



GEF

MID-TERM PROJECT EVALUATION OF THE PACIFIC ISLANDS OCEANIC FISHERIES MANAGEMENT PROJECT

UNDP's Management Response & Adaptive Management Recommendations

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Unit of measure Key actions <i>Results</i>	Time Frame	Responsible units
<p><u>Project Impact - Governance:</u> The OFM Project should be more explicitly linked to the Pacific Plan and a new project be developed to implement the long-term strategic approach to capacity-building in OFM recommended under the Vavau Declaration. Discussions should be held between FFA and the Pacific Forum Secretariat in developing this project.</p>	<p>Mainstreaming efforts in agencies are ongoing and will be further strengthened in the second term of the project.</p> <p>Long-term capacity building needs will also be considered during the design of Phase III, late 2008 - 2009</p>	<p>FFA, UNDP</p>
<p><u>Project Results:</u> (a) The second term of the OFM Project, and any future developments of the Project, specifically addresses the needs of smaller Pacific SIDS; (b) alternative strategies should also be considered to support smaller Pacific SIDS in OFM (e.g. Sub-regional groupings, country-specific support from FFA); (c) long-term, strategic approaches should be developed to build capacity in OFM and ensure sustainability, and should be the focus of a future OFM Project.</p>	<p>Second term of ongoing project. Incorporate in the design of Phase III - Late 2008 - 2009</p>	<p>PCU, FFA, SPC</p>

Unit of measure Key actions <i>Project Design</i>	Time Frame	Responsible units
The proposed long-term capacity building project in OFM be based on systematic assessments of training needs in OFM in each country, and appropriate Fisheries institutional models and arrangements.	For consideration during the design of Phase III (late 2008 – 2009)	PCU, FFA

Unit of measure Key actions <i>Project Management & Administration</i>	Time Frame	Responsible units
<p>FFA: (a) The OFM PCU is better supported in the second term of the Project. (b) Greater focus is given by the PCU to information dissemination on the OFM Project amongst stakeholders, and wider community in the Pacific SIDs. (See 4.4.4. for details). (c) GEF should be informed on the need for greater flexibility in allocations for Project management.</p>	By second quarter 2009	PCU & UNDP
<p>SPC: (a) Where possible, SPC should assist in the development of oceanic fisheries science within Pacific SIDs in this term of the Project. <i>(that has practical applications at the national level in terms of monitoring and assessment)</i> (b) Development in oceanic fisheries science within Pacific SIDs is a priority in the proposed new capacity-building Project.</p> <p>IUCN: The Seamounts program is coordinated by the new scientist at the IUCN Oceania Office to ensure collaboration within the SPC/IUCN Seamounts programme, with other OFM Project activities, and with other agencies involved in seamount research in the region</p>	<p>Ongoing during current project and for consideration during the development of a follow-up phase, late 2008 – 2009</p> <p>Completed - IUCN have Appointed a coordinator (Eric Gilman) early 2008</p>	

Unit of measure Key actions <i>Project Implementation</i>	Time Frame	Responsible units
<p>Applicability of LFA tool: A suite of appropriate indicators should be developed within the Logical Framework to better monitor progress in Project Outputs and Activities. <i>(and progress in achieving outcomes and impacts)</i></p> <p>Project reporting: The OFM Project Coordinator and UNDP Project Management should undertake an informal review of the reporting processes and their effectiveness with the view of reducing the number and/or detail, while maintaining their effectiveness.</p>	<p>December 2008</p> <p>December 2008</p>	<p>PCU & UNDP</p>
<p>Information dissemination: (a) the OFM media strategy should be implemented and there should be a greater focus on dissemination of information from the OFM Project by the PCU.</p> <p>(b) the capacity of the OFM/PCU should be increased to undertake these additional functions. The previously recommended additional staff member may be charged with these responsibilities.</p>	<p>December 2008, FFA Media Officer recruited and assisting</p>	<p>PCU, FFA</p>

Unit of measure Key actions <i>Project Implementation</i>	Time Frame	Responsible units
<p>Partnership arrangements: The proposed future Project in capacity-building in OFM involves partnerships with appropriate CROP agencies (including Pacific Forum Secretariat, USP and SPREP), regional NGOs, and international assistance agencies.</p> <p>Cross-cutting issues: Gender, human rights and equity issues should be better promoted in the second term of the OFM Project, and be a focus in the proposed future capacity-building project. <i>(start with identifying gender sensitive indicators in LFA)</i></p>	<p>For consideration during the design of Phase III, late 2008 - 2009</p> <p>By 3rd quarter 2010 & for consideration during the design of Phase III, late 2008 - 2009</p>	PCU, FFA, SPC
<p>Coordination mechanisms: The performance of each NCC should be evaluated by the PCU and be reported to the Project Steering Committee, and assistance in kind be given where appropriate to assist in their operations. Where this is not possible, alternative strategies should be considered for national coordination</p>	By RSC5 October 2009	PCU

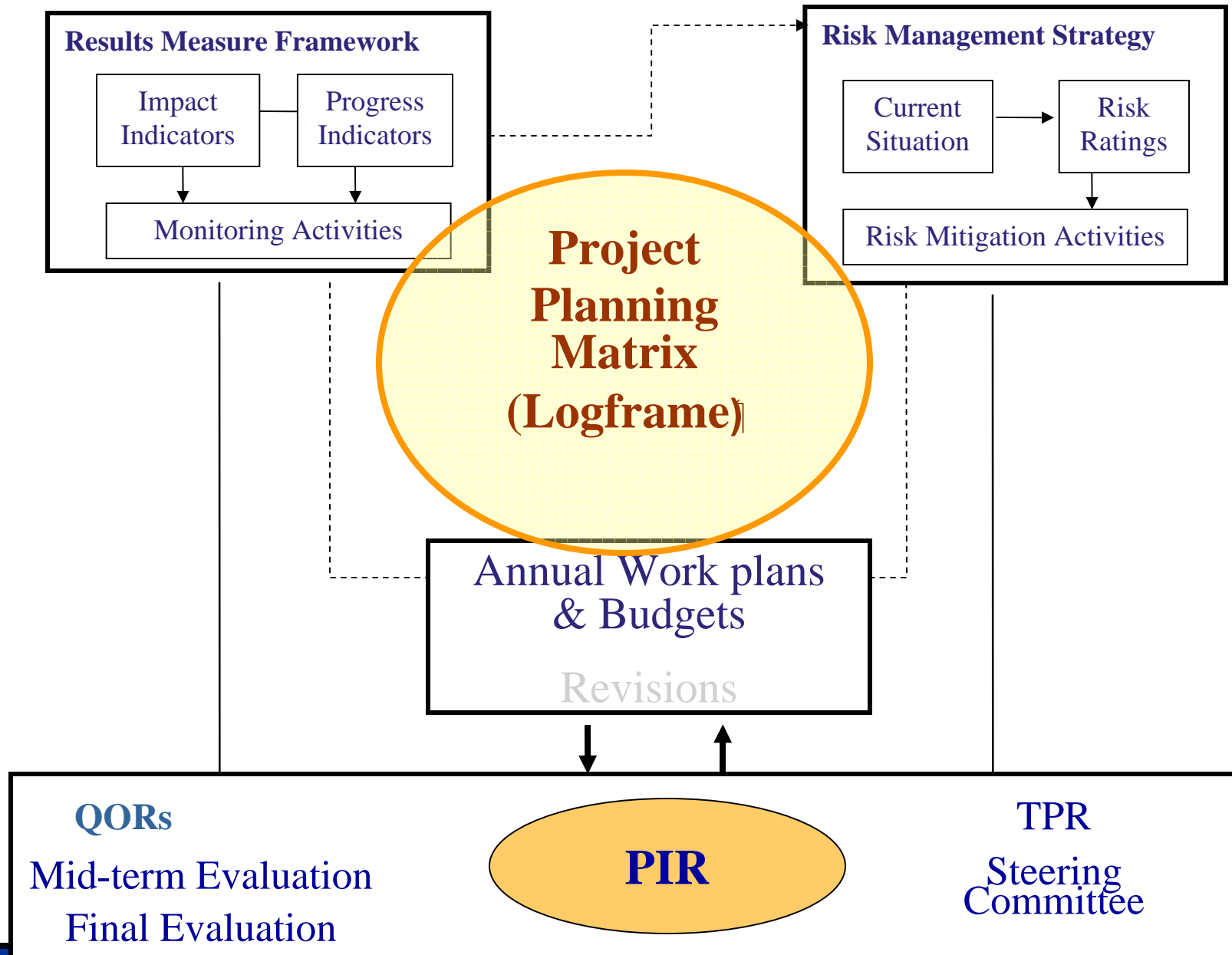
Unit of measure Key actions Future Directions	Time Frame	Responsible units
<p><u>New initiatives:</u> A new project should be developed for strategic, long-term capacity-building in OFM in Pacific SIDS, and to specifically assist smaller Pacific SIDS and those with governance problems.</p>	<p>For consideration during the design of Phase III, late 2008 – 2009</p>	<p>PCU, FFA, SPC</p>
<p><u>Other opportunities:</u> <i>Strengthened linkages to MDG targets and Pacific Plan for mainstreaming of project priorities</i> into international, regional and national development frameworks to ensure sustainability</p> <p>Link to GEF Pacific Alliance for Sustainability (GPAS) and Coral Triangle Initiative (CTI) for more leverage and impact (e.g. <i>Western Pacific and East Asia Fisheries Management Project (WPEA)</i>)</p> <p>Private sector engagement – supply-chain analysis, certification schemes, etc. (e.g. collaboration with WalMart exists in the Eastern Pacific)</p>	<p>UNDP, FFA, ...</p>	

Adaptive Management

GEF and UNDP support an approach to project management whereby specific project components can be adapted or modified in response to new or changing circumstances. (e.g. Seamount Research)

Understanding the linkages and feed-back mechanisms between the Logframe, the Results Measurement Framework, the Risk Management Strategy and Reporting facilitates project implementation.

ADAPTIVE MANAGEMENT FRAMEWORK



Management responses vary according to the project and type of challenge faced and can include:

- **strengthened supervision,**
- **adjustment to project strategy,**
- **changes to implementation/execution arrangements,**
- **changes in budget allocations,**
- **temporary interruption,**
- **termination.**

- **Adaptive Management focuses on “results”:**
 - Progress towards *impact indicators*
 - Achieving sustainable change

- **The “process” should change to take account of:**
 - New risks or change in the level of risk
 - Monitoring results (current strategy not working)
 - Changes in circumstances/situation
 - New opportunities

Unit of measure

Adaptive Management – SMART INDICATORS

Specific: the system captures the essence of the desired result by clearly and directly **relating to achieving an objective, and only that objective.**

Measurable: the monitoring system and its indicators are unambiguously specified so that all parties agree on what the system covers and there are **practical ways to measure the indicators and results.**

Achievable and Attributable: the system **identifies what changes are anticipated** as a result of the intervention and **whether the result(s) are realistic.** Attribution requires that changes in the targeted developmental issue can be linked to the intervention.

Relevant and Realistic: the system **establishes levels of performance that are likely to be achieved in a practical manner,** and that reflect the expectations of stakeholders.

Time-bound, Timely, Trackable, and Targeted: the system allows **progress to be tracked in a cost-effective manner** at desired frequency for a set period, with clear identification of the particular stakeholder group to be impacted by the project or program

Adaptive Management

- **GEF projects tend to be overdesigned**
- **Adaptive Management softens the common criticism that Pro Doc are too rigid**
- **Important to be aware of changes allowed and levels of authority required for approval**

Unit of measure

Adaptive Management

Modifications proposed requires different levels of approval

Modifications to the FSP allowed	Proposed by	Approved by	May lead to
Goals, Objective	Project Management, Executing Agency	GEF SEC, GEF Council	Revision of Pro Doc
Outcomes	Project Management, Executing Agency	Steering Committee, UNDP-GEF, reported to GEF SEC	Revision of Pro Doc
Outputs, Activities, Inputs	Project Management	UNDP CO, PCU	Revision of work plan, Budget revision without increase in funds



Unit of measure



Adaptive Management

Thank you