



RESILIENT REEFS.
RESILIENT COMMUNITIES.

Coral Reef Rescue Initiative Strategic Plan

2022-2032



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Executive Summary

Coastal zones make up ~20% of our planet's surface, with about 850 million people living within 100 kilometres of reefs and 25% of known marine organisms dependent on reefs as habitats (Hoegh-Guldberg et al., 2019). In the tropics and subtropics, coral reefs are essential for food and livelihoods. It is estimated that fish comprises more than 20% of the intake of foods by weight for 19% of the global population (Golden et al., 2016). In tropical and subtropical coastal areas, coral reefs are also critical to income generation, and the loss of coral reefs can cost us up to US\$36 billion annually from coral-reef related tourism alone (WWF, 2020). With rising temperatures and local and global pressures on reefs, even optimistic projections predict that 70-90% of current habitats will be unsuitable for most corals in the future (Hoegh-Guldberg et al., 2019).

There are, however, some reefs that are more tolerant, less exposed to climate change, and well-positioned to regenerate other reefs in the future as a result of their connectivity to neighbouring reefs through ocean currents.

The Coral Reef Rescue Initiative (CRRI) focuses on securing these reefs as seed banks for our future to address the sustainable development needs of communities that directly and indirectly depend on these reefs and associated ecosystems. Recognising the urgency and complexity of achieving this, CRRI brings together the collective expertise of partners from around the world to collaborate in conserving and protecting selected regeneration reefs within wider land/seascapes, building the resilience of reef-dependent communities, and shifting economic models towards more inclusive, equitable, and sustainable growth through nature-based solutions.

CRRI is aiming to create transformational change—starting with securing selected sites, while upscaling knowledge and capacities, and strengthening institutional frameworks at multiple levels to bring about more effective, long-term coral reef conservation that benefits both nature and people. CRRI will do this through a programme of work with five interrelated components: i) Healthy land and seascapes; ii) Resilient communities; iii) Sustainable blue economies; and iv) Knowledge and networks. Delivery across the four components will be enabled through a fifth component: v) Catalysing global action and innovation.

Healthy Land- and Seascapes

We will ensure that climate-resilient and connected coral reefs are managed effectively and inclusively, bringing various stakeholders together to deliver multiple benefits.

Resilient Communities

We work with communities through diversified skills and livelihood opportunities, so they are better equipped to withstand environmental shocks and stresses.

Catalyzing Global Action and Innovation

Ensuring long-term and lasting impact calls for high-level coordination and an integrated approach.

Sustainable Blue Economies

A marine-based economy can provide socio-economic benefits, protect marine biodiversity and support global prosperity through sustainable and equitable investments, practices and policies.

Networks and Knowledge

CRRI is engaging with communities, governments, partners and researchers, promoting access to information and the sharing of knowledge needed for effective action.

Coral Reef Rescue Initiative

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1 Securing a long-term future for coral reefs and coastal communities dependent on coral reefs

1.1 The global significance and status of coral reefs

Hundreds of millions of people, more than a hundred countries and over a million species are heavily dependent on coral reefs throughout the tropics and sub-tropics (Cinner et al., 2012; Hoegh-Guldberg et al., 2019; UN Environment et al., 2018).

Today, the importance and vulnerability (Figure 1) of coral reefs is globally recognised with multiple resolutions and commitments¹ to safeguard against further loss (Karasik et al., 2019). We have lost half of the world's reefs over the past 30 years and are likely to “lose as much as 90 percent by mid-century if trends continue” (WWF, 2020).

Coral reef systems are central to the ocean ecosystem and the collapse of reefs “could leave much of the ocean lifeless” (Loria, 2018), with the ripple effects from the loss of coral reefs potentially devastating the wellbeing of both humans and biodiversity.

Approximately 850 million people live within 100 kilometres of reefs (Hoegh-Guldberg et al., 2019) with coral reef fisheries providing a key source of income and livelihood to coastal communities and an irreplaceable source of protein for many island populations (Lachs & Oñate-Casado, 2020). In the Coral Triangle alone, 130 million people are dependent on marine resources. In the tropics and subtropics, coral reefs are essential for fisheries and it is estimated that “1.39 billion people worldwide (19% of the global population) are vulnerable to deficiencies because fish make up more than 20% of their intake of these foods by weight” (Figure 2, Golden et al., 2016).

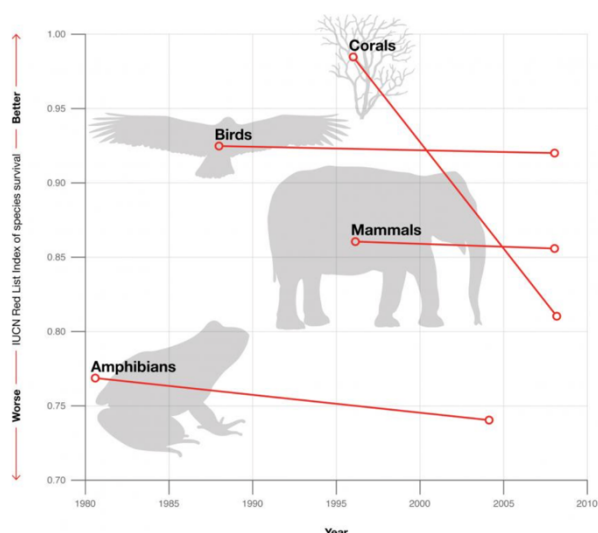


Figure 1: Coral reefs in decline

¹ A list of international declarations, resolutions and agreements is available here: <https://www.icriforum.org/document-types/coral-reefs-and-international-agreements/>

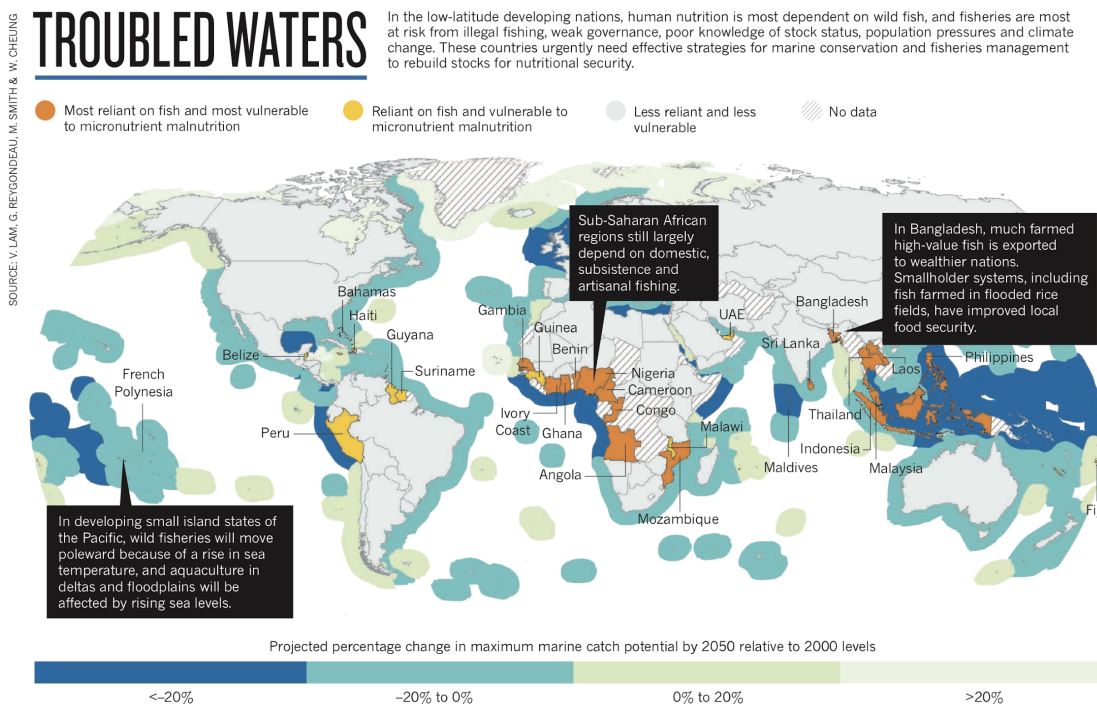


Figure 2: Fisheries and food security²

The private sector in tropical and subtropical coastal areas relies heavily on reefs within the tourism, commercial fisheries, and coastal development sectors. Globally, it is estimated that “we are looking at losing up to US\$6 billion in income from direct fishing jobs and as much as US\$36 billion annually from coral-reef related tourism alone” (WWF, 2020). Furthermore, Governments and coastal communities not only rely heavily on the contributions of corals to national economies and their livelihoods, but increasingly as natural defences to coastal hazards such as storms and floods. Coral reefs reduce wave energy by an average of 97%, providing substantive protection against natural hazards. It is estimated that “there are up to 197 million people that live both below 10m elevation and within 50km of a reef who may receive risk reduction benefits from reefs” (Ferrario et al., 2014). When combined with mangroves and seagrasses, the combination of ecosystems significantly reduces the vulnerability of coastal regions to natural hazards (Guannel et al., 2016).

Threats to coral reef ecosystems are both local and global in nature. At the global scale, ocean warming and acidification as a result of climate change poses a significant threat to the persistence and health of many reef systems. Even optimistic projections predict that 70-90% of current habitats will be unsuitable for most corals in the future (Hoegh-Guldberg et al., 2019).

²https://www.nature.com/news/polopoly_fs/1.20074!/menu/main/topColumns/topLeftColumn/pdf/534317a.pdf

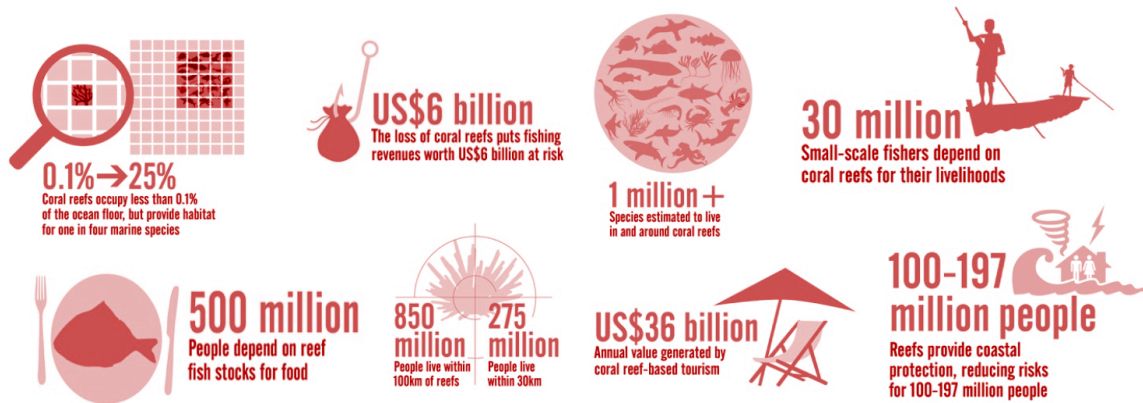


Figure 3 Environmental significance of coral reefs

The world has struggled to limit global warming to “well below” 2°C above pre-industrial temperatures (Schiermeier, 2020). However, the recent election that took place in the US provides for a slightly more hopeful scenario (Harvey, 2020).

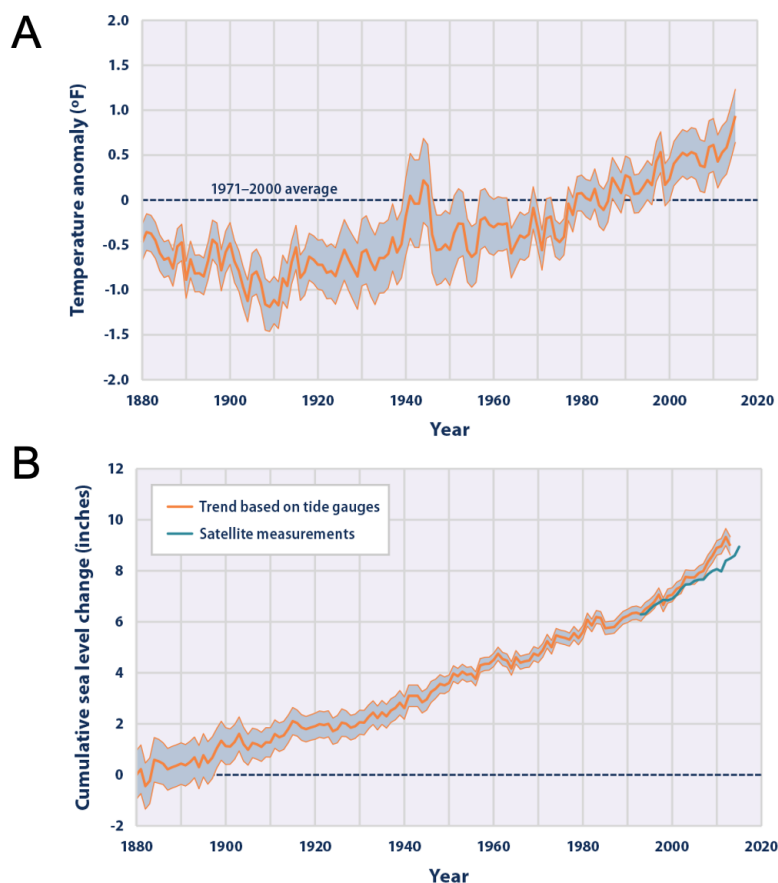


Figure 4 Climate change indicators in the world's ocean. A) The average surface temperature of the world's oceans from 1880-2020. B) The cumulative changes in sea level since 1880 based on long-term tide gauge and satellite measurements. Figures were produced by the US EPA based on data from NOAA (<https://www.epa.gov/climate-indicators>).

The communities who live near and depend on coral reef systems are defined by diverse socio-cultural characteristics and inherent inequities. Further to the vast numbers whose livelihoods are based on reefs (described above), there are significant gender-based differences in access to resources, opportunities, and rewards. Fishing commonly lacks inclusion and women are often segregated into low-skilled and unrecognized labour, such as fish processing (up to 90% of fish processing is carried out by women, FAO, 2014), net mending, or reef gleaning in intertidal regions. They are denied decision-making roles and often work under discriminatory wage structures. With few other jobs available, women are therefore heavily dependent on male counterparts for food security and income and are consequently often marginalised in their community. Inequity is a systemic feature of reef-based economies. It is embedded in existing political and economic systems, the result of historical legacies and prevailing norms and barriers. Ocean policies are largely equity-blind, poorly implemented, and fail to address inequity (Österblom, H, et al 2020). Climate change will exacerbate challenges of fairness and equity faced by developing countries, regions, and communities reliant on marine livelihoods. Addressing inequalities and preventing the widening of ocean inequities are integral to a sustainable ocean economy; and promoting equity is essential for securing fair development, the legitimacy of policies, social stability, and sustainability.

1.2 Scope of the Coral Reef Rescue Initiative

Rationale informing design

The Coral Reef Rescue Initiative (CRRI) is aimed at securing the future of coral reefs beyond the mid-century and the global climate crises, by focusing on reefs more tolerant and less exposed to climate change *and* better positioned to regenerate other reefs in the future. To do so, experienced researchers and conservation practitioners came together³ to identify reefs to protect as seed banks for corals in the future. These ‘regeneration reefs’ were identified based on an assessment of 194 variables (Beyer et al., 2018) and selected based on their exposure to climate change, importance to local people as well as their connectivity to neighbouring reefs through ocean currents that transport coral larvae and fish. In addition, careful consideration was given to identifying strategies most likely to be effective in addressing existing pressures threatening the viability of these reefs. This resulted in the development of a portfolio of options aimed at maximising the probability of success across different contexts.

CRRI recognizes that the challenge to secure global reefs is inherently complex. The state of coral reefs, as well as the livelihoods and economies dependent on them, is influenced by a multiplicity of contextually-specific, interconnected, and dynamic factors. There are also different pathways of change, with the scope of action taking place at multiple levels, across different sectors and with different stakeholders in an integrated and cohesive manner (Figure 3). Monitoring and evaluation is at the heart of being able to determine progress against the vision and goal. It is also critical for learning from implementation, allowing for iteration and adaptation of actions in addition to ensuring transparency, accountability, and

³ To develop this initiative, a series of planning processes were convened over the course of two years. These involved consultations with local communities and regional workshops in each of the countries, the outcomes of which then were used in global planning processes to develop the overarching strategy. Through these processes, the views, experience, and knowledge of a wide range of stakeholders collectively informed the direction and content of this strategy.

supporting communication. Implementation will continue to be driven by the collective wisdom of partners to deliver the programme with focus on transformational change both on the coral reef conservation and community sustainable development front, and not business as usual.

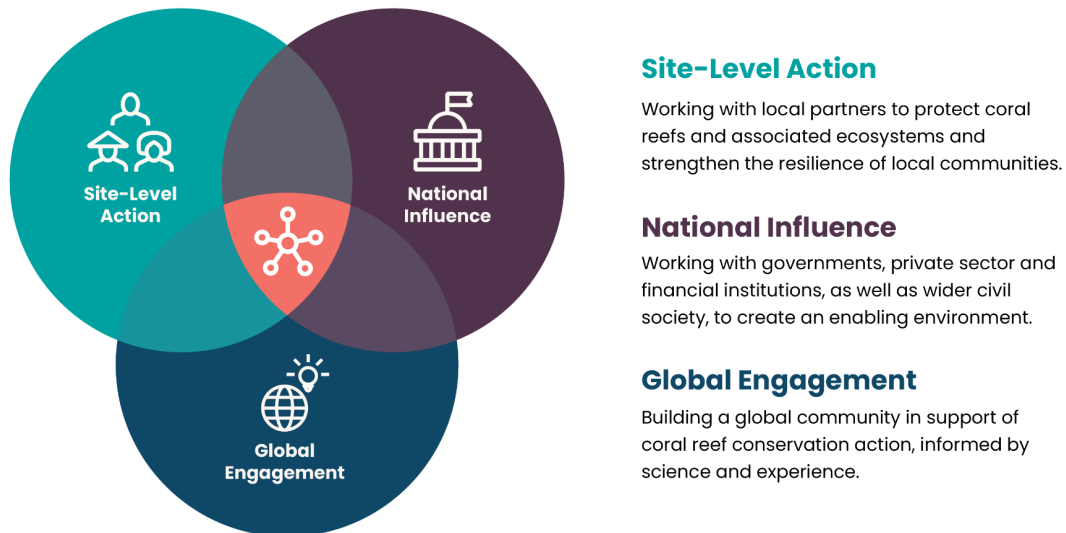


Figure 5 Engaging at multiple entry points and levels

Priority areas for action

Regeneration reefs identified as priority areas under the CRRRI for field-based action are located in the following countries: Cuba, Fiji, Indonesia, Madagascar, Philippines, Solomon Islands, and Tanzania. Given the wide geographic scope of BCUs and limitations in resources, areas within the BCUs were prioritized by stakeholders during the global CRRRI planning processes using the following criteria:

- Located within a BCU
- Biodiversity significance of reefs
- Significance to local communities, their livelihoods and well-being
- Potential to build on previous/ongoing initiatives to enable economies of scale
- Feasibility (taking into consideration risks, resource availability etc.)
- Willingness of local communities to engage in and support conservation measures
- Political willingness – support of national and provincial/local governments

Specific sites are listed in the table below, with descriptions and maps of each site included in Annex 8.3.

Table 1 Priority sites and BCUs⁴ for action

Country	BCUs	Provinces/districts identified as priorities by stakeholders ⁵
Indonesia ⁶	BCU 11 Bird's Head	Maluku Province
	BCU 13 Singapore/Riau Islands	Riau Archipelago Province
	BCU 35 East Nusa Tenggara	East Nusa Tenggara Province
	BCU 43 Makassar	South Sulawesi Province
Solomon Islands	BCU 42 Solomon Islands	Central Island Province
		Malaita Province
		Isabel Province
		Temotu Province
Fiji (Great Sea Reefscape)	BCU 51 Northern Viti Levu, Southern Vanua Levu & Somosomo Strait	Ra Province
		Ba Province
	BCU 61 Northern Vanua Levu & Vanua Balavu	Macuata Province
Philippines	BCU 20 Central and Southern Palawan	Municipalities: Aborlan, Narra, Sofronio, Espaniola, Brookespoint, Bataraza, Balabac, Rizal and Quezon
Tanzania	BCU 24 Southern Tanzania	Rufiji-Mafia-Kilwa Seascape
		Tanga/N/Unguja (Zanzibar) Seascape
	BCU 25 Central Tanzania	PECCA/Pangani Seascape
Madagascar	BCU 30 Northern Madagascar	Nosy Iranja MPA
		Nosy Hara MPA
		Loky Bay area
Cuba	BCU 55 Northwest Cuba BCU 58 Cuba & Northern Bahamas BCU 59 Southwest Cuba	To be determined with University of Havana's Marine Institute and CITMA

Strategic Partners

CRRI is supported and implemented through a strategic partnership of seven organisations. The members of the partnership are: WWF, Wildlife Conservation Society (WCS), CARE International, Rare, Blue Ventures, University of Queensland, and Vulcan (replaced by Arizona State University in 2022). These CRRI partners have been engaged at the outset in designing the overall approach and underlying philosophy for the initiative. Each partner

⁴ BCUs are a collection of many reef sites combined in a geographical area often covering 500km² or more. The reef sites are grouped together based on their likelihood to regenerate and their resistance to the effects of climate change (Beyer et al., 2018).

⁵ Priority areas were identified by stakeholders using the criteria described earlier. Consequently, scales and proportionate sizes of the priority areas differ from one country to another.

⁶ Only one national workshop was held in Indonesia, the priority site identification process halted due to COVID-19.

brings a specific set of competencies and capacity and is leading technically and thematically on pillars associated with each of the components outlined in Chapter 3.

Table 2 Lead and co-lead roles of partners on the different components of the initiative

Partner / Component	1. Healthy land and seascapes	2. Resilient livelihood	3. Sustainable blue economy	4. Learning and sharing	5. Catalysing global action and innovation
WWF	Co-lead partner on protected & conserved area design, & implementation (including water quality) GLOBAL		Co-lead partner on Sustainable Blue Economy & Public Sector Partnership Development GLOBAL		Co-lead partner on global advocacy and coordination GLOBAL
WCS	Co-lead partner on protected & conserved area design, implementation & ecological monitoring (including water quality) GLOBAL		Co-lead partner on Sustainable Blue Economy & Public - Private Partnerships		
CARE International		Lead partner on sustainable livelihoods and community resilience building, social and financial inclusion (gender integration) Tanzania, Madagascar, Fiji/Solomon Islands, Philippines			
Blue Ventures		Lead partner on food security, alternative livelihoods, and	Support on community-based tourism and blue carbon project development		Support in Indonesia and the Western Indian Ocean

		community health Indonesia, Madagascar, Tanzania			
RARE	Lead partner on Behavioural Science Toolkit for Practitioners & conservation communication Indonesia & Philippines	Lead partner on community-led fisheries management (Fish Forever) Indonesia & Philippines			
University of Queensland	Lead partner on biophysical /ecological monitoring, coral reef and water quality science GLOBAL Science Lead			Lead partner for framework development of the knowledge hubs GLOBAL	Co-lead partner on global advocacy and coordination GLOBAL
Allen Coral Atlas	Lead partner on habitat mapping (Previously Vulcan Inc.) GLOBAL	Lead partner on tech innovation for sustainable livelihoods GLOBAL			

1.3 Threats to the resilience of regeneration reefs and underlying drivers

Threats and underlying drivers identified across all regions were quite similar. The most significant threats and drivers identified through regional planning processes are described here. It is important to bear in mind the multifaceted and complex nature of the influencers of coral reefs. This is illustrated extremely well by the [systems map](#) developed for CRRRI.

A. Local pressures emerging from human activities were identified as the most visible direct threats to the regeneration reefs and include:

- i) **Unsustainable exploitation and habitat destruction by local communities:** Overfishing and destructive fishing practices—in both artisanal and commercial fisheries—are amongst the most prevalent of direct threats, “affecting more than 55% of the world’s reefs” (Burke, 2011). In addition, all of the regions identified

unsustainable harvesting of coral reefs and/or associated ecosystems such as mangroves⁷ as a major threat.

- ii) **Unsustainable land use and irresponsible investments:** This includes habitat destruction and watershed-based pollution as a result of unsustainable coastal development. Agriculture and infrastructure development, for example, can contribute to sedimentation as a result of land clearing and the removal of coastal vegetation, such as coastal forests and mangroves which act as a sediment trap. Pollution is a common challenge across all countries, particularly with regards to sewage, which creates nutrient overload, pathogens, and toxins. For example, “the Caribbean, Southeast Asia and Pacific regions discharge an estimated 80 to 90% of their wastewater untreated” (Burke, 2011). Mining and other forms of extractive industries were also seen to be of increasing concern for their impacts on reefs through dredging for new ports, sedimentation, and pollution.

Drivers

Poverty, inequity and limited livelihood options were identified across all regions as critical drivers of local level unsustainable use. A study carried out in 2003 identified four regions as “poverty-reef hotspots for their high levels of poverty affecting a large number of people and extensive areas of coral reef, namely: Eastern Africa; South Asia; Southeast Asia, and Western Caribbean” (Whittingham et al., 2003). With regards to the Pacific, although a high percentage of the population is dependent on reefs, population levels are significantly lower. Although significant gains had been made in reducing poverty between the 1990s through to 2017, the economic crises emerging as a result of COVID-19, compounded by armed conflict and climate change threaten to push hundreds of millions of people back into extreme poverty (World Bank, 2020). As described above, there is gender-based differential vulnerability associated with this poverty as women face particular barriers in accessing equitable livelihoods.

Weak governance⁸ was identified as a key driver of a number of the threats to coral reefs, arising through local pressures from human activities. This included weakened traditional governance and leadership, as a result of multiple factors including decentralization. In many of the countries, the introduction of local governments displaced traditional/customary leadership. However, local governments more often than not have inadequate capacities to enforce regulations and, in some countries, relationships with traditional leaders have become problematic over time. In addition, institutions responsible for Marine Protected and Conserved Areas (MPCAs), as well as ministries of environment/natural resources, rarely have capabilities for social development or work with those that do. Consequently, accountability, transparency, equity, and inclusiveness in the management of natural resources is weak, leading to a lack of support for conservation by local communities.

⁷ Which have been found to provide refuge for corals through shading (see, for example, Yates et al., 2014)

⁸ Governance is defined as, “the formal and informal arrangements, institutions, and mores which determine how resources or an environment are utilized; how problems and opportunities are evaluated and analyzed, what behavior is deemed acceptable or forbidden and what rules and sanctions are applied to affect the pattern of resource and environmental use” (In Christie & White, 2007).

It was recognized that limitations in the **knowledge and awareness of local communities, particularly youth**, contributed to challenges associated with governance as well as unsustainable use of natural resources. This included insufficient understanding of policies and regulations as well on sustainable use and the importance of coral reefs and other ecosystems.

B. Pollution, siltation, and habitat destruction arising from unsustainable land-based activities

The impacts of **unsustainable land use practices**, particularly agriculture and mining were raised in all of the regional workshops. Multiple studies confirm the challenges of managing impacts of nutrient and sediment pollutants as a result of land use changes on coral reefs and associated ecosystems for example (Brown et al., 2017; Maina et al., 2012). Deforestation, for example, increases sedimentation which is transported through rivers and floodplains and dispersed to oceans. Identifying the source of the pollution and prioritizing areas for interventions such as forest restoration is extremely difficult and costly given that water quality is often influenced by rivers that drain into multiple catchments (Brown et al., 2017).

Drivers

A number of the drivers identified were associated with **challenges within governments**. These included:

- Inadequate integration of the values of coral reefs and associated ecosystems in national priorities and plans with preference more often than not given to the more productive sectors;
- Insufficient technical know-how and lack of financial and physical resources necessary to enforce existing policies, regulations, and safeguards and prevent unsustainable exploitation and habitat degradation;
- Inadequate coordination between sectors as well as between national and local authorities to allow for integrated approaches to development and growth.

The lack of buy-in and limited support of leadership for coral reefs (particularly political leadership), was felt to be an important root cause of many of these challenges. This was linked to levels of awareness and understanding of coral reefs as well as poor leadership, including corruption in some of the countries.

C. Lack of sustainable finance

Whilst there is no shortage of projects requiring finance and there appears to be a large interest in investment finance, currently few models are available to put investors and recipients together. Tourism is not suitable for all sites and grant aid is not sustainable in the long-term so a wider range of public - private finance mechanisms is required so that not only can coral reefs be funded long term, but funding focus can move to new sites allowing a wider geographic range of protection and wise use.

If the likely new aims coming out of CBD for 30% protection by 2030 are to be successful, a range of scalable sustainable financing mechanisms will be required.

D. Global threats

The ocean absorbs excess heat from global warming with severe consequences for the ocean's habitats and species. Global warming is driven by economies dependent on **fossil fuel energy systems and market systems that more often than not lack effective social or environmental safeguards and conditions** (*The Production Gap Report: 2020 Special Report*, 2020). This is in spite of the lessons the COVID-19 pandemic has brought to fore, including the benefits of low-carbon energy on infrastructure on economic growth (Ibid) and the direct correlation between biodiversity and human well-being.

Climate change also has severe implications for coastal communities. Communities in the priority regions for this initiative are particularly **vulnerable to the impacts of global climate change** because of levels of exposure as well as sensitivity (as a result of multiple factors including high levels of dependency on natural resources, poverty, inequality, poor health and nutrition, and environmental degradation). Globally, exposure to coastal risks is expected to rise and, according to the IPCC report in 2014, “without adaptation, hundreds of millions of people will be affected by coastal flooding and displaced due to land loss by year 2100” (Wong et al., 2014). In addition, the potential impacts of climate change on marine fish production and subsequently food security and income levels of coastal communities are alarming. This situation is further exacerbated by poor infrastructure as well as limited access to public services such as education and health facilities and safety nets such as access to capital, insurance as well as limited diversity of livelihood options.

Global market systems were also identified as a significant threat to coral reefs and associated ecosystems. Market demands, coupled with limitations in oversight and enforcement, is driving depletion of fish stocks with significant levels of illegal, unreported, and unregulated (IUU) fishing. In addition, consumption patterns across the world drive pollution, including marine litter, which is estimated at 8 million tonnes globally per year (Howson, 2020).

Drivers

Regional and global stakeholders and partners involved in planning processes felt that some of the most important drivers of these large and complex threats that are important for CRRRI to engage with are as follows:

- Societal understanding of the importance of coral reefs and associated ecosystems (which influences market systems); and
- Societal value systems—with greater importance often being placed on immediate economic gains than inclusiveness and sustainability.

E. Hope – A local, regional, and global driver of change

Perhaps the most significant phenomena influencing coral reefs identified was hope. CRRRI partners and stakeholders recognized that it is critical for targeted investments to instil hope in the possibility of saving our coral reefs across all generations and societies—from local communities to global leaders, particularly youth. Hope is a critical motivator for changing behaviour and is, in turn, influenced by beliefs around social values and norms (Marlon et al., 2019).

2 Theory of change, principles, and core strategies

CRRI is driven by the fact that the wellbeing and survival of millions of people, ecosystems, and species around the world will be greatly impacted by the loss of coral reefs and the knowledge that urgent and transformational change is needed to combat these losses. The initiative seeks to protect the world's coral reefs by removing and reducing pressures on reefs with the highest probability of survival in the face of climate change. To do so, it must: i) Identify the *right* reefs (i.e. those that are least exposed and most likely to regenerate other reefs as temperatures stabilise); ii) Successfully *remove and reduce existing, local pressures*; iii) do so in a manner that is most likely to be *sustained through unexpected changes and shocks*; and iv) *build support and catalyse action* across the world.

The design of this initiative is based on the recognition that, to succeed in protecting the world's reefs, it must be focused, catalytic, and strategic. Therefore, first and foremost, investments and energies will be focused on sites identified through robust science and prioritised by national stakeholders. This will involve coordinated efforts to conserve and protect selected regeneration reefs within wider land/seascapes, building the resilience of local communities, and shifting economic models towards more inclusive, equitable, and sustainable growth. Addressing gender and youth-based inequalities in particular will be prioritized. Strategies and actions will be informed by evidence from different sources, including expert driven research as well as traditional knowledge, citizen science, lessons, and experiences. They will be multi-dimensional and include practical solutions (appropriate to the specific context) as well as influencing policies, mindsets, behaviour, power, and relationships.

The change that CRRI is directed towards ultimately must be transformational in nature. As a strong foundation for protecting resilient and regeneration reefs within selected sites is established, attention will gradually shift towards upscaling. Upscaling will involve the establishment of institutional environments at multiple levels geared towards enabling coral reef conservation into perpetuity.

CRRI is driven and steered by global and regional partnerships, ensuring that the initiative is guided by expertise from multiple disciplines and the ownership and experience of different stakeholder groups.

2.1 Principles

CRRI is informed by the following principles, which underpin the design and implementation of strategies across all levels and partners.

Urgency of action

In order to ensure the survival of coral reefs around the world, CRRI must act immediately and with urgency to protect regeneration reefs. This will necessitate prioritization of action and making informed choices to enable the design of focused and effective solutions.

Community driven

At the forefront of efforts to protect regeneration reefs will be local communities. CRRI will ensure that local communities, women, men, and youth groups, are directly involved at all stages—from planning, decision making to implementation, monitoring, and learning. Decisions made will need to be respectful and mindful of the priorities of local communities and prioritize community driven solutions and actions. Environmental and social safeguards will be assessed, necessary mitigation measures put in place, and free, prior, and informed consent (FPIC) sought from local communities for any new interventions and activities.

Alignment with national priorities

CRRI will work closely with local and central governments to ensure that the initiative is aligned with and contributes to national priorities.

Inclusive, effective, and complementary partnerships

The challenges CRRI seeks to address are complex and require integrated multidisciplinary approaches. They can only be addressed through partnerships that work—partnerships that are transparent, able to engage in collaborative design and joint problem solving, shared ownership, accountability, transparency, and responsibility.

Transformational

Rescuing coral reefs means changing the existing conditions that lead to their loss. This involves engaging with systemic conditions which requires a long-term perspective and the willingness to invest energy and resources in understanding complexity and ‘wicked’ problems that often lie under the surface.

3 Vision and goals

3.1 Vision for the future

The vision of CRRI is to ensure that “Coral reefs around the world are regenerated, protected, and providing benefits for people and nature”.

Globally significant coral reefs are reefs that are least exposed to climate change impacts and are well-connected to neighbouring reefs. These areas were identified through a systematic, risk-averse analysis of climate change data. These coral reefs are located within broader land and seascapes – areas with mosaics of interacting ecosystems, connectivity and flows critical to biodiversity and habitat integrity.

*CRRI defines **resilience** as the ability of a system (social or ecological) to absorb shocks and stresses, while maintaining self-organisation processes and structures and the ability to return to a stable state.*

This will be realised through the Initiative’s Goal: “By 2030, at least 5,000km² of globally significant coral reefs within priority seascapes in seven countries will be conserved/secured

and protected through inclusive and equitable approaches and contributing to coastal resilience, livelihoods, and sustainable economies.”

3.2 Key Components

CRRRI will be delivered through a programme of work with five interrelated components: i) Healthy land and seascapes; ii) Resilient communities; iii) Sustainable blue economies; and iv) Knowledge and networks. Delivery across the four components will be enabled through a fifth component: v) Catalysing global action and innovation.

Countries and regions, in collaboration with partner organisations and in consultation with key stakeholders, will develop strategies in line with the overall programme of work, defining their own priorities, informed by the realities and needs of each local context. The fifth component catalyses, guides, and informs action to ensure that delivery across all components, countries and regions is connected and builds collective and long-term impact.

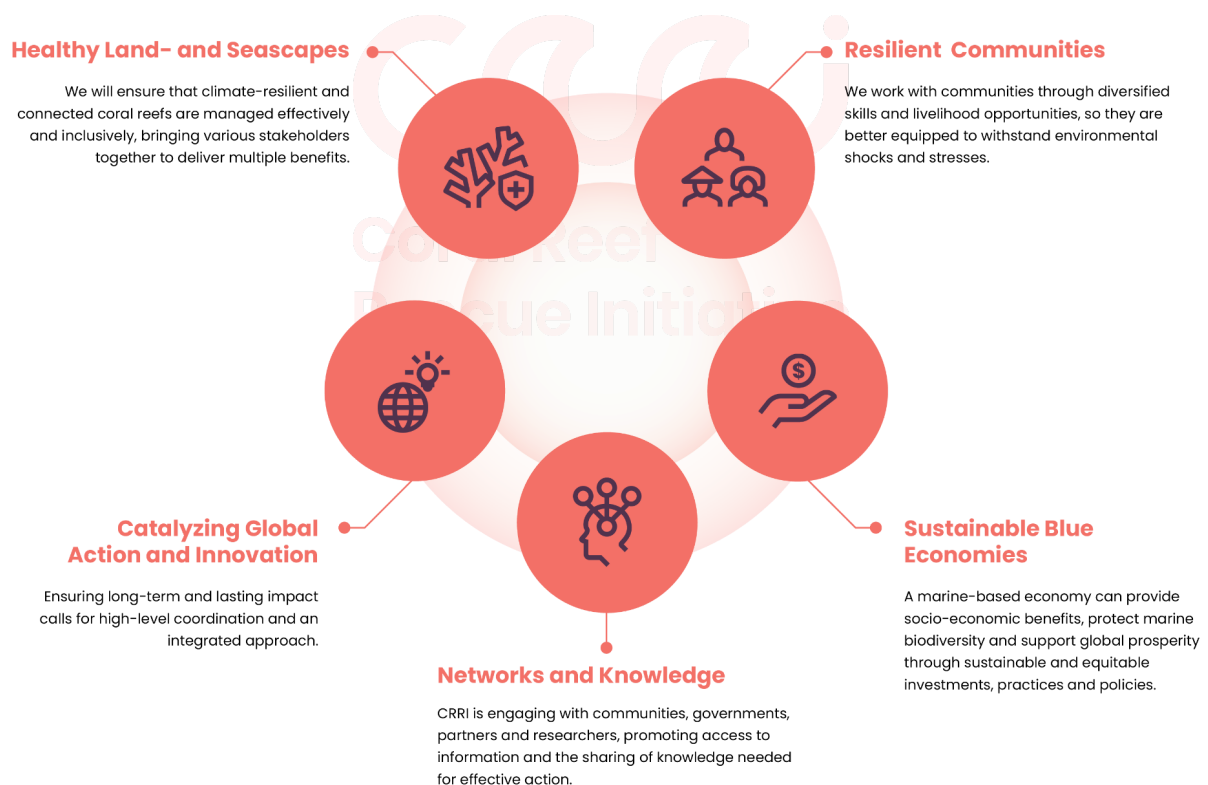


Figure 6 : Core components of the CRRRI

Intended outcomes for each of the components are described below, with a more detailed description of the components provided in Annex 1.

Component 1: Healthy land and seascapes

Priority land and seascapes for climate-resilient and connected coral reefs effectively and inclusively managed and conserved through integrated multi-stakeholder processes in a changing and uncertain environment.

5-year Milestone: Governance structures suitable to local context are identified/strengthened to enable improved management across priority seascapes and landscapes.

This component is focused on the protection and conservation of coral reefs and associated ecosystems, through integrated approaches that are inclusive and equitable in priority sites. Learning from experiences with area-based management⁹, the programme of work within this component takes place at a scale that takes into account ecological accountability and multiple levels of governance – within an area that is realistic and feasible to realise impact. It incorporates the need to build capabilities of stakeholders to engage with complexity and to be able to better work together to make decisions and improve practices informed by evidence. Furthermore, it seeks to deliberately engage with common barriers to management effectiveness of Marine Protected and Conserved Areas (MPCAs) such as the inadequate engagement of local communities, lack of sustainable access to resources (physical, human and financial resources) as well as governmental and political support.

The pathway of change in this component assumes continued and growing support for area-based conservation and management as well as the willingness of stakeholders to work together around shared solutions.

Outcomes	
1.1.	Loss of coral reefs and associated ecosystems is reduced or reversed by reducing local impacts within priority BCU land and seascapes
1.2.	Government, relevant institutions and other stakeholders implement evidence-based and inclusive land and seascape management

Component 2: Resilient Communities

Women, men and youth in CRRI sites are more resilient to shocks and stresses, with improved and diverse livelihood options, health and agency.

5-year Milestone: Women, men and youth in CRRI sites have enhanced capacities and engage in sustainable and equitable income-generating activities supported by local and national plans and strategies.

Component 2 responds to the recognition that much of the pressures on coral reefs arising from unsustainable use of natural resources by local communities is often a reflection and

⁹ For example: (Pendleton et al., 2018; Selig & Bruno, 2010)

consequence of limited livelihood options, high levels of dependency on the natural resource base, as well as inequity and weaknesses in governance regimes and the extent to which communities are able to influence decisions with regards to the natural resources they are dependent upon. Equally, this component responds to the importance of supporting communities to absorb shocks and stresses, manage risks and transform their lives and livelihoods in response to new hazards and opportunities, including slow onset events, which are often harder to recognise and require longer time frames to both monitor as well as respond to.

The realisation of intended outcomes outlined in the table below are based on a number of assumptions including: Willingness and abilities of local and national governments to support communities and integrate local adaptation and resilience building plans; the assumption that the frequency and magnitude of shocks (political, environmental and economic) will not negate efforts to strengthen resilience; and that market and economic systems allow for local community engagement and partnership.

Outcomes
2.1 Increased levels of knowledge and understanding among local communities and those supporting them of factors influencing and opportunities to strengthen resilience
2.2 Local adaptation and resilience building plans developed and integrated into local and national plans and strategies
2.3 Women, men and youth in local communities, including representatives of marginalised groups, have increased agency and voice in decision making and management of coral reefs and associated ecosystems
2.4 Market institutions are more inclusive and accessible to local communities and local enterprises
2.5 Local communities increasingly involved in diversified income-generating activities that are sustainable and equitable, improve incomes and reduce pressures on natural resources
2.6 Communities are better able to cope, adapt and thrive in the face of external environmental, ecological, economic and political shocks

Component 3: Sustainable blue economies

Business models and approaches in priority regions and countries are transformed to sustainable blue economy models with climate resilient businesses supporting inclusive conservation.

5-year Milestone: Blue economy business models have received support from governments, the financial sector and large companies, with additional regulations in place, increased funding, coordination and collaboration.

Component three positions CRRRI to take advantage of the opportunities offered by the growing interest in blue economies around the world, while influencing the way in which these economies develop to ensure that they are sustainable (Box 1). This will be realised through working across and with a diversity of stakeholders to

A SUSTAINABLE BLUE ECONOMY is a marine-based economy that ...

- Provides social and economic benefits for current and future generations, by contributing to food security, poverty eradication, livelihoods, income, employment, health, safety, equity, and political stability.
- Restores, protects and maintains the diversity, productivity, resilience, core functions, and intrinsic value of marine ecosystems – the natural capital upon which its prosperity depends.
- Is based on clean technologies, renewable energy, and circular material flows to secure economic and social stability over time, while keeping within the limits of our planet.

influence the way in which public and private processes are governed, designed and implemented. This notably includes ensuring that local communities are better positioned to engage and benefit as well as strengthening the involvement in and support from the business sector in the conservation of coral reefs and associated ecosystems. Outcomes described in the table below are based on the assumption that there will be continued support and interest of governments and other stakeholders in sustainable blue economy models and approaches.

Outcomes
3.1 Increased knowledge of Sustainable Blue Economy Finance Principles ^[1] and the impacts of coral reef loss on national economy, and use of associated evidence in government planning and policy development on this topic
3.2 Governments are better enforcing regulations and safeguards/mitigating against environmental and social impacts of private sector activity across the major local threats of coral reef degradation
3.3 Increased engagement by the financial sector (financial regulators, central banks, commercial banks, DFIs, insurers and investors) in Sustainable Blue Economy initiatives and the conservation of resilient reefs and associated ecosystems
3.4 Established and Large businesses directly impacting coral reefs are incorporating and applying Sustainable Blue Economy Finance Principles clear policies which 'do no significant harm to coral reefs'
3.5 Growth in innovative new 'reef-friendly' business models
3.6 Increased coordination and collaboration across diverse stakeholders and sectors to better promote, stimulate and implement Sustainable Blue Economy Finance principles and initiatives projects and activities which 'do no significant harm to coral reefs'

[1] More detail on these principles is provided here:

https://www.wwf.org.uk/updates/sustainable-blue-economy-finance-principles?pc=AUZ014007&gclid=Cj0KCQjw8vqGBhC_ARIsADMSd1AHkSeiZZKQYKaYynISDt5FifhFXs7c14FSP8LUv0fJBwY6_sDD0uoaAuWyEALw_wcB

Component 4: Networks and Knowledge

Communities, governments, development partners and researchers have access to the right information at the right time to take the necessary steps to safeguard coral reefs that contribute to coastal resilience, livelihoods and sustainable economies.

5-year Milestone: CRRRI stakeholders have enhanced capability and motivation to share and use knowledge and evidence in decision-making and collaboration, including through the Knowledge Hub as a developing framework for teaching and learning in priority countries.

Evidence comes from multiple sources ranging from scientific research, evaluations, traditional/indigenous knowledge and administrative data to surveys of public opinion. To answer our development challenges, we need to be able to recognise and access evidence that is relevant, credible and robust. We need to know how to access existing evidence and when and how to commission and generate new evidence to fill the gaps. Equally important is our ability to navigate the political and social context to create opportunities to use this evidence in decision making, integrating the evidence with decision makers' and practitioners' knowledge, skills, experience, expertise and judgement.

Box 3 On using evidence (Goldman & Pabari, 2020)

This component is aimed at ensuring that partners and stakeholders in the initiative are able to individually and collectively use evidence (generated through the other components) to inform the planning and delivery of components 1, 2 and 3. It does so through building capabilities, motivation and opportunity for evidence use through four outcomes outlined in the table below.

Related to this component is the development of an open-access and online 'Knowledge Hub', which will be a site for knowledge management and networking. It will focus on *supporting research, conservation and community development action and teaching and learning*.

Assumptions underpinning this component include the effect of new studies/evidence on decisions and action; the existence of a sufficiently strong relationship between different stakeholders to enable knowledge sharing as well as the willingness of stakeholders to engage with and utilise knowledge platforms.

Outcomes
4.1 A collaborative science and technology vision guides and promotes a culture of reflexivity and learning, and ensures accountability between project partners and stakeholders at a global level
4.2 Stakeholders have timely access to the most appropriate information to facilitate their role in safeguarding coral reefs and sustainable, resilient coastal communities.
4.3 Stakeholders are enabled to generate, manage and use the knowledge and evidence in their own learning, decision-making and practice.

4.4 Stakeholders benefit from increased global knowledge management. Stakeholders are engaging in productive **collaboration, sharing and inter-connectedness**.



Component 5: Catalysing global action and innovation

The Coral Reef Rescue Initiative has the capabilities and conditions necessary for accelerating change through global advocacy, expanding reach, constituency and partnerships for sustained impact, scaling up knowledge to replicate successes, and ensuring coordinated and efficient delivery and monitoring of the program.

5-year Milestone: Strategies, tools, and mechanisms are developed to enable CRRRI partners to advance policy & advocacy, joint fundraising, and seamless collaboration.

CRRRI requires high-level coordination and integration of efforts on coral reef conservation at global, regional and national levels for policy and advocacy, communications and campaigns, fundraising, partnerships, science and technological innovation, monitoring and evaluation, knowledge management, and overall program delivery. Management at the global level for the initiative will entail integration and a full oversight of ongoing and new and emerging efforts on the coral reef front in the selected priority countries.

Component 5 is focused around ensuring that the necessary capabilities and conditions for both the realisation of impact as well as enabling transformational change over the long term are in place. This includes effective management and coordination, building and establishing the necessary political and widespread support for resilience coral reefs, as well as enabling innovation to allow for the identification of solutions appropriate to shifting realities and diverse contexts.

The CRRRI working with our technology partner (Palo IT) will develop also data collection and sharing platform for our monitoring and reporting needs. At least 3 sites will utilise the tool and platform for the baseline data collection.

Outcomes
5.1 Programme management and implementation across the different regions, components and partners coordinated and monitored.
5.2 Resource mobilisation strategies codesigned and implemented by initiative partners, ensuring complementarity and shared efforts towards common goals
5.3 Global support for coral reefs around the world strengthened through policy and advocacy, communications and campaigns, and constituency building
5.4 CRRRI identifies, accesses and enables science and technological innovation and partnerships to generate and use cutting-edge appropriate solutions

4 Risks, safeguards and sustainability

4.1 Risks

Critical risks are outlined in the table below. Risks were identified during the planning processes and mitigation measures incorporated into the initiatives strategy.

Risks	Mitigation measures identified
Temperatures continue to rise with severe negative impacts on ocean systems and communities	
Insufficient belief amongst governments and funding agencies in the feasibility of protecting coral reefs	Effectively communicate the science around regeneration reefs. Build on tried and tested measures to protect priority reefs and communicate successes widely. Utilise effective advocacy measures, including identifying and working with influential champions.
Governments unwilling/unable to engage and support the initiative	Build ownership and buy-in from the onset, working with Governments to mobilise funding (through GEF and GCF) to build capabilities to play a leadership role in protecting regeneration reefs
Efforts to protect coral reefs will increase vulnerabilities of local communities and/or alienate and create resentments towards the initiative	Focused efforts around strengthening community capabilities and motivation to play a lead role in protecting their natural resource base, ensuring that inclusive approaches are a core part of all interventions and with tangible improvements to local livelihoods.
Economic growth models and initiatives, including market systems (at local, national and global levels) undermine efforts of the initiative to protect regeneration reefs	Work closely with the business community and private sector to influence the blue economy towards improved sustainability. Engage in advocacy and widespread campaigns at multiple levels to raise awareness of the importance of coral reefs amongst governments, the private sector as well broader public

4.2 Upscaling and sustainability

The design of CRRI is based on a long-term perspective, recognising that investments must be directed towards transformational change – influencing institutions, values and mindsets at multiple levels to better enable and support inclusive coral reef conservation. Furthermore, designing the initiative through highly participatory processes established a broad-based ownership amongst partner organisations as well as national and local stakeholders.

To realise the transformational changes necessary to ensure long term sustainability as well as build on and scale out ownership of the initiative, efforts are already underway to work with governments to secure both GCF and GEF resources that would enable the initiative to be integrated into country plans and avoid creating dependencies on the global partnership.

The interventions, governance and implementation structures (Figure 4) are also designed with a view to ensure strengthening of capabilities, motivation and opportunities for stakeholders at multiple levels to lead the different efforts necessary to protect coral reefs over time. This includes creating mechanisms and platforms for generating and sharing new knowledge as well as widespread advocacy to build global support.

CRRI has two critical imperatives – i) To immediately secure regeneration reefs before it is too late and ii) Ensure that the world's coral reefs are protected over the foreseeable future

and beyond. To ensure that it is able to realise both imperatives, the initiative will adopt a phased approach, described in Figure 4.

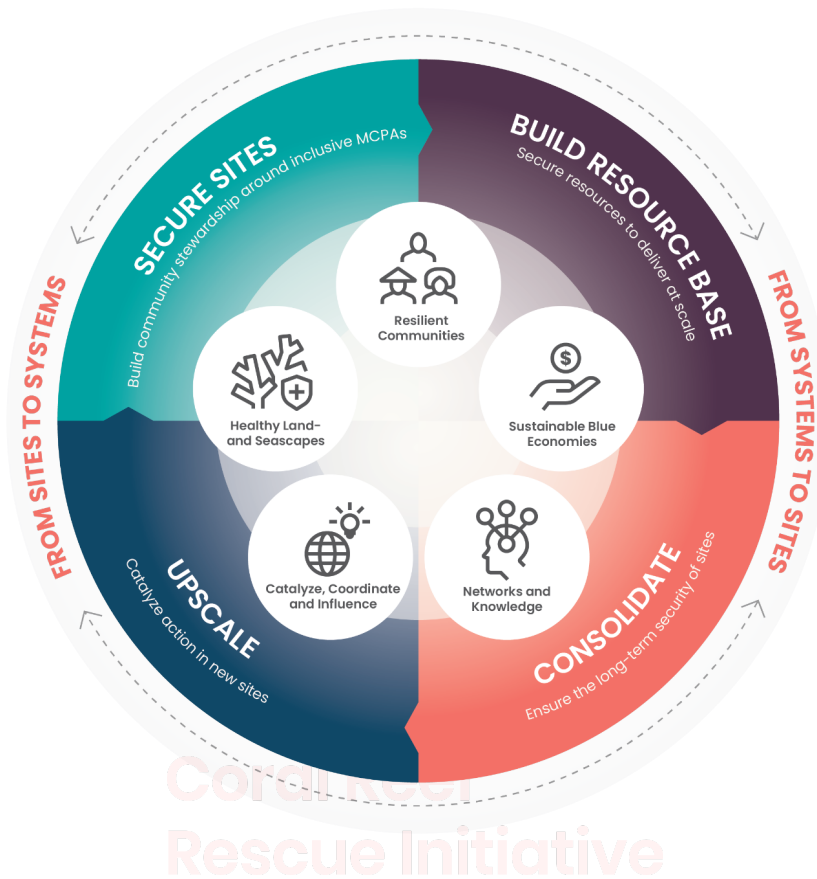


Figure 6 A phased approach to ensure urgent action and transformational change

4.3 Safeguards

The WWF Network has developed its own Environmental and Social Safeguards Framework (ESSF) which is required for WWF activities in landscapes and seascapes. Central to the ESSF is the application of safeguards standards informed by WWF's social policies which can be found here.¹⁰

However, the CRRI has successfully had its GEF PIF approved during the GEF Council in December. The Initiative is currently preparing a full proposal which requires the application of the GEF Safeguards standards which can be found here (link).

¹⁰ Safeguards documents and Social Policies are being finalised following public consultation (held May-June 2021) with final versions expected in December 2021.

The Initiative has set up a small working group (CRRRI Core team, WWF Int and US Safeguards Teams, WWF US PSP Team & CARE Int Safeguards Team) and will be developing a process plan to address all the requirements for safeguards throughout the various proposal/programming process for the public, private and philanthropic donor and/or partners.

WWF ENVIRONMENTAL AND SOCIAL SAFEGUARDS FRAMEWORK



5 Monitoring, Evaluation and Learning

Learning, adaptive management, accountability and communication are central to the initiative, requiring an integrated and evidence-based monitoring, evaluation and learning (MEL) system. Such a system will ensure adaptation, improve impact, communication across and beyond the initiative and provide a basis for demonstrating policy implementation and informing policy development at multiple scales.

The core principles guiding the MEL system are that it will be:

1. **Fit for context**, engaging constructively with the values, cultures, politics and histories of stakeholders and seeking empowerment.
2. **Learning orientated**, supporting ongoing learning to inform adaptive management, including providing transparent methodologies and workflows and working to enable open data exchange.
3. **Supports accountability and transparency** in progressing against the Theory of Change for the initiative, providing meaningful feedback as required by the various stakeholder groups of the initiative.
4. **Facilitates communication** internally across the initiative and its partners, informing donors and communicating externally.
5. The MEL of the Coral Reef Rescue Initiative should be **complementary to and build on existing monitoring efforts**, where possible and appropriate, including looking to use existing metrics, monitoring data or tools.
6. **The value of information**: should balance efficiency (time, money) with adequacy of information and benefit to be gained from using this information.
7. The MEL system aims not to be comprehensive, but **relevant, meaningful, participatory and empowering**, creating a broad overview and using deep dives to explore particular aspects of the initiative, for example, around the key leverage points.
8. More specifically, CRRI's monitoring, evaluation and learning system will **integrate** social and ecological data for decision-making, and as appropriate, blend quantitative, qualitative, subjective and objective information to learn across multiple levels and measure the impact of our actions.

The M&E system will be designed to meet three interrelated goals:

1. **Track 'System-level' M&E:** System-level M&E will measure change at the 'system' level -- tracking overall change in the world, answering '*What kind of change are we seeing in the world? What are the trends of the variables we care about?*'. The 'system level' M&E will likely draw on pre-existing tools and any new data or platforms will be intentionally designed to complement other M&E systems. In certain places where we can do methodological 'deep dives', we might be able to answer '*What kind of impact have we had?*'
2. **Measure 'Program-level' M&E:** The program level M&E will be designed to measure the efficacy of our actions - (answering -- *what actions should we be taking to change the world? Where/when should actions be taken? Does the way we currently work make sense? Do our current actions work (why/why not), and if not what else should we do?*). This will be more internal to the initiative, and help us learn what works and how we should shift our efforts over time. Information needed to inform the adaptive management of the CRRI will evolve over time. In the early stages, the focus could be on the relationships between the various actors involved in the effort (Preskill et al., 2014), and on a program or initiative's governance (Patton, 2010).

3. **Deliver insights to initiative funders.** We expect that information needed to meet the first two goals will likely meet the requirements of the initiative's funders. It is our hope that information gathered to track changes in the overall system and measures designed for adaptive management can be repackaged to meet the needs of our funders.

The information flowing from the system will be packaged to meet decision-making needs on different levels, specifically: the 'field' level (day-to-day implementation of programs), the 'regional level' (supporting national level engagement and policy), and the 'global level' (CRRRI fundraising priorities, strategy and global policy). At all levels, planning processes will have designated sessions that encourage evidence-based reflection, using information from both the 'system level' and 'project level' MEL systems recognizing that most decisions are made collectively (Tanner et al., 2020). We are committed to collaboratively developing *the M&E vision and framework further with partner organisations in line with the outcomes of the initiative across levels*. We will work with technological partners to create well-designed technological systems to improve the compilation and synthesis of data in a timely and useful manner, attuned to the decision needs and timelines in the different country offices. The system will be well-connected with and, where at all possible, not duplicative of other programs and initiatives ongoing in the project sites.

The development of the M&E system can be envisaged in four phases:

1. **Scoping phase (2020-present)**

- An understanding of the existing landscape (outward looking, including mapping of other initiatives that are relevant to the intentions of the CRRRI, current approaches, frameworks and metrics being used to measure success)
- An understanding of information needs for the CRRRI
- Understanding the knowledge needs of key stakeholders
- Identifying a data/file management structure
- Creating a science community of practice

2. **M&E operational plan development (2021-present)**

- Operationalizes the vision for M&E in response to the Theory of Change and Global Strategy;
- Articulates the principles for M&E and guiding framework
- Define the resource and capacity needs for the development (ensuring a minimum of 5-10% of project budget is allocated to M&E), set up and implementation of the M&E system;
- Identify existing tools to support M&E for possible use (see section below)

- Examine monitoring initiatives in each country/ area - to see if there are data collection processes that can be made use of, and what would need to happen to facilitate collaboration.

3. Set up/ initiation plan (anticipated start 2022)

- Establish M&E team and focal points
- Determine key indicators for ecological and social outcomes based on country and program (CRRRI) needs, feasibility and capacity.
- Develop management strategies and implementation plans using existing data sources and monitoring programs/protocols where possible (plan development phase)
- Ensure research ethics and prior informed consent criteria are met
- As needed - data collection, analysis, initial visualization and sharing
- Identifying/rolling out of relevant technologies and tools
- Formalizing partnerships and data sharing agreements
- Integrate existing data/platforms and existing/newly acquired data into Global monitoring platform
 - Repeatable processes for cleaning, management and integrating data sources as well as summarising and visualising data

4. Implementation:

Implementing the vision will occur alongside the global strategy and a key component of the theory of change; also embedded within governance structure.

Broad engagement of and co-production with stakeholders, including the intended end users of the information produced will be important to ensuring the impact of the MEL system. There will be close collaboration between MEL and the Learning and sharing platforms to effectively convey information and ensure coordination across themes of the initiative.

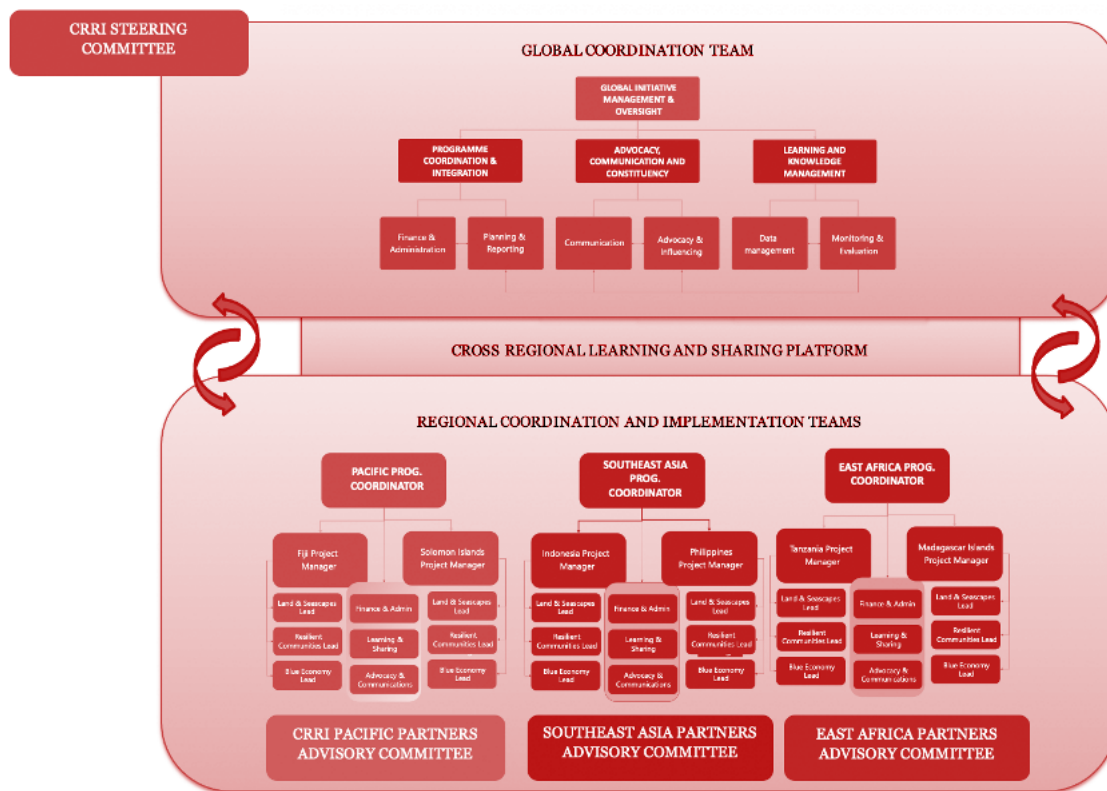
6 Core Functions and Structures

6.1 Governance of the initiative

Governance committees comprising of representatives of partner organisations will be established at both global and regional levels. The primary function of these Committees is to build and nurture shared ownership of the initiative, enabling regular interaction, sharing of information and joint decision making. This will be important also for building trust and relationships, fundamental to effective partnerships.

[*Note: It will be important to ensure that resources for the functioning of these Committees are kept to a minimal, though, for example, ensuring that meetings are mostly held virtually and are efficient in the use of time).

Figure 7 CRRl Coordination and Implementation Structures



CRRl Global Steering Committee

The CRRl Global Steering Committee¹¹ will comprise representatives of CRRl global, regional and national partners (including at least one representative for government, non-government, academia and the private sector), with a rotating chair.

Members of the Steering Committee are responsible for oversight and strategic guidance as well as to act as ambassadors of the Initiative within their own organisations and countries. More specifically, their roles will include the following:

- Review and approval of annual work plans and reports
- Review and approval of strategic evaluations and impact assessments
- Strategic advice and guidance to the initiative (for example, to ensure relevance and alignment with partner priorities, navigating political challenges etc)
- Supporting the establishment and nurturing of high level and influential partnerships
- Supporting resource mobilisation efforts
- Communicating the initiative within their own organisations and networks

Meetings will be convened at least quarterly with at least one face to face meeting a year (if possible).

¹¹ The existing partnership group will be maintained and evolve into the Steering Committee.

*Regional Partners Advisory Committees*¹²

Within each of the 3 regions, an Advisory Committee will be established to enable coordination, cross sharing and collaboration between the countries. Representatives will be drawn from partner organisations engaged in implementation and comprise primarily of senior level technical experts from different fields, to the extent possible. The Advisory Committees will meet once a quarter and roles will include (but not necessarily be limited to) the following:

- Collaboratively develop regional work plans for advocacy, communications, learning and sharing;
- Share resource mobilisation (joint fundraising for regional activities)
- Share and discuss progress and performance, lessons and experiences
- Exchange and deepen knowledge and insights around specific topics and areas of mutual interest

6.2 Initiative Management, Coordination and Implementation

Coordination and implementation takes place at different levels through the structures described below, with dedicated initiative staff (recruited as resources are mobilised). The **Global Coordination Team** comprises a core team of members of staff from partnership, supported by expert advisers. The core functions of the Team include the following:

a) Programme Leadership, Coordination and Integration:

Ensuring that all aspects of the initiative are working together in a coordinated fashion towards shared goals and objectives through guiding and providing oversight for:

- Development of strategic plans and partnerships/collaborations as well as operational work plans and budgets, including consolidation and submission of plans to the Steering Committee and Funders for approval;
- Fundraising and development of resource mobilisation pipeline for the Initiative.
- Thought leadership and stimulate innovative approaches for transformative and high impact change.
- Coordination and collaboration, including regularly convening the different parts of the initiative to enable sharing of information on plans and priorities and the identification of points of shared interest and modalities for collaboration;
- Progress reporting, as well as consolidation and preparation of reports for the Steering Committee and Funders
- Financial management and accountability, including the provision of regular and timely financial reports, supporting the development of budgets, monitoring of expenditure, managing audits etc.

b) Policy engagement & advocacy, communications & campaigns, and constituency building:

Ensuring that all efforts designed to create or strengthen support for the initiative among key actors are effectively coordinated and implemented, managing the alignment of strategies and approach among relevant country offices and partners, and providing oversight for:

¹² Advisory Committees should ideally develop their own terms of reference and revise them from time to time, based on the needs and specificities of each region.

- Global policy engagement & advocacy activities designed to help build political momentum and action that will enable the initiative to effectively carry out its work on a global, regional and national level. This includes facilitating and coordinating the initiative's presence and policy asks at high-level international events (e.g. Agenda 2030 and the Sustainable Development Goals, the CBD Post-2020 Global Biodiversity Frameworks agenda; UNFCCC, as well as relevant regional intergovernmental mechanisms, etc.);
- There are opportunities for the initiative to test policy relevance by looking to demonstrate policy implementation at multiple scales and providing a mechanism for engaging with and influencing future policy discourse. An example would be demonstrating implementation of relevant indicators that will be adopted by the Post-2020 GBF under the CBD, or ensuring issues related to resilience of coral reef ecosystems and the communities that depend on them are coherently integrated into relevant global, national and regional strategic plans under the key policy frameworks of relevance to the initiative. (e.g. the UN Food Systems Summit, NBSAPs, Nationally determined contributions, National adaptation plans)
- Integrated communications & campaigns designed to help build awareness, understanding and support of the initiative and drive the needed engagement and action from targeted publics. This includes alignment of messages and the development, management and dissemination of shared communications products, tools and platforms under the partnership brand; and
- Strategic and opportunistic engagement with key players from different sectors and industries (e.g. public, private, civic, academia, science & technology, etc.) that are relevant to and beneficial for the initiative and can help propel its goals and objectives.

c) Learning and knowledge management

A core function of the Learning and Knowledge Management team will be to facilitate the **Cross Regional Learning and Sharing Platforms**. The Platforms are intended to enable cross sharing and learning across Regions and between Regions and Global, creating a space for the generation of new insights and knowledge as well as contributing to the building of a wider constituency and network for corals and associated ecosystems, including policy influence.

Data management and monitoring & evaluation form a critical component of the Learning and Knowledge Management Team. Embedding these elements will ensure the alignment of the MEL vision and knowledge management strategy to realise a system for learning and adaptation that is meaningful and responsive.

Regional and Country Coordination and Implementation Teams will comprise of:

1. **Country Project Teams**, including thematic leads for each of the Components, with oversight provided by the Country Project Manager; and
2. **Regional Coordination, Advocacy and Learning Teams** will support both Countries in the region. This is to ensure that the regions have the capabilities for core functions, while maintaining efficiencies in the use of resources as well as enabling coordination within regions). Core functions carried out by this team include Financial and Administrative Support; Learning and Sharing; Advocacy and Communication

The teams are responsible for delivery of the initiative at site, national and regional levels. This includes:

- Identifying priorities based on an in-depth understanding of the context and needs of the country (guided by the Initiatives planning guidelines and criteria for prioritisation)
- Developing strategic (4 year) plans and annual work plans and budgets
- Implementing plans, ensuring the realisation of intended outcomes and outputs
- Monitoring, reflecting on and learning from experience (in line with CRRi M&E Vision and Guidelines, refer also to Annex xx), and using this to adapt plans to ensure realising of the overarching goals and vision
- Contributing to strategic evaluations and assessments
- Reporting on progress and performance (technical and financial), both within the country as well as regionally and to the Global Coordination Team (for onward submission to the Steering Committee and Funders)
- Documenting lessons and experiences and disseminating them within the country and region, using appropriate media
- Engaging in advocacy initiatives, influencing policy as well as the wider public as necessary
- Establishing and maintaining relationships with strategic partners as well as other influential actors and stakeholders

In addition, Regional Teams will contribute to coordination and advocacy efforts at the global level through the Cross Regional Learning and Sharing Platforms as well as representation on the Steering Committees .

7 Budget and Fundraising

The initiative has a staged approach to fundraising as summarised in Figure 8 below. The CRRi was launched with support from philanthropic funding which financed the Global Core Team costs as well as efforts to secure the Global Environment Fund (GEF) funding. The CRRi GEF project (expected amount US\$7.8M) will help build enabling conditions and national platforms that support the development of solutions for blue economies and resilient coastal communities. Based on the foundational work established by the GEF funding, the initiative will scale up its programme and approach. This will be achieved with the planned global and national/regional proposals to the Green Climate Fund (GCF). It is hoped that the investments from GEF and GCF will act as an anchor funding to derisk private sector investments in the long-term, which in turn will further scale up and scale out the CRRi approaches globally.

Coordinated Approach with GEF and GCF

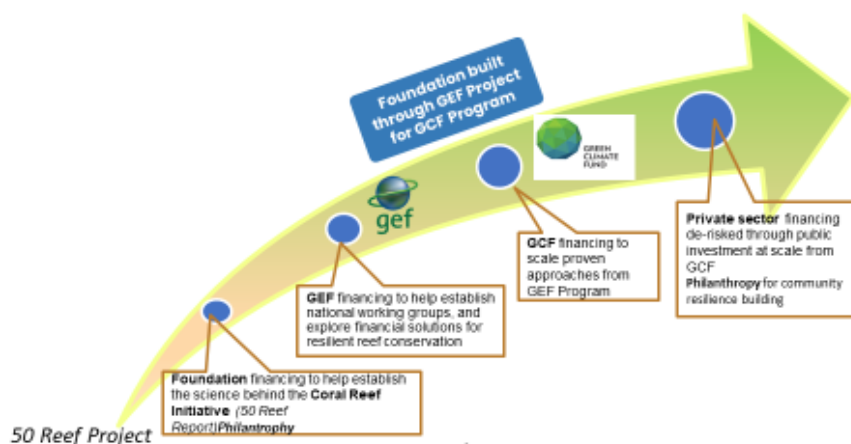


Figure 8 CRRI's staged approach to fundraising

8 List of Annexes

- Annex 8.1. Outcomes and outputs list
- Annex 8.2. Logframe
- Annex 8.3. Priority Sites
- Annex 8.4 Implementation Structure

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Annex 8.1: Outcomes and outputs

Component 1: Healthy land and seascapes

Priority land and seascapes for climate-resilient and connected coral reefs effectively and inclusively managed and conserved through integrated multi-stakeholder processes in a changing and uncertain environment

5-year Milestone : Governance structures suitable to local context are identified/strengthened to enable improved management across priority seascapes and landscapes.

Outcomes	
1.1.	Loss of coral reefs and associated ecosystems is reduced or reversed by reducing local impacts within priority BCU land and seascapes
1.2.	Government, relevant institutions, and other stakeholders implement evidence-based and inclusive land and seascape management

Outcome 1.1 Loss of coral reefs and associated ecosystems is reduced or reversed by reducing local impacts within priority BCU land and seascapes

This outcome is specifically focused around strengthening a global network of area-based management both with regards to total area as well as management effectiveness. Outcome 1.1 is centred around supporting governmental as well as non-governmental stakeholders to reduce local impacts within priority land and seascapes through the development and implementation of management plans, informed by robust and relevant evidence.

Intended outputs are as follows:

- 1.1.1 Baseline data collected to develop marine protected and conserved area network proposal (covering the BCUs and critical ecosystems - including key areas for communities)
- 1.1.2 Management plans developed (e.g., ridge-to-reef MSP and/or climate smart sustainable development plans) informed through transparent Decision Support Systems (including threat analysis).
- 1.1.3 Management plans are implemented (e.g., area coverage, effective and inclusive management) and mechanisms are in place to assess their impact towards reducing or reversing coral reef and associated ecosystem loss.

Assumptions

- Continued support for area-based conservation and willingness of government and non-governmental stakeholders to continue to invest in management planning and implementation
- Area based conservation results in reduced losses of coral reefs and associated ecosystems
- Decision makers value and willing to use evidence in policy and planning processes

Outcome 1.2 Government, relevant institutions, and other stakeholders implement evidence-based and inclusive land and seascape management

Integrated land and seascape management necessitates effective multi-stakeholder processes across different sectors and levels. Outcome 1.2 improves the enabling environment for land and seascape management objectives under this component, through working with and supporting governments at local and national levels. This outcome is closely linked to outcome 2.3, which is aimed at strengthening the voice and agency of local communities

This includes the realisation of the following outputs:

- 1.2.1 Improved capacity/capability and efficiency of institutions and stakeholders to manage conservation areas
- 1.2.2 Coral reef conservation efforts in priority land and seascapes are improved through collaboration and coordination of key stakeholders.
- 1.2.3 Full proposal (Pro-Doc) for GEF and concept notes for the Green Climate Fund are developed for CRRI priority landscapes and seascapes

Assumptions

- Assumes that once areas are established, existing financial models are adequate to ensure management effectiveness
- Assumes willingness and support of communities, governments and the general public

Component 2: Resilient Communities

Women, men and youth in CRRI sites are more resilient to shocks and stresses, with improved and diverse livelihood options, health and agency

5-year Milestone: Women, men and youth in CRRI sites have enhanced capacities and engage in sustainable and equitable income-generating activities supported by local and national plans and strategies.

Outcomes

2.1 Increased levels of knowledge and understanding among local communities and those supporting them of factors influencing, and opportunities to strengthen, resilience
2.2 Local adaptation and development plans developed and integrated into local and national plans and strategies
2.3 Women, men and youth in local communities, including representatives of marginalised groups, have increased agency and voice in decision making and management of coral reefs and associated ecosystems
2.4 Market institutions are more inclusive, equitable and accessible to local communities and local enterprises
2.5 Local communities increasingly involved in diversified income-generating activities that are sustainable and equitable, improve incomes and reduce pressures on natural resources

2.6 Communities better able to cope, adapt and thrive in the face of external environmental, ecological, economic and political shocks



Outcome 2.1 Increased levels of knowledge and understanding among local communities and those supporting them of factors influencing, and opportunities to strengthen, resilience

Creating resilience systems is increasingly complex, influenced by multiple interconnected factors and the dynamic and often unpredictable relationships between them. While there is a much stronger knowledge base around resilience today, there is still much we do not know and understand. In addition, and perhaps most significant, is the need to build transformational capabilities of those within and most affected by the system to understand and engage with complexity and uncertainty.

Transformational capacity is the ability to influence the wider context in promoting an enabling environment and reducing drivers of risk. Risks are constantly changing, and as they increase in complexity, incremental adjustments to livelihoods are insufficient to achieve resilience. Resilient livelihoods programming strives to transform the dynamic relationship between people living in poverty and the environment that generates shocks and stresses and seeks to confront the factors in the environment that drive risk and to transform risks into opportunities. These underlying conditions tend to be systemic in nature and are not easily controlled or changed by individuals or single households. They require collective action and engagement between power holders, leaders, and decision makers. This involves working at community, sub-national, national and global levels. Working together with multiple partners and stakeholders is thus fundamental. [Source: Resilient Livelihoods – Discussion Note for the Coral reef Rescue Initiative, 21st September 2020, by Karl Deering]

To both develop the wider knowledge base around resilience as well as stakeholder capabilities to do so themselves, this outcome will deliver the following outputs:

- 1.1.1 Capacity-strengthening programmes designed and implemented to strengthen motivation and skills of governments and local communities to gather and utilise knowledge that will build understanding of community resilience and inform local plans and practices
- 1.1.2 Research and analysis carried out to increase awareness and understanding of social norms and barriers, rights and entitlements (including gender, power, equality and access to resources) in different contexts and the implications for resilience
- 1.1.3 Research and analysis carried out to understand climate vulnerabilities and capacities under different climate scenarios (including best- and worst-case scenarios); and results disseminated
- 1.1.4 Studies and assessments on lessons and experiences on what works (with regards to strengthening community resilience), where, for whom (and why) carried out and shared with different target groups
- 1.1.5 Inclusive local adaptation planning committees established (including marginalised groups) with strong organisational governance processes and structures

Assumptions

- Access and availability of quality data and information
- Sufficient trust between different stakeholders to enable knowledge exchange

Outcome 2.2 Local adaptation and resilience building plans developed and integrated into local and national plans and strategies

This outcome is centred around contributing to improving collective action by supporting different stakeholder groups to codesign solutions and ensure uptake and integration in local and national plans and strategies (including those related to economic growth, development, biodiversity and climate). Outputs include:

- 2.2.1 Transparent mechanisms, platforms and processes developed and implemented to develop relationships, partnerships and trust amongst different stakeholder groups
- 2.2.2 Local adaptation planning committees supported to jointly develop community and ecosystem-based adaptation/development plans for resilient livelihoods and ecosystems
- 2.2.3 Advisory and facilitation support provided to local and national governments to integrate local adaptation/development plans

Assumptions

- Local and national governments have the resources and are willing to integrate adaptation and resilience building plans

Outcome 2.3 Women, men and youth in local communities, including representatives of marginalised groups, have increased agency and voice in decision making and management of coral reefs and associated ecosystems

Outcome 2.3 is aimed at strengthening the abilities of individuals in local communities to make their own decisions and choices with regards to the natural resources they are dependent on and express these choices in their behaviour and way of life. This necessitates both strengthening the capabilities of local communities as well as capacities and willingness of government institutions to enable inclusive participation.

This will be realised through the following outputs:

- 2.3.1 Technical and other forms of support provided to strengthen willingness and capabilities of local community institutions to better enable effective and inclusive community engagement in monitoring, management and governance of coral reefs and associated ecosystems
- 2.3.2 Technical and other forms of support provided to strengthen ownership and control by women and men of productive assets (including land) and technology
- 2.3.3 Appropriate interventions designed and implemented to strengthen women's access to, power and voice in decision-making processes
- 2.3.4 Skills and capacities of community members and networks, including individual and collective confidence and knowledge of rights, are strengthened
- 2.3.5 Policy and advocacy interventions and technical support provided to governments to influence existing policy and legislative barriers to inclusive governance
- 2.3.6 Community-level outreach and engagement activities aimed at strengthening local community understanding of existing policy and legislative requirements implemented

- 2.3.7 Support provided to strengthen linkages, accountability and coordination between local and national governments across sectors influencing coral reefs and associated ecosystems
- 2.3.8 Support for governments provided in the development and use of mechanisms / platforms for participation of local communities (including modalities for ensuring long term sustainability of platforms)

Assumptions

- The frequency and magnitude of shocks (political, environmental and economic) will not negate efforts to strengthen resilience.
- Choices made by local communities will be positive for coral reefs and associated ecosystems
- Assumes willingness and capacity of both governments and local communities
- Assumes that increased participation will lead to improved conservation and development
- Government and Non-Governmental institutions are open to inclusivity and promoting the engagement and leadership of women, youth and identified marginal groups
- Changes influenced will be integrated into institutions and sustained over the long term
- Income and livelihood initiatives do not increase pressure on reefs or associated ecosystems
- Private sector willing to engage with initiatives aimed at strengthening local communities

Outcome 2.4: Market institutions are more inclusive, equitable and accessible to local communities and local enterprises

Often, vulnerabilities and risks for local communities are associated with limited livelihood options as a result of a number of factors, including capabilities to access markets. Outcome 2.4 seeks to address some of these challenges through:

- 2.4.1 Community/Village Savings and Loans Associations/collectives (VSLAs) established (e.g. fishers) to build essential governance/leadership, financial and business, and marketing skills
- 2.4.2 Support provided to VSLAs to graduate to producer groups and to strengthen access to and engagement of MSMEs in productive markets with improved linkages between larger businesses and micro and small enterprises
- 2.4.3 Advocacy programmes and technical support provided to influence institutional and structural barriers to inclusive and sustainable markets and economic growth
- 2.4.4 Awareness and skills-building support provided to VSLAs to strengthen understanding and appreciation for conservation of coral reefs and associated ecosystems and relationship between ecosystems and markets

Assumptions

- Markets and economies are stable and strong
- Political good will towards strengthening local community participation in markets
- Market linkages will lead to more sustainable productions or systems (and not the reverse)

Outcome 2.5 Local communities increasingly involved in diversified income-generating activities that are sustainable and equitable, improve incomes and reduce pressures on natural resources

Outcome 2.5 is closely linked with outcome 2.4 and seeks to build on the lessons and experiences of multiple initiatives around the world in improving income levels of local communities while at the same time reducing pressures on the natural resource base. This includes supporting the wider community (and not just resource users such as fishermen). Intended outputs are as follows:

- 2.5.1 Capacity-building initiatives to improve individual skills, knowledge and motivation/incentives to engage in inclusive and sustainable income-generating activities developed and implemented
- 2.5.2 Local communities supported to work together to strengthen their market positions, reduce transaction costs and risks as well as create incentives for collective and viable investments
- 2.5.3 Technical and financial support provided to local communities to establish alternative livelihood initiatives
- 2.5.4 Technical and financial support provided to local communities to improve productivity, viability (including market access) and sustainability of farming and fishing practices to improve household food security as well as incomes
- 2.5.5 Mechanisms to increased access to sustainable financing to support local communities to manage their resources in the long term identified, developed and implemented
- 2.5.6 Access to financial resources, technical assistance and market access facilities provided for MSMEs operating in the blue economy
- 2.5.7 Support provided to local communities to enable the production and marketing of new sustainable products (e.g. organic produce) and establishment of ecological friendly enterprises

Assumptions

- Risks those markets will continue to drive unsustainable exploitations
- Assumes that income generating activities will be sufficient to reduce pressures on natural resources (in light of population growth and consumption trends)
- Assumes sufficient time and resources to allow for benefits to be realised
- Risks of pressures on natural resources from outside of the community (e.g. migrant fishers, mining, etc.)

Outcome 2.6 Communities better able to cope, adapt and thrive in the face of external environmental, ecological, economic and political shocks

Outcome 2.6 seeks to minimize impacts of increasing incidences and magnitudes of environmental, ecological, economic and political shocks through strengthening capabilities of local communities to plan, cope and adapt.

This will involve:

- 2.6.1 Capacity-building initiatives developed and implemented to improve the capabilities of district-level disaster management teams and meteorological agencies to strengthen early warning, provide user-friendly climate information and improve participatory preparedness planning with communities
- 2.6.2 Capacity-building initiatives to improve education and maternal and reproductive health, including the provision of mobile money payments and e-service delivery of health and education developed and implemented
- 2.6.3 Partnerships established with insurance companies and financial institutions to identify ways in which to increase access to affordable insurance for local communities (extending services to households, including assets, etc.)
- 2.6.4 Community-level outreach and engagement activities to strengthen social inclusion and engage vulnerable groups in decision making processes and livelihood initiatives developed and implemented.

Component 3: Sustainable blue economies

Business models and approaches in priority regions and countries transformed to sustainable blue economy models with climate resilient businesses supporting inclusive conservation

5-year Milestone: Blue economy business models have received support from governments, the financial sector and large companies, with additional regulations in place, increased funding, coordination and collaboration

Outcomes

3.1 Increased knowledge of Sustainable Blue Economy Finance Principles ¹³ and the impacts of coral reef loss on national economy, and use of associated evidence in government planning and policy development on this topic
3.2 Governments are better enforcing regulations and safeguards/mitigating against environmental and social impacts of private sector activity across the major local threats of coral reef degradation
3.3 Increased engagement by the financial sector (financial regulators, central banks, commercial banks, DFIs, insurers and investors) in Sustainable Blue Economy initiatives and the conservation of resilient reefs and associated ecosystems
3.4 Established and large businesses directly impacting coral reefs are incorporating and applying clear policies which 'do no significant harm to coral reefs'
3.5 Growth in innovative new 'reef-friendly' business models
3.6 Increased coordination and collaboration across diverse stakeholders and sectors to better promote, stimulate and implement projects and activities which 'do no significant harm to coral reefs'

¹³ More detail on these principles is provided here:

https://www.wwf.org.uk/updates/sustainable-blue-economy-finance-principles?pc=AUZ014007&gclid=Cj0KCQjw8vqGBhC_ARIsADMSd1AHkSeiZZKQYKaYynISDt5FifhFXs7c14FSP8LUv0fJBWY6_sDD0uoaAuWyEALw_wcB

3.1 Increased knowledge of Sustainable Blue Economy Finance Principles and the impacts of coral reef loss on national economy, and use of associated evidence in government planning and policy development on this topic

Outcome 3.1 seeks to strengthen the knowledge and understanding within government at national, regional and global levels of Sustainable Blue Economy Finance Principles. Support will then be provided to help government agencies reflect these principles in their plans and investments. This will be achieved through the following outputs:

3.1.1 Evidence delivered to national government decision makers which demonstrates the value of coral reefs and associated ecosystems

3.1.2 Barriers to achieving a Sustainable Blue Economy are identified in each country and government policy and planning measures for addressing these barriers are identified

3.1.3 Key lessons learnt are captured for what works, where, for whom and why when implementing the Sustainable Blue Economy Finance Principles in national government planning and policy making

3.1.4 Practical processes, methodologies and tools are being utilized to strengthen evidence-informed public investment planning and incentive systems aligning with the Sustainable Blue Economy Finance Principles (including informed decisions around trade-offs)

3.1.5 Local governments are able to develop plans and investments which apply the Sustainable Blue Economy Finance Principles

3.1.6 Increased engagement of local communities in decision making mechanisms related to Sustainable Blue Economy plans and initiatives

3.1.7 Funding proposals are developed for potential donors including the Global Fund for Coral Reefs (GFCR) to support activities under component 3

Assumptions

- Producing new studies will influence decision making / action
- A sufficiently strong relationship exists between governments and private sector to enable knowledge sharing
- Data and information required is available and accessible
- Policy and decision makers and other stakeholders capable, motivated and have the opportunity to use evidence
- Stakeholders are motivated and willing to ensure the longer-term sustainability of evidence use platforms and processes

3.2 Governments are better enforcing regulations and safeguards/mitigating against environmental and social impacts of private sector activity across the major local threats of coral reef degradation

This outcome primarily focuses on strengthening the capacity of governments through the following outputs:

3.2.1 Government regulations and safeguards to mitigate against the negative impacts of private sector activity are strengthened

3.2.2 Government capacity to monitor the health of coral reefs and associated ecosystems is strengthened

3.2.3 Governments are able to increase transparency in permitting and licensing, enforce regulations and prevent negative impacts of businesses on coral reefs, such as pollution, introduction of invasive species, habitat destruction, etc.

Assumptions

- Willingness and capacity of governments to engage in reviewing and strengthening regulations
- Receptiveness from governments to engage in capacity building and technical advisory programmes

3.3 Increased engagement by the financial sector (financial regulators, central banks, commercial banks, DFIs, insurers and investors) in Sustainable Blue Economy Initiatives and the conservation of resilient reefs and associated ecosystems

Outcome 3.3. is aimed at raising awareness and engagement from the financial sector in Sustainable Blue Economy Initiatives, along with the adoption of Blue Economy Finance Principles in their plans, policies and processes:

3.3.1 Commercial banks, DFIs, insurers and investors better appreciate coral reefs, understand 'value at risk' and change their practices to strengthen the integration of Sustainable Blue Economy Finance Principles in their operations

3.3.2 Financial institutions are better able to reflect the Sustainable Blue Economy Finance Principles in their screening, due diligence and ESG safeguarding systems

3.3.3 Financial and insurance regulators have a better understanding of the Sustainable Blue Economy Finance Principles

3.3.4 Financial institutions and investors are developing new financial instruments to restore and protect coral reefs (and that can be used by businesses supported under Outcome 3.4 and 3.5), including recovery actions after major shocks

Assumptions

- Assumes that there is clear benefit / incentives for financial institutions and investors (from the policy perspective) for engaging in Blue Economy Finance Principles initiatives
- There is sufficient willingness and interest from Financial Institutions to engage
- Adopting Blue Economy Finance initiatives will be sufficient to change institutions to better protect coral reefs
- There is a willingness of governments to create spaces for local communities to engage in the planning and policy process

3.4 Established and Large businesses directly impacting coral reefs are incorporating and applying Sustainable Blue Economy Finance Principles clear policies which 'do no significant harm to coral reefs'

This outcome will be achieved by first understanding which industries and supply chains are having the greatest impact on coral reefs and identifying where the opportunities lie for addressing these impacts and engaging established and larger businesses on the Sustainable Blue Economy agenda. This will be followed with direct work with these businesses to avoid and reduce their impacts on reefs, along with wider industry body engagement to improve practices and guidance in this area.

3.4.1 Improved knowledge of the key economic sectors that impact coral reefs in CRRi countries

3.4.2 Established businesses and larger corporations that affect coral reefs and are willing to adopt the SBEFP are identified
 3.4.3 Established and larger businesses are better able to adopt and incorporate Sustainable Blue Economy Finance principles, safeguards for coral reefs, and no-net-loss tools in their operations where appropriate

3.4.4 Established and larger coastal businesses are able to actively prioritise and participate in proactively conserving and protecting coral reefs

3.4.5 Coral reef protection is incorporated into existing national tourism industry practices and guidance (e.g. at the level of hotel associations)

Assumptions

- A sufficient number of established and larger businesses are willing to engage in the adoption of Blue Economy Finance Principles in their operations
- There is a sufficient level of expertise to deliver effective technical assistance to these established and larger businesses

Outcome 3.5 Growth in innovative new 'reef-friendly' business models

This outcome primarily focuses on building pipelines of MSME and start-up business ideas that can have a positive impact on coral reef restoration and protection.

3.5.1 National-level pipelines of 'bankable' projects to start-ups and MSMEs developing 'reef-friendly' business models, are created and/or strengthened

3.5.2 Established businesses are better able to develop and implement new 'reef-friendly' business models

3.5.3 Bankable reef-friendly projects secure blended finance to grow and increase their impact

Assumptions

- There is a sufficient number of start-ups and MSMEs working on 'reef-friendly' businesses in each country who are ready and willing to engage with an incubator/accelerator programme
- A sufficient number of these start-ups and MSMEs are willing to take on external financing and investment to grow their business models

Outcome 3.6 Increased coordination and collaboration across diverse stakeholders and sectors to better promote, stimulate and implement Sustainable Blue Economy Finance principles and initiatives projects and activities which 'do no significant harm to coral reefs'

This Outcome seeks to ensure that in each country there is strong multi-stakeholder input and advice on how Component 3 is implemented in each country, and that the topic of the Blue Economy is well represented in the broader CRRRI national working groups. It also seeks to achieve active knowledge sharing and lesson learning between CRRRI countries and teams.

3.6.1 National CRRRI 'Blue Economy' working groups are actively feeding into the national multi-stakeholder platform established under Component 1

3.6.2 Global CRRRI 'Blue Economy' investor working group is active and providing strategic guidance on Component 3

3.6.3 Lessons learnt on the implementation of Component 3 in each country are shared across CRRRI

Assumptions

- There is sufficient willingness of stakeholders and experts to collaborate and engage in multi-stakeholder processes and advisory groups

Component 4: Networks and Knowledge

Communities, governments, development partners and researchers have access to the right information at the right time to take the necessary steps to safeguard coral reefs that contribute to coastal resilience, livelihoods and sustainable economies

Outcomes

Outcome 4.1 A collaborative science and technology vision guides and promotes a culture of reflexivity and learning, and ensures accountability between project partners and stakeholders at a global level

Outcome 4.2 Stakeholders have timely access to the most appropriate information to facilitate their role in safeguarding coral reefs and sustainable, resilient coastal communities.

Outcome 4.3 Stakeholders are enabled to generate, manage and use the knowledge and evidence in their own learning, decision-making and practice.

Outcome 4.4 Stakeholders benefit from increased global knowledge management. Stakeholders are engaging in productive collaboration, sharing and interconnectedness.

4.1 A collaborative science and technology vision guides and promotes a culture of reflexivity and learning, and ensures accountability between project partners and stakeholders at a global level

The focus of outcome 4.1 is to establish the framework and processes necessary to enable collaborative evidence informed decision making through the realisation of the following outputs:

- 4.1.1 Collaborative Science and technology vision developed and agreed upon by all project partners
- 4.1.2 Pre-existing data across institutions is identified and forms the base for future monitoring
- 4.1.3 A limited set of monitor tools tailored to decision needs are adopted across all project sites
- 4.1.4 Facilitated sessions encourage collective reflection on lessons and experiences, informed by information gathered through MEL systems and processes

4.2 Stakeholders have timely access to the most appropriate information to facilitate their role in safeguarding coral reefs and sustainable, resilient coastal communities.

Under Outcome 4.2, CRRRI will establish a knowledge hub that will enable increased access to relevant and responsive information necessary to make informed decisions in their efforts to safeguard resilient reefs and their communities.

- 4.2.1 A Knowledge Hub that is dynamic, open-access and accessible, and will directly underpin the knowledge management, critical analysis, training, and networking needed to improve the effectiveness of efforts to rescue coral reefs and promote sustainable development in coastal communities.

- 4.2.2 A platform for managing and sharing information for spatial and non-spatial databases and increasing accessibility of data and data sets useful for decision making is established
- 4.2.3 Centres of excellence established within sites for people to visit and learn about topics of relevance to protecting resilient corals (across countries, particularly in 'high traffic' areas such as marketplaces, schools**)

Outcome 4.3 Stakeholders are enabled to generate, manage and use the knowledge and evidence in their own learning, decision-making and practice.

Outcome 4.3 is focused around strengthening the capabilities of stakeholders involved in safeguarding coral reefs to generate and utilise evidence in strengthening decision making and practice

Intended outputs are as follows:

- 4.3.1 Lessons learned from successes and failures in using evidence documented, integrating both scientific evidence as well as local knowledge and using multi-stakeholder processes
- 4.3.2 Capacity-building programmes developed and implemented to strengthen skills and knowledge, motivate and provide opportunities for communities to gather, share and use evidence in their own decision making and learning, and influence and contribute to the wider knowledge base
- 4.3.3 Capacity-building programmes developed and implemented to strengthen the abilities of practitioners, researchers, NGOs and government to use evidence to influence policy and political processes
- 4.3.4 Mechanisms to enable the use of evidence to change practice (e.g. coherent measures of success, peer-benchmarking, including naming and shaming, etc.) are developed and implemented

Outcome 4.4 Stakeholders benefit from increased global knowledge management. Stakeholders are engaging in productive collaboration, sharing and interconnectedness.

Outcome 4.4. seeks to strengthen widespread support for evidence use, addressing existing barriers to doing so including understanding of the value and importance of evidence, bridging relationships between evidence generators and users as well as establishing longer term mechanisms to enable evidence use

- 4.4.1 Advocacy and awareness-raising programmes developed and implemented at multiple levels to strengthen the understanding and interest of targeted stakeholders on the use of evidence
- 4.4.2 Relationships with key evidence users (notably policy makers), generators (reputable research organisations, universities etc) as well as knowledge brokers (e.g. think tanks) are identified, established and maintained.
- 4.4.3 Strengthening of relationships between researchers and policy makers are facilitated, enabling dialogue and exchange around evidence needs and evidence use

- 4.4.4 Platforms and mechanisms established to strengthen citizen engagement (including youth, through schools and marginalised groups) in advocacy for coral reefs and associated ecosystems
- 4.4.5 Innovative technology utilized to enable and mechanisms established to incentives users to contribute data and collaborate with one another (through, for example, the establishment of partnerships with technology companies and entities)
- 4.4.6 Communication products jointly developed with relevant media entities and disseminated using multimedia channels and platforms to improve public knowledge and awareness (particularly youth) on the latest science, innovations, data on coral reef conservation.

Component 5: Catalysing global action and innovation

The Coral Reef Rescue Initiative has the capabilities and conditions necessary for accelerating change through global advocacy, expanding reach, constituency and partnerships for sustained impact, scaling up knowledge to replicate successes, and ensuring coordinated and efficient delivery and monitoring of the program.

Outcomes
Outcome 5.1 Programme management and implementation across the different regions, components and partners coordinated and monitored.
Outcome 5.2 Resource mobilisation strategies codesigned and implemented by initiative partners, ensuring complementarity and shared efforts towards common goals
Outcome 5.3 Global support for coral reefs around the world strengthened through policy and advocacy, communications and campaigns, and constituency building
Outcome 5.4 CRRI identifies, accesses and enables science and technological innovation and partnerships to generate and use cutting-edge appropriate solutions

5.1 Programme management and implementation across the different regions, components and partners coordinated and monitored.

The design of CRRI is based on the understanding and belief that in order to realise impact in the context of complexity – we need to be able to intervene effectively at multiple levels and dimensions as well as ensure coordinated action and shared learning.

To enable this, organisational structures and mechanisms will be established at global and regional levels to enable horizontal and vertical coordination and collaboration (described under Section 6). Efforts will be made to build on and integrate the initiative in existing structures and minimize the need for additional layers of bureaucracy and unnecessary costs.

Outcome 5.1 will be delivered through the following outputs:

- 5.1.1 Global Programme coordination and integration mechanisms and guidelines developed and implemented to ensure effective and efficient delivery, monitoring, and evaluation
- 5.1.2 Regional and/or country level plans developed, implemented and adapted with effective monitoring, learning and sharing of lessons and experiences
- 5.1.3 Technical advisory support provided to support the delivery of regional and/or country level plans
- 5.1.4 Financial accounting, monitoring and reporting carried out in accordance with policies and guidelines
- 5.1.5 Internal communications coordination among partners to maintain a well-informed and actively engaged coalition managed and maintained
- 5.1.6 Governance and decision making structure in place for the Initiative

Outcome 5.2 Resource mobilisation strategies codesigned and implemented by initiative partners, ensuring complementarity and shared efforts towards common goals

Effectively delivering CRRi will require joint resource mobilisation amongst partners and stakeholders towards shared goals and aspirations. This will necessitate an agreement amongst partners as to how best to ensure that resource mobilisation takes place in a transparent and collective manner so as to avoid competition which would undermine the realisation of these shared goals and aspirations. This will be realised through :

- 5.2.1 CRRi resource mobilisation strategy jointly developed and endorsed by core partners.
- 5.2.2 Resource mobilisation strategy implemented with regular monitoring, sharing of information and learning

Outcome 5.3 Global support for coral reefs around the world strengthened through policy and advocacy, communications and campaigns, and constituency building

This involves building awareness, understanding and support of the initiative's goals and objectives among the targeted audiences who are critical to the achievement of the initiative's identified conservation outcomes, by working closely with relevant country offices and partners.

Outcome 5.3 will be delivered through the following outputs:

- 5.3.1 High-level policy and advocacy strategy to ensure that by the end of 2030, ambitious targets for sustainable development for coastal communities, focusing on nature-based solutions have been adopted within relevant policy frameworks, including for sustainable development, climate, and biodiversity
- 5.3.2 A joint statement / declaration / manifesto / endorsement / pledge signed by Heads of States of CRRi countries that signifies government commitment to specific action to address the coral reef crisis, and calling for these actions to be enshrined in relevant global policy frameworks by 2030

- 5.3.3 Coral reef ecosystems and benefits from these systems coherently reflected in relevant national strategies and action plans and ambitions (e.g. relating to climate, disaster risk reduction, sustainable development, and biodiversity) by CRRI national administrations

Outcome 5.4 CRRI identifies, accesses and enables science and technological innovation and partnerships to generate and use cutting-edge appropriate solutions

5.4.1 Data collection application and platform is established for the Initiative.

5.4.2 Data collection application and platform is utilised for baseline data collection

The CRRI working with our technology partner (Palo IT) will develop data collection and sharing platform for our monitoring and reporting needs. At least 3 sites will utilise the tool and platform for the baseline data collection.

Annex 8.2 Logframe (available separately)



Annex 8.3 - Priority Sites (high resolution maps available separately).

Country	Provinces/Districts identified as priorities	Reef Area (km ²)	Mangrove Area (km ²)	Total area under protection (MPCAs)	Direct beneficiaries	Indirect beneficiaries	Total beneficiaries
Indonesia BCU 11 Bird's Head BCU 13 Singapore/Riau Islands BCU 35 East Nusa Tenggara BCU 43 Makassar	East Nusa Tenggara province	4,174 km ²	901 km ²	7.8 million ha (total MPA area)	500,000	1,250,000	1750,000
	South Sulawesi province						
	Maluku province						
	Riau Island province						
Solomon Islands (Central & Eastern Province Sites) BCU 42 Solomon Islands	Central Island Province	654 km ²	278 km ²	52.32 km ² (total reefs under protection)	150,000	350,000	500,000
	Malaita Province						
	Isabel Province						
	Temotu (tbd)						
Fiji (Great Sea Reefscape) BCU 51 Northern Viti Levu, Southern Vanua Levu & Somosomo strait BCU 61 Northern Vanua Levu & Vanua Balavu	Macuata	1,417 km ²	282 km ²	705.91 km ² (total reefs under protection)	360,000	525,000	885,000
	Ra						
	Ba						
Philippines BCU 20 Central and Southern Palawan	Municipalities Aborlan, Narra, Sofronio, Espaniola, Brookespoint, Bataraza, Balabac, Rizal and Quezon	708 km ²	138km ²	4.2 km ² (total reefs under protection)	500,000	750,000	1,250,000
Tanzania BCU 24 Southern Tanzania	Rufiji-Mafia-Kilwa	5,342 km ²	763 km ²	3,042.9 km ² (total reefs)	250,000	450,000	700,000
	Tanga/N/Unguja (Zanzibar)						

BCU 25 Central Tanzania	PECCA/Pangani			under protection)			
Madagascar BCU 30 Northern Madagascar	Nosy Iranja MPA	3,558 km2	121 km2	711.6 km2 (total reefs under protection)	150,000	350,000	500,000
	Nosy Hara MPA						
	Loky Bay area (to consider deprioritizing)						
Cuba BCU 55 Northwest Cuba BCU 58 Cuba & Northern Bahamas BCU 59 Southwest Cuba	To be determined with University of Havana's Marine Institute and CITMA	TBD	TBD	TBD	75,000	275,000	350,000



Coral Reef Rescue Initiative

Annex 8.4: Implementation Structure

