



## **IMPLEMENTATION OF THE ARAFURA AND TIMOR SEAS REGIONAL AND NATIONAL STRATEGIC ACTION PROGRAMS (ATSEA-2)**

### **Second Phase of the Arafura Timor Seas Action (ATSEA) Program Terminal Evaluation**

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## Basic Report Information

**Title of UNDP supported GEF financed project:**

Implementation of the Arafura and Timor Seas Regional and National Strategic Action Programs (ATSEA-2); Second Phase of the Arafura Timor Seas Ecosystem Action (ATSEA) Program

**UNDP Project ID:** 5439

**GEF Project ID:** 6920

**Evaluation time frame:** 11 August 2024 – 30 December 2024

**CEO endorsement date:** 8 March 2017

**Project implementation start date:**

1 February 2019 (Indonesia)

5 March 2019 (Timor-Leste)

29 July 2019 (Papua New Guinea)

**Project operational closure:** 31 December 2024

**Date of evaluation report:** 30 December 2024

**Region and Countries included in the project:** Asia (Indonesia, Timor-Leste, Papua New Guinea), Australia (partner country)

**GEF – 6 Focal Areas' Objectives:**

- Objective IW 1: Catalyse sustainable management of transboundary water systems by supporting multi-state cooperation through foundational capacity building, targeted research, and portfolio learning
- Objective IW 3: Enhance multi-state cooperation & catalyse investments to foster sustainable fisheries, restore & protect coastal habitats, reduce pollution of coasts & large marine ecosystems
- Objective BD 1: Improve Sustainability of Protected Area Systems
- Objective BD 3: Sustainably Use Biodiversity
- Objective BD 4: Mainstreaming Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors

**Implementing partner and other strategic partners:**

- Partnerships in Environmental Management for the Seas of East Asia (PEMSEA)
- Ministry of Marine Affairs and Fisheries of Indonesia/ UNDP Indonesia
- Ministry of Fisheries of Timor-Leste/UNDP Timor-Leste
- National Fisheries Authority of Papua New Guinea

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## Acronyms and Abbreviations

AIS	Archipelagic and Island States
ATS	Arafura and Timor Seas
ATSEA	Arafura and Timor Seas Ecosystem Action Program
BRH	Bangkok Regional Hub
CDR	Combined Delivery Report
CEO	Chief Executive Officer (of GEF)
CTI	Coral Triangle Initiative
CTI-RPoA	CTI Regional Program of Action
DAAD	German Academic Exchange Service
EA	Executing Agency
EAFM	Ecosystems Approach to Fisheries Management
EoP	End-of-Project
ER	Endorsement Request
FAD	Fish Aggregating Device
FGD	Focus Group Discussion
GEF	Global Environment Facility
GESI	Gender Equity and Social Inclusion
GRM	Grievance Redress Mechanism
IA	Implementing Agency
IBSAP	Indonesia Biodiversity Strategy and Action Plan
ICM	Integrated Coastal Management
IDN	Indonesia
IP	Implementing Partner
IPB	Bogor Agricultural University
ISLME	Indonesian Sea Large Marine Ecosystem
IW	International Waters (GEF focal area)
IWC	International Waters Conference (of GEF)
LMBO	Land and Maritime Boundary Office of Timor-Leste
LME	Large Marine Ecosystem
LoA	Letter of Agreement
LVG	Low Value Grant
MALFF	Ministry of Agriculture, Livelihood, Fisheries and Forestry of Timor-Leste
MFAC	Ministry of Foreign Affairs and Cooperation of Timor-Leste
M&E	Monitoring and Evaluation
MMAF	Ministry for Marine Affairs and Fisheries of Indonesia
MPA	Marine Protected Area
MSC	Marine Stewardship Council
MTR	Mid-Term Review
NAP	National Action Program
NBSAP	National Biodiversity Strategies and Action Plans
NCU	National Coordination Unit
NFA	National Fisheries Authority (Papua New Guinea)
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NIMC	National Inter-Ministerial Committee
NPB	National Project Board
NPOA	National Program of Action
TT	East Nusa Tenggara (Indonesia)
PAR	Project Assurance Report

PEMSEA	Partnerships in Environmental Management for the Seas of East Asia
PES	Payments for Ecosystem Services
PIF	Project Identification Form (GEF)
PIR	Project Implementation Review
PMU	Project Management Unit
PNG	Papua New Guinea
PPG	Project Preparation Grant (GEF)
PPP	Public Private Partnership
PRF	PEMSEA Resource Facility
ProDoc	Project Document
PwD	Person with Disability
RCC	Regional Coordination Committee
RGM	Regional Governance Mechanism
RPOA-IUU	Regional Plan of Action to Promote Responsible Fishing Practices including to Combatting Illegal, Unreported, and Unregulated Fishing Practices
RSC	Regional Steering Committee
RPM	Regional Project Manager
RPMU	Regional Project Management Unit
SAP	Strategic Action Programme
SDG	Sustainable Development Goal
SES	Social and Environmental Safeguards
SESMP	Social and Environmental Safeguards Management Plan
SESP	Social and Environmental Screening Procedure
SMART	Specific, Measurable, Achievable, Relevant, Time-bound (indicators)
SPF	Stakeholders Partnership Forum
SRF	Strategic Results Framework
TDA	Transboundary Diagnostic Analysis
TE	Terminal Evaluation
TL	Timor-Leste
ToC	Theory of Change
TOR	Terms of Reference
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNDP CO	UNDP Country Office
USAID	United States Agency for International Development

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## 1 Executive Summary

Terminal Evaluation (TE) for the UNDP-GEF Project “Implementation of the Arafura and Timor Seas Regional and National Strategic Action Programs (ATSEA-2) - Second Phase of the Arafura Timor Seas Ecosystem Action (ATSEA) Program”, was conducted between August and December 2024. It received a US\$9,745,662 grant from the Global Environment Facility (GEF) in March 2017. The purpose of the TE is to provide an impartial external review of the progress of the project in terms of its relevance, effectiveness, efficiency, impact, sustainability, overall performance, management and achievements. The objective is to assess the achievement of the projects’ results and to draw lessons that can both improve the sustainability of benefits from the project, and aid in the overall enhancement of UNDP programming. The TE sought to provide evidence-based information that is credible, reliable and useful. In this regard, the TE Team followed a participatory and consultative approach, which allowed project’s stakeholders to play an important role in evaluation, in particular by giving them the opportunity to present their perspective on what are the important aspects in the project to be evaluated.

### **Project Information Table**

<b>Project Details</b>		<b>Project Milestones</b>	
<b>Project Title:</b>	Implementation of the Arafura and Timor Seas Regional and National Strategic Action Programs (ATSEA-2); Second Phase of the Arafura Timor Seas Ecosystem Action (ATSEA) Program	<b>PIF Approval Date:</b>	29 October 2014
<b>UNDP Project ID (PIMS #):</b>	5439	<b>CEO Endorsement Date:</b>	8 March 2017
<b>GEF Project ID:</b>	6920	<b>Project Document (ProDoc) Signature Date:</b>	1 February 2019 5 March 2019 29 July 2019
<b>UNDP Atlas Business Unit, Award ID, Project ID:</b>	A. Regional and PNG component Award ID: 00111335 Project ID: 00110412 B. Indonesia Award ID: 00096036 Project ID: 00100050 C. Timor-Leste Award ID: 00110428.1 Project ID: 00110428	<b>Date project manager hired:</b>	January 2020 (Regional Project Manager)
<b>Country(ies):</b>	Indonesia, Timor-Leste, Papua New Guinea, Australia (partner country)	<b>Inception Workshop date:</b>	18 Nov 2019 (Reg) 3 Oct 2019 (IDN) 16 Dec 2019 (TL) 31 May 2021 (PNG)
<b>Region:</b>	Asia	<b>Mid-term Review Completion Date:</b>	August 2022
<b>Focal Area:</b>	International Waters Biodiversity	<b>Terminal Evaluation Completion Date</b>	December 2024
<b>GEF Operational Programme or Strategic Priorities/ Objectives:</b>	GEF-6	<b>Planned Operational Closure date:</b>	31 December 2024
<b>Trust Fund:</b>	GEFTF		

Project Details		Project Milestones	
<b>Implementing Partners (GEF Executing Agency):</b>	PEMSEA Ministry of Marine Affairs and Fisheries of Indonesia (MMAF)/ UNDP Indonesia Ministry of Agriculture, Livelihood, Fisheries and Forestry (MALFF) of Timor-Leste /UNDP Timor-Leste National Fisheries Authority (NFA) of Papua New Guinea		
<b>NGOs/CBO Involvement:</b>	A. Indonesia: Destructive Fishing Watch Kertabumi Recycling Center Yayasan Konservasi Alam Nusantara Yayasan Reef Check Indonesia Yayasan TAKA Sajogjo Insitute Perempuan Aman	B. Timor-Leste: HADER NGO PROSPEK NGO NETIL NGO PERMATIL NGO Tok Derek Cooperative	C. PNG: Bata Foundation
<b>Private Sector Involvement:</b>	Fishing companies involved in Fisheries Improvement Projects in Indonesia NTT Bank involved in alternative livelihood initiatives in Rote Ndao, Indonesia		
<b>Geospatial Coordinates of project sites:</b>	Aru, Indonesia: Latitude -5.78; Longitude 134.214 Merauke, Indonesia: Latitude -8.507814; Longitude 140.4465 Rote Ndao, Indonesia: Latitude -10.7727; Longitude 123.1574 Viqueque, Timor-Leste: Latitude -8.8687; Longitude 126.3614 Manatuto, Timor-Leste: Latitude -8.5123; Longitude 126.0173 Covalima, Timor-Leste: Latitude -9.3284; Longitude 125.222 Manufahi, Timor-Leste: Latitude -9.0522; Longitude 125.8538 Lautem, Timor-Leste: Latitude -8.3651; Longitude 126.9009 South Fly, PNG: Latitude -8.9924; Longitude 141.3308F		

#### Financial Information Table

PDF/PPG	at approval (US \$)	at PDF/PPG completion (US \$)
GEF PDF/PPG grants for project preparation	300,000	300,000
Co-Financing for project preparation	0	0
Project	at CEO Endorsement (US \$)	at TE (US \$)
[1] UNDP Contribution	125,000	97,057
[2a] Government (in-kind)	33,190,522	23,861,108
[2b] Government (in-cash)	26,800,000	25,825,360
[3] Other partners	85,651	4,756,700
[4] Private Sector		
[5] NGOs		
[6] Total Co-financing [1+2+3+4+5]	60,201,173	54,540,225
[7] Total GEF Funding	9,745,662	9,235,396 (Note: based on PIMS Report as of December 19, 2024)
[8] Total Project Funding [6+7]	69,946,835	63,775,621

The ATSEA-2 project is the second phase of the GEF-financed, UNDP-supported ATSEA program, and is designed to enhance regional collaboration and coordination in the Arafura and Timor Seas (ATS) region. ATSEA-2 specifically focuses on supporting the implementation of the endorsed strategic action program (SAP). The project objective is to enhance sustainable development of the ATS region to protect biodiversity and improve the quality of life of its inhabitants through conservation and

sustainable management of marine-coastal ecosystems (as indicated in the SAP). In order to achieve the above objective, the project's intervention is organized in three components with a total of nine outcomes: Component 1-Regional, National, and Local Governance for Large Marine Ecosystem Management; Component 2-Improving LME Carrying Capacity to Sustain Provisioning, Regulating and Supporting Ecosystem Services; and Component 3 - Knowledge Management.

**Evaluation Ratings Table**

<b>Monitoring &amp; Evaluation (M&amp;E)</b>	<b>Rating</b>
M&E design at entry	Highly Satisfactory
M&E Plan Implementation	Satisfactory
Overall quality of M&E	Satisfactory
<b>UNDP Implementation/Oversight &amp; Implementing Partners Execution</b>	<b>Rating</b>
Quality of UNDP Implementation/Oversight	Satisfactory
Quality of Implementing Partners Execution	Satisfactory
Overall Quality of Implementation/Oversight and Execution	Satisfactory
<b>Assessment of Outcomes</b>	<b>Rating</b>
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Project Outcome Rating	Satisfactory
<b>Sustainability</b>	<b>Rating</b>
Financial	Moderately Likely
Socio-political	Moderately Likely
Institutional framework and governance	Likely
Environmental	Likely
Overall likelihood of Sustainability	Moderately Likely

**Summary of key findings and conclusions**

**Project Design:** The ProDoc was very well written and balanced in presenting the issues, problems, challenges, barriers, strategy and solutions to be implemented during the course of the project.

**Relevance:** Overall, the ATSEA-2 project was highly relevant across a range of issues, none the least because of the need to improve coastal and marine management in the ATS region to enhance the stream of respective ecosystem services for the benefit of the local coastal population.

**Effectiveness:** Overall effectiveness of the project was high. It delivered key outcomes, contributing significantly to sustainable marine and coastal resources management in the ATS region.

**Efficiency:** The project had a late start, but in spite of that, the project team quickly compensated for the early delays as well as via a no-cost extension. Project management structure was assessed as complex (regional unit and two country implementation unit), with lack of clarity on who is responsible for decision-making in a few cases.

**Sustainability:** Overall, sustainability is rated as Moderately Likely. Financial and Socio-political sustainability was Moderately Likely, while institutional framework/governance and environmental sustainability were rated as Likely. Financial and political risks still remain.

**Gender equality and women's empowerment:** The activities of the project contributed to women's empowerment and betterment of their economic position in local communities. The number of women participating in the project's activities was high and planned targets were achieved and large number of women were supported to realise alternative livelihoods.

**Impact:** The effective life of the project has not been long enough to see if the environmental stress was reduced as a result of the project's interventions or what global environmental benefits the project has brought. However, the capacities of the national institutions and individuals to manage marine and coastal ecosystems in the ATS region have been increased, which could be a guarantee that a long-

term positive change could take place, provided risks to sustainability will be minimised as a result of implementation of respective mitigation measures.

## Recommendations

No.	Recommendation	Priority	Responsible	Time frame
<b>A. Project implementation</b>				
1	Prepare/finalise Regional Exit Strategy that includes relevant and clearly spelled out actions, agreements, responsibilities and financing needed for follow up by extending the Sustainability and Replication Strategy in the ProDoc and taking in consideration TE findings and recommendations	High	PEMSEA, UNDP	31 December 2024
2	Organize a final project review meeting that will summarize the project's achievements and discuss the way forward and sustainability of project results, also based on the project exit strategy	High	PEMSEA, RSC, RCC, IDN	31 December 2024
<b>B. Sustainability and scaling up</b>				
3	Commit and put upfront adequate financial resources to keep the momentum in the transition period following the project end	Medium	IDN, PNG, AUS, PEMSEA	31 March 2025
4	During the transition period following the project end, share information about project achievements and future initiatives with local authorities, local leaders and beneficiaries	Medium	PEMSEA, NCU	31 January 2025
5	Improve communication and collaboration between central government and local communities to enable and assist local and district authorities in all three countries to integrate project activities in their plans to secure continuity after the project ends	High	IDN, TL, PNG, AUS	31 October 2025
6	Engage with other implementing agencies of ongoing and upcoming projects in the region with similar objectives to support local and district stakeholder groups	Medium	PEMSEA, RCC	31 December 2025
<b>C. Future programming</b>				
7	Further support initiatives to enhance women's and other disadvantaged (in particular those with disabilities) population groups' equality and improve their opportunities for better inclusion in business activities, including capacity building, financial and organisational support	Medium	IDN, TL, PNG, PEMSEA, UNDP	Q4 2025
8	Give high priority to increasing the role of private sector in future project by developing regionally appropriate modalities for engaging and partnering with key private sector industries	High	UNDP	31 December 2025
9	Explore national and international finance opportunities to secure sustainable financing for marine/coastal resources	Medium	UNDP	31 December 2025
10	Analyse opportunities to expand in new project cycle on thematic areas such as nature-based solutions, coastal adaptation, Blue Economy, Blue Carbon, transboundary MSP, as well as increasing technical implementation at local level	Medium	UNDP	31 December 2025
11	When planning the project activities take in consideration different development levels among participating countries	Medium	UNDP	31 December 2025

## 2 Introduction

1. This report presents the findings of the Terminal Evaluation (TE) of the UNDP/GEF project "Implementation of the Arafura and Timor Seas Regional and National Strategic Action Programs -Second Phase of the Arafura Timor Seas Ecosystem Action Program", further referred to as the ATSEA-2 project.
2. This evaluation report will be primarily used by the UNDP, the Implementing Agency (IA) and the Project Team to complete the project's activities following the project's work plan as well as implement the relevant recommendations provided by this TE. The report and its findings will also help project's stakeholders to fulfil their role within the project's timeframe. And finally, the TE's findings and its recommendations will assist the IA in developing similar projects in the future both in this region and elsewhere.

### 2.1 Purpose and objective of the Terminal Evaluation

3. The objective of the TE is to assess the achievement of the projects' results and to draw lessons that can both improve the sustainability of benefits from the project, and aid in the overall enhancement of UNDP programming. Specific objectives of the TE are to:
  - Identify potential project design issues;
  - Assess progress toward achievement of expected project objective and outcomes;
  - Identify and document lessons that can both improve the sustainability of benefits from this project and aid in the overall enhancement of UNDP and GEF programming in the region; and
  - Make recommendations necessary to help consolidate and support sustainability of the project results.
4. The purpose of the TE is to provide an impartial external review of the progress of the project in terms of its relevance, effectiveness, efficiency, impact, sustainability, overall performance, management and achievements. The TE will assess the achievement of project results against what was expected to be achieved until the moment the TE is taking place. The information, findings, lessons learned, conclusions and recommendations generated by the evaluation will be used by the UNDP and the Executing Agency (EA) and partners to strengthen the implementation of remaining project's activities and inform prospects for the replication and sustainability of the intervention in future similar projects. The TE will also assess and document project results, and the contribution of these results towards achieving GEF strategic objectives aimed at global environmental benefits. Finally, the TE will gauge the extent of project convergence with other priorities within the UNDP countries' programme, including poverty alleviation; strengthening resilience to the impacts of climate change, reducing disaster risk and vulnerability, and others.
5. In addition to the above, as the TE Evaluation's Terms of Reference (ToR) mention, the TE results will be utilised by the government agencies in the project countries. TE findings will be useful in the subsequent implementation of the new Arafura and Timor Seas (ATS) Strategic Actions Programme (SAP) 2024-2033 and in refining future environmental and development strategies. Lessons learnt from the successes and failures identified in the TE will be useful in the design of new programs (including ongoing efforts to develop a follow-on phase for the ATSEA-2 project to support the new SAP). Potential donors and other partners may utilize the TE to inform funding decisions, ensuring their investments support impactful and sustainable projects. Local communities and civil society organizations will benefit from insights into the project's impact on their lives and livelihoods, empowering them to sustain gains from the project and advocate for

continued support for beneficial future initiatives. Finally, lessons learnt and recommendations from this TE will also be used by the Country Programme Boards of the respective UNDP Indonesia, Timor-Leste, and Papua New Guinea Country Offices during their annual reviews and final review of their respective Country Programmes (Indonesia: 2021-2025; PNG: 2024-2028; Timor-Leste: 2021-2025), for proper adjustments and improvement of other project/programme design, implementation and evaluation.

## 2.2 Scope of the Terminal Evaluation

6. The **scope** of the TE covers the following specific aspects:

- Project design, risk assessment and management,
- Progress toward results, outputs, outcomes and impacts,
- Implementation and execution arrangements, including GEF Agency oversight,
- Partnership approach and stakeholder participation,
- Communications and public awareness,
- Work planning, financial management/planning and co-financing,
- Flexibility, innovation and adaptive management,
- Gender and human rights integration and mainstreaming in implementation, and
- Catalytic role: replication and up-scaling.

## 2.3 Evaluation approach and methodology

### 2.3.1 Evaluation methodological approach

7. The evaluation has been performed in accordance with UNDP's "Guidance for Conducting Evaluations of UNDP-Supported, GEF-Financed Projects" (published in 2020) as requested by the ToR, as well as the UNDP Evaluation Guidelines (revised edition: June 2021). The evaluation methodology follows the division of the evaluation in three major groups of issues/aspects to be analysed (project concept and design; project implementation; and project outputs, outcomes and impact). The methodology is further developed in a tabular form and presented as Evaluation Matrix in Annex 5. The Evaluation Matrix will serve as a general guide for the evaluation. The matrix, based on the criteria presented below, will provide direction for the evaluation, particularly for the processing of relevant data:

- **Relevance:** How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?
- **Effectiveness:** To what extent have the expected outcomes and objectives of the project been achieved?
- **Efficiency:** Was the project implemented efficiently, in-line with international and national norms and standards?
- **Sustainability:** To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?
- **Gender equality and women's empowerment:** How did the project contribute to gender equality and women's empowerment?
- **Impact:** Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?

8. The TE sought to provide evidence-based information that is credible, reliable and useful. In this regard, the TE Team followed a participatory and consultative approach, which allowed project's

stakeholders to play an important role in evaluation, in particular by giving them the opportunity to present their perspective on what are the important aspects in the project to be evaluated. Another approach that the evaluation followed is the Utilisation-Focused approach, which is evidence based and which supports effective action by well-informed decision-makers, in particular implementing the evaluation's recommendations in a post-evaluation period. The TE was conducted by a team consisting of three members: Team Leader (International expert responsible for the Regional Component and the Papua New Guinea – PNG component, as well as integration of all reports into a synthesised report); and two national experts, responsible for the preparation of the national reports for Indonesia (IDN) and Timor-Leste (TL) respectively. The TE team members were hired in July 2024, while the actual work started in August 2024. The Inception Report was submitted in early September 2024, while the missions of the TE team members were carried out during September 2024. The three country reports were prepared separately, following the same methodological approach and then integrated in one joint report by the TE Team Leader.

9. An evaluation matrix was developed (Annex 5) based on the set of questions covering the criteria of relevance, effectiveness, efficiency, sustainability, gender equality and women's empowerment, and impact. It determined a structural framework for conducting the evaluation. Most evaluation criteria were rated on a six-point scale: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability was rated on four-point scale: Likely (L), Moderately Likely (ML), Moderately Unlikely (MU) and Unlikely (U). The TE Team considered all evidence gathered during the evaluation process in relation to the above matrix with a view to generating criteria performance ratings.

#### *2.3.1.1 Integration of cross-cutting issues*

10. The TE addressed cross-cutting issues, such as gender equality and women's empowerment, poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc. The Evaluation Matrix (Annex 5), has a number of questions that are related to the cross-cutting issues. It should be noted that gender equality and women's empowerment was one of the central themes of the evaluation, and a specific section of the report analyses the ATSEA-2 achievements in this project segment. Other cross-cutting issues were analysed as relevant, i.e. if a specific issue was planned to be addressed by the project's activities as planned in the GEF CEO Endorsement Request and the Project Document (ProDoc).

#### *2.3.2 Evaluation data sampling and data sources/collection method*

11. Sources of information included primary and secondary sources of data. The primary data sources included key stakeholders, which were interviewed (as presented in Annex 3), and field visits to a selected number of sites in two countries (IDN and TL, while the visit to PNG was not possible for logistical reasons – see section 2.6 Limitations). The Regional Project Management Unit (RPMU) provided an extensive list of project stakeholders belonging to all groups involved in the project implementation and beneficiaries. For obvious and practical reasons, not all proposed stakeholders could be interviewed, but the TE Team took every effort to ensure that stakeholders consulted were representatives of all key stakeholders and beneficiaries' groups. These included, among other, the representatives of national, regional and local administrations, community leads, local level beneficiaries of the project's initiatives and private sector. Also, adequate gender representation was considered to the maximum extent possible. In Timor-Leste, for example, due

to wide geographical dispersion of stakeholders and beneficiaries in four municipalities and their different roles in the project, cluster sampling and stratified sampling were used to select the interviewees and participants of Focus Group Discussions (FGD). Additionally, both interviews and FGD in TL were conducted in Village Administrative Centres to make it more accessible to them. In addition, they were given the chance to have a women-only FGD as seen in Manufahi and Manatuto in Timor-Leste where interventions to develop alternative source of incomes were implemented. Overall, 52% of the interviewees and participants of FGDs in TL were female. In IDN and PNG, the number of female participants that were interviewed was slightly above 50% of the total.

12. The secondary data sources included a wide list of legal, financial and technical documents. In order to review available documents (as detailed in Annex 4), the TE Team was given access to a shared drive, which was maintained by PEMSEA Resource Facility (PRF). A large number of documents was well organised by topics and easy to follow.

### 2.3.3 Evaluation data analytical methods

13. Data analysis was based on verifiable indicators from the project's Strategic Results Framework (SRF) to assess objectives and outcomes against established targets. The TE team worked with the RPMU to review these indicators, where feasible, providing justification for the ratings assigned. After the field mission, the team met (remotely) with UNDP, RPMU, and key stakeholders to validate the preliminary findings. Ongoing communication with UNDP and RPMU helped gather additional information for the final analysis. The TE Team also analysed cross-sectoral issues, in particular gender equality and women's empowerment. The financial evaluation analysed GEF funding, co-financing, and spending efficiency and assessing contributions to project outcomes. Financial data was analysed based on the funding allocation during the project design phase per component and for project management, then compared with annual and component-wise expenditures. Co-financing was included to assess the extent of funds provided.

#### 2.3.3.1 Data synthesis and triangulation/verification methods

14. Data were verified by triangulation as much as possible by using different methods to corroborate inputs and responses: interviews, field observations and document reviews. The triangulation of data across multiple sources ensured the validity and reliability of findings, as well as helped identify inconsistencies and discrepancies. It also helped mitigate the risk of biases in self-reported data.

### 2.3.4 Evaluation step-by-step phase approach

15. The evaluation followed a phased process that adapted to the project's complexity and the practical realities of data collection and stakeholder engagement. The methodology used was grounded in Utilisation-Focused The major phases followed during the evaluation process were: Desk Review (Phase 1); Data Collection and Analysis (Phase 2); and Drafting Evaluation Report (Phase 3).
16. **Phase 1 - Desk Review:** The TE team performed the desk review of documents including the project document (ProDoc), project reports including all annual PIRs, the project budget, procurement plan, the Mid-Term Review (MTR) report, the GEF Tracking Tools prepared by the project, project files, Regional Steering Committee (RSC) and National Project Boards (NPB) meeting minutes, policy and national strategy documents, and other relevant documents. A

summary of documents reviewed is presented in Table 1, while a full list of documentation reviewed is included as Annex 4 to this report.

Summary of number of documents reviews, interviewees, and participants of FGDs				
Items	Regional/ Papua New Guinea	Indonesia	Timor-Leste	Total
Number of documents reviewed	38	44	25	107
Number of interviews	31 (15 M, 16 F)	28 (11 M, 17 F)	7 (5 M, 2 F)	66 (M 31, F 35)
Number of FGD conducted	0	0	10	10
Number of participants of FGD	0	0	104 ( M 63, F 41)	104 ( M 63, F 41)

Table 1: Summary of number of documents reviewed, interviewees and participants in FGDs

17. **Phase 2 – Data Collection and Analysis:** This phase involved extensive stakeholder engagement to gather qualitative and quantitative data. Semi-structured interviews, based on sample list of questions (Annex 6) were conducted with key stakeholders, including government counterparts, the PMU, implementing partners, direct beneficiaries, and community-based organizations. The summary of a number of interviewees and FGD participants is in Table 1. The TE team carried out field missions in Indonesia and Timor-Leste. The field visits included direct observations of project sites, allowing the team to document implementation quality and collect evidence of project outcomes. The collected data was triangulated from multiple sources—documents, interviews, and field observations—to ensure reliability and credibility. Gender-disaggregated data were evaluated to assess outcomes related to women’s empowerment. Key evaluation questions and criteria, outlined in the evaluation matrix, guided the analysis, ensuring that all aspects of the project’s performance were systematically addressed.
18. **Phase 3 – Drafting Evaluation Report:** Findings were synthesized into an evidence-based and results-oriented draft report, which was shared with stakeholders for validation and feedback. The final report explicitly documented the methodology used as well as limitations encountered. Special emphasis was placed on the integration of gender equality and women's empowerment as well as other cross-cutting issues throughout the evaluation process.

## 2.4 Ethics

19. The TE was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) “Ethical Guidelines for Evaluations”. A signed Code of Conduct form signed by the TE Consultant is attached as Annex 13.

## 2.5 Limitations of the Terminal Evaluation

20. There were two major limitations encountered by the TE Team in carrying out the evaluation: the inability of the Team Leader to visit PNG because of the visa issue, and the health issues encountered by one of the national consultants. To mitigate the former limitation, the RPMU and PNG NCU as well as the PRF committed all the resources needed to facilitate and enable online interviews with PNG stakeholders as well as other stakeholders, which the Team Leader could not meet in person. It is important to say that online interviews done in PNG were completed within the timeframe allocated to visit the PNG during the Team Leader’s mission to the region. It should also be noted that additional interviews were undertaken even after the scheduled TE

mission, particularly for UNDP Indonesia as some of the relevant UNDP staff were not available during the actual TE mission. The delay in writing the Indonesian country report was caused by the irritation problem of the national consultant's eyes which resulted in a delay in submitting the draft TE report.

## 2.6 Structure of the Terminal Evaluation report

21. The TE report follows the structure required by the respective UNDP Guidance as summarised in the ToR (Annex 1). The main sections of the report are as follows:

- **Chapter 1 Executive Summary:** brief presentation of TE findings, conclusions, lessons learned and recommendations
- **Chapter 2 Introduction:** purpose and objectives of the evaluation; scope, methodology, limitations and report structure
- **Section 3 Project Description:** development context; problems that the projects sought to address; project objectives; project's Theory of Change; expected results; available resources; main stakeholders; project partners; and outcome of the mid-term evaluation
- **Section 4 Findings:** project design; project implementation; project results
- **Section 5 Conclusions, Recommendations and Lessons Learned:** main findings; conclusions; recommendations; and lessons learnt

## 3 Project Description

### 3.1 Project start and duration

22. The Project Identification Form (PIF) was approved on 29 October 2014, while the project was endorsed by GEF CEO on 8 March 2017. The ProDoc was signed on 1 February 2019 (IDN, TL), 5 March 2019 (PNG) and on 29 July 2019 (AUS). The Inception Workshops were held on 18 November 2019 (Regional), 3 October 2019 (IDN), 16 December 2019 (TL) and 31 May 2021 (PNG). Regional Project Manager was hired in January 2020. The National Coordinators for IDN and TL were hired in 2019, while the PNG National Coordinator was hired in 2021. Planned project's operational closure date is 31 December 2024.

### 3.2 Development context

23. The Arafura and Timor Seas (ATS) is part of the North Australian Shelf large marine ecosystem (LME), which is a tropical sea lying between the Pacific and Indian Oceans and extending from the Timor Sea to the Torres Strait and including the Arafura Sea and Gulf of Carpentaria. ATS habitats are diverse, having 25% of the worldwide mangroves and 90% of mangrove tree species, with up to 45 species reported (from the genera *Avicennia*, *Sonneratia*, *Rhizophora*, *Bruguiera*, *Ceriops*, *Nypa* and *Xylocarpus*). Seagrass beds in the region are also diverse, with up to 15 species of recorded in Australian waters and 11 in Indonesian waters (*Halodule pinifolia*, *Halodule uninervis*, *Cymodocea rotundata*, *Cymodocea serrulata*, *Syringodium isoetifolium*, *Thalassodendrom ciliatum*, *Enhalus acoroides*, *Thalassia hemprichii*, *Halophila ovalis*, *Halophila ovata* and *Halophila spinulosa*). Coral reefs surround the offshore islands of eastern Indonesia and Timor-Leste, and the Timor Sea has 160 species of coral that provide habitat for 350 species of reef fish.

24. At the regional scale, the ecosystems of the ATS play an important economic and ecological role in the littoral nations bordering the Arafura and Timor Sea: Indonesia, Timor-Leste, Australia, and Papua New Guinea. Australia has the longest coastline followed by Indonesia and Timor-Leste

while a shorter coastline of Papua New Guinea’s Western Province borders on the Arafura Sea. The Torres Strait which is covered by a bilateral treaty between Australia and Papua New Guinea is not part of the ATS.

### 3.3 Problems that the project sought to address

25. The ProDoc lists a number of priority environmental concerns in ATS, which were based on the transboundary challenges identified in the first Transboundary Diagnostic Analysis (TDA) in 2011 and agreed in the final Strategic Actions Programme (SAP) in 2014. These concerns are listed in Table 2:

Priority Environmental Concerns	Key Causal Factors	Key Impacts
Unsustainable fisheries & decline & loss of living coastal & marine resources	Illegal, unreported and regulated fishing; unsustainable practices; fisheries bycatch	<ul style="list-style-type: none"> <li>● Depletion of shared trans-boundary and pelagic fisheries – sharks/rays, red and gold band snappers, trepang, prawns/shrimp, tuna (Arafura Sea, Timor Sea)</li> <li>● Over-exploitation of coastal fisheries resources – trepang, trochus, coral reef fisheries (Arafura Sea, Timor-Leste, Gulf of Carpentaria)</li> <li>● Fisheries ‘bycatch’ – shrimp/prawn trawling (Arafura Sea, Gulf of Carpentaria), red snapper (Timor Sea)</li> </ul>
Modification, degradation & loss of coastal & marine habitats	Coastal development, bottom trawling, fuel wood (mangroves), dynamite fishing, pollution (sediments)	<ul style="list-style-type: none"> <li>● Decline &amp; loss of soft bottom habitats (bottom trawling) – Arafura Sea, Gulf of Carpentaria, Bonaparte Gulf</li> <li>● Decline &amp; loss of mangroves – Timor-Leste (fuel wood), Aru Sea (coastal development)</li> <li>● Decline &amp; loss of coral reefs (sediments, dynamite fishing) – Nusa Tenggara Timur, Maluku, Aru Sea, Timor-Leste</li> <li>● Decline &amp; loss of seagrasses (sediments, dieback)</li> </ul>
Marine & land-based pollution (e.g. marine debris, sediments, oil spills)	Coastal development (nutrients, sediments), mining (sediments, toxicants), land degradation (sediments), oil spills, marine debris	<ul style="list-style-type: none"> <li>● Sediment runoff – land degradation (Dili, Timor-Leste), mining activities (Gulf of Carpentaria, Aru Sea, Papua)</li> <li>● Toxicants (coastal mining activities) – Gulf of Carpentaria (Nhulunbuy, Milner Bay, Bing Bong, Weipa, Karumba), Aru Sea (and Papua), Kupang, Wetar Island</li> <li>● Eutrophication - Darwin Harbor, Aru Sea</li> <li>● Marine debris – Gulf of Carpentaria, Arafura Sea</li> <li>● Oil spills &amp; impacts – Timor Sea, southern NTT (‘Montara’ oil spill)</li> </ul>
Decline & loss of biodiversity & key marine species	Illegal and unsustainable harvesting, fisheries bycatch (ghostnets, trawling, tuna long-lines), habitat loss, and climate change	<ul style="list-style-type: none"> <li>● Marine turtles – Aru Sea, northern Australia (illegal and unsustainable harvest, fisheries bycatch, marine debris, tuna long-lines)</li> <li>● Dugongs – Aru Sea, northern Australia (illegal and unsustainable harvest, fisheries bycatch, marine debris)</li> <li>● Cetaceans – ATS (fisheries bycatch, shipping, seismic activities)</li> <li>● Sharks/rays – ATS, northern Australia (IUU fishing, unsustainable harvest, fisheries bycatch)</li> <li>● Sea snakes – ATS, northern Australia (fisheries bycatch)</li> <li>● Seabirds/shorebirds – ATS (oil and gas industry impacts, fisheries bycatch, illegal and unsustainable harvest)</li> </ul>
Impacts of climate change	Fossil fuel-based global energy consumption, land use, land use change, and forestry	<ul style="list-style-type: none"> <li>● Ocean warming – dynamics of the Indo-Pacific Warm Pool, ocean thermostat</li> <li>● Increased sea temperatures - northern seas warming, impacts on ocean processes, marine biodiversity (particularly marine reptiles, corals)</li> <li>● Increased extreme climatic events (cyclonic activities, rainfall, drought) – increased cyclonic frequency &amp; intensity</li> <li>● Sea level rise – coastal flooding, saltwater intrusion, loss of coastal habitat &amp; biodiversity</li> </ul>

Table 2: Priority environmental concerns in the ATS

### 3.4 Immediate and development objectives of the project

26. The **project goal** is to sustain the flow of ecosystem goods and services from the Arafura and Timor Seas through a transboundary governance strategy that is rooted in national development priorities. The **project objective** is to enhance sustainable development of the Arafura-Timor Seas (ATS) region to protect biodiversity and improve the quality of life of its inhabitants through conservation and sustainable management of marine-coastal ecosystems (as indicated in the SAP).

### 3.5 Project strategy

27. The ATSEA-2 project is the second phase of the GEF-financed, UNDP-supported ATSEA program, and is designed to enhance regional collaboration and coordination in the (ATS) region. ATSEA-2 specifically focuses on supporting the implementation of the endorsed Strategic Action Program (SAP), a 10-year vision for the ATS with the long-term objective “to promote sustainable development of the Arafura-Timor Seas region to improve the quality of life of its inhabitants through restoration, conservation and sustainable management of marine-coastal ecosystems”. The GEF alternative establishes a regional governance mechanism that strengthens the enabling policies and capacities of institutions and individuals, including the integration of Papua New Guinea, resulting in a sustained transboundary response to over-exploited fisheries and increased pressures on the globally significant biodiversity in the ATS region, including the impacts of climate change. Integrated approaches are designed to incentivise local communities to more sustainable use of coastal and marine resources, enhancing their own livelihoods while safeguarding the ecosystem goods and services that are the backbone of their socio-economic well-being.
28. In order to achieve the above objective, the project’s intervention is composed of three components with total of nine outcomes and 23 outputs. The components of the project are:
- Component 1: Regional, National and Local Governance for Large Marine Ecosystem Management;
  - Component 2: Improving LME Carrying Capacity to Sustain Provisioning, Regulating and Supporting Ecosystem Services; and
  - Component 3: Knowledge Management.
29. The Theory of Change (ToC) was not developed during the PPG Phase as the GEF-6 projects were not required to develop one. However, upon recommendation of the 2<sup>nd</sup> RSC Meeting in 2020, a comprehensive ToC for the project was prepared and subsequently adopted at the 3<sup>rd</sup> RSC in 2021. In addition to the ATSEA-2 project’s ToC, the ToC for SAP implementation was also developed, which complemented the ATSEA-2 ToC as well as helped guide the implementation of the ATSEA-2 project.

### 3.6 Expected results

30. As stated in the MTR report, the expected results of the ATSEA-2 project are the following:
- A functioning regional governance mechanism, endorsed through a Ministerial Declaration by the four littoral countries of Australia, Indonesia, Papua New Guinea, and Timor-Leste,

and supported by a representative stakeholder partnership forum and national inter-ministerial committees;

- Updated TDA, SAP and NAPs for Indonesia and Timor-Leste, and first NAP for PNG prepared;
- Approximately 125 km of coastline under integrated coastal management, with scalable demonstration activities implemented, offering alternative, climate adaptive, livelihood opportunities and strengthening the resilience of local coastal communities;
- Up to 25% of over-exploited fisheries in the ATS region moved to more sustainable levels (this represents approximately 0.25% globally by volume), by building on the concerted efforts of the Government of Indonesia to address IUU fishing;
- Improved scientific knowledge regarding climate change impacts on ATS ecosystem goods and services, and strengthened adaptive capacity of local communities;
- Ecosystem health improved as a result of implementing the ecosystem approach to fisheries management, both regionally, on a large marine ecosystem scale, and locally, for fisheries in Indonesia, Timor-Leste and PNG;
- Improved fisheries management of red snapper and shrimp fisheries in Kabupaten Aru, barramundi fisheries in Kabupaten Merauke, Indonesia, red snapper in Viqueque (South Coast) in Timor-Leste, and various species under the AFMP in PNG;
- Design and designation of two new marine protected areas (MPAs): a 555,000 ha MPA off the coast of Papua Province in Indonesia; and a 90,000 ha MPA off the south coast of Timor-Leste;
- Improved MPA management effectiveness in 2 existing MPAs (Southeast Aru in Indonesia and Nino Konis Santana (NKS) in Timor-Leste)
- Inclusion of oil spill response systems and procedures are included in the ICM plans of Rote Ndao in Indonesia and Município Manatuto in Timor-Leste;
- Design of a regional MPA network, and a regional action plan on enhanced protection of endangered marine turtles endorsed through RCC, and a Roadmap for achieving the proposed regional MPA Network included in ATS updated SAP and approved as part of a Ministerial Declaration.

31. The ATSEA-2 project is expected to deliver the following Global Environmental Benefits (Table 3):

<b>Corporate Results</b>	<b>Replenishment Targets</b>	<b>Project Targets</b>
1. Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society	Improved management of landscapes and seascapes covering 300 million hectares	800,000 ha under improved management
2. Promotion of collective management of transboundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services	20% of globally over-exploited fisheries (by volume) moved to more sustainable levels	0.25% (refer to Table 5)

Table 3: Global Environmental Benefits of the ATSEA-2 project

### 3.7 Main stakeholders

32. The ProDoc states that there is a strong stakeholders' engagement component during the PIF and the project document for ATSEA-2 development process. A number of government and NGOs were visited and/or contacted and updated on the Project development during that time. Given the regional nature of the project, the stakeholder analysis was conducted on national levels (for

Timor-Leste, Indonesia, and Papua New Guinea), providing recommendations for the regional level activities. The Stakeholders Involvement Plan was developed during the PPG Phase.

33. As per the ProDoc, the Government-related stakeholders are planned to be included at several levels:
- Regional level: regional intergovernmental organizations, and donor and financing agencies;
  - National level: national ministries, departments and agencies covering natural resources and environment, agriculture, fisheries, health, education, transportation, energy, tourism, industry, foreign affairs, economic development, and finance;
  - National and local law enforcement agencies (e.g., maritime police, coast guard, etc.); and
  - Subnational level: village/township, municipalities, city, district and provincial governments and their respective national/central government counterparts.
34. In addition to the government related stakeholders, the ATSEA-2 project also planned to engage directly with:
- International and national non-government organizations (NGOs) working in specialized fields (e.g., sustainable fisheries, biodiversity conservation, alternative livelihoods, microfinance, ecotourism, women's issues, etc.) as well as those institutions active at the sub-national level in community organization and engagement;
  - Representatives of local communities and coastal communities in the ATS region;
  - Academic, research, scientific and technical institutions (e.g., universities, polytechnics, specialized training institutes);
  - Professional associations, scientific and technical societies;
  - Business support organizations (e.g., chambers of commerce, financial institutions, industry associations); and
  - Individual corporations (e.g., for CSR-related contributions).
35. The Stakeholders Involvement Plan does not provide a detailed mapping of the stakeholders at the levels indicated above. Only the Project Identification Form (PIF), produced in early stages of ATSEA-2 project development, provides the list of stakeholders, except for PNG, but with no clear indication of the role these stakeholders were supposed to play. At a later stage, in the Annex J of the ProDoc, the stakeholders' roles and responsibilities were presented. The list is quite extensive and was clearly aimed at mapping the wide range of stakeholders in three beneficiary countries that could potentially be involved in the project's implementation. The most relevant stakeholders are presented in Annex 7.

### 3.8 Total resources for the project

36. The total resources required for the implementation of the ATSEA-2 project are USD 69,946,835. Out of that amount, GEF approved the grant of USD 9,745,662, while the Co-financing (as grant and in-kind), in the amount of USD 60,201,173 is to be provided by governments participating in the project, UNDP and others .

### 3.9 Key partners involved in the project

37. UNDP is the Implementing Agency (IA) of the project. The Implementing Partner (IP) for the Regional and PNG components is the PEMSEA Resource Facility (PRF), while the Ministry of Marine Affairs and Fisheries of Indonesia (MMAF) is the IP for Indonesia, and Ministry of Agriculture, Livelihood, Fisheries and Forestry (MALFF) of Timor-Leste is the IP for Timor-Leste.

38. The UNDP Country Offices (COs) and UNDP-GEF provides overall project assurance and oversight of the implementation of the ATSEA-2 project. UNDP Indonesia has the primary project implementation responsibilities.
39. The Mid-Term Evaluation for the ATSEA-2 project was conducted in 2022. It provided 17 recommendations: 8 overall recommendations, and 3 recommendations for Indonesia, Timor-Leste and Papua New Guinea each.
40. The regional, i.e. overall aspect of the project, is coordinated by the Regional Project Management Unit (RPMU) based in Bali, Indonesia. The RPMU monitors the financial flows and implementation of project planned activities, as well as assures that UNDP and GEF rules and regulations are respected. The RPMU's responsibility is to provide technical advice and guidance to achieve the project's goals, including communications, cost-effective procurement, and reporting to the GEF. At the national levels (Indonesia and Timor-Leste), the project is coordinated by national coordination units, who are guided by the RPMU, and report to national project boards in each of the countries. RPMU is also responsible for implementation of the project in Papua New Guinea.
41. As the GEF implementing agency, UNDP receives funds for this project. The funds are transferred to PRF for the Regional and PNG components, where PEMSEA serves as the Implementing Partner, following UNDP procedures outlined in the Project Cooperation Agreement. For Indonesia and Timor-Leste, UNDP Country Offices (CO) in the respective countries directly manage and facilitate actual fund disbursements for the implementation of activities.

## 4 Findings

### 4.1 Project design and formulation

#### 4.1.1 Project design overall

42. The ProDoc is very well written and balanced in presenting the issues, problems, challenges, barriers, strategy and solutions to be implemented during the course of the project. The situation analysis covers all relevant issues pertinent to ATS and provides enough credible references to support statements presented in that section of the ProDoc. The logic of the project seems clear enough, leading the sequence from problems and challenges to root causes and barriers, and is particularly well written.
43. The structure of the project seems quite ambitious. Although it has only three components, it contains 10 outcomes, 23 outputs and 215 activities (on average about 10 activities per output; the highest number of activities was envisaged in Output 2.3.2 – 28). As mentioned earlier, initially no was produced, because it was not required by GEF at the time of preparation of the ProDoc. However, in 2021 ATSEA-2 Theory of Change was developed and adopted by the 3<sup>rd</sup> RSC.
44. The ATSEA project design is significant and relevant to Indonesia's context. The project addresses the national development priority and the Ministry of Marine Affairs and Fishery five years strategic plan 2019 – 2024. The project outputs and activities are relevant to the government national priority on Blue Economy development from marine and fishery sectors. The project results are expected to contribute to the achievement of 20 national targets of Indonesia Biodiversity Strategy and Action Plan 2025 - 2045. The three project sites: Rote Ndao in East Nusa

Tenggara, Dobo in Aru Tenggara, Maluku, and Merauke in South Papua are the main priority fishing locations in the Arafura and Timor Seas. The project outputs related to capacity building and alternative economy initiatives are significant to support local government and local communities in the project sites. Engagement with private sectors is an important project target related to sustainable financing mechanisms at the village, district and provincial levels.

45. The ATSEA-2 project design is relevant and appropriate to Timor-Leste's context. It addresses the five priority environmental concerns (unsustainable fisheries, habitat degradation, marine and land-based pollution, loss of biodiversity, and impacts of climate change) that constraint Timor-Leste's sustainable natural resource management and sovereignty. The project objectives and its two components being implemented in Timor-Leste are aligned with the country's international commitments and national regulations/policies.
46. The ATSEA-2 project is relevant for Papua New Guinea's (PNG) priorities, in particular those regarding fisheries and, more specifically, poor management fisheries in the South Fly District. The decision of PNG to take part in the ATSEA-2 project, contributed to strengthening regional governance structures, because it is a key country in the ATS for fisheries management.

#### 4.1.2 Theory of Change

47. The Theory of Change (ToC) set is composed of 9 diagrams that explain: project's conceptual model, results chain, Component 1 (pathway governance), Component 2 pathways (fisheries, marine pollution, habitat, species, ICM), and Component 3 (knowledge management). The complete set of ToC diagrams is attached to the TE ToR and as Annex 9 to this report. The TE understands that the first diagram (named as "ATS SAP Conceptual Model" in the document "Theory of Change for Arafura and Timor Seas Ecosystem Action Phase 2 Project", but in the TE ToR it is entitled as "Annex A: Theory of Change for ATSEA-2 Project") depicts the strategy of the project (Figure 1). However, while the ProDoc identifies 4 barriers (Lack of a strong regional mechanism for collective regional action and transboundary management of the ATS; Weak inter-sectoral coordination and law enforcement at national and local level; Lack of access to environmental planning tools, technologies and approaches for sound environmental management of the ATS; and Insufficient baseline data), in the above-mentioned project's ToC diagram, the barriers appear under a name of Causal Factors, and there are 5 of them, though only 2 of them are initial barriers that are presented in the ProDoc are depicted in the project's ToC (Weak inter-sectoral coordination and law enforcement at national and local level, and Lack of access to environmental planning tools, technologies and approaches for sound environmental management of the ATS). The remaining two barriers initially identified (Weak enforcement and Lack of strong regional mechanism) were not shown in the diagram. Besides, the Causal Factors (Barriers, op. TE) are placed immediately after the root causes, while they should be placed after the drivers, as the drivers and root causes are very closely interconnected.
48. Each one of the component relevant diagrams establishes a complex set of relationships between outcomes, outputs and deliverables. The sectoral ToCs of the Component 2 (there are 5 of them – diagrams 3 to 8) , as presented, make no reference to interlinkages between the project's components, at least not in a direct manner.
49. While the resulting ToC set is very much relevant for understanding the causal pathways, in particular at sectoral level, the TE finds that a ToC that would incorporate all the components in one diagram would be very useful to understand the complexity and totality of the project. Such a diagram would clearly depict what are the barriers to be addressed and how they are addressed by specific project components, outcomes and outputs. Such integrated diagram should not go

into every detail of the project structure but clearly show what are the main project pathways, i.e. the flow from drivers, to root causes, barriers, interventions, and impacts (intermediate and long-term).

**ToR Annex A: Theory of Change for ATSEA-2 Project (Diagrams)**

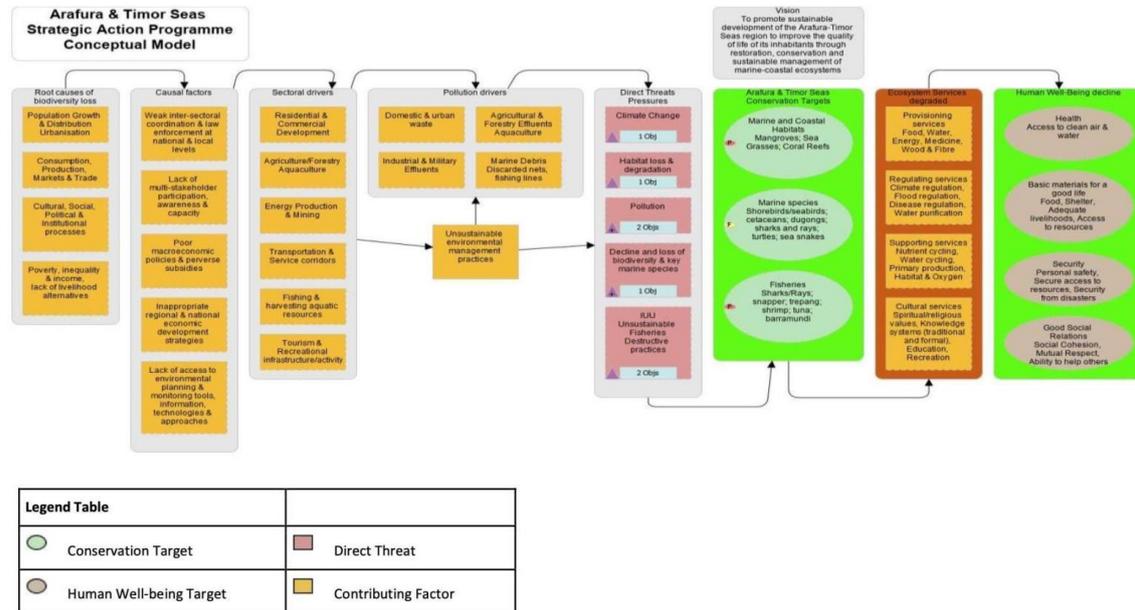


Figure 1: Theory of Change for ATSEA-2 Project

50. Another set of ToC diagrams has also been prepared for the implementation of SAP. Although that ToC does not fully conform to the structure of the ATSEA – 2 project, it indirectly assists it in its implementation. It is the opinion of the TE that the SAP ToC should have included the linkage with the above mentioned ATSEA-2 - project ToC diagram. Such a diagram could assist better understanding of interlinkages between the ATSEA-2 implementation and SAP implementation and in better understanding of the project logic and sequence, as the two are very closely interrelated.

4.1.3 Analysis of Strategic Results Framework

51. The Strategic Results Framework (SRF) was presented in the ProDoc and it was accepted at the Inception Workshop in November 2019. It has 22 indicators, which is roughly within the UNDP Guidelines’ suggested number of indicators. The Mid-Term Review (MTR) evaluated it and found that the main shortcoming of the SRF is that the Mid-Term targets were not defined. The Mid-Term targets were not adopted at the Inception Workshop as well, and subsequent Project Implementation Reviews (PIR), submitted before and after the MTR, have not included these targets. The MTR found some inconsistencies in indicators and proposed to modify titles of indicators or changes in the End-of-Project (EOP) targets. The proposed modified targets based on MTR recommendations had to go through a series of consultations prior to final approval. The final approval of modified targets was secured on 31 July 2023 from UNDP. The modified targets were reported as changed in the 2023 PIR (Outcome 1 EOP; Outcome 4 EOP; and Outcome 6 EOP). The indicators are closely linked to the outcomes and clearly describe the desired changes and the EOP targets looked measurable and achievable by the end of the project. Progress in the achievement of targets is presented in more detail in Annex 10.

52. Most of the indicators are SMART (16 out of 22). All of them are closely linked to the respective outcomes (specific); some are not easy to measure, although most of them have quantitative targets; realistic, as many of them have already been achieved (achievable); relevant as they are linked to the objectives of the project; and time-bound as they have clear time period when they are supposed to be achieved. The table with the assessment of the SRF indicators is in Annex 11.

#### 4.1.4 Assumptions and risks

53. Assumptions and risks were well articulated in PIF and in the ProDoc. The PIF, as required, contained a list of risks (3) with accompanying mitigation measures. The risk rating varied from Low to Moderate. The elaboration of Risks and Assumptions in the ProDoc is more detailed. It lists 10 assumptions ranging from political and stakeholders' support needed, to adequate existing regulatory framework and financial support. The risks associated with the assumptions were presented in the form of the matrix, which included respective mitigation measures. All the risks required by the UNDP project document preparation guidelines were assessed. Likelihood of most of the risks was rated as Moderately Likely. The identified risks were well presented and adequately rated.

#### 4.1.5 Lessons from other relevant projects incorporated into project design

54. The Situation Analysis chapter of the ProDoc, and in particular the Baseline Scenario section, provides a comprehensive description of linkages to other relevant programs and projects, with a particular emphasis on the previous UNDP-GEF ATSEA project. Linkages with and lessons learned from PEMSEA were also considered especially in relation to the development of regional governance arrangements and ICM implementation. The ICM site in Barique in the south coast of Manatuto Municipality in Timor-Leste was selected considering the ongoing ICM initiatives and multi-sectoral coordination mechanism that was established in Manatuto under a previous PEMSEA GEF/UNDP project which was demonstrated in the north coast of the municipality. ATSEA-2 scaled up or replicated the experiences and lessons learned from ICM implementation in the north coast to the south coast of Manatuto. In addition, the ProDoc explored potential synergies between the ATSEA-2 project and Indonesian Sea Large Marine Ecosystem (ISLME) project as well as with the Coral Triangle Initiative (CTI).

#### 4.1.6 Planned stakeholder participation

55. The GEF CEO Endorsement Request states that most of the primary stakeholders at regional, national, and local levels have been involved in project design activities in the lead up to the preparation of the project document. Generally, project design has followed highly participatory and inclusive processes, in line with UNDP and GEF requirements. A number of different and ongoing stakeholder engagement processes have led to project formulations including: identification and prioritization of demonstration sites and replication sites for EAFM, MPA, ICM and CCA activities; needs and opinions of actors related to ATS fisheries; analysing the impacts of climate change on coastal communities in the ATS region; assessment of gender inequities as related to coastal resource management that are limiting potential in communities in the demonstration site of Indonesia; analysis of broader social inclusion at the community level in relation to decision-making around the use of coastal and marine resources; and national consultations related to project document formulation, consolidation of outputs, activity design, and setting of targets /indicators among other things.

56. It was envisaged that the project would engage with stakeholders at a number of levels, namely:

- Regional level, including regional intergovernmental organizations, and donor and financing agencies;
- National level, including national ministries, departments and agencies covering natural resources and environment, agriculture, fisheries, health, education, transportation, energy, tourism, industry, foreign affairs, economic development, and finance;
- Local level, including village/township, municipalities, city, district and provincial governments, and their respective national/central government counterparts; and
- Corporate sector/business community at all three levels.

57. Stakeholder Involvement Plan is presented in the Part IV of the ProDoc. It elaborates on the regional and national consultations processes related to project development, approach to stakeholder participation, stakeholder involvement plan, private sector engagement, gender considerations, long-term stakeholder participation and coordination with related initiatives. The plan is informative and well written. Subsequently, Annex J of the ProDoc gives an indication what the potential role of each stakeholder could be.

#### 4.1.7 Gender responsiveness of project design

58. Gender Equity and Social Inclusion (GESI) Action Plan was prepared during the PPG phase, and gender analysis was conducted as a part of the socio-economic assessment during project preparation. In addition, a GESI/Social and Environmental Safeguards (SES) survey and GESI Analysis covering all 3 countries was completed in 2021 to ensure that the data are updated considering that there was a significant gap when the GESI analysis was initially done for the project design. Specific site GESI analysis was also carried out by Indonesia component for Rote Ndao and Aru. The project interventions were designed to incorporate and recognize the differences between labour, knowledge, needs, and priorities of men and women in fisheries. It was planned that specific involvement of women in the proposed project would include: consultation with women forums on needs and requirements associated with all interventions; development of all strategic and planning documents will be made in consultation with women and women forums, at all levels from national to the communities; targeted budgeting of activities promoting resilience and adaptive capacity of women, and monitoring and evaluation of such activities was to be carried out; and participation, training and skills building of women for training activities would be identified and budgeted in relevant project Outcomes.
59. The ATSEA-2 Project was categorised as GE2 gender marker, meaning that gender equality is a significant objective of the project. There is a specific section on Gender Consideration in the ProDoc and it provides more detail on the abovementioned elements of women inclusion in the project's implementation. Rather than treating gender as a separate issue, specific gender elements were included throughout the Project components, outcomes, outputs and verifiable indicators. All the relevant activities were appropriately budgeted. Project also used gender sensitive indicators and was planning to collect sex-disaggregated data.
60. Overall, the TE assesses that the Project was well designed in terms of integrating gender and social inclusiveness.

#### 4.1.8 Social and Environmental Safeguards

61. All UNDP-GEF ProDocs should have a dedicated section on compliance with the *GEF Policy on Environmental & Social Safeguards* and the *UNDP Environmental & Social Safeguards Policies*, including a completed *Social and Environmental Screening Procedure (SESP)*, and compliance with

relevant national laws and regulations. Following that policy, the SESP was developed as a separate document during the PPG phase, and its recommendations were integrated in the Risk Log of the Project. Additionally, in October 2021 an updated SESP was produced as well as the Social and Environmental Safeguards Management Plan (SESMP).

62. The SESP remains relevant as part of the project's guide in ensuring the implementation of integrated approaches such as EAFM, MPA and ICM initiatives on the ground support participation of marginalised groups including indigenous people, women, and local population, through the conduct of various community consultations, socialisations and on-the-ground implementation of activities at target project sites, and as part of the project decision-making. In particular, community activities are focused on strengthening capacities and increasing awareness of local resource users, in order to make them utilise more sustainably the coastal and marine resources. One notable example is the work on women's customary law and provision of trainings to the women's group in Rote Ndao in Indonesia, which enabled them to formally establish the women customary group and increase their capacity on virgin coconut oil production as part of their additional income stream.
63. The SESMP remains relevant and continues to guide the project in minimising adverse impacts on the environment. The SESMP also includes guidance on Grievance Redress Mechanism as well as on social inclusion, stakeholder engagement and free and prior informed consent (FPIC). Example of its application is in the establishment of new MPAs in Indonesia (Kolepom MPA) and Timor-Leste (in Manufahi to Manatuto), as well as finalisation and legalisation of the ForeCoast Artisanal Fishery Management Plan in South Fry District (PNG), which included several stages of community consultations, trainings and socialisation to ensure that their concerns and priorities are taken into account and to ensure that there is a common understanding and support to the initiative in their communities.
64. Overall, the TE assesses that the Social and Environmental Safeguards were adequately incorporated in the project design.

## 4.2 Project implementation

65. This chapter of the TE report provides assessment of six components of the project implementation namely adaptive management, actual stakeholders' participation and partnership arrangements, project finance and co-finance, monitoring and evaluation, UNDP implementation/oversight and risk management.

### 4.2.1 Adaptive management

66. The ATSEA-2 regional component and the PNG national component are being implemented under the NGO implementation modality. The Partnerships in Environmental Management for the Seas of East Asia (PEMSEA) Resource Facility (PRF) is the Implementing Partner for the regional component and the Papua New Guinea national component (through the National Fisheries Authority - NFA), based on the standard Project Cooperation Agreement signed between UNDP Indonesia and the PRF. The national components for Indonesia and Timor-Leste are implemented through the standard UNDP National Implementation Modality (NIM) with UNDP CO support. The separate country component-focused report needs to be submitted by the NCU of Indonesia and Timor-Leste to the UNDP CO in each country. The Implementing Partner for Indonesia is the Ministry of Marine Affairs and Fisheries (MMAF), and the Implementing Partner for Timor-Leste is the Ministry of Agriculture, Livestock, Fisheries and Forestry (MALFF), according to the respective Standard Basic Assistance Agreements between UNDP and

governments of Indonesia and Timor-Leste. The initial organigram was reviewed at 1<sup>st</sup> RPB meeting, changes were agreed and submitted to the 2<sup>nd</sup> RPB meeting for approval. The ATSEA-2 revised organigram is found in Figure 2 below.

67. The Regional Project Management Unit (RPMU) has been operational since January 2020. It is located in the Tuna Research Centre (an entity of MMAF) in Bali, Indonesia. Initially, the RPMU was to be responsible for the day-to-day management of all aspects of the project, including reporting to the EA and IA. In addition, NCUs in Indonesia and Timor-Leste, under the NIM Modality, were also asked to submit separate country component-focused reports to UNDP COs. Short-term consultants and other relevant support would be hired as needed to support the implementation of the project. Travel arrangements and other logistical activities from the regional component would be organized according to the established rules and procedures of PRF, together with the UNDP country offices. Subsequently, the NCUs got more independent in the day-to-day management of activities in Indonesia and Timor-Leste. However, no major issues were reported in terms of authority of decision-making.

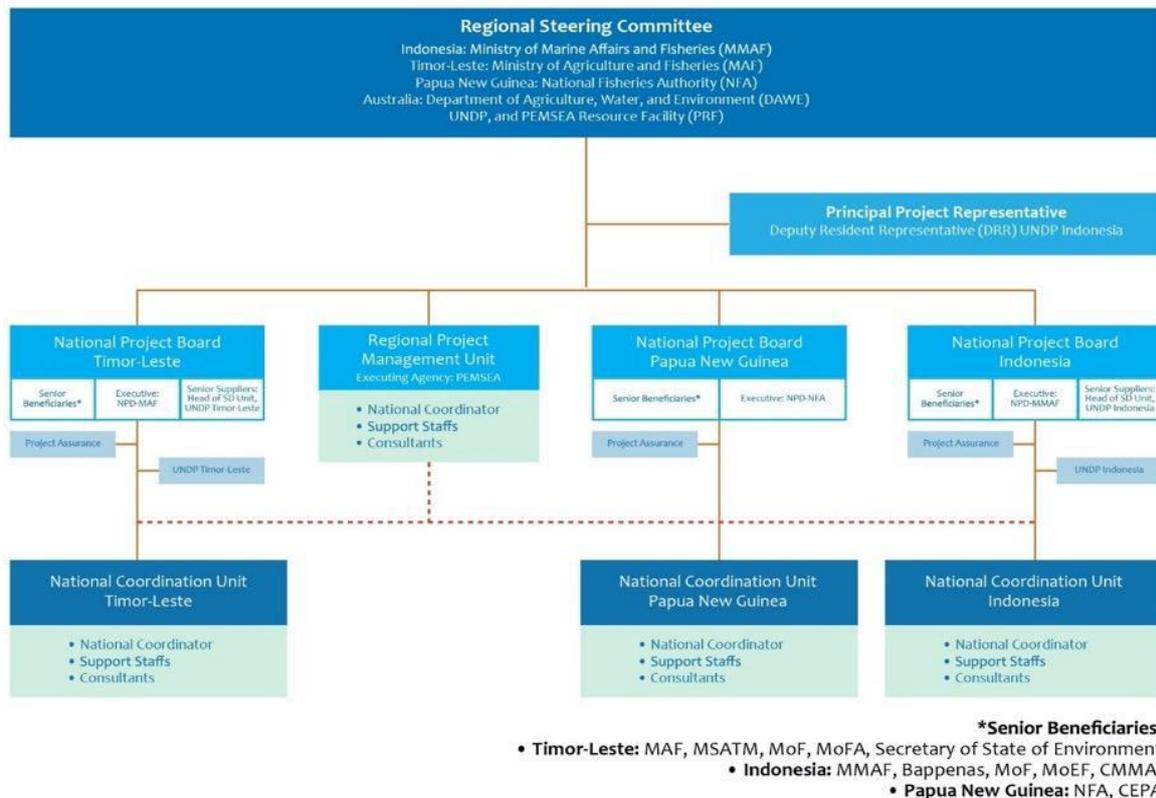


Figure 2: ATSEA-2 Organigram (Source: ATSEA-2 MTR Report)

68. The ProDoc was signed by the Government of Indonesia on 1 February 2019. The Inception Workshop in Indonesia took place in October 2019. The project implementation in Indonesia was delayed due to the COVID-19 pandemic that happened in 2020. Some of the project activities were carried out at the local level during the pandemic but with a limited extent. Due to the travel restriction in Indonesia, local organisations and consultants were hired to implement the activities for community groups in Rote Ndao in East Nusa Tenggara (NTT), Dobo in Aru Island in Maluku, and Merauke in South Papua. Coordination between MMAF, UNDP Office, and NCU in Indonesia has gone well during the project implementation. Any changes or obstacles that have risen during the project implementation were brought to the parties to find solutions. NCU staff have been changing during the project period, but these changes did not have a significant

negative impact on the project implementation. Some indicators defined in the Project Document changed in order to meet more reasonable targets. For example, the End of Project (EoP) target for Protected Areas Management Effectiveness score change from 92 to 70, based on management authority consultation and judgement.

69. The ProDoc was signed by the Timor-Leste Government on 5 March 2019 but the National Inception Workshop and the first Project Board Meeting only took place in December 2019 after the hiring of a Project National Coordinator in October 2019. While strict restrictions on mobility due to the global pandemic, COVID-19, during the project's first year halted the achievement of results planned for 2020, the project managed to achieve some significant results as reported in the mid-term evaluation report (MTR). This reflects the adaptive capacity of project management in terms of devising proper strategies to address the issue such as maximizing virtual communications with RPMU and recruiting in-country consultants to support international consultants who worked remotely. The Timor-Leste NCU had to deal with some changes in the national project management structure. There were two additional recruitments conducted for the project coordinator position during the first and fourth year of its implementation due to the resignation of former coordinators. On top of that, a new structure of the Government was formed after the 2023 parliamentary election. This led to the appointment of a new Directorate General of FAMMR who also assumed the project director position. Despite these changes, the project had a smooth leadership transition mainly because both the incoming director and coordinator are already familiar with the project and have been working for DGFMMR and UNDP Timor-Leste, respectively. As a result, the project continued to make substantial progress towards its EOP targets. To accommodate more realistic achievement of EOP targets, some outputs from the ProDoc were also modified. This modification referred to the expansion of MPA area from Manufahi to Manatuto as well as the reduction of MPA area coverage for Timor-Leste from 90,000 Ha to 50,000 Ha and from 12 nautical miles from the coastline to a maximum of 4 nautical miles.
70. The ProDoc was signed by the Papua New Guinea Government on 29 July 2019. A separate Memorandum of Agreement was signed between PEMSEA and NFA in support of the implementing arrangements of the PNG component on 21 October 2020. The start of the project's implementation in PNG was delayed to early 2021 and the project Inception Meeting took place on 31 May 2021. The first NPB meeting took place on 28 October 2021. The early start was faced with low manpower to effectively implement the project, especially on-site in South Fly, which resulted in weak or ineffective coordination with stakeholders and development partners. The issue was addressed by hiring a Field Mobilizer.
71. Meetings of the RSC were regularly held. The ProDoc envisaged annual RSC meetings, but they were held more often (Inception Workshop, 5 regular RSC meetings and 4 intersessional, MTR and SGOM meetings). In addition, countries held regular NPB meetings (Indonesia – 7; Timor-Leste – 5, and Papua New Guinea – 6). The TE finds that the project's implementation was regularly overseen by the countries through the RSC, and that necessary changes in the project design and/or its implementation structure were made and approved by the regional and national steering committee/boards.
72. The Mid-Term Review's (MTR) report and, in particular, its recommendations were discussed at length by the participating countries. The RPMU prepared a very detailed Management Response to MTR recommendations, including the proposal for a 6-month no-cost extension of the project for the regional, Timor-Leste and Papua New Guinea components and 12-month extension for the Indonesia component. Both the MTR report and management response were discussed and approved at a special RSC session held on 15 August 2022. Subsequently, the actions envisaged

in the Management Response were integrated in the ProDoc, and in particular changes in the EoP targets, relevant for all three participating countries, that were proposed by the MTR. The 4<sup>th</sup> RSC meeting, held on 3 November 2022 adopted the proposed change of EoP targets. Some of the proposed changes were further discussed and consulted up to early 2023, the final changes in EOP were approved by UNDP (through the RTA) in July 2023 and were since then reflected in PIR reporting and tracking of MTR Management Response. The TE finds that the process of monitoring the project's implementation via RSC and NPB was carried out diligently and with a relatively high level of precision. All the changes were well documented in the respective meetings' reports. In addition, the TE finds that the Management Response as well as the MTR Trackers are an excellent example of how the MTR process should be conducted and, as such, should be recommended as a template for other GEF projects.

73. The TE concurs with the MTR finding that "...the ATSEA-2 management arrangements clearly described and allowed country-specific adjustments in the NCUs for better support to implementation of the project and achievement of the planned results. The available minutes of various meetings indicate the decision-making of the RSC and NPB was transparent and undertaken in a timely fashion."

#### 4.2.2 Actual stakeholder participation and partnership arrangements

74. The project's stakeholders' participation and engagement are led by the Communications and Stakeholder Engagement Plan, which was developed in 2020 and updated in 2021, and was since rolled out through the annual work plans. As PIR 2023 states, the project has "...utilized various platforms (online and offline) to facilitate stakeholder engagement at the regional, national and sub-national levels." The most notable stakeholder engagement platforms include the principal project mechanisms such as the Regional Steering Committee as well as National Project Boards, and National Inter Ministerial Committees. Other important platforms include Stakeholder Partnership Forum and Technical Working Groups (TWG), established in countries to ensure that project challenges are addressed and targets achieved. The most obvious example of this approach is the consensus-building activities to finalise the SAP and Regional Governance Mechanism (RGM) and the development of the ATS Ministerial Declaration. The stakeholder platforms were an effective tool to keep the stakeholders and partners involved in the project's implementation during the COVID-19 pandemics, in particular during the 2020, when the project was taking off.
75. Tracking of the ATSEA-2 Stakeholder or Beneficiary Engagement shows that during the course of the project's implementation there was very intensive communication with stakeholders through various forms of their engagement (RSC and NPB meetings; meetings with relevant countries' authorities; meetings with other relevant projects that were implemented in the vicinity of the ATS and which shared similar problems; regional and national consultations with the stakeholders on specific issues such as RGM, rapid assessments, technical workshops and training courses; etc.). The above-mentioned tracker mentions all the stakeholders' engagement events, including: the project activity to which each event relates, who led the events, relevant indicators and names of participating stakeholders and/or partners, sex-disaggregated number of participants, the date and venue of the event, type of stakeholder, etc. The tracker is an excellent tool, which was very well executed by the RPMU.
76. The project established partnerships with a number of direct stakeholders, which were instrumental for implementation of the project's activities. Thus, for example, in 2023 ATSEA-2 collaborated with IPB University (Indonesia), AIS Forum, and DAAD to successfully conduct the 4th ICM and Marine Biotechnology Conference. Another example is the successful conduct of

another Fisheries Intelligence Training on monitoring, control and surveillance in partnership with the RPOA-IUU Secretariat. In 2022, the project engaged with the following partners: Kertabumi Recycling Centre to support the development of ATSEA-2's Climate Change Guidance Toolkit and conduct a workshop on climate change; RPOA-IUU Secretariat to collaborate on the Fisheries Intelligence Training and discussions on data sharing mechanisms on IUU fishing; Oil Spill Response Limited of Singapore on oil spill preparedness and response webinars and regional exchange; Sajogyo Institute to work on the establishment of customary women's group in Aru Archipelago district in Indonesia; and Hader Foundation and Permatil in Timor-Leste to work in providing community and women's group trainings on alternative livelihoods. Through these partnerships, ATSEA-2 was able to attract and share its initiatives, lessons and impacts to a wider audience. With regards to the partnerships with tangential stakeholders, in particular the private sector, from available information it could be concluded that the project was more successful in establishing them in Indonesia and Papua New Guinea, and somewhat less so in Timor-Leste. ATSEA-2 facilitated the signing of Memorandum of Understanding and Cooperation Agreement between Rote Ndao District Government, Indonesia and Bank NTT on 23 February 2023. The agreement runs for 2 years and includes the provision of loan facilities, production facilities, product packaging and marketing support, as well as bookkeeping systems training, specifically for the four community groups. In addition, in Aru, Indonesia six companies actively participated in Red Snapper and Shrimp FIPs to align practices with Marine Stewardship Council (MSC) standards, focused on reducing bycatch, improving stock management, and adhering to sustainable fishing protocols.

77. Intensive engagement of national government stakeholders has continued as well as their active role in the project decision-making through RSC and NPBs has contributed to the establishment of the country-driven process, which supported efficient and effective project implementation. Communication component of the project was well designed and the Communication Plan is being efficiently executed. The public awareness materials published by the RPMU are of an excellent quality, which has contributed to the raised public awareness of the issues the ATSEA-2 project is addressing.
78. The document "Gender and Social Inclusion: Project Design Recommendations for the Implementation of the Arafura and Timor Seas Regional and National Strategic Action Programs (ATSEA-2)" was prepared in 2016, with the support of United States Agency for International Development (USAID). It contains a detailed Gender and Social Inclusion Action Plan. It contains a list of activities, outputs, target indicators, budget and responsible parties for each output. To ensure proper guidance, the project engaged a Gender Engagement and Social Inclusion (GESI) expert from 2020 to early 2022 who provided GESI trainings to the regional and national project teams, and supported the conduct of a regional Webinar on "Mainstreaming Gender and Social Inclusion in Fishery and Marine Sector in the ATS Region" in 2021. Until June 2024, the ATSEA-2 initiatives have engaged 154,816 individuals, of whom 52,268 are women, in various initiatives, including consultations, focus group discussions, training, awareness-building activities, decision-making, alternative livelihoods, and other on-the-ground activities. As of October 2024, the total number has reached 157,170 (52,324 women, 60,430 men, and 44,412 non-sex-disaggregated). It is important to mention that efforts, particularly in promoting alternative livelihoods at key sites, such as women's enterprises in Rote Ndao in Indonesia, have focused on empowering women, contributing significantly to Integrated Coastal Management (ICM), Ecosystems Approach to Fisheries Management (EAFM), and climate change adaptation objectives. The specific site GESI analysis were carried out for Rote Ndao and Aru Islands in Indonesia in 2021. The Gender Action Plan for both Rote Ndao and Aru Islands were developed to support project implementation in Indonesia. Three results (outcomes) were set up for Rote Ndao covering strengthened women participation in decision making processes at the community level,

improved access to fishery resources, and strengthened gender mainstreaming implementation at local government level. Four results were set up for Aru Islands including strengthened women's customary institution for sustainable fisheries management for livelihood improvement, strengthened women participation in decision making roles in: i) collaborative management; ii) community monitoring, control and surveillance; iii) village development planning process, improved access to fishery resources, and strengthened gender mainstreaming implementation at local government level. The project met the target proposed by the Gender Action Plan, for example the establishment and empowering a women's customary organisation in Nata Latur Village in Dobo, Aru Islands.

79. Based on the above, the TE finds that the actual stakeholders' participation and partnerships arrangements were implemented in a satisfactory manner, and that they have followed the guidance provided by the relevant project documents mentioned above.

#### 4.2.3 Project finance and co-finance

80. The financial planning and management for the project has been carried out according to the UNDP rules. The total amount allocated (grant and co-financing) is US\$69,946,835. The GEF grant amounts to US\$9,745,662, while US\$60,201,173 of the co-financing were confirmed by the sources to have been provided at the GEF CEO Endorsement stage. The resulting ratio between grant and co-financing is roughly 1:6.18 (for one USD of the grant 6.18 USD of co-financing were provided), which is good by GEF standards.
81. The review of financial records, as recorded in the UNDP Combined Delivery Reports (CDR) for the period 2019-2023, indicates that by the end of 2023 USD 7,471,473 have been expended, which is 76.7% of the entire GEF grant. As of 31 December 2024, when the project is closing down and one year after the last financial record was made available to the TE Team, it is expected that remaining USD 2,274,189 of the GEF grant will be spent. Considering that the rate of expenditure has been rising, and that the project was extended, the TE Team is of the opinion that the remaining funds will be spent in 2024. The breakdown of planned and actual project expenditures per year is presented in the Table 4 below.
82. After a slower start, the annual expenditure rate has been increasing. The lower expenditure rate in 2019 was the result of delayed start of project implementation, while 2020 was characterised by the COVID-19 pandemics, which significantly affected the expenditure rate due to conversion of majority of activities into online/virtual meetings, and consultations and desktop reviews of available documents for key technical assessments. The rate started to significantly increase in 2021, when in 2023 almost 50% more funds were spent than planned. Because of the delayed start and COVID, the project has been given a 6 to 12-months "no-cost" extension and the remaining funds will have to be spent before the project closes at the end of 2024. The expenditures per project component are roughly commensurate with the overall expenditures (Table 6). This shows that there was a balanced and well managed project implementation and that, at least budget wise, the RPMU and NCUs took control of balanced implementation of project activities.

Planned in ProDoc (US\$)			Actual expenditures (US\$)			
Year	Planned budget	% of the total	Year	Amount spent per CDR	% of the total actually spent	% of the total per ProDoc
1	940,684	9.8	2019	218,136	2.9	23.2
2	2,372,586	24.4	2020	1,234,902	16.5	52.0
3	2,512,609	25.6	2021	1,917,498	25.7	76.3
4	2,458,945	25.2	2022	1,912,556	25.6	77.8
5	1,460,838	15.0	2023	2,188,381	29.3	149.8
Total spent	9,745,662	100.0		7,471,473	100.0	76.7
Balance				2,274,189		

Table 4: GEF grant planned and actual expenditures

83. While CDR for 2024 has not yet been produced, the TE Team received some preliminary financial results for the period January-June 2024 (Table 5). While the overall figures do not exactly match (according to 2019-2023 CDRs the unspent amount for 2024 is USD 2,274,189, while the table delivered by the RPMU shows the balance of USD 1,639,254), the table shows that the progress of funds disbursement for the first half of 2024 is encouraging and it looks like the entire amount of the GEF grant could be spent by the closure date at the end of 2024.

Component	2024 Budget (US\$)	2024 Delivery as of July 2024 (US\$)	Balance (US\$)	Delivery status (%)
Component 1	409,554	176,124	233,430	43
Component 2	864,301	416,505	447,796	48
Component 3	128,180	32,615	95,565	25
Component 4 (project Management)	237,219	45,741	191,478	19
TOTAL	1,639,254	670,986	968,268	41

Table 5: Financial results January-June 2024

84. UNDP is carrying out periodic audits through external auditing firms. No major shortcomings were found in any of the auditing reports with regards to management of funds.

Component	2019			2020			2021			2022			2023			TOTAL 2019-23		
	Plan	Act.	%	Plan	Act.	%	Plan	Act.	%	Plan	Act.	%	Plan	Act.	%	Plan	Act.	%
1	278	104	37	588	254	43	531	463	87	470	421	90	206	371	180	2073	1613	78
2	538	100	19	1643	832	51	1814	1342	74	1753	1303	74	997	1696	170	6745	5273	78
3	48	3	6	71	47	66	47	79	168	165	143	87	137	90	66	468	362	77
Project management	77	11	14	71	102	144	120	33	28	71	45	63	121	32	26	460	223	49
<b>Total</b>	941	218	23	2373	1235	52	2512	1917	76	2458	1912	78	1461	2189	150	9745	7470	77

Note: Figures in '000 USD

Table 6: Expenditures per project component

85. As mentioned in the ProDoc, the confirmed co-financing was USD 60,201,173. The initial ratio of GEF grant and co-financing is 1:6.18, which means that for 1 USD of grant USD 6.18 of co-financing is secured. This is considered as good by GEF standards. The reported co-financing by the time of the TE is USD 54,540,315 (90.6%) of the total committed (Annex 8), out of which USD 25,917,417 is considered as grant co-financing, while USD 28,622,898 is in kind co-financing. The remaining co-financing is expected to be materialised in 2024 before the project ends. The RPMU is closely monitoring the co-financing on an annual basis and it is being regularly reported in PIRs. The TE finds that monitoring of actual co-financing expenditures is being carried out well. By the RPMU.

#### 4.2.4 Monitoring & Evaluation: design at entry, implementation and overall assessment of M&E

##### 4.2.4.1 Monitoring & Evaluation: Design at entry

86. At the design phase, the monitoring and evaluation (M&E) framework in the ProDoc provides sufficient details of M&E plans. The ProDoc comprises the following components:

- Project Inception Report, prepared immediately following the Inception Workshop;
- Project Assurance Reports (PAR) – mandated by UNDP, prepared semi-annually by the Regional Project Manager for review and approval by the PRF Executive Director and shared with the UNDP Country Offices. UNDP IDN also required the NCU of Indonesia to submit a separate PAR specific to the ATSEA-2 Indonesia component. UNDP TL also requested the NCU TL separately for annual report specific to TL component;
- Project Implementation Review (PIR) mandated by the GEF, prepared by the RPMU and NCUs annually with inputs from PEMSEA, the UNDP Indonesia and the UNDP Regional Technical Advisor (RTA);
- UNDP ATLAS Monitoring Reports, comprising the quarterly Combined Delivery Reports (CDRs), and three logs related to issues, risk and lessons learned, respectively;
- Project Terminal Report, prepared during the last three months of the project;
- Midterm Review (MTR), undertaken at exactly the mid-point of the project lifetime;
- Terminal Evaluation (TE), conducted three months prior to the termination of the project.

87. The ProDoc also contains tables of responsible parties, budget and timeframes for M&E activities. The M&E framework is consistent with GEF Monitoring and Evaluation policy and has formed the basis for tracking progress towards achieving objectives. The roles and responsibilities are well articulated and the budget allocated (USD 390,000) was sufficient to cover the requirements of the M&E plans.

88. A summary of operating modalities of the M&E plan is as follows:

- A set of 21 performance indicators with the respective baselines and end-of- project targets were identified and documented in the SRF. They have been used to monitor the performance of the project at the objective and outcomes level and this information has been reported in PIRs. However, the Strategic Results Framework (SRF) does not contain Mid-Term targets, which would make assessment of project's implementation at mid-term more solid. The number of indicators is considered as commensurate with the number of outcomes (9).
- Inception Workshops were planned to assist all partners to fully understand and take ownership of the project and review the entire project strategy including its monitoring and evaluation. The regional inception workshop was held on 18 November 2019, while the country inception workshops were held on 3 October 2019 (IDN), 16 December 2019 (TL)

and 31 May 2021 (PNG). No changes were made to the project implementation strategy at the regional inception workshop, but the decision was made to write up the Theory of Change, which was not required by GEF at the time when the ProDoc was being developed. However, the 2<sup>nd</sup> RSC decided that the Theory of Change for the ATSEA-2 project should be prepared and it was adopted at the 3<sup>rd</sup> RSC in 2021.

- Annual Project Implementation Reviews (PIRs) have included a review of the development objective, measuring the cumulative progress made - using the performance indicators - to achieve the overall expected objective and outcomes; and a review of the implementation measuring the progress made during the past year. PIRs follow the GEF annual cycle of July 1<sup>st</sup> to June 30<sup>th</sup> for each year. Five PIRs were produced by the project: 2020, 2021, 2022, 2023 and 2024. All PIRs have provided an integrated review of implementation performance for both projects.
- Combined Delivery Reports (CDR) were prepared for every year, each covering the period from 1 January to 31 December showing disbursement of funds.
- Mid-term Review was carried out by the end of 2019 and approved in mid 2022 and its aim was to review the progress made by the project against the expected results and identify recommendations for adaptive management as needed.
- Terminal Evaluation (this report) is focusing on the delivery of the project's results as initially planned, on impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals and provides recommendations for the follow-up activities.

#### *4.2.4.2 Monitoring & Evaluation: Implementation and overall assessment*

89. The ratings given in five PIRs for both cumulative progress in achieving the development objectives and the implementation progress have been ranging between the Moderately Satisfactory and Highly Satisfactory during the most of the implementation period (2019-2024). The overall risk rating initially was Substantial (reflection of the COVID-19 and delayed start of the implementation), but was subsequently reduced to Low. It is largely consistent with the MTR findings. The RPMU prepared the GEF IW Tracking Tool for IW GEF 6 Core Indicators. These data were gathered in a very systematic manner.
90. The TE finds that there is still the lack of baseline data monitoring at household level at project sites, in particular in Indonesia and Timor-Leste, to assess the success of project livelihoods in terms of percentage change of incomes. Similarly, there is also a lack of data collection at individual level to monitor the level of knowledge acquisition from capacity building programs.
91. The TE finds that the M&E design at entry, as presented in the ProDoc is **Highly Satisfactory (HS)**. Monitoring and Evaluation implementation is rated as **Satisfactory (S)**. Progress in achieving targets for each indicator has been well elaborated in every PIR, and cumulative progress was very easy to follow. Overall, the quality of M&E is rated as **Satisfactory (S)**.

#### *4.2.5 UNDP implementation/oversight, Implementing Partner execution and overall assessment of implementation/oversight and execution*

92. The overall contributions of UNDP as the GEF Implementing Agency in implementing the project was satisfactory; particularly when considering the critical events that occurred during the implementation of this project (the COVID-19 pandemics). It supported the implementation of the project in its respective area of responsibility and provided good support and oversight to the implementation team to ensure an efficient use of GEF resources and an effective implementation of the project. UNDP provided the required guidance to apply UNDP project management

procedures such as procurement, hiring and contracting as well as financial management and guidance for reporting project progress. UNDP backstopped the project with its own resources and supported the project management team throughout the implementation, including the participation in the decision-making process for implementing the project during the RSC meetings. UNDP CO's role in Indonesia was very supportive of project implementation. The UNDP CO team is assessed as communicative, and is quickly responding to the project activity changes or obstacles that occurred as well as following up on modifications made during project implementation. Good relations have been established between the MMAF and UNDP CO in Indonesia during the project period.

93. The project implementation arrangements envisaged three implementing partners: PEMSEA for the regional component and activities implemented in Papua New Guinea; Ministry of Marine Affairs and Fisheries of Indonesia (MMAF) supported by UNDP CO in Indonesia for the activities implemented in Indonesia (UNDP IDN is also serving as overall project PPR, while RTA is from UNDP BRH); and Ministry of Agriculture, Livelihood, Fisheries and Forestry (MALFF) of Timor-Leste supported by UNDP CO in Timor-Leste for the activities implemented in Timor-Leste. PEMSEA, as an NGO with ample experience in managing International Waters projects in the region, has provided very good guidance and oversight for the project's components that have overall regional importance, such as SAP and RGM, and provided adequate support to assist National Fisheries Authority of Papua New Guinea (NFA) in PNG. The problem in PNG, however, was the lack of adequate communication between the South Fly District's stakeholders and the central authorities. UNDP CO in Timor-Leste, as one of implementing partners in the TL, provided adequate oversight and support, in particular in mitigating the capacity gaps for implementation in TL. The TE assesses that adequate level of synergy and collaboration was established between UNDP CO and relevant national authorities, in particular when there were staff changes at a high level and UNDP stepped in to secure the smooth transition.
94. The UNDP implementation/oversight is rated as **Satisfactory (S)**. The quality of the Implementing Partners execution in three countries can also be rated as **Satisfactory (S)**. Overall quality of implementation/Oversight and Execution is **Satisfactory (S)**.

#### 4.2.6 Risk Management

95. The ProDoc identified nine risks that might have threatened the implementation of the project (Table 6). Their impact was assessed as Medium (3) to High (6). Their likelihood was assessed as Moderately Likely for all risks. As per the MTR, only two risks (1 and 3) were recorded in the UNDP project risk log, being considered as critical. The MTR found the initial identification of risks and mitigation measures as sufficiently detailed, but proposed that two risks (2 and 8 – financial sustainability and RGM) should be rated higher. The TE reduced the probability of the Risk #2 as countries have provided financing for the period of project implementation during the period after the ATSEA 2 will be closed and until the new phase could be endorsed by the GEF. Increased likelihood of the Risk #8 is supported by this TE, as at the time of TE report preparation the RGM has not been established yet and it is expected that the Ministerial Declaration, upon which the RGM will be based, will be approved soon at the ATS Ministerial Forum scheduled in December 2024. However, the higher probability of that risk materialising should remain. The full assessment of the risks at the ProDoc, MTR and TE phase is presented in the Table 7 below.

No.	Identified Risks	Impact	Likelihood	Risk Assessment	Status at Mid-Term	Status at Terminal Evaluation
1	<b>Environmental</b> Impacts of climate change in the ATS undermine the sustainability of marine and coastal management, by adversely impacting biological processes underpinning provisioning, regulating and supporting ecosystem services.	Medium	Moderately Likely (in the long term)	Low	No change at Mid-Term	No change at Terminal Evaluation stage
2	<b>Financial</b> Financial sustainability of project activities is threatened by inadequate allocation of funding by governments.	High	Moderately Likely	Medium	Moderately Likely	Countries provided financing for the transitional phase
3	<b>Operational</b> Performance of project activities is low due to inadequate coordination by national and site mobilizers.	High	Moderately Likely	Low	No change at Mid-Term	Project has performed well in most of the activities, which reduced the probability
4	<b>Organizational</b> Unclear mandates or conflicts among resource users, different sectors of governmental units, national and subnational stakeholders lead to delays in project implementation.	High	Moderately Likely	Medium	No change at Mid-Term	No change at Terminal Evaluation stage
5	<b>Organizational</b> There is insufficient capacity to support management changes proposed by the project, e.g. with regard to institutional and administrative support, and MCS and enforcement.	Medium	Moderately Likely	Low	No change at Mid-Term	No change at Terminal Evaluation stage
6	<b>Political</b> Change in key policy and/or decision makers or other events beyond the control of the project lead to changes in policies and/or support for the project.	High	Moderately Likely	Medium	No change at Mid-Term	No change at Terminal Evaluation stage
7	<b>Regulatory</b> Enabling decisions required for implementation of some of the key project activities are delayed due to inefficiencies and/or	High	Moderately Likely	Medium	No change at Mid-Term	No change at Terminal Evaluation stage

No.	Identified Risks	Impact	Likelihood	Risk Assessment	Status at Mid-Term	Status at Terminal Evaluation
	lack of ownership by national and/or local government units.					
8	<b>Strategic</b> Littoral countries cannot reach agreement on regional governance mechanism and financing strategy.	High	Moderately Likely	High	Likely	Agreement has not yet been reached, but it is expected soon, yet the likelihood rating at Mid-Term remains
9	<b>Strategic</b> Resource users including communities and private sector enterprises are reluctant to collaborate with the project.	Medium	Moderately Likely	Low	No change at Mid-Term.	No change at Terminal Evaluation stage

Table 7: Project risk assessment

96. The COVID-19 was recognized and reported in the 2020 PIR as a critical risk as it affected the conduct of face-to-face meetings, stakeholder consultations, and field work. In response, the project adopted a COVID-19 Management Plan in March 2020, and utilized various virtual means of communication, online platforms for easy information or data sharing, (webinars, online meetings/consultations, online training, desktop reviews, coordination online with local networks/counterparts) and strengthened local support through the NCUs and site mobilizers and enumerators. However, since the probability of that risk to re-emerge is currently non-existent the COVID-19 risk is not considered at the time of the TE.
97. A Social and Environmental Screening (SES) was initially developed in the Project Document covering three approaches: project mainstreaming on the human-rights based approach, improving gender equality and women’s empowerment, and mainstreaming environment sustainability. The screening score was low risk. The UNDP’s revised Social and Environmental Standards applied in 2021, when additional information related to four principles was provided by the project: a) mainstreaming on the human-rights-based approach; b) improving gender equality and women’s empowerment; c) mainstreaming sustainability and resilience; d) strengthening accountability to stakeholders.
98. Eight risks were identified by the project with a score of moderate. The SES Management Plan (SESMP) for the ATSEA-2 project was developed to minimize the impact on the environment and reach the environmental objectives of the ATSEA-2 project. The updated SESP in 2021 was developed based on the above-mentioned GESI+SES survey done in all 3 countries (IDN, PNG, and TL). The SESP 2021 also included the regional SESP plus 3 annexes for the individual SESP of the 3 countries. The updated SES issues are always reported in the project implementation report.
99. Periodic assessments and reporting on the project’s Risk Log were made throughout the project implementation. This is also in support of SES (see Section 4.1.7). The risks were also part of discussions at NPBs and RSC meetings where the project sought the guidance for risk management. All updated risk logs were submitted to UNDP. The key difficulty encountered by the project team are the limitations in ability to access the Quantum system of UNDP as this is exclusive to UNDP personnel. Even the RPMU staff under UNDP has some limitations in accessing

the Quantum, as such support has to be requested all the time for UNDP ID support to reflect the offline version to the online version.

## 4.3 Project results and impacts

### 4.3.1 Progress towards objective and expected outcomes

100. The information presented in this section has been sourced from the semi-annual Project Assurance Reports (PAR), the GEF Project Implementation Reviews (PIR), MTR, technical reports produced by the project (e.g. reports on the project website), information collected by the National Consultants through their visits of selected project field sites in Indonesia and Timor-Leste, as well as information collected from on-line interviews with the key project stakeholders. The information collected indicates that the ATSEA-2 project is achieving planned results, being on track to fulfil all of the SRF indicators. Progress towards outcomes is registered in the Annex 10.

### 4.3.2 Relevance

101. The Project objectives, outcomes and achievements were regarded as highly relevant to beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. The ProDoc states that the ATSEA-2 project is "...fully consistent with the National Biodiversity National Biodiversity Strategies and Action Plan (NBSAP) that were adopted in 2003 in Indonesia (IBSAP) and 2011 in Timor-Leste and (...) updates in 2015." The ATSEA-2 project will contribute to achieving the 20 national targets set up in IBSAP 2025-2045. Relevant national targets include: NT-1 Ecosystem integration; NT-3 Ecosystem protection; NT-4 Species and genetic protection; NT-7 Risk reduction and climate resilience; NT-16 Mainstreaming biodiversity; NT-17 Community participation. It also supports the objectives and targets of the Ministry of Marine Affairs and Fisheries as stated in its strategic plan for 2019-2024, in relation to support of the blue economy implementation, capacity building, as well as sustainable management. In Timor-Leste, the project outcomes from component 2 are aligned with Timor-Leste's Strategic Development Plan (SDP 2011-2030) and National Ocean Policy, National Adaptation Plan (NAP) for climate change, Climate Change Policy, the IX Constitutional Government's programme for fisheries, and UNDP Country Programme 2021-2025. On the regional and global scale, the project outcomes will directly contribute to three Sustainable Development Goals (SDGs 13, 14 and SDG 17) but also indirectly to a score of other SDGs, article 123 of UNCLOS, and the Aichi Biodiversity Targets. The project has also taken into account the CTI Regional Program of Action (CTI-RPoA) and the National Program of Action (NPOA) in both Indonesia and Timor-Leste.

102. The project is firmly rooted into GEF International Waters Focal Area, and with respect to GEF-6 IW Strategy it falls under Objective 3: Enhance multi-state cooperation and catalyze investments to foster sustainable fisheries and protect coastal habitats, and reduce pollution of coasts and Large Marine Ecosystems (LMEs), and Program 6: Prevent the loss and degradation of coastal habitats", and Program 7: Foster sustainable fisheries. It is also consistent with the GEF-6 Biodiversity Strategic Objective No. 1: Improve Sustainability of Protected Area Systems, and particularly Program 2: Nature's Last Stand: Expanding the Reach of the Global Protected Area Estate. The project's activities will contribute to the implementation of these objectives.

103. The ATSEA – 2 project has incorporated the needs of national and local stakeholders, who participated intensively during the project preparation phase. Both desk review and field visits indicate that stakeholder engagement in the project implementation was high, especially through

community-based activities such as EAFM surveys, cooperatives, fish farming, horticulture, and recycling. In Timor-Leste, for example, most of these activities were coordinated and implemented through Letter of Agreement (LoA) with National Government and low value grants (LVGs) with NGOs. The involvement was strengthened through appropriate and effective capacity building in EAFM, aquaculture, oil spill preparedness and response, sea turtle conservation, independent monitoring system for enumerators, Fish Aggregating Devices (FAD), quality control of the harvested fish and improved cold chain, marine protected area (MPA) management, and boat repair and maintenance. Women had access to benefits and services of capacity building programs, livelihood activities, ICM and M&E activities as well as in decision-making processes regarding natural resources governance. During the implementation, the project governing bodies (RPMU and NCUs) had maintained an extensive consultation process with the aim of confirming and strengthening the initial stakeholders' interest in the project. The project created much awareness among stakeholders at all levels.

104. The TE finds that the ATSEA-2 project is highly relevant to the needs of participating countries' stakeholders and is therefore rated as **Highly Satisfactory (HS)**.

#### 4.3.3 Effectiveness

105. Based on data and information collected from the project team and key stakeholders, it can be concluded that this project was implemented effectively. Overall project objective was achieved. More than 56% of the activities have been completed as planned and the targets achieved, some of them even surpassed (based on the 2024 PIR, published in June 2024). However, there are still activities to be completed, but while the targets have not yet been fully achieved, the analysis of remaining tasks to be carried out shows that they can be completed and targets achieved before the project's closure. The main reason why these activities are rated as "on track" is because they are a long-term one and their implementation is planned to be extended until the one or will be completed close to the end of the project. It is important to note, however, that this TE finds that none of the activities is considered to be a "non-achievable" one by the end of the project. Most of the activities were conducted smoothly in relation to achieving project targets that were set in the project document, and within the budget. As envisaged by the ProDoc, the project was aligned with SDGs, UNDP, GEF and national strategic priorities. The fact that most of the activities have been successfully completed, in spite of initial setbacks caused by the COVID-19 pandemics, is proof that the contribution of the project to achievement of these strategic objectives was highly successful. The additional no-cost extension was effectively used to complete the remaining tasks. Consequently, the actual project's outcomes and outputs were commensurate with the planned ones. Project also greatly contributed to a better inclusion of women into coastal economic activities, empowering them to become more affluent and influential members of the local communities in the project areas.

106. Some external factors, beyond the project's ability to control, affected the realisation of one important project output – the Regional Governance Mechanisms. One of the reasons was indicated in the MALFF Minister's letter to the other ATSEA Focal Ministers in August 2024 related to the cancellation of their hosting of the Ministerial Forum in Dili initially scheduled in September 2024. The letter indicated that "...for Timor-Leste, the provisions initially developed and proposed by the previous executive (referring to the previous government/admin) for the formulation of the "Strategic Action Program" of ATSEA, period 2024-2033, should be discussed and reconsidered as to ensure that such provisions should not create strategic implications for other issues of high national priority and of interest to the current Constitutional Government of Timor-Leste (...) Thus, Timor-Leste needs to proceed with further consultations with relevant line ministries and government agencies on highly prioritized matters of national. interest, which must

be discussed with precedence regarding the use of the ocean and its security, the development of the blue economy, and other pertinent matters of the country's interest." However, the Ministerial meeting scheduled in December 2024, looks set to adopt the Declaration, which will open the gates for the realisation of that important project's output.

107. The effectiveness of the project at achieving its expected outcomes and objectives is rated as **Satisfactory (S)**.

#### 4.3.4 Efficiency

108. As discussed in section 4.2.1, the TE found that the project management team (RPMU led by PEMSEA, NCUs led by a relevant line ministry and supported by respective UNDP COs) used adaptive management to secure project deliverables while maintaining adherence to the overall project design, even taking in consideration a relatively unorthodox implementation arrangement (3 separate project management units). Adaptive management has been used regularly to adapt to a constantly changing environment and in particular to adapt to a severe COVID-19 crisis. The efficiency of the project was also the result of well-managed day-to-day activities, primarily by the RPMU Project Manager, but also the NCUs heads of units and National Project Directors. Using a participative approach and a good and transparent communication approach, project activities were implemented with a good engagement of stakeholders and clear management procedures. The good relationship between the implementation team and stakeholders also contributed to an efficient implementation. The above-mentioned nature of intra- and extra-project relationships contributed to completion of most of the project activities according to schedule and within the planned budget.

109. The TE confirms the finding that there have been no notable issues related to UNDP oversight of the ATSEA-2 project, including the RTA's oversight and guidance. The UNDP Indonesia Country Office, together with the UNDP CO in Timor-Leste, has provided all necessary support national Implementing Partners (MMAF and MALFF, respectively) to lead the project implementation in each country for the project. In addition, at both national and regional levels, UNDP has provided appropriate oversight for the project, ensuring the project's progress reporting has been comprehensive, accurate, and realistic. Support for procurement and financial management has also been adequate. Equally so, the TE finds that there have been no notable issues related to project management, particularly at RPMU. The PEMSEA managed and administered the regional component of the project smoothly and efficiently.

110. Due to serious consequences caused by the COVID-19 pandemics, and the delays it has caused in the project's implementation, a "no-cost" project extension could not be avoided. However, the project management (RPMU and NCUs) were very efficient in overcoming the obstacles. The implementation at the local level in all countries caused local organisations and consultants to face travel restriction in the country during the COVID-19 pandemic, but that also helped keep the costs at planned level throughout the course of project's implementation.

111. The project efficiency in Timor-Leste would have been further enhanced if there had been more active participation of other relevant line ministries and promotion of institutional collaboration. It would have harnessed more technical input to ensure the quality and legitimacy of reports and strategic decisions. For instance, the limited participation of the Ministry of Foreign Affairs and Cooperation (MFAC) in NPB meetings and the lack of presence of the Land and Maritime Boundary Office (LMBO) in NIMC membership constrained the Project from obtaining perspectives on political and diplomatic factors that shape highly prioritized matters of national interest such as the governance of transboundary governance. In Indonesia, the delay in

establishing the National Inter-Ministerial Committee was caused by structural changes in the Ministry of Marine Affairs and Fisheries. Therefore, the communication and coordination with other ministries was less active and passive. Regarding this case, the intervention cannot be enforced by the NCU team as well as the UNDP team. In Papua New Guinea, the problem was lack of adequate communication between provincial stakeholders in South Fly District and central authorities as well as lack of satisfactory presence of government officials in South Fly. All of the above, somehow affected the efficiency rate of the project.

112. The allocation of the project’ resource and its cost effectiveness are good. All of the activities have reached their targets or will be achieved before the project’s closure, and that will be done within the budget initially allocated. There were discrepancies in funds disbursements over the years, but they were caused by unexpected events, primarily COVID-19, and the impacts of that event were mitigated efficiently by the RPMU and NCUs. The global environmental objectives set in the ProDoc were mainly achieved according to schedule and cost-effective as planned.

113. The project extension, as mentioned earlier, could not be avoided primarily because of COVID-19 impacts. The no-cost extension was well planned in advance. The project management structure, even if considered a complicated one (three management units), was efficient in pursuing the project objectives, which resulted in all of the targets already achieved or to be achieved before closure of the project, with no “non-achievable” targets envisaged. M&E system has contributed to efficient project management.

114. The TE finds that, overall, the project has been implemented efficiently and it was an operation that created a good value for money. However, because of the project extension, even if it was justified, the TE finds the efficiency of the project as **Satisfactory (S)**.

#### 4.3.5 Overall Project Outcome

115. The overall outcome of the ATSEA-2 project is calculated in the Table 8 below:

Assessment of Outcomes	Rating
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Project Outcome Rating	Satisfactory

Table 8: Assessment of the Overall Project Outcome

#### 4.3.6 Sustainability

116. UNDP Terminal Evaluation Guidelines define sustainability as “...continuation or likely continuation of positive effects from a project after it has come to an end, and its potential for scale/up and/or replication.” Therefore, this aspect of the TE is concerned about the continuity of project results and not the project activities *per se*.

##### 4.3.6.1 Financial Sustainability

117. As evident in the ProDoc, the project design considers financial sustainability as one of the main foci of the ATSEA-2 project’s intervention. The initial assessment of the financial risk to the project is one of high impact but the likelihood is assessed as moderately likely (in the long run) and

overall financial risk assessment is Medium. To minimise the risk, this aspect is integrated in numerous activities of the project and, as a rule, whenever there is a management action proposed, the financial sustainability is emphasised as one of the main elements that secures its long-term success. It is particularly important when the likelihood of sustainability of the regional governance structures is examined, and the ProDoc calls to enhance financial sustainability by shifting financing away from project based mechanisms to a multiplicity of sources, including national and local governments, from the private sector (e.g., oil and gas, fishing industry, tourism sector, forestry/logging, etc.), multilateral and bilateral donors, NGOs and foundations, as well as from market-based mechanisms, such as Payments for Ecosystem Services (PES) and Public Private Partnerships (PPPs).

118. One important financial sustainability aspect is the co-financing of the project. The co-financing ratio of 1 to 6 shows a considerable level of participating countries' commitment to the project. As of September 2024 almost 91% of the co-financing has been reported, with a strong prospect that full co-financing will be materialised by the end of the project.
119. In 2022, the "Arafura and Timor Seas Financial Landscape and Guidance Report" was prepared. The report found, among other, that in spite of an adequate recognition of the key issues and numerous commitments to address these issues, that the actual progress towards commitments is rather limited and that financing for marine and coastal management initiatives in ATS is varying among countries, which is driven by differences in financial capacity of the countries. Report proposed a number of recommendations, and proposed a number of financial sources that could be tapped to secure sustainable financing of projects activities in a longer term. Donor funding from multi- and bilateral organisations was ranked highest across funding needs, except for funding for regional governance operations and administration in the long run. Although the report was more of prescriptive nature, it pointed to the needs, priorities and potential sources for sustainable financing for marine and coastal management activities in the ATS region.
120. The MTR, which was carried in 2022, stated that the main challenge to financial sustainability is the possible lack of funding for operation of the RGM and for the implementation of the updated SAP. It stressed the fact that active participation of countries in ATSEA-2 implementation could be considered as a sort of commitment to secure the long-term sustainability of the initiative, including the financial one, but because of the lack of concrete commitment at the time when MTR was prepared, it rated it as Moderately Likely.
121. However, in the period following the MTR, a number of initiatives contributed to improving chances for sustainable financing. The project managed to secure around 28% of the 5-year financial investment required for implementation of the new SAP. The funding from Australia effective from July 2024 to June 2026 is specifically intended to kick start the implementation of Component 1 of the new SAP 2024-2033, while PNG's support and pending support from TL are intended to support the Regional Secretariat. IDN's support on the other hand is in-kind through the hosting of Regional Secretariat and allocation of local staff support. During consultations on IDN's Exit Strategy, some local governments have already signed agreements to ensure continuity of efforts from ATSEA-2. In the PNG, the legalized Forecoast Artisanal Fishery Management Plan (FAFMP) in South Fly is aligned with the National Plan. Further in PNG, the proposed funding from NFA and relevant agencies for the implementation of PNG's NAP has been approved by their NPB. A National Executive Committee (NEC) Policy mandating the relevant agencies to incorporate priority NAP and SAP actions into their national programs and budget has been prepared for adoption after the signing of the Ministerial Declaration. At a local level, the example in Rote Ndao, where the local bank is providing interest-free loans to local business associations aimed at helping marginalised groups to establish production based on sustainable utilisation of coastal

and marine resources shows an increasing interest of the private sector to participate in the financing of project's activities in a long term. However, larger involvement of the private sector resulting in more significant flow of funding is still to be materialised.

122. One important opportunity in the near future is the possibility that the next stage of the ATSEA project will be approved by GEF. The fact that the ATSEA project has been declared by IW:LEARN as one of the best GEF initiatives also speaks favourably towards positive prospects for sustainable financing in the ATS region.

123. Based on the above, financial sustainability is rated as **Moderately Likely (ML)**.

#### *4.3.6.2 Socio-political Sustainability*

124. Still relatively high-income inequalities in the region and a large section of population in the ATS coastal areas still living below the poverty level create persistent challenges to socio-economic stability in the region. Raised awareness on the critical issues that are being addressed by the project improves the chances for a positive change. In Timor-Leste, for example, the Project elevated local leaders' sense of awareness about the abundant coastal-marine resources in the administrative areas and their roles in protecting them. Furthermore, capacity building activities of the project, which claimed to be relevant to participants' occupation<sup>1</sup>, have increased local communities' potential to sustainably manage coastal and marine resources, in fisheries in particular. These local actors tend to show a sense of ownership and are committed to collaborating with each other to sustainably manage their common pool of resources and improve their livelihoods. As MTR correctly stressed, the local ownership can also be increased by demonstrating the value added of sustainable resource management. Furthermore, building partnerships with private sector, community-based organisations and local universities can help to increase the local ownership of the project results.

125. Many stakeholders have expressed their concerns of the changing political situation in the beneficiary countries as a result of elections, which they think may potentially bring change of focus of newly arriving administrations and reduce support to the project and initiatives it is pursuing in the region. In addition, the political agenda setting can play an important role in drawing attention from governments, international organizations, and public opinion towards specific issues.

126. Based on the above, socio-political and economic sustainability is rated as **Moderately Likely (ML)**.

#### *4.3.6.3 Institutional framework and governance*

127. The ProDoc states that "...one of the underlying aims of the project is improved regional and national governance" and Component 1 is designed to strengthen institutional framework and governance enabling conditions. The RSC, NPBs, RPMU and NCUs are intermediate bodies which secure institutional stability over the course of the project implementation in this and subsequent phases of the project. However, the major governance change will emerge when the RGM will become an operational governance feature. In spite of the current obstacles, it is expected that the Ministerial Declaration to be signed soon will open the way for the RGM operationalization.

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<sup>1</sup> According to a 2024 assessment of the benefit and impacts of capacity building activities in Timor-Leste, which involved 190 of the total 945 individuals, 97% of the participants reported that capacity building received was relevant to their primary occupation.

The ATSEA-2 project is also contributing to harmonization of existing national regulatory and institutional frameworks and is providing management tools to make the above effective in practice of coastal and marine management in the ATS region.

128. The project has developed a strong institutional structure and capacity to sustain the project's outcomes in the future. Implementing partners and the associated staff have been fully committed to the success of the project, and they appear to be capable to continue after the project closure date, which seems to be financially secured for the transition period before the expected third phase of the ATSEA project will materialise. Equally so, the participating countries' institutional structures are fully committed to the continuation of the project's activities and their capacity has been significantly enhanced during the project's implementation, from the level of NIMC down to the local administrative structures.
129. Another important aspect of institutional strengthening to minimize the risk to governance is capacity building. The project has proven to be very strong on this aspect. Large number of people in all participating countries have benefitted from the capacity building programmes that have contributed to better capacity and self-sufficiency of institutions to sustainably manage coastal and marine resources after the project closure date. For example, In Timor-Leste, the NIM approach provided MALFF with an opportunity to spearhead a GEF-funded project in partnership with UNDP Timor-Leste while the LoAs allowed them to apply transparent, result-based management in their proposed programmes. Additionally, MALFF staff improved their skills in compiling financial and narrative reports. Similarly, the LVG with the NGOs (PERMATIL, PROSPEK, HADER and NETIL) strengthened their project management skills for small grants. It also provided them with fundings to implement activities by capitalizing on their experience with community-based approach in natural resource management and further expand their extensive network in rural areas around the country.
130. One potential risk identified is the fact that, although the NIMCs have been established, their membership is represented by different individuals based on political appointments every election cycle. This makes it challenging to maintain the momentum, especially when the political agenda potentially shifts periodically. Changing of government structure, staff and program may, thus, influence policy, regulations and, most importantly, the budget at local level, because local government budgets still largely depend on the national budget.
131. Based on the above, institutional framework and governance sustainability is rated as **Likely (L)**.

#### *4.3.6.4 Environmental Sustainability*

132. The ProDoc assessed the environmental risk to the ATS region as low (impact medium, and likelihood moderately likely). Major environmental risk was considered to be the impacts of climate change that could affect the sustainability of marine and coastal resources in the region. Considerable resources were allocated to better understand the issue of climate change and all the targets were achieved resulting in increased understanding on the climate change impacts threatening the coastal and marine areas and respective resources, in proposal for actions to minimise the threat and enhanced capacities to address the climate change threats to the region. Project has contributed to
133. Implementation of integrated approaches to marine and coastal resources (ICZM, MPA, EAFM) in the region has advanced in all participating countries. Relevant management actions undertaken (ICZM plans, expansion of MPAs and development of corresponding management plans as well as action plans to protect endangered species, improvements in fisheries through

implementation of EAFM, pollution reduction plans) has resulted in a decreasing pressure on marine and coastal resources. Use of Marine Spatial Planning (MSP) as a powerful instrument to stimulate growth of the Blue Economy, has shown progress in Indonesia but not yet in Timor-Leste and Papua New Guinea. The project's activities have also produced crucial data on the state of coastal and marine ecosystem in the ATS region. In addition, many beneficiaries acknowledged that the project has raised coastal communities' awareness about the key threats to their resources and the importance of protecting them for future generations.

134. Based on the above and the fact that none of the project's activities is posing a threat to the sustainability of the project's outcomes, the environmental sustainability is rated as **Likely (L)**.

#### 4.3.6.5 Overall Likelihood of Sustainability

135. The specific dimensions of the project's sustainability are presented in Table 9 below.

Sustainability	Rating
Financial	Moderately Likely
Socio-political	Moderately Likely
Institutional framework and governance	Likely
Environmental	Likely
Overall likelihood of Sustainability	Moderately Likely

Table 9: Overall Likelihood of the project's sustainability

136. Taking all dimensions of sustainability into account and in accordance with UNDP guidance for conducting terminal evaluations of GEF-financed projects which stipulates that the overall rating for sustainability should be no higher than the lowest rated dimension, the overall rating for the project is **Moderately Likely (ML)**.

#### 4.3.7 Country Ownership

137. The ATSEA-2 project is well aligned with the national development planning frameworks in all beneficiary countries. It is linked to the IBSAP and NBSAP in Timor-Leste and the Development Plan of Papua New Guinea. The project outcomes will gradually be incorporated into the national sectoral and development plans, current and future. The project also introduced new approaches to coastal and marine management. The strong relevance provides rationality for the countries to take ownership of the project, starting from the planning phase to coordination and implementation phase.

138. While the countries' ownership at policy and strategic partnership level is evident, it is not clear how the project will support activities at local level that focus on capacity building, ICM, and income generations. The fate of trained individuals, business cooperatives benefitting from the project initiatives and fish-farming groups depends on the commitment of local administrations and local leaders to engage with both central government and development partners and explore new opportunities. There is not yet enough evidence to prove that the governments are ready to take bolder action to promote the blue economy, develop fishery industry, and sustainably manage marine and coastal resources.

139. Government officials have participated actively in the development of the project proposal, and they have been actively involved in the project's implementation. The government has fulfilled its financial obligation to the project as the reported co-financing surpassed the confirmed

governments' co-financing. Government officials have been members of the RSC and NPBs. The TE finds that the country ownership of the projects has been confirmed.

#### 4.3.8 Gender equality and empowerment of women

140. As outlined in section 4.1.6 the project was categorised as GE2, and the TE finds that the Project design included a high level of gender responsiveness, with gender issues (and social inclusion issues more generally) being integrated throughout the ProDoc. The project clearly integrates gender quota in the project objective Outcome 1 on EAFM and on Outcome 2.1 EAFM, Outcome 2.3 on marine and biodiversity conservation, and Outcome 2.4 on ICM and livelihood activities.

141. Some notable examples of Gender equality and empowerment of women (GEEW) include:

- Indonesia: development of women's customary law that began in Nata Lotur village in early 2023, involving 28 members of Perempuan AMAN in the Aru Archipelago district; and supporting livelihoods in customary fishing communities in Aru by collaborating with Sayogyo Institute to train women in sustainable practices and legalising their role.
- Timor-Leste: Field observation shows that women have access to benefits and services of capacity building programs, livelihood activities, ICM and M&E activities as well as in decision-making processes regarding natural resources governance. They are actively involved in livelihood project activities and take leadership roles particularly in most of the alternative income generating activities supported by the project, such as developing a recycling business and tree planting activities in Natarbora and seaweed soap business in Betano, establishing a women-led cooperative for fish farming in Natarbora, and supporting female members of conservation group with handcraft activities in Com. In Rote Ndao, Dobo and Merauke, Indonesia, women led businesses have taken advantage of the interest-free loans from the local bank to start production of products based on utilisation of local natural resources. These results can be considered as long-term ones.

142. Overall, the TE assesses that gender equality and empowerment of women was successful.

#### 4.3.9 Cross-cutting issues

143. As stated in the project design section, ATSEA-2 reflects outcome 6 of priority cooperation framework of UNDP Country Programme 2021-2025, resilience to climate change and sustainable management of resources. Its outcomes are also closely linked to three SDGs, climate action, life below water and partnership for the goal. The transboundary cooperation nature of the project is a manifestation of Article 123 of UNCLOS. In addition, the project was designed during the implementation of Aichi Biodiversity Targets which are part of the Strategic Plan for Biodiversity 2011-2020 of Convention of Biological Diversity (CBD).

144. Capacity development in natural resource management and climate adaptation targeting national and local stakeholders aims to develop institutional and individual capacity of human resources. Meanwhile, interventions on livelihood activities contribute to a national-level effort to diversify sources of income and alleviate poverty for rural communities as well as increase community resilience (ICM initiatives were linked or have climate change considerations and ecosystem-based approach considerations), but most of the livelihood activities are still at their early stage of development with no percentage change in income to be reported to date. Additionally, the Project assures that both men and women have equal right to participate in project action and benefit from them. The project is particularly strong on knowledge

management. It has produced an ATS SAP Monitoring System, including the respective guidelines, which will be used to support better monitoring of the SAP implementation in the ATS region.

145. Improved governance of coastal and marine resources across sectors and administrative levels is one of the most important objectives of the project. It has significantly contributed to the strengthening governance frameworks, from regional level (RGM), national level (NICM), local level (involvement of local stakeholders in resource management). Project has a specific outcome on climate change adaptation and mitigation, and the respective targets were successfully achieved. This aspect has also a strong reference to disaster prevention and recovery.
146. The project does not cover directly the issue of poverty alleviation and human rights. The ProDoc and the GEF CEO Endorsement Request as well as PIRs do not mention these issues at all. However, it could be stated that through its activities the ATSEA-2 project has indirectly contributed to improvements in the above issues. Empowering disadvantaged groups at local level, in particular women, has contributed to improvement in their livelihood prospects. The example of Women Business Association in Rote Ndao, where the project-initiated provision of interest-free credit to the disadvantaged groups is an excellent example of the project's achievements in terms of benefits the project provided to disadvantaged and marginalised groups.
147. The project does not have as one of its priorities the issue of Persons with Disabilities (PwD) inclusion and the ProDoc does not mention this as a specific issue to be addressed by the project. The TE Team notes that the ATSEA-2 PIF was approved in October 2014, the GEF CEO endorsed the project in March 2017, and the ProDoc was signed in early 2019, while the respective UNDP requirement became effective only in 2019. Since the start of project's implementation in early 2020, no change was made in the ProDoc to integrate the UNDP requirement on PwDs.
148. The Gender Equality and Social Inclusion (GESI) Action Plan for ATSEA-2 is mainly focused on identification of vulnerable groups such as low-income families, youth and women, and it has a general statement that the "...project will ensure inclusive communication that caters to the different needs of different gender, disability and ethnicity.", ie. the marginalised groups where the PwDs are included. GESI does not provide specific actions that are aimed at the PwDs, only some guiding principles that should ensure equal participation of and access to resources for all individuals regardless of, *inter alia*, the disability status.
149. Project Assurance Reports (PAR) were prepared only for the Regional and Indonesia components. Each report contains data on beneficiaries, including Persons with Disabilities (PwD). While the reports (twice a year) regularly report on the number of attendants of important events (disaggregated by sex) but, as a rule, do not report on PwDs that attend the events (conferences, workshops, meetings, etc) or when they do, the reported figure is 0.
150. Based on the above mentioned, the TE Team concludes that PwDs were not consulted and involved in the project's planning and implementation.
151. To supplement the above conclusion, it should be noted that the ATSEA-2 Social and Environmental Safeguards Management Plan (SESMP) contains the Grievance Redress Mechanism (GRM) as a communication channel for the affected individuals and/or communities to raise their concerns and complaints with regards to the social and environmental activities and performance of the project. It is aimed at forewarning and safeguarding the rights and obligations from negative impacts on communities and persons, and to improve outcomes for the people and

communities, in particular the marginalised groups including the PwDs. During the project implementations no grievances from PwDs were received by the GRM.

152. The Project stands among other projects – such as Coral Triangle Initiative (CTI), Indonesian Sea Large Marine Ecosystem (ISLME), and PEMSEA – which provide a platform for participating countries to engage with its regional actors in managing marine and coastal resources. It also showcases the complex nature of South-South cooperation in transboundary natural resource governance. Each of these initiatives has potential major benefits for the participating countries in strengthening institutional mechanisms to integrate environmental governance and ecosystem management.

#### 4.3.10 GEF Additionality

153. The Project was approved before the December 2018 adoption of ‘An Evaluative Approach to Assessing GEF’s Additionality’, therefore this TE is not required to provide evidence of GEF additionality along the dimensions defined in the UNDP-GEF TE Guidance document (p.60). Notwithstanding, the following observations are provided with regard to GEF additionality:

- The ATSEA-2 project has generated global environmental benefits that were set as objectives in the GEF CEO Endorsement Request. These include a) maintenance of globally significant biodiversity and ecosystem goods and services, and b) moving over-exploited fisheries into more sustainable levels. More specifically, the project improved multi-state cooperation in the ATS region, through establishment of NIMCs as well as expected operationalisation of RGM. In addition, it contributed to enhanced stakeholders’ involvement, primarily through SPF. It contributed to improvement of endangered fish species, and helped reverse negative sustainability trends. The project has improved management of MPAs and contributed to increase of MPA coverage in the ATS region.
- The ATSEA-2 project was less focused on developing new legal framework but has improved the regulatory framework by developing and successfully implementing a number of ICM plans as well as harmonizing national and local policy frameworks to strengthen and transform institutional arrangements in three beneficiary countries towards better efficiency.
- Project has developed RGM Investment and Financing Plan, though it is too early to assess whether it has brought improved flow of financing. Participating countries have committed to finance continuation of project financing, though this is only a temporary measure and it remains to be seen whether the future activities will bring additional financial flows.
- At a local level, initiatives to finance local entrepreneurs, in particular women have brought improved living conditions to disadvantaged population groups, and this can be directly attributed to the project’s activities.
- The ATSEA-2 project has contributed to adoption of new technologies in particular in fisheries sector.

#### 4.3.11 Catalytic/replication effect

154. The GEF defines the catalytic or replication effect of projects as one of the operational principles for the development and implementation of the GEF work program. The GEF funds projects in such a way that they attract additional resources, pursue strategies that have a greater result than the project itself, and/or accelerate a process of development or change. It recognizes that its support is catalytic in nature if it does not achieve impact on its own but rather in collaboration with its partners, especially through follow-up actions by governments and other agents at different scales. The review of the catalytic effect of this project is to consider the extent to which

the project has demonstrated: (a) scaling up of the project achievements, (b) replication, (c) demonstration(s), and (d) the production of a “*public good*”.

155. The ProDoc has elaborated briefly on the project’s replicability potential by presenting a replication strategy, including the opportunities for replication. The Component 3 of the project is focused on knowledge management, within the project itself but also across the region and beyond. In this respect, the strategy states that “...through public and private sector partnerships with existing national and regional organizations, government agencies, NGOs and other structures, project results should be able to be absorbed and utilized broadly not just in the ATS region but extending to SE Asia and South Pacific regions.”
156. The exit Strategy has been prepared for Indonesia as well as an overall Exit Strategy, which will be presented during the final RSC meeting in December 2024.
157. There are a few results of the Project that have a catalytic and replication potential at both regional and national level. The establishment of NIMC and SPF, which will transition into the National Coordinating Committee and National Stakeholder Working Groups under the new RGM structure, are good models for transboundary cooperation at regional level that can be replicated in other projects of a similar nature. NIMC emphasizes the importance of inter-ministerial coordination to explore the synergy in managing natural resources and address transboundary issues. A major lesson learned from the Project is the importance of ensuring participation of all relevant national government entities to secure their ownership of all project outputs. The type and frequency of capacity building implemented during the Project can be scaled up to national level. Many beneficiaries expressed their satisfaction with the training activities in which they participated and recommended scaling up of training on boat construction/maintenance and food production. Examples of local group business in Rote Ndao and Nata Lutur could be replicated as a business model in other places. Apart from capacity building, the adoption of the different EAFM plans (in Aru and Merauke of IDN; in South coast municipalities of TL, and FAFMP in South Fly PNG), oil spill guidelines (in IDN and TL), supporting local regulations on pollution management, ICM, MPA establishment, etc., are good points of continuity and replication. The regionally adopted MPA Network Design and RPOA for Sea Turtle Protection which are incorporated in the new SAP 2024-2033 will also be part of the next implementation of the SAP.
158. The TE finds that the project’s results show a clear path towards replication and scaling up and it is expected that the lessons learned and positive experiences will be taken further and applied to other areas in the region and elsewhere as well as in the next iteration of the project.

#### 4.3.12 Progress to impact

159. Neither PIF nor ProDoc contain the Theory of Change (ToC) diagram where the intermediate and long-term impacts of the Project’s interventions would be indicated. However, the ATSEA-2 ToC was developed in 2021 and it shows what might be the long-term impact of the Project. However, the effective life of the project has not been long enough to see any catalytic effect or replication and upscaling and there is insufficient data to make conclusions regarding the effectiveness of solutions implemented in demonstration projects. While the environmental stress reduction impacted by the Project’s interventions are not easy to detect due to the relatively short life of the project, the capacities of the national institutions and individuals to manage marine and coastal ecosystems in the ATS region have been increased, which could be a guarantee for a long-term positive change. The project made a positive contribution to the change of legal and regulatory frameworks for marine and coastal management. Also, the project had increased

stakeholder engagement and improved respective collaboration but did not succeed in larger integration of the private/business sector in its deliberations, which was considered as one of the cornerstones of a long-term project's financial sustainability.

160. Contributions to improved socio-economic status and livelihood of coastal populations were difficult to detect as these changes also take time to detect. However, some positive aspects of the local projects in three countries offer the sense of changes that might take place in the future, in particular, if sustained efforts will be made to continue with the activities which have been carried out through the project.
161. The Project has conducted numerous consultations with and training for beneficiaries, engaging them in critical discussions and project evaluation activities. Altogether, they raise awareness among national and local actors and enhance their understanding of why certain action plans are taken and decisions are made. It is important that this type of engagement is maintained through other initiatives and projects.
162. Finally, the project was successful in mainstreaming the gender issue in its activities. The participation of women in regional and national/local activities as well as the capacity building ones was relatively high.

## 5 Main Findings, Conclusions, Recommendations and Lessons Learned

### 5.1 Main findings

163. **Project Design:** The ProDoc was very well written and balanced in presenting the issues, problems, challenges, barriers, strategy and solutions to be implemented during the course of the project. The situation analysis covered all relevant issues pertinent to ATS and provided enough credible references to support statements presented in that section of the ProDoc. The logic of the project seemed clear enough, leading the sequence from problems and challenges to root causes and barriers, and was particularly well written. The project's Theory of Change was not developed during the PIF and PPG phase (it was not required for GEF-6 projects). However, it was developed at a later stage (2021). It consists of a set of ToC diagrams, for the project as a whole and for every issue addressed through the project's interventions. It was very detailed and each diagram depicted a complex set of interrelationships and linkages needed to guide the implementation process from the drivers and root causes to solutions and long-term impact. However, a simple ToC was missing that would link, for the project as a whole, the drivers, root causes, barriers to be addressed, project's solutions (outcomes and outputs) and intermediate and long-term impacts. Such a simple diagram could also show linkages between the project's components showing how interrelated and complex problems could be solved. In addition, the SAP implementation ToC was also developed. Although the ATSEA-2 project was closely intertwined with the SAP implementation, it would be useful if an integrated ToC was developed to show clearly how SAP implementation is linked with ATSEA-2. While the structure of the project seems quite ambitious, the SRF was well structured with a manageable number of indicators that allow to grasp the essence of the project, though it did not contain the mid-term targets.
164. **Relevance:** Overall, the ATSEA-2 project was highly relevant across a range of issues, none the least because of the need to improve coastal and marine management in the ATS region to

enhance the stream of respective ecosystem services for the benefit of the local coastal population in three countries, as well as to improve the ecosystem health in the ATS region. The project responded to the highest countries' priorities as well as brought closer the fulfilment of the obligations countries have committed themselves to towards a host of international obligations. The ATSEA – 2 project also incorporated the needs of national and local stakeholders, who participated intensively during the project preparation phase. Stakeholder engagement in the project was high, especially through community work. This was 540sitivehened through appropriate and effective training. During the implementation, the project governing bodies (RPMU and NCUs) had maintained an extensive consultation process with the aim of confirming and strengthening the initial stakeholders' interest in the project. The project created much awareness among stakeholders at all levels. But above all, the ATSEA-2 project was highly relevant as an initiative that worked towards implementation of regional SAP 2024-2033. By addressing the barriers to sustainable management of the ATS, the project paved the way for a more efficient coastal and marine resources management, from better managed fisheries to supporting local business initiatives based on sustainable utilization of marine resources bringing better social inclusion of disadvantaged strata of local coastal societies, in particular women.

165. **Effectiveness:** Overall effectiveness of the project was high. While the SRF contained 22 indicators, in the TE analysis, some of the indicators' targets were broken into regional and country indicators (for TE analytical purposes, therefore, there were more than one target within some indicators; the total was, thus, 39 indicators). Having the above in mind, 22 out of 39 thus expanded EoP targets were fully achieved, which made it 56.4% of achievement rate. However, for most of the indicators whose targets are on track, there were only a minimal number of activities to be completed before the closure of the project, and considering high efficiency of the RPMU and NCUs, the TE had no doubt that the remaining targets will be reached within the timeframe of the project. The above showed that realised project outcomes and outputs were commensurate with the planned ones, which was a proof of the project's effectiveness. The project was most effective in creating intersectoral ministerial committees that have raised the quality of management in countries to a higher level; knowledge transfer, which included large number of beneficiaries, although analysis still has to be made on the actual impact knowledge transfer had; development of management tools, in particular species management plans and ICM, which had significantly contributed to sustainable management of valuable coastal and marine habitats; initiatives to improve livelihoods of coastal communities, in particular disadvantaged ones such as women, including establishment of vertical linkages which included, among other, local banks; and excellent awareness and communication initiatives resulting in high quality published material. As a result of the project's effectiveness, the ATSEA-2 was named among the best LME projects within the GEF International Waters Focal Area in the IW:LEARN portfolio during the GEF 10<sup>th</sup> IWC.

166. **Efficiency:** The project had a late start, but in spite of that, the project team quickly compensated for the early delays as well as via a no-cost extension, which could not be avoided as it was mainly caused by a reduction of activities and expenditures during the COVID-19 pandemics. Project management structure was assessed as complex (regional unit and two country implementation unit), with lack of clarity on who is responsible for decision-making in a few cases. However, the project management units skillfully applied adaptive management principles, in particular during the COVID-19 crisis. The project was able to complete fully more than 50% of the planned activities, while for the remaining, a minimum effort should be employed to complete them. Operationalisation of the RGM is one important target still to be reached, however the delay was caused by circumstances that were beyond the project management and decision-making structure's control. There were no significant budget overruns, but by mid – 2024 there were still about 20% of the initial funding to be disbursed. The TE expects that by the closure date, most of

these funds will be fully spent, as most of the activities to reach the planned target are close to doing so, and once this will be done, the budgetary situation will certainly dramatically improve. Project implementation was supported by a very detailed M&E plan, and all the activities were closely monitored and records of monitoring were carefully collected and made publicly available. The level of stakeholder engagement was impressive, at least judging by the number of respective events that took place during the project's implementation. The project management as well as implementing partners (PEMSEA, MMAF and MALFF, together with respective UNDP CoO) were very skilled in maintaining the intensity of stakeholder events.

167. **Sustainability:** All facets of project results' sustainability were assessed. Overall, sustainability is rated as Moderately Likely. Financial and Socio-political sustainability was Moderately Likely, while institutional framework/governance and environmental sustainability were rated as Likely. Financial and political risks still remain, where the issue of RGM is the best example of how these risks could materialize. Another important political risk is the volatility caused by a 5-year election cycles, the result of which can sometimes change the political horizon from favourable to unfavourable towards the efforts that have been taken by the project. The risk analysis made during the PIF and PPG phase identified 9 risks, none of which was considered critical. These risks were modified slightly during the MTR as well as the TE, but the overall situation does not differ significantly from the one that was initially established. The risk analysis proposed a number of mitigation measures for every risk identified. Some of the risks were of a global nature, such as environmental/climate change risk, which affected livelihood of local coastal communities, both from the perspective of the availability of the natural resources that are essential for their survival as well as from the perspective of impact on the physical conditions for their survival. The project responded actively to both of these threats, by raising awareness on the need to sustainably use coastal and marine resources, by providing alternative livelihood options, as well as via management tools (MPA and ICM plans, for example) that contributed to sustainable resource management as well enhanced adaptation and mitigation related to climate change. In order to minimize risk, the project initiated development of exit strategies (Indonesia prepared it already), but also through Replication Strategy in the ProDoc. However, the ProDoc contains only the outline of that strategy and it was developed in more detail in the Exit Strategy. The project's results showed a clear path towards replication and scaling up and it is expected that the lessons learned and positive experiences will be taken further and applied to other areas in the region and elsewhere as well as in the next iteration of the project.

168. **Gender equality and women's empowerment:** The activities of the project contributed to women's empowerment and betterment of their economic position in local communities. The number of women participating in the project's activities was high and planned targets were achieved. Large number of women were supported to realise alternative livelihoods, mainly based on sustainable utilisation of marine and coastal resources, which also contributed to increased resilience of local communities on climate change impacts. In Rote Ndao, where local production of soap and other products, mainly run by women, was also supported by the local bank, which is a good example of vertical integration that could be replicated elsewhere.

169. **Impact:** The effective life of the project has not been long enough to see if the environmental stress was reduced as a result of the project's interventions or what global environmental benefits the project has brought. However, the capacities of the national institutions and individuals to manage marine and coastal ecosystems in the ATS region have been increased, which could be a guarantee that a long-term positive change could take place, provided risks to sustainability will be minimised as a result of implementation of respective mitigation measures. The project made 55 positive contribution to the change of legal and regulatory frameworks for marine and coastal management. Also, the project increased stakeholder engagement rate and

improved respective collaboration but did not succeed in larger integration of the private /business sector in its deliberations, which was considered as one of the cornerstones of a long-term project's financial sustainability.

## 5.2 Conclusions

170. **Conclusion 1:** The ATSEA-2 project has fully met its principal objective to “...enhance sustainable development of the ATS region to protect its biodiversity and improve the quality of life of its inhabitants through conservation and sustainable management of marine-coastal ecosystems.” It made significant progress towards strengthening the legal and institutional framework for coastal and marine management in the region as well as improving livelihood opportunities for local coastal populations that would benefit from a more “secure” legal, regulatory and institutional environment. Furthermore, strengthening that environment will improve opportunities for larger inclusion of the private sector in the future.
171. **Conclusion 2:** The project design was well thought of and the ProDoc was well written, containing a wealth of information that supported justification for the project, as well as helped identify the most needed areas for project's intervention. The project design is ambitious, but commensurate with the resources available for its implementation. The project's planned interventions were also the result of an intensive pre-project stakeholder consultation process, which identified areas of high priority for countries that made the project highly relevant as it is also responding to the countries' main strategic development directions. The start of the project's implementation was delayed and it took more than a year and a half to have it running in all participating countries and more than 2 years after it was endorsed by the GEF CEO. Coupled with the COVID-19 crisis, the project had serious implementation issues to address at its start.
172. **Conclusion 3:** The project implementation structure is found to be quite complex with three implementing partners (PEMSEA, MMAF and MALFF, supported by the respective UNDP COs in Indonesia and Timor-Leste), each one managing geographically determined activities, though with the same three technical components of the project. While, technically, the supreme implementation unit is the RPMU, as it is dealing with the regional aspects of the project, the country units are quite independent and are focused on the country-relevant activities within the three project's components. The institutional arrangement could be made simpler, with one implementing partner responsible for the project management, with country offices that are reporting to that unit and being responsible for the field activities in the country. However, in spite of the complex structure the project management, at all levels, was able to navigate challenges not only related to the outcomes of the delayed start of implementation and the COVID-19 crisis. The overall contribution of UNDP as the GEF Implementing Agency in implementing the project was satisfactory. It supported the implementation of the project in its respective area of responsibility and provided good support and oversight to the implementation team to ensure an efficient use of GEF resources and an effective implementation of the project. Equally so, project oversight through the Regional Steering Committee, National Project Boards, RPMU and NCUs was also rated as satisfactory.
173. **Conclusion 4:** Overall, the project was effective in reaching its targets, and none of the remaining targets is in danger of not being achieved. The project management is to be commended for its efforts to assist countries towards reaching the targets as well as guiding the implementation of project's activities that has resulted in the quality of outputs/deliverables, as well as the changes at local levels that have brought visible improvements in the livelihoods of local population. However, one target still remains critical- the RGM. While countries have committed themselves to secure financing for its deliberations, the political situation in the region, at the moment, does

not create a fully conducive environment to start its functioning. There are indications that in December 2024 the Ministerial Declaration will be adopted, which will open the way for RGM to become operational and assist in transitioning towards the new ATSEA phase, which is expected to be approved by the GEF.

174. **Conclusion 5:** Hitherto results of the project’s implementation significantly contribute to the long-term sustainability of the project’s achievements beyond the lifetime of the project. The good quality of the project outputs as well as high level of stakeholder engagement is also contributing to the high replicability potential of the project, not only in the ATS region but also beyond. The project made good efforts to internalise the threats caused by unsustainable use of marine and coastal resources in the region through enhanced capacity of institutions and national and local stakeholders to manage the above resources more sustainably. Even if the financial sustainability prospects have improved, the project is still not financial catalytic enough in particular because the private sector was not enough involved in the project’s implementation.

175. **Conclusion 6:** Through implementation of the Gender Equality and Social Inclusion (GESI) Action Plan, the project succeeded in integrating in project’s activities the marginalised groups, with a view to increasing their participation in economic activities, in particular women in local communities. A number of examples have shown that with a minimal financial investment but with an open view of the need of increasing women’s direct participation in business activities good results can be achieved and their social position can be significantly improved. The project had practically no results with regards to the integration of Persons with Disabilities (PwD) as this was not requested at the time when the ProDoc was developed and signed. However, during the project’s implementation, no respective grievances were recorded in the Grievance Redress Mechanism (GRM), which was established by the project.

176. **Conclusion 7:** The project is well aligned with the national development planning frameworks in all beneficiary countries and the project outcomes will gradually be incorporated into national sectoral and development plans, current and future ones. The project also introduced new approaches to coastal and marine management. The strong relevance provides rationality for countries to take firm ownership of the project, starting from the planning phase to coordination and implementation phase. While the countries’ ownership at policy and strategic partnership levels is evident, it is not fully clear how the project will support activities at local level that focus on capacity building, ICM, and income generations. The fate of trained individuals, business cooperatives benefitting from the project initiatives and fish-farming groups depends on the commitment of local administrations and local leaders to engage with both central government and development partners and explore new opportunities. In addition, there is not yet enough evidence to prove that the governments are ready to take bolder action to promote the blue economy in particular by integrating more the private sector, which could secure sustainable financing in the long-term. These are the elements that could be incorporated in the next phase of the ATSEA project.

177. Table 10 presents ratings of the main elements of the TE.

<b>Monitoring &amp; Evaluation (M&amp;E)</b>	<b>Rating</b>
M&E design at entry	Highly Satisfactory
M&E Plan Implementation	Satisfactory
Overall quality of M&E	Satisfactory
<b>UNDP Implementation/Oversight &amp; Implementing Partners Execution</b>	<b>Rating</b>
Quality of UNDP Implementation/Oversight	Satisfactory

Quality of Implementing Partners Execution	Satisfactory
Overall Quality of Implementation/Oversight and Execution	Satisfactory
<b>Assessment of Outcomes</b>	<b>Rating</b>
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Project Outcome Rating	Satisfactory
<b>Sustainability</b>	<b>Rating</b>
Financial	Moderately Likely
Socio-political	Moderately Likely
Institutional framework and governance	Likely
Environmental	Likely
Overall likelihood of Sustainability	Moderately Likely

Table 10: Summary of Terminal Evaluation ratings

### 5.3 Recommendations

178. The TE offers three groups of recommendations (Table 11):

- Recommendations that are aimed at improving the implementation of the project in the remaining period before it closes: because the time before the closure of the project is short there are only a few recommendations that could be proposed.
- Recommendations aimed at sustaining and scaling up the project results: these recommendations are to be implemented during the transition period between the current and future project, but also during development and implementation of the long-term ATSEA programme and RGM.
- Recommendations aimed at future programming: these recommendations could be utilised for the planning of the future phase of the ATSEA project or any other project in the region and beyond that would have similar objectives.

No.	Recommendation	Priority	Responsible	Time frame
<b>A. Project implementation</b>				
1	Prepare/finalise Regional Exit Strategy that includes relevant and clearly spelled out actions, agreements, responsibilities and financing needed for follow up by extending the Sustainability and Replication Strategy in the ProDoc and taking in consideration TE findings and recommendations	High	PEMSEA, UNDP	31 December 2024
2	Organize a final project review meeting that will summarize the project's achievements and discuss the way forward and sustainability of project results, also based on the project exit strategy	High	PEMSEA, RSC, RCC, IDN	31 December 2024
<b>B. Sustainability and scaling up</b>				

No.	Recommendation	Priority	Responsible	Time frame
3	Commit and put upfront adequate financial resources to keep the momentum in the transition period following the project end	Medium	IDN, PNG, AUS, PEMSEA	31 March 2025
4	During the transition period following the project end, share information about project achievements and future initiatives with local authorities, local leaders and beneficiaries	Medium	PEMSEA, NCUs	31 January 2025
5	Improve communication and collaboration between central government and local communities to enable and assist local and district authorities in all three countries to integrate project activities in their plans to secure continuity after the project ends	High	IDN, TL, PNG, AUS	31 October 2025
6	Engage with other implementing agencies of ongoing and upcoming projects in the region with similar objectives to support local and district stakeholder groups	Medium	PEMSEA, RCC	31 December 2025
<b>C. Future programming</b>				
7	Further support initiatives to enhance women's and other disadvantaged (in particular those with disabilities) population groups' equality and improve their opportunities for better inclusion in business activities, including capacity building, financial and organisational support	Medium	IDN, TL, PNG, PEMSEA, UNDP	Q4 2025
8	Give high priority to increasing the role of private sector in future project by developing regionally appropriate modalities for engaging and partnering with key private sector industries	High	UNDP	31 December 2025
9	Explore national and international finance opportunities to secure sustainable financing for marine/coastal resources	Medium	UNDP	31 December 2025
10	Analyse opportunities to expand in new project cycle on thematic areas such as nature-based solutions, coastal adaptation, Blue Economy, Blue Carbon, transboundary MSP, as well as increasing technical implementation at local level	Medium	UNDP	31 December 2025
11	When planning the project activities take in consideration different development levels among participating countries	Medium	UNDP	31 December 2025

Table 11: Recommendations

#### 5.4 Lessons learned

179. The following are the lessons that can be applied to future UNDP- supported GEF-financed interventions:

- A well thought through Theory of Change is required in Project Documents, in order to set up the Project Implementation Teams on the right track to achieve the intended results and impact.

- Strategic Results Framework and especially the indicators, baselines and targets will need to be discussed again in detail during the Inception Workshop, also given the fact that there is normally a significant time lag between project development, approval and “real” project start. The SRF has to contain the mid-term targets.
- It is important to have a simplified but effective project management unit staffed by competent and devoted professionals. There should be one unit managing the entire project, but with the possibility of having field offices to manage locally-based demo projects and initiatives.
- Include reference in the project document and start early enough with conceptualizing the exit strategy of the project. This should lead to a transparent and well-informed exit strategy at the end of project, with clear and agreed responsibilities for action and follow up in order to sustain development achievements and results.
- Project has to have clear and achievable objectives followed by a rational design of the project's outcomes and outputs. The design simplicity is an essential prerequisite for a successful implementation of the project.
- All project stakeholders have to be actively involved in the implementation of the project. Well-developed stakeholder engagement and integration mechanisms significantly contribute to better countries’ buy-in of the project and its overall success.
- Good communication is a critical ingredient for the success of the project. A good website with all the outputs and other necessary information is important, but other communication instruments should be used to convince local communities of the benefits of the project.
- Project implementation team should follow-up with the partners to determine an accurate level of reporting the co-financing committed to the project. A standardised approach to calculating co-financing should be developed to ensure that partners are calculating their commitments on the same basis.
- Gender mainstreaming strategies are effective if they are developed in the early stages of the project in order to guide gender mainstreaming throughout the implementation process.

## Annexes

## Background

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the medium-sized project titled Implementation of the Arafura and Timor Seas Regional and National Strategic Action Programs (ATSEA-2); Second Phase of the Arafura Timor Seas Ecosystem Action (ATSEA) Program” (PIMS 5439) implemented through the Ministry of Marine Affairs and Fisheries (MMAF) Indonesia, the Ministry of Agriculture, Livestock, Fisheries, and Forestry (MALFF) Timor-Leste, and Partnerships in Environmental Management for the Seas of East Asia (PEMSEA, for Regional and PNG components) as the Project Implementing Partners. The project started in 2019 and is in its last (5th) year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’.

## Scope of work, responsibilities and description of the proposed work

The TE will assess project performance against expectations set out in the project’s Logical Framework/Results Framework (see ToR **Annex B**). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF- financed Projects

([http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDPsupportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDPsupportedGEF-financedProjects.pdf)). The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report’s content is provided in ToR **Annex D**.

The asterisk “(\*)” indicates the criteria for which a rating is required.

## Findings

### i. Project Design/Formulation

- National priorities and country driven-ness, relevance
- Theory of Change
- Gender equality and women’s empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements, staffing
- Institutional capacity

### ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards

- Sustainable financing for biodiversity management
- Implementation of cross cutting / gender mainstreaming at implementation stage
- Stakeholder engagement
- M&E at implementation stage

### **iii. Project Results**

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact and long-term sustainability

## **Main Findings, Conclusions, Recommendations and Lessons Learned**

- The TE Team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence

and logically connected to the TE findings. They should highlight the strengths, weaknesses, and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues concerning gender equality and women's empowerment.

- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE Team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

## **Expected outputs and deliverables**

The TE Team shall prepare and submit:

- TE Inception Report: TE Team clarifies the objectives and methods of the TE no later than 2 weeks before the TE mission. TE Team submits the Inception Report to the Commissioning Unit and project management. Approximate due date: 31 July 2024 or two weeks after the contract signature.
- Presentation: TE Team presents initial findings to project management and the Commissioning Unit at the end of the TE mission. Approximate due date: 30 August 2024.
- Draft TE Report: TE Team submits full draft report with annexes within 4 weeks of the end of the TE mission. Approximate due date: [10 September 2024]
- Final TE Report\* and Audit Trail: TE Team submits the revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Approximate due date: [30 September 2024]

The International Consultant (Lead- Overall and PNG component) (40 Work Days) will be responsible for:

- Acting as the Team Leader
- Developing the overall design, writing, and presentation of the inception and the final report.
- Assessing emerging trends concerning regulatory frameworks, budget allocations, capacity building, and work with the project team in developing the evaluation itinerary, etc.
- Compile the Audit Trail collating the various feedback comments received and detailing how they were addressed.

Annex 2: TE Mission Itinerary

Ivica Trumbic MISSION ITINERARY		
Date	Activity	Location
14 September 2024	Depart Jakarta	Split, Jakarta
15 September 2024	Arrival to Jakarta	Jakarta
16 September 2024	10:00-12:00 AM Meeting with Deti Triani and Safran of NCU ID (Ancol Office) 1:00-2:00 PM Meeting with Mas Han (Ancol Office)	Jakarta
17 September 2024	Continue Jakarta interviews AM: GEF OFP (MOEF OFFICE) PM: NPB REPRESENTATIVE, NPD, AM/PM: ATSEA Advisor	Jakarta
18 September 2024	Depart to Kupang Interview with: Mr. Heni Radiman - National Conservation Area Agency (BKPPN) Kupang	Jakarta, Kupang
19 September 2024	Depart to Rote Ndao Interview with: Mr. Muhammad Alwan – National Conservation Area Agency (BKPPN) Kupang, Working Unit Rote Mr. Aris Mbau - Bank NTT Branch Office, Rote Ndao Mr. Leksi Foeh – Housing of Residential Areas and Environment Agency (DPKPLH), Rote Ndao Ms. Darlina Elisabet Littik - Oeseli Community Group, Minano Ms. Retno Yohanis Bait - Bo'a Community Group, Tasi Bo'a	Rote Ndao, East Nusa Tenggara
20 September 2024	Return to Kupang	Kupang, East Nusa Tenggara
21 September 2024	Depart to Jakarta Attempt to fly to Port Moresby, denied boarding in Jakarta	Jakarta
22 September	Rest day, preparation of the report	Jakarta
23 September 2024	Work in Jakarta: Interviews with: Kenneth Yhuanje, PNG Joe Kiningi, PNG Terence Kadamwana, PNG Noan Pakop, PNG	Jakarta
24 September 2024	Work in Jakarta on the report Interviews: Kiram Parr, PNG Vagi Rei, PNG Dhiraj Singh, UNDP PNG CO Dainah Gagaba, PNG	Jakarta

25 September 2024	Departure from Jakarta	Jakarta, Split
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<b>ATSEA-2 FIELD MISSION TRAVEL PLAN FOR COVALIMA, MANUFAHI, MANATUTO, &amp; LAUTEM (TIMOR-LESTE)</b> <b>Sunday, 15 September – Friday, 20 September</b> <b>2024</b>					
Date	Time	Municipalities	Venue	Activities	Participants
Sun, 15 Sept	10:00 – 16:00	Dili - Covalima		Travel from Dili to Covalima	IC, UNDP
	16:00 – onwards	Covalima	Local Gueshouse, Suai Villa	Overnight stay in Suai Villa	IC, UNDP
Mon, 16 Sept	09:00 – 11:30	Covalima	Suai Villa	FGD and Interviews	IC, Government Representatives, project beneficiaries
	11:30 – 12:30	Covalima	Suai Villa	Lunch break	IC, UNDP, Government Representatives, project beneficiaries
	12:30 – 15:00	Covalima - Manufahi		Travel from Covalima to Manufahi	IC, UNDP
	15:00 – 18:00	Manufahi	Betano	FGD and Interviews	IC, Government Representatives, project beneficiaries
	18:00 – onwards	Manufahi	Local Gueshouse, Betano	Overnight stay in Betano	IC, UNDP
Tue, 17 Sept	08:00 – 09:00	Manufahi		Travel from Betano to Dotic	IC, UNDP
	09:00 – 11:30	Manufahi	Dotic	FGD and Interviews	IC, Government Representatives, project beneficiaries
	11:30 – 13:00	Manufahi	Dotic	Lunch break	IC, UNDP, Government Representatives, project beneficiaries
	13:00 – 17:00	Manufahi	Dotic	Site visit	IC, Government Representatives, project beneficiaries

	17:00 - onwards	Manufahi	Dotic Guesthouse	Overnight stay in Dotic	IC, UNDP
Wed, 18 Sept	08:30 – 09:00	Manufahi - Manatuto		Travel from Dotic – Uma Boco	IC, UNDP
	09:00 – 11:30	Manatuto	Uma Boco	FGD and Interviews	IC, Government Representatives, project beneficiaries
	11:30 – 13:00	Manatuto	Uma Boco	Lunch break	IC, UNDP, Government Representatives, project beneficiaries
	13:00 – 15:00	Manatuto	Uma Boco	Site visit	IC, UNDP, Government Representatives, project beneficiaries
	15:00 – 17:00	Manauto		Travel from Uma Boco to Manatuto Vila	IC, UNDP
	17:00 – onwards	Manatuto	Manatuto Villa Guesthouse	Overnight in Manatuto Vila	IC, UNDP
Thur, 19 Sept	08:00 – 11:00	Manatuto – Lautem		Travel from Manatuto to Lautem	IC, UNDP
	11:00 – 12:30	Lautem	Com	Interviews in Com	IC, Government Representatives, project beneficiaries
	12:30 – 14:00	Lautem	Com	Lunch break	IC, UNDP, Government Representatives, project beneficiaries
	14:00 – 17:00	Lautem	Com	Site visit	IC, UNDP, Government Representatives, project beneficiaries
	17:00 – Onwards	Lautem	Com	Overnight in Com	IC, UNDP
Fri, 20 Sept	09:00 – 11:30	Lautem	Com	FGD and Interviews	IC, Government Representatives, project beneficiaries, UNDP
	13:30 – 13:00	Lautem	Com	Lunch break	IC, Government Representatives, project beneficiaries, UNDP

	13:00 – 17:00	Lautem – Dili		Travel from Lautem to Dili	IC, UNDP
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TE Travel Itinerary in Indonesia		
Date	Activity	Location
13 September 2024	Depart to Dobo, Aru, Maluku Interview with: <ol style="list-style-type: none"> <li>1. Mr. Agung Satria - Fishery Training and Extension Centre (BPPP) Ambon, Maluku</li> <li>2. Mr. Catur I. - National Conservation Area Agency (BKPPN) Kupang</li> <li>3. Mr. Respaty Y.P. - National Conservation Area Agency (BKPPN) Kupang</li> <li>4. Ms. Johana H. Siahaya - Head of Section of Marine, Aru District Branch Office, Dobo</li> <li>5. Mr. Relly M. Purmiasa - Coordinator of Marine and Fishery Resources Monitoring Station (PSDKP) Dobo, Aru</li> <li>6. Mr. Rachman Saleh - Marine and Fishery Resources Monitoring Station (PSDKP), Tual, Maluku</li> <li>7. Mr. Abraham K. Sarkol - Aru District Government Staff</li> <li>8. Ms. Imelda D. Renkeew - Head of Division of Fishery Products Processing, Fishery Agency, Aru District</li> </ol>	Dobo, South East Aru, Maluku
14 September 2024	Interview with: <ol style="list-style-type: none"> <li>1. Ms. Mutia - Director, PT Niaga Indonesia Perkasa</li> <li>2. Ms. Wa Asiru - Fish processing local community, Dobo, Aru</li> <li>3. Ms. Dorsila Amahuat - Fish processing women's group, Dobo</li> <li>4. Ms. Yolanda Gamarbobier - Head of Woman Customary Group (PHKOM) Nata Lutur, Aru District</li> </ol>	Dobo, Aru Islands, Maluku
15 September 2024	Depart to Jakarta	
18 September 2024	Depart to Kupang Interview with: <ol style="list-style-type: none"> <li>1. Mr. Heni Radiman - National Conservation Area Agency (BKPPN) Kupang</li> </ol>	
19 September 2024	Depart to Rote Ndao Interview with: <ol style="list-style-type: none"> <li>1. Mr. Muhammad Alwan – National Conservation Area Agency (BKPPN) Kupang, Working Unit Rote</li> <li>2. Mr. Aris Mbau - Bank NTT Branch Office, Rote Ndao</li> <li>3. Mr. Leksi Foeh – Housing of Residential Areas and Environment Agency (DPKPLH), Rote Ndao</li> <li>4. Ms. Darlina Elisabet Littik - Oeseli Community Group, Minano</li> <li>5. Ms. Retno Yohanis Bait - Bo'a Community Group, Tasi Bo'a</li> </ol>	Rote Ndao, East Nusa Tenggara
20 September 2024	Interview with: <ol style="list-style-type: none"> <li>1. Ms. Steffania – Marine and Fishery Agency, East Nusa Tenggara Province</li> <li>2. Ms. Sherley – Environment and Forestry Agency, East Nusa Tenggara Province</li> </ol>	Kupang, East Nusa Tenggara

21 September 2024	Depart to Jakarta	
24 September 2024	Depart to Merauke, South Papua Interview with: 1. Ms. Norce Morte - Mussamus University Merauke, South Papua 2. Ms. Hasna - Fish processing women's group Eltimo, Merauke	Merauke, South Papua
25 September 2024	Interview with: 1. Ms. Hasnawati - Fish processing women's group YANBUI, Merauke 2. Mr. Baso - Yasanto Polytechnic, Merauke	Merauke, South Papua
26 September 2024	Depart to Jakarta	

### Annex 3: List of persons interviewed

#### REGIONAL COMPONENT AND PNG IVICA TRUMBIC

##### PROJECT STAFF

NAME	POSITION	CONTACT DETAILS
<b>PROJECT STAFF- Regional Project Management Unit (RPMU)</b>		
Mr. Dr. Handoko Adi Susanto	Regional Project Manager	hasusanto@pemsea.org
Ms. Cristine Ingrid Narcise	Policy and Result-based Management Specialist	cinarcise@pemsea.org
Ms. Casandra Tania	Regional Biodiversity Specialist	ctania@pemsea.org
Ms. Stella Puteri	Communication and Knowledge Management Specialist	sputeri@pemsea.org
Ms. Yulia Dewi	Communications Assistant	ydewi@pemsea.org
Mr. Nur Junaidi	Project Associate (Finance and Admin)	nur.junaidi@undp.org
Ms. Chyntia Rachmadanti	Project Assistant	crachmadanti@pemsea.org
Ms. Kathrine Rose Aguilung	Project Monitoring and Evaluation Specialist	krsgallardo@gmail.com
<b>PROJECT STAFF- Indonesia National Coordinating Unit (NCU)</b>		
Ms. Deti Triani	Interim National Project Coordinator	deti.triani14@gmail.com
Ms. Natazha Bostanova	Junior Project Clerk	nathazha.sipasulta@undp.org
Mr. Yusri Safran		safranyusri@gmail.com
<b>PROJECT STAFF- Papua New Guinea NCU</b>		
Mr. Kenneth Yhuanje	National Project Coordinator	kyhuanje@pemsea.org
Mr. Joe Kiningi	Administrative and Finance Officer	jkiningi@pemsea.org

##### REGIONAL STEERING COMMITTEE (RSC)

NAME	POSITION	CONTACT DETAILS
Dr. Andrew Chek	National Focal Point for Australia and Assistant Director, Pacific and Regional Section, International Environmental Branch, DCCEEW, Australia	Andrew.Chek@dcceew.gov.au
Dr. Aretha Aprilia	Head of Environment Unit, UNDP Indonesia	aretha.aprilia@undp.org
Mr. Iwan Kurniawan	Programme Manager Natural Resource Management, UNDP Indonesia	iwan.kurniawan@undp.org
Dr. Mohamed Sofiane Mahjoub	Regional Technical Advisor, UNDP Bangkok Regional Hub	sofiane.mahjoub@undp.org
Dr. Jose Padilla	Former Regional Technical Advisor	joepad50@gmail.com

Ms. Aimee Gonzales	Executive Director, PEMSEA Resource Facility	agonzales@pemsea.org
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### UNDP Country Office - INDONESIA

NAME	POSITION	CONTACT DETAILS
Mr. John Kimani Kirari	Management, Performance, and Oversight	john.kirari@undp.org
Mr. Muhammad Yayat Afianto	Monitoring, Reporting, and Technical Officer for NRM Cluster	muhammad.afianto@undp.org
Ms. Sujala Pant	DRR	sujala.pant@undp.org

### NATIONAL PROJECT BOARD & NATIONAL INTER-MINISTERIAL COMMITTEE- PAPUA NEW GUINEA

NAME	POSITION	CONTACT DETAILS
Mr. Noan Pakop	Former National Project Director	<a href="mailto:noandavidpakop@gmail.com">noandavidpakop@gmail.com</a> <a href="mailto:npakop@fisheries.gov.pg">npakop@fisheries.gov.pg</a>
Ms. Dainah Gigiba	NPB Member	<a href="mailto:dgigiba472@gmail.com">dgigiba472@gmail.com</a>
Mr. Dhiraj Singh	NPB Member	<a href="mailto:hiraj.singh@undp.org">hiraj.singh@undp.org</a>
Ms. Kai Kalim		<a href="mailto:kaykalim@gmail.com">kaykalim@gmail.com</a>

### OTHER PARTNERS & STAKEHOLDERS FROM PROJECT SITE- PNG

NAME	POSITION	CONTACT DETAILS
Prof. Ralph Mana	Associate Professor, Biological Sciences University of Papua New Guinea	rmana@upng.ac.pg
<b>Stakeholders from South Fly</b>		
Ms. Dainah Gigiba	District Fisheries Officer and NIMC member South Fly District Fisheries	<a href="mailto:dgigiba472@gmail.com">dgigiba472@gmail.com</a>
Mr. Kiram Par	Provincial Fisheries Officer, Western Province	<a href="mailto:kparr.bomang57@live.com">kparr.bomang57@live.com</a>
Daina Budia Exon	Bata Community Development Foundation	yanciebudia5@gmail.com

### OTHER

NAME	POSITION	CONTACT DETAILS
Ms. Maria Corazon	PEMSEA Expert on RGM	ebarviamcm@gmail.com

<b>Timor-Leste</b>				
<b>List of Stakeholders for Interviews and Focus Group Discussions</b>				
<b>a) Focus Group Discussion with National Coordination Unit, UNDP Timor-Leste, in Dili</b>				
Name	Position	Gender	Date	Contact Info
Expedito R. M. Belo	National Project Coordinator	M	25 Sept 2024	expedito.belo@undp.org
Ines Da Costa Pereira	Administrative and Finance Associate	F	25 Sept 2024	ines.pereira@undp.org
Dominica Paula Geronimo Guterres	Monitoring and Reporting Assistant	F	25 Sept 2024	dominica.guterres@undp.org
Bernardo De Jesus Pereira	Site Mobilizer for Manufahi and Manatuto	M	25 Sept 2024	bernardo.belo@undp.org
<b>b) Focus Group Discussion with National Project Directorate, MALFF in Dili</b>				
Name	Position	Gender	Date	Contact Info
Celestino da Cunha Barreto	Director General of Fisheries, Aquaculture, and management of Marine Resources	M	13 Sept 2024	+670 7787 9337
Lino de Jesus Martins	Director National	M	13 Sept 2024	+670 77879338
Caetano Ximenes	Chief of Department	M	13 Sept 2024	+670 77516705
Sabino L.A.	Chief of Department	M	13 Sept 2024	+670 77414715
Antonio dos Santos	Director Nacional	M	13 Sept 2024	+670 77420537
Marito R.F.	Staff	M	13 Sept 2024	+670 77262894
Fidelino Sousa Marques	Director Nacional	M	13 Sept 2024	+670 7731 2610
Orlando H.	Chief of Department	M	13 Sept 2024	+670 77664546
<b>c) Focus Group Discussion with Stakeholders in Suai Villa, Covalima Municipality</b>				
Name	Position	Gender	Date	Contact Info
Elberina de Andrade	Fisheries Coordinator, MALFF Covalima	F	16 Sept 2024	+670 75750165
Elsa Carvalho	Secretary, MALFF Covalima	F	16 Sept 2024	+670 7708 6626
Aureo J. Ferreira	Staff, MALFF Covalima	M	16 Sept 2024	+670 7525 8157
Idolino D. S. Pereira	Community	M	16 Sept 2024	

Hermengildo M.	Community	M	16 Sept 2024	
Januario Moniz	Community	M	16 Sept 2024	
Vasco de Lima	Community	M	16 Sept 2024	
Adalberto M. Bragança	Chief of Aldeia	M	16 Sept 2024	
Silvino Amaral	Community	M	16 Sept 2024	
Manuel Amaral	Community	M	16 Sept 2024	
<b>d) Interview with Stakeholder in Suai Loro, Covalima Municipality</b>				
Name	Position	Gender	Date	Contact Info
Martinho Mendonça	Chief of Suco of Suai Loro	M	16 Sept 2024	
<b>e) Focus Group Discussion with Stakeholders in Betano, Manufahi Municipality</b>				
Name	Position	Gender	Date	Contact Info
Marçal Dias Quintas	Coordinator of MALFF Manufahi	M	16 Sep 2024	+670 77364221
Hermelina Perreira	Community/Member of Women Group	F	16 Sep 2024	
Francisco Suri	Community/Fisher	M	16 Sep 2024	+670 7673 8584
Florindo Sepeda	Community/Fisher	M	16 Sep 2024	
Zulmira da Costa	Staff of MALFF Manufahi	F	16 Sep 2024	
<b>f) Focus Group Discussion with Stakeholders in Dotic, Manufahi Municipality</b>				
Name	Position	Gender	Date	Contact Info
Adelino de Amaral	Chief of Suco Dotic	M	17 Sept 2024	+670 76455618
Francisco da Costa	Chief of Aldeia	M	17 Sept 2024	+670 7599 7338
Filomena Fernandes	Chief of Aldeia	F	17 Sept 2024	+670 7651 9853
Albino da Costa	Teacher	M	17 Sept 2024	+670 7588 4467
Alfredo Abrantes	Secretary of Suco	M	17 Sept 2024	
Cornelio da Costa	Coordinator	M	17 Sept 2024	
Santefe Amaral	Staff, MSA	M	17 Sept 2024	
Antonio Perreira	Farmer	M	17 Sept 2024	
Francisco Fernandes	Farmer	M	17 Sept 2024	
Mario da Costa	Farmer	M	17 Sept 2024	

Saradiva Amaral	Student	F	17 Sept 2024	
Rosita Tavares	Student	F	17 Sept 2024	
Germiris G.	Student	M	17 Sept 2024	
Anita de Jesus	Student	F	17 Sept 2024	
Graciano Amaral	Student	M	17 Sept 2024	
Pedro Maurilho	Student	M	17 Sept 2024	
Anita da Costa	Student	F	17 Sept 2024	
Tomasio Tilman	Student	M	17 Sept 2024	
Elizaria C.F.	Chief of female youth	F	17 Sept 2024	
Rosalina Alves	Community	F	17 Sept 2024	
Antonina C.F.	Community	F	17 Sept 2024	
Teresa Fernandes	Women representative from suco council	F	17 Sept 2024	
Carlota Sarmiento	Community	F	17 Sept 2024	
Manuel da Costa	Community	M	17 Sept 2024	
Afonso Martins	Chief of Suco Administrator	M	17 Sept 2024	
Isaac Abrantes	Community	M	17 Sept 2024	
Cecilia Tavares	Finance Officer, MSA Manufahi	F	17 Sept 2024	
David Fernandes	Community	M	17 Sept 2024	
Dionisio Assunção	Community	M	17 Sept 2024	
<b>g) Women-only Focus Group Discussion with Stakeholders in Dotic, Manufahi Municipality</b>				
<b>Name</b>	<b>Position</b>	<b>Gender</b>	<b>Date</b>	<b>Contact Info</b>
Filomena Fernandes	Chief of Aldeia	F	17 Sept 2024	+670 7651 9853
Elizaria C.F.	Chief of female youth	F	17 Sept 2024	
Rosalina Alves	Community	F	17 Sept 2024	
Antonina C.F.	Community	F	17 Sept 2024	
Teresa Fernandes	Women representative from suco council	F	17 Sept 2024	
Carlota Sarmiento	Community	F	17 Sept 2024	
<b>h) Focus Group Discussion with Stakeholders in Barique, Manatuto Municipality</b>				

Name	Position	Gender	Date	Contact Info
José Ramos	Administrator of PA Barique, MSA	M	17 Sept 2024	+670 7623 3241
Urbano dos Reis	Staff, MSA	M	17 Sept 2024	
Venancio Ximenes	Planning, MSA	M	17 Sept 2024	
Januario de Jesus	Planning, MSA	M	17 Sept 2024	
<b>i) Focus Group Discussion with Stakeholders in Barique, Manatuto Municipality</b>				
Name	Position	Gender	Date	Contact Info
Feliciano da C.O.	Chief of Suco	M	18 Sept 2024	+670 7623 3241
Jorge D. C.	Coordinator of Toko Derek cooperative	M	18 Sept 2024	
Cosme Pinto	Fisher	M	18 Sept 2024	
Feliciano Baptista	Chief of Suco	M	18 Sept 2024	+670 7645 7996
Floriberta de Fatima	Staff, MALFF	F	18 Sept 2024	+670 7535 8499
Cesario Soares	Fisher	M	18 Sept 2024	
Rohmat Hidayat	Fisher	M	18 Sept 2024	
Luis Mendes	Fisher	M	18 Sept 2024	
Nanuario Aleixo	Staff, MALFF	M	18 Sept 2024	
Belciana Rodrigues	Staff, MALFF	F	18 Sept 2024	
Emiliana de Fatima	Member of Toko Derek cooperative	F	18 Sept 2024	
Claudina da Lourdes	Member of Toko Derek cooperative	F	18 Sept 2024	
Sofia S.P.	Chief Department, MALFF	F	18 Sept 2024	
<b>j) Interview with Stakeholders Manatuto Villa, Manatuto Municipality</b>				
Name	Position	Gender	Date	Contact Info
Sebastião Pinto	Chief of Fisheries, MALFF Manatuto	M	18 Sept 2024	
<b>k) Focus Group Discussion with Stakeholders in Villa, Lautem Municipality</b>				
Name	Position	Gender	Date	Contact Info
Laurentino M.	Chief of Department of Fisheries, MALFF Lautem	M	19 Sept 2024	+670 7800 1151
Augusto Fernandes	Senior Officer, MALFF Lautem	M	19 Sept 2024	+670 7731 7322
<b>l) Interview with Stakeholders in Lospalos Villa, Lautem Municipality</b>				
Name	Position	Gender	Date	Contact Info

Antonio da Fonseca	Manager of NKSNP, MALFF Lautem	M	19 Sept 2024	+670 7725 0675
<b>m) Interview with Stakeholders in Com, Lautem Municipality</b>				
<b>Name</b>	<b>Position</b>	<b>Gender</b>	<b>Date</b>	<b>Contact Info</b>
Florentino Monteiro	Chief of aldeia	M	19 Sept 2024	+670 7649 9084
Fidalicio da Cruz	Chief of aldeia	M	19 Sept 2024	+670 7744 4577
Crisostomo C.	Youth representative	M	19 Sept 2024	
Patricio	Member, Community Conservative Group	M	19 Sept 2024	
Pedalia dos Santos	Member, Community Conservative Group	F	19 Sept 2024	
Ercilia dos Santos	Member, Community Conservative Group	F	19 Sept 2024	
Crispino dos Santos	Member, Community Conservative Group	M	19 Sept 2024	
Lucas Monteiro	Member, Community Conservative Group	M	19 Sept 2024	
Domingos dos Santos	Member, Community Conservative Group	M	19 Sept 2024	
Olderico da Costa	Member, Community Conservative Group	M	19 Sept 2024	
Inacia Amaral	Member, Community Conservative Group	F	19 Sept 2024	
Filomena	Member, Community Conservative Group	F	19 Sept 2024	
Maria da Costa	Member, Community Conservative Group	F	19 Sept 2024	
Rofulo Mendes	Chief, Community Conservative Group	M	19 Sept 2024	
Domingos Tilman	Member, Community Conservative Group	M	19 Sept 2024	
Teresinha da Silva	Member, Community Conservative Group	F	19 Sept 2024	
Ergilia Dias Quintas	Member, Community Conservative Group	F	19 Sept 2024	
Francisca	Member, Community Conservative Group	F	19 Sept 2024	

Teresinha Tavares	Member, Community Conservative Group	F	19 Sept 2024	
Ervina Sanches	Member, Community Conservative Group	F	19 Sept 2024	
Deolinda da Costa	Member, Community Conservative Group	F	19 Sept 2024	
Julia dos Santos	Member, Community Conservative Group	F	19 Sept 2024	
Rosantina da Costa	Marketing, Community Conservative Group	F	19 Sept 2024	
Herminia Vilanova	Treasure, Community Conservative Group	F	19 Sept 2024	
Erita da Silva	Member, Community Conservative Group	F	19 Sept 2024	
Gilia dos Santos	Member, Community Conservative Group	F	19 Sept 2024	

Indonesia List of Stakeholders for Interviews				
No.	Name	Gender	Institution/Organization	Contact details
1.	Ms. Yayan Hikmayani	F	National Project Director for Indonesia, and Head of Fisheries Research and Development Centre, Ministry of Marine Affairs and Fisheries	Yayan.hikmayani@kkp.go.id
2.	Ms. Sitti Hamdiyah	F	Senior Policy Analyst, Ministry of Marine Affairs and Fisheries	sitti.hamdiyah@kkp.go.id
3.	Ms. Laksmi Dhewanthi	F	GEF Operational Focal Point Indonesia	ldhewanthi@gmail.com
4.	Ms. Deti Triani	F	Interim National Project Coordinator, Indonesia National Coordinating Unit	deti.triani14@gmail.com
5.	Mr. Abraham K. Sarkol	M	Aru District Government Staff, previous position was the Child Protection and Women's Empowerment Service of Aru Islands District	+62 852 44208653
6.	Ms. Mutia	F	Director, PT Niaga Indonesia Perkasa, Dobo, Aru Islands	+62 813 57351710
7.	Mr. Agung Satria	M	Staff, Fishery Training and Extension Centre (BPPP) Ambon, Maluku	
8.	Mr. Catur I.	M	Staff, National Conservation Area Agency (BKPPN) Kupang	
9.	Mr. Respaty Y.P.	M	Staff, National Conservation Area Agency (BKPPN) Kupang	
10.	Ms. Johana H. Siahaya	F	Head of Section of Marine, Aru Islands District Branch Office, Dobo	
11.	Mr. Relly M. Purmiasa	M	Coordinator of Marine and Fishery Resources Monitoring Station (PSDKP) Dobo, Aru Islands, Maluku	
12.	Mr. Rachman Saleh	M	Marine and Fishery Resources Monitoring Station (PSDKP), Tual, Maluku	

13.	Ms. Imelda D. Renkeew	F	Head of Division of Fishery Products Processing, Fishery Agency, Aru Islands District	
14.	Ms. Yolanda Gamarbobier	F	Head of Woman Customary Group (PHKOM) Nata Lutur, Aru Islands District	+62 812 47502507
15.	Ms. Wa Asiru	F	Fish processing local community, Dobo, Aru Islands District	
16.	Ms. Dorsila Amahuat	F	Fish processing women's group, Dobo, Aru Islands District	
17.	Ms. Norce Morte	F	Mussamus University Merauke, South Papua	+62 852 44122988
18.	Ms. Hasna	F	Fish processing women's group Eltimo, Merauke, South Papua	+62 852-4406-9356
19.	Ms. Hasmawati	F	Fish processing women's group YANBUI, Merauke, South Papua	+62 821 32959587
20.	Mr. Baso	M	Yasanto Polytechnic, Merauke, South Papua	
21.	Mr. Heri Radiman	M	National Conservation Area Agency (BKPPN) Kupang, East Nusa Tenggara	+62 813 26542266
22.	Mr. Muhammad Alwan	M	National Conservation Area Agency (BKPPN) Kupang, Working Unit Rote, East Nusa Tenggara	
23.	Mr. Aris Mbau	M	Bank NTT, Branch Office Rote Ndao	+62 812 46012578
24.	Ms. Darlina Elisabet Littik	F	Oeseli Community Group, Minano	+62 821 44229918
25.	Ms. Retno Yohanis Bait	F	Bo'a Community Group, Tasi Bo'a	+62 851 59185508
26.	Ms. Steffania	F	Marine and Fishery Agency, East Nusa Tenggara Province	
27.	Ms. Sherley	F	Environment and Forestry Agency, East Nusa Tenggara Province	
28.	Mr. Leksi Foeh	M	Housing of Residential Areas and Environment Agency, (DPKPLH), Rote Ndao District	

Annex 4: List of documents reviewed

#	ITEM (with hyperlinks to ATSEA-2 Dropbox and Website)
1	<a href="#">Project Identification Form (PIF)</a>
2	<a href="#">UNDP Initiation Plan (c/o UNDP ID)</a>
3	<a href="#">Final ATSEA-2 UNDP-GEF Project Document</a> <a href="#">Annex A-J of ATSEA-2 Project Document</a> <a href="#">Annex K of ATSEA-2 Project Document</a> <a href="#">Annex L of ATSEA-2 Project Document</a> <a href="#">Annex M of ATSEA-2 Project Document</a> <a href="#">Annex N of ATSEA-2 Project Document (Country Office Support Services Agreement) –(c/o UNDP ID)</a> <a href="#">Annex O of ATSEA-2 Project Document (Supplemental Provisions to the Project Document: Legal Context) (c/o UNDP ID)</a> <a href="#">Annex P of ATSEA-2 Project Document (Approved Project Quality Assurance) (c/o UNDP ID)</a>
4	<a href="#">CEO Endorsement Request</a>
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans: } <a href="#">1<sup>st</sup> SESP (Annex F of the ATSEA-2 Project Document)</a> } <a href="#">Updated SESP in 2021</a> } <a href="#">SES Management Plan</a>
6	<a href="#">Project Inception Workshop Report</a>
7	<a href="#">Mid-Term Review report and management response to MTR recommendations</a> (see Annex 10 for Management Response) <a href="#">MTR Tracking of Actions Taken</a>
8	Project Implementation Reports (PIRs): } <a href="#">PIR 2020</a> } <a href="#">PIR 2021</a> } <a href="#">PIR 2022</a> } <a href="#">PIR 2023</a> } <a href="#">PIR 2024 (undergoing review by RTA)</a>
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports) } <a href="#">End of Year PAR -regional and PNG (submitted end of 2019)</a> } <a href="#">Mid-Year PAR- regional and PNG (submitted mid-2020)</a> } <a href="#">End of Year PAR- regional and PNG (submitted end of 2020)</a>

#	ITEM (with hyperlinks to ATSEA-2 Dropbox and Website)
	<ul style="list-style-type: none"> <li>} <a href="#">Mid-Year PAR- regional and PNG (submitted mid-2021)</a></li> <li>} <a href="#">End of Year PAR- regional and PNG (submitted end of 2021)</a></li> <li>} <a href="#">End of Year PAR- Indonesia component (submitted end of 2019)</a></li> <li>} <a href="#">Mid-Year PAR- Indonesia component (submitted mid-2020)</a></li> <li>} <a href="#">End of Year PAR- Indonesia component (submitted end of 2020)</a></li> <li>} <a href="#">Mid-Year PAR- Indonesia component (submitted mid-2021)</a></li> <li>} <a href="#">End of Year PAR- Indonesia component (submitted end of 2021)</a></li> <li>} <a href="#">Mid-Year PAR- regional (submitted mid-2022)</a></li> <li>} <a href="#">End of Year PAR- regional (submitted end of 2022)</a></li> <li>} <a href="#">Mid-Year PAR- Indonesia component (submitted mid-2022)</a></li> <li>} <a href="#">End of Year PAR- Indonesia component (submitted end of 2022)</a></li> <li>} <a href="#">Mid-Year PAR- regional (submitted mid-2023)</a></li> <li>} <a href="#">End of Year PAR- regional (submitted end of 2023)</a></li> <li>} <a href="#">Mid-Year PAR- Indonesia component (submitted mid-2023)</a></li> <li>} <a href="#">End of Year PAR- Indonesia component (submitted end of 2023)</a></li> <li>} <a href="#">Mid-Year PAR-Indonesia component (submitted mid-2024)</a></li> <li>} <a href="#">Mid-Year PAR-regional (submitted mid-2024)</a></li> </ul>
<b>10</b>	<p><b>Oversight mission reports (c/o UNDP to follow)</b>  <a href="#">ATSEA-2 Presentations at UNDP Environmental Unit Cluster Meetings</a></p>
<b>11</b>	<p>Minutes of Project Board Meetings and of other meetings  Regional Steering Committee (RSC) Meetings:</p> <ul style="list-style-type: none"> <li>} <a href="#">Regional Project Inception Workshop Proceedings (2019)</a></li> <li>} <a href="#">1st RSC Meeting 2019</a></li> <li>} <a href="#">Intersessional RSC Meeting 2020</a></li> <li>} <a href="#">2nd RSC Meeting 2020</a></li> <li>} <a href="#">3<sup>rd</sup> RSC Meeting 2021</a></li> <li>} <a href="#">RSC Meeting on Mid-Term Review (Aug 2022)</a></li> <li>} <a href="#">4<sup>th</sup> RSC Meeting 2022</a></li> <li>} <a href="#">Intersessional RSC Meeting 2023</a></li> <li>} <a href="#">5<sup>th</sup> RSC Meeting 2023</a></li> <li>} <a href="#">Special RSC: SGOM 2024</a></li> </ul>

#	ITEM (with hyperlinks to ATSEA-2 Dropbox and Website)
	<p>Indonesia's National Project Board (NPB) Meetings:</p> <ul style="list-style-type: none"> <li>} <a href="#">NPB Meeting 2020 IDN</a></li> <li>} <a href="#">NPB Meeting Sept 2021 IDN</a></li> <li>} <a href="#">NPB Meeting Nov 2021 IDN</a></li> <li>} <a href="#">NPB Meeting Oct 2022 IDN</a></li> <li>} <a href="#">NPB Meeting Nov 2022 IDN</a></li> <li>} <a href="#">NPB Meeting May 2023 IDN</a></li> <li>} <a href="#">NPB Meeting Nov 2023 IDN</a></li> </ul> <p>PNG's National Project Board (NPB) Meetings:</p> <ul style="list-style-type: none"> <li>} <a href="#">NPB Meeting Oct 2021 PNG</a></li> <li>} <a href="#">NPB Meeting May 2022 PNG</a></li> <li>} <a href="#">NPB Meeting Sept 2022 PNG</a></li> <li>} <a href="#">NPB Meeting Apr 2023 PNG</a></li> <li>} <a href="#">NPB Meeting Oct 2023 PNG (with NIMC)</a></li> <li>} <a href="#">NPB/NCC Meeting June 2024 PNG</a></li> </ul> <p>Timor-Leste's National Project Board (NPB) Meetings:</p> <ul style="list-style-type: none"> <li>} <a href="#">NPB Meeting Nov 2019 TL</a></li> <li>} <a href="#">NPB Meeting Nov 2020 TL</a></li> <li>} <a href="#">NPB Meeting Nov 2021 TL</a></li> <li>} <a href="#">NPB Meeting Sept 2022 TL</a></li> <li>} <a href="#">NPB Meeting May 2023 TL</a></li> </ul>
12	<p>GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)</p> <ul style="list-style-type: none"> <li>} <a href="#">IW TT- Project Design</a></li> <li>} <a href="#">Biodiv TT- Project Design (Indonesia)</a></li> <li>} <a href="#">Biodiv TT- Project Design (Timor-Leste)</a></li> </ul>

#	ITEM (with hyperlinks to ATSEA-2 Dropbox and Website)
13	<p>GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only</p> <p>} <a href="#">GEF Core Indicator Form ATSEA-2 (Midterm 2022)</a></p> <p>} <a href="#">GEF Core Indicator Form ATSEA-2 (Terminal 2024)</a></p> <p><i>NOTE: In accordance with UNDP's advice during ATSEA-2's Medium-term Review, the GEF Core Indicator Form was used as an update in lieu of the GEF Tracking Tool/TT forms on International Waters and Biodiversity which were prepared during project design</i></p>
14	<p>Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions</p> <p>} CDR 2019: <a href="#">Regional and PNG</a>; <a href="#">Indonesia</a>; <a href="#">Timor-Leste</a></p> <p>} CDR 2020: <a href="#">Regional and PNG</a>; <a href="#">Indonesia</a>; <a href="#">Timor-Leste</a></p> <p>} CDR 2021: <a href="#">Regional and PNG</a>; <a href="#">Indonesia</a>; <a href="#">Timor-Leste</a></p> <p>} CDR 2022: <a href="#">Regional and PNG</a>; <a href="#">Indonesia</a>; <a href="#">Timor-Leste</a></p> <p>} CDR 2023: <a href="#">Regional and PNG</a>; <a href="#">Indonesia Q4 2023</a>; <a href="#">Timor-Leste</a></p> <p>} <a href="#">Annual Progress Report 2020 (See page 32)</a></p> <p>} <a href="#">Annual Progress Report 2021 (See page 85-88)</a></p> <p>} <a href="#">Annual Progress Report 2022 (See page 51-54 )</a></p> <p>} <a href="#">Annual Progress Report 2023 (See page 64-67)</a></p> <p>} Report to RSC 2019: <a href="#">Regional</a>; <a href="#">Indonesia</a>; <a href="#">PNG</a>; <a href="#">Timor-Leste</a></p> <p>} Report to RSC 2020: <a href="#">Regional</a>; <a href="#">Indonesia</a>; <a href="#">PNG</a>; <a href="#">Timor-Leste</a></p> <p>} Report to RSC 2021: <a href="#">Regional</a>; <a href="#">Indonesia</a>; <a href="#">PNG</a>; <a href="#">Timor-Leste</a></p> <p>} Report to RSC 2022: <a href="#">Regional</a>; <a href="#">Indonesia</a>; <a href="#">PNG</a>; <a href="#">Timor-Leste</a></p> <p>} Report to RSC 2023: <a href="#">Regional</a>; <a href="#">Indonesia</a>; <a href="#">PNG</a>; <a href="#">Timor-Leste</a></p>
15	<p>Co-financing data with expected and actual contributions broken down by type of co- financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures</p> <p>} Co-Financing Reports up to 2022: <a href="#">Australia</a>; <a href="#">Indonesia</a>; <a href="#">PNG</a>; <a href="#">Timor-Leste</a></p> <p>} Leveraged support up to 2022: <a href="#">PEMSEA</a>; <a href="#">RPOA-IUU</a></p> <p>} Co-Financing Reports up to 2023: <a href="#">Indonesia</a>; <a href="#">PNG</a>; <a href="#">Timor-Leste</a></p> <p>} Leveraged support up to 2023: <a href="#">PEMSEA</a></p> <p>} Co-Financing Reports up to mid-2024: <a href="#">Indonesia</a>; <a href="#">PNG</a> with <a href="#">letter</a>; <a href="#">Timor-Leste (Updated Co-Financing from ID and TL to follow)</a></p>
16	<p>Audit reports</p> <p>} <a href="#">Regional Spot check covering Dec 2019 to June 2020</a></p> <p>} <a href="#">UNDP Spotcheck covering Jan 1 to June 30, 2021</a></p>

#	ITEM (with hyperlinks to ATSEA-2 Dropbox and Website)
	<ul style="list-style-type: none"> <li>} <a href="#">UNDP Internal Control Audit Jan-Dec 2021</a></li> <li>} <a href="#">UNDP Internal Control Audit Jan-Dec 2023</a></li> <li>} <a href="#">Spotcheck (Jan-June 2024) to follow</a></li> </ul>
17	<p>Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)</p> <ul style="list-style-type: none"> <li>} See <b>Annex 1</b> below for links to specific reports per Output/Outcome. Please note that documents related to Gender Equality and Social Inclusion (GESI) were also grouped in the last section of Annex 1.</li> <li>} Published knowledge products are also accessible via the <a href="#">ATSEA-2 website Publication section</a></li> </ul>
18	<p>Sample of project communications materials</p> <ul style="list-style-type: none"> <li>} Articles and Quarterly Newsletters are accessible via the ATSEA-2 website <a href="#">Newsletter section</a> and <a href="#">Newsroom section</a></li> <li>} Project postings on social media are accessible via: <a href="#">Facebook</a>, <a href="#">Twitter</a>, and <a href="#">Instagram</a></li> <li>} <a href="#">Project policy briefs, information sheets, infographics, and technical reports</a> are accessible via: <a href="#">ATSEA-2 website Publications' section</a></li> </ul>
19	<p>Summary list of formal meetings, workshops, and other activities held, with date, location, topic, and number of participants</p> <ul style="list-style-type: none"> <li>} <a href="#">Tracking list of activities and stakeholders 2019- June 2024</a></li> </ul>
20	<p>Any relevant socio-economic monitoring data, such as average incomes/employment levels of stakeholders in the target area, change in revenue related to project activities</p> <p>Indonesia:</p> <ul style="list-style-type: none"> <li>} <a href="#">Development Report, Fisheries Product Business Community Development Program in Aru Islands and Merauke Districts (Nov 2023)</a></li> <li>} <a href="#">Business Improvement and Financial Management Report</a></li> <li>} <a href="#">Progress Report on Livelihoods in Rote Ndao</a></li> <li>} <a href="#">Activity Report on Women Community on Red Snapper Processing Product under EAFM and FIP</a></li> <li>} <a href="#">News Article in Business Tempo on Seaweed Soaps</a></li> </ul> <p>Timor-Leste:</p> <ul style="list-style-type: none"> <li>} <a href="#">Assessment of Capacity Building Impacts in Timor-Leste (with linkages to socio-economic impacts)</a></li> <li>} <a href="#">Activity Report 2023 on Low Value Grants to NGOs supporting alternative livelihoods in TL sites</a></li> <li>} <a href="#">Article on Leveraging Cooperation for Sustainable Development (women's cooperative in TL)</a></li> <li>} <a href="#">Cooperative Centres NETIL Progress Report</a></li> </ul>

#	ITEM (with hyperlinks to ATSEA-2 Dropbox and Website)
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information) – This will be shared separately upon request
22	<p>List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)</p> <p>Some examples:</p> <ul style="list-style-type: none"> <li>} <a href="#">Agreement between Rote Ndao and NTT Bank</a> (in support of alternative livelihoods spearheaded by the Project)</li> <li>} Beneficiaries from ATSEA-2’s Sea Turtle Conservation Training in Com, Timor-Leste carrying out independent sea turtle monitoring and conservation initiatives (case of Mr. Patricio Vilanova and Mr. Lucas Monteiro) – <a href="#">Link to monitoring sheet, pictures and videos</a></li> <li>} <a href="#">Letter of Agreement with Australia in Support of ALDFG Component (for the updated SAP)</a></li> <li>} <a href="#">Exit Strategy for Indonesia</a> (includes confirmation of agreements signed with some provincial governments to sustain ATSEA-2 initiatives)</li> <li>} Partnership/Joint Activities with RPOA-IUU, OSRL, PEMSEA, IPB University/ (beyond the Project’s targets): <ul style="list-style-type: none"> <li>- <a href="#">Workshop on RPOA-IUU at the G20 Bali Summit</a></li> <li>- Quarterly Webinars on Oil Spill Preparedness and Response <a href="#">Q1</a>, <a href="#">Q2</a>, <a href="#">Q3</a>, <a href="#">Q4</a> (to support awareness and capacity building initiatives on spill concerns in ATS countries)</li> <li>- <a href="#">East Asian Seas Congress Collab Workshop on Focusing Replicable Models of Marine Plastic Pollution Monitoring 2021</a></li> <li>- <a href="#">4<sup>th</sup> ICM and Marine Biotechnology Conference</a> (promoted ATS TDA 2023, SAP 2024-2033, Launched ATS Atlas, shared local initiatives)</li> </ul> </li> <li>} In support of strengthening the understanding, value add, and future implementation of the new ATS SAP, with guidance from the RSC, the following were also undertaken beyond the ProDoc target outputs: <ul style="list-style-type: none"> <li>- <a href="#">ATS Financial Landscape Assessment and Guidance Report</a> (served as one of key guidance documents for financial planning for the updated SAP and NAPs)</li> <li>- <a href="#">Cost Benefit Analysis Report</a> (supported understanding of benefits and cost requirement of an ATS RGM and the final decision on the ATS RGM structure)</li> <li>- <a href="#">Theory of Change (ToC) for the updated SAP</a> (useful in clarifying linkages from priority actions to target objectives and will serve as useful guide for coordinated planning and implementation of the updated SAP and NAPs)</li> <li>- <a href="#">5-Year Implementation Plan for the updated SAP</a> (this preliminary plan which is still being finalized will serve as useful guide to the new RGM for coordinated planning and implementation of the updated SAP and NAPs)</li> </ul> </li> <li>} In support of better understanding of the ATS region and to provide updated data for the region, the results of ATSEA-2 Project’s thematic assessments were also packaged for various international journals. This initiative (beyond ProDoc requirement) hopes to elevate exposure of the ATS region and ATSEA initiative to a wider audience as well as serve as useful reference for future use in various initiatives in the region: <ul style="list-style-type: none"> <li>- <a href="#">Climate Change Implications ATSEA article in Climatic Change Journal</a></li> </ul> </li> </ul> <p>Articles published in ATSEA-2 Special Issue in Coastal Management Journal:</p>

#	ITEM (with hyperlinks to ATSEA-2 Dropbox and Website)
	<ul style="list-style-type: none"> <li>- <a href="#">ATSEA A Regional Collaboration to Address Transboundary Threats to Ecosystems</a></li> <li>- Coastal and Marine Ecosystems of the Arafura and Timor Seas Characterization, Key Features and Ecological Significance</li> <li>- <a href="#">Towards sustainable fishing practices in Indonesia Defining a catch quota allocation for saddletail snapper in the Arafura Sea</a></li> <li>- <a href="#">Tougher Evidence-Based Policy Does Matter Deterring Illegal Fishing in the Arafura and Timor Seas</a></li> <li>- <a href="#">Transboundary environmental harm and the increasing risk of oil spills and marine debris in the semi-enclosed Arafura and Timor Seas region</a></li> <li>- <a href="#">A Resilient Marine Protected Area Network Design a First for the Arafura Timor Seas</a></li> </ul>
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available } <a href="#">Analytics Monitoring of ATSEA-2 Online Assets from 2021-2024</a>
24	UNDP Country Programme Document } <a href="#">IDN CPD 2021-2025</a> } <a href="#">TL CPD 2021-2025</a> } <a href="#">PNG CPD 2018-2022</a>
25	List/map of project sites, highlighting suggested visits } Proposed list for TE mission/field visits – See <b>Annex 2</b>
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes } See <b>Annex 1</b> below for links to specific reports per Output/Outcome
	<b>Additional documents</b>
28	Annual Progress Reports } <a href="#">Annual Progress Report 2020</a> } <a href="#">Annual Progress Report 2021</a> } <a href="#">Annual Progress Report 2022</a> } <a href="#">Annual Progress Report 2023</a>
29	Annual Work Plan and Budget } Regional <a href="#">2019</a> , <a href="#">2020</a> , <a href="#">2021</a> , <a href="#">2022</a> , <a href="#">2023</a> , <a href="#">2024</a>

#	ITEM (with hyperlinks to ATSEA-2 Dropbox and Website)
	<ul style="list-style-type: none"> <li>} Indonesia <a href="#">2019</a>, <a href="#">2020</a>, <a href="#">2021</a>, <a href="#">2022</a> , <a href="#">2023</a>, <a href="#">2024</a></li> <li>} Timor-Leste <a href="#">2019</a>, <a href="#">2020</a>, <a href="#">2021</a>, <a href="#">2022</a>, <a href="#">2023</a>, <a href="#">2024</a></li> <li>}PNG <a href="#">2021</a>, <a href="#">2022</a>, <a href="#">2023</a>, <a href="#">2024</a></li> </ul>
30	<p>Quality Assurance Reports</p> <ul style="list-style-type: none"> <li>} <a href="#">Design Stage QA form (ATSEA-2) Regional</a>; <a href="#">Design Stage QA TL</a></li> <li>} <a href="#">Implementation Stage QA form (ATSEA-2) (Year 2020)</a></li> <li>} Implementation Stage QA form (ATSEA-2) (Year 2021) <a href="#">Regional</a>; <a href="#">QA form Indonesia 2021</a>; <a href="#">QA form TL 2021</a></li> <li>} <a href="#">Implementation Stage QA form (ATSEA-2) (March 2022) Regional</a></li> </ul>
31	<p>Project Risk Logs</p> <ul style="list-style-type: none"> <li>} Original Risk Table see <a href="#">ProDoc</a> Table 6</li> <li>} <a href="#">Updated Risk Log (2021)</a></li> <li>} <a href="#">Updated Risk Register at UNDP ATLAS with status (2022)</a></li> <li>} <a href="#">Updated Risk Log (2023)</a></li> <li>} <a href="#">Updated Risk Log (April 2024) offline version</a>- <b>Need UNDP ID assistance to access ATLAS/Quantum version of risk log</b></li> </ul>
32	Financial and Administration guidelines used by Project Team ( <a href="#">PRF Admin &amp; Fin manual</a> , <a href="#">HCR</a> )
33	Project operational guidelines, manuals and systems ( <a href="#">Regional</a> , <a href="#">NCU IDN</a> )
34	<p><a href="#">Project M&amp;E Plan</a></p> <p>Reports to RSC Meetings on M&amp;E:</p> <ul style="list-style-type: none"> <li>- <a href="#">M&amp;E Doc at 4<sup>th</sup> RSC 2022</a></li> <li>- <a href="#">M&amp;E Doc at 5th RSC 2023</a></li> </ul>
35	<a href="#">List of Modified End of Project Targets (after MTR 2022; approved by UNDP RTA on 31 July 2023)</a>
36	<p>COVID-19 New Normal Project Management Plan</p> <p><a href="#">New Normal Project Management Plan</a> (developed in 2020)</p>
37	<p>Grievance Redress Mechanism documents</p> <p><a href="#">ATSEA-2 SES Management Plan with GRM</a></p> <p><a href="#">GRM poster English</a></p> <p><a href="#">GRM poster Bahasa</a></p> <p><a href="#">Documents for GRM Handling Officers</a></p>

#	ITEM (with hyperlinks to ATSEA-2 Dropbox and Website)
38	<p>Exit Strategy</p> <ul style="list-style-type: none"> <li>- <a href="#">Exit Strategy of ATSEA-2 Indonesia</a></li> <li>- <a href="#">NOTE: The overall project is guided by the Sustainability and Replicability strategy in the ProDoc. Building on this, an overall Exit Strategy for the Project is scheduled to be initiated in September 2024 following the finalization of the SAP Financing and Implementation Plan. The Indonesia component of the Project has undertaken consultations and developed its Exit Strategy, which will also be considered in the Project's overall exit strategy. Recommendations that will also arise from the Terminal Evaluation are to be considered in the development of the Exit Strategy for presentation to the RSC in its final meeting in Q4 of 2024.</a></li> </ul>

Annex 5: Evaluation questions matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology
<b>Relevance</b> – How does the project relates to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
<ul style="list-style-type: none"> <li>• To what extent are the project’s objectives aligned with international and national priorities in transboundary water management and biodiversity conservation and protection?</li> <li>• Does the project’s objectives fit GEF IW and UNDP strategic priorities and how do they support the GEF Biodiversity focal area?</li> <li>• Were project partners adequately identified and were they involved in the project design and inception phase?</li> <li>• To what extent are the project’s design, objectives and outcomes aligned with the needs and requirements of key partners and stakeholders?</li> <li>• To what extent has the project contributed to gender equality, empowerment of women and human rights of target groups, including in relation to sustainable development?</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment with international and national priorities</li> <li>• Alignment with GEF IW and BD and UNDP strategic priorities</li> <li>• Evidence of partner identification process and of partner involvement in project design and implementation</li> <li>• Evidence that partners’ and stakeholders’ needs and requirements were taken into consideration</li> <li>• Evidence that gender equality, human rights and sustainable development were taken into consideration in project design and implementation</li> <li>• Quantity and quality of references to gender equality, human rights and sustainable development in project activities and outputs</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• ProDoc, PIF, CEO endorsement</li> <li>• Project Inception Report</li> <li>• PIRs, AWP, RSC and NPB minutes</li> <li>• SESP documents</li> <li>• Project output reports</li> <li>• RPMU team</li> <li>• UNDP, GEF</li> <li>• Project partners</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Online interviews or face to face</li> <li>• Email</li> </ul>
<b>Effectiveness</b> – To what extent have the expected outcomes and objectives of the project been achieved			
<ul style="list-style-type: none"> <li>• Has the project delivered their outputs and outcomes against the indicators and targets provided in the Results Framework?</li> <li>• What are the main factors that have contributed to achieving (or not achieving) the intended objectives,</li> </ul>	<ul style="list-style-type: none"> <li>• Changes to Strategic Results Framework (SFR)</li> <li>• Status of outputs and outcomes achievement</li> <li>• PIR narrative analysis</li> <li>• Evidence that beneficial</li> </ul>	<ul style="list-style-type: none"> <li>• Results Frameworks, PIRs, AWP, RSC and NPB meeting minutes</li> <li>• Mid Term Review</li> <li>• RPMU team</li> <li>• UNDP, GEF</li> <li>• Project partners</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Online interviews or face to face</li> <li>• Email</li> </ul>

Evaluative Criteria Questions	Indicators	Sources	Methodology
<p>outcomes and outputs?</p> <ul style="list-style-type: none"> <li>• What are the positive or negative, intended or unintended changes brought about by the project's interventions?</li> <li>• To what extent has the project increased knowledge and understanding of partners and beneficiaries on international transboundary waters governance and biodiversity conservation and protection?</li> </ul>	<p>development effects are being generated</p> <ul style="list-style-type: none"> <li>• Perspectives of RPMU, partners and stakeholders</li> </ul>		
<p><b>Efficiency – Was the project implemented efficiently, in-line with international and national norms and standards?</b></p>			
<ul style="list-style-type: none"> <li>• Was the Project Document sufficiently clear and realistic to enable effective and efficient implementation?</li> <li>• Were any delays encountered in project start up and implementation? What were the causes of the delays, if any, and how have these been resolved?</li> <li>• Have work-planning processes been based on results-based management and has the SRF been used as a management tool?</li> <li>• Has the project management structure operated effectively, producing efficient results and synergies?</li> <li>• Was the RPMU effective in providing leadership towards achieving the project results?</li> </ul>	<ul style="list-style-type: none"> <li>• Quality of project design</li> <li>• Evidence of delays and their impact on project implementation</li> <li>• Clarity of project management structure</li> <li>• Evidence of adaptive management, problem solving and reporting</li> <li>• Evidence that project management decisions have delivered efficient results</li> <li>• Quality and timeliness of progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• SRF, PIRs, AWP, RSC meeting minutes</li> <li>• RPMU team</li> <li>• UNDP, GEF</li> <li>• Project partners</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Online interviews or face to face</li> <li>• Email</li> </ul>

Evaluative Criteria Questions	Indicators	Sources	Methodology
<ul style="list-style-type: none"> <li>Was the RPMU able to adapt to changing circumstances and solve problems as they arose?</li> <li>Were adaptive management changes reported by the RPMU and shared with the RSC and other key stakeholders?</li> <li>Were progress reports produced accurately, timely and in accordance with reporting requirements?</li> </ul>			
<ul style="list-style-type: none"> <li>Did the RPMU maintain productive relationships and communications with the partners and other key stakeholders throughout implementation?</li> <li>Has communication between the RPMU, UNDP, GEF and the stakeholders been clear, effective and timely?</li> <li>Has the coordination with the UNDP administrative systems been efficient allowing for the timely transfer of funds? Have there been any problems or delays and if so, what impact did these have on implementation and how were they resolved?</li> </ul>	<ul style="list-style-type: none"> <li>Quality and timeliness of communications between RPMU, partners and other stakeholders</li> <li>Perspectives of partners and stakeholders</li> <li>Quality and timeliness of communication between RPMU and UNDP administrative units.</li> <li>Timeliness of transfer of funds against project budget requirements and allocation to budget lines</li> <li>Impact of delays in funds transfers on implementation</li> </ul>	<ul style="list-style-type: none"> <li>PIRs, RSC meeting minutes, project correspondence (as available)</li> <li>Project partners</li> <li>RPMU team, UNDP</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Online interviews or face to face</li> <li>Email</li> </ul>
<ul style="list-style-type: none"> <li>Have financial, human and technical resources been allocated strategically to achieve project results?</li> <li>Were the accounting and financial systems in place adequate for project management and for producing accurate and timely financial information?</li> </ul>	<ul style="list-style-type: none"> <li>Extent to which funds were used to deliver results in accordance with the expectations of the ProDoc</li> <li>Demonstrable financial control and due diligence</li> </ul>	<ul style="list-style-type: none"> <li>PIRs, RSC meeting minutes, project correspondence (as available)</li> <li>Budget reports</li> <li>Co-financing pledge letters</li> <li>Co-financing tables</li> <li>RPMU team, UNDP</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Review of budget reports</li> <li>Online interviews or face to face</li> <li>Email</li> </ul>

Evaluative Criteria Questions	Indicators	Sources	Methodology
<ul style="list-style-type: none"> <li>• Were the project's implementations as cost effective as originally proposed (planned vs actual)?</li> <li>• Did the leveraging of funds (co-financing) happen as planned?</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of communication between project management and financial management teams</li> <li>• Details of co-financing received against co-financing pledged</li> </ul>		
<ul style="list-style-type: none"> <li>• To what extent were partnerships/linkages between institutions/ organizations encouraged and supported and how efficient were the cooperation and collaboration arrangements?</li> <li>• To what extent have project-level monitoring and evaluation systems, reporting and project communications supported the project's implementation?</li> <li>• Are there sufficient resources allocated for monitoring and evaluation and are these being used effectively?</li> </ul>	<ul style="list-style-type: none"> <li>• Documentary and verbal evidence of cooperation and collaboration arrangements</li> <li>• Timely and meaningful monitoring and evaluation of project activities</li> <li>• Funding and resource allocation for M&amp;E</li> </ul>	<ul style="list-style-type: none"> <li>• PIRs, RSC and NPB meeting minutes, project correspondence</li> <li>• RPMU team, UNDP, GEF</li> <li>• Project partners ProDoc, PIRs, AWP, RSC meeting minutes</li> <li>• RPMU team, UNDP, GEF</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Online interviews or face to face</li> <li>• Email</li> </ul>
<b>Sustainability</b> – To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
<p><b><u>Financial Risks to Sustainability</u></b></p> <ul style="list-style-type: none"> <li>• To what extent is the sustainability of project's results likely to depend on continued financial support?</li> <li>• What is the likelihood that any additional financial resources will be available to sustain the project's results once the GEF assistance ends?</li> </ul>	<ul style="list-style-type: none"> <li>• Estimates of financial and human resource requirements to sustain project results</li> <li>• Evidence of financial and human resource commitments to sustain project results</li> <li>• Evidence of project exit strategy</li> <li>• Perception of RPMU, UNDP, GEF and other key partners and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• ProDoc, PIRs, RSC meeting minutes,</li> <li>• RPMU team, UNDP, GEF</li> <li>• Project partners and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Online interviews or face to face</li> <li>• Email</li> </ul>
<p><b><u>Socio-economic Risk to Sustainability</u></b></p>	<ul style="list-style-type: none"> <li>• Evidence of ownership of project</li> </ul>	<ul style="list-style-type: none"> <li>• ProDoc, PIRs, RSC and NPB meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> </ul>

Evaluative Criteria Questions	Indicators	Sources	Methodology
<ul style="list-style-type: none"> <li>To what extent have the project's intervention strategies created ownership of the key international and national stakeholders?</li> <li>What is the risk that the level of stakeholder ownership will be insufficient to sustain the project outcomes/benefits?</li> <li>Has the project achieved stakeholders' consensus regarding courses of action on project activities after the project's closure date?</li> </ul>	<ul style="list-style-type: none"> <li>outcomes by key partners and stakeholders</li> <li>Exit strategies for the projects have been reviewed by the RSC and a plan agreed</li> <li>Course of action on project activities after the project's closure agreed by stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>minutes,</li> <li>RPMU team, UNDP, GEF</li> <li>Project partners and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Online interviews or face to face</li> <li>Email</li> </ul>
<p><b><u>Institutional Risk to Sustainability</u></b></p> <ul style="list-style-type: none"> <li>Has the project developed sufficient institutional capacity (systems, structures, staff, expertise, etc.) to ensure sustainability of results achieved by the project?</li> <li>What are the project's potentials for scaling-up and replication in terms of the needs expressed by institutional partners and stakeholders?</li> </ul>	<ul style="list-style-type: none"> <li>Systems, structures, staff and expertise to ensure sustainability of project results established</li> <li>Capacity of institutions and programmes to sustain and build on project outcomes developed</li> <li>Institutional partners and stakeholders' needs for scaling-up and replication of specific aspects of the projects have been reviewed by the RSC</li> </ul>	<ul style="list-style-type: none"> <li>ProDoc, PIRs, RSC and NPB meeting minutes,</li> <li>RPMU team, UNDP, GEF</li> <li>Project partners and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Online interviews or face to face</li> <li>Email</li> </ul>
<p><b><u>Environmental Risks to Sustainability</u></b></p> <ul style="list-style-type: none"> <li>Are there environmental factors that could undermine the project's results, including factors that have been identified by project stakeholders?</li> </ul>	<ul style="list-style-type: none"> <li>Risk assessment of environmental factors that could undermine the project's results conducted and updated</li> </ul>	<ul style="list-style-type: none"> <li>ProDoc, SESP reports, PIRs, RSC and NPB meeting minutes,</li> <li>RPMU team, UNDP, GEF</li> <li>Project partners and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Online interviews or face to face</li> <li>Email</li> </ul>
<p><b>Gender equality and women's empowerment - How did the project contribute to gender equality and women's empowerment?</b></p>			

Evaluative Criteria Questions	Indicators	Sources	Methodology
<ul style="list-style-type: none"> <li>How did the project contribute to gender equality and women's empowerment?</li> </ul>	<ul style="list-style-type: none"> <li>Level of progress of gender action plan and gender indicators in results framework</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>RPMU team</li> <li>Project partners and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Online interviews or face to face</li> <li>Email</li> </ul>
<ul style="list-style-type: none"> <li>In what ways did the project's gender results advance or contribute to the project's IW and biodiversity outcomes?</li> </ul>	<ul style="list-style-type: none"> <li>Existence of logical linkages between gender results and project outcomes and impacts</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>RPMU team</li> <li>Project partners and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Online interviews or face to face</li> <li>Email</li> </ul>
<b>Impact</b> – Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
<ul style="list-style-type: none"> <li>To what extent are key stakeholders/final beneficiaries satisfied with the benefits generated by the project?</li> <li>Is there any evidence that the project has achieved impact or enabled progress towards reduced environmental stress and/or improved ecological status?</li> </ul>	<ul style="list-style-type: none"> <li>Extent to which stakeholders/final beneficiaries have expressed satisfaction with the benefits generated by the project</li> <li>Indications that project has achieved impact or achieved progress towards reduced environmental stress and/or improved ecological status</li> </ul>	<ul style="list-style-type: none"> <li>PIRs, RSC and NPB meeting minutes,</li> <li>RPMU team, UNDP, GEF</li> <li>Project partners and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Online interviews or face to face</li> <li>Email</li> </ul>

## Annex 6: Questionnaire used for interviews

1. To what extent the project is consistent with national and local policies and priorities and the needs of intended beneficiaries in your country?
2. How the project's intended results have been achieved through its implementation (Opinion of the stakeholders!)?
3. Assess the outputs, outcomes and impact achieved by the project. Is it a good value for money?
4. Were the relevant country representatives, from government, private sector and civil society, involved in the project preparation and execution?
5. Were the project's objectives and components clear, practicable and possible within its time frame ?
6. Were the capacities of executing institutions and counterparts properly considered when the project was designed?
7. Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project approval?
8. Has the project involved relevant stakeholders through information-sharing, consultation and by seeking their participation in the project design?
9. Were the project roles properly assigned during the project design?
10. Can the management arrangement model employed in the project be considered as an optimal model?
11. Were the management arrangements implemented and how efficient they were?
12. What is the quality of your (interviewee) communication with RPMU and NCU?
13. Assess the role of UNDP.
14. Have you perceived problems in the execution of the project? If yes, what were they?
15. What would you recommend to be done during the next phase(s) of ATSEA?



## Annex 7: Main stakeholders

Type of Stakeholder	Planned Role/Type of Collaboration	Roles in project implementation
<b>Indonesia's Stakeholders</b>		
GEF Operational Focal Point (OFP) Indonesia	The role of the GEF Operational Focal Point in Indonesia is providing endorsement to the project that in-line with the government priority in term of development plan and policy.	In the project implementation, as a member of National Project Board, the GEF OFP provided input to the project implementation, reviewed the project planning and budget, advices to the National Coordination Unit (NCU).
Ministry of Marine Affairs and Fisheries (MMAF); Fisheries Research and Development Centre, Ministry of Marine Affairs and Fisheries	Based on the Presidential Regulation No.2 of 2017, an amendment of Presidential Decree No.63 of 2015, the roles and function of the Ministry of Marine Affairs and Fisheries are as follows: i) Preparation of technical policies, plans and programs related to the marine and fishery products and industry; ii) Carrying out quality and safety control, and supervision of marine and fishery products; iii) Increasing the sustainability of marine and fisheries business; iv) Supervise the management of marine and fisheries resources; v) Fostering and providing administrative support within the MMAF environment.	<p>The Head of Fisheries Research and Development Centre, Ministry of Marine Affairs and Fishery appointed as the National Project Director (NPD) for Indonesia.</p> <p>At the national level, the MMAF coordinated the implementation of the project involving relevant directorates in the ministry: DG of Surveillance of Marine and Fisheries Resources, DG of Aquaculture, DG of Coastal and Small Islands, DG of Capture Fisheries</p> <p>The MMAF roles is also as National Project Board, communicated and coordinated with the National Coordination Unit (NCU), UNDP Indonesia, and other key partners involved in the project implementation.</p> <p>The coordination and agreements with other ministries at the national level, i.e. Ministry of Environment and Forestry, the local government at provincial and district levels managed by the MMAF to linkage national and local programs and priorities.</p> <p>The MMAF represented Government of Indonesia at the regional and global levels in relation to the ATSEA-2 project implementation.</p>
UNDP Indonesia	UNDP Indonesia is an implementing partner of GEF project in Indonesia.	UNDP Indonesia provided administration and financial support related to the project implementation, supported the MMAF in term of project coordination and communication.
East Nusa Tenggara	Provincial and District Government in East Nusa Tenggara, Maluku and Papua: main	The Provincial and District Government in East Nusa Tenggara, Maluku, and

Type of Stakeholder	Planned Role/Type of Collaboration	Roles in project implementation
Provincial Government, Maluku Provincial Government, South Papua Provincial Government, Rote Ndao District Government, Kupang District Government, Southeast Maluku District Government, Merauke District Government	role are supporting the project implementation at local level.	Papua played important role in the project implementation include issued local regulations, for example pollution and climate change in Rote Ndao, establishment of new Marine Protected Area (MPA) in Merauke. The local government also engaged with private sector to support co-financing of the project in relation to support community development initiatives, for example MoU between Rote Ndao District and Bank NTT.
Academia and Research Institution	The main role of academia and research institution is supporting studies and assessment related to marine and fishery issues in accordance with project targets.	Musamus University and Yasanto Polytechnic in Merauke involved in fishery studies including the potential of fishery industry in the Kolepom areas. These two universities also conducted awareness to the local communities surrounding the Kolepom MPA regarding priority fish species with high economy value as well as species conservation. They also involved in development of Kolepom MPA management plan.
National Conservation Area Agency (BKPPN) Kupang and Marine and Fishery Resources Monitoring Station in Maluku	National Conservation Area Agency (BKPPN) Kupang and Marine and Fishery Resources Monitoring Station in Maluku have an important role in protecting, management, and monitoring of Marine Protected Areas in their jurisdiction.	The National Conservation Area Agency (BKPPN) Kupang monitored the project sites in Rote Ndao during the implementation of project. Their office in Dobo involved in managing and monitoring the project site in Aru during the project implementation. The Marine and Fishery Resources Monitoring Station in Maluku involved in patrol and monitoring areas in Aru, Maluku during the implementation of ATSEA-2 project.
Local CSOs and customary people	Local communities play a role in maintaining natural resources which are the source of their livelihood, and enforcing local regulations for sustainable natural resource management.	Local communities in Rote Ndao, Dobo, and Merauke engaged in the project implementation. Women customary from Nata Lutur in Dobo, Aru and local women groups in Rote Ndao engaged in development of community entrepreneurship to support local economy in their villages.
Private sector and financial institutions	The private sector and financial institutions play a role in supporting community activities through co-financing mechanism	Local fishery companies and financial institutions such as banks engaged in the project implementation in relation to

Type of Stakeholder	Planned Role/Type of Collaboration	Roles in project implementation
		support community economy initiatives. For example, local fishery companies in Dobo, Aru Island supported local community groups in developing fishery products. Bank NTT and the local government of Rote Ndao District signed a Memorandum of Understanding and Cooperation Agreement to support community's economy.
<b>Timor-Leste Stakeholders</b>		
Directorate-General for Fisheries, Aquaculture, and Management of Marine Resources (DGFAMMR), MALFF	Based on Decree-Law No.19/2019, all activities related to fisheries, aquaculture and coastal resources management fall under the responsibility of DGFAMMR. It's National Directorate of Marine Spatial Planning, Fisheries, and Aquatic Resource Management is responsible for i) the implementation of policies, plans, programs and projects within the scope of the national marine spatial planning, mapping of the coastal marine area, spatial data and policies, fisheries, coastal restoration, recovery and regional development, disaster mitigation and adaptation to climate change; and ii) sustainable management of aquatic resources in inland waters, territorial sea, archipelagic waters and the Exclusive Economic Zone of Timor-Leste (ZEE-TL); and iii) monitor and evaluate the management of aquatic resources and other relevant areas	A senior government official from DGFAMMR, the responsible implementing and beneficiary partner, holds the position of National Project Director. Presiding over the National Project Board (NPB), the NPD collaborates with relevant government institutions, including UNDP Country Office, Ministry of Tourism and Environment (MTE), Ministry of State Administration, Ministry of Foreign Affairs and Cooperation, and Autoridade Nacional de Petróleo e Mineral (ANPM) to support the NCU through review of procurement results, approval and review of national project work plans and progress reports, and supporting strategic decisions required to facilitate implementation of the project activities. The NPB has direct lines of communication with the Regional Steering Committee (RSC) which is represented by National Government Lead Agencies from Indonesia, Papua New Guinea and Australia, UNDP and PEMSEA. Various activities (surveys and trainings) were implemented through Letters of Agreement (LoAs) with DGFAMMR.
GEF Operational Focal Point (FP) Timor-Leste and National Directorate of Climate Change (former Directorate General of Environment)	GEF Operational FP is the national expert who provide technical inputs on project ideas identification and serves as the contact point for other members of its constituency, particularly its Council Member. Additionally, the FP endorses project proposals. The GEF Operational Focal Point in Timor-Leste is currently leading the National Directorate of Climate Change (NDCC) of MTE. He has been holding the focal point position since 2012.	A member of NPB who support the NCU through review of procurement results, approval and review of national project work plans and progress reports, and supporting strategic decisions required to facilitate implementation of the project activities.

Type of Stakeholder	Planned Role/Type of Collaboration	Roles in project implementation
Ministry of Petroleum and Mineral Resources (MPMR) – Autoridade Nacional do Petróleo e Minerais (ANPM)	ANPM is responsible for the establishment and supervision of compliance with the enacted rules and regulations covering the onshore and offshore exploration, development, production, transportation and distribution of petroleum, natural gas resources and mineral. <sup>2</sup> They can enhance environmental compliance and local content of private sectors who operates in south coast and Timor Sea.	A member of NPB who support the NCU through review of procurement results, approval and review of national project work plans and progress reports, and supporting strategic decisions required to facilitate implementation of the project activities.
Directorate General of Forestry	The DGF is the principal agent of the Ministry of Agriculture, Livestock, Fisheries and Forestry (MALFF) responsible for the management of forest resources. Its National Directorate for Management of Forestry, Watersheds, and Mangrove Areas (NDMFWMA) plays a crucial role in protecting and restoring coastal resources. Its National Directorate of Protection of Forest Guards is responsible for the management of protected areas.	A member of NPB who support the NCU through review of procurement results, approval and review of national project work plans and progress reports, and supporting strategic decisions required to facilitate implementation of the project activities.
UNDP Timor-Leste Country Office	UNDP is a key development partner of the Government of Timor-Leste (GoTL). As an accreditation entity, UNDP Timor-Lest has been implementing some GEF-funded projects, including the Coastal Resilience Building (CRB) and Arafura and Timor Seas Economic Action which also focus on sustainable management of coastal and marine resources.	As the National Coordination Unit (NCU), UNDP Timor-Leste provided administrative and financial support to ATSEA-2 project. Working closely with National Project Directorate, NCU was composed of a national coordinator, one finance and operation officer, one field coordinator (for 5 municipalities), one monitoring and reporting assistant, and one driver. The NCU took responsibility for the day-to-day management of project activities, including financial transactions and reporting, periodic monitoring and evaluations, partnership, and troubleshooting. They also collaborated with local authorities, local leaders, and NGOs to plan, coordinate, implement, and monitor a wide range of project activities in target municipalities.
Local Government (Municipality Administrators, Chiefs of Suco, Chiefs of Villages)	These stakeholders are responsible for planning, development, and implementation at the community levels. They work closely with the NGOs and CBOs. Community members also coordinate project activities and contribute towards project implementation.	This stakeholder group supported the project with administration and field coordination for project activities in target municipalities.

<sup>2</sup> Article 3 of Decree Law No. 20/2008 of 19 June on the Establishment of Autoridade Nacional do Petróleo e Minerais

Type of Stakeholder	Planned Role/Type of Collaboration	Roles in project implementation
Traditional and customary local management bodies	These structures are very important in the country and are also closely linked to local government agencies. They are repositories of local traditional knowledge on the management of the environment, agricultural practices and changes in stocks of natural resources.	This stakeholder group led cultural activities (rituals) as part of customary practices in project sites, especially where MPA activities were conducted.
NGOs (PERMATIL, PROSPEK, HADER and NETIL)	NGOs work collaboratively with community members, government, and other non-government organizations. Often, NGOs act as a vehicle for the introduction of new ideas and represent the interests of the most vulnerable people in society.	Qualified NGOs were sub-contracted on short-term low-value grant (LVG) agreement basis to support the NCU in the implementation of some project activities such as home gardening, financial management, Water and soil conservation, mini market, Turtle conservation, fish farming, women handcraft and plastic recycling.
Academia and Research Institutions	Technical and research institutes include national universities and research institutes involved in conservation, agriculture and rural development, such as the National University of Timor-Leste/	This stakeholder group supported the project with pre-liminary studies and assessments on relevant topics.
<b>Papua New Guinea stakeholders</b>		
National Fisheries Authority (NFA) of Papua New Guinea	Under the Fisheries Management Act 1998, the NFA is given the authority to manage the fisheries within the fisheries waters of PNG. NFA will be the focal agency for the project, and it is likely the national coordinator will be a NFA staff member. The authority will have representation on the regional project steering committee and the national project board, and will endorse the artisanal fisheries management plan for the South Fly District	NFA is represented at the NPB.
Conservation and Environment Protection Authority (CEPA)	CEPA is an authority under the Ministry of Environment, Conservation, and Climate Change. CEPA would be an important member of the Stakeholder Partnership Forum, and they might have direct involvement in the project, for example, if environmental impacts from mining discharge are assessed during the TDA. Also, CEPA has recently prepared a management plan for dugongs and turtles for the South Fly District; something that could support the planned ATS regional action plan on protection of endangered migratory marine species.	CEPA is a national focal agency for the project. It is also GEF Operational Focal Point (OFP). In the project implementation, as a member of National Project Board, the GEF OFP provided input to the project implementation.
Western Province Administration,	The Provincial Fisheries Office is under the administration of the Western Province	Major government stakeholder in the South Fry District. It provided support to

Type of Stakeholder	Planned Role/Type of Collaboration	Roles in project implementation
Provincial Fisheries Office	Local Government, and their technical work is coordinated by the NFA. Currently, the Provincial Fisheries Office does not have a physical premise. The fisheries officers from this Office will be involved in EAFM training and supporting community level implementation activities.	the project and is in charge of management of community based plan.
UNDP Papua New Guinea Country Office	The UNDP country office will provide strategic guidance to the NFA, and also have an important role on the national project board. UNDP's expertise on cross-cutting issues, including disaster management and gender, would be useful in supporting the implementation of the project, with respect to exchange of best practices and lessons learned. In terms of knowledge management, the UNDP country office is well positioned to provide feedback on content, publication, and dissemination.	UNDP PNG CO is member of the PNG NPB. Working closely with RPMU, which is coordinating activities in PNG.
University of Papua New Guinea (UPNG)	The UPNG is the main tertiary academic institution in the country, with degree courses in marine biology. Experts from the university actively provide technical advisory services to the NFA, and these experts might be possible candidates for local consultants on the project. The UPNG would also be an important member of the Stakeholder Partnership Forum	Played critically important role in the preparation of the TDA in PNG.

Annex 8: Co-financing tables

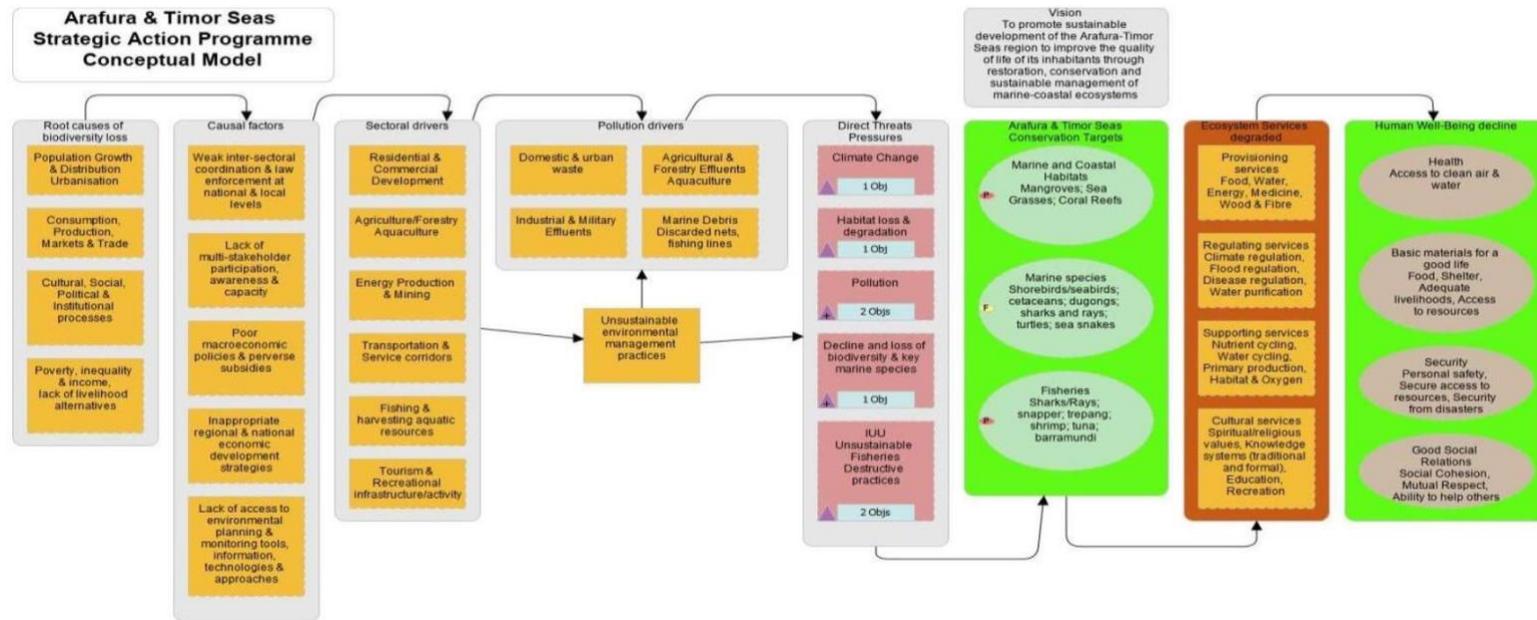
Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Total Amount Committed (USD)	Total Cumulative Amount Realized as of September 2024(USD)
GEF Agency	UNDP Indonesia	Grant	Investment mobilized	75,000	92,057
GEF Agency	UNDP Indonesia	In-kind	Recurrent expenditures	25,000	5,000
GEF Agency	UNDP Papua New Guinea	In-kind	Recurrent expenditures	25,000	0
Recipient Country Government	Government of Indonesia, Ministry of Marine Affairs and Fisheries (MMAF)	In-kind	Recurrent expenditures	32,690,522	20,865,654
Recipient Country Government	Government of Indonesia, MMAF	Grant	Investment mobilized	400,000	450,484
Recipient Country Government	LIPI (Indonesian Institute of Sciences)	Grant (dropped since LIPI was dissolved during reorganization- noted in MTR as well)	Recurrent expenditures	300,000	0
Recipient Country Government	Government of Timor-Leste	Grant	Investment mobilized	20,000,000	21,618,094
Recipient Country Government	Government of Papua New Guinea,	Grant	Investment mobilized	1,500,000	342,176
Recipient Country Government	Government of Papua New Guinea	In-kind	Recurrent expenditures	500,000	59,304
Other:	Government of Australia, Ministry of Environment	Grant	Investment mobilized	4,600,000	3,414,606
Donor Agency	USAID	Grant	Investment mobilized	85,651	0

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Total Amount Committed (USD)	Total Cumulative Amount Realized as of September 2024(USD)
Other:	PEMSEA	In-kind	Investment mobilized	0	4,700,000
Other:	RPOA-IUU	In-kind	Recurrent expenditures	0	56,700
Other:	Government of Australia MOE (DAWE)	In-kind	Investment mobilized	0	384,496
Other:	Parks Australia	In-kind	Investment mobilized	0	1,120,504
Recipient Country Government	Government of Timor-Leste	In-kind	Recurrent expenditures	0	1,431,240

<b>TOTAL GRANT REALIZED</b>	<b>25,917,417</b>
<b>TOTAL IN-KIND REALIZED</b>	<b>28,622,898</b>
<b>OVERALL TOTAL</b>	<b>54,540,315</b>

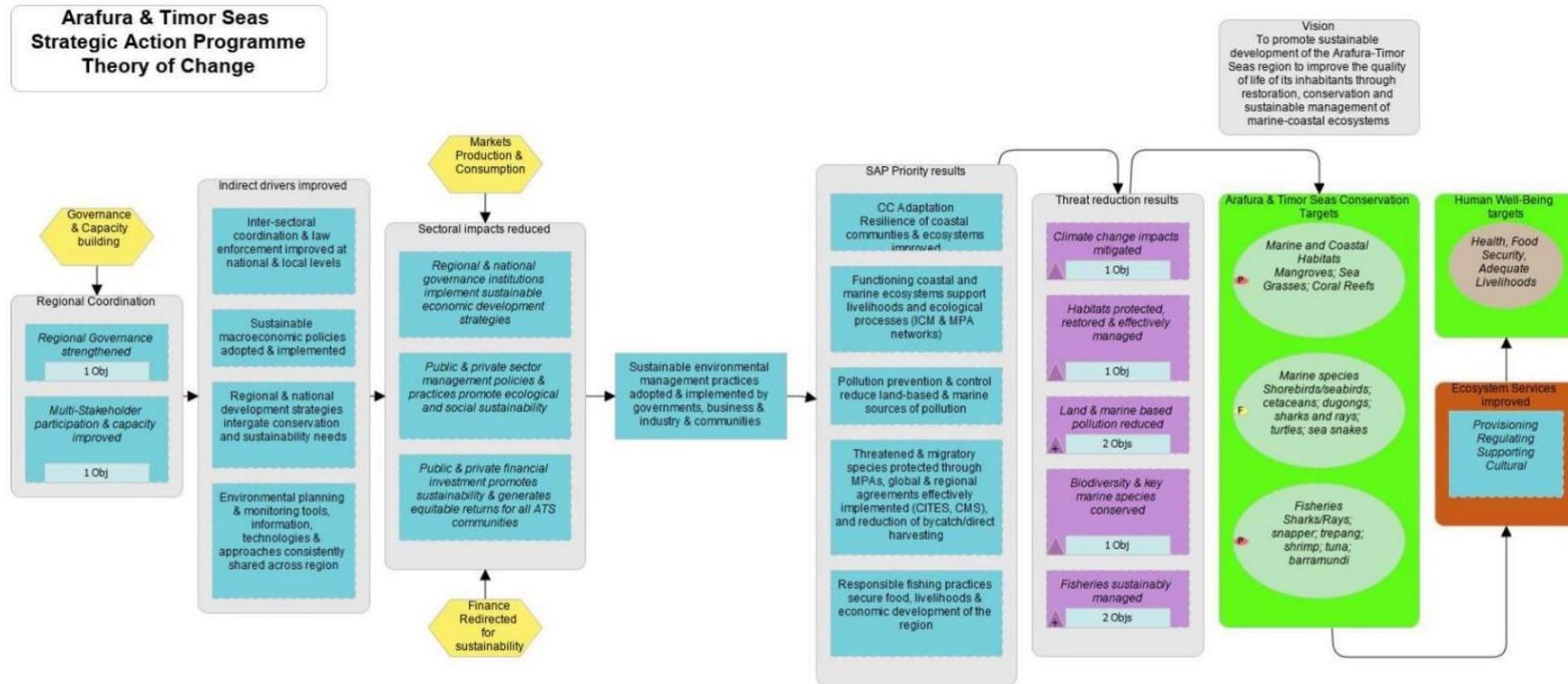
Annex 9: Theory of Change diagrams

ToR Annex A: Theory of Change for ATSEA-2 Project (Diagrams)



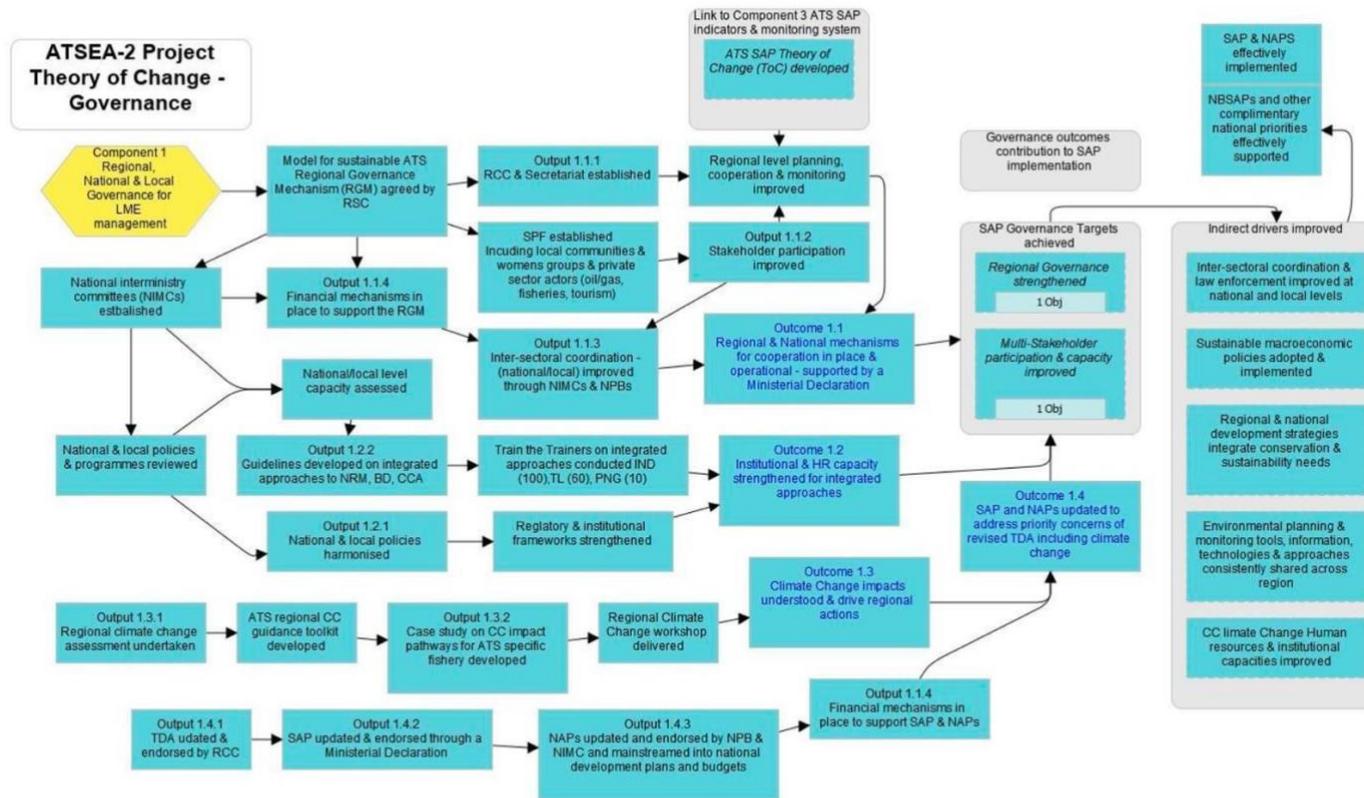
Legend Table			
	Conservation Target		Direct Threat
	Human Well-being Target		Contributing Factor

Diagram 2. ATS SAP Theory of Change (Results Chain)



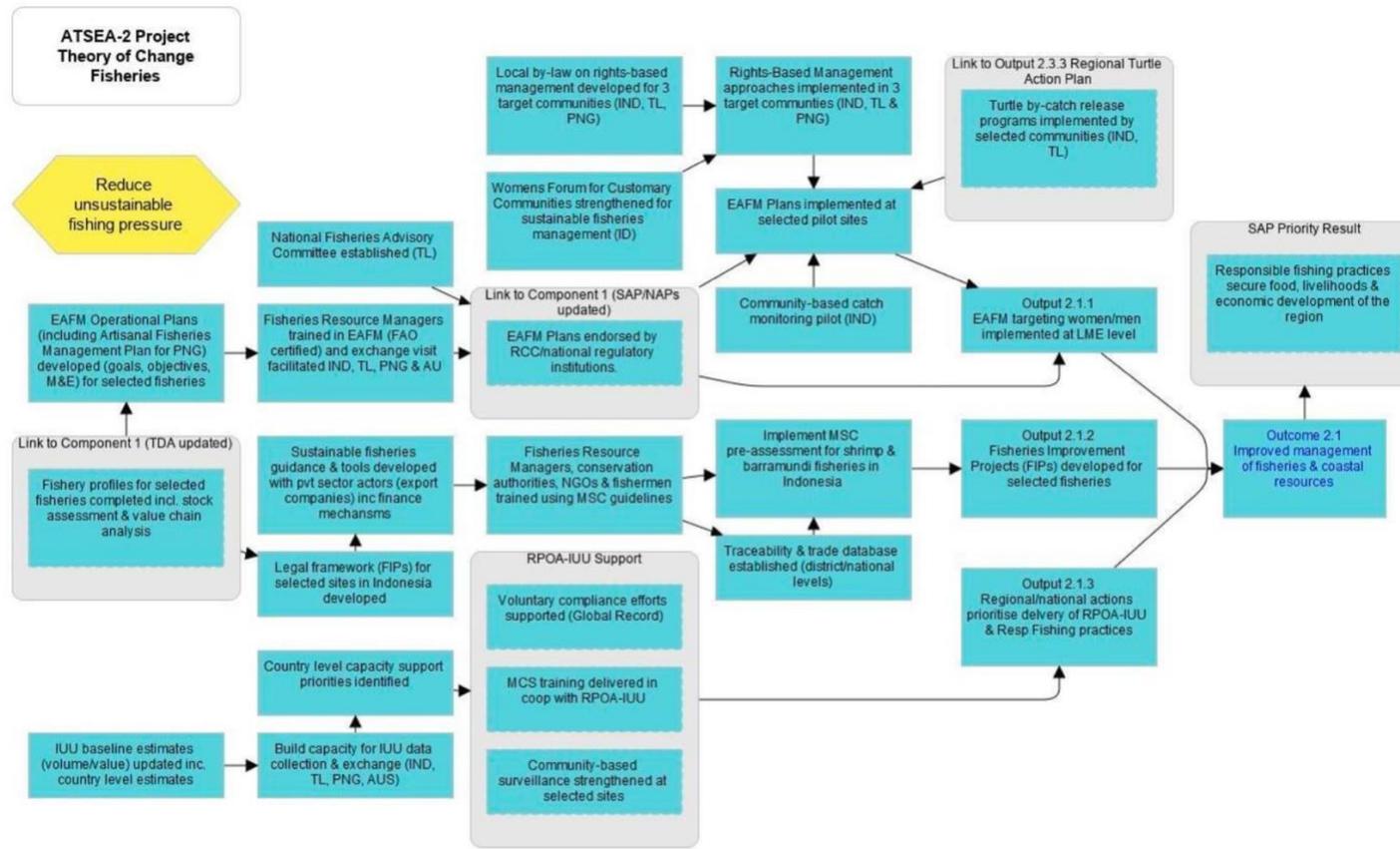
	Conservation Target		Threat Reduction Result		Strategy		Objective
	Human Well-being Target		Intermediate Result		Indicator		

Diagram 3. ATSEA-2 Project Theory of Change (Results Chain) for Component 1 - Governance



Legend Table	
	Intermediate Result
	Objective
	Strategy

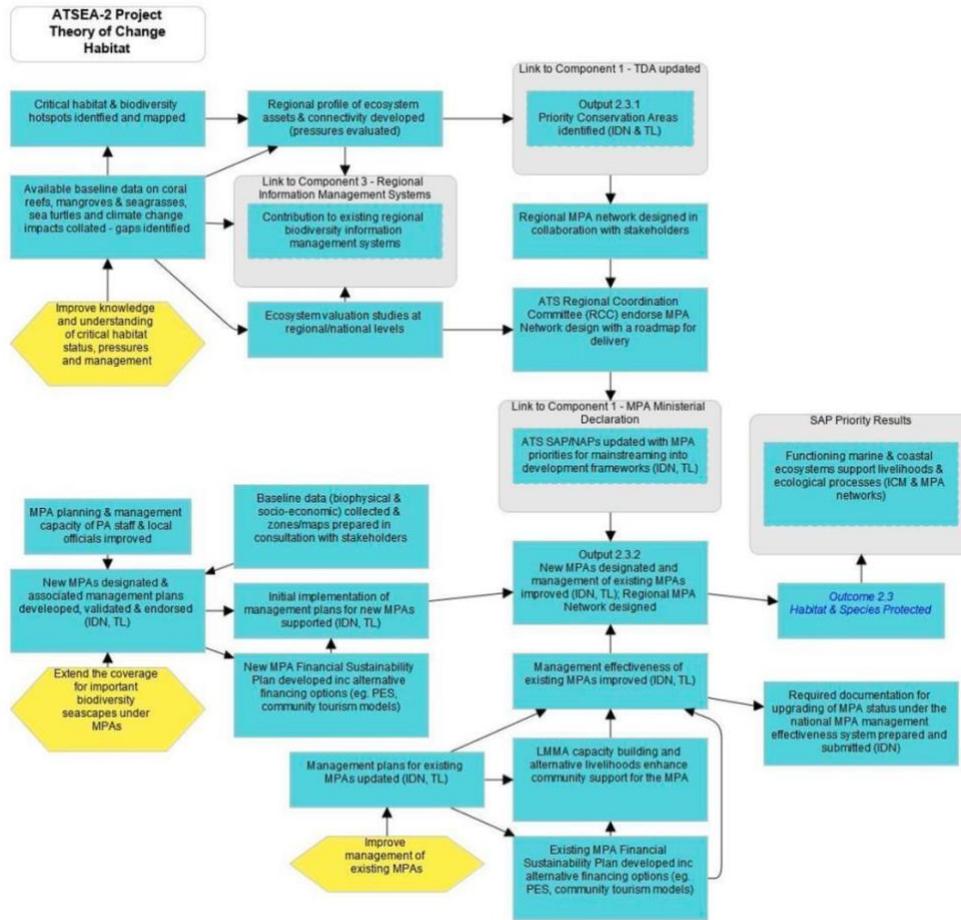
Diagram 4. ATSEA-2 Project Theory of Change (Results Chain) for Component 2 - Fisheries



Legend Table	
	Strategy
	Intermediate Result

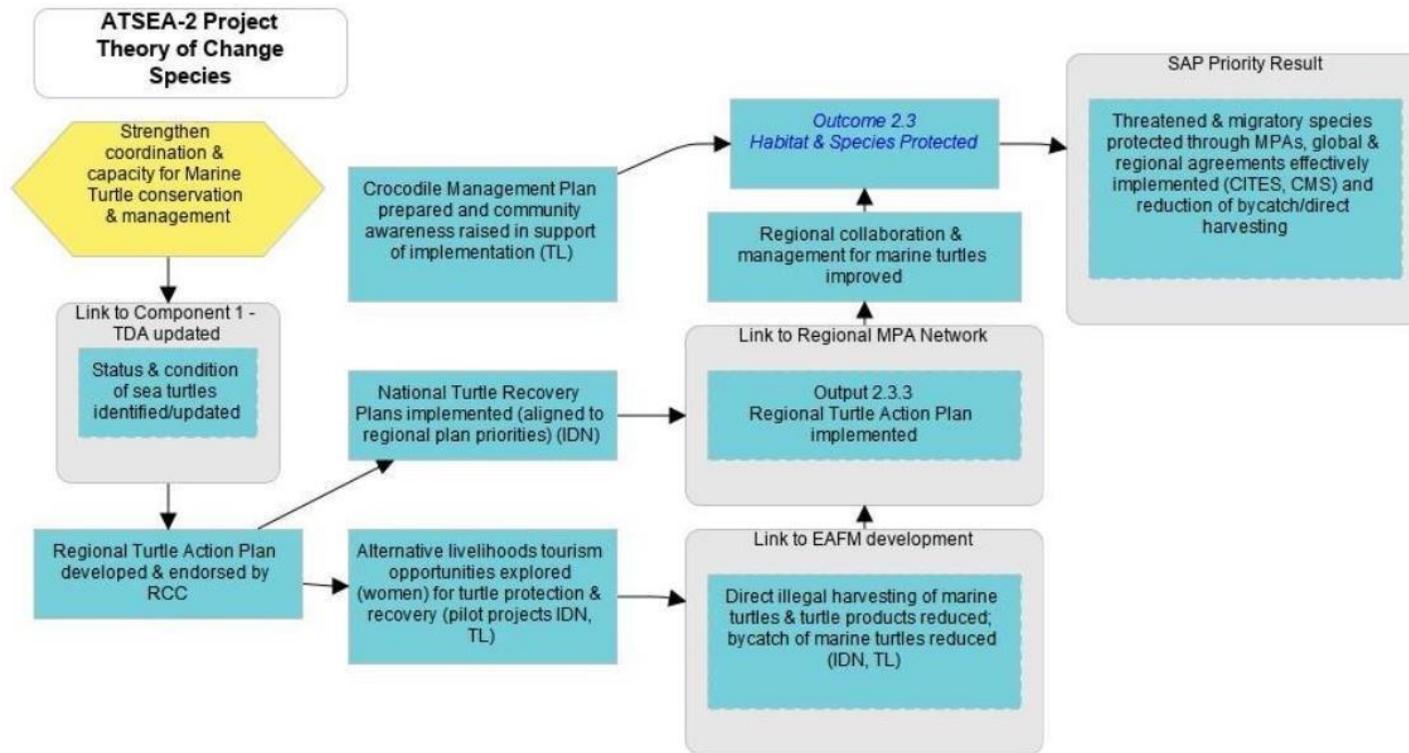


Diagram 6. ATSEA-2 Project Theory of Change (Results Chain) for Component 2 - Habitat



Legend Table	
	Strategy
	Intermediate Result

Diagram 7. ATSEA-2 Project Theory of Change (Results Chain) for Component 2 - Species



Legend Table	
	Strategy
	Intermediate Result

Diagram 8. ATSEA-2 Project Theory of Change (Results Chain) for Component 2 - Integrated Coastal Management (ICM) Plans

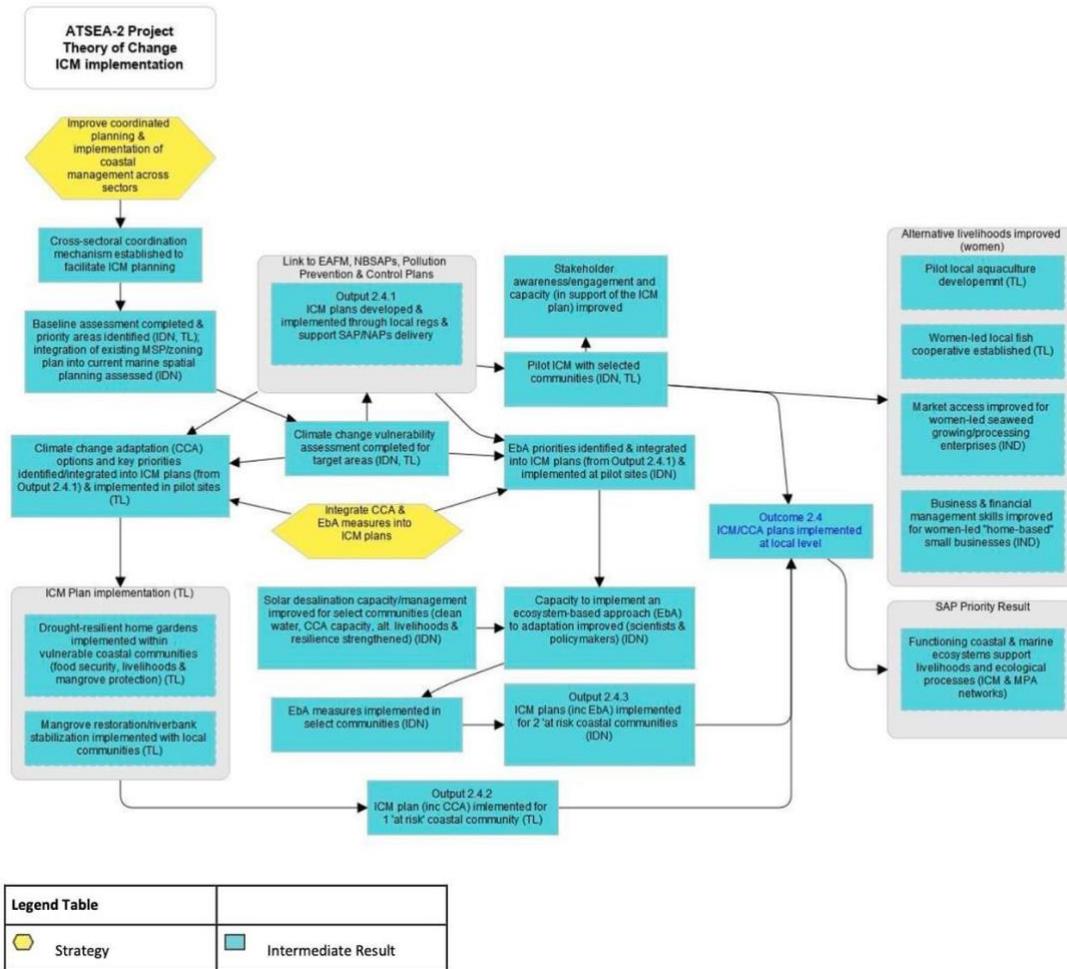
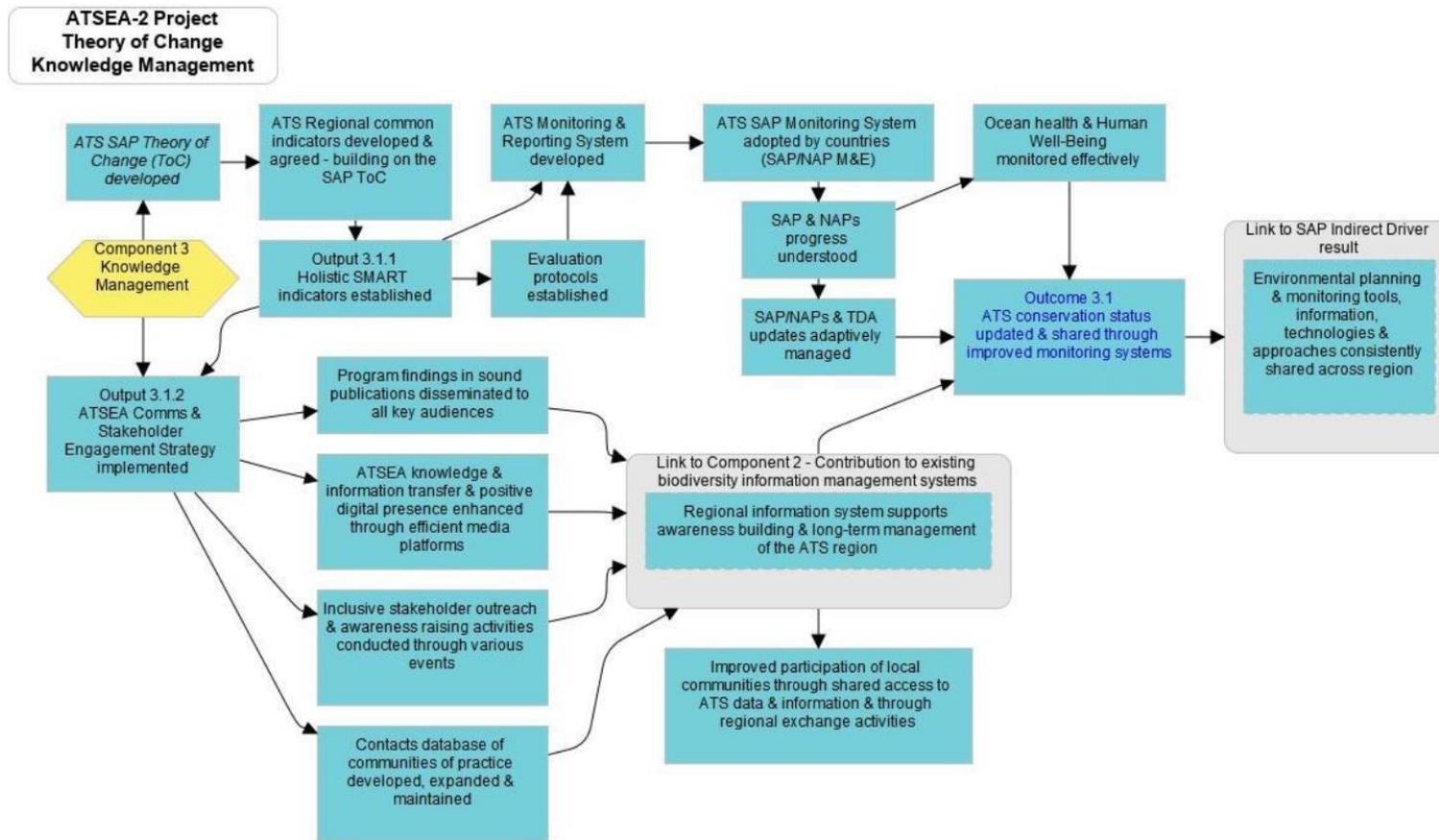


Diagram 9. ATSEA-2 Project Theory of Change (Results Chain) for Component 3 - Knowledge Management



Legend Table	
	Strategy
	Intermediate Result

Annex 10: Progress Towards Objective and Expected Outcomes

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
<b>Project Objective:</b> To enhance sustainable development of the Arafura-Timor Seas (ATS) region to protect biodiversity and improve the quality of life of its inhabitants through conservation and sustainable management of marine-coastal ecosystems (as indicated in the SAP).	1.Number of women and men as direct beneficiaries of project activities	0	Cumulative total of direct beneficiaries: 55,000 women 60,000 men		<b>TARGET ACHIEVED</b> Overall Total: 154,816 people benefited and engaged in various project initiatives <ul style="list-style-type: none"> <li>• 52,268 women</li> <li>• 60,372 men</li> <li>• 42,176 (Non-sex-disaggregated data- particularly for online webinars and sessions during COVID period)</li> </ul>
	2.Globally over-exploited fisheries (by volume) moved to more sustainable levels	0	Up to 25% (by volume) for the ATS region, representing approximately 0.25% of global levels		<b>TARGET ACHIEVED</b> <ul style="list-style-type: none"> <li>• Overall, the SPR findings indicate that there is improvement for two targeted species – the most landed species, saddletail snapper (<i>Lutjanus malabaricus</i>) and the third most landed red emperor (<i>L. sebae</i>), both representing 1.96% of red snapper global catch. While the other two targeted species – the second most landed goldband snapper (<i>Pristipomoides multidens</i>) and the fourth/least landed crimson snapper (<i>L. erythropterus</i>) representing 0.58% of global catch face decline as indicated by their current SPR values but the overall net volume with improved status still represents 1.38% of global catch. Therefore, ATSEA-2 has met the objective by moving 1.38% of red snapper global catch to a more sustainable level.</li> </ul>
	3. Landscapes and seascapes under improved biodiversity management	0	800,000 ha		<b>ON TRACK</b> <ul style="list-style-type: none"> <li>• 764,564.9 ha covered by ATSEA-2 Project initiatives on Landscapes and seascapes under improved biodiversity management:</li> <li>• 356,337.9 ha - new Marine Protected Area (MPA) in Kolepom island, Indonesia</li> <li>• 170,627ha - collaboration with tidal areas of the Dolok Island Wildlife Refuge linked with Kolepom MPA Management Plan implementation</li> <li>• 114,000 ha - supported increased management effectiveness of SE Aru MPA, Indonesia</li> <li>• 123,600 ha - supported increased management effectiveness of Nino-Konis Santana, National Park, Timor-Leste.</li> <li>• An additional 51,000 ha will be included upon signing of the Ministerial Decree on the establishment of new MPA in Manufahi and Manatuto in</li> </ul>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
					Timor-Leste targeted in October 2024. This will bring the final total coverage to 815,564.9 ha before the closure of the ATSEA-2 project.
<b>Intermediate Objective:</b> Updated transboundary diagnostic analysis (TDA), strategic action program (SAP), and national action program (NAPs)	Proportion of countries that are implementing specific measures from the SAP (i.e. adopted national policies, laws, budgeted plans)	Not set	Priority actions under ATS NAP mainstreamed into national development programs and budgets of IDN, PNG and TL		<b>ON TRACK</b> <ul style="list-style-type: none"> <li>The ATS SAP 2024-2033 was officially signed by all ATSEA-2 focal Ministers from Australia, Indonesia, PNG, and Timor-Leste, and for further formalization through the signing of the Ministerial Declaration at the ATS Ministerial Forum in September 2024. The advance signing of the SAP was undertaken to support the region's bid for GEF8 funding for ATSEA-3 to support the implementation of the new SAP.</li> <li>Indonesia, Timor-Leste and PNG have completed their respective NAPs (2024-2033). The NAPs outlined the programmes and activities at the country level in support of the SAP and respective country priorities. The NAPs also identified the relevant government agencies at national and local level to support the delivery of various target activities.</li> </ul>
<b>Component 1: Regional, National and Local Governance for Large Marine Ecosystem Management</b>					
<b>Outcome 1.1:</b> Regional and national mechanisms for cooperation in place and operational	4. Regional governance mechanism	Informal cooperation under ATSEF, and conceptualization of ATS governance mechanism outlined in Ministerial Declaration	Regional governance mechanism established through a Ministerial Declaration with country commitment for RGM operationalization		<b>ON TRACK</b> <ul style="list-style-type: none"> <li>ATS Regional Governance Mechanism (RGM) with regional and national mechanisms endorsed by the RSC in July 2023, building on results of governance assessment and various regional and national consultations conducted from 2020.</li> <li>RGM Terms of Reference (TOR), Transition Plan, and RGM Investment and Financial Plan endorsed by the 5<sup>th</sup> RSC in November 2023 to support RGM operationalization</li> <li>Transition from ATSEA-2 project arrangement into RGM initiated and confirmed by countries at the ATS Senior Government Officials' Meeting (SGOM) in June 2024</li> <li>Commitment from Indonesia, Timor-Leste, and PNG to provide financial support (in-kind and in-cash) for RGM operations for the bridging years 2025-2026 confirmed at the 5<sup>th</sup> RSC Meeting in November 2023 and reaffirmed at the SGOM in June 2024 (Details provided under Output 1.1.4)</li> <li>Final Draft ATS Ministerial Declaration developed based on SGOM review and currently undergoing final country clearances. The Declaration which is targeted for adoption by the ATS countries at the ATS Ministerial</li> </ul>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
					<p>Forum to be held in Timor-Leste in 2024 aims to formally adopt and launch the ATS RGM and Updated SAP, with corresponding financial plans/commitments for RGM and SAP operationalization.</p> <ul style="list-style-type: none"> <li>Note: The ATSEA-2 Regional Project Steering Committee (RSC), National Project Boards (NPB), National Inter Ministerial Committees (NIMC), Regional and National Project Management/Coordination Units are serving as interim governance mechanism, while process on RGM consultations and transitions are ongoing. In line with this, annual RSC and NPB meetings were undertaken since 2019.</li> </ul>
	5. National Inter-Ministerial Committees (NIMCs)	NIMCs loosely formed with no clear mandate for ATS priority concerns	NIMCs established, functioning, and formalized thru legal and/or institutional arrangements in each of the 3 countries	<b>Regional</b>	<p><b>TARGET ACHIEVED</b></p> <ul style="list-style-type: none"> <li>Regional institutional review including review of other regional initiatives completed as part of the Regional Governance Assessment (linked to 1.1.1-3)</li> </ul>
				<b>IDN</b>	<p><b>ON TRACK</b></p> <ul style="list-style-type: none"> <li>NIMC institutional mapping completed, conceptual model developed with inputs from various FGDs, with identified key agencies relevant to NAP implementation</li> <li>NIMC policy paper and legal framework for the formalization of the NIMC developed (Linked to 1.2.2-5)</li> <li>A revised draft MMAF Ministerial Decree on the establishment of a Coordination Team for the Implementation of Marine Ecosystem Actions in the Arafura and Timor Seas (ATSEA) was developed in May 2024 outlining the establishment, duties and composition of Indonesia's cross-ministerial task force to ensure coordinated efforts in support of ATSEA objectives and priorities under the new SAP, as well as to support the</li> </ul>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
					<p>country's blue economy program. The Coordination Team will be led by a Steering Committee, a Chairman, and supported by Technical Working Groups (Marine Resource Management, Marine Pollution Control, and Coastal Area Resilience Working Groups), and a Secretariat. The target is to have the National Coordination Team in place before the closure of ATSEA-2 in December 2024 to ensure continuity of the ATSEA program</p> <ul style="list-style-type: none"> <li>• Pending the formal establishment of NIMC /National Coordinating Team in Indonesia, various interministerial coordination and engagements were undertaken through TWGs in support of review of various governance and technical assessments of ATSEA-2 (e.g., RGM and SPF, SAP Stocktaking, EAFM, FIP, MPA establishment, marine pollution, GESI survey, etc.)</li> <li>• Annual National Project Board (NPB) meetings were also conducted since 2019</li> </ul>
				<b>TL</b>	<p><b>TARGET ACHIEVED</b></p> <ul style="list-style-type: none"> <li>• Policy, legal and institutional assessment completed and contribute to the formal establishment of NIMC</li> <li>• Initial meeting on NIMC establishment conducted and covered potential members, structure, and roles and responsibilities (2020)</li> <li>• Composition of TL's NIMC were formalized through the Declaration of Agreement signed at the NIMC Meeting in June 2022, followed by the review and confirmation of NIMC's TOR</li> <li>• Annual National Project Board meetings conducted since 2019, while annual NIMC meetings conducted since 2020</li> </ul>
				<b>PNG</b>	<p><b>TARGET ACHIEVED</b></p> <ul style="list-style-type: none"> <li>• Assessment on PNG's institutional and legal framework focusing on marine and fisheries completed and endorsed, and guided the formation of NIMC and NPB, and SPF membership for PNG</li> <li>• TORs of NIMC and NPB completed and adopted</li> <li>• PNG's NIMC operational since 2021</li> <li>• PNG's NIMC meetings conducted (merged with SPF) since 2021, and usually back-to-back with the annual NPB meetings</li> <li>• In 2024, PNG has initiated to transition the NPB, NIMC and SPF meetings into the NCC as part of the transition to RGM structure</li> </ul>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
	6. SAP implementation finance secured by governments and development partners	0	25%	Regiona I	<b>ON TRACK</b> USD3,093,317 million has been committed, surpassing the target by covering approximately 28% of the total USD10.9 million 5-year financial requirement for the new SAP 2024-2033. The target was 25% or USD2.7 million, indicating significant progress in the project's efforts to secure support for the continuity of the SAP.
				IDN	<b>ON TRACK</b> Framework document on 5-year cost estimate and financing plan for Indonesia's updated NAP developed. More detailed financing estimate to be undertaken
				TL	<b>ON TRACK</b> 5-year cost estimate and financing plan for TL's updated NAP developed and for NPB's final review
				PNG	<b>TARGET ACHIEVED</b> Final 5-year cost estimate and financing plan for PNG's NAP completed as part of the completed NAP which was endorsed by the NPB in 2023
<b>Outcome 1.2:</b> Strengthened institutional and human resource capacity towards integrated approaches in natural resource management and biodiversity conservation	7. Number of local regulations issued to support implementation of NAP that reflect regional harmonization of national and subnational policies	Priority actions in the NAPs are not mainstreamed in national and local policy and programming frameworks	NA	Regiona I	<b>TARGET ACHIEVED</b> Aspects and review of Political Economy of Regionalism was included as part of the completed Regional Governance Assessment
			<u>Indonesia</u> : Draft of three local regulations (PERDA) developed and submitted to the provincial government to support implementation of NAP	IDN	<b>TARGET ACHIEVED</b> <ul style="list-style-type: none"> <li>• 4 Local/National regulations developed/issued and 1 legal draft ready for adoption</li> <li>• Policies and regulation assessments were undertaken under thematic-specific initiatives</li> </ul>
			<u>Timor-Leste</u> : Two local regulations issued to support implementation of NAP	TL	<b>ON TRACK</b> <ul style="list-style-type: none"> <li>• 1 local regulation in place, 1 national policy in place, and 1 Ministerial Decree and 1 Resolution ready for adoption</li> <li>• Assessment of National Policies and Regulations related to Fisheries and Biodiversity Conservation and Climate Change Adaptation completed,</li> </ul>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
					while some policy assessments on fisheries were included as part of the EAFM Baseline report in TL
			<u>Papua New Guinea</u> : District Sustainable Marine Resource Plan for South Fly District approved	<b>PNG</b>	<b>TARGET ACHIEVED</b> <ul style="list-style-type: none"> <li>• By-law (LLG Law) legalizing the ForeCoast Artisanal Fisheries Management Plan (FAFMP) for South Fly District enacted in April 2024 and submitted to the Ministry of LGA for formal authorization</li> <li>• Assessment of legal and institutional framework completed which includes key policies and regulations in PNG on Marine and Fisheries particularly relating to South Fly; Assessment endorsed by NIMC in 2021</li> </ul>
	8. Knowledge transferred from capacitated trainers to resource beneficiaries	Limited local knowledge on integrated approaches	NA	<b>Regiona I</b>	<b>TARGET ACHIEVED</b> 172 resource beneficiaries
IDN: 100 resource beneficiaries			<b>IDN</b>	<b>TARGET ACHIEVED</b> <ul style="list-style-type: none"> <li>• 3,151 resource beneficiaries (1,908 Men, 1,243 Women)</li> <li>• Capacity assessment of relevant stakeholders were included in the conduct of various thematic assessments in Indonesia ( i.e. Policy -SPF, NIMC, ICM, Fisheries-EAFM, FIP, Fisheries Business, Gender, and Biodiversity (Aru Expedition, Economic Valuation, EVIKA)</li> </ul>	
TL: 60 resource beneficiaries			<b>TL</b>	<b>TARGET ACHIEVED</b> <ul style="list-style-type: none"> <li>• 945 resource beneficiaries (457 Men, 231 Women, 257 non-sex-disaggregated)</li> <li>• Capacity and needs assessment completed</li> </ul>	
PNG: 10 resource beneficiaries			<b>PNG</b>	<b>TARGET ACHIEVED</b> <ul style="list-style-type: none"> <li>• 68 resource beneficiaries (49 Men, 19 Women)</li> <li>• Capacity and needs assessment completed and endorsed by NIMC in 2021</li> </ul>	
<b>Outcome 1.3:</b> Better Understanding of Climate Change Impacts in Marine and Coastal Ecosystems Lead	9. Regional climate change predictive capacity strengthened	There are no coordinated regional climate change assessment efforts addressing regional coastal and marine	ATS regional Climate Change guidance toolkit endorsed by RCC		<b>TARGET ACHIEVED</b> <ul style="list-style-type: none"> <li>• Regional Climate Change Vulnerability Assessment (CCVA) Report completed in 2021 and served as reference for the Guidance Toolkit.</li> <li>• The Guidance Toolkit for Facilitators and Decision-makers was developed and tested in Oeseli Village of Rote Ndao, Indonesia. The Guidance Toolkit was formally endorsed by the members of the RSC during the 4th RSC Meeting in November 2022, particularly by Indonesia, PNG and Timor-Leste, and subsequently by Australia in April 2023.</li> </ul>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
to Regional Actions		concerns in the ATS region			<ul style="list-style-type: none"> <li>• Although not required in the ProDoc, ATSEA-2 also published the ATSEA-2 paper on “Climate Change Implications for the ATS Region” in the Climatic Change Journal in June 2023.</li> <li>• The updated ATS SAP (2024-2033), TOC and draft SAP Implementation Plan have specified the use of the CCVA and Guidance Toolkit as reference and tool for mainstreaming climate change concerns in the implementation of the SAP</li> <li>• Local Case Study on Mainstreaming Climate Change into Local Assessments and Planning completed</li> <li>• Community Action Plan for Oeseli Village completed in 2021 and published in early 2022. The Plan was developed relevant to fisheries and climate change adaptation and was considered in the ICM plan development for Rote Ndao, Indonesia</li> <li>• 3 Information videos developed based on the conduct of local case study and climate change community action plan for Oeseli Village, Rote Ndao; videos are posted via ATSEA-2 Youtube channel</li> <li>• Regional Workshop on Climate Change for Coastal Communities: Learning from East Asia and ATS Regions conducted as part of the East Asian Seas Congress 2021 (jointly hosted by ATSEA-2 with PEMSEA and IGES of Japan)</li> <li>• ATSEA-2 also delivered presentation at the AP-PLAT Webinar on Making Asia-Pacific Resilient to Climate Change to share the results from the CCVA and Guidance Toolkit</li> <li>• Regional Training Workshop on Climate Change using the Guidance Toolkit conducted in 2022 in Bali, Indonesia in collaboration with C2O Pacific and Kertabumi Institute. The training supported the dissemination of the CCVA results and the Guidance Toolkit, and provided new skills and guidance in developing local adaptation plans.</li> </ul>
<b>Outcome 1.4:</b> Updated transboundary diagnostic analysis (TDA), strategic action	10. Proportion of countries that are implementing specific measures from	0	IDN, TL, & PNG: Priority actions under NAP mainstreamed into national development		<p><b>ON TRACK</b> <u>Regional</u></p> <ul style="list-style-type: none"> <li>• The updated TDA was completed and endorsed by the RSC in June 2023 following a series of consultations and validation workshops. The updated TDA served as the scientific basis for the updating of the SAP.</li> </ul>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
program (SAP), and national action program (NAPs)	the SAP (i.e. adopted national policies, laws, budgeted plans		programs and budgets		<ul style="list-style-type: none"> <li>• In support of the updating of the TDA, National Country Synthesis Reports of Indonesia, PNG and Timor-Leste as well as Causal Chain Analysis Reports were also completed as supporting references. The TDA also referred to the various governance and thematic assessments completed by ATSEA-2</li> <li>• Updated SAP 2024-2033 endorsed by RSC in November 2023. The process for updating of the SAP followed the GEF guidance on SAP and NAP updating involving Strategic Thinking and Strategic Planning: <ul style="list-style-type: none"> <li>○ SAP Strategic Thinking activity conducted as part of the Regional TDA and SAP Updating Workshop in February 2023 in Bali, Indonesia. This resulted to the initial SAP Framework. Further National and Regional SAP Strategic Thinking Workshops conducted in April 2023</li> <li>○ SAP Strategic Planning consultation workshops were conducted at the national and regional level in May 2023, which resulted to the 1<sup>st</sup> draft SAP</li> <li>○ National and Regional Consultation Workshops were conducted with NWGs and the RSC from July to November 2023 to refine and produce the final draft of the SAP which was submitted and endorsed at the 5<sup>th</sup> RSC</li> </ul> </li> <li>• To support/guide coordinated planning and implementation of the updated SAP as well as NAPs, the project also completed a Theory of Change for the updated SAP, and is in the process of finalizing the Preliminary 5-Year SAP Implementation Plan</li> <li>• While not part of the ProDoc requirement, prior to SAP updating, the ATSEA-2 also pursued A Rapid Stocktaking review of the current ATS SAP implementation. Results/info generated from the stocktaking also fed into the updating of TDA and SAP.</li> </ul> <p><u>Indonesia</u></p> <ul style="list-style-type: none"> <li>• Final draft Updated NAP for Indonesia developed</li> <li>• Mainstreaming workshop on SAP and NAP conducted in Indonesia in March 2024</li> </ul> <p><u>Timor-Leste</u></p> <ul style="list-style-type: none"> <li>• Final draft updated NAP for Timor-Leste developed with 5-year Financial Plan developed in Timor-Leste</li> </ul>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
					<ul style="list-style-type: none"> <li>• Mainstreaming workshop on SAP and NAP conducted in Timor-Leste in February 2024</li> <li>• <u>Papua New Guinea</u></li> <li>• The ProDoc underscored the need to include additional information from PNG for the updating of the TDA, as such the following specific activities &amp; outputs were delivered from PNG as well:</li> <li>• Biophysical and socio-economic characteristics in PNG ATS ecosystem assessment report of PNG completed and endorsed by NIMC in 2021</li> <li>• Linked to 1.1.3-10. PNG's Institutional and Legal assessment particularly relating to South Fly completed in 2021. The results also fed into PNG's Country Synthesis Report for TDA and the updated TDA and SAP, and PNG's updated NAP</li> <li>• PNG's 1<sup>st</sup> NAP with 5-Year Financial Plan endorsed by the National Project Board in 2023 and shared at the 5<sup>th</sup> RSC Meeting.</li> <li>• Mainstreaming workshop of SAP and NAP conducted in February 2024</li> <li>• In March 2024, the NFA developed a Policy Paper for submission to the National Executive Council (NEC) to mainstream the ATSEA collaboration, including the SAP in the actual work plans and budgets of four key national government agencies as well as in the Western Provincial Administration and South Fly District Administration. The Policy Paper also included request for endorsement of PNG's annual financial contribution to the ATS RGM as the regional body to oversee SAP implementation. The NEC submission involves a long political process and mainstreaming the ATS RGM through an NEC decision will not happen in time for the bridging years (2025-2026) so NFA has also developed an MOA with PEMSEA to implement the collaboration during the bridging period as an alternative while the NEC Policy Paper goes through the submission process.</li> </ul>
<b>Component 2: Improving LME Carrying Capacity to Sustain Provisioning, Regulating and Supporting Ecosystem Services</b>					
<b>Outcome 2.1:</b> Improved management of fisheries and	11. Number of management plans and appropriate measures	0	5		<b>TARGET ACHIEVED</b> <ul style="list-style-type: none"> <li>• 1 EAFM Plan for Red Snapper in Aru, Indonesia</li> <li>• 1 EAFM Plan for Shrimp in Aru</li> <li>• 1 EAFM Plan for Barramundi in Merauke, Indonesia</li> <li>• 1 EAFM Plan for South Coast, Timor-Leste</li> </ul>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
other coastal resources for livelihoods, nutrition and ecosystem health in Indonesia, Timor-Leste, and Papua New Guinea	implemented for rebuilding or protecting fish stocks including alternative management approaches				<ul style="list-style-type: none"> <li>1 ForeCoast Artisanal Fishery Management Plan (FAFMP) for South Fly, PNG</li> <li>Regional EAFM Plan for Red Snapper</li> </ul>
	12. Number of targeted communities of fishers have adopted an ecosystem approach to fisheries management	0	5		<b>TARGET ACHIEVED</b> Five (5) communities of fishers have adopted and are already implementing EAFM in Indonesia and Timor-Leste, and ForeCoast Artisanal Fishery Management in South Fly, PNG
	13. Reduced fishing pressure	<ul style="list-style-type: none"> <li>Aru, Indonesia: 200 fleet (small scale focusing on Red Snapper)</li> <li>South Fly, PNG: 2 tons per year dried fish maw (bladder) produced.</li> </ul>	<ul style="list-style-type: none"> <li>Aru, Indonesia: 25% (50 fishing fleet) registration document from Red Snapper small-scale fishing fleet submitted in compliance with National Policy</li> </ul>	<b>IDN</b>	<b>ON TRACK</b> <u>Aru, IDN</u> : 14% or 27 small scale fishing fleet on red snapper registered in accordance with Indonesia's Presidential Decree No.11 on Fishing Vessel Registration at national and local level as of 2023. UNDP Indonesia's recruitment of consultant to further facilitate capacity building and to support provincial government initiative on vessel registration is ongoing

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
			South Fly, PNG: Updated baseline on fish maw harvest secured and served as reference in the fish maw management plan as part of the SFAFMP and supported by a community-based MCS reporting system	<b>PNG</b>	<b>ON TRACK</b> <u>South Fly, PNG:</u> (1) updated baseline on fish maw harvest identified and village recording initiated as part of FAFMP roll out, (2) Artisanal Fisheries Management Plan (FAFMP) for South Fly legalized in April 2024 through a local-level government by-law, and (3) Training on community-based monitoring, control and surveillance particularly on fish maw and type of fishing gear used is ongoing
	14. Improved use of fish gear/ techniques	<ul style="list-style-type: none"> <li>• Aru, Indonesia: Provincial permit: 200 fleet (small scale focusing on Red Snapper)</li> <li>• Merauke, Indonesia: Approx. 500 registered fishing vessels operating in the barramundi fishery in Merauke.</li> <li>• South Coast, Timor-Leste: Approx. 150 registered vessels</li> </ul>	<ul style="list-style-type: none"> <li>• Aru, Indonesia: 50% (100 fishing fleet) of red snapper fishing vessel in Aru have capacity to handle ETP species from dropline, longline and gillnet fishing gear</li> <li>• Merauke, Indonesia: 50% barramundi fishers using improved gear.</li> </ul>	<b>IDN</b>	<b>ON TRACK</b> <ul style="list-style-type: none"> <li>• <b>Aru, IDN:</b> 36% or 72 small scale fishing vessels have been registered and capacitated to handle ETP species through the EAFM and FIP process. UNDP Indonesia’s recruitment of consultant to further facilitate capacity building and to support provincial government initiative on vessel registration is ongoing</li> <li>• <b>Merauke, IDN: Target exceeded</b> with 146 fishing registrations to date. This includes the previously reported 15 small scale Barramundi fishing vessels with secured license, and the issuance of 101 Kusuka cards for fisheries registration, insurance and fisheries subsidies, and 30 SIPI/SIUP or fishing permits during the Fisheries Exhibition in July 2023. In the same event, an additional 23 boat registration files were received for assessment.</li> </ul>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
		<p>in the south coast municipalities.</p> <ul style="list-style-type: none"> <li>• South Fly, PNG: Approx. 2700 households involved in small-scale fishing</li> </ul>	<p>South Coast, Timor-Leste: 50% vessels within the mackerel fishery using improved gear/techniques.</p>	TL	<p><b>TARGET ACHIEVED</b>  <b>South Coast, TL: Target achieved.</b> 50% or 105 out of 210 boats targeting demersal fish, including red snapper, are using permitted gears in accordance with government decrees and as a result of post-harvest group established in Viqueque and Manufahi and increased awareness campaigns. Fishwell study inferred that given the targeted nature of gears used (longline, handline, troll, spear fishing and gill netting) fishing bycatch issues are likely minimal and incidental capture of ETP species was also not evident from the demersal gill nets deployed. Another Fishermen survey conducted by MALFF and ATSEA-2 in March 2023 focusing on gears and techniques employed by fishermen to catch red snappers indicated that, based on sampling with 112 fishers, the fishermen use environmentally friendly fishing gear such as hand lining, gillnet, longlining, drop lining and bottom longline to catch red snappers. All these gears fall within the permitted gears under the Fisheries Law Government Decree no.6/2004. Moreover, the survey found that fishermen have abandoned the use of prohibited fishing gears (explosives and toxic substances) in compliance with Decree Law No.12/2004, as well as due to the establishment of post-harvest group in Viqueque and Manufahi and increased awareness and concern on environmental damages.</p>
			<p>South Fly: PNG: 25% artisanal fishers using improved gear/techniques</p>	PNG	<p><b>ON TRACK</b>  <b>South Fly, PNG:</b> Baseline data on fishing gear use was collected and number of households involved in artisanal fishing updated in 2023. Current gear restriction is the prohibition on gill net mesh size &gt;6". The baseline data from the sampled villages in South Fly showed that 35% of the gillnets used are prohibited sizes, while 65% are using proper gears. In terms of household the Country Synthesis Report for PNG in support of updated TDA indicated 1,486 households are involved in artisanal fishing as the major source of livelihood in the 14 villages in the Fore Coast of South Fly.</p>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
<b>Outcome 2.2:</b> Reduced marine pollution improves ecosystem health in coastal/ marine hotspots in the Arafura and Timor Seas	15. Strengthened oil spill oil response systems and capacities	Oil and gas development is expanding in the ATS region, but local communities lack awareness and capacity to respond to marine pollution incidents	Oil spill early warning systems and procedures included in ICM plans of Rote Ndao (Indonesia) and Manatuto (Timor-Leste)	IDN	<b>TARGET ACHIEVED</b> <u>Rote Ndao</u> <ul style="list-style-type: none"> <li>• Marine and Land-based Pollution Assessment Report for Rote Ndao completed</li> <li>• and key results incorporated into the Regional Pollution Assessment report</li> <li>• Webinar on the Mitigation and Management of Oil Spill in Timor Sea conducted</li> <li>• Early warning system (EWS) guideline on oil spill developed and endorsed by the Disaster Management Operations Control Center (Pusdalop) in NTT</li> <li>• Training and technical consultation on oil spill monitoring system and guideline carried out in 2022 involving the Marine Pollution and Damage Management Team</li> <li>• Marine Pollution Task Team in East Nusa Tenggara (NTT) established and Action Plan carried out</li> <li>• In support of the oil spill early warning system developed in 2023, a Socialization and Simulation was conducted in Rote Ndao (Landu Tii, Oeseli, and Bo-a village) in August 2023. The socialization involved the NTT Province Disaster Management Operations Control Center which has been designated to serve as hotline center for reporting oil spill incidents. The simulation covered Pre, During and Post disaster scenarios and proper response</li> </ul>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
				TL	<p><b>ON TRACK</b> <u>Manatuto</u>)</p> <ul style="list-style-type: none"> <li>• Marine and Land-based Pollution Assessment in South Coast (covering 4 municipalities) completed which includes the assessment on oil spill preparedness. Results of the Pollution Assessment in Timor-Leste were shared at the EAS Congress Collab on Focusing on Replicable Models on Marine Plastic Pollution Monitoring</li> <li>▪ Marine Pollution in Timor-Leste: Gaps in Legislation, Regulations, Information and Awareness completed</li> <li>▪ Training on oil spill preparedness in Betanu (Manufahi) and Suai (Camanasa) with support from the Ministry of Petroleum and ANPM (National Agency of Mineral and Petroleum conducted in August 2022. Apart from capacity building, the participants received several materials for oil spills preparedness and response, prevention methods and solutions regarding the problem of oil spills for marine ecosystems and the protection of coastal communities</li> <li>▪ Part of awareness building on pollution management and the pollution assessment study, the following have been undertaken: <ul style="list-style-type: none"> <li>&gt; Beach clean-up and awareness campaign on marine plastic pollution in Viqueque, Manatuto, Manufahi and Covalima, including a survey workshop in Barique of Manatuto in 2020</li> <li>&gt; Training on plastic waste recycling conducted in Uma Boco Village, PA Barique in 2021. The training also provided ideas on possible alternative source of income from recycled products ( 22 community members capacitated)</li> </ul> </li> <li>▪ The ATSEA-2 NCU is working closely with the National Authority of Petroleum, the National Directorate for Pollution Control on the development of the oil spill early warning system which is targeted to be developed in September 2024</li> </ul>
<b>Outcome 2.3:</b> Coastal and Marine	16. Protected area management	Indonesia Southeast Aru MPA METT: 39	Southeast Aru MPA (IDN): 70 METT	IDN	<p><b>TARGET ACHIEVED</b> <u>Southeast Aru</u>: MPA METT Score: 72</p> <ul style="list-style-type: none"> <li>○</li> </ul>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
Biodiversity Conserved through Protection of Habitats and Species	effectiveness score	Timor-Leste NKS NP METT: 24	NKS NP (TL): 50 METT	TL	<b>ON TRACK</b> NKSNP: METT Score: 46
	17. Number of threatened species under enhanced protection	0	1 (marine turtles)		<b>TARGET ACHIEVED</b> Regional Plan of Action (RPOA) for enhanced protection of sea turtles endorsed by AUS, PNG, and TL at the RSC Meeting 2021, while IDN endorsed the RPOA in 2022
<b>Outcome 2.4:</b> Integrated Coastal Management, incorporating climate change adaptation considerations, implemented at the local level towards more sustainable use and conservation of ecosystem goods and services	18. Adoption and implementation of ICM plans and reforms to protect coastal zones in LMEs- No. of beneficiary countries adopting applying ICM within ATS region	No coastal areas are currently under ICM; Timor-Leste is currently preparing ICM plans with support of PEMSEA	2 countries (IDN and TL)		<b>TARGET ACHIEVED</b> Two (2) ICM Plans developed and being implemented in Rote Ndao, Indonesia and Posto Administrativo Barique, Timor-Leste
	19. No. of women and men supported with alternative livelihoods that contribute to improved management of natural resources and increased resilience of local communities on	0	Total: 1,500 (850 women; 650 men)		<b>TARGET ACHIEVED</b> The project contributed to improved livelihoods of: <ul style="list-style-type: none"> <li>• 2,327 women</li> <li>• 2,724 men</li> </ul> Note: some alternative livelihood activities did not have sex disaggregated data, wherein 179 beneficiaries were recorded. As such, the total (including non-sex-disaggregated data) is at 5,230 which is beyond the total target of 1,500

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
	climate change impacts				
<b>Component 3: Knowledge management</b>					
<b>Outcome 3.1:</b> Improved monitoring of the status of the ATS and dissemination of information	20. Mechanism in place to produce a monitoring report on stress reduction measures	There are some indicators included in the ATS SAP, but there is no unified monitoring and reporting system	Monitoring mechanisms in place for some of the project related indicators		<b>ON TRACK</b> <ul style="list-style-type: none"> <li>A review of GEF, UNDP and other regional monitoring mechanisms and indicators undertaken in 2020 to support of the development of ATS SAP Monitoring System</li> <li>In line with the recommendation of the Regional Steering Committee, a Theory of Change (TOC) was first developed in 2021 with indicators for the SAP and the ATSEA-2 Project, as reference in the development of SAP Monitoring System</li> <li>A Framework document on ATS SAP Monitoring System (MS) with a roadmap was developed and noted by the 5<sup>th</sup> RSC Meeting in November 2023. Two Technical Working Group Meetings were conducted in October 2023 and May 2024 in support of the refinement of the SAP MS Framework document and the development of the SAP MS Training Guide</li> <li>Based on the updated SAP, a ToC was developed. This ToC also served as additional reference in the refinement of the Framework Document for the ATS SAP MS.</li> <li>A corresponding Training guide for the ATS SAP MS was completed in May 2024. The Training or Orientation on the SAP MS is scheduled in the 4th quarter of 2024 as part of the turnover from the ATSEA-2 project team to the new Secretariat under the new Regional Governance Mechanism.</li> <li>While not indicated in the ProDoc, the project has also conducted a SAP stocktaking/rapid assessment in 2022, with the aim of identifying key progress made at the country and regional level in terms of delivering the existing SAP targets</li> </ul>
	21. Dissemination of project results and ATS information	Since the end of the first phase of the ATSEA program, there has been limited dissemination of SAP/NAP implementation	Participation in one GEF IW Conference; submission of at least one Results and one Experience Note; and integration of ATS knowledge		<b>ON TRACK</b> <ul style="list-style-type: none"> <li>ATSEA-2 Regional Project Management Unit is scheduled to represent the project in the 10th GEF Biennial International Waters Conference (IWC10) in September 2024 in Uruguay.</li> <li>Project has submitted a total of 36 articles (from 2019 to June 2024) which were published via the GEF IW: LEARN portfolio bulletin.</li> <li>The ATSEA-2 Project was also selected by GEF IW:LEARN as a best case for the past 30 years of GEF IW portfolio.</li> </ul>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
			management onto the existing CTI knowledge management platform		<ul style="list-style-type: none"> <li>• Project worked with CTI-CFF Regional Secretariat for integration to CT Atlas and PEMSEA’s SeaKnowledgeBank (SEAKB). On CT Atlas, regional ATS information are submitted to CT Atlas with review and approval from CTI working group, while national data go through CTI National Coordination Committee for direct display/inclusion in CT Atlas. On PEMSEA’s SEAKB, a special page for ATSEA-2 has been created. The integration of ATS data in these platforms is now completed.</li> <li>• ATSEA-2 Stakeholder Engagement and Communications Plan completed in 2020 and was updated in 2021</li> <li>• ATSEA-2 branding guidelines was developed in July 2021.</li> <li>• CKM strategies included digital communications, media relations, and knowledge product development: <ul style="list-style-type: none"> <li>○ Total # of website articles uploaded: 296</li> <li>○ Total # of quarterly newsletters released: 18</li> <li>○ Total # of technical publications released: 168</li> <li>○ Total # of media coverages: 234</li> <li>○ Followers in facebook: 2,229</li> <li>○ Followers in Instagram: 2,079</li> <li>○ Followers in twitter/X: 122</li> <li>○ Subscribers in youtube: 165</li> </ul> </li> <li>• Media relations widened in collaboration with various media outlets and journalists</li> <li>• The project has maximized the use of digital platforms through regular social media posting, website articles and knowledge products, as well as release of quarterly newsletters, and annual project progress reports.</li> <li>• Contacts database updated regularly</li> <li>• The Project since 2019 has organized/ co-organized around 200 events. The most notable or biggest international/regional events include the following: <ul style="list-style-type: none"> <li>○ G20 Workshop on RPOA-IUU</li> <li>○ EAS Congress Collab Workshop on Focusing Replicable Models of Marine Plastic Pollution Monitoring</li> </ul> </li> </ul>

Objective/ Outcome	Indicator	Baseline	End-of-Project target	TE Rating	Achievements/Justification
					<ul style="list-style-type: none"> <li>○ 4th ICM and Marine Biotechnology Conference (ICMMBT) in Bali, September 2023 in collaboration with PKSPL-IPB of Indonesia, Archipelagic and Island States (AIS) Forum, and DAAD. The conference was attended by more than 200 delegates from 15 countries. ATSEA-2 had a special Plenary and Parallel Session during the event, showcasing efforts linking science to policy and on-the-ground results, featuring the launching of the ATS ATLAS, TDA 2023, as well as development of the new SAP, establishment of the RGM, and case presentations from the ATSEA-2 project sites in Indonesia, Timor-Leste, and PNG.</li> <li>• The project released 168 technical publications</li> <li>• Beyond the ATSEA-2 Prodoc requirement, the ATSEA-2 Project also successfully published in several journals</li> </ul>

## Annex 11: Analysis of SRF Indicators

Description	SRF Indicator	Comments
Objective: To enhance sustainable development of the Arafura-Timor Seas (ATS) region to protect biodiversity and improve the quality of life of its inhabitants through conservation and sustainable management of marine-coastal ecosystems (as indicated in the SAP)	1) Number of women and men as direct beneficiaries of project activities	This is a SMART indicator; It is easy to track it in the project reporting system
	2) Globally over-exploited fisheries (by volume) moved to more sustainable levels	This is a SMART indicator
	3) Landscapes and seascapes under improved biodiversity management	This is a SMART indicator
Objective: Updated transboundary diagnostic analysis (TDA), strategic action program (SAP), and national action program (NAPs)	Proportion of countries that are implementing specific measures from the SAP (i.e. adopted national policies, laws, budgeted plans)	This is a SMART indicator
Outcome 1.1: Regional and national mechanisms for cooperation in place and operational	4) Regional governance mechanism	This is a SMART indicator
	5) National Inter-Ministerial Committees (NIMCs)	This is a SMART indicator
	6) SAP implementation finance secured by governments and development partners	This is a not a SMART indicator; hardly achievable
Outcome 1.2: Strengthened institutional and human resource capacity towards integrated approaches in natural resource management and biodiversity conservation	7) Number of local regulations issued to support implementation of NAP that reflect regional harmonization of national and subnational policies	This is a SMART indicator
	8) Knowledge transferred from capacitated trainers to resource beneficiaries	This is a not SMART indicator; actual extent of knowledge impact hard to measure
Outcome 1.3: Better understanding of climate change impacts on marine and coastal ecosystems lead to regional actions	9) Regional climate change predictive capacity strengthened	This is a not SMART indicator; not specific – it should have been level of understanding
Outcome 1.4: Updated transboundary diagnostic analysis (TDA), strategic action program (SAP), and national action program (NAPs)	10) Proportion of countries that are implementing specific measures from the SAP (i.e. adopted national policies, laws, budgeted plans)	This is a SMART indicator
Outcome 2.1: Improved management of fisheries and other coastal resources for livelihoods, nutrition and ecosystem health in Indonesia, Timor-Leste, and Papua New Guinea	11) Number of management plans and appropriate measures implemented for rebuilding or protecting fish stocks including alternative management approaches	This is a SMART indicator
	12) Number of targeted communities of fishers have adopted an ecosystem approach to fisheries management	This is a SMART indicator
	13) Reduced fishing pressure	This is a not SMART indicator; It should have been level of reduced fishing

Description	SRF Indicator	Comments
		pressure from a specific benchmark
	14) Improved use of fish gear/techniques	This is a not SMART indicator; It should have been level of improvement in the use of fish gear/technique
Outcome 2.2: Reduced marine pollution improves ecosystem health in coastal/marine hotspots in the Arafura and Timor Seas	15) Strengthened oil spill oil response systems and capacities	This is a SMART indicator
Outcome 2.3: Coastal and Marine Biodiversity Conserved through Protection of Habitats and Species	16) Protected area management effectiveness score	This is a SMART indicator
	17) Number of threatened species under enhanced protection	This is a SMART indicator
Outcome 2.4: Integrated Coastal Management, incorporating climate change adaptation considerations, implemented at the local level towards more sustainable use and conservation of ecosystem goods and services	18) Adoption and implementation of ICM plans and reforms to protect coastal zones in LMEs – Number of beneficiary countries adopting and applying ICM within ATS region	This is a SMART indicator
	19) Number of women and men supported with alternative livelihoods that contribute to improved management of natural resources and increased resilience of their local communities with respect to the impacts of climate change	This is a SMART indicator
Outcome 3.1 Improved monitoring of the status of the ATS and dissemination of information	20) Mechanism in place to produce a monitoring report on stress reduction measures	This is a not SMART indicator; It should have been number of mechanism
	21) Dissemination of project results and ATS information	This is a SMART indicator

Annex 12: TE Rating scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

## Annex 13: Signed Code of Conduct

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

### Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

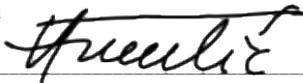
#### International Evaluator (Lead):

Name of Evaluator: Ivica Trumbic

Name of Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Split on 15 December 2024

Signature:  \_\_\_\_\_

#### National Evaluator (Indonesia)

Name of Evaluator: Ria Saryanthi

Name of Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Jakarta, Indonesia on 12 December 2024

*Miguel*

Signature:

**National Evaluator (Timor-Leste)**

Name of Evaluator: Octavio de Araujo

Name of Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Dili, Timor-Leste on 12 December 2024

*[Signature]*

Signature: \_\_\_\_\_

Annex 14: Audit Trail

*Separate file*

Annex 15: Terminal Evaluation Clearance Form

<b>Terminal Evaluation Report for <i>(Project Title &amp; UNDP PIMS ID)</i> Reviewed and Cleared By:</b>	
<b>Commissioning Unit (M&amp;E Focal Point)</b>	
Name: _____	
Signature: _____	Date: _____
<b>Regional Technical Advisor (Nature, Climate and Energy)</b>	
Name: _____	
Signature: _____	Date: _____