

**Management response to the Independent Evaluation of DA Project 1819K “Evidence-based and Policy Coherent Oceans Economy and Trade Strategies (OETS)”**

***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 matrix<sup>1</sup>**

Management response to the Independent Evaluation of DA Project 1819K “Evidence-based and Policy Coherent Oceans Economy and Trade Strategies (OETS)”					Date
Evaluation Recommendation (a)	Management response (b) <i>Accepted, partially accepted or rejected</i>	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)
<p><b>Recommendation 1:</b></p> <p>Initial quality assessments of available documents and data critical to the beneficiary’s participation in the project should be realized during the design phase and be included as an eligibility criterion, especially for projects relying on scientific and evidence-based information for analysis.</p>	Partially accepted	For future projects, preliminary research should be done on data sources available for the purposes of the project. The challenge is that in many areas, data simple does not exist at national level, or countries do not have the resources and capacity to gather it. In such a case, use of surveys or empirical data can be as done in the project as a complementary source of evidence.	UNCTAD and DOALOS (in their respective areas of competence.	In future project UNDA project designs	Modest seed capital / staff time for project proposal design would be needed to check data sources needed

<sup>1</sup> Each column is cross-referenced to the bullet letters above.

					and available at the national level.
<p><b>Recommendation 2:</b></p> <p>Managing expectations of indirect stakeholders is key to ensure a smooth implementation of activities, particularly when the project seeks the opinions of a wide range of stakeholders. In that sense, the project milestones and deliverables, as well as respective roles and responsibilities of all project stakeholders, should be defined and shared from the start to managing expectations and ensure a smooth implementation of activities, particularly when the project involves a wide range of stakeholders.</p>	Partially accepted	Indirect expectations of stakeholders should be considered in any additional implementation actions or in future project design. Stakeholder mapping need to identify which would be the more important indirect stakeholders.	UNCTAD and DOALOS (in their respective areas of competence under the guidance of national focal points. The role of the focal point in guiding implementing agencies will be of summit importance.	In future UNDA project design or in additional implementation actions in beneficiary countries.	This should be part of the stakeholder mapping at the beginning of the project.

<p><b>Recommendation 3:</b></p> <p>UNDA should ensure that SMART indicators are defined, and Monitoring &amp; Evaluation systems are in place, for measuring both immediate, intermediate and long-term outcomes, especially those that are expected beyond the lifetime of the project. These indicators should be linked to the overall UNCTAD results framework.</p>	<p>N/A</p>	<p>[Note, this recommendation is addressed to the UNDA, from whom no response was requested. The following is commentary from UNCTAD.]</p> <p>Guidance from the UNDA on how to build better indicators will be welcome. However, it is important to note that if a project does not have foreseen resources for implementation of policy or other type of recommendations, it is very difficult to generate precise outcomes.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
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