

Project Evaluation Series

**Mid-term evaluation of the project
“Delivering sustainable environmental,
social and economic benefits in West
Africa through good governance, correct
incentives and innovation”**

**Project code: GCP/RAF/837/GFF
GEF ID: 9126**

Management response

Management response to the mid-term evaluation of the project GCP/RAF/837/GFF					09/2021
Evaluation recommendations	Management response Accepted, Partially accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
<p>Recommendation 1.</p> <p>The recruitment and organisation strategy of CFI-WA staff should be reviewed and considered in conjunction with that of GPP.</p>	<p>Partially accepted</p> <p>A better anticipation of recruitments will be carried out with an annual recruitment plan, even if it remains difficult to anticipate the process of recruitments for short term consultants over several months.</p> <p>In addition, we will seek alternative solutions to the unavailability of expertise at the country level (Cabo Verde and Côte d'Ivoire). For example, we will put in place more MoU with NGOs or government structures.</p> <p>Also, efforts will be made to seek consultants at the regional level to address the lack of fisheries management experts available in Cabo Verde and Côte d'Ivoire.</p> <p>The organization of the CFI-WA staff with respect to the Global Partnership Project (GPP)'s depends on the budgets of the two projects. Efforts will be made to allocate the time of the programme team in Rome (five working days per week) between the two projects, namely 3.5 days/week for CFI West Africa and 1.5 days/week for the CFI GPP.</p>	<p>Recruitment is done in accordance with FAO procedures. Even with anticipation in terms planning of the needs, there are understandable delays inherent to the procedures. Short-term consultant positions can generally be anticipated only close to the date at which they are needed. In addition, the greatest challenge in terms of staff recruitment is the lack of locally available expertise in the beneficiary countries, especially in Cabo Verde and Côte d'Ivoire. The distribution of staff time between the two projects is already in place and aims at seeking budgetary and technical efficiency.</p>	<p>Project Management Unit (PMU) i.e FAO Project Team / Officers and Consultants from Fisheries and Aquaculture Division (NFI)</p>	<p>12-1-2021</p>	<p>No</p>

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<p>Recommendation 2.</p> <p>The mobilisation of financial counterparts from implementing partners is urgent, and the accounting monitoring of co-financing needs to be improved.</p>	<p>Partially accepted</p> <p>The Project Team will strengthen the co-financing reporting mechanism by following up, on a regular basis, with executing partners on respective yearly expenditures detailed by type, as applicable. The same process will be followed for FAO's reporting system, keeping track more closely of the amounts co-financed.</p>	<p>The recommendation is partially accepted because the cofinancing monitoring mechanism applied so far, follows the GEF procedure and it is fully consistent with the Project Document endorsed by the GEF CEO. The project team is of the opinion that the GEF co-financing mechanism needs to be adjusted to facilitate tracking and reporting mechanisms and to take into account the situation on the ground where some partners have shown difficulties in providing long and detailed reports for in-kind contributions. In addition, to avoid confusion the recommendation needs to be reformulated: « La mobilisation des co-financements des partenaires d'exécution est urgente, et leur suivi comptable doit être amélioré » .</p>	<p>Project Management Unit (PMU) i.e FAO Project Team (NFI) in its executing role and the FAO GEF-Unit in its implementing role.</p>	<p>1-3-2022</p>	<p>No</p>
<p>Recommendation 3.</p> <p>A rationalisation of the results framework and consolidation of the remaining activities is needed.</p>	<p>Accepted</p>	<p>In the results framework, there are 63 activities along with 17 outputs to be implemented in each of the three project countries. We agree that this large number of activities needs to be rationalized. Actually, there were initially 82 activities in the project document and a first rationalization was made to combine them to 63 activities. Thus, a second rationalization of the activities of the results framework will be undertaken with a grouping around a main activity of each output. The main activity will be the one that will allow to reach the objective of the product.</p> <p>For examples: For Output 1.1.2 "A gender inclusive and participatory assessment of public policy for fisheries is elaborated (in collaboration with the development of FPAT)", we intend to combine</p>	<p>FAO Project Team (NFI) (PMU) with CFI WA Country Teams</p>	<p>10-31-2021</p>	<p>No</p>

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		<p>activities 1.1.2.2; 1.1.2.3 and 1.2.1.2 to pool efforts around the FPAT.</p> <p>Or: For Output 1.2.1: "Coastal fisheries management plans are developed and/or improved in accordance with the EAF and relevant international instruments and implemented" this involves combining activities 1.2.1.1 and 1.2.1.4 around activity 1.2.1.6, i.e." the development and/or improvement of fishery management plans based on the EAF and international instruments and its implementation".</p>			
<p>Recommendation 4.</p> <p>A no-cost extension of at least one year, an exit strategy and guidance to the project's supervisory bodies are needed to steer the project more strategically towards its end and in preparation for the "post-project" period.</p>	Accepted	<p>A proposal of a 12- month-no-cost extension will be submitted to the Steering Committee meeting in August 2021, along with a budget revision for consideration and approval. Thus, the proposal will be to end the project in May 2023 instead of May 2022.</p> <p>For strategic guidance: the Steering committee which did not meet in 2020 will meet in 2021. Moreover, the role of the three beneficiary countries that will have to make decisions will be clearly defined.</p> <p>The consultation of the the Steering committee will be more frequent; it will be meeting semi-annually instead of annually. Similarly, the Task Force will be reactivated with a reduction in its membership to ensure its efficiency.</p> <p>An exit strategy for a better preparation of the post-project period will be defined with the involvement of all the main stakeholders of the project. Partnerships with other ongoing projects and programs will also be strengthened as much as</p>	FAO Project Team (PMU)/ NFI in its executing role and the FAO GEF-Unit in its implementing role.	10-30-2021	No

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		possible, and local partners will be more involved in the implementation of activities to ensure a better ownership.			
<p>Recommendation 5.</p> <p>The way in which monitoring of activities is carried out should be continued and improved through increased interaction with GPP.</p>	<p>Partially accepted</p> <p>Daily interactions between the CFI-WA national teams and the Global Partnership Project (GPP) coordination team will continue. Indeed, the GPP coordination team supervises and coordinates the work of the national teams in the three countries and provides them technical and administrative support, particularly through the National Project Officers (NPOs).</p> <p>In addition to daily exchanges by email, Skype, Teams or Zoom (due to the COVID-19 crisis, physical meetings are made difficult), bi-weekly (once every two weeks) meetings with the NPOs and monthly meetings with the entire project team will be maintained.</p>	Acceptance of the recommendation is partial because there are already daily interactions between the country teams and the GPP, in addition to regular coordination meetings between the GPP and the national administrators of the three countries, as well as between all project staff (during bi-weekly meetings).	FAO Project Team (PMU)/ NFI	7-30-2021	No
<p>Recommendation 6.</p> <p>Efforts should be made to improve CFI-WA visibility in the field and among all stakeholders, including women, and to develop closer</p>	<p>Partially accepted</p> <p>A Communication and Knowledge Sharing Strategy was developed by the Global Partnership Project (GPP) and adopted at the national level by the three countries. Each country has prepared an Annual Communication</p>	Efforts are already undertaken to improve visibility of CFI-WA on the ground.	PMU (NFI) supported by CFI Communication Team in Rome and at the national level	7-30-2021	No

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relationships with projects active in the region.	<p>Plan for Component 3 of the project in line with the annual work plan.</p> <p>National communication consultants provide technical support to national team, each team includes a National Project Coordinator - NPC, representing the ministry in charge of fisheries, and a National Project Officer – NPO, representing FAO. Both are in charge of the implementation of the work plan.</p> <p>Additional technical support is provided to national teams by the project communication team based in Rome.</p> <p>Communication products (factsheets, videos, photo reports, articles) are developed and disseminated on various channels such as FAO country websites, radios, newspapers, television, to strengthen the visibility of the project.</p> <p>The IPC website is also used to share communication products such as articles and technical reports from the country teams at a larger scale.</p> <p>Synergies with projects at the regional level are sought as much as possible. This willingness to collaborate will also be shared with</p>				

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	<p>other projects, especially those implemented by FAO in the same region. However, it is important to note that most of the projects, such as the CCLME and GCLME, have recorded few activities implemented in-between phases with over the last two years.</p> <p>In general, the efforts already undertaken will be continued for a better visibility of the project.</p>				
<p>Recommendation 7.</p> <p>A discussion should be initiated with the FLO and the GEF Secretariat on the provision of small equipment. Thus, a budget review to this effect should be carried out as appropriate.</p>	<p>Accepted</p> <p>It is proposed that the recommendation be reworded as follows: "A discussion should be initiated with the FLO and the GEF Secretariat on the provision of small equipment; a budget revision should be done accordingly".</p>	<p>Discussions will be undertaken with the country teams and local authorities to better identify the needs for small equipment. A discussion between the project team and the Financial lead Officer (FLO) has already been initiated for guidance.</p> <p>Once the needs are clearly identified, a budget revision will be proposed to take account for the cost of identified equipment. The budget revision proposal will be made at the same time as the one proposed for Recommendation 4 regarding the project's no- cost extension request.</p> <p>The validation of the revised budget will be done by the CFI West Africa 'countries during the Steering Committee meeting.</p>	<p>FAO Project Team (PMU)/ NFI in its executing role and the FAO GEF-Unit in its implementing role.</p>	<p>12-30-2021</p>	<p>No</p>
<p>Recommendation 8.</p> <p>Efforts should be made to better share the project's lessons and promote its outputs.</p>	<p>Accepted</p>	<p>Efforts are being undertaken by the project team. In this regard, a Knowledge Management consultant, under the supervision of a senior communication specialist, was recruited since September 2020 to support the CFI West Africa and the Global</p>	<p>Project Management Unit (NFI) supported by the CFI</p>	<p>7-30-2021</p>	<p>No</p>

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		<p>Partnership Project (GPP) in developing knowledge management process and disseminating lessons learned and good practices in sustainable coastal fisheries management and fisheries value chains improvement.</p> <p>A Communication and Knowledge Sharing Strategy has been developed and is being implemented.</p> <p>Regular meetings are organized since January 2021 allowing CFI West Africa to interact with the other child projects, sharing experiences and lessons learned within the framework of their knowledge management process.</p> <p>Actions are underway to establish three national stakeholder platforms in the sustainable management of coastal fisheries (in Cabo Verde, Côte d'Ivoire and Senegal) for the dissemination of knowledge products at national, regional and global levels.</p> <p>The establishment of a global network with the six national platforms (including those in CFI West Africa) is also foreseen for the dissemination of knowledge products, lessons learned and for experience sharing at global international scale (in the three CFI regions: Latin America, Asia, West Africa, and the six countries: Cabo Verde, Côte d'Ivoire, Ecuador, Indonesia, Peru, Senegal).</p>	Communication and Knowledge Management Team		

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