

Management Response

to Mid-term review of the project

**“Governance Strengthening for the Management and
Protection of Coastal-Marine Biodiversity in Key Ecological
Areas and the Implementation of the Ecosystem Approach to
Fisheries (EAF)”**

GCP/ARG/025/GFF

GEFID: 5112

Response by recommendation:

1. In this section, each recommendation shall be addressed by Management. They shall be discussed in the order presented in the Executive Summary of the Evaluation Report and shall be done in the format of the Management Response matrix (see Table 1) and include the following:

- a. the recommendation number and text copied from the evaluation report;
- b. indication of whether the recommendation is accepted fully, partially, or is rejected;
- c. description of the actions to be taken, with comments as required on the conditions to be met during implementation, or on reasons leading to a partial acceptance or rejection of a recommendation;
- d. the responsible party or FAO unit in charge of implementing the action/s;
- e. the time frame for implementation and/or a work plan, if required;
- f. indication if further funding from FAO or a resource partner is required for implementing the recommendation.

Management Response to evaluation of the project on “Governance Strengthening for the Management and Protection of Coastal-Marine Biodiversity in Key Ecological Areas and the Implementation of the Ecosystem Approach to Fisheries (EAF)”					Date
GCP/ARG/025/GFF					18 March 2020
GEFID: 5112					
Evaluation recommendation (a)	Management Response (b) Accepted, partially accepted or rejected	Management Plan			
		(c) Actions to be taken, and/or comments on partial acceptance or rejection (c)	Responsible Unit (d)	Time Frame (e)	Further financing required (Y or N) (f)
<p>Recommendation 1 to MAyDS and FAO. The recommendation is to supplement the project’s implementation arrangements by setting up two working groups, within the structure of the Technical Consultative Committee. One to address Marine Protected Areas (MPA), and another to focus on the Ecosystem Approach to Fisheries (EAF). These working groups would allow an open, ongoing, informed and transparent dialogue on the project, and would particularly allow the following:</p> <p>a) Inform and address project progress in Marine Protected Areas, as suggested at the high-level fisheries meeting held in April 2019, and in the Ecosystem Approach to Fisheries. The outcomes of the oceanographic research cruises and other technical studies within the project</p>	<p>Partially Accepted</p>	<p>TCC will hold a plenary meeting to address components 1,2 and 3.</p> <p>For specific cases a meeting will be convened to address relevant matters that will then be referred to an <i>ad hoc</i> group in charge of solving them. These groups will be made up of the pertinent (and strategic) stakeholders.</p>	<p>MAyDS FAO</p>	<p>Creation of <i>ad hoc</i> working groups when requested by PEU or TCC.</p>	<p>N</p>

<p>could be presented and discussed, settling any disagreements and highlighting points of agreement. The Working Group on Marine Protected Areas could become a forum to hear the different voices of stakeholders in favour of and against the creation of Marine Protected Areas along the Chubut Front, start negotiations and agree on the boundaries and zoning.</p> <p>b) Sensitize key stakeholders, mainly those that can have a great impact on achieving the project's objectives (e.g., private sector fisheries) to reach a common understanding on Marine Protected Areas and their similarities and differences with other conservation strategies, as well as on the adoption of EAF, among other relevant topics.</p> <p>c) Discuss and agree on a work plan with coastal provinces</p> <p>d) Rebuild trust with the provinces and private sector</p> <p>The working groups would be made up of high-level or technical members, according to the kind of topics to be discussed and the current membership of the Technical Consultative Committee, and will include the participation of guest stakeholders and agencies that are key players in the topics to be addressed. Frequency of meetings will be defined as per the topics requiring dialogue and discussion.</p>		<p>These requests can be made by the PEU or TCC.</p> <p>Create two <i>ad hoc</i> working groups within the TCC: one to address matters concerning MPAs and the other, EAF. Each one shall:</p> <ul style="list-style-type: none"> • Inform and hold conversations (hearing all voices) on the matter they were asked to address, within the purview of TCC. • Based on observations, propose recommendations for discussion and approval by TCC. • Sensitize key stakeholders, mainly those that can have a significant impact on the achievement of project objectives (e.g., private sector fisheries), to reach a common understanding on Marine Protected Areas. • Rebuild bonds of trust with the provinces and the private sector. 			
<p>Recommendation 2 to MAdS and FAO. The recommendation is to immediately start lobbying with legislators and other relevant political stakeholders on the proposal to create the new Marine Protected Area along the Valdes Front. The Ministry for the Environment and Sustainable Development and FAO should come into contact with</p>	<p>Partially accepted</p>	<p>1. Strengthen dialogue between FAO and national MAdS authorities, and endorse the objectives set within the project.</p>	<p>MAdS & FAO</p>	<p>April 2020</p>	<p>N</p>

<p>decision-makers who can pass laws at the national and provincial levels. Dialogue could be informal and should start with awareness-raising on the importance and challenges of creating an MPA along the Valdes Front Corridor. The Working Group on Marine Protected Areas mentioned in Recommendation 1 could be harnessed for this purpose. This lobbying should be supported by Non-Governmental Organizations that are experts in the matter. This action would be even more relevant if the NGOs dealing with conservation are taken into consideration, particularly those that are a part of the international network known as Forum for the Conservation of the Patagonian Sea¹ that has been supporting proposals and projects aimed at creating new ocean-related MPAs. This Forum has also been carrying out important efforts to sensitize key stakeholders within the National Executive and Legislative Branches, as a part of its mission to contribute to enhancing and strengthening the management of the national Marine Protected Areas in the region, and thus contribute to achieving Aichi Target 11. Furthermore, with a view to ensuring the timely and efficient attention of the Project's National Director and its Technical Coordinator (CNTP) to project activities, it is recommended that FAO comes into closer contact with the new authorities of the Ministry for the Environment and Sustainable Development to endorse project-related commitments, including co-financing, and ensure rapprochement with the Argentine Under-secretariat of Fisheries and Aquaculture, the Federal Fisheries Council and other partners.</p>		<p>2. Establish (MAyDS, through the National Project Director and CNTP) relationships with key public stakeholders at the national and provincial levels (from the legislative and executive branches, including APN), NGOs and the private sector to set up a dialogue and awareness-raising forum on the importance attached to the proposal for creating an MPA.</p> <p>3. The possibility will be assessed to set up a specific Dialogue Group for this purpose with key stakeholders.</p> <p>4. Once the process for consultation and generation of a baseline has been completed, a proposal will be submitted to the pertinent Committee members at the House of Representatives for their information and potential support.</p> <p>Comment: With regard to Non-Governmental Organizations, the Ministry for the Environment and Sustainable Development has long-standing experience in working with Civil Society Organizations (CSOs). More specifically, during Project implementation several Letters of Agreement were signed with civil</p>		<p>August to Nov. 2020</p> <p>End 2020/beginning 2021</p>	
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¹ Made up of 24 national and international organizations from four countries: <https://marpatagonico.org/el-foro/>

		<p>society organizations (many are members of the above-mentioned Forum, e.g., <i>Fundación AquaMarina</i>, <i>Fundación Vida Silvestre Argentina</i>, <i>Aves Argentinas</i>/Birdlife International, Karumbé) to work on technical matters, and they have been invited to participate in several meetings.</p> <p>The “Forum for the Conservation of the Patagonian Sea” played a leading role during the previous Ministry for the Environment administration, with regard to how MPAs were treated. This administration was characterized by an extremely conservative vision, with no mainstreaming of important EAF elements, such as participatory mechanisms for proposal analysis. This brought about great resistance in the fisheries sector (management and private sector) which still remains regarding their capacity to participate in these processes.</p>			
<p>Recommendation 3 to GEF and FAO. Considering the importance of having a Results Framework that is complete, effective and robust for appropriate project implementation, monitoring and evaluation, the recommendation is for the Global Environment Facility not to approve projects that have Results Frameworks that are incomplete, lack indicators, assumptions and mid-term targets. Furthermore, it is recommended that the FAO-GEF Coordination Unit, FAO Argentina and the FAO Regional Office for Latin America and the Caribbean design projects having a Results Framework based on technical foundations for building a logical framework matrix.</p>	<p>Accepted</p>	<p>Discuss and develop an update of the Results Framework with the Project team, FAO RLC, an FAO Hq. officer, the Lead Technical Officer (LTO) and the FAO-GEF Unit in Rome, to be submitted to GEF.</p> <p>Establish a meeting schedule with the FAO-GEF Unit in Rome to coordinate the working methodology so regular reviews of</p>	<p>GEF & FAO Argentina – Programme Sector and FAO-GEF Unit in Roma</p>	<p>August 2020</p> <p>July 2020</p>	<p>N</p>

		<p>changes to be included in the Project can take place.</p> <p>Appoint focal points at FAO AR, the FAO-GEF Unit in Rome and FAO RLC to provide a timely response to this Recommendation.</p>		August 2020	
<p>Recommendation 4 to PEU & FAO. The recommendation is to strengthen and again supplement the PRODOC's Results Framework and reinforce the project's monitoring, through a counter-proposal including SMART indicators and assumptions, in agreement with the targets established within the PRODOC's Results Framework for each output and outcome. In this regard, the support of the FAO Office of Evaluation could be requested, as well as that of the FAO-GEF Coordination Unit as a Liaison. Furthermore, to reinforce Project follow-up, the recommendation is to develop an Excel tool allowing: Project progress monitoring pursuant to the reinforced Results Framework; the follow-up of co-financing using a homogeneous and robust methodology; systematization of project outputs, workshops, meetings and training sessions; appropriate systematization and follow-up of the project's financial statements; and the follow-up of project risks as spelled out in the PIR, and documentation of the adaptive measures implemented. Additionally, the recommendation is to hire an expert in Monitoring & Evaluation to design and operate the tool in support of the Project's National Technical Coordinator (CTNP).</p>	Accepted	<p>Review the PRODOC's Results Framework to supplement the New Results Framework drawn up within the project (linked to Recommendation 3)</p> <p>Support amendments to the Results Framework with the pertinent TCC minutes and, should there be any subsequent changes, submit them to the Committee's approval.</p> <p>Review indicators and set forth new SMART indicators for each output of the original PRODOC'S LFM.</p> <p>Agree upon by consensus and validate with TCC and GEF.</p> <p>Draw up and implement a project co-financing and progress monitoring tool by hiring an expert in Monitoring and Evaluation to design and implement the tool, in support of the Project's National Technical Coordinator (CTNP)</p>	PEU & FAO	<p>August 2020</p> <p>Sept. / October 2020</p> <p>August / Sept. 2020</p> <p>Nov. 2020</p>	N
<p>5. Recommendation 5 to M_AyDS, S_SP_yA & CFP (Federal Fisheries Council). The recommendation is to formally institutionalize the management documents prepared in</p>	Accepted	Identify project management documents that must be adopted	M _A yDS, S _S P _y A & CFP	April 2020	N

<p>a participatory manner within the project, and agreed upon by consensus among the competent agencies, so that they are duly adopted through customary administrative procedures. For this purpose, it is necessary to have the Project Executing Unit design an effective strategy to promote this process with greater determination, which will directly contribute to the sustainability of project benefits. Among them, is the Output on “Guidelines for outlining Marine Protected Area Management Plans”.</p>		<p>Formally submit to the relevant government agencies, management guidelines stemming from the project, highlighting the benefits of mainstreaming them in the respective official mechanisms, and requesting their official adoption. If needed, present potential areas of the legal framework that might need amendment to facilitate guideline adoption.</p> <p>Design and agree upon by consensus with key stakeholders a methodology/steps to achieve adoption in a reasonable time frame.</p> <p>Implement the methodology and monitor adoption of management-related documents.</p>		<p>August 2020</p> <p>On an on-going basis, once there is consensus on the methodology 2020</p>	
<p>Recommendation 6 to PEU, FAO and MAyDS. With the purpose of making the review and authorization of project outputs more agile, the recommendation is to outline, agree upon and implement an effective mechanism to make this process more agile, ensuring the timely contribution of the Argentine Under-secretariat of Fisheries and Aquaculture (SSPyA) and the LTO. This could be achieved by identifying specific stages at which the process experiences delays. According to the nature of the causes for delay, review times could be diminished, ensuring strict compliance therewith and/or the number of necessary reviewers or authorizations could be simplified.</p>	<p>Accepted</p>	<p>Prepare, agree upon and implement an effective mechanism to make the output approval process more agile, in collaboration with PEU, FAO Argentina and the LTO.</p> <p>Hold a meeting with the national counterpart to identify bottlenecks that hinder more agile procedures and formalities and agree on the solutions thereto.</p>	<p>PEU, FAO & MAyDS</p>	<p>July 2020</p>	<p>N</p>

<p>Recommendation 7 to PEU and MAyDS. The recommendation is to design and implement a comprehensive, effective communication strategy agreed upon by consensus, involving the new communications unit of the Ministry for the Environment and Sustainable Development, to thus improve the project's visibility. Additionally, it must be confirmed whether, according to FAO communication regulations in force, the project can develop an exclusive, interactive website which is, overall, necessary to strengthen the implementation of Component 3.</p>	<p>Accepted</p>	<p>Prepare a comprehensive communication strategy for the project.</p> <p>Agree upon by consensus on the strategy with the MAyDS communications area (and the existing communications network at several relevant institutions)</p> <p>Approve the strategy within the framework of the TCC by approving the POA.</p> <p>Implement the comprehensive communication strategy to provide visibility to the project.</p> <p>Assess the feasibility of generating a specific project website on the MAyDS web page.</p>	<p>PEU & MAyDS</p>	<p>August 2020</p> <p>Sept. 2020</p> <p>Nov. 2020</p> <p>As from approval/consensus</p> <p>Sept. 2020</p>	<p>N</p>
<p>Recommendation 8 to MAyDS and FAO. With a view to ensuring the effective mainstreaming of the gender perspective in the project, it is recommended that the FAO Regional Office for Latin America and the Caribbean and the Ministry of Women, Gender and Diversity be asked to provide their expert support in this field. Moreover, the suggestion is <u>to consult with FAO Fisheries Division experts</u> to draw lessons learned on the topic. This would reinforce progress made by the project in this field and would provide clarity on the activities to be carried out within each project output or outcome, so as to appropriately mainstream the gender perspective when deemed advisable.</p>	<p>Accepted</p>	<p>Design and outline a strategic plan on gender with the support of the FAO Regional Office for Latin America and the Caribbean, the FAO Fisheries Division and the Ministry for Women, Gender and Diversity, and the outputs of Sandra Cesilini's consultancy mission.</p> <p>Validate and approve the strategic plan at the TCC.</p> <p>Implement the strategic plan on gender within the project.</p>	<p>MAyDS & FAO</p>	<p>August 2020</p> <p>Nov 2020</p> <p>As from approval</p>	<p>N</p>
<p>Recommendation 9 to MAyDS, FAO and PEU. The recommendation is to perform a financial analysis to determine whether, in fact, there will be any remaining resources stemming from the devaluation of the Argentine peso against the dollar and</p>	<p>Accepted</p>	<p>Carry out a financial analysis through the Task Force and the national project team with regard to the committed activities, prioritizing</p>	<p>MAyDS, FAO & PEU</p>	<p>Oct 2020</p>	<p>N</p>

<p>from savings in the disbursements foreseen in the PRODOC to pay the fees of consultants hired by the Project, which have been lower than expected; and, if so, outline a new plan for the forthcoming years of project execution and determine the use that could be made of the remaining resources</p>		<p>those that will lead to achieving the project's core objectives, either by hiring a consultant or through the Project Task Force.</p> <p>Draw up a plan for the forthcoming years based on the extension to be requested.</p>		<p>Oct./Nov. 2020</p>	
<p>Recommendation 10 to MAyDS, FAO and PEU. It is recommended that, in July 2020 at the latest, the timeliness and advisability of requesting a project extension be analyzed, in accordance with progress made to ensure fulfillment of the foreseen objectives. Initially a one-year extension would be recommended at no additional cost.</p>	<p>Accepted</p>	<p>Request a project extension of at least 18 months, with the support of TCC, taking into consideration the impact of Covid19 and the new goals that have been established.</p> <p>Extension is to be requested by the FAO Office in Argentina to the FAO-GEF Unit in Rome.</p>	<p>MAyDS, FAO & PEU</p>	<p>Nov., after 2020 TCC meeting</p>	<p>N</p>