



CORAL TRIANGLE INITIATIVE

ON CORAL REEFS, FISHERIES AND FOOD SECURITY

INTERIM CTI-CFF REGIONAL SECRETARIAT 2013 OPERATIONS PLAN (DRAFT)



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CTI-CFF Interim Regional Secretariat

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ACRONYMS

ADB	Asian Development Bank
CT	Coral Triangle
CT6	CT Countries (Indonesia, Malaysia, Philippines, Papua New Guinea, Solomon Islands, and Timor-Leste)
CTI	Coral Triangle Initiative
CTI-CFF	Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security
CTICOM	CTI Council of Ministers
CTIMS	Coral Triangle Information Management System
CTSP	Coral Triangle Support Partnership
FRWG	Financial Resources Working Group
M&E	monitoring and evaluation
MEWG	Monitoring and Evaluation Working Group (CTI-CFF)
MM	Ministerial Meeting
NCC	National Coordinating Committee
NPOA	National Plan of Action
PI	US CTI Support Program Integrator
PNG	Papua New Guinea
RPOA	Regional Plan of Action
RSCTR	Regional State of the Coral Triangle Report
SCTR	State of the Coral Triangle Report
SOM	Senior Officials Meeting
TNC	The Nature Conservancy
TOR	terms of reference
TWG	thematic working group
US CTI	United States Coral Triangle Initiative Support Program

1.0 Introduction

The purpose of this Operations Plan is to provide the Coral Triangle Initiative for Coral Reefs, Fisheries, and Food Security (CTI-CFF) Interim Regional Secretariat with a mechanism to enhance its effectiveness and efficiency in fulfilling its mandated support, coordination and leadership roles towards achieving CTI-CFF goals. This document aims to clarify and augment the Interim Regional Secretariat's (Secretariat) Terms of Reference as developed in SOM4 and its further refinements by providing greater specificity to the Secretariat role and functions towards fulfilling key priorities in 2013. These priorities include: Continued support and coordination of the CTI Bodies and Partners; Support for the implementation of the CTI-CFF Roadmap for 2013; Support for the achievement of CTI-CFF goals and targets; and Support for the Transition process. The Operations Plan aims to serve as a tool for the Secretariat and CTI-CFF bodies to support prioritization, planning, implementation and monitoring and evaluation efforts among others. The Plan provides a mechanism to promote accountability and support development of the process, procedures and protocols throughout the transition process and provide a foundation on which the permanent Secretariat can build. As part of this aim, the Plan provides a management structure and staffing plan based on current resource realities and opportunities, Transition Plan needs, and staffing offers made by Partners.

The Operations Plan utilizes CTI-CFF agreements as its foundation and builds on the extensive efforts of the Secretariat, CTI-CFF bodies and partners to date in developing the formal and non-formal structures, mechanisms, and protocols in fulfillment of CTI-CFF goals. The Operations Plan was developed as a draft to be further reviewed, refined, and adapted as needed. The Operations Plan hopes to serve the CTI-CFF's collaborative, proactive and transformational approach by applying the adaptive management and adjustment called for in the SOM4 Decision on Coordination Mechanisms which it highlights, "are provisional and will be periodically reviewed; some may be refined, some may be discontinued, and new mechanisms may be established."

2.0 Mandate and Objectives

The Secretariat's mandate encompasses a wide range of coordination and support tasks which were initially developed as Terms of Reference in SOM 4 (Annex A) and have been subsequently further refined and acted upon. The below provides a brief review of the Secretariat's mandate; how it has been fulfilled to date; and the objectives of this Operations plan to address the CTI-CFF's priorities in 2013.

The Secretariat's Mandate: SOM4 established the Terms of Reference for the Regional Secretariat in October 2009 in Kota Kinabalu, Malaysia (Annex A). SOM5 endorsed the diagram of the organizational

structure of the Secretariat and Coordination Mechanisms between CTI bodies in November 2009 in Honiara, Solomon Islands. SOM7 agreed to all the rules and regulations and legal arrangements related to the establishment of the Secretariat in October 2011, in Jakarta Indonesia. As a result of each SOM, tasks have been assigned to the Secretariat and Working Groups; however, a management plan for coordinating implementation of these tasks has not been developed. The below outlines the Secretariat's Terms of Reference as agreed at SOM4:

- *Facilitate the operations of the CTI.* CTI Regional Secretariat will facilitate the operations of the CTI for the Implementation of Regional Plan of Action, including developing plans and programs, and engaging technical assistance.
- *Support regional CTI communications and meetings.* Coordinate and support communications, official meetings, and events linked to the regional CTI process for all CTI bodies.
- *Support regional CTI coordination mechanisms and NCCs.* Provide support and coordination, between the regional CTI bodies and National Coordination Committees (NCCs).
- *Provide cross-cutting services.* Provide a range of cross-cutting services in support of monitoring and evaluation, financial coordination, information management, and outreach.
- *Develop and maintain focused regional agenda.* Advise SOM on a focused regional agenda based on emerging opportunities and priorities related to the goals and targets of the RPOA.
- *Liaise between CTI governments and partners.* Provide liaison and promote coordination between CTI governments and CTI partners interested in supporting region-wide or multi-country activities and share lessons learned, case studies, and foster a network of practitioners around specific themes.
- *Produce and disseminate CTI outreach materials and major reports.* Produce and disseminate outreach materials and provide support for the production of key reports
- *Raise awareness and support.* Raise awareness and support for the CTI at select international meetings and with partners, in close coordination with CTI governments.
- *Develop and manage the CT Information Management System (CTIMS).* An information management system will be established to help coordinate data gathering and data management needs to support implementation of the regional and national plans of action and reporting on their progress.

The Secretariat's Work to date: Under the leadership of the government of Indonesia and through Partner and other support, the Secretariat has worked to fulfill its many responsibilities despite limited resources. The role and visibility of the Secretariat has grown since the inception of the CTI-CFF reflecting, supporting and in turn supported by the general development and advancements towards CTI-CFF goals and establishment of its structures. The Secretariat has supported a number of significant achievements to date including: garnering political will and mobilizing resources including Partner funds for the CTI-CFF; the coordination and conduct of dozens of regional CTI-CFF meetings and events including SOMs and MMs; advancements towards the CTI-CFF goals and targets including prioritization and mobilization of technical efforts; the establishment of communications and outreach and regular reporting mechanisms including the CTI-CFF website and newsletters; and representation on the global

arena including Rio+20 United Nations Conference on Sustainable Development CTI-CFF Side event and the 2012 International Coral Reef Symposium. The Secretariat has not only supported and coordinated the CTI-CFF bodies but has served to provide the intercessional continuity for and voice of the CTI-CFF.

Objectives for 2013: With the immanent establishment of the permanent Secretariat; the planned completion of the US CTI Support Program in September 2013, a major supporter of the interim Secretariat; and the growing momentum of the CTI-CFF, the Secretariat has developed this Operations Plan to assist with prioritization and achievements of key objectives for the next year. This 2013 Operations Plan aims to serve as a possible template for developing subsequent Annual Operations Plans for the permanent Secretariat. The key objectives of the 2013 Operations Plan include:

- Establishment of an agreed approach for the annual work planning efforts of the Secretariat;
- Achievement of tangible progress towards completion of priority tasks and key deliverables for 2013;
- Provision of a staffing and management structure that will enable the Interim Secretariat to operationalize and manage staffing support offered by development partners;
- Development of formal systems, mechanisms and standard operation procedures to facilitate the work of the Secretariat and the CTI-CFF ; and
- Support implementation of the Transition Plan and Roadmap including gradual assumption of duties anticipated by permanent Secretariat.

3.0 Priority Tasks for 2013

Priority tasks were identified using the CTI-CFF Terms of Reference as a baseline and reviewing and incorporating priorities express by CTI-CFF bodies and partners; overall priorities and achievements to date; anticipated 2013 Roadmap events; anticipated partner support; and key transition needs. Key tasks proposed for 2013 were identified and strategically captured in the following categories:

1. Coordinate and Support CTI-CFF Bodies and Partners;
2. Coordinate the Development of a Regional Agenda for CTI-CFF;
3. Conduct Communications and Outreach;
4. Maintain Information Management Systems;
5. Maintain a Regional Monitoring and Evaluation System;
6. Coordinate the Development of Reports; and
7. Coordinate Implementation of the Transition Roadmap.

3.1 Task 1: Coordinate and Support CTI Bodies and Partners

The Interim Regional Secretariat coordinates and supports CTI-CFF bodies and partners which include the CTI-CFF Summit; the CTI Council of Ministers; Senior Officials Meeting; National Coordinating Committees; Governance Technical Working Groups (Coordination Mechanisms, Financial Mechanisms, and Monitoring and Evaluation) and Thematic Technical Working Groups (Marine Protected Areas/Threatened Species; Ecosystem Approach to Fisheries Management; Climate Change Adaptation; Seascapes; and Capacity Development/Cross-Cutting). The Interim Secretariat also maintains regular communication with partners, prospective partners, and other regional institutions. In 2013, the Secretariat will focus efforts on coordinating, supporting, and facilitating the CTI-CFF bodies and partners with planning, conduct of events, and establishment and implementation of protocols as outlined below.

Planning and scheduling: The Secretariat will support CTI-CFF planning efforts by developing and managing an overall calendar of activities which will be updated regularly and made available. The Secretariat will serve as the key point of contact for scheduling CTI-CFF regional events and meetings for bodies and partners as appropriate working to promote optimal timing for the planning, preparation and achievement of outcomes and to prevent scheduling conflicts. A key objective for 2013 will be the establishment and application of systematic and effective guidelines and requirements that ensure regional events are planned and confirmed six weeks or more ahead of time, including confirmed meeting objectives, expected outcomes, agendas, intended participants, invitations and venue confirmation.

Coordinate, support and facilitate conduct of CTI-CFF and Partner meetings: The Secretariat will support the coordination, facilitation and conduct of CTI-CFF regional meetings and events as appropriate. This includes but is not limited to event planning support; logistical and operational support; support for mobilization of resources; communications and outreach support; development of invitations; providing alerts; technical support; facilitation; and participation at meetings and events as appropriate and resources and scheduling permits. The Secretariat will assist with the meeting documentation including concept notes; agendas, materials, minutes and reports.

Protocols support: The Secretariat will also work to support CTI-CFF bodies and partners to provide guidance and support as related to implementation and application of CTI-CFF protocols; procedures; and agreements. This will include development of Standard Operating Procedures; systems; guidelines and other documents to facilitate efficient and effective events management.

The implementation of Task 1 will support the transition process by formalizing and regularizing many of the systems, structures and mechanisms needed by the permanent Secretariat. These structures will incorporate the flexibility needed to be further adapted as the needs of the CTI-CFF and permanent Secretariat evolve.

3.2 Task 2: Coordinate the Development and Implementation of a Regional Agenda for CTI

As an extension of its coordination and support role to the CTI-CFF bodies and partners, the Secretariat coordinates the development and implementation of the CTI-CFF's regional agenda for CTI. In 2013, the Secretariat will coordinate efforts on the development of the 2013 CTI-CFF Roadmap anticipated as an outcome of SOM8 in November 2012 (see Work Plan Activities Table for anticipated events); the implementation of other decisions as determined by SOM8/MM3 in November 2012; the conduct an annual review of progress on priorities; and the provision of recommendations to CTI-CFF bodies.

As part of coordinating the support for Task 2, the Secretariat will work closely with the Thematic Technical Working Groups and NCCs to support implementation of respective TWG Annual Roadmaps (and TWG events in the CTI-CFF Roadmap) and NCC hosted regional meetings and events. The Secretariat will coordinate with TWG Chairs and members to facilitate timely implementation of TWG Annual Roadmaps and specific events and activities, support mobilization of resources as needed, and provide technical, logistical, and operational support. As the planning and implementation of regional events can become quite complicated in light of the numbers of stakeholders involved and the implications for protocol, planning, and implementation, the Secretariat will continue to serve a key role in facilitation and coordination for thematic TWG and other regional events hosted by NCCs such as CTI-CFF Regional Business Fora, Local Governance Network Fora and exchanges, etc. The Secretariat will also support virtual work and collaboration of technical working groups through the application and facilitation of online information and knowledge management systems, including collaboration workspaces and web-based portals housed within the CTI-CFF website.

In 2013, the Secretariat will focus efforts on coordinating, supporting, and facilitating the development and implementation of the CTI Regional Agenda focusing on the below:

2013 SOM/MM Decision Implementation: The Secretariat will continue to serve as a key body to support the implementation of decisions made and agreements reached by SOM/MM in 2013 including the 2013 CTI-CFF Roadmap. The Secretariat will be responsible for coordinating and collating progress reports to track decision implementation over the year which will be provided to CTI-CFF bodies through mechanisms and schedules to be determined. The Secretariat will proactively work with CTI-CFF bodies to maintain momentum to advance decisions including work with the governance TWGs to implement the Transition Plan.

2013 CTI-CFF Roadmap Implementation: The Secretariat will serve as the key body for coordination and support to implement the 2013 CTI-CFF Roadmap as an extension of its work in Task 1. This includes providing support for planning, conduct, reporting and implementation of follow-up actions for Roadmap events in coordination with CTI-CFF bodies and partners. The Secretariat will work assertively in 2013 to provide greater support for outreach and communications to ensure outcomes and results of events are socialized to key stakeholders so they acted upon as needed. The Secretariat will develop an

annual status of CTI Activity Roadmap summarized with Country and TWG reports prepared, consolidated and organized for SOM review.

2013 CTI-CFF Technical TWG Roadmaps Implementation: As an extension of its support for the implementation of the 2013 CTI-CFF Roadmap above, the Secretariat will provide support for planning, conduct, reporting and implementation of follow-up actions for technical TWG Roadmap events in coordination with CTI-CFF bodies and partners. The Secretariat will work assertively in 2013 to provide greater support for outreach and communications to ensure outcomes and results of technical TWG events are socialized to key stakeholders so they acted upon as needed. The Secretariat will develop an Annual status of CTI Activity Roadmap summarized with Country and TWG reports prepared, consolidated and organized for SOM review.

Analytical and Decision Support to SOM and CTI-CFF Bodies: The Secretariat's status as an intercessional body and its coordination and support roles and responsibilities place it in a unique position to provide analytical support and offer recommendations to SOM, CTI-CFF bodies, Partners and other stakeholders. The Secretariat's cross-cutting role serving as a centralized repository for knowledge providing communications and outreach support; information management support; monitoring and evaluation management support; and undertake reporting functions also gives it an important role in making data accessible and relevant for decision making. In 2013, the Secretariat seeks to maximize the impact of CTI-CFF efforts by taking a more proactive role in offering analytical support and recommendations as appropriate through reports; providing presentations, statements and inputs at CTI-CFF events and meetings; and its daily work.

The implementation of Task 2 will support the transition process by formalizing many of the systems, structures and mechanisms needed by the permanent Secretariat. These structures will incorporate the flexibility needed to be further adapted as the needs of the CTI-CFF and permanent Secretariat evolve.

3.3 Task 3: Conduct Communications and Outreach

The Regional Secretariat has been working with CTI bodies and partners to support CTI-CFF Communications and Outreach efforts through a range of formal and non-formal mechanisms to address the evolving needs of the Initiative since its inception. The Regional Secretariat's responsibilities include significant and integral communications and outreach components which are identified in its Terms of Reference (see attached Annex on Coordination Mechanisms and Implementation Partners October 2009) including: Support regional CTI Communications and meetings; Providing cross-cutting services; Liaise between CTI governments and partners; Produce and disseminate CTI outreach materials and major reports; and Raise awareness and support.

To date, the Regional Secretariat with CTI-CFF bodies have achieved significant progress towards Communications and Outreach efforts including. In October 2011, at SOM7/MM3, the CTI-CFF adopted the design, graphic standards, and usage of the CTI-CFF logo. In November 2011, the CTI-CFF Secretariat website was redesigned and launched incorporating a range of features including a gateway to other

CTI-related sites; a learning network platform; and site management capabilities for CT6 and Partners enabling direct and unencumbered content input. In December 2012, the Regional Secretariat launched its Monthly Newsletter which updates stakeholders on CTI-CFF progress and events. CT6 countries through their NCCs have launched websites and portals and implemented communications efforts to provide information on national CTI activities. These efforts have laid the groundwork for CTI-CFF's communications achievements to date.

The interim Regional Secretariat has drafted together with partner support a CTI-CFF Communications and Outreach Strategy and 2013 Work Plan to be presented at the November 21, 2012 CMWG Meeting in preparation for SOM8/MM4. The Strategy and Work Plan builds on communications and outreach structures developed to date to formalize and harmonize protocols, mechanisms, messaging and activities implementation. The key task areas outlined in Strategy and Work Plan that would be reviewed, refined and finalized following CTI-CFF protocols and in alignment with the Regional Secretariat Terms of Reference include:

1. Assess CTI-CFF priority outreach needs and capacity
 - Conduct assessment of NCCs to determine priority outreach needs, refine key messages, and identify major events for 2013
 - Conduct comprehensive CTI-CFF audience and stakeholder mapping and assessment
2. Endorse communications strategy
 - Develop communications protocol
 - Develop branding guidelines
 - Finalize CTI-CFF communications strategy
3. Develop and maintain CTI-CFF communication tools and products
 - Prepare CTI-CFF tools based on results in task 2
 - Develop outreach toolkit with templates that NCCs can tailor to their needs
 - Maintain CTI-CFF website and develop related content
4. Support CTI-CFF events and international fora based on NCC input
 - CTI Local Governance Network Forum / CTI Executive Course
 - Regional Meetings and Exchange Activities on CTI Goals
 - CTI Regional Business Forum
 - CTI Priorities and Partnership Conference
 - 9th CTI Senior Officials Meeting / 5th Ministerial Meeting
 - CTI Leaders Side Meeting, APEC Summit
5. Strengthen communications capacity within NCCs
 - Recruit communications officers to be embedded in each of the NCCs
 - Conduct training with communications officers on outreach tools and methods
 - Conduct training with local media and communications officers
6. Monitoring and Evaluation of outreach and awareness
 - Conduct benchmark audit, barometer online surveys
 - Conduct ongoing media monitoring and analysis

- Measure web and social media usage

3.4 Task 4: Maintain Information Management Systems

As an extension of its coordination and cross-cutting support roles, the Secretariat is tasked with maintaining information management systems. The Secretariat has been developing information management systems with CTI-CFF bodies and partner support through a number of mechanisms including its CTI-CFF Secretariat web and knowledge management platform which includes a documents library; access to virtual team workspaces; and a gateway to other CTI-CFF national and partner resources such as the CT Atlas. In 2013, the Interim Regional Secretariat intends to continue and expand on its information management activities by addressing the following priorities:

CTI-CFF website Management: The CTI-CFF website management is currently supported by the US CTI Support Program Integrator including content development and payment for hosting of the site and its team workspaces. In 2013, the Secretariat will work to assume site hosting and team workspaces funding and management in light of the end of the US CTI Support Program in September 2013. The Secretariat will continue to curate the on-line library and foster the development and utilization of its web-based knowledge platform.

Information Databases Management: In 2013, the Secretariat is anticipated to assume management of the CTI-CFF Partner Database which tracks information on partner projects, contacts, etc. across the CT region. The database is currently being managed by the US CTI Support Program Integrator in support of the CTI-CFF Secretariat. The Secretariat will also maintain a CTI-CFF contacts database and CTI-CFF calendar of events to support communications, outreach, and operations efforts.

Information Management Systems Guide Development: In 2013, the Interim Regional Secretariat will develop an operations manual of the entire CTI-CFF Information Management System to serve as a “working guide” and resource for CTI-CFF Secretariat and other CTI-CFF staff.

The implementation of Task 4 will support the transition process by assuming management of many of the Information Management systems, structures and mechanisms needed by the permanent Secretariat. These structures will incorporate the flexibility needed to be further adapted as the needs of the CTI-CFF and permanent Secretariat evolve.

3.5 Task 5: Maintain a Regional Monitoring and Evaluation System

Monitoring and evaluation is one of the cross-cutting services the Regional Secretariat is mandated to support by SOM. The Secretariat has been working very closely with the Monitoring and Evaluation TWG (MEWG) to finalize the development of the CTI-CFF M&E System which is anticipated to be adopted by SOM8 for full launch and implementation. Under the draft CTI-CFF Monitoring and Evaluation System (October 2012), the Regional Secretariat is proposed to take the lead on developing and maintaining a data storage and tracking system to measure progress towards activities and outputs of the CTI-CFF goals and targets in collaboration with the Thematic TWGs. The Regional Secretariat is further proposed to lead in carrying out tasks pertaining data analyses and reporting of outcomes and

impacts of CTI-CFF in close coordination with the MEWG. In 2013, the Secretariat will work closely with CT6 countries, thematic TWGs, EWG, and partners to develop the systems and structures for a Secretariat based Monitoring and Evaluation Management System. These include the following planned outcomes:

M&E Data Management System Developed and Reporting Initiated: The Secretariat will work with the MEWG and partners for the development of a CTI-CFF data storage, management and reporting system. This will include developing a structure that will enable direct country input of data to the database; creating linkages to data sources like the CT Atlas as appropriate; and creating the capacity for the generation of just in time reports. On the assumption that inputs from countries and TWGs are fed into the system in a timely manner, the Secretariat should be able to generate activity and output tracking reports as well as outcomes-related analyses by end of 2013.

M&E Data Management Operations Guide Developed: As part of the development of the CTI-CFF M&E Data Management System, the Secretariat will work with partners to develop a corresponding Operations Guide for CTI-CFF Secretariat and other CTI-CFF and partner staff.

MOU Developed with WorldFish Center for management of CT Atlas: The primary data source for the CTI-CFF M&E System is anticipated to be the WorldFish Center which has been supported by a grant under the US CTI Support Program. With the ending of the US CTI Support Program in September 2013 and with the WorldFish Center serving as the primary data source for the CTI-CFF M&E System, it is critical that the Secretariat and WorldFish develop a clear memorandum of understanding and working relationship over the next year.

The implementation of Task 5 will support the transition process by assuming management of the M&E systems, structures and mechanisms needed by the permanent Secretariat. These structures will incorporate the flexibility needed to be further adapted as the needs of the CTI-CFF and permanent Secretariat evolve.

3.6 Task 6: Coordinate the Development of Reports

Since assuming its mandate, the Secretariat has supported the development of a wide range of reports and documents as an extension of its coordination and cross-cutting support roles including TWG reports, Annual Country Reports, Partner Reports, CTI Progress Reports and the Regional State of the Coral Triangle Report (RSCTR). The demands for CTI Secretariat reporting have been growing with the increased momentum and activity of the CTI-CFF. For example, in October 2012, the MEWG proposed that the Regional Secretariat coordinate the tracking and reporting of activities and outputs as related to Monitoring and Evaluation System. In response to growing demand and formalization of functions, the Secretariat anticipates producing a number of significant reporting deliverables over the course of 2013 which will expand on the regular products it provides. Key 2013 reports to be developed include:

- CTI-CFF Monthly Bullets with updates from CTI NCCs, TWGs and Partners summarizing events and activities conducted in the past month, and activities planned for the next
- 2013 CTI-CFF Progress Report;
- 2013 Semiannual CTI-CFF Roadmap Implementation Update;
- 2013 CTI-CFF State of the Coral Triangle Report;
- The first CTI-CFF M&E Report;
- Other reports as to be determined such as Partner Database reports; Communications and Outreach reports; CTI-CFF Monthly Activity reports; CTI-CFF TWG reports etc.

The implementation of Task 6 will support the transition process by assuming management of and regularizing many of the reporting systems, structures and mechanisms needed by the permanent Secretariat.

3.7 Task 7: Coordinate Implementation of the Transition Road Map

The Interim Regional Secretariat has a central role in the implementation of the CTI-CFF Transition Plan and Roadmap. The interim Secretariat will continue to serve its roles and responsibilities towards the CTI-CFF bodies and achievement of its goals and targets, while working to implement the transition plan with its separate tasks and requirements. Many aspects of the transition process involve the Interim Secretariat's assumption of the responsibilities of the governance Working Groups while at the same time working with those bodies to ensure smooth implementation of tasks. The Secretariat has and will continue to work with the CTI-CFF bodies, CT6 countries and partners to maintain momentum and robust efforts towards the implementation of the Transition Plan and Roadmap in 2013 which is anticipated to include the below.

CTI-CFF Secretariat 2013 Operations Plan Finalized and Implemented: The Secretariat will solicit support for the 2013 CTI-CFF Interim Regional Secretariat Operations Plan at the November 2012 CMWG and SOM/MM as well as inputs to support the finalization of the plan. In particular, the Secretariat may seek endorsement of its proposed staffing plan which will be critical to implementation of the Operations Plan including support for the transition process.

Coordination with Transition bodies: In accordance with the CTI-CFF Transition Plan and Transition Roadmap, it will be imperative for the Secretariat MEWG. As a function of its mandate and the tasks outlined in this Operations Plan, the Secretariat will be proactive in supporting the CTI-CFF bodies to fulfill transition tasks in a timely and appropriate manner providing operations, logistics, management and other support as needed. This support will be provided primarily through a Secretariat Transition Adviser and the units under him/her.

Coordination with CTI-CFF on transition resources: In accordance with the CTI-CFF Transition Plan and Transition Roadmap, it will also be critical for the Secretariat to continue to work closely with CTI-CFF Transition Consultants and other support resources that are anticipated to be provided by partners based on ongoing communications. As a function of its mandate and the tasks outlined in this Operations Plan, the Secretariat will be proactive in supporting the CTI-CFF Consultants and other

support resources in their tasks as appropriate including operations, logistics, management and other support as needed. This coordination and support will be provided primarily through the Secretariat Transition Adviser and the units under him/her.

4.0 Organization, Management and Staffing Plan

The Interim Regional Secretariat could be organized and staffed to complete the tasks and activities described above as shown in Figure 1. The plan reflects and incorporates the structures and key staffing functions proposed in the June 2011, “Organization Scenarios and Transition Plan for a Permanent Regional Secretariat for the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF)” while recognizing the evolving realities of CTI-CFF resources and Partner commitments to date.

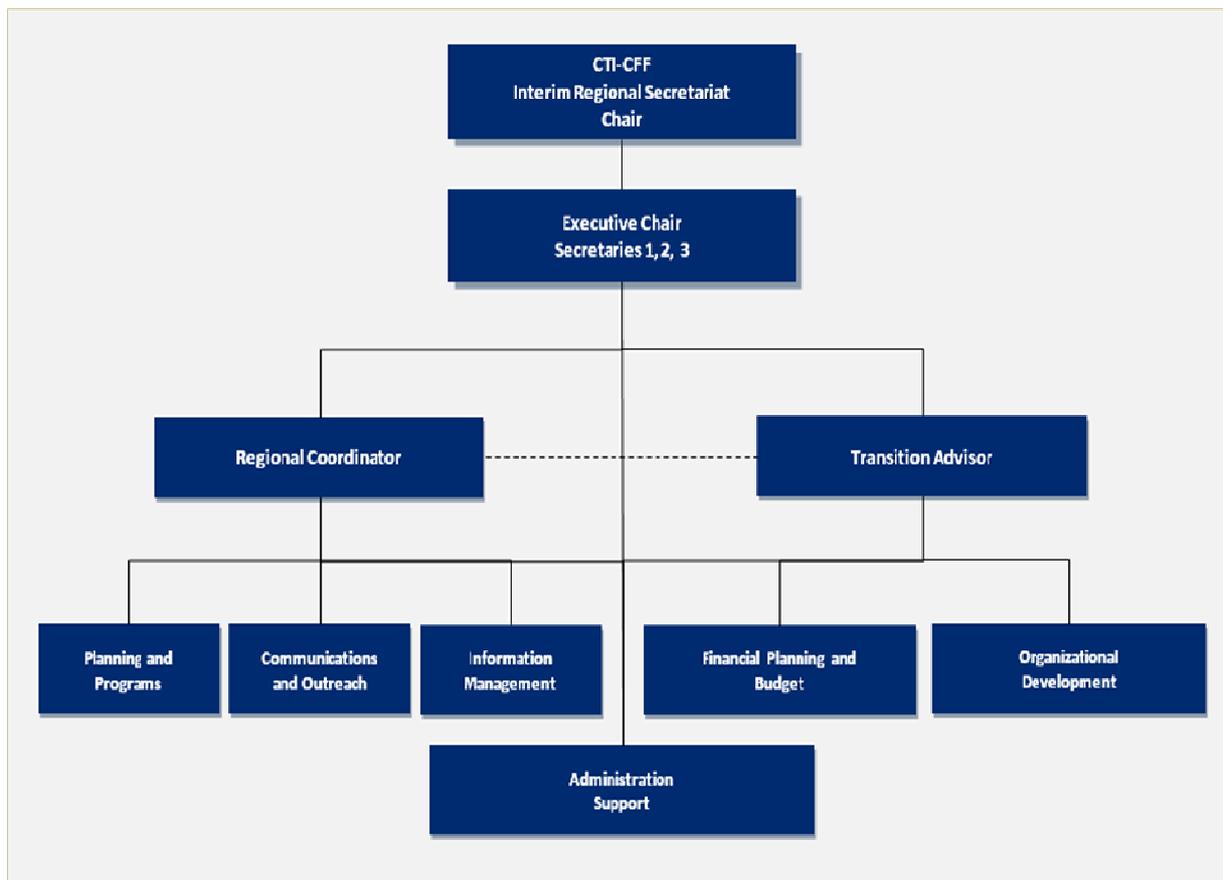
The Interim Regional Secretariat Team

The proposed Interim Regional Secretariat Team structure would help ensure the continued implementation of the Regional Secretariat’s existing Terms of Reference while at the same supporting the implementation of the CTI-CFF Transition Plan and Transition Roadmap. The Executive Chair under the supervision of the Interim Regional Secretariat Chair serves as the director of the Interim Regional Secretariat Team (further referred to as “Secretariat Team”). The Executive Chair coordinates with and reports to other CTI-CFF bodies and partners as appropriate and protocols dictate. The Secretariat Team will also work closely with the various bodies responsible for implementation of the Transition Plan and Transition Roadmap including the CMWG, Appointments Committee, Finance Sub Committee and other entities, consultants and individuals as needed.

The team has a number of units that are led either by the Regional Coordinator or the Transition Adviser, both of whom report directly to the Executive Chair. The Regional Coordinator and Transition Adviser coordinate with each other on a daily basis and manage the units under them to implement tasks. The Regional Coordinator leads and manages the Program and Planning, Communications and Outreach, and Information and Knowledge Management. The Transition Adviser leads and manages Financial Planning and Budget, and Organizational Development. An Administration Support unit falls under the overall supervision of the Executive Chair, with day to day administration support services provided directly to both the Regional Coordinator and Transition Adviser.

Each Unit addresses subset of task areas that may be fulfilled by one or more staffed positions. The Administrative Support Unit will provide administrative and logistics resources that are expected to serve the entire Secretariat Team and as a result will be under the overall supervision of the Executive Chair with day to day support provided as required by the Regional Coordinator and Transition Adviser. The key roles and responsibilities of staff and units are further described below.

Figure 1. Organization for the 2013 Interim Regional Secretariat



Key Roles and Responsibilities

The CTI-CFF Chair and Executive Chair are responsible for providing overall direction and leadership to the CTI-CFF Secretariat Team’s operations and work plan development and implementation as an extension of Regional Secretariat’s obligations, function and engagement with the CTI-CFF structures. This includes providing strategic direction, prioritization and high level outreach as needed to ensure the appropriate implementation of the CTI-CFF 2013 Operations Plan. The CTI-CFF Executive Chair reports directly to the CTI-CFF Chair as appropriate and provides direct oversight to the Regional Coordinator and the Transition Adviser and day-to-day management of the Secretariat Team.

Regional Secretariat Coordinator: Under the direction and supervision of the CTI-CFF Chair and Executive Chair, the Regional Secretariat Coordinator Regional Coordinator oversees the day-to-day management of the following units : Planning and Programs; Communications and Outreach; Information Management; and Administration Support, and for ensuring the overall management and appropriate implementation of the Tasks 1-6 of the CTI-CFF 2013 Operations Plan. This includes providing direction on tasks and priorities to the units under his or her supervision. The Regional Secretariat Coordinator will provide overall direction on task activity implementation and will be responsible for clearance on all key communications and decisions in accordance with protocols. The Regional Secretariat Coordinator will be responsible for

review of monitoring and evaluation results to identify challenges and determine course corrections as needed.

Planning and Programs Unit: Under the overall direction of the Executive Chair and day to day supervision and management of the Interim Regional Secretariat Coordinator, the unit is responsible for coordinating the work of the CTI bodies, in particular the efforts of the thematic TWGs (Task 1), establishing a regional agenda for CTI (Task 2), providing technical inputs to a regional monitoring and evaluation system in coordination with the IMS unit (Task 5) and developing reports as specified (Task 6). The Unit is anticipated to be staffed with a **Program Specialist** who is responsible for the day-to-day coordination of the TWGs including maintaining regular communication with the TWG Chairs, a schedule of activities of each TWG, a record of the meetings and work of each TWG, and supporting coordination and facilitation needs of the thematic TWGs. As appropriate, the Program Specialist may also serve as the Deputy Regional Coordinator.

Communications and Outreach Unit: Under the overall direction of the Executive Chair and day to day supervision and management of the Interim Regional Secretariat Coordinator, the unit provides strategic support to development and implementation of an effective regional communications strategy and annual work plan including the development and distribution of outreach and communication products (Task 3). The Communications and Outreach unit is responsible developing and implementing the Communication Strategy, planning and advertising CTI events such as Coral Triangle Day, and maintaining the CTI website and providing inputs to the document library in coordination with the IMS unit (Task 4). The unit is to be staffed with a **Regional Secretariat Communications and Outreach Officer** with additional support provided through consultants and supporting partners.

Information and Knowledge Management Unit: Under the overall direction of the Executive Chair and day to day supervision and management of the Interim Regional Secretariat Coordinator, the unit will be responsible for ensuring all relevant data and information on the Coral Triangle is obtained, managed, and made accessible to CT6 countries and partners (Task 4) and for providing support to the management of the CTI-CFF Secretariat website and virtual collaboration efforts in coordination with the Communications and Outreach Officer and Program Specialist, including updating content and coordinating inputs from NCCs, Partners and other communications and outreach contacts (Tasks 3 and 4). The unit is responsible for maintaining contact lists and calendars; managing the CTI-CFF library including communications tools, products and training materials, and capturing procedures, protocols, mechanisms, etc. for the documentation and circulation of sets of Standard Operating Procedures to further serve the permanent Regional Secretariat. The unit will also be responsible for managing Monitoring and Evaluation efforts working directly with the MEWG to facilitate annual indicator reporting and verification as part of the M&E System and interfacing with the NCCs, TWGs, and partner agencies and organizations for implementation, monitoring, and evaluation of the RPOA. The unit is anticipated to be staffed with a **The Information and Knowledge Management Specialist** with additional support provided through consultants such as Monitoring and Evaluation, IT or GIS Specialists.

Transition Adviser: Under the direction of the Executive Chair and in coordination with the CMWG as well as the Regional Coordinator, the Transition Adviser is responsible for providing guidance and

support for the transition to the permanent Secretariat as defined in the Transition Roadmap (Task 7). These tasks will involve providing direction to and managing the following units: Financial Planning and Budget, and Organizational Development.

Financial Planning and Budget Unit: Under the overall direction of the Executive Chair and day to day supervision and management of the Interim Regional Secretariat Coordinator, the unit will be responsible for managing the budget, providing financial reporting and supporting operations, procurement, and subcontracts management. The unit will also provide support with establishing banking, financial management and auditing systems as per Transition Plan and Roadmap. The unit is anticipated to be staffed with a **Financial Planning Consultant and/or Budget Officer and/or Consultants** with related expertise.

Organizational Development unit: Under the direction of the Transition Adviser, the unit will be responsible for supporting in-country consultation and refinement of the draft structural options, funding formula and transition plan, refinement of transitional secretariat budget and financing plans and preparation of applicant packages templates to assist the appointment committee with recruitment. The unit is anticipated to be staffed with an **Organizational Development Specialist and/or Consultants** with related expertise.

Administrative Support Unit: Under the overall supervision of the Executive Chair with day to day support provided as required by the Regional Coordinator and Transition Adviser, the unit will provide needed logistics, administration, operations and IT support to serve the entire Secretariat Team. The unit may be staffed with a combination of permanent and part time/consultant administrative support personnel depending on the evolving needs of the Secretariat Team and the skills sets of personnel. The unit is currently staffed with one full-time **Administrative Assistant** through US CTI Support Program support as well as further support provided by MMAF personnel.

Management Plan

Management of the Secretariat Team will be based on the Roles and Responsibilities outlined above. The Secretariat Team will develop regular reporting and meeting protocols, mechanisms, and schedules to ensure appropriate implementation of the CTI-CFF 2013 Interim CTI-CFF Regional Secretariat Operations Plan. These protocols, mechanisms, and schedules will be incorporated into the Operations Plan to assist the CTI-CFF with the development of formal standard operating procedures and systems. These SOPs and systems will be developed to ensure flexibility to address the evolving needs of the CTI-CFF and to provide continuity and a source of information for upcoming generations of CTI-CFF personnel.

The Secretariat Team will also work to further develop and formalize internal and external communications and reporting mechanisms building from the CTI-CFF protocols, TOR's and systems that have evolved to date. It will utilize established Communications and Outreach mechanisms and planning efforts to regularize coordination with and reporting to CTI bodies including NCCs, TWGs, and Partners. This will support maintaining momentum towards CTI-CFF Roadmap implementation; RPOA

target achievement; and the establishment of the permanent CTI-CFF Secretariat. Proposed deliverables include:

- CTI-CFF Communications and Outreach Strategy and 2013 Work Plan developed and implemented.
- Standard Operating Procedures developed for organization of CTI-CFF meetings and events.
- Monthly/Quarterly Coordination Calls conducted and information disseminated on Roadmap priorities to review progress achieved against work plans; assist with advancing TWG roadmaps and priorities; and coordinate activities and plan next steps.
- CTI-CFF Calendar maintained daily and updates provided monthly to CTI NCCs, TWGs and Partners.
- Updated and actively used system of virtual collaboration workspaces to facilitate online planning, coordination and information sharing.
- A CTI-CFF Database tracking and mapping projects, activities and results of country and partner efforts that can be used to monitor and evaluate progress achieved against the RPOA and NPOAs.
- CTI-CFF Monthly Bullets collected, collated and distributed to CTI NCCs, TWGs and Partners summarizing events and activities conducted in the past month, as well upcoming activities and events.
- Monthly Secretariat Team meeting agendas and minutes
- Semiannual Progress Update on status of implementation of the CTI-CFF Implementation and Transition Roadmaps.
- Annual CTI-CFF Progress Report.

5.0 Illustrative Work Plan Activities

Table 1. Work Plan of the Interim Regional Secretariat for 2013

TASKS/ACTIVITIES	2013				Unit Lead
	Q1	Q2	Q3	Q4	
Task 1: Coordinate the Development and Implementation of a Regional Agenda for CTI					
Plan and coordinate CTI Regional Priorities Workshop with CT6		■			P&P
Develop and finalize CTI Regional Roadmap for 2013 – 2015		■	■		
Track progress in addressing regional priorities	■	■	■	■	P&P
Task 2: Coordinate Support to CTI Bodies and Partners					
Coordinate the work of CTI TWGs (EAFM, MPA, CCA, MEWG, FRWG, CMWG)	■	■	■	■	P&P
Assist MPA TWG coordinate 4 th MPA Regional Exchange		■			P&P
Assist EAFM TWG coordinate 4 th EAFM Regional Exchange		■			P&P
Assist CCA TWG coordinate 3 rd CCA TWG		■			P&P
Assist TWGs launch CTI products including Integration Guidelines, CCA Guide, and CTMPAS		■	■	■	P&P
Conduct SOM9				■	P&P
Conduct CTI Leaders Side Meeting at APEC Summit				■	P&P
Task 3: Conduct Communications and Outreach					
Develop CTI Regional Communication Strategy	■				C&O
Implement the Communication Strategy	■	■	■	■	C&O
Launch/disseminate Regional State of the Coral Triangle Report	■				C&O
Plan and coordinate special CTI events including Coral Triangle Day	■	■	■	■	C&O
Task 4: Maintain Information/Knowledge Management Systems					
Develop information management system to support M&E system including CT Atlas	■	■	■	■	IMS
Develop MOU and contract with World Fish to maintain CT Atlas	■	■			IMS
Maintain data and verification reports from annual M&E reporting				■	IMS
Facilitate virtual collaboration among NCCs, TWGs, Partners, Stakeholders through online workspace platforms	■	■	■	■	IMS
Task 5: Maintain a Regional Monitoring and Evaluation System					
Compile inputs of annual M&E indicators from CT6				■	P&P
Develop annual M&E report for inclusion with Annual CTI Report				■	P&P
Task 6: Coordinate the Development of Reports					
Compile and distribute CTI-CFF Monthly Bullets to CTI NCCs, TWGs and Partners					C&O
Distribute completed State of the Coral Triangle Report	■				
Compile first CTI-CFF M&E Report					

2013 Semiannual CTI-CFF Roadmap Implementation Update;			■		P&P
Compile Annual 2013 CTI-CFF Progress Report				■	P&P
Task 7: Coordinate Implementation of the Transition Road Map					
Support and coordinate implementation of FRWG and CMWG outcomes as part of implementing the Transition Road Map	■	■	■	■	P&P
Participate in CTI Partner Coordination Meetings	■			■	SP
Coordinate CTI Partnership Conference and Transition Meeting				■	SP

- 1 - Interim Regional Secretariat Units:
- P&P – Planning and Programming
 - C&O – Communication and Outreach
 - IMS – Information Management
 - F&B – Financial Planning and Budget
 - OD – Organization Development
 - AS – Administration Support

ANNEXES

ANNEX A: Coordination Mechanism Working Group Terms of Reference Adopted at the 4th CTI-CFF Ministerial Meeting

COORDINATION MECHANISMS AND IMPLEMENTATION PARTNERS

I. GENERAL APPROACH

Successful implementation of the CTI Regional Plan of Action (RPoA) – with its wide-ranging and ambitious scope – will require a set of well-structured and highly effective coordination mechanisms across multiple levels of organization (Figure 1 below). In addition, the CTI will require a large and diverse group of partners from within and outside the region including local governments, local communities, NGOs, universities, major funding institutions, multilateral organizations, other national governments, private sector companies, and others. In short, CTI must become a “large tent” under which major stakeholder groups and related initiatives can combine and coordinate their actions to achieve shared visions for communities, large-scale seascapes, entire countries, and the Coral Triangle region as a whole.

The six Coral Triangle governments (CT6) will establish, catalyze, and strengthen coordination mechanisms and partnerships at two key levels: (i) regional / sub-regional; and (ii) country. These coordination mechanisms are designed to accelerate needed action and investments by the full range of stakeholders and to bring greater coordination and integration to such action. Several important considerations have guided the development of coordination mechanisms for CTI. These include the following:

- Initially, the number of coordination and partnership mechanisms must be relatively limited, to avoid creating unnecessary infrastructure under the CTI. It is recognized that there are not only many benefits to these mechanisms, but there are also financial and opportunity costs.
- Every effort must be made to minimize the costs of these coordination mechanisms (e.g. linking CTI meetings to other gatherings).
- A flexible / adaptive approach will be taken, as all of the issues and needs cannot be anticipated at this time. Coordination mechanisms described below are provisional and will be periodically reviewed; some may be refined, some may be discontinued, and new mechanisms may be established.
- While major functions of each coordination mechanism are described below, more detailed descriptions and preliminary terms of reference for each mechanism are included in the Annex and will be developed more fully, under the guidance of the CTI, for endorsement at the appropriate level.

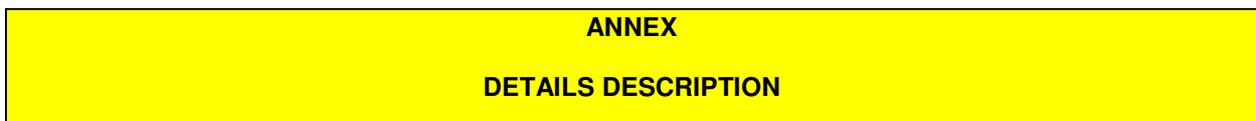
II. COORDINATION AT THE REGIONAL AND SUB-REGIONAL LEVELS

At the heart of the CTI is a new kind of model for multilateral collaboration. If this model is to be successful, a reasonable level of coordination at the regional and sub-regional levels will be required. Such coordination will take many forms, including: (i) institutional structures (e.g., steering committee and technical working groups); (ii) face-to-face meetings (e.g. Senior Officials Meetings, meetings of Council of Ministers, and Summits); (iii) outreach activities (e.g. stakeholder forums); and (iv) electronic communications (e.g. CTI web site). As emphasized in the Guiding Principles (Section II of the RPoA), the CTI will utilize existing institutions wherever feasible and establish linkages to other related events or activities, in order to achieve efficiency and integration. General descriptions of coordination mechanisms at the regional and sub-regional levels are described below, with additional provisional details provided in the Annex.

1. **CTI Summits:** CTI Summits sustain high-level political attention and political will and issue statements or declarations to promote the cooperation among the Coral Triangle countries. A CTI Summit (involving the leaders of the Coral Triangle countries) will be held when deemed necessary.
2. **CTI Council of Ministers (CTICOM):** The Council of Ministers create and align policies and to govern implementation of the CTI Regional Plan of Action. A Council of Ministers will be established, composed of one or two lead ministers from each of the Coral Triangle governments. The chairmanship of CTICOM will rotate on a predetermined schedule every two years, as a means of sharing leadership responsibilities. The Council will meet every two years or when deemed necessary.
3. **Senior Officials Meetings (SOM):** The SOM provides recommendations to CTI COM for decision and ensure implementation of these decisions through the CTI Regional Secretariat and Technical Working Groups. The SOM will be composed of senior officials from each CT6 country. SOM will meet annually and additionally as needed. The SOM chair will rotate in time and country parallel to CTICOM. The SOM will be co-chaired by the host country. Whenever possible, a dialogue with the CTI Partners will be scheduled to coincide with each SOM.
4. **Technical Working Groups:** Technical Working Groups provide a range of inputs on specific issues, themes or projects as tasked by SOM. Technical Working Groups will be established by the SOM on an as-needed basis, and will consist of official representative from CTI countries, and may include development partners and additional experts.
5. **CTI Regional Secretariat:** At the direction of the SOM, the CTI Regional Secretariat provides long-term, wide-ranging support to the CTI governments and partners for implementation of the CTI Plan of Action, particularly through direct support for the various coordination mechanisms. A CTI Regional Secretariat will be established in one country. The structure of the CTI Regional Secretariat should enable effective and efficient coordination in the CTI and support the cooperation of all six CTI member countries. The Regional Secretariat reports to the SOM in the service of all CTI bodies.
6. **CTI Partners:** The CTI Partners help mobilize resources for the CTI and bring greater coordination and effectiveness to the financial and technical support that partners are providing. The CTI Partners may include governments, multilateral agencies, international financial institutions, nongovernmental organizations, and private sector that are providing direct assistance to CTI or supporting the goals of the CTI Regional Plan of Action.

III. COORDINATION AT THE COUNTRY LEVEL

1. **National Coordination Committees (NCCs):**



I. COORDINATION AT THE REGIONAL AND SUB-REGIONAL LEVELS

1. CTI Summit

Function: To sustain high-level political attention and political will and issue statements or declarations to promote the cooperation among the Coral Triangle countries.

Description:

A CTI Summit (involving the leaders of the Coral Triangle countries) will be held when deemed necessary.

2. CTI Council of Ministers (CTICOM)

Function: To create and align policies and to govern implementation of the CTI Regional Plan of Action

Description: A Council of Ministers will be established, composed of one or two lead ministers from each of the Coral Triangle governments. The chairmanship of CTICOM will rotate on a predetermined schedule every two years, as a means of sharing leadership responsibilities. The Council will meet every two years or when deemed necessary.

General terms of reference:

- *Maintain vision of CTI.* Maintain the vision of CTI as a transformative regional initiative.
- *Provide policy direction to SOM.* Provide policy direction to the SOM to maintain the vision of CTI.
- *Invite partner country Ministers.* Invite partner country Ministers to observe the CTI COM meetings and to support the implementation of the CTI Regional Plan of Action.
- *Promote CTI regional priorities.* As appropriate, promote CTI regional priorities in each country and in other international and regional forums.
- *Monitor and evaluate progress.* Monitor and evaluate progress towards achieving the goals and targets of the Regional Plan of Action. The CTICOM will review periodic reports on the State of the Coral Triangle and acknowledge achievements of the respective CTI National Plans of Action.
- *Schedule and plan Summits.* Approve recommendations from the SOM on the timing and substantive aspects of Coral Triangle Summits.

3. Senior Officials Meetings (SOM)

Function: To provide recommendations to CTI COM for decision and ensure implementation of these decisions through the CTI Regional Secretariat and Technical Working Groups.

Description: The SOM will be composed of senior officials from each CT6 country. SOM will meet annually and additionally as needed. The SOM chair will rotate in time and country parallel to CTICOM. The SOM will be co-chaired by the host country. Whenever possible, a dialogue with the CTI Partners will be scheduled to coincide with each SOM.

General terms of reference:

- *Facilitate regional policies.* Facilitate the review, analysis, harmonization and improvement of regional policies for adoption by the CTICOM
- *Facilitate technical and financial support for regional coordination mechanisms.* Facilitate decisions on how each CTI country can contribute_funding and technical support, in a fair, appropriate manner, to support some of the costs of regional coordination mechanisms (e.g. CTICOM, and CTI Regional Secretariat).
- *Promote effective implementation and coordinated actions.* . Promote effective implementation of the Regional Plan of Action including:
 - Cooperation around funding. Decide on key funding-related issues requiring multilateral cooperation (e.g., regional funds, regional funding programs and commitments, joint approaches to funders).
 - Coordination mechanisms and implementation partnerships. Decide on key issues related to regional CTI coordination mechanisms and implementation partnerships.
 - Collaboration with development partners to help mobilize and coordinate funding and technical support.
- *Establish technical working groups.* Establish technical working groups and review recommendations for consideration and action.
- *Review and report on progress.* Review progress toward achieving the goals of the RPoA and prepare and/or commission reports mandated by the CTICOM
- *Coordinate with other multilateral processes.* Advance implementation of the RPoA through existing international, regional and sub-regional multilateral processes.
- *Stimulate public private partnerships.* Engage private sector partners in the implementation and funding of the CTI Regional Plan of Action.

5. Technical Working Groups

Function: To provide a range of inputs on specific issues, themes or projects as tasked by SOM

Description: Technical Working Groups will be established by the SOM on an as-needed basis, and will consist of official representative from CTI countries, and may include development partners and additional experts.

General terms of reference:

Provide inputs and recommendations as tasked by the SOM. Review and provide scientific and technical information on specific assigned task and share experiences and best practices.

6. CTI Regional Secretariat

Function: At the direction of the SOM, provide long-term, wide-ranging support to the CTI governments and partners for implementation of the CTI Plan of Action, particularly through direct support for the various coordination mechanisms.

Description: CTI Regional Secretariat will be established in one country. The structure of the CTI Regional Secretariat should enable effective and efficient coordination in the CTI and support the cooperation of all six CTI member countries. The Regional Secretariat reports to the SOM in the service of all CTI bodies.

General terms of reference:

- *Facilitate the operations of the CTI.* CTI Regional Secretariat will facilitate the operations of the CTI for the Implementation of Regional Plan of Action, including developing plans and programs, and engaging technical assistance.
- *Support regional CTI communications and meetings.* Coordinate and support communications, official meetings, and events linked to the regional CTI process for all CTI bodies.
- *Support regional CTI coordination mechanisms and NCCs.* Provide support and coordination, between the regional CTI bodies and National Coordination Committees (NCCs).
- *Provide cross-cutting services.* Provide a range of cross-cutting services in support of monitoring and evaluation, financial coordination, information management, and outreach.
- *Develop and maintain focused regional agenda.* Advise SOM on a focused regional agenda based on emerging opportunities and priorities related to the goals and targets of the RPOA.
- *Liaise between CTI governments and partners.* Provide liaison and promote coordination between CTI governments and CTI partners interested in supporting region-wide or multi-country activities and share lessons learned, case studies, and foster a network of practitioners around specific themes.
- *Produce and disseminate CTI outreach materials and major reports.* Produce and disseminate outreach materials and provide support for the production of key reports
- *Raise awareness and support.* Raise awareness and support for the CTI at select international meetings and with partners, in close coordination with CTI governments.
- *Develop and manage the CT Information Management System (CTIMS).* An information management system will be established to help coordinate data gathering and data management needs to support implementation of the regional and national plans of action and reporting on their progress.

7. CTI Partners

Function: To help mobilize resources for the CTI and bring greater coordination and effectiveness to the financial and technical support that partners are providing.

Description: The CTI Partners may include governments, multilateral agencies, international financial institutions, nongovernmental organizations, and private sector that are providing direct assistance to CTI or supporting the goals of the CTI Regional Plan of Action.

General terms of reference:

- *Provide coordinated technical and financial support to CTI.* Provide technical expertise, training, other capacity building activities, and funding in a coordinated fashion, aligned to the Regional Plan of Action to support implementation.
- *Support the TWGs and NCCs.* Participate actively in dialogue and provide inputs to TWGs and NCCs for consideration.
- *Stimulate public/private partnerships.* Engage private sector partners in CTI implementation and funding
- *Develop funding streams to support the implementation of CTI Regional Plan of Action.* Work collaboratively with the SOM to raise funds to implement the CTI Regional Plan of Action.
- *Actively engage a broad group of stakeholders.* Stakeholders from across the CTI Implementation area and beyond will be engaged through dialogue with the CTI.

II. COORDINATION AT THE COUNTRY LEVEL

1. National Coordination Committees (NCCs)

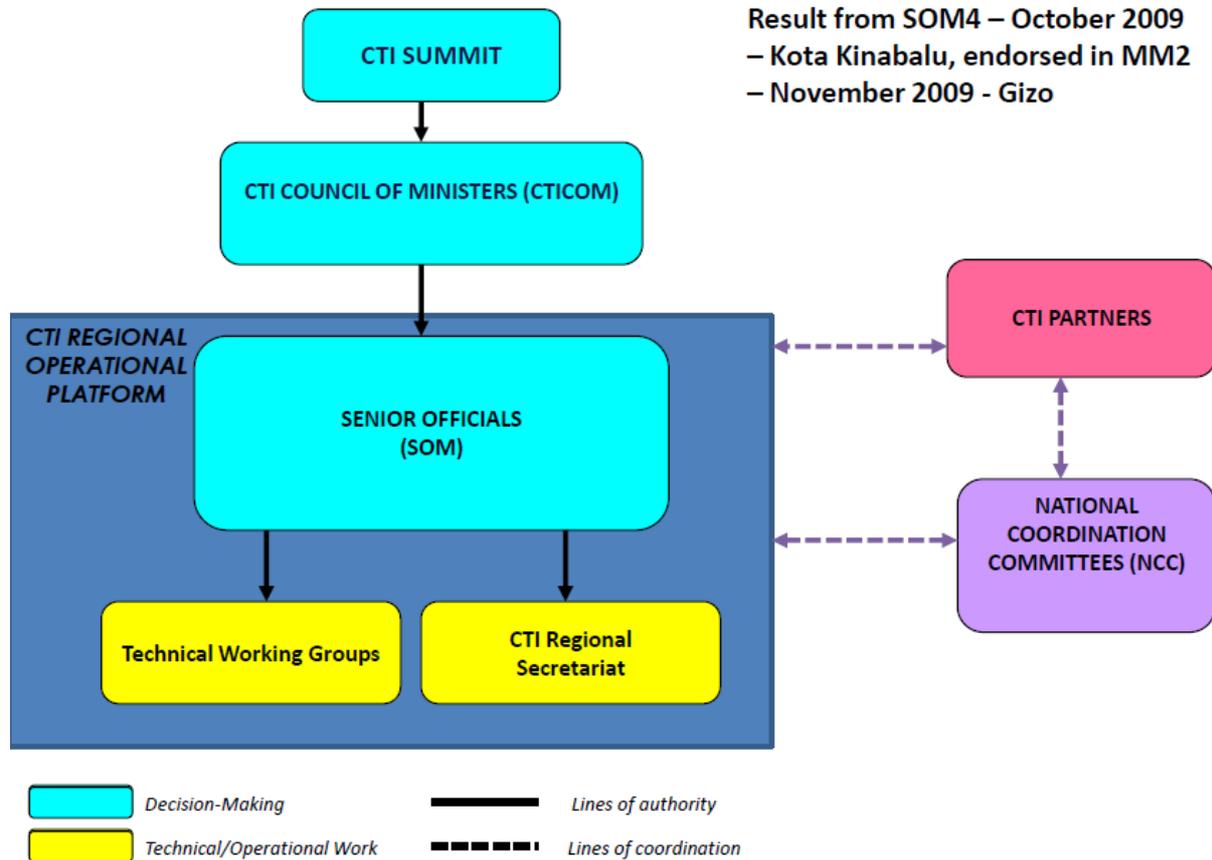
Function: To coordinate and promote country-wide implementation of the national and regional CTI Plans of Action.

Description: NCCs will take various forms depending on country-specific conditions. NCCs are hosted by governments and may include multiple stakeholders from the public, NGOs, academic and scientific institutions, industries and private sector, and are facilitated by a designated CTI Coordinator. NCCs may be formally established by the appropriate high-level government mandate in each country.

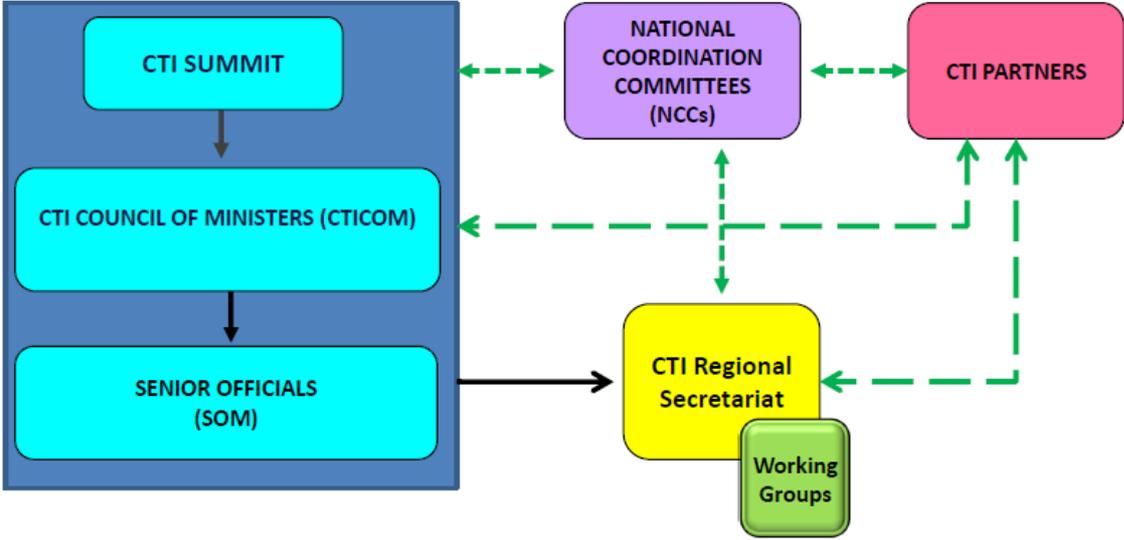
General guidelines could include:

- Serve as the key mechanism to coordinate and promote country-level implementation of the National Plans of Action and regional CTI priorities.
- Develop, update and support implementation of National and Regional CTI Plans of Action.
- Identify national priorities, and coordinate action and funding around priorities
- Monitor, evaluate, and present progress on achieving targets in the National CTI Plans of Action to SOM.
- Support / coordinate joint activities of NCC members, and coordinate with external partners.
- Engage local and international partners in CTI
- Provide input to and participate in regional CTI processes and decisions.
- Organize national CTI stakeholder events.
- Facilitate high-level integrated government policy discussions in-country and within existing forums.
- Help promote and share information on the regional CTI process throughout the country.
- Formulate and align new proposals for CTI actions or new directions at the regional level and provide such inputs through SOM and the Regional Secretariat to be consistent with the regional priorities.
- Create mechanism such as thematic working groups to facilitate and implement the Regional Plan of Action and National Plans of Action in the CT6 countries.]

ANNEX B: CTI Senior Officials Meeting and Ministerial Meeting Organizational Charts



Option-1
CTI-CFF REGIONAL OPERATIONAL PLATFORM ???



Decision-Making **————** *Lines of authority*
 Technical/Operational Work **- - - - -** *Lines of coordination*

Option-2
CTI-CFF REGIONAL OPERATIONAL PLATFORM ???

