

**Project Evaluation Series**

**Mid-term evaluation of project  
“Enhancing Climate Change Resilience  
in the Benguela Current Fisheries  
System”**

**Project codes: GCP/SFS/480/LDF and  
GCP/SFS/480/SCF  
GEF ID: 5113**

**Management Response**

Management response to the mid-term evaluation of project "Enhancing Climate Change Resilience in the Benguela Current Fisheries System"					3 February 2020
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Time frame (e)	Further funding required (Y or N) (f)
<b>1. Relevance: Theory of Change (ToC)</b>					
<b>Recommendation 1.1</b>  <b>Re-examine the logic of the Project in order to make explicit its ToC, focus on country-driven integration of the Project's activities in their marine fisheries CCA strategies, and the measures for sustainability. Engage the PSC in this process.</b>	<b>Accepted</b>	-Preparatory work by the BCC, FAO SFS, HQ FIAP and HQ GEF-unit to reexamine the logic of the project for redesign (see section 2). -Parallel preparatory work by the BCC to reexamine logic of project for redesign in 34.	FAO and BCC	2020  End February  PSC in mid-March	N
Redesign the project in particular to incorporate better institutional arrangements for its implementation, and update the Logframe and its performance indicators.	<b>Accepted</b>	- Redesign mission involving the BCC FAO FIAP and SFS and HQ GEF, and BCC to re-examine the logic of the project (ToC) together, propose better institutional arrangements, an updated logframe, performance indicators and M&E, learning and reporting systems (section 11). - Propose and discuss outcomes with 2020 PSC for endorsement	FAO and BCC	2020  1 <sup>st</sup> week of March	N

<p>FAO should make sure that its oversight mechanisms (support from LTO, country Representations and HQs) are mobilized to ensure that the Project delivers expected outcomes.</p>	<p><b>Accepted</b></p>	<p>-Accepted that we improve oversight mechanisms.                      -FAO country offices must be informed and involved by the project on work plans, and activities; subject to FAO country offices having resources availed by BCC.                      -SFS BH to engage with the BCC head adequately to ensure project delivery.                      -Consider the possibility of strengthening implementation and coordination of the project, i.e. its monitoring and evaluation.</p>	<p>FAO and BCC</p>	<p>2020 and beyond</p>	<p>N</p>
<p><b>Recommendation 1.2</b>   <b>Provide training and support to SSF cooperatives and associations for the development of business and strategic plans.</b></p>	<p><b>Accepted</b></p>	<p>-BCC to prepare and implement these activities at national levels with technical advice from SFS and HQ.</p>	<p>BCC</p>	<p>2020</p>	<p>N</p>
<p>Select one important fisheries based value chain to conduct a value chain analysis to identify opportunities to improve the portion of revenues that reaches fishers communities, as well as downstream processors and sellers (ex. <i>peixeiras</i> in Angola).</p>	<p><b>Accepted</b></p>	<p>-BCC to prepare and implement these activities at national levels with technical advice from SFS and HQ.</p>	<p>BCC</p>	<p>By 3<sup>rd</sup> quarter of 2020</p>	<p>N</p>
<p><b>2. Effectiveness</b></p>					
<p><b>Recommendation 2.1</b>   <b>Strengthen the role of the key national partners in the implementation of the Project with the aim of institutionalizing its activities in the strategies of each country. This is particularly important</b></p>	<p><b>Accepted</b></p>	<p>-BCC to ensure follow up on this matter upon redesign.                      -As per section 3, country offices can be informed and involved; subject to country having resources availed by BCC. The BCC does have project budget that can be used in the event of support required from FAO country offices and this does not require revisiting operational arrangement of the project.</p>	<p>BCC</p>	<p>Up to NTE</p>	<p>N</p>

<b>for the successful implementation of Component 1.</b>					
<b>Recommendation 2.2</b> <b>Undertake well targeted delivery of CD as planned under Component 3, based on needs analysis and CD plan elaborated in consultation with stakeholders, in order to enhance the likelihood of project sustainability. The identification of these needs should involve the partners and stakeholders.</b>	<b>Accepted</b>	-BCC to continue to ensure follow up and start implementing this. -As per section 3, country and subregional offices can be informed and involved; subject to having resources availed by BCC where required.	BCC	Start before end of 1 <sup>st</sup> quarter 2020 – NTE of project	N
<b>3. Sustainability</b>					
<b>Recommendation 3.1</b> <b>Take measures and action to enhance the likelihood of the sustainability of the Project by identifying with key stakeholders the assumptions that are critical to mitigating the risks. This requires doing a detailed risk analysis and producing a risk mitigation plan.</b>	<b>Accepted</b>	-BCC to continue conducting risk analyses and producing risk mitigation plans as part of the progress reports. -FAO to review the analyses and mitigation plans upon submissions by the BCC.	BCC and FAO	At progress report intervals unless otherwise required.	N
<b>4. Factors affecting performance</b>					
<b>Recommendation 4.1</b> <b>FAO and BCC should jointly work on modalities that allow to ensure that procedures do not constitute one of the main barriers for the successful implementation of the Project. Regarding the problem of transferring funds to Angola, FAO should find a</b>	<b>Partially Accepted</b>	-The BCC has communicated in 2019 that there is an active account in Angola to which funds from the BCC can be transferred for use for the country project activities. -FAO to request BCC viewing of an Angola bank statement from the BCC to this account. -Subject to the above check being unsatisfactory, another option and solution may be required with the support of the FAO.	FAO	1 <sup>st</sup> quarter of 2020	N

<p><b>solution with the Angola Government, and involve its Representation in the country, as appropriate, in operationalizing that solution.</b></p>					
<p><b>Recommendation 4.2</b> <b>The Project Implementation Unit (PIU) should swiftly take follow-up measures to implement recommendation 1.1 above.</b></p>	<p><b>Accepted</b></p>	<p>Please kindly refer to 1.1 and the BCC was advised by SFS on how to conduct this.</p>	<p>BCC</p>	<p>Done and reported by June 2020</p>	<p>N</p>
<p><b>Recommendation 4.3</b> <b>The Project should improve the M&amp;E, learning and reporting system so that it can improve the piloting of its interventions, the monitoring of its outcomes and impacts, the lessons from its CCA actions, and be able to better inform its key stakeholders.</b></p>	<p><b>Accepted</b></p>	<p>- Redesign mission (section 2) to improve the M &amp; E system. -SFS to provide oversight and technical support on M &amp; E and ensure that the system is set up. -Since the MTR, the BCC M &amp; E personnel has resigned; and BCC needs to ensure conclusion of deliverables of this personnel and mobilise a new M &amp; E personnel to improve and implement the system.</p>	<p>FAO and BCC</p>	<p>Done and reported by June 2020</p>	<p>N</p>
<p><b>Recommendation 4.4</b> <b>Get inputs from national partners' communication services prior to adopting the Draft Communication strategy. In its implementation, strengthen networking with these national partners' communication services.</b></p>	<p><b>Partially Accepted</b></p>	<p>-BCC to implement and FAO to advise on processes and materials through SFS to clear materials.</p>	<p>BCC and FAO</p>	<p>Done and reported by June 2020</p>	<p>N</p>

<b>5. Cross-cutting dimensions</b>					
<p><b>Recommendation 5.1</b></p> <p><b>The Project should step up CCA actions to empower women in fishers' communities to participate in in SSF-based value chains, particularly by building their entrepreneurship, organizational and managerial capacities, through partnerships with specialized public agencies and CSOs.</b></p>	<p><b>Accepted</b></p>	<p>-BCC to ensure follow up and start implmeneting this. -As per section 3, country offices can be informed and involved; subject to country having resources availed by BCC.</p>	<p>BCC</p>	<p>Start before end of 1st quarter 2020 – NTE of project</p>	<p>N</p>
<b>6. Reflection on the future of the Project</b>					
<p><b>Recommendation 6.1</b></p> <p><b>A one-year extension is necessary, which should take place if challenges regarding institutional arrangements are addressed. The Project and its key stakeholders should start to take stock of what has been achieved and learnt and what remains to be achieved, particularly in the area of Rapid Vulnerability Assessment studies.</b></p>	<p><b>Accepted</b></p>	<p>-FAO will request the project extension. -This should be an immediate follow up of the MTE so as incorporate in redesign (see section 2.) and planning.</p>	<p>FAO and BCC</p>	<p>2020</p>	<p>N</p>