

WORKSHOP REPORT INSTITUTIONAL CHANGES FOR AN EFFECTIVE AND RELEVANT CTI-CFF

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LIST OF ACRONYMS

ATM	Automated Teller Machine
BBNJ	Benefits Beyond National Jurisdictions
CCA	Climate Change Adaptation
CCWGs	Cross Cutting Working Groups
CI	Conservation International
CSO	Council of Senior Officers
CT	Coral Triangle
CT6	The six Coral Triangle country members: Indonesia, Malaysia, Papua New Guinea, Philipians, Solomon Islands, and Timor-Leste
CTI-CFF	Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security
DOF	Department of Fisheries
EAFM	Ecosystem Approach to Fisheries Management
ED	Executive Director
EPA	Environment Protection Authority
IRC	Internal Resource Committee
IT	Information Technology
LGN	Local Government Network
M&E	Monitoring and Evaluation
MESTECC	Ministry of Energy, Science, Technology, Environment and Climate Change
MMAF	Ministry of Marine Affairs and Fisheries
MPA	Marine Protected Areas
NCCs	National Coordinating Committees
PA	Protected Area
RPOA	Regional Plan of Action
RS	Regional Secretariat
SOM	Senior Officials Meeting
SPREP	Secretariat of the Pacific Regional Environment Programme
TOR	Terms of Reference
TWGs	Technical Working Groups
UNFCCC - COPs	United Nations Framework Convention on Climate Change - Conference of the Parties
WGs	Working Groups
WLF	Women Leaders' Forum

FOREWORD AND ACKNOWLEDGEMENTS

First endorsed in 2009, the 10-year Regional Plan of Action (RPOA) provides the guiding framework for the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) and has led to a wide range of accomplishments in the CTI region. However, much has changed over the past nine years.

PT Hatfield Indonesia (Hatfield) has been appointed to facilitate development of the renewal of the RPOA 2.0. Hatfield has prepared a team with highly relevant experience for the purpose of optimizing engagement of key stakeholders across different countries. A coordinated participatory approach is utilized to deepen the level of analysis required for effective planning and development of the RPOA 2.0.

This workshop report serves as a summary of the issues discussed during the institutional change co-facilitated by David Sheppard and Lida Pet-Soede. The report was compiled by David Sheppard.

The RS is much acknowledged for their support to all aspects of the workshop. In particular I like to acknowledge the good work of the RCTNOs during the workshop: Conni Sidabalok, Phelameya Haiveta, Simeon Baeto and Sabino Leto Adonia. We also like to thank all participants traveled from afar and who shared their experience and knowledge so well and worked well together through the workshop sessions.

Lida Pet-Soede, lead Consultant, PT Hatfield Indonesia

August 2019


DISTRIBUTION LIST

The following individuals/firms have received this document:

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▪ Dr. Hendra Siri, ▪ Dr. Sharifah Nora Ibrahim	RS-CTI-CFF	-	-	✓	-

AMENDMENT RECORD

This report has been issued and amended as follows:

Issue	Description	Date	Approved by
1	First Draft – Institutional Change Workshop Report	2019-08-22	 Lida Pet Soede Project Director

1.0 INTRODUCTION

First endorsed in 2009, the 10-year RPOA provides the guiding framework for the Coral Triangle Initiative on CTI-CFF and has led to a wide range of accomplishments in the CTI region (i.e., marine region covering segments of the waters of the six member countries [CT6], comprising of Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Islands, and Timor-Leste).

Much of the relevance of the CTI-CFF as a delivery platform for multi-stakeholder collaboration around conserving marine diversity and retaining productive coastal and marine ecosystems for sustained livelihoods of the regions coastal communities and broader society, depends on the policy environments in the CT6. In addition, political will is arguably the single most important foundation required for the profound and lasting changes that are needed to ensure that the implementation of policies and enforcement of legislation in order to achieve long-term outcomes.

Since 2009 much has changed. Going forward, government agencies and CT6 country leaders need to view the CTI-CFF as a delivery mechanism that can add value and improve progress on various national agenda priorities effectively. A review of the effectiveness of the RPOA 1.0 was conducted and this resulted in some recommendations. Now that the development of the RPOA 2.0 is underway, the recommendations relevant to the structure and processes of the CTI-CFF institution are again considered.

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

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

A coordinated participatory approach is utilized to deepen the level of analysis required for effective planning and development of the RPOA 2.0. The review of the effectiveness of the RPOA 1.0 forms an important foundation to the discussions towards the RPOA 2.0.

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

As the revision process considers various aspects of how the institution can best support regional action and identify optimum membership and participation of individuals in for example Technical Working Groups, preparing individuals and groups inside the structure of the current CTI-CFF as it was designed to implement the RPOA 1.0, will be important.

The Review recommended that several issues relevant to its effective implementation and ultimate impact should be addressed at the same time:

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

Building on the review findings and considering the direction of the RPOA 2.0, stakeholders and change management experts will help draft an institutional framework in support of the RPOA 2.0. This workshop report describes the discussions on several aspects of the institutional of the CTI-CFF.

2.0 WORKSHOP OBJECTIVE

The workshop comprised a 1.5-day agenda with participants as recommended by the National Coordinating Committees (NCCs) and was facilitated by change management experts. The objectives were to discuss important aspects in order to draft an institutional framework and operational plan in support of the RPOA 2.0. and to compile further recommendations and relevant information on effective regional organizational management.

The workshop sessions were designed to draw from the experience in the CTI-CFF, it also considered examples from other regional initiatives¹.

3.0 PARTICIPANTS AND AGENDA

The workshop was conducted at the Bali-Indonesia, from 13 – 14 August 1 2019. The Workshop agenda is shown in Table 1 and Table 2 lists the names of all participants.

Table 1 Workshop Agenda.

Time	Agenda
Day 1 – sharing information and discussion of effective institutional frameworks	
8.30 – 9.00	Round of introductions by Dr Hendra Siry, followed by introductions by workshop facilitator (David Sheppard) and lead consultant (Lida Pet-Soede), restating the

¹ During the review of RPOA 1.0 a summary overview of different characteristics of ten other regional initiatives was provided as support document, this is available through the CTI-CFF Regional Secretariat.

Time	Agenda
	workshop objectives.
9.00 – 10.30	<p>Session I: Background information sessions with presentations on:</p> <ul style="list-style-type: none"> • 'Future directions for the Secretariat and actions proposed to strengthen the delivery of the CTI' – Dr. Hendra Siry (30 minutes) • RPOA 2.0 direction - Lida Pet-Soede (15 minutes) • Lessons from the RPOA 1.0 review on organizational effectiveness - David Sheppard (45 minutes including Q&A)
10.30 – 10.45	<i>Tea and coffee break</i>
10.45 – 12.30	<p>Session II: Participants views for the future ahead</p> <ul style="list-style-type: none"> • NCCs - Six Country Reps provide 5-minute views on: "What do you see at the main future challenges and opportunities for the CTI in your country?" – (Imam Fitrianto, Husni Salimun, Yvonne Tio, Noel Gaerlan, Ivory Akao, and Horacio Guterres) – 30 minutes • TWG – two of the TWG leads provide brief overview of opportunities to make the TWGs effective for RPOA 2.0 (Norasma Dacho and Vagei Leke Rei) - 10 minutes). • Cross-cutting Working Groups (WGs) – the Women Leaders' Forum (WLF) and the Local Government Network (LGN) leads provide brief overview of steps proposed/taken to make these WGs effective for RPOA 2.0 (Agnetha Vave-Karamui and Hugua Hugua) – 10 minutes. • IRC – (Alicki Misibini) – 10 minutes <p>Q&A</p>
12:30 – 13:30	<i>Lunch</i>
13:30 – 15:00	<p>Session III: If the RPOA has 3 objectives (one institutional management objective) what does that mean for the structure of the CTI-CFF regarding effectiveness and delivery? If each objective has a few targets (4 targets for the objective A and 2 targets for the objective B) then what does that mean for the structure of the CTI-CFF regarding effectiveness and delivery? How to link the RPOA 2.0 to effective structures?</p> <ul style="list-style-type: none"> • RPOA and the NCCs • RPOA and TWGs or other regional issues exchange groups. Do we need TWGs? What would they discuss? What would be their mandate? • RPOA and main stakeholder/actor groups such as WLF, LNG, private sector and expert groups?
15.00 – 15.30	Report back
15.30 – 15.45	<i>Tea and coffee break</i>
15:45 – 16:15	<p>Session IV: How to link the RPOA 2.0 to implementing and oversight committees?</p> <ul style="list-style-type: none"> • Council of Senior Officers (CSO) • RS • Monitoring and Evaluation (M&E) including CT-atlas • Communications

Time	Agenda
	<ul style="list-style-type: none"> Sustainable finance mechanism e.g. Trust fund
16.15 – 16.45	Report back
16.45 – 17.00	Session V: General Discussion – ‘feel the pulse’, what is missing from the discussion and plan for next day
18.00 – 20.00	Networking dinner
Day 2 Design of Institutional framework and change management plan towards RPOA 2.0	
8:30 – 9:00	Recap of day 1 and reflections
9.00 – 10.30	Session VI: priority components of the revised institutional framework of CTI-CFF for RPOA 2.0
10.30 – 10.45	Tea and coffee break
10.45 – 11.15	Update on the progress with the CT Atlas – World Fish Center (Ms. Shwu Jiau Teoh)
10.15 – 12.00	Session VII: Key actions of importance for change management
12.00 – 12.30	Next steps and closing
12.30 – 13.30	Networking lunch with participants of CTI-CFF write shop
13.30 – 17.00	Optional side meetings

Figure 1 Group picture of workshop participants.



Table 2 List of Participants.

No	NCC	Name	Designation/Institution / Organization	Gender	Email / Phone
1	Indonesia	Imam Fitrianto	Assistant for Deputy Sec of Directorate General of Marine Spatial Management for Cooperation Affairs, MMAF	Male	imam.fitrianto@kcp.go.id
2	Indonesia	Sri Atmini	Coordinator, National Committee Secretariat of CTI-CFF Indonesia	Female	s.atmini@yahoo.com
3	Indonesia	R. Rizki Andhitya Yunanto	Communication Officer, National Committee Secretariat of CTI- CFF Indonesia	Male	ncc.indonesia@cticff.org
4	Indonesia	Teguh Satria Gunawan	Staff of Directorate Conservation and Marine Biodiversity Directorate General Marine Spatial Planning, MMAF	Male	teguh.satria@gmail.com
5	Indonesia	Hugua Hugua	Chair, Maritime Local Government Network	Male	lgn.coordinator@gmail.com
6	Indonesia	Desra Hilda Defriana	Coordinator, Maritime Local Government Network	Female	
	Indonesia	Rifky Setiawan		Male	rifky.setiawan@kcp.go.id
7	Malaysia	Norasma Dacho, PhD	Seascape Chair and Assistant Director, Conservation and International Office, DOF Sabah	Female	
8	Malaysia	Husni Alhan Md Salimun	Principal Assistant Secretary MESTECC	Male	husni@mestecc.gov.my
9	Malaysia	Malisa Mat Noor	Assistant Secretary, MESTECC	Female	
10	Malaysia	Adam Malik Masidi	Officer, Sabah Parks	Male	adammalikmasidi@gov.my
11	Papua New Guinea	Yvonne Tio	Executive Manager, Conservation and Environment Protection Authority	Female	
12	Papua New Guinea	Iki Peter	Climate Change and Development Authority	Male	ikipeter64@gmail.com
13	Papua New Guinea	Vagi Leke Rei	Manager-Marine Ecosystem & Branch Conservation & EPA	Male	rei.vagi@gmail.com
14	Philippines	Noel Antonio Gaerlan	Chair CCA WG and Commissioner, Climate Change Commission	Male	
15	Philippines	Mary Angelie Sto. Domingo	Executive Assistant, Climate Change Commission	Female	
16	Philippines	Sealtiel Caceres Patino	Development Management Officer I, Climate Change	Male	sealpatino.ccc@gmail.com

No	NCC	Name	Designation/Institution / Organization	Gender	Email / Phone
			Commission		
17	Philippines	Rowena Mutia	Foreign Service Officer IV/Principal Assistant, Department of Foreign Officer	Female	
18	Philippines	Jane Desiree Andal	Supervising Economic Development Specialist, National Economic Development Authority	Female	jfandal@neda.gov.ph
19	Solomon Islands	Alick Misibini	IRC Chair and Financial Controller, Ministry of Fisheries and Marine Resources	Male	amisibini@fisheries.gov.sb
20	Solomon Islands	Tom Adams Rarakani	Human Resources Manager, Marine of Fisheries and Marine Resources	Male	trarakani@fisheries.gov.sb
21	Solomon Islands	Ivory Akao	Chief Fisheries Officer-Inshore Fisheries Management, Ministry of Fisheries and Marine Resources	Female	iakao@fisheris.gov.sb
22	Solomon Islands	Agnetha Vave-Karamui	WLF Chair and Chief Conservation Officer, Ministry of Environment and Climate Change, Disaster Management and Meteorology	Female	avave_karamui@mecm.gov.sb
23	Timor Leste	Horacio Amaral Dos Santos Guterres	NCC Focal Point / National Director of Aquaculture, Timor-Leste	Male	
24	Timor Leste	Fidelino Sousa Marques	MPA TWG Focal Point and Senior Staff for NDFFRM/DNPGRP, Ministry of Agriculture and Fisheries	Male	
25	Timor Leste	Jose Silva, PhD	EAFM Chair/Universidade National Timor-Leste	Male	
26	Indonesia	Rili Djohani	Executive Director	Female	rdjohani@coraltrianglecenter.org
27	Indonesia	Marthen Welly	Marine Conservation Adviser of CTC	Male	mwelly@coraltrianglecenter.org
28	Philippines	Leilani Gallardo	Regional Communications Coordinator of CTC	Female	lgallardo@coraltrianglecenter.org
29	Malaysia	Shwu Jiao Teoh	Scientist (GIS) Sustainable Aquaculture of WorldFish	Female	s.teoh@cgjar.org
30	Singapore	Jia Ling Lim	Senior Communications and Marketing Manager, WWF Coral Triangle Programme	Female	jllim@wwf.sg
31	Indonesia	I Wayan Veda Santiadji	MPA and Coastal Community Specialist, WWF Coral Triangle Programme	Male	vsantiadji@wwf.id
32	Thailand	Kulthida Techasarin	Regional Coordinator of US DOI	Female	

No	NCC	Name	Designation/Institution / Organization	Gender	Email / Phone
33		Guadalupe Largrada	Consultant of US DOI	Female	glargrada@gmail.com
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35	Indonesia	David Sheppard	Co-Facilitator of PT Hatfield	Male	david.sheppard56@gmail.com
36	Indonesia	Marissa Gracia	Co-Facilitator of PT Hatfield	Female	marissagarc@gmail.com
37	Indonesia	Nini Santos	Co-Facilitator of PT Hatfield	Female	
38	Indonesia	Reiny Tumbol, PhD	Universitas Sam Ratulangi	Female	reinytumbol@yahoo.com
39	Indonesia	Hendra Yusran Siry, PhD	Interim Executive Director of CTI-CFF RS	Male	
40	Malaysia	Nora Ibrahim, PhD	Deputy Executive Director for Program Services of CTI-CFF RS	Female	
41	Solomon Islands	Gregory Bennett, PhD	Technical Program Senior Manager of CTI-CFF RS	Male	
42	Indonesia	Ivan Kiagoes	Finance and Operation Manager of CTI-CFF RS	Male	
43	Indonesia	Asa Patia Silalahi	Executive Officer of CTI-CFF RS	Male	
44	Philippines	Janet Rosalie Anne Polita	Communication & Information Manager of CTI-CFF RS	Female	
45	Indonesia	Wiwini Joko Winarbo	Assistant Finance Manager of CTI-CFF RS	Male	
46	Indonesia	Ayodya Satryo Anggorojati	Program Support Officer of CTI-CFF RS	Male	
47	Indonesia	William A. J. Tumimomor	Operation Assistant of CTI-CFF RS	Male	
48	Indonesia	Rumanti Wasturini	Assistant Manager for Publication of CTI-CFF RS	Female	
49	Indonesia	Conni Sidabalok	RCTNO Indonesia	Female	
50	Papua New Guinea	Phelameya Haiveta	RCTNO Papua New Guinea	Female	
51	Solomon Islands	Simeon Baeto	RCTNO Solomon Islands	Male	
52	Timor-Leste	Sabino Leto Adonia	RCTNO Timor-Leste	Male	

4.0 WORKSHOP RESULTS

4.1 DAY 1 – SHARING INFORMATION AND DISCUSSION

4.1.1 Session 1: Background Information

After a round of introductions, Lida Pet-Soede noted the objectives of the workshop, which were to: (1) to draft an institutional framework and operational plan in support of the RPOA 2.0; and (2) to compile further recommendations and relevant information on effective regional organizational management.

Figure 2 Workshop facilitators.



Greg Bennett, on behalf of Hendra Siry, acting Executive Director (ED) of the CTI, provided an overview of the history of the CTI and noted current developments. He noted a number of recent changes occurring within the Secretariat, including the recruitment of the new ED, the approval of the new organizational structure for the RS, and the current and on-going preparation of the RPOA 2. The revision of the RPOA has provided the opportunity to highlight challenges and opportunities for the CTI and also has provided a platform for institutional strengthening of CTI and the RS.

Lida Pet-Soede provided an overview of the process to develop the RPOA 2.0. She noted the review of the RPOA 1, summarized in the White Paper prepared for this workshop, provided an important basis for the RPOA 2 process. Dr Pet-Soede highlighted progress under the RPOA 1, including: (a) activities through a number of the CTI TWGs, including those dealing with Marine Protected Areas (MPA) and Ecosystem Approach to Fisheries Management (EAFM); (b) positive, although variable, progress with the regional M&E system and the Coral Triangle (CT) Atlas; and (c) support from the CTI to regional positions and discussions on issues such as the blue economy and blue growth. Development of the RPOA 2 has been guided by CT6 and the Secretariat and has involved a number of technical workshops, including those focused on communications and resource mobilization. The

structure and content of the RPOA 2 was introduced, noting that it includes a 5 year and a 10-year goal and addresses 2 objectives, one dealing with the natural environment, the other addressing social and human aspects. The draft RPOA 2 will be addressed immediately after the Institutional Workshop, through a focused “*Writeshop*”.

David Sheppard outlined lessons from the RPOA 1 review and highlighted implications for the strengthening organizational effectiveness of the CTI. He noted some of the findings from the comprehensive review of the RPOA 2, including: (a) many positive outcomes including agreement by CT6 Leaders to form the CTI to address pressing and shared marine conservation and fisheries management issues, and positive outcomes for marine conservation and sustainable development in the region; (b) many challenges for the CTI including the questioning of the on-going relevance and “value added” of the organization, a challenging, and crowded, regional context with many agencies involved in marine and fisheries conservation in the CT region, many of which are not working directly with CTI. Challenges with the RS were also highlighted in the RPOA 1 review including management deficiencies and poor staff morale. He provided an overview of the change management process at SPREP (Secretariat of the Pacific Regional Environment Programme) which addressed a number of serious management and credibility issues in 2008, many of which were similar to those currently facing the CTI. A number of lessons for the institutional strengthening of the CTI were noted, including: (a) the importance of Member engagement and buy-in, coupled with the need for the CTI to deliver tangible services and support for members, at national and regional levels; (b) the need for CTI to focus on a limited number of key areas, and ensure this focus is reflected in the CTI organizational structure; (c) the importance of having systems that work effectively, including those relating to finance, human resource management and M&E; (d) the need to ensure adequate and sustainable finance for CTI, through the development of a Resource Generation Strategy; and (e) the importance of clear and open communication, both externally and internally.

Workshop participants raised a number of issues relating to the three presentations, including the importance of learning from the experience of other organizations involved in change management and institutional strengthening, such as SPREP. Participants agreed the review of the RPOA 1, as outlined in the “White Paper” provides an excellent platform for the CTI as it moves forward and in particular for the development of the RPOA 2.

4.1.2 Session II: Participants Views for The Future Ahead

(A) CTI NCCs representatives provided views on the way forward for the CTI. Key issues raised in NCC presentations included:

(a) RPOA 2 must build on past successes and address key challenges. There have been a number of positive achievements by CTI, such as MPA establishment throughout the CT region, such as the integrated Protected Area (PA) system for Philippines, through the and these should be built on as CTI moves forward. However significant challenges exist and these must be openly addressed in the RPOA 2;

(b) RPOA 2 must be relevant to CT national and regional priorities, as well as being practical and achievable. NCCs noted the CTI must be more relevant, including through addressing development needs, such as the socio-economic needs of coastal communities, demonstrating, for example, how MPAs and sustainable fisheries practices can improve livelihoods. These areas are difficult to address however CTI should address them. RPOA 2 should also have the flexibility to address new and emerging issues, such as marine debris and Deep Sea Bed Mining. Some NCCs noted that

conservation should be considered as an opportunity for economic development, particularly for coastal communities, rather than a negative aspect. CTI should also focus on areas where it has a comparative advantage, such as on supporting agreements for, and management of, Seascales and transboundary marine conservation initiatives. RPOA 2 should support national activities, based on relevant policy directions such as National Sustainable Development Strategies and National Fisheries Policies, as well as contributing to regional agendas. The RPOA 2 should be practical and achievable, it should not include a long “wish list of actions”, which may be difficult to implement;

(c) CTI relevance and value added must be demonstrated: A number of CT member countries are questioning the relevance of the CTI, including through raising doubts about paying membership dues, and there must be an effort to better document the services, impact and value added of CTI;

(d) CTI financial sustainability must be addressed. The financial situation of CTI is very challenging, with its reliance on member contributions, and actions must be taken to ensure the long term, sustainable financing of CTI. NCCs noted that opportunities for funding CTI programmes exist at national and regional levels and these should be pursued, where they support the CTI mandate and member needs. Funding should be adequate to cover the costs of the Secretariat as well as project related activities such as the CT Atlas. The need to also support sustainable financing for CT Member countries was also noted, including for issues such as MPAs and coastal community fishing initiatives.

(e) The internal functioning, processes and operations of the RS must be improved. Deficiencies in the RS systems and processes, including for financial and staff management, including performance evaluation, have been highlighted in the review of RPOA 1 and must be addressed and improved. Staff regulations, rules and procedures need to be adopted and applied. M&E should be improved and should identify and assess the tangible impacts of CTI activities, such as % improvements in coral reef protection/productivity. The CT Atlas is an important tool, for CTI to demonstrate its relevance, however its reliability is an issue, and improvement is required. It is also important that it is based on consistent and comparable data between CT6 countries;

Figure 3 NCC discussions and feedback.



(f) Better partnerships are important for CTI. The CT region faces significant challenges to the marine environment and fisheries sustainability, underlining the need for partnerships and shared

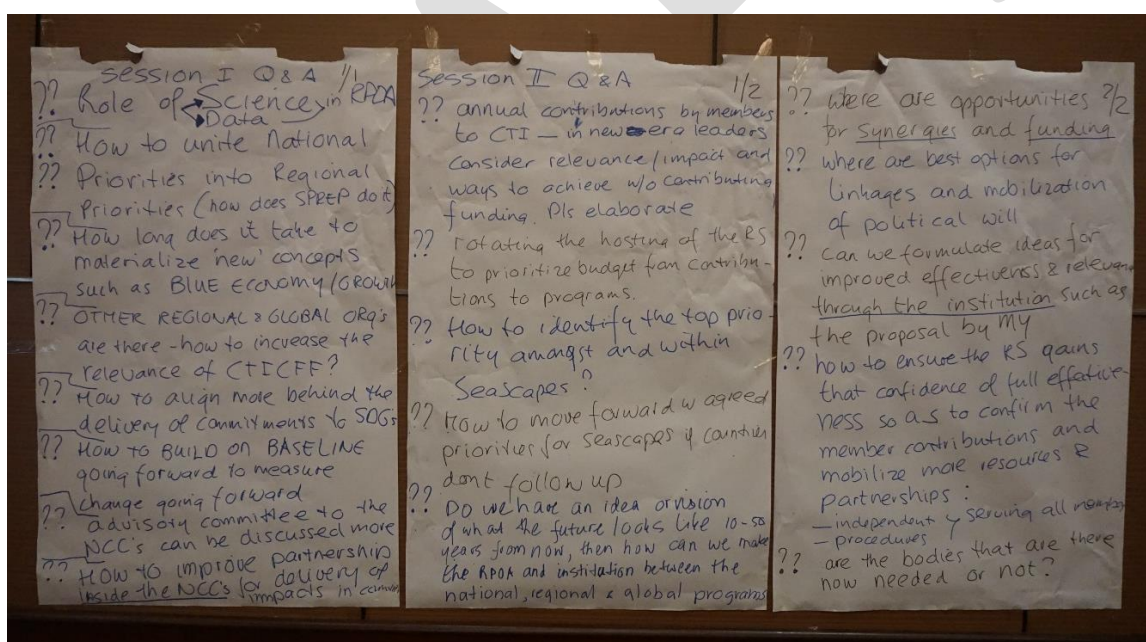
approaches. It was noted that CTI should strengthen partnerships with like-minded organizations to strengthen delivery of the CTI programme. Partnerships can also exist within and between countries and could involve sharing of information within CTI countries. Partnerships with the private sector and other key stakeholders, including universities, are also important.

(g) The performance of NCCs is variable and should be reviewed and strengthened. NCCs need to be strengthened to better support CTI delivery, while noting that staff in CT6 countries are often overloaded, with many doing the same thing for different organizations. NCCs noted variable performance of the CTI TWGs and suggested their performance should be reviewed.

(B) CTI TWGs and Cross Cutting Working Groups (CCWGs) representatives provided views on the way forward for the CTI. Key issues raised in these presentations included:

(a) CTI WGs are a key element of the CTI however performance should be assessed. TWGs on MPA and EAFM have been highlighted in the review of RPOA 1 as playing an important role in CTI's work. However, performance has been variable and the work of all Working Groups should be continually assessed through an effective CTI M&E system. The preparation of RPOA 2 provides a good opportunity to assess which Working Groups are required by CTI as it moves forward, to address the key challenges in the CT region;

Figure 4 List of priority questions at start of workshop.



(b) There may be fundraising opportunities for CTI associated with the work of CTI Working Groups, including with the private sector. The work of the TWGs and the CCWGs. Work on the MPA and EAFM TWGs could be of interest to potential donors and partners, as could work relevant to international initiatives on benefits beyond National Jurisdictions (BBNJ) (through Threatened Species WG and Seascapes TWG, for example) and work on gender (CTI WLF). The Gender CCWG has developed a Gender Policy and they have initiated dialogue with new and potential donors. It was noted that Conservation International (CI) and the Australian Government had previously supported the work of the Seascapes TWG. Participants also noted WGs were ideally placed to prepare regional guidelines and case studies on issues relevant to marine conservation and fisheries management and, further, that such guidelines/case studies could be of interest to potential donors and partners.

Participants also suggested the CTI should be more involved with the private sector on areas relevant to the CTI mandate and that there are clear opportunities for increased resources for CTI through such cooperation;

(c) Opportunities for synergies between different WGs should be identified and encouraged. The Gender CCWGs has shown the advantages of working across different areas and disciplines within CTI. There are other opportunities for greater collaborative and cross cutting work. For example, the protection and management of some migratory species are addressed through the Threatened Species and there could be opportunities for linking with transboundary initiatives and cooperation being addressed through the Seascapes TWG. There could also be enhanced fundraising opportunities associated with this cooperation, as well as opportunities for reaching out to other regional and other organizations to explore opportunities for collaboration;

(d) WGs require support from the RS. Both technical and financial support is required if the WGs are to function effectively. The work of the WGs should be directly linked with the work of the RS, through the RPOA2. Work on gender, for example, should be mainstreamed across the CTI programme. Some WG representatives noted they would like to see a functional, inclusive, independent RS, should serve all WGs, and other components with a common purpose to protect the CT marine environment and support sustainable fisheries; and

(e) The work of CTI WGs needs to be better communicated. There is quite a bit of good work undertaken by TWGs and CCWGs however the awareness of this work is limited and needs to be better communicated. The CTI Communications Strategy should address this aspect.

4.1.3 Session III: Questions and Discussion related with the RPOA objectives and target regarding the effectiveness and delivery. How to link the RPOA 2.0 to effective structures?

This Session addressed the implication of the RPOA2 for the future structure of the CTI-CFF and examined how to link the RPOA 2.0 to CTI structures including the NCCs, the TWGs and other stakeholder groups. Three small working groups addressed these issues and the key points from their reporting back included the following:

General Implications of the RPOA 2 for the structure and strategic direction of CTI

- The CTI structure should reflect the strategic and programme directions outlined in the RPOA 2; “Form should follow Function”;
- CTI Programmes under RPOA 2 should be focused at both national and regional levels. National level actions should be identified in specific countries, to reflect national priorities and relevant strategy documents. A clear distinction should be drawn between CTI’s actions at national and regional levels. Regional level activities should focus on areas where there is a clear added value of CTI’s working regionally, such as, for example: where transboundary activities involve two or more CT6 countries; where regional guidelines or policy positions on areas, relevant to the CTI mandate, are required. Participants noted the need to build a stronger regional programme function within the RS, to support CTI regional activities. The development of regional guidelines was noted by one working group as particularly relevant for CTI with the suggestion that the CTI should develop regional guidelines in key areas

relevant to their mandate, which countries can then agree on, and apply in their own country in a way that matches their own national priorities and context;

- Workshop participants suggested the following as possible areas of strategic focus for RPOA 2, both at national and regional levels: coral reef conservation and management; supporting the livelihoods of local communities in CT6 countries through sustainable fisheries management and conservation programmes, including those linked to ecotourism; and assessment of future climate change scenarios as an input to CTI's future strategy;
- RPOA 2 should clearly prioritize and include timelines for objectives and targets. All actions must be clearly costed in RPOA 2 (as was the case for RPOA 1);
- There is a need to increase political buy in and leadership for CTI, without this the RPOA 2 will never gain traction and be fully implemented. The in-coming ED should visit all CT6 Member Countries, early in his tenure to make contacts at the highest level possible to convince key politicians and decision makers of the relevance and importance of CTI;
- Cross sectoral and cross cutting work should be encouraged. The approach of the Gender Cross Cutting Working Group was highlighted as an example of such an approach works effectively and this may be a model for future cross sectoral work within CTI;
- Capacity building is required for CTI and should apply across the board. Capacity building is required within the RS and it should also be an element of all CTI programmes implemented in Member Countries, including for local communities. Capacity building is also required for other key elements of CTI, including TWGs and NCCs;
- The RPOA 2 must include clear and time bound actions. Outcomes of CTI's work must be clearly identified and assessed. This underlines the importance of an effective M&E system in the CTI as a key element of RPOA 2;
- CTI requires common and consistent tools and approaches including in the RS, where "cutting edge" human resource and financial practices should be applied, as well as M&E; and
- CTI needs smarter approaches to its work in RPOA 2, such as, for example, through the use of "state of the art" Information Technology (IT) and social media.

Implications of the RPOA 2 for CTI NCCs

- Effective NCCs are essential for CTI, in fact their role should be stronger, efforts to strengthen NCCs should be reviewed and implemented in RPOA2;
- NCCs should work horizontally (e.g. between Ministries in CT6 countries) and vertically (e.g. from Ministers to local communities within CT6 countries); and
- Options for better communication between and within NCCs should be explored.

Implications of the RPOA 2 for CTI Working Groups

- The TWGs should be aligned with the structure of the RPOA 2, to ensure effective delivery of CTI outcomes to serve and support Member Countries;
- Each Working Group should have a clear and achievable ToR, in part developed following an analysis of threats and opportunities in the CT Region;

- There should be greater cooperation and communication work between the CTI Working Groups is and the RS should play a key role in facilitating this cooperation; and
- Existing TWGs should not be “sacrosanct” - they should reflect the key directions in the RPOA 2 and the mandate of CTI. Options for merging TWGs should be considered where there are similar or overlapping mandates.

Figure 5 One of the break-out sessions.



Implications of the RPOA 2 for other stakeholders

- Partners and donors need to be engaged and empowered in this RPOA 2 process, they should not be viewed solely as a source of funds, or an automated teller machine (ATM). Their views should be sought through the process of preparing the RPOA 2.

4.1.4 Session IV: How to link the RPOA 2.0 to implementing and oversight committees?

This Session addressed how to link RPOA 2 to implementing and oversight committees, including the CSO, the RS, M&E (including the CT Atlas), communications and sustainable financing. Three small working groups addressed these issues and the key points from their reporting back included the following:

Linking RPOA 2 to implementing structures: Senior Officers Meeting (SOM)

- The SOM is critical for CTI and participants must be fully involved and have a clear understanding of the issues;
- The WGs asked whether CTI has fully leveraged the power and role of the CSO and SOM and suggested improvements were necessary. For example, WG participants noted the amount of work involved in staging SOM Meetings, particularly for the RS, and suggested opportunities should be maximized at each SOM to address common issues and build partnerships. Specific suggestions involved holding a Regional Forum to discuss issues relevant to CTI, immediately prior to each SOM, as well as holding a Donors Round Table in conjunction to each SOM to explore opportunities for funding and partnership to implement RPOA 2 programmes;

- SOM Meetings must be carefully and effectively planned. Some participants raised doubts about the large amount of information SOM Officials are asked to review and assimilate at SOM meetings and suggested that information be distilled into policy relevant material which is “easier to digest”. It was also suggested that information for SOM Meetings should be “better packaged” so it looks more “exciting and interesting”, and is easier to understand. One participant noted: “if you don’t understand it then they won’t have interest in it”;
- SOM bureaucratic processes are challenging and participants suggested ways to reduce this bureaucracy should be identified, while not detracting from the core SOM functions of ensuring strategic direction and accountability for CTI. Current decision-making processes are “a bit slow” and this needs to be addressed and “speeded up”. Use of technology, including video calls and other mechanisms, should be encouraged; and
- It was suggested that SOM should meet at a regular date each time, and that this date be linked to key events such as United Nations Framework Convention on Climate Change - Conference of the Parties (UNFCCC COPs). Having such a timing could also support CT6 members prepare CTI positions in advance of these key meetings, where this is considered relevant to CT and SOM Members.

Linking RPOA 2 to implementing structures: RS

- The RS is essential, without it the entire CTI organisation will not survive. It must be adequately funded and must function at the highest possible level. A process of institutional change and strengthening must be implemented as a priority. A performance-based culture is required; and
- Tracking of impact and outcome must be made more effective, thus underlining the importance of an effective M&E system.

Linking RPOA 2 to implementing processes: M&E, communications and sustainable financing.

- Adequate and sustainable financing is essential for CTI and for the RS;
- The RS should aim for a mix of funding sources, including membership dues, and project funding. CT6 Members emphasized their Governments need to receive “value for money” from CTI, as a condition for their continued support and payment of membership fees;
- M&E is essential for CTI and needs to be improved. The recommendations from the CTI M&E workshop provide an excellent platform for improving M&E within CTI;
- The CT Atlas is an essential element of M&E and must be improved, the current transitioning of the CT Atlas to the RS thus represents an opportunity. Participants noted the CT Atlas should include climate change data and risk profiles and should be backed up by training and capacity building, including at national levels;
- Communications also needs to be improved and the recommendations from the CTI Communications workshop provide an excellent platform for improving communication within CTI. Options for supporting communications through a CTI Working group should be considered as part of the implementation of RPOA 2; and
- Staff resources should be available to assist RS work on M&E, communications and fundraising.

4.1.5 Session V: General Discussion – ‘Feel The Pulse’

Participants agreed the day had been productive and that it had underlined the importance of a clear vision for the CTI, as will be expressed through the RPOA 2. Effective implementation of the RPOA 2 will require improvement in CTI structures and systems, particularly at the level of the Regional Secretariat. The critical importance of political will and support was emphasized, and it was noted that CT Leaders were convinced about the value of the organization in 2009 but there are now new leaders and they also need to be convinced as to the value of CTI and how it can help Member countries; their “buy in” is essential.

4.2 DAY 2 DESIGN OF INSTITUTIONAL FRAMEWORK AND CHANGE MANAGEMENT PLAN TOWARDS RPOA 2.0

4.2.1 Recap of Day 1 and Reflections

Participants recalled useful discussions from day 1 and noted key highlights as including: (a) agreement on the utility and value of the CTI; (b) agreement that improvements were needed, particularly regarding the need to improve the effectiveness and productivity of the RS; (c) the importance of learning from other organizations, many of which have similar challenges to CTI, and examining their approaches, including “successes” and “failures”; (d) the need to improve internal processes, including those relating to M&E, communications, and fundraising; (e) the importance of the RPOA 2 in providing the strategic vision for the CTI. Some countries also emphasized again the need for CTI to demonstrate “value for money”, including through a “cost-benefit” analysis or similar exercise.

Figure 6 Feedback and considerations on TWGs.



4.2.2 Session VI: Priority components of the revised institutional framework of CTI-CFF for RPOA 2.0

This Session addressed the question: “What are the most things the Regional Secretariat should do to strengthen the institutional capacity of the CTI, both in the short term (now until the end

of 2019) and the longer term (over the next 5 years)". Two small working groups addressed this question and the key points from their reporting back included the following:

Most important things for the RS to do in the short term (now to the end of 2019)

- Ensure the RPOA 2 is completed at the highest professional level to provide a clear strategic vision for CTI;
- The RS should better identify and communicate the benefits to Member Countries of being a member of CTI? What is the added value to each member country: participants suggested what is needed is a framework of added value with costing, to be better able to discuss CTI benefits with key politicians and decision makers in CT Member Countries;
- RS should highlight positive and success stories associated with CTI and ensure these are widely communicated;
- A process of institutional strengthening within the RS should start immediately, to address the key challenges identified in the review of the RPOA 1, including; better clarification of the niche of the Secretariat; improvement of staff and financial management procedures; addressing issues such as staff morale and performance management;

Most important things for the RS to do in the longer term (next 5 years)

- Implement strategies for fundraising, communications and M&E;
- For fundraising, address the issue of membership contributions, providing clear justification of the value added of CTI to member governments. Also develop a portfolio of project proposals which address priorities identified in the RPOA 2 and support member government action at regional and national levels. Projects which support multi-country initiatives should also be considered;
- For communications, ensure implementation of the CTI Communications Strategy, including ensuring CTI programmes and activities are more visible and understood in the CT region;
- For M&E, ensure implementation of the M&E Strategy, including ensuring effective planning and implementation of the CT Atlas;
- Develop and implement capacity building programmes, both within the RS and also within Member Countries. Capacity building should be a key component within CTI projects which are developed and implemented at regional and national levels;
- Develop partnerships with like-minded organisations, including donors, to support the implementation of the RPOA 2;
- Ensure CTI is a more effective moth-piece for marine conservation and fisheries management issues, both in the region and internationally.

4.2.3 Session VII: Key actions of importance for change management

CTI Member Government representatives were invited to identify: **“the top 3 actions they considered necessary to ensure the CTI Responds Effectively to CTI Member Needs”**. Responses included:

Indonesia:

1. RS is better able to advise and support NCCs in implementing the RPOA 2, through a collaborative program, including funding
2. RS to have international relation section to enable it to better understand international issue and support CT Member Countries on these issues;
3. Improved and enhanced financial management and funding arrangements to support CT members, including the management of projects by the RS.

Malaysia:

1. RS to provide better reporting to leaders on CTI outcomes and achievements, to convince them to keep supporting the RS.
2. RS to develop indicators to show success, both in the past 10 years and in the future. Look at alternative arrangements for the RS (e.g. Manado vs. rotating host country).
3. Develop and apply financing and scientific methodology on verifying socio-economic impact (hire a statistician).

Papua New Guinea:

1. Improve the financial situation for CTI and RS and address the challenges of reliance on membership dues (which some members are reluctant to pay);
2. Build capacity within the RS (e.g., communication, M&E, NCC)
3. Support capacity building at national levels.

Philippines

1. Establish the value addition of the CTI to CT members
2. Clearly identify through the RPOA 2 process, what has been done to date and what needs to be done in the future by CTI
3. Ensure there is a clear direction for CTI which responds to the changing context in the region and identifies the resources to enable this direction to be achieved

Solomon Islands

1. Ensure effective change is achieved, based on delivery of tangible products and services to members, as well as better communicating the role and “value added” of CTI
2. Move away from “business as usual”, and ensure better implementation of activities on the ground at the national and regional level. RS to assist countries in getting funding for the countries and the region;
3. Develop and apply the CT Atlas as an effective management tool to support CT countries;

Timor-Leste

1. Ensure added value particularly on funding, and in-kind contribution from the RS to member countries.

2. Need a benefit report and other information to convince leaders on the value and relevance of the CTI.
3. Focus on issues that are faced by countries, in particular, capacity building, communication, and delivery of relevant programmes and activities.

Figure 7 Presentation on progress for the CT atlas by WorldFish center.



5.0 NEXT STEPS AND CLOSING

The Acting Executive Director of the CTI thanked all participants for a very successful workshop and noted that the workshop report would be prepared and distributed as soon as possible.

Figure 8 Happy Birthday.



A first general set of recommended short-term, mid-term and long-term actions was compiled and is presented in Appendix A1. More detailed recommendations under these short-term and mid-term actions are included in the next version of the white paper, which will be included as one of the supporting documents to the RPOA 2.0.

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APPENDICES

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Appendix A1

**High Level Recommendations –
CTI Institutional Strengthening
Workshop**

RECOMMENDATIONS - CTI INSTITUTIONAL STRENGTHENING WORKSHOP

Recommendation	Implemented by Who	Implemented in the Short Term (in 2019) or Mid term (in 2020) or Long Term (next 5 years)
Complete the RPOA 2 at the highest professional level, which addresses key issues in the CT region and provides a clear strategic future vision for the CTI.	Hatfield Consultants to provide final draft of RPOA 2 to RS. RPOA 2 to be presented to the next COM/SOM for approval	Short term
<p>Prepare and implement an Institutional Strengthening Plan for the RS to address issues, including better clarification of RS role and niche; a revised organizational structure; and improvement of staff and financial management procedures, including staff morale.</p> <p>A proposal was put forward to consider potential benefits of rotating the RS between countries, allowing the country who hosts it to account for its member contribution to be valued in-kind and in relation to providing the facilities and related budget support that comes with the hosting of the RS for a period of time. Variations similar to this idea would provide for significant professionally staffed functions such as financial resource mobilization or M&E to be hosted and paid for by one of the member countries for a period of time.</p>	RS with support from Hatfield Consultants. Paper with specific recommendations to be presented to the next COM/SOM for approval.	Short Term (preparation of Plan), and Long Term (implementation of Plan)
Prepare and circulate a clear statement addressing the "Value Added" of CTI, setting out CTI achievements, niche and tangible support for CT Member Countries. This is a crisp narrative to inspire the country leaders to a continuation of commitment.	RS with inputs from NCCs and TWGs. Statement to be widely distributed within and between CT member Countries	Short Term
In-coming Executive Director to visit all CT member Countries within 3 months of taking up office to meet with key politicians and decision makers in all CT Member Countries, to explain the value and relevance of CTI, and seek member feedback on the future directions for CTI. Incoming ED to be well briefed on new RPOA.	In-coming ED with RS	Short term
Implement recommendations from the CTI Workshops on: (i) Communications; (ii) Financial Resource Strategy; and (iii) M&E, through focused implementation strategies for each issue and dedicated professional staff	RS to implement, with guidance from NCCs. Recommendations to be prioritized to guide and support implementation.	Mid Term
Develop partnerships with donors and development partners to support the implementation of the RPOA 2, and to support the institutional strengthening of CTI	RS based on guidance from NCCs and CT member Countries	Long term
Consider options offered by workshop participants on streamlining of CTI Technical working groups and assess the performance of CTI Technical Working Groups as an element of RPOA 2 development, and ensure on-going assessment is carried out.	Based on Hatfield report, RS to prepare options for consideration and agreement SOM. working with TWGs and other WGs	Short term and Long term
Discuss opportunities offered by workshop participants for synergies and cross-sectoral work between different Technical Working Groups.	RS working with TWGs and other WGs	Short term
Ensure each TWG has a clear Terms of Reference (ToR) which includes measurable targets. Progress towards these targets should be assessed annually.	RS working with each TWG to cooperatively identify TOR	Short term

Recommendation	Implemented by Who	Implemented in the Short Term (in 2019) or Mid term (in 2020) or Long Term (next 5 years)
Each TWG ToR aligns with the RPOA 2. For example, the focus of the MPA TWG should include: (a) demonstrating contribution of MPAs to fisheries sustainability; and (b) the socio-economic contribution of MPAs through tourism in CT countries. Also, for example, the Womens Leadership Group should be formally recognized as a TWG, while continuing to work cross- sectorally across CTI	TWG and RS	Mid term
Ensure each TWG ToR should identify clear outcomes at national and/or regional levels. At regional levels could include regional guidelines/policy positions – which CT countries could have the option of subsequently applying in their own countries, if they wish	RS with TWGs as part of finalization M&E	Mid term
Encourage each TWG to collaborate with other networks which are relevant to their ToR, such as IUCN SSC Specialist Groups and CITES (for the Threatened Species TWG) and also with relevant organizations with similar mandates, such as SPREP	TWGs	Mid and Long term
Design and implement focused capacity building within the RS and in Member Countries, reconsider developing schedule for implementation of Regional Exchanges linked to outcomes of RPOA 2.0.	RS with NCCs and Member Countries	Mid term
Explore and implement actions to strengthen NCCs as a key element of RPOA 2 implementation, including through actions to improve communication between and within NCCs.	RS with NCCs	Short and Mid term
Ensure each NCC has a minimum level of support from both CT6 Member States and also from the RS	RS with NCCs, with “minimum level of support” to be mutually discussed and agreed	Mid term
Ensure all COM and SOM meetings are effectively planned and implemented with options to ensure more focused information provision, while increasing opportunities at each COM and SOM to address common issues and build partnerships.	RS with NCCs and Member Countries	Short term and Long term
Ensure the RS is working in a “smart” and effective manner, including through increased use of video conferencing and web-based meetings with CT Members and the application of “state of the art” IT	RS with Member Countries	Short term and Long term