



Food and Agriculture  
Organization of the United  
Nations

# **Strengthening the Knowledge Base for and Implementing an Ecosystem Approach to Marine Fisheries in Developing Countries - GCP /INT/003/NOR**

*Management response to the evaluation report*

March 2014  
Final

## Food and Agriculture Organization of the United Nations

### Office of Evaluation (OED)

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**EAF-NANSEN PROJECT**  
**Strengthening the Knowledge Base for and Implementing an Ecosystem Approach to**  
**Marine Fisheries in Developing Countries (GCP/INT/003/NOR)**

**MANAGEMENT RESPONSE TO THE FINAL EVALUATION OF**  
**THE FIRST PHASE OF THE PROJECT**



Marine and Inland Fisheries Branch  
Fisheries & Aquaculture Department  
Food and Agriculture Organization of the United Nations

**March 2014**

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## **INTRODUCTION**

The first phase of the EAF-Nansen Project started in December 2006 and ended on 30 December 2011. The final evaluation of the first phase of the EAF-Nansen project (GCP/INT/003/NOR) was carried out between July and October 2013 by a team of three consultants Dr Sophie des Clers (France/U.K.) (Team Leader), Dr Magnus Ngoile (Tanzania) (marine ecosystem science specialist) and Mr Christophe Breuil (France) (fisheries planning and management expert).

The objectives of the review were:

- Assess the Project achievements in terms of outputs and outcomes, and progress made towards contributing to the long term objective (impact), as well as any factor affecting performance, positively or negatively; and to
- Formulate recommendations on the thrust, scope, duration and approach of the second phase of the Project.

The Evaluation Team submitted a draft report of their work to FAO in October 2014. The FAO EAF-Nansen project implementation team provided comments on the report and also made corrections related to inaccuracies and misunderstanding of a number of things by the evaluation team. A final report was submitted to the FAO Office of Evaluation in November 2013. The final report took into consideration many of the comments made by the EAF Nansen team except where the consultants felt otherwise.

Overall the report is well written and does a good job in identifying key issues and indicating the way forward. In this management response we provide feedback on how the issues raised will be addressed in the Transition Phase of the project and in the second phase that is in being prepared. Generally the EAF-Nansen project implementation team agrees with most of the recommendations, although some have only been partially accepted or have been rejected altogether. The responses, reasons and suggestions for action are shown in Table 1.

The PCU and FAO/FIRF are puzzled by the recurring proposal to allocate responsibilities that belong to the PCU and FAO/FIRF, to the NEPAD Agency (NPCA). The NPCA does not have the capacity or experience to take on such responsibilities. Implementing the EAF Nansen requires broad technical expertise in various aspects of fisheries research and management as well as very specialised expertise in marine scientific research. This expertise is the basis for FAO's and IMR's comparative advantage, the very reason why they were made responsible for project implementation.

**Table 1 : Responses to the Recommendations**

Evaluation Recommendation	Management response	Action Plan			
	Accepted, partially accepted or rejected and comment on the Recommendation	Action to be taken	Responsible Unit	Time frame	Additional funding required (YES or NO)
<p><b>Recommendation 1</b></p> <p>Devise co-financing arrangements for the R/V Dr. Fridtjof Nansen cruises directly with institutional financial partners such as GEF in association with the user community of RFBs, RFMOs and environmental protection agencies. This effort could be coordinated and overseen at African Union level recognizing that AU-IBAR and NEPAD are developing the new Pan-African Fisheries policy framework and strategy. Secretariat for the mechanism could be provided by NEPAD, thereby strengthening its mandate from CAMFA and the work of the new Fisheries Policy Think-Tank and Working Groups.</p>	<p><b>Partially accepted</b></p> <p>Possibilities for co-funding depend on perceived or expressed needs of potential partners. FAO is currently involving other UN Agencies (IOC of UNESCO and UNEP), RFBs, RFMOs and other potential partners in the design of the new project document, in particular the science programme.</p> <p>As the Executing Agency, FAO will coordinate and oversee the co-funding arrangements and is expected to hold discussions with all potential partners, Organization’s member countries and the AU system on the benefits of being involved in or partnering with FAO in the implementation of a science programme supported by the research vessel. The outcomes of these discussions will provide FAO with elements to propose co-financing arrangements in support of the project activities particularly the use of the research vessel. Giving this coordination role to the AU-IBAR or NPCA will not be the right thing to do given that these two organizations (both of the African Union system) do not have any experience or the capacity in doing this kind of work.</p>	<ul style="list-style-type: none"> <li>• Sensitize potential partners and beneficiary countries about the new phase of the project and, as much as possible, involve them in the development of the new science programme, in particular for the use of the R/V Dr. Fridtjof Nansen.</li> <li>• Explore the possibility of establishing long-term partnership arrangements with the GEF, the World Bank, other relevant UN agencies (UNEP, IOC/UNESCO) for their future fisheries and marine-related projects with a view to securing long-term sustainable co-funding arrangements for the use of the research vessel.</li> <li>• Plan and carry out demonstration surveys with interested partners (funds are available) to show what the project could deliver and attract possible funding partners for the second phase.</li> <li>• Participate in the IIOE 2 (International Indian Ocean Expedition).</li> <li>• Participate in (i) the Consultative Committee Meeting on Large Marine Ecosystems to be held at IOC-UNESCO</li> </ul>	PCU, FIRF in collaboration with partners (IMR, Norad)	Through out	NO

	<p>As part of the work to develop Phase II of the project, FAO is looking at a broad range of possible funding opportunities.</p>	<p>(Paris), 9-10 July 2014) and (ii) the Third Global Conference on Large Marine Ecosystems ( Swakopmund, 8-10 October 2014).</p> <ul style="list-style-type: none"> <li>• Continue the collaboration with countries that have funding potential and are committed to resource and ecosystem surveys for the management of their fisheries and other marine resources (e.g. Angola, Gabon).</li> <li>• Reinforce collaboration with the Oil-for-Development programme of Norway and establish long-term partnership for oil-related environmental surveys in Africa and elsewhere.</li> <li>• In close consultation with the main donor (Norad/Ministry of Foreign Affairs), and considering the tradeoffs of the co-funding arrangement, consider various feasible co-funding options, including the possibility of full funding of the vessel operations by the donor.</li> <li>• Initiate contact with NPCA on NEPAD’s possible role in this discussions</li> </ul>			
<p><b>Recommendation 2</b></p> <p>Increase capacity of the PCU to support the countries’ process of EA-FMP implementation and revision, in particular relating to fisheries governance and management, including policy, legal and institutional aspects; and to continue its support of a marine ecosystem scientist for the Transition Phase into Phase II</p>	<p><b>Accepted</b></p> <p>For the second phase of the project it is envisaged to establish a Fixed Term position or use Long Term consultancy to cover this activity. IMR support, through the scientific services, is also required.</p>	<p>Actions to be undertaken jointly at PCU level with the technical support of FIR and FIP Divisions:</p> <ul style="list-style-type: none"> <li>- Carry out needs assessment at national and sub-regional level.</li> <li>- Revise the existing in-country project documents to include activities in support of the implementation of the</li> </ul>	<p>FAO, IMR, RFBs, RFMOs, countries</p>	<p>Through out the transition phase.</p>	<p>NO; unless with staff recruitment and/or the transition phase is extended.</p>

		<p>management plans.</p> <ul style="list-style-type: none"> <li>- Involve potential partners in the process.</li> <li>- Involve the RFB and RFMO to oversee/coordinate the implementation of the sub-regional management plans.</li> <li>- Assist countries to develop a sustainable mechanism for the implementation of their fisheries management plans.</li> </ul>			
<p><b>Recommendation 3</b></p> <p>Commission (possibly through NEPAD PAF) an in-depth assessment of current and forward needs and capacity in R/V surveys, scientific services and skills at country and regional levels; on the basis of which:</p> <ul style="list-style-type: none"> <li>• Establish a 5-year R/V Dr. Fridtjof Nansen survey and capacity building program, based on the Project' objectives and a coherent science plan in support of the EAF, with a 2 year rolling R/V cruise plan, and</li> <li>• Increase the Project's support to national and regional research vessels, and communicate the importance and synergies between R/V Dr. Fridtjof Nansen and coastal research vessels for EAF; from which</li> <li>• Convene 6-months forward planning meetings with RFBs including a specific forward communication schedule for Fisheries Ministers, Fisheries Directors and Research Institutions; and finally,</li> <li>• Develop the activities and identify the capacities necessary to:</li> </ul>	<p><b>Partially accepted</b></p> <p>This recommendation is partially accepted. The project is already assessing survey needs in the development of the project document for the second phase of the project. More work needs to be done by FAO and not NEPAD PAF which does not have any capacity for such work.</p> <ul style="list-style-type: none"> <li>• Under the present co-funding arrangement this proposal is practically impossible to realize. A 5-year survey plan is possible only if the financing is assured and not dependent on requests by potential partners unless the partners are also able to express needs in over a similar time frame.</li> <li>• In the present project design, this is based on expressed needs.</li> <li>• This is possible and will be done as soon as the survey programme for the year is known (usually by 31 January)</li> <li>• <b>Accepted</b></li> </ul>	<p>Actions to be undertaken jointly at PCU level with support of IMR and partners:</p> <ul style="list-style-type: none"> <li>- Initiate study of needs and capacity for research vessel surveys; outcome will be used in the design of the new project document.</li> <li>- This will be started but cannot be fully implemented in the current phase of the project due to the expected disruption of the survey programme as a new vessel replaces the present one.</li> <li>- Make sure that the survey plan is discussed at relevant meetings of the RFBs. Provision has been made in the 2014 work programme that will contribute to this. Similar activities will be included in WP for subsequent years.</li> <li>- Agree with IMR to add the preparation of such report for managers to the tasks</li> </ul>	FAO, IMR	As soon as possible	YES

<p>i) Produce prompt cruise report summaries for managers, including identification of data collected and planned analyses, training provided, expected land-based activities and inputs to EAF;</p> <p>ii) Provide clear estimate of capacity needed on board, in-country and through collaborations, for countries to obtain full benefits of all cruises and particularly for ecosystem baseline and monitoring biodiversity cruises.</p>		<p>of the Cruise Leaders.</p> <ul style="list-style-type: none"> <li>- Assign specific tasks to participants during the preparation of the surveys.</li> <li>- For the ecosystem surveys, specialized training will be provided through the mentoring programme.</li> </ul>			
<p><b>Recommendation 4</b></p> <p>Devise, with Norad's support and in collaboration with PAF, RFBs and MCs, a Capacity Building Strategy that would consider a wider base of Norwegian and African partners. The strategy would also promote exchanges of information, experience and expertise between countries in relation to the promotion of EA-FMP. The Strategy implementation and its impacts would be monitored through records kept by FAO-PCU and IMR, and published annually through Capacity Building summary reports for EAF on-shore and sea going activities.</p>	<p><b>Accepted</b></p> <ul style="list-style-type: none"> <li>• A capacity development assessment (that needs to be at the basis of a capacity development strategy) is included in the draft project document for the second phase. However, both the assessment, and the strategy, could be carried out during the transition period.</li> <li>• A long-term and systematic approach to capacity development is being taken in the development of the second phase of the project.</li> </ul>	<ul style="list-style-type: none"> <li>- From capacity development elements already included in the draft project document for the second phase, commission the preparation of a capacity development strategy for the rest of the transition phase and as input into the second phase.</li> <li>- Enhance national capacity to run the EAF course developed by the project.</li> <li>- Develop collaboration with other partners to support the introduction of the EAF course in the curricula of tertiary institutions in Africa and beyond.</li> <li>- Re-launch and strengthen the Project's mentoring programme in collaboration with relevant institutions including IMR / knowledge centres/ universities (both in Africa and elsewhere), to cover various aspects of fisheries research, management and other areas of relevance to the project objectives.</li> </ul>	<p>PCU, FIRF, IMR, Partners</p>	<p>Through out the transition phase.</p>	<p>NO for the present phase of the project</p>



		<ul style="list-style-type: none"> <li>- Develop a record system to track the Capacity Building activities and outcomes.</li> </ul>			
<p><b>Recommendation 5</b></p> <p>Devise a Communication Strategy and support a full-time Communication staff (possibly based with NPCA or a Regional Fisheries Body) to implement it.</p>	<p><b>Accepted</b></p> <p>However this activity will have to be executed at PCU level with the support of a communication expert on need basis.</p>	<ul style="list-style-type: none"> <li>- Revise the Communication Strategy</li> <li>- Identify appropriate consultants to be used when required according to the activities and products to be delivered.</li> </ul>	PCU with support of FAO Communication Division	Throughout the transition phase.	NO
<p><b>Recommendation 6</b></p> <p>Consider gender explicitly in Phase II of the project. The logical framework will need to be “engendered”, with detailed indicators to illustrate the extent of women’s voice in the project’s local, national and regional activities and fora.</p>	<p><b>Accepted</b></p> <p>This is already being done in the preparation of the new project document. A gender strategy will be prepared as an activity under capacity development. The strategy will be in line with FAO’s strategy on gender equality that is to ensure that men and women are given equal opportunities and treatment in the project.</p> <p>In the transition phase, gender is seriously taken into consideration, especially in all capacity building activities although the logframe does not capture this. Since the transition phase may be extended, the logframe will be revised to address gender issues more clearly.</p>	<ul style="list-style-type: none"> <li>- The gender aspects are taken into consideration at various stages of the preparation of the project document for the second phase.</li> <li>- The transition phase logframe will be revised to highlight gender-specific issues.</li> <li>- A gender analysis will be carried out when planning activities.</li> <li>- A gender strategy will be prepared for the second phase of the project.</li> </ul>	PCU, FIRF, Countries	Immediate action with impact during the second phase of the project.	NO