



**CORAL TRIANGLE
INITIATIVE**
ON CORAL REEFS, FISHERIES
AND FOOD SECURITY



Term of References

Financial Resource Strategy Expert Workshop

A 2-day meeting to prepare a finance resource mobilization approach
in support of the RPOA 2.0



Prepared by
Regional Secretariat CTI CFF

CTI Learning Centre Manado
North Sulawesi, Indonesia

Term of Reference

The Financial Resource Strategy Expert Workshop

*A 2-day meeting to prepare a finance resource mobilization approach
in support of the RPOA 2.0*

Prepared by **CTI-CFF Regional Secretariat and PT. Hatfiled Indonesia**

Cover photo: *CTI-Regional Secretariat office in Manado, Indonesia*

(Photo: CTI-CFF Regional Secretariat)

TABLE OF CONTENTS

TABLE OF CONTENTS.....	i
APPROVAL PAGE	Error! Bookmark not defined.
1 BACKGROUND.....	1
2 WORKSHOP OBJECTIVE	2
3 PARTICIPANTS.....	2
4 DETAILS AGENDA	3
5 EXPECTED OUTPUT.....	4
6 BUDGET	Error! Bookmark not defined.
7 ADDITIONAL INFORMATION	4

1 BACKGROUND

The Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) Regional Plan of Action (RPOA), which was first endorsed in 2009 as the 10-year guiding framework captures the joint goals, priorities and commitments of the CT6 Member Countries. The RPOA has led to a wide range of accomplishments in the CTI region. A renewal of the RPOA needs to revise the priorities/course to be taken by the CTI-CFF, taking into consideration emerging issues and changes in priorities, nationally and regionally.

From 30th April to 2nd May, the first phase of the series of Workshops for the renewal of RPOA was undertaken whereby the 1st Consultative Workshop on Renewal of RPOA and the Third Regional Priority-setting workshop (RPW-3), together with the MEWG Meeting and CT ATLAS workshop were conducted. These workshops provided fora for exchange of views and analysis on the achievement of the current RPOA and the recommendations on regional priorities.

PT. Hatfield Indonesia has been appointed to facilitate and engaged to develop the renewal of the Regional Plan of Action (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 will divide the consultation tasks across team members in the CT6 to improve time- and cost-effectiveness.

A coordinated participatory approach will be 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. One of the main needs identified is the mobilization of financial resources for the CTI-CFF vision, goal and objectives. A financial business plan for the Financial Resources WG would improve its effectiveness and a sustainable finance mechanism would significantly increase the sustainability and effectiveness of the CTI.

While the CT6 member countries mobilize annual contributions to the implementation and operations of the RPOA, the RPOA 1.0 review suggested that to ensure high level government support and to sustain these financial contributions, closer integration of the CTI program into the activities of the lead government agencies involved in the program as well as other government agencies is needed. The aim should be the inclusion of the CTI in the budget of other Ministries or national planning agencies so that it is viewed as part and parcel of the mandate of these agencies. This will require work to communicate the logic of working at a regional level clearly and more effectively to specific target audiences and individual decision makers. It was considered important to put more effort in engaging Planning and Finance Ministries and higher decision-making bodies of governments (including those ministries related to foreign affairs and law enforcement).

It was also recommended that the CTI should avoid duplicating work that is already done by other regional organizations and focus on its core competencies or where it holds a competitive advantage. Aligning more strategically with other organizations will allow the CTI to indicate its unique relevance while working hard and effectively to complement work done by others. To support this and mobilize national, regional or international funds, it will

be important to clarify where the delivery of the CTI lies. This clarity will help more people understand the actual value of the CTI and support it to achieve its full potential.

Lastly, and importantly, many respondents to the RPOA 1.0 review, suggested that the private sector should become more structurally engaged and involved as a key stakeholder for the RPOA, and include also large private donor foundations and impact investment initiatives by working explicitly on profiling economic and social impacts of good ocean governance. Aspects linking productive coastal ecosystems with investment security would be useful as well as pointing out how a multi-lateral arrangement like this could help stabilize situations as a network of actors is more resilient than an individual unconnected set of things. Discussing topics such as blue bonds and related innovations would easily attract attention. Also, when private sector actors become connected to a place, which they can support financially, often through supportive tourism developments, but also by providing access to technological innovations that could benefit capacity development across the CTI, for EAFM for example.

Building on the review findings and considering the potential application of different finance strategies and -solutions, experts will help draft a financial resource mobilization plan in support of the RPOA 2.0. This Terms of Reference (ToR) describes the objective of the expert workshop and tentative agenda.

The CTI-CFF Regional Secretariat is requesting the Department of the Environment and Energy, Australia to kindly support activities Financial Experts Strategic Workshop which is planned to be held in Singapore in July 2019 for the amount of USD 20,000 (refer to Section 6 on Budget and its separate detail).

2 WORKSHOP OBJECTIVE

The expert workshop will comprise a 2-day workshop with participants as recommended by the NCC and resource experts as recommended by the development partners. The objectives are ***to share relevant expertise to draft a financial business plan or resource mobilization plan in support of the RPOA 2.0. and to compile further recommendations and relevant information on a sustainable finance mechanism.***

The workshop will draw from content experts, as well as consider examples from other regional initiatives¹. In advance to the workshop, experts are preparing cases that will be workshopped during this meeting. Guidance for case developers is provided in Section 8.

3 PARTICIPANTS

Total expected targeted participants are 20 participants, which consist of:

1. Financial experts from each of the CT6 Member Countries;

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.

2. Financial experts from Development Partners;
3. Resource Persons and Observers;
4. Staff from the CTI-CFF Regional Secretariat;
5. Consultant PT. Hatfield Indonesia; and
6. Observer

4 DETAILS AGENDA

The workshop is envisaged to consist of plenaries and workshop sessions, including discussions, presentations, facilitated by experienced facilitators. The presence of the Financial experts from both of the CT6 Member Countries as well as from the Development Partners would enhance and stimulate the discussions. Details and agenda of the meeting are as follows:

Date : July 31- August 1, 2019

Venue : Singapore at the WCS office space,

Near NUS, in the Science Park:

<https://www.google.com/maps/dir//1.2904006,103.7855388/@1.2910187,103.78>

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Time	Agenda
Day 1 –sharing information and outline of a finance strategy for RPOA 2.0	
8.30 – 9.00	Introductions by workshop facilitator (tbc) and lead consultant (Lida Pet-Soede), restating the objectives
9.00 – 10.30	Session I: CTI specific Background information with presentations on: <ul style="list-style-type: none"> • <i>CTI-CFF – history and characteristics (RS) – 15 mins</i> • <i>Regional economic and development context to the CTI (tbc) – 15 mins</i> • <i>Experience with finance mobilization (tbc) – 30 mins</i> • <i>RPOA 2.0 direction including budget scenario’s with financial needs of CTI-CC (Lida Pet-Soede) – 30 mins</i>
10.30 – 10.45	<i>Tea and coffee break</i>
10.45 – 12.30	Session II: Expert presentations and Q&A, e.g. <ul style="list-style-type: none"> • <i>Relevance of the CTI-CFF for funders and finance institutions (15 mins)</i> • <i>Finance strategy & Mechanisms: examples from other multi-laterals (30 mins)</i> • <i>what is blended and innovative finance? (30 mins)</i> • <i>Q&A (facilitated by Lida Pet-Soede)</i>
12:30 – 13:30	<i>Lunch</i>
13:30 – 14:00	Session III: Introduction to the cases – Objective, proposed process
14.00 – 15.30	Session IV: 3 potential cases (presented by experts to be prepared in advance)
15.30 – 16.00	<i>Tea and coffee break</i>
16.00 – 17.00	Session V: Break-out – discuss 3 cases with the aim to reach agreement to take them further (big, medium and small case)
17.00 – 17:30	Session VII: Report back and ‘Feel the pulse’
18.00 – 20.00	Networking dinner

Time	Agenda
Day 2 Final draft design of finance strategy	
8:30 – 9:00	Recap of day 1 and reflections
9.00 – 10.30	Session VII: Key operational components of the finance mobilization strategy (e.g. Mechanism architecture and -management, marketing and communications, prioritization and flexibility)
10.30 – 10.45	<i>Tea and coffee break</i>
10.45 – 12.30	Session VIII: work session Medium Case I (1 hr 45 mins)
12.30 – 13.30	Networking lunch
13.30 – 15.30	Session IX: work session Big Case II (2 hrs)
15.30 – 15.45	<i>Tea and coffee break</i>
15.45 – 17.00	Session X: work session Small Case III (1 hr 15 mins)
17.00 – 17.30	Next steps and closing

5 EXPECTED OUTPUT

The output of this workshop is a draft **Financial Resource Mobilization Plan/ Sustainable Business Plan** in support of the RPOA 2.0. The draft is to be used in the Country consultations in the Writeshop later in August).

6 ADDITIONAL INFORMATION

The Regional Secretariat (RS) as organizer for this workshop will try:

- a. to incorporate gender equality in the design of the workshops (content, resource persons and participants).
- b. to incorporate rights-based approaches in the design of the workshops (content, resource persons and participants).
- c. to incorporate poverty reduction in the design (content, resource persons and participants) of the workshops with the right to food security and sustainable livelihoods, education and development in the renewal of the RPOA process and in the new RPOA.

The Regional Secretariat (RS) would work closely with the RPOA consultants and NCCs in organizing the workshop.

7 FRAMEWORK FOR CASES – A NOTE TO DEVELOPER

This section provides a suggested framework for developing cases (ideas) to be tabled at the Coral Triangle Initiative Finance Workshop. Following this guide to the extent possible will allow the participants to compare ideas and options more easily as well as see connections among them.

You may be sharing content from your organization that has Intellectual Property associated with it. The CTI is sincerely grateful to you for your contribution and wishes to respect any Intellectual Property provisions. The lead consultant will work with case developers in preparation to the workshop through which process developers can describe the IP conditions they would like to append to submission.

Case frame

Title:

Developer name (organisation or individual):

Contact information:

Intellectual Property conditions (if any):

Summary

- What's the idea – what can be achieved – how much will it cost?

Challenge:

- What is the problem that needs solving?
- What will happen if we don't address it?
- What geography does it affect?

Opportunity:

- What can we do about the problem?
- How does that help?
- How do we know it will work?
- Who will benefit and how are benefits to be realised?
- How would this work specifically support the goals of the CTI: climate change (mitigation, resilience, adaptation)

What is proposed:

- Scope and goals of work proposed
- Geography

- Overall impact of the work – what will change in management, policy, ecosystems, social benefits / communities
 - Within the time of this proposed work?
 - Within 10 years of the POW completion?
- Timeframe for the proposed program of work
- Expected outcomes and their significance
- Bodies of work to support outcomes
- Stakeholder breakdown – who benefits, who needs to participate
- Scalability of the work [e.g. geographically, # beneficiaries, sectorally]
- Sustainability of the work beyond the project – institutional uptake; financing
- GESI dimensions of the work

Implementation arrangements

- who would do the work?
- what partnerships or institutional mechanisms and why they are suitable?
- what are any existing government structures/policies/initiatives with which this work could align?
- are there risks (e.g. environmental, social, governance) to the approach, if so how can they be mitigated?

Financial considerations

- What the proposed POW would cost to implement [options describing full package versus some parts delivered]
- Costs and returns from new on-ground arrangements – e.g.
- Predicted recurrent costs of new management arrangements or policy commitments (such as MPA, planning approaches)
- Potential revenue generation or cost savings from new management arrangements under the POW
- Do you have ideas about a financial structure/model that might be developed to maintain the POW?

[Supplementary]

Maps, figures

We have suggested some options below but you may simply describe the conditions if these categories do not work for your case. Please copy your IP statement onto the first page of your case

Intellectual Property Conditions

Dissemination. This case as a package:

- May **not** be disseminated outside the CTI Finance Workshop without separate permission
- May be freely disseminated to anyone excluding the following Sections (specify)
- May be freely disseminated as a complete package to anyone
- Other (specify)

Derivation and fair use: Individual components of the case (tools, novel findings, concepts, figures) may be used, including adapted/altered, in other **non-commercial** contexts (e.g. capacity building)

- Only with permission in advance in writing from the case developer
- Without restriction but with attribution of and informing the developer of the intended use
- Without restriction or attribution or informing the developer

Fundraising: Who may use this case or components for fundraising purposes?

- No one – the case is only for illustrative purposes within the CTI workshop
- The CTI Regional Secretariat or its designated partners may use this case for fundraising in support of the CTI but must make reasonable attempts to involve the developer in the proposal
- The CTI Regional Secretariat or its designated partners may use this case for fundraising in support of the CTI without restriction
- Other parties may use the case if the developer provides advance permission in writing
- Other (specify)

Retention of independent use rights:

The developer asserts his/her/their rights to use the case in part or in whole independently of the CTI

- Yes No

Other conditions:

(specify)