

MANAGEMENT RESPONSE to the MTR

**Mainstreaming Biodiversity Conservation and
Sustainable Use into Inland Fisheries Practices in
Freshwater Ecosystems of High Conservation
Value**

**GCP /INS/303/GFF
GEF ID 5759**

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Republic of Indonesia, November 2021**

Response by recommendation

In this section, Management should address each recommendation, discussing them in the order presented in the executive summary of the MTR report. This should be done in the format of the Management Response matrix below and include:

- a. The recommendation number and text copied from the MTR report;
- b. Indication of whether the recommendation is accepted fully, partially, or 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 for implementing the action/s;
- e. The time-frame for implementation and/or an implementation schedule, if required;
- f. Indication if further funding from FAO or a resource partner is required for implementing the recommendation.

Management response matrix¹

Management response to the Mainstreaming Biodiversity Conservation and Sustainable Use into Inland Fisheries Practices in Freshwater Ecosystems of High Conservation Value					Date
					11 November 2021
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)
<p>Recommendation 1:</p> <p>Undertake a joint planning exercise led by FAO and MMAF in the next 3-4 months to simplify and adapt the IFish project design and results framework to achieve planned project outcomes within the next 2-3 years and set the project back on track to deliver its environment and development objectives, building a shared understanding of the project. Budget and timeline permitting, this would be facilitated by an external expert, with practical experience of developing and implementing large complex projects and of applying results-based adaptive management, and preferably also with</p>	Accepted	<p>Upon the No-Cost Extension granted for 2 years, MMAF organized a joint planning session to discuss and to respond the MTR recommendations, particularly on the Theory of Change, Result Framework and annual work plan. The team had drafted those documents and discussed with LTO to obtain the inputs and technical clearance, respectively. The initial agreement on those drafts was obtained from MMAF in the planning session mentioned above. In accordance with the Ministry of</p>	PMU	Q3-4 2021	N

¹ Each column is cross-referenced to the bullet letters above.

<p>experience of GEF biodiversity mainstreaming projects to ensure revisions are aligned with GEF requirements. Amongst other things, the planning exercise should cover the following priority actions:</p>		<p>Finance Regulation, the project NCE has to be registered in the system. For this purpose, the Implementation Arrangement should be developed and endorsed by the PSC meeting with those ToC and annual work plan as the attachment.</p>			
<ul style="list-style-type: none"> - Finalize the project Theory of Change, including 'mini' theories of change for target fisheries targeted in each demonstration district, clarifying the project logic, particularly between Components 1 and 2 and defining key terms such as 'critical inland aquatic ecosystems'. 	<p>Accepted,</p>	<p>The proposed ToC by MTR team has been discussed with LTO in June 2021. LTO and project team have reviewed and gave some inputs and elaborate all inputs into new ToC, especially for component 1 and 2.</p> <p>The proposed ToC and reviewed ToC by LTO being discussed with MMAF on June 29th 2021 and the new ToC from LTO accepted by MMAF as the project ToC and will become a basis to create the framework for No Cost Extension revised workplan</p>			
<ul style="list-style-type: none"> - Undertake preliminary socio-economic, livelihoods, gender and ecological assessments of the target fisheries and demonstration areas to inform the project re-design, including the overall Theory of Change and the mini ToCs for each target fishery 	<p>Accepted,</p>	<p>The recommendation has been Incorporated into the workplan and will be implemented by project.</p>			

<ul style="list-style-type: none"> - Clarify the species of Chitala found in the Kampar project demonstration sites, its conservation status (i.e. IUCN Red List Category) and if possible its population status 	Accepted,	The recommendation has been Incorporated into the workplan and will be implemented by project.			
<ul style="list-style-type: none"> - Identify what will replace the original project output of developing Fishery Management Plans for Chitala and arowana if these are no longer being developed. 	Accepted,	The project changes the replacement of those fishery management plan to develop conservation management plan and National Action Plan for both Chitala and Arowana			
<ul style="list-style-type: none"> - Prioritize the development of demonstrations on integrated wetlands management in high-conservation value inland aquatic ecosystems, including the development of the participatory, multistakeholder land use plans and EAFM/EAA plans and other strategies to increase both local community engagement and benefits as well as improved management of wild capture fisheries, the wider habitat and related biodiversity 	Accepted,	<p>Done, the project has Incorporated the recommendation into the workplan such as;</p> <ul style="list-style-type: none"> - Beje improvement and management - Conservation area establishment - Local regulation on inland fisheries management - Spectra program for existing canal blocking 			
<ul style="list-style-type: none"> - Revise the Results Framework after clarifying the project logic and completing the project Theory of Change, to create a useful planning and monitoring tool, with a robust set of SMART indicators with targets with baselines, including biodiversity impact indicators, that 	Accepted,	The result framework has been created based on reviewed ToC. The framework become a basis to create new workplan for No Cost Extension Period. It has been done			

<p>can support adaptive results-based management and the delivery of project objectives</p>		<p>on June 31st, 2021, through workshop with MMAF.</p>			
<p>- Develop a 2-3 year project implementation plan that sets out exactly where and how the project will work, including the species targeted, the proposed interventions, and the strategies for engaging local communities and selecting beneficiaries. The plan should include a clear rationale for every major intervention linked to the revised Theory of Change that shows how each major proposed intervention will result in the delivery of planned outputs and contribute to delivering the planned outcome, including any delayed mid-term targets, end of project targets and ultimately the project objectives.</p>	<p>Accepted,</p>				
<p>- Ensure key documents arising from the joint planning exercise (i.e. Theories of Change, revised Results Framework, revised implementation plan, etc.) are made available in Bahasa to national and subnational stakeholders</p>	<p>Accepted</p>	<p>Based on this recommendation, the project conducted several joint planning with related partners. Below are the list of joint activities that has been conducted by the project: 1st Joint planning have been conducted during the workshop with MMAF on June 29th to 31st 2021.</p>			

		<p>2nd joint planning also conducted in July – August with all Agencies under Fisheries Research Centre</p> <p>3rd joint planning conducted on August with Directorate of Fisheries Resources Management -MMAF</p> <p>4th joint planning conducted in August with Directorate of Conservation</p> <p>5th joint planning has been conducted during July – August with District Government at five sites.</p> <p>All documents are available in Bahasa and English</p>			
<p>- Extend the project by 2-3 years on a no-cost basis once an updated project implementation plan has been completed and agreed by the project partners (FAO and MMAF) and approved by the PSC.</p>	Accepted	<p>Done, the project was extended to June 2023</p>			
<p>Recommendation 2:</p> <p>Use the post-MTR joint project planning exercise to agree on mechanisms to strengthen coordination and communication between FAO and MMAF, including channels for resolving differences between the partners. This could include having more regular meetings of the alternate FAOID Budget holder, the NPM and the NPC to discuss the project in between the annual</p>	Accepted	<p>As mentioned in the MTR report, a Standard Operating Procedure (SOP) will cover amongst other coordination and communication mechanisms between FAO and MMAF, particularly with the National Project Coordinator (NPC) and their team.</p> <p>The discussion and consultation to agree on the SOP draft is already commenced in the joint planning session mentioned n</p>	PMU	Q3 2021	N

<p>or six-monthly Project Steering Committee meetings, with other relevant MMAF technical counterparts, PMU staff, the FAO LTO and FLO involved as needed. It is also necessary for FAO and MMAF to reach a decision on the Standard Operating Procedure (SOP) proposed by MMAF that allows MMAF to meet its annual budget reporting and audit requirements without conflicting with FAO's own rules or creating undue additional administrative burdens on the project that could cause further implementation delays.</p>		<p>point 1. The SOP and newly Implementation Arrangement are planned to be endorsed and jointly signed by both parties.</p> <ul style="list-style-type: none"> - Joint meeting for coordination with MMAF - 40% our new budget structure related to Conservation. Other activities also related to consevation 			
<p>Recommendation 3:</p> <p>Implement at least one or two integrated wetlands management demonstration, including one in a high-conservation value inland aquatic ecosystems, such as in South Barito, to pilot strategies for multi-stakeholder engagement and bottom-up planning. This should include developing a site-based co-management plan with local communities and government partners and other stakeholders to better manage a target inland fisheries and the surrounding habitat to increase the sustainability of the fisheries, livelihood benefits and the protection of the wider inland aquatic ecosystem and its biodiversity.</p>	<p>Accepted/</p>	<p>Upon a courtesy meeting between DG of Research and Human Development of MMAF and FAOR, both parties agreed to implementing an innovative model on the Special Area for Fish Conservation and Fish Refugia (SPEECTRA), which has been developed by SEAFDEC. To follow up the agreement, IFISH team works together with SEAFDEC and BRG, in developing SPECTRA demo-sites in peatland area of South Barito and Kapuas. In the implementation plan, SPEECTRA will be implemented in the sites in close consultation with the local communities as part of the participatory planning process. The project will encourage the community to form sustainable utilization of the inland aquatic ecosystems in the sites which</p>	<p>PMU</p>	<p>Q3 – end of project</p>	<p>N</p>

		<p>contribute to the effort for biodiversity conservation of inland fisheries in their surrounding.</p> <p>Similarly with SPECTRA, the pilot demonstration activities on the Beje improvement in Kapuas and South Barito District will be developed with bottom-up planning process through participation of indigenous people and their local wisdom in formulating Beje utilization for biodiversity conservation in their surrounding.</p> <p>Other than above activities, IFish workplan on Conservation area establishment and Local regulation for inland fisheries management both in South Barito and Kapuas</p>			
<p>Recommendation 4:</p> <p>Develop and implement a robust but also practical M&E system with inputs from an experienced M&E expert (as planned and budgeted in the Project Document) to strengthen adaptive results-based project management and progress reporting. The M&E system should enable tracking of both implementation progress as well as progress towards outcomes and objectives using the revised Results Framework indicators and</p>	Accepted	<p>Based on an initial discussion with MMAF, we are in agreement to develop a new M&E plan, following the reconstructed ToC and Results framework, as well as considering the inputs from project counterparts at national level. The process for developing M&E plan already incorporated into the annual work plan.</p> <p>In order to support this agreement, M&E national consultant with GEF background knowledge also planned to be recruited.</p>	PMU	Q3 2021 – end of project	N

<p>targets. It should also be integrated with the project learning and knowledge management systems and contribute to improved progress reporting in the PIRs and PPRs.</p>		<p>The status for the recruitment is on progress for salary negotiation.</p>			
<p>Recommendation 5:</p> <p>Strengthen project delivery through improvements in quality assurance, day-to-day technical and administrative approval processes and project oversight by FAO, including the Project Task Force, and the Project Steering Committee.</p>	<p>Partially Accepted</p>	<p>Following the recommendation on the project delivery process, A-FAOR (Program) has assigned a National Program Officer as program desk to provide support to PMU to accelerate the management clearance to the TOR of activities submitted by NC. In order to ensure the project progress and achievement, it has been agreed management meeting will be conducted every two weeks between IFish PMU and FAO Indonesia management.</p> <p>Regarding to the input on six-monthly PSC, based on the previous PSC arrangement, the preparatory works for arranging PSC was time consuming and it rarely resulted on strategic inputs feedback from the high level PSC members. Organizing PSC meeting on six monthly basis would need big effort. In the current TOR of PSC, there is a window to make email exchange or virtually meeting for any emerging issues that never been held. The consultation should be intensified with the Technical</p>	<p>FAO</p>	<p>Q3 2021 – end of project</p>	<p>N</p>

		Working Groups, the agreement produced could be conveyed to NPC for sharing with the high level officers and FAO would follow up by sending the project updates to the PSC members instead organizing PSC meeting every six month.			
- Strengthen the quality of implementation and risk monitoring by using existing tools for adaptive results-based management, including the revised Results Framework and FAO's Environmental and Social Safeguards standards, and by supporting the PMU to improve the quality and accuracy of progress monitoring and reporting through six-monthly PPRs, annual PIRs, the GEF Tracking Tool and other types of reports and overall lessons learning and knowledge management					
- Ensure that planned international and national consultancy inputs are delivered in a timely manner so that activity implementation and output delivery are properly sequenced to improve the quality and usefulness of project results					
- Ensure regular meetings of the FAO-Project Task Force as planned in the Project Document with records of decisions taken and agreed actions for further follow and		1 st PTF meeting has been conducted in October 19 th , 2021 with the main topics below: 1. Updates on the IFish project hosting status after the dissolution of			

<p>monitoring. The PTF should meet more frequently in the first 6 months while MTR recommendations are being addressed.</p>		<p>PUSRISKAN (Fisheries Research Center) Directorate on January 2022. 2. IFish project strategies and updates post NCE 3. Management Response to the Mid Term Review 4. PSC meeting</p>			
<ul style="list-style-type: none"> - Put in place clear procedures to ensure the FAO LTO is consulted by the PMU in a timely manner to be able to provide meaningful technical advice on project plans and proposed intervention strategies for the delivery of outputs as well as to review major deliverables from Service Contractors and Service Providers at early stages in order to be able improve the quality of the final product. 					
<ul style="list-style-type: none"> - Identify mechanisms and processes to reduce delays caused by the current system of technical and administrative reviews and approvals for project activities, recruitment and hiring Service Providers and Contractors. This should include an agreed process and time period for review by FAOID, the LTO, the NPC and other MMAF counterparts of consultant ToRs and Letters of Agreement (LoAs) for Service Contractors and Service Providers. FAO should establish which approval functions could be delegated to the NPM, for example, by approving budgeted 					

<p>quarterly workplans in advance. Subsequent the approval of smaller-scale activities and budgets could then be delegated to the NPM, with only the ToRs for larger-scale activities and budgets having to be reviewed by FAOID and the LTO</p>					
<ul style="list-style-type: none"> - Strengthen staff retention in the PMU to avoid further implementation disruptions and delays by finding timely solutions to issues that affect staff morale. This includes finding ways to speed up approval processes for ToRs and LoAs to avoid long implementation delays, loss of momentum and associated negative impacts on PMU relations with government counterparts and other stakeholders. It also includes finding solutions to the challenges created by FAO rules on cash advances for project implementation, which are currently linked to project staff rather than the project as a whole. FAO should review its rules and practices on cash advances for project expenditure, particularly in the context of Covid, and ensure that all PMU staff are paid on time. FAO should also indicate clearly what grievance mechanisms are available for staff to report grievances and seek redress in case of delays in payments of salary to ensure full transparency and accountability 					

<ul style="list-style-type: none"> - Ensure the Project Steering Committee meets every six months over the next 18 months to make sure that the no-cost extension is leading to improved project performance and results delivery by providing additional oversight and strategic guidance to the project 					
<p>Recommendation 6:</p> <p>Ensure that relevant experts to support the PMU are hired and delayed actions and critical inputs to guide project planning and adaptive management included in the Project Document and the MTR are completed as a matter of priority. This includes hiring an experienced gender and livelihoods expert for the PMU for a full two years and completing the socio-economic, gender and livelihoods assessments of the target fisheries in the five project demonstration sites. It also includes recruiting a short-term international M&E expert to support the development and implementation of the project M&E plan, in particular to develop SMART indicators and targets with baselines, including some biodiversity impact indicators linked to the target fisheries and related high-conservation value inland aquatic ecosystems. Priority actions include:</p>	Partially Accepted	<p>5 vacant positions have interviewed In September 2021. Three positions already on board, Those positions are:</p> <ol style="list-style-type: none"> 1. NC Policy and Advocacy 2. NC Livelihood and Gender 3. FO Kampar <p>Other 2 positions are on progress of recruitment:</p> <ol style="list-style-type: none"> 1. NC MnE 2. Project Assistance 	PMU	Q3 2021 – End of Project	N

- Complete the socio-economic, gender and livelihoods assessments of the target fisheries in the five project demonstration sites and ensure that these are used to guide the further planning, implementation and monitoring of demonstration site activities	Accepted	It is planned on early 2022 under responsibility of NC Livelihood and Gender.			
- Develop the project's gender action plan	Accepted	It is planned on Q4 year 2021 under responsibility of NC Livelihood and Gender.			
- Develop a livelihoods improvement strategy linked to each project target fisheries.	Accepted	NC Livelihood and Gender mandated by PTF to discuss with LTO about this strategy			
- Develop an objective and transparent beneficiary selection protocol.	Accepted	NC Livelihood and Gender mandated by PTF to discuss with LTO about this strategy			
- Provide gender awareness training to all members of the PMU	Accepted	It is planned on Q4 year 2021 under responsibility of NC Livelihood and Gender.			
- Ensure that FAO's Social and Environmental Standards are integrated into project design and implementation, particularly in the demonstration areas, including consideration of the need for using Free, Prior Informed Consent (FPIC)	Accepted	The project will review the ESRM standard and consult with LTO for the strategies.			
- Update the project social and environmental safeguards screening tool and ensure this is	Accepted	It is planned on early 2022 under responsibility of NC Livelihood and Gender.			

regularly monitored and updated by the PMU as part of the PIR and PPR processes.					
<p>Recommendation 7:</p> <p>Hire a part-time Senior Technical Advisor to support the PMU with experience of capture fisheries management, EAFM and EAA, local community engagement and GEF biodiversity projects planning and management, including M&E and adaptive results-based management. If the full set of skills and experience cannot be sourced through one individual, then ensure the project receives additional support from a consultant with extensive experience of both species conservation and integrated ecosystem/landscape-level conservation, ideally with knowledge of Indonesia’s inland aquatic ecosystems and biodiversity, including critical wetland habitats such as peatlands. While such a role was not included in the original Project Document, this is still possible if a number of the short-term international consultancy positions that have been budgeted in the Project Document are revised and merged to support this new role. This should take into consideration the results of the project re-design (Recommendation 1) and the technical capacity needs of the PMU to strengthen project performance and results delivery</p>	Partially Accepted	IFish will seek an option to fulfill the needs of expert support in the mentioned topics. Initially, IFish would have a plan to hire an international advisor and a national advisor as well. We expect the international advisor to have enormous experience in EAFM and EAA, fisheries management, and GEF projects planning and management including its M&E and adaptive results management. Meanwhile the national advisor is expected to have large background in fisheries and community engagement in order to enrich the project supervision with local context necessities. However, based on our previous experiences, the recruitment process is subject to an approval of MMAF.	PMU	Q4 2021 – End of Project	N

<p>Recommendation 8:</p> <p>Strengthen the capacity of the PMU to execute and manage a GEF biodiversity mainstreaming project through additional training, structured support from FAO, including regular feedback and discussion as part of its strengthened execution, oversight and quality assurance. Priority actions include:</p>	<p>Accepted</p>	<p>The initial steps from the project for this recommendation would be assessment to identify the project team member frailties in executing GEF project. From that point, the project would see what type of trainings are needed to improve their capabilities. Moreover, during the assessment, IFish project will involve FAO-GEF FLO to enrich the project awareness to knowledge and skill indicator in executing GEF project. Once the assessment is finished, the management will formulate the training plan in close collaboration with the PTF members and the team. The training will be executed in project extension period.</p> <p>Moreover, IFish will establish the KMS after the M&E system well-established to support PMU in overseeing project knowledge.</p> <p>The IFish KMS will be available in both Indonesia and English language. Proposed KMS Contents are as follows:</p> <ol style="list-style-type: none"> 1. Home (landing page) featuring latest posts, contact information and partner logos (MMAF, FOA, and GEF) 2. About IFish Project featuring general information about IFish 	<p>FAO</p>	<p>Q3-Q4 2021</p>	<p>N</p>
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		<p>Project and key stakeholders; working location maps</p> <ol style="list-style-type: none"> 3. News and Articles featuring press release, media coverage and articles 4. Gallery featuring pictures, videos, infographics 5. Repository for documents, lesson learned and other relevant materials 6. IIFGIS (link to IIFGIS website) 7. Contacts <p>Another KMS function suggested by MTR report is M&E feature. This function needs to be discussed further with MMAF and FAO IT personnels.</p>			
- Provide additional training to the PMU on GEF policies, priorities and processes, with particular emphasis on the GEF Biodiversity Focal Area strategy and its mainstreaming biodiversity objective and clarify what this means in terms of designing, implementing and monitoring a sustainable fisheries project aimed at delivering biodiversity impact and benefits to local livelihoods					
- Translate the PIR and PPR templates into Bahasa and encourage the PMU to complete these first in Bahasa before translating into					

<p>English for submission to non-Bahasa speakers in FAO and the GEF.</p>					
<ul style="list-style-type: none"> - Foster a culture of critical thinking, technical excellence and learning by amongst other things <ul style="list-style-type: none"> a. allocating dedicated time and opportunities to strengthen these areas in each team member's individual workplan b. putting in place mechanisms for regular cross-component/cross demonstration site learning and exchange within the PMU c. developing the capacity of the PMU to systematically analyse and synthesise relevant information to inform project adaptive management and the further design and implementation of project activities as well as to develop knowledge products d. encouraging PMU member to identify and build on national and international best practice. 					
<ul style="list-style-type: none"> - Develop a user-friendly knowledge management system (KMS) that enables the 					

<p>PMU to systematically organize and access the varied information generated or collected by the project to date and to use it effectively for different purposes. Ensure the KMS is integrated with the project M&E system, communication strategy and stakeholder engagement strategy and that it is actually used effectively.</p>					
<p>Recommendation 9:</p> <p>Develop a partnership strategy and stakeholder engagement plan to strengthen cooperation and collaboration between all major stakeholder groups relevant to the sustainable management of inland fisheries, wetlands and other inland aquatic ecosystems, and to also underpin the national and district-level multisector/multi-agency coordination mechanisms. The strategy and plan should cover national and subnational government stakeholders, researchers, universities, technical agencies and research institutions, NGOs, local communities and other civil society members. These would also include expanding ownership of the project beyond the fisheries sector by strengthening engagement with other key national ministries, particularly MoEF/KLHK, MoA, MoPWH, MoE and BAPPENAS, and their local government counterpart agencies (Fisheries Office, BAPPEDA, etc). Synergies and complementarities between</p>	<p>Accepted</p>	<p>Partnership strategy of IFish will be implemented to the TWG scheme, both at National and District level. Moreover, the management will encourage the team to seek partnership with other international institutions listed with concern in biodiversity conservation in aquatic fisheries.</p> <p>Moreover, FAO ID with support from the team will propose to MMAF in reviving the National TWG members with support from MMAF. Meanwhile, the team engagement with the TWG at district level are relatively strong and function well with the issuance of Head of District (Bupati) decree.</p>	<p>PMU</p>	<p>Q3 – Q4 2021</p>	<p>N</p>

<p>IFish and Indonesia's programmes on climate change should also be explored. It should also involve much closer engagement with organizations with considerable experience on wetlands management and community-based natural resource management, including Wetlands International, CIFOR, and numerous local NGOs working with local communities, notably in Kalimantan. Co-financing contributions by existing and potential new partners should also be reviewed and recalculated as part of the PIR/annual reporting process. Priority actions include:</p>					
<ul style="list-style-type: none"> - Re-establish the national Technical Working Group (TWGs) or identify other appropriate national multisector/multiagency coordination mechanisms and specific measures to systematically strengthen cross-sector coordination and collaboration on inland aquatic ecosystems at the national level. 	<p>Accepted</p>	<p>The establishment of Technical Working Group (TWG) at national level to support the project collaboration and implementation can not meet the expectation based on 2 years of experiences. The number of participations from the National TWG shringking to only partners that directly related to the project implementation.</p> <p>The project will discus with MMAF for the best solution of this issue</p>			
<ul style="list-style-type: none"> - Identify and implement measures to support the district TWGs to ensure these become an effective mechanism for cross-sector coordination and collaboration on inland fisheries and aquatic ecosystems at the district 	<p>Accepted</p>	<p>We have done in 5 TWG districts. The TWG at district level become a communication forum for all agencies and other stakeholders</p>			

<p>level. This includes ensuring that the revised ToRs for the national TWG and the ToRs for the district TWGs are clearly linked to the revised project strategy and implementation plan, the partnership strategy and stakeholder engagement plan</p>					
<p>- Use the national and district TWGs and other multistakeholder mechanisms to identify linkages between the project and other relevant programmes and policies, including areas of overlapping interest, as well as areas of conflict and/or sources of threats to inland aquatic ecosystems and fisheries for which solutions are needed</p>	<p>Accepted</p>				
<p>Recommendation 10:</p> <p>Develop a project communication strategy and plan linked to the project knowledge management system, partnership strategy, stakeholder engagement plan to ensure that project lessons, policy recommendations and best practice are communicated effectively to different types of key stakeholders (from national to local decision-makers and resource users) to amongst other things convincingly demonstrate the social, economic and environmental value of protecting and sustainably managing inland fisheries and high conservation value aquatic ecosystems and to</p>	<p>Accepted</p>	<p>Communication strategy of IFish Project has been developed for the 2019-2021 implementation period. However, the new annual work plan and its activities of the NCE period, the current communication strategy of IFish will be modified based on project design reconstruction result.</p> <p>In the communication strategy for 2019 - 2021, there are four tiers of IFish Project target audiences, namely:</p> <ol style="list-style-type: none"> 1. Tier one: MMAF, GEF, local government of IFish work 	<p>PMU</p>	<p>Q4 2021</p>	<p>N</p>

strengthen stakeholder engagement and support for the project. Communication should be adapted for different audiences with key information shared through appropriate channels in an easily understood format, using the most suitable language for the targeted audience.

- locations, end beneficiaries, media and partner NGO
- 2. Tier two: other GOI ministries and local communities in IFish work locations
- 3. Tier three: environmental NGO
- 4. Tier four: public in general.

Currently, regular newsletters in Bahasa Indonesia have been distributed to tier one, two and three audiences. Improvement will be made by making bilingual newsletters (both in soft file and hard copy version—especially for target audiences outside of Jakarta), and monthly briefs (bilingual 1 or 2 pages of IFish updates).

IFish has released social media materials to increase project visibility towards tier four target audience. Upcoming talks with university and webinars are planned.

Press release and campaign activities (online and offline) are used to reach all four tiers of target audiences. Once the KMS up and running, all communication materials made for IFish project will be available on the website.

<p>Recommendation 11:</p> <p>Develop a project exit strategy based on a systematic assessment of socio-political, financial, institutional, governance and environmental risks to the sustainability of project results and implement appropriate measures to manage or mitigate these to the extent possible, including adapting the project design to increase the likelihood of expanding the impact and sustainability of project results.</p>	<p>Accepted</p>	<p>Based on the management and IFish team meeting, we agree to develop project exit strategy based on the new results framework. The exit strategy will be incorporated into workplan.</p> <p>Furthermore, the team will make further consultation with project main partners (MMAF, LIPI, MoEF, etc) to seek for their programmes which are aligning with the coming IFish project activities, outputs and outcomes as IFish exit strategy basis. Meanwhile at project sites level, the activities will be designed to be more <i>grassroot with more participatory approach</i> by inviting and involving the target communities and their groups for strengtnening their ownership and willingness to continue the activities.</p>	<p>PMU</p>	<p>Q3 2021</p>	<p>N</p>
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