



GLOBAL FUND FOR
CORAL REEFS

FINAL REPORT:
Fi Wi Riif Programme – Formulation of
full proposal phase
January – December 2022

Report submitted by:

Fondo para la Acción Ambiental y la Niñez (Fondo Acción)

Elizabeth Valenzuela, Technical Director

evalenzuela@fondoaccion.org

+57 3118090316



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Programme Overview

Programme Title & Project Number		Programme Duration	
Programme Title: Fi Wi Riif Programme		Start Date: 05/05/2022	
Programme Number: 131129		End Date: 31/12/2022	
Total Approved Budget			
Total GFCR Budget: USD 100,000			
Convening Agent: Fondo para la Acción Ambiental y la Niñez (Fondo Acción)			
Fondo Acción: USD 11,190			

Executive Summary

During the reporting period, Fondo Acción implemented all outcomes, outputs, and activities of the preparation grant agreement, succeeding in the formulation of the full programme proposal “Fi Wi Riif”. This proposal was approved in October 2022 by the GFCR Board and announced at Climate Change COP 27.

In 2023, Fondo Acción expects to sign the grant agreement to implement the programme, and start it.

I. Programme Objectives

The “Fi Wi Riif programme” (which means “our reef” in the creole local language) will protect and recover the health of resilient coral reef sites in the islands of San Andrés, Providencia, Santa Catalina, and its cays, in Colombia, improving the livelihoods and the coastal protection of reef-dependent communities, severely impacted by the category 5 Hurricane Iota, and researching innovative approaches to reefs health and restoration technologies.

The purpose of the preparation grant agreement was to support Fondo Acción with financial and technical resources to formulate the full programme proposal, following the GFCR guidelines. The following table summarizes the three outcomes and their outputs approved by the GFCR Executive Board, and implemented by Fondo Acción. The concept note was planned to be implemented from February to May; nevertheless, it was executed between May and October 2022.

Outcomes / Outputs	Feb.	Mar.	Apr.	May	Budget
Outcome 1: Fi Wi Riif institutional arrangement and financial structure detailed					12,196
<i>Output 1.1:</i> Consortium of partners composed	X	X			8,460
<i>Output 2.2:</i> Pipeline of interventions defined	X	X	X		3,736
Outcome 2: Enabling activities and pipeline of interventions defined					21,226
<i>Output 2.1:</i> Detailing of enabling activities, including budget, timeline with milestones, partners and expected results	X	X	X		4,560
<i>Output 2.2:</i> Pipeline of interventions defined		X	X		16,666

Outcome 3: Fi Wi Riif programme document complete					44,576
<i>Output 3.1:</i> Drivers of degradation, reefs conditions, expected results and baseline gaps are detailed		X	X	X	19,770
<i>Output 3.2:</i> Programme detailed budget and workplan are developed			X	X	3,648
<i>Output 3.3:</i> Programme implementation strategies are defined			X	X	21,158

The total outcome costs approved was USD 77,998; the programme management costs were USD 15,460, and the indirect support cost (7%) was USD 6,542.

II. Programme Implementation & Results

A. Programme Results Overview

As a result of the grant implementation, Fondo Acción established a consortium of partners to formulate the full programme proposal, composed of ProSeaLand Foundation and Terranomics. As the core team, this consortium defines all the structure of the proposal, including the analysis of drivers of degradation, theory of change, results framework, governance structure, budget, timeline, communication and visibility strategy, gender action plan, and monitoring and evaluation plan.

This partnership for the formulation was crucial to achieving success in the short time we had to develop the concept note. We managed to combine the deep local knowledge and strong relations with key stakeholders of ProSeaLand; the technical expertise of Terranomics in projects formulation, including GCFR proposals; and Fondo Acción’s experience in the construction of projects to respond to environmental challenges, based on the design of sustainable financial mechanisms.

In the grant implementation, we conducted 26 meetings with local and national stakeholders, some entities provided us with an endorsement letter as an expression of their interest and support for the programme, and many of these entities and persons gave us relevant information from studies or planning instruments to the management of the ecosystems, the marine protected areas, and the biosphere reserve. With these people, we discussed previous experiences and lessons learned, as well as our intervention approach and the theory of change, to receive feedback and integrate the local vision and needs in the proposal. In addition, as a result of the meetings with CORALINA –the regional environmental authority- we validated the potential of the financial mechanism proposed and its commitment to support the programme.

We made two field visits to the main islands (San Andrés and Providencia) of the archipelago to meet in person with some key stakeholders, which will be essential for the implementation, as partners, beneficiaries, subgrantees, or subcontractors. On the second visit, we interviewed some people and took an audio-visual record; with the above, we made a short video to complement the PowerPoint presentation to defend the proposal to the Board in October 2022.

The most challenging section to develop was the definition of reef-positive initiatives to compose an initial pipeline of investments. In the consortium, we discussed the criteria and the business with potential impact, both in reefs and marine ecosystems, and profits and livelihoods. The scale of the islands and the several damages of the hurricane, in addition to COVID-19, established a particular

scenario for economic recovery more than economic growth. But, we understood that the coral reefs in the archipelago are climate resilient. Therefore, we prioritized the five initial investments. We highlight the technical support of the GCFR team, with whom we discussed, in a good, direct, and positive way, our draft proposal in several rounds of revision and whose comments and feedback allowed us to succeed in a few months. We focused our efforts on this programme and are satisfied with this investment of resources (time, personnel, economic) because we perceive and receive the results.

Before the execution period of the grant agreement, Fondo Acción participated in meetings and webinars on GFCR introduction (January 25, 2022), GFCR Policy architecture and M&E (March 8, 2022) and Policy architecture (April 6, 2022); these spaces addressed, among other aspects, SES Systems and Investment Principles of the Equity Fund. Furthermore, Fondo met with the Pegasus Capital Advisors' team (January 17, 2022) to identify some potential pipeline opportunities and receive information about the equity fund investment modalities and how they can serve to scale interventions within our GFCR programme. As the potential business prioritized for the first phase of "Fi Wi Riif" are small or medium, Fondo Acción will be attentive to identify potential areas of collaboration and participation of the Equity Fund.

B. Indicator-Based Performance Assessment

OUTPUT / ACTIVITY	TARGET INDICATORS / DELIVERABLES / ACTIVITIES	TARGET COMPLETION	IMPLEMENTATION STATUS AND ACTUAL COMPLETION DATE
Output 1.1: Consortium of partners composed			
Activity 1.1.1: Meetings with local and national stakeholders	<ul style="list-style-type: none"> Key notes of interviews 	August 2022	26 interviews and meeting with key local and national stakeholders.
Activity 1.1.2: Governance system of Fi Wi Riif programme, local coordination and financial mechanism defined	<ul style="list-style-type: none"> Full proposal document 	August 2022	Definition of governance structure, composed by the Fi Wi Riif Steering Committee, the Fi Wi Riif Technical Committee, and the Seaflower Fund Creation Committee; these will be supported by Fondo Acción's Joint Financial Committee (already operational). Definition of partners and co-implementers, and a coordination strategy.
Output 1.2: Endorsement letters and co-finance defined			
Activity 1.2.1: Liaising with local, provincial and national government to align expected results	<ul style="list-style-type: none"> Endorsement letters 	August 2022	Meetings with key stakeholders to exchange ideas and scopes of intervention in the archipelago, and to obtain the endorsement letter as expression of their interest and support in the programme.
Activity 1.2.2: Identifying co-financing of non-government partners	<ul style="list-style-type: none"> Full proposal document 	August 2022	Definition of co-finance sources from Fondo Acción, the local co-implementer (ProSeaLand), and main partner (Coralina). Identification of related projects with synergies to Fi Wi Riif, and potential donors.
Output 2.1: Detailing of enabling activities, including budget, timeline with milestones, partners and expected results			
Activity 2.1.1: Developing action plan	<ul style="list-style-type: none"> Full proposal document 	August 2022	Definition of three phases for the implementation, milestones per phases,

with enabling activities partners			partners and co-implementers, local stakeholder engagement, and a coordination strategy.
Output 2.2: Pipeline of interventions defined			
Activity 2.2.1: Identification of criteria and reef-positive initiatives to compose initial pipeline of investments	<ul style="list-style-type: none"> Full proposal document 	August 2022	Definition of reef-positive interventions that constitutes the pipeline for the initial 18 months.
Activity 2.2.2: Detailing of initial pipeline of investments	<ul style="list-style-type: none"> Full proposal document 	October 2022	Definition of seven initial and priority investments, that composes the programme pipeline.
Output 3.1: Drivers of degradation, reefs conditions, expected results and baseline gaps are detailed			
Activity 3.1.1: Collect baseline data and identify baseline gaps for the drivers of degradation being addressed by the programme	<ul style="list-style-type: none"> Full proposal document 	July 2022	Analysis of ecological characteristics and drivers of degradation for three priority coral reefs, and priority sites of implementation.
Activity 3.1.2: Confirm assumptions and further detail theory of change and results framework (programme final outcomes, outputs and activities)	<ul style="list-style-type: none"> Full proposal document 	October 2022	Elaboration of the theory of change the results framework, including for each indicator a baseline (if data are available), targets (distributed in three phases), means of verification, and responsible partner.
Activity 3.1.3: Determine programme final indicators, per intervention and aggregated, with expected targets	<ul style="list-style-type: none"> Full proposal document 	October 2022	Definition of indicators and targets for the programme, and prioritized investments (including target beneficiaries, and current state and timeline).
Output 3.2: Programme detailed budget and workplan are developed			
Activity 3.2.1: Develop budget and workplan following GFCR template	<ul style="list-style-type: none"> Full proposal document 	October 2022	Definition of the overall budget for all the programme implementation, and formulation of the detailed budget and workplan for the initial 18-months.
Output 3.3: Programme implementation strategies are defined			
Activity 3.3.1: Identify environmental, social and implementation risks and define mitigation actions	<ul style="list-style-type: none"> Full proposal document 	August 2022	Analysis of potential social and environmental risks; identification and definition of manage measures to tackle environmental and social risks.
Activity 3.3.2: Define stakeholder engagement plan and communication & visibility strategy	<ul style="list-style-type: none"> Full proposal document 	August 2022	Formulation of the programme communication strategy, that includes objectives, key messages, national media engagement plan, event engagement plan, anticipated content production, key performance indicators, resources,

			partnerships; anticipated communication deliverables.
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C. Gender Mainstreaming

The Fi Wi Riif Gender Action Plan was elaborated following the GFCR Gender Guidance Note and Fondo Acción’s Gender Equality Policy (2022). It is composed of 1) a gender analysis to understand the context, and 2) a gender action plan based on the results of the analysis. The plan was elaborated with the support of Fundación ProSeaLand, one of the programme’s co-implementers with presence and work experience in the Archipelago.

To address potential social risks due to the presence of ethnic communities in the archipelago –Raizal people-, Fondo Acción contracted the Sea, Land & Culture Old Providence Foundation (“ProSeaLand”), a local organization created in 2015 with a highly qualified staff based at the islands to support nature and culture, with an emphasis on the Archipelago of San Andrés, Providencia and Santa Catalina. Its leaders have been working in the Archipelago for decades and have collaborated in the process of creating the Seaflower Biosphere Reserve and other MPAs. They are recognized by local stakeholders as a legitimate implementer inserted in the local culture. ProSeaLand is deeply rooted in the Raizal community and has expertise and experience in the following fields: marine biology, ecotourism, climate change, education, youth, anthropology, cultural, historical and natural heritage, and the rights of the Raizal people.

During programme implementation, the gender analysis and action plan will be regularly updated and GFCR will be notified when there are major changes in the design and execution of programme. Fondo Acción’s Programme Management Unit (PMU) will ensure the gender action plan is taken into account for the development of the full M&E strategy during the first 6 months of the programme. This will ensure the programme has a gender-responsive M&E system in line with the GFCR M&E Strategy. The gender-responsive M&E system should serve to analyse the outcomes and differentiated impacts of interventions on women and men of different ages and backgrounds, to be able to document and communicate lessons learned and good practices, and feed information back into programme design, making adjustments, particularly in cases of unintended consequences. Gender responsive implementation and gender adaptive management will thus be ensured. Data collection for gender analysis will be embedded into the project’s overall data collection and analysis activities – including M&E and reporting – as a way to make processes more efficient, avoid silos, and reduce any unnecessary time and resource burdens on staff.

It is important to note that ensuring an equal number of women and men are present during activities or decision making is only one facet of a gender-responsive approach. Attention must be placed on how women and men contribute, access opportunities and resources, their safety in different situations, and the value attributed to their work and roles in fisheries, tourism and society in general. These factors directly affect their ability to meaningfully benefit from activities. When engaging women, make sure to consider time and travel constraints and envisage providing childcare during consultations, as having to take care of children may be a limiting factor for their participation.

III. Stakeholder Engagement

Fondo Acción developed a broad process of stakeholder’s engagement during the proposal development period, that includes meetings with 12 government representatives (national and local level), 5 private sector (fishermen, agriculture, tourism, diving and Chamber of commerce), 4 NGO, 2 academic entities, 2 communications professionals, and 1 civic organization. The involvement of these actors is critical to the success of implementation and was fundamental during the development phase, to the extent that their experience and recommendations, based on lessons learned from other projects, is an input for defining interventions, seeking the appropriation and participation of local actors, not only as beneficiaries but also from their own capacities and ongoing processes.

In the first field visit, Fondo Acción and ProSeaLand informed about the opportunity to structure a project with GFCR resources; in this phase, undoubtedly, people's trust in ProSeaLand was decisive in achieving their interest and support, especially in Providencia. On the second visit, we discussed the proposal in terms of its expected results, priority interventions, governance structure, and implementation; we had feedback from the people and, again, their support to continue the formulation. Then, we informed them about the presentation of the proposal to the Board, in which the ProSeaLand team and representatives of Coralina accompanied us. Finally, once it was approved, we informed all the people we had communicated closely about the programme's progress.

The implementation period changed from February-May to May-August, due we started when we signed the preparation grant agreement. However, Fondo Acción developed the planned activities in the same timeframe achieving the formulation of the full programme proposal in four months. As of October 2022, due to the presentation of the proposal to the GFCR Board, we made some adjustments to the text, finalizing the document.

Regarding changes concerning programme management, Fondo Acción put partial time dedication of its Technical Director in the role of programme development coordinator. Although challenging, this allowed us to make quick decisions and ensure strategic alignment with organizational priorities and vision.

For the above, in August 2022, we requested a budget reallocation of USD 7,980 for a programme development coordinator in the staff category in the Project Management Cost to the following budget lines:

Budget category	Description	Amount (USD)	Comments
Contractual services	National consultancy to support the development of prioritized interventions related to the protection and restoration of turtle populations	1,074	New budget line
Contractual services	National consultancy to develop communication materials (infographics) to describe the programme	1,522	New budget line
Contractual services	National consultancy to develop communication materials	4,334	New budget line

	(audio-visual) to disseminate the programme		
Staff and other personnel	Technical administrative assistant	861	Addition of resources to an existing budget line
Staff and other personnel	ESMS expert	189	Addition of resources to an existing budget line

IV. Resource Mobilisation

During the proposal formulation phase, Fondo Acción mobilized own grant resources, equivalent to USD 11,190 (10%).

For the program's implementation, Fondo Acción identified potential counterpart resources from Coralina's annual budget as the environmental authority allocated to managing marine protected areas. Likewise, we explored with local private sector associations and companies their interest and availability to participate with counterpart resources and other financing mechanisms, including access to credit or revolving funds.

The Fi Wi Riif programme will implement a long-term governance and funding strategy to increase financial flows for building the resilience of the Archipelago's coral reefs and communities. It will engage public and private sector partners to support local enterprises that reduce negative impacts on coral reefs and to strengthen active coral reef management, by reinforcing the MPAs function and financial sustainability. By supporting local enterprises and MPAs in the long term, the programme will catalyze sustainable revenue streams for reef-positive practices and action.

Concerning the financial mechanisms to mobilize resources, the programme pipeline includes the development of the Seaflower Fund, a permanent mechanism to support the effective management of the MPA system, with a combination of sinking, endowment and investment subaccounts; the establishment of the Fi Wi Riif Investment Account, to provide grants, technical assistance and recoverable grants to reef-positive business models; the creation of a facilitated credit scheme with a partner bank to provide concessional loans for a sustainable fishing fleet; the design and implementation of a cultural and educational center to raise awareness about the importance of coral reefs and the marine environment; the development of a blue carbon project to restore the essential mangrove areas of the islands, some severely damaged by Hurricane Iota; among other interventions. As a trust fund, Fondo Acción operates as an aggregator of funding for different programmes. Given its consolidated financial position, it normally is able to co-finance its programmes by providing institutional support that is not charged to programme budgets. This type of in-kind co-financing will be provided by Fondo Acción and the co-implementers of the programme. This will refer mainly to the time of senior staff contributing to the programme implementation.

Additionally, Fondo Acción envisions it can match Fi Wi Riif resources with other funders to implement specific outputs. This is the case of the Blue Action Fund (BAF), Fondo Acción is participating in the call for proposals for the Caribbean and was recently invited to submit a full proposal in March 2023, based on the concept note complementary to the GCR funding. Fondo Acción has also identified other

projects with which it will be necessary to establish synergies between activities and resources in order to coordinate efforts and increase potential impact.

V. Communications and Visibility

During the formulation, Fondo Acción hired a communications specialist, who as part of the team, formulated the communications and visibility strategy, following the GFCR guidelines and Fondo Acción's experience and integrating the recommendations of local stakeholders to achieve the positioning and differentiation of the program, inspire and mobilize people/organizations in the protection of the reefs.

We identified:

- Key spokespersons: Natalia Arango, Executive Director Fondo Acción; Elizabeth Valenzuela, Technical Director Fondo Acción; professor Germán Márquez, Director ProSeaLand; Arne Britton González, Director Coralina.
- Target audience: Population of the archipelago (overall beneficiaries of the programme), organizations/people differentiated by objective (local businesses, fishers, tourism associations, tourists, schools, NGOs, among others).
- Key shareable communication products created and/ during the reporting period: Photos and one short video of the programme "Fi Wi Riif" to explain the main goals and evidence of the local engagement of key stakeholders.
- Primary communications platforms expected to be used: national and local newspapers and magazines, radio stations, television channels and internet and social media actors and influencers in supporting programme goals.
- Relevant analytics to reveal audience reach:
 - Established public programme profile and visual identity (online web profile, key messaging framework, branding guideline, creative/visual asset tools)
 - Number of case studies and photo essays that demonstrate "reef-positive solutions" and human/community impact stories.
 - Number of published articles, posts, photo essays, blogs, impact stories, infographics, etc.
 - Number of produced audio-visual content including video stories and programme overview, testimonials, event recordings, etc.
 - Number of event engagements, including hosting, co-hosting and featuring at events (national, international).
 - National and local media coverage (number of features, articles, interviews, etc.).

VI. Risk Management and Mitigation

During program formulation, Fondo Acción has follow its environmental and social risk management framework. The formulation identified risks associated with the presence of the Raizal community in the archipelago; for some people, the first language is Creole, which could limit participation. Fondo Acción contracted ProSeaLan, whose team includes Raizal professionals and Creole speakers, to achieve an adequate formulation as a mitigation measure. In addition, covid-19 infection was identified as a potential risk. The prevention measures established by the national and local

governments were followed to mitigate this risk, including the vaccination of Fondo Acción staff who visited the area.

Fondo Acción monitored the risks and mitigation measures defined during formulation every six months. As a result, no risks materialized for the islands and the population.

The risks identified in the full programme proposal remain in effect, with no change in their probability of occurrence or level of impact:

- Climate change effects damaging reefs,
- Major natural disasters in projects areas (no events have occurred during the last few months, although there is hurricane threats),
- Outbreaks of Stony Coral Tissue Loss Disease (SCTLD) and other diseases affecting corals and sea urchins (although the disease has been detected in other areas of the archipelago, Coralina is already conducting research and response actions; the concept note presented to BAF includes activities associated with research and application of technologies for coral disease restoration),
- Lack of political buy-in (the change of government at the national level did not affect the participation or involvement of local entities or organizations; people perceived the national government's interest in defining measures for the recovery of the islands),
- Limited investment opportunities (private associations continue to express their interest in participating in the programme),
- Limited local capacity and skills relating to business management,
- Lack of stakeholder participation (Fondo Acción, in August 2022, started another project in the islands with private co-financing to promote agri-food autonomy in Providencia; in addition, in November, it launched its first call for proposals for the climate action fund for children and women, which seeks to address local needs to increase the resilience of ecosystems, infrastructure, and communities. This will help to build trust in Fondo Acción by showing that we listen and act with local participation),
- Limited sources of long-term for the continuity of the interventions,
- Project cost overrun,
- Investment risk.

The implementation of the programme will follow the environmental and social risk management framework of Fondo Acción. Fondo Acción, co-implementing entities, and subcontractors will implement the defined mitigation measures. In addition, Fondo Acción will carry out periodic monitoring to evaluate the occurrence of risks and the need to define other actions.

VII. Adaptive Management

The most significant learning was the co-construction with a local organization; we are replicating this in the formulation of the proposal for BAF, in which we are working with ProSeaLand and Providence Foundation. Another element of success was the constant and fluid communication with the GFCR team since it gave rhythm to the formulation and motivated the Fondo Acción team and partners to continue working on the proposal.

Fondo Acción applied all its policies and procedures and the GFCR guidelines to achieve a proposal with high-quality standards, a global outlook, and local roots.

Given the availability of unallocated resources, due to the contribution of Fondo Acción in the coordination role of the proposal, priority was given to the elaboration of communication pieces that



would add value to the proposal and would allow early communication with Fi Wi Riif's audio-visual materials close to the archipelago and the people.

Annexes

Annex A: Table of interviewed stakeholders during programme design

Annex B: Summary of interviews with key stakeholders identified in the formulation of the Fi Wi Riif Programme

Annex C: Endorsement letters