

Management response to the Independent Evaluation of *Seizing the trade and business potential of Blue BioTrade products for promoting sustainable livelihoods and conservation of marine biodiversity in selected Organization of Eastern Caribbean States (OECS) Countries.*

Response by recommendation

In this section, Project Management should address each recommendation that is addressed to UNCTAD, discussing them in the order presented in the evaluation report. This should be done in the format of the Management Response matrix below (see Box 1) and include:

- a. The recommendation number and text copied from the evaluation 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 for implementing the action/s;
- e. The time-frame for implementation and/or an implementation schedule, if required;
- f. Indication if and what resources are required for implementing the recommendation.

Box 1. Management response matrix¹

Management response to the Independent Evaluation of the project: <i>Seizing the trade and business potential of Blue BioTrade products for promoting sustainable livelihoods and conservation of marine biodiversity in selected Organization of Eastern Caribbean States (OECS) Countries</i>					Date
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)	Timeframe (e)	Resources required (Y or N) (f)
<i>The following recommendations were issued to both the Organization of Eastern Caribbean States (OECS) and UNCTAD. However, as a non-UN organization, OECS is not required to supply a management response. The recommendations are responded to by UNCTAD only.</i>					
Recommendation 1: Following good practices from this pilot phase, the project (or follow up activities) should continue to and increasingly plan for engaging with stakeholders of all levels to ensure the project activities are responsive to the priorities and needs of beneficiaries. In addition, continue to provide	Partially accepted	<i>We already listed more than 50 actionable recommendations through the Regional Blue BioTrade Plan of Action for the eastern Caribbean. The implementation of the recommendations was not funded. We plan to engage more stakeholders in a new phase if finally funded.</i>	UNCTAD/TEDB	5 years	Yes. \$3'500'000 for the implementation of the complete plan of action.

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

actionable recommendations tailored to specific stakeholders, in order to maximize benefits across different categories.					
<p>Recommendation 2:</p> <p>Ensure that project design and preparation processes include systematic efforts to identify potential complementarities and synergies with other regional initiatives and beneficiary country efforts related to key targets of SDG 14 and 15. Explore and establish explicit linkages, coordinating with existing activities, to maximize synergies.</p>	Partially accepted	<i>Synergies were developed with the OECS Members, the OECS Secretariat, CRFM, UNDP and other regional actors. If a second phase is consolidated for the full implementation of the Regional Blue BioTrade Action plan systematic efforts will be deployed to identify additional potential complementarities and synergies with other regional initiatives.</i>	UNCTAD/TEDB	5 years	Yes. \$3'500'000 for the implementation of the complete plan of action.
<p>Recommendation 3:</p> <p>Develop an M&E framework within the project, including meaningful performance indicators for monitoring and reporting and feasible targets for results at all levels. Associate them with accurate</p>	Partially accepted	<i>The project included a logical framework and an M&E plan with detailed reporting at outcome and output level. All outputs plus additional ones were delivered. Even various additional outputs were delivered with the same budget. If a second phase is secured and consolidated a more detailed M&E framework could be produced.</i>	UNCTAD/TEDB	5 years	Yes. \$3'500'000 for the implementation of the complete plan of action.

tools and define roles and responsibilities for data collection. Furthermore, identify opportunities and create spaces for systematic program reflection, knowledge sharing, and learning					
<p>Recommendation 4:</p> <p>Following good practice from the BBT project, continue and increasingly reach out to international organizations and global forums working in the ocean economy, to disseminate and position Blue BioTrade Principles and results as part of future initiatives.</p>	Accepted	<i>The BBT project has and will continue to increasingly reach out to international organizations and global forums working in the ocean economy, to disseminate and position Blue BioTrade Principles and results as part of future initiatives. This has already occurred in the World Wildlife Day and the CITES animal committee in 2023.</i>	UNCTAD/TEDB	5 years	<i>Yes. Additional funding for outreach will be needed. It is already part of the estimated cost of the second phase for \$3'500'000.</i>
<p>Recommendation 5:</p> <p>To address financial constraints for sustainability, include this type of project and its follow up activities (such as workshops and light support) in resource mobilization plans to attract additional funding.</p>	Accepted	<i>The BBT project has already started approaching donors including the Latin American Development Bank and France. So far, only a small contribution for \$75'000 for an additional value chain assessment (sea moss) is under discussion with the OECS.</i>			<i>Yes, a small contribution for \$75'000 for an additional value chain assessment (sea moss) is under discussion. But this only cover one activity.</i>

					Additional funds will be needed to cover staff time and outreach costs for about \$50'000. This is separate from a potential phase 2 of the project.
<i>The following recommendations are addressed to UNCTAD only.</i>					
<p>Recommendation 6:</p> <p>Building on this experience and lessons learned, during the design phase of future projects, identify any resource- or time-intensive administrative or programmatic processes that may affect the project timeline and, when possible, plan for alternatives or take these processes into account by building in realistic timelines and budgets that are ready to address predictable bottlenecks or delays.</p>	Partially accepted	<p><i>This can be done for a second phase of the project if secured and consolidated. The main issue in the project implementation was that this project did not include any staff time for UNCTAD. The current project framework implementation in UNCTAD is resource and administratively intensive. The project responded very well to unforeseen events such as the volcanic eruption of "La Soufrière" in Saint Vincent and the Grenadines and COVID-19 pandemic by adjusting planning with the beneficiary (OECS) on a constant basis.</i></p>			<p>Yes.</p> <p><i>\$3'500'000 will be needed for the project design and implementation of the complete regional Blue BioTrade Plan of action.</i></p>

<p>Recommendation 7:</p> <p>In future projects, build in more comprehensive and participatory needs assessment and gender analyses at the design stage to identify potential synergy and ensure inclusion of diverse stakeholder needs and interests (e.g. women, youth, people with disabilities, etc.). From there, identify and clearly define results and indicators related to cross-cutting issues such as gender, human rights- based approach and disability sensitive measures, both in substantive and process terms. If needed, seek support from gender and other substantive experts within UNCTAD to mainstream them into project activities and outputs.</p>	<p>Partially accepted</p>	<p><i>The project included a stakeholder mapping and a value chain analysis. The gender and other stakeholder analysis could have been deeper and more detailed but resources for stakeholder analysis, data gathering, and participation were very limited. Data was not available in most cases, and this was substituted with feedback from interviews.</i></p>	<p>UNCTAD/TEDB</p>	<p>5 years</p>	<p><i>Yes. Additional funding for gender and other stakeholder analysis and involvement will be needed. It is already part of the estimated cost of the second phase for \$3'500'000.</i></p>
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