	WorldFish Center & ICRAN Coordination Unit	<ul style="list-style-type: none"> • Web enabled database interface complete • Links to other knowledge bases established • Mini-symposia convened at ITMEMS 3 and ITMEMS 4 to share lessons learned and best practices
Outcome 3: Increased awareness and implementation of good practices	WorldFish Center & ICRAN Coordination Unit	<ul style="list-style-type: none"> • Adoption of guidelines and practices as “good practice” at UNEP Regional Seas annual meetings • Learning exchanges at ICRAN target sites
Overall project Progress	ICRAN Steering Committee & Board	<ul style="list-style-type: none"> • Project milestones and outcomes
End of project evaluation.	GEF Monitoring & Evaluation Unit	<ul style="list-style-type: none"> • Project objectives and outcomes and milestones

A major source of information for the Monitoring and Evaluation process will be reports. During the course of the project a number of reports and documents will be produced that will provide important evidence of project progress and the achievement of milestones and outcomes. These reports are listed below.

Report	Format and Content	Timing	Responsibility
<p>Progress Reports</p> <p>Document the completion of planned activities, and describe progress in relation to the annual operating/work plan.</p> <p>Review any implementation problems that impact on performance and describe proposed action</p> <p>Provide adequate substantive data outcomes for inclusion in consolidated project half-yearly, quarterly and annual progress reports</p>	<p>Reports will use standard UNEP Progress Report format.</p> <p>The project logframe will be attached to each report and progress reported against outcome and output indicators.</p>	<p>Half-yearly, within 30 days of end of each reporting period,</p>	<p>WorldFish Center</p>

Highlights of achievements

The Project Implementation Review (PIR) reports Per GEFSEC format Yearly (after first year) UNEP Task Manager

Project Publications (anticipated)

A review of lessons learned from coral reef projects carried out within the GEF portfolio and other key agencies	WorldFish/UNEP/ICRAN publication. This will provide an exhaustive review of previous coral reef projects and	During the 2 nd year of the project	WorldFish Center
A managers guide to successful coral reef management initiatives. Why some things work and others fail.	WorldFish/UNEP/ICRAN publication. This short publication will distil the good practices from the review of past projects and present them in a simple, positive format.	During the 3 rd year of the project	WorldFish Center & ICRAN Coordination Unit
An annotated guide to coral reef management projects (online report)	WorldFish Center online publication. This will be an electronically produced report providing the latest list of coral reef projects and associated information.	During the first quarter of the 2 nd year of the project	WorldFish Center

Financial reports

Details project expenses and disbursements	Standardized UNEP format as found in project document	Half Yearly	WorldFish Center
	Disbursements and expenses in categories and format as set out in standard UNEP format, together with supporting documents as necessary		

Financial audits

Annual audit	Audit of accounts for project management and expenditures	Annual	WorldFish Center
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D – FINANCING MODALITY AND COST EFFECTIVENESS

The following Project Cost tables summarize the overall costs for each component and the co-financing commitments.

Co-financing

Component	Indicative Costs (US\$K)	% of Total	Co-financing (US\$K)	% of Co-financing	GEF Financing (US\$K)	% of GEF Financing
Knowledge Theme Classification	\$140	7%	\$70	7%	\$70	7%
Information Gathering	\$570	30%	\$270	28%	\$300	32%
Analysis & Synthesis	\$575	30%	\$285	30%	\$290	31%
Dissemination	\$604	32%	\$324	34%	\$280	30%
Total Project Cost	\$1,889	100%	\$949	100%	\$940	100%

Co-financing Sources				
Name of Co-financier (source)	Classification	Type	Amount (US\$)	Status*
WorldFish Center	IGO	In Kind	471,000	Confirmed
ICRAN Coord Unit	NGO	In Kind	78,000	Confirmed
TLMP	NGO	In Kind	400,000	Confirmed

Sub-Total Co-financing	949,000	
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Details of the proposed project's financing plan is as follows:

Component 1: Knowledge Theme Classification and Categories	Indicative Financing											
	GEF				Co-Finance				Project Total			
	Y1	Y2	Y3	Total	Y1	Y2	Y3	Total	Y1	Y2	Y3	Total
Development and standardization of methods for collection and analysis	20			20	30			30	50			50
Identify and communicate with key individuals from selected projects	25			25	30			30	55			55
Confer with Steering Committee to adopt analytical method.	25			25	10			10	35			35
Total	70	0	0	70	70	0	0	70	140	0	0	140
Component 2: Information gathering: Inventory of all GEF and selected external												
Inventory & collection of coral reef projects	50	35		85	55	10		65	105	45		150
Collect & Review external assessments of previous projects	50	35		85	55	10		65	105	45		150
Review of on-going initiatives	15	25		40	50	20		70	65	45		110
Knowledgebase construction & Maintenance	40	40	10	90	50	10	10	70	90	50	20	160
Total	155	135	10	300	210	50	10	270	365	185	20	570
Component 3: Analysis & Synthesis												
Comprehensive analysis of all projects selected		80	30	110		40	25	65		120	55	175
Development of tools & best practice guidelines from the analysis		45	50	95		80	70	150		125	120	245
Complete report incorporating all findings from the Analysis		35	50	85		40	30	70		75	80	155
Total	0	160	130	290	0	160	125	285	0	320	255	575
Component 4: Dissemination of Findings												
Formal establishment of manager's learning network		30	50	80		30	24	54		60	74	134
Develop and implement combination of strategic dissemination mechanisms		20	60	80		30	55	85		50	115	165
Conduct cross site learning exchanges			90	90		40	55	95			145	185
Training of trainers at selected ICRAN sites				0			30	30			30	30
Promotion of new strategies & policies within management agencies.		10	20	30		20	40	60		30	60	90
Total	0	60	220	280	0	120	204	324	0	180	424	604
Total Project Cost												
	225	355	360	940	280	330	339	949	505	685	699	1889

Project Implementation Plan

UNEP will act as the implementing agency for this project. The executing agency will be the WorldFish Center, based in Penang, Malaysia. The project will be guided by the Steering Committee (SC) established during the Block A period, and will comprise members from the GEF implementing agencies, project executing agencies, ICRAN and the other project partners.

The **first** year will involve review of a comprehensive project portfolio of all GEF projects involving coral reef (and associated) resources—regardless of the implementing agency involved. There has already been a good start on compiling this information during the Block A period. Inventories of relevant coral reef projects by Implementing Agency has been conducted and organized; however, each Implementing Agency (UNEP, UNDP and World Bank) will be contacted to coordinate an updated review and collection of GEF projects over the last ten years.

efforts, in collaboration with the UN Foundation and the ICRAN partners, to increase the flow of resources through many channels to assist the protection and sustainable management of coral reef areas.

Through the Governing Council decision 21/12 on coral reefs, UNEP continues to give its full support to the coordination and implementation of the International Coral Reef Action Network (ICRAN) project, an operational network of the International Coral Reef Initiative (ICRI). The ICRAN project is implemented through UNEP Regional Seas programmes, and activities continue at the ICRAN Sites in the Caribbean, Eastern Africa, East Asia and the South Pacific.

The United Nations Environment Programme Coral Reef Unit is helping to lead international effort to save the planet's threatened coral reefs. It works actively with international partners around the world in a concerted effort to reverse coral reef degradation and to increase international, national and local support for coral reef conservation and sustainable use. It is responsible for UNEP's participation in the International Coral Reef Action Network (ICRAN) and other international programmes, and provides the administrative base for the ICRAN Coordinating Unit. It includes staff at UNEP Headquarters in Nairobi, Kenya, for close collaboration with the Regional Seas Programmes in Division of International Conventions; UN agencies and Convention Secretariats; and in Cambridge, England, at the UNEP World Conservation Monitoring Centre.

By conducting a portfolio review of all GEF coral reef projects using project information from each of the Implementing Agencies (UNEP, UNDP and the World Bank), this review and analysis will foster further inter-agency coordination and communication. Standards adopted from this review and analysis may also help each of the IAs improve the collection of useful information that can improve future analyses.

The WorldFish Center, in collaboration with UNEP as the implementing agency, and in the context of this project, will reciprocally coordinate with two particularly relevant GEF funded projects. The GEF-funded project: IW-Learn or “Strengthening Global Capacity to Sustain Transboundary Waters Learning Exchange and Resource Network” under implementation and BD-Learn or “Strengthening Capacity to Generate, Disseminate and Adopt Good Practices for Biodiversity Conservation” under preparation. Both structured learning initiatives aim to manage information, expand dissemination networks and provide data platforms using agreed global standards – as such, it is intended that cross-fertilization and coordination of these two relevant initiatives, with this project, will take place through reciprocal agency participation on Steering Committees and project workshops. Furthermore, through its UNEP.NET initiative, which links clearinghouses and information providers, UNEP will also explore and act on potential synergies and linkages to the project at hand.

The project will be executed by the WorldFish Center on behalf of the International Coral Reef Action Network. The WorldFish Center has over 25 years of experience carrying out major projects on environmentally sustainable aquatic resource development. Its Coastal and Marine Resources Research Program focuses on coral reefs as a priority habitat and has undertaken a wide variety of fisheries, stock replenishment, monitoring and information coordination projects. One program within the Center, the Policy Research and Impact Assessment Program has a specific mandate to work with other projects to monitor and assess the impact of its work on its intended beneficiaries. The project will be able to draw on this expertise in developing assessment protocols, questionnaires and impact pathway analysis procedures for the coral reef projects it examines. The ICRAN partnership includes an extensive range of expertise in development and assessment work on coral reefs including senior staff from the Regional Coordinating Units of the coral reef related regional seas programmes. The project will be able to draw on the expertise of ICRAN partners, and will contract additional outside expertise as needed. The combined participation of the project applicant, together with ICRAN partners, provides a unique and comprehensive depth and breadth of expertise to draw lessons learned conclusions on behalf of many past and present coral reef management projects.

Part III – Response to Reviews

A - CONVENTION SECRETARIAT

B - OTHER IAS AND RELEVANT EXAS

C - STAP