**Management Response to Mid-Term Review Recommendations**

| No | Recommendation | Entity Responsible | Management Response |
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| **Corrective Actions for the Design, Implementation, Monitoring and Evaluation of the Project** | | |
| 1 | *Develop a proposal for a "no-cost" extension of the project by 18 months to allow sufficient time to achieve progress towards outcomes that have been delayed in starting implementation of project activities, because of the Covid-19 crisis.* | UNDP, PMU, PSC | Based on the decision of the March 2022 PSC meeting regarding the request for an 18-month extension, a revised workplan and budget for 2023 and 2024 is being prepared for the extension request as per UNDP requirements. To be submitted by mid-August 2022. |
| 2 | *Revise the indicators and targets in the Revised Project Results Framework, which was prepared in August 2019. While the linkages between indicators and targets in the revised PRF are clear, the linkages between indicators, targets and project deliverables do not exist. Also, a number of deliverables do not have corresponding indicators and targets. A list of proposed changes should be circulated to the PSC and changes made in time for the next reporting period.* | PMU, PSC | Updated PRF to be prepared based on 2019 proposals and shared for approval by PSC at an extraordinary meeting in Q3 or Q4 2022. |
| 3 | *Implement a harmonised set of reporting tools incorporating all relevant aspects of project progress, not only outcome achievements, but also deliverable/outcome achievements to allow for more consistent and coherent reporting of results. Show percentage of progress of each indicator (PIR's Table C. Development Objective Progress). Consider calculating progress percentages for project outcome/deliverables/outputs as well.* | PMU | Include % completion of activities in all project reporting going forward. |
| 4 | *Speed up implementation of the remaining activities, in particular those whose completion has been delayed by COVID-19. Stricter control of implementation of activities should be introduced, in particular by the Project Steering Committee.* | PMU | Site visits to be arranged to all demo projects to assess early situation and engage directly withy IPs. To be repeated at end of project. |
| 5 | *Develop indicators on gender mainstreaming and integrate them into the PRF and the monitoring system. The PRF does not contain disaggregated indicators showing participation of women in the project's activities. The PRF should develop* | PMU. PSC | Include gender disaggregated data in reports going forward. This information has been collected but has not been included in reporting. Together with other NC projects develop an NC |

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| | *quantitative end-of-project targets within the existing indicators.* | | Gender Strategy to guide future project related gender approaches. |
| 6 | *Improve reporting on co-financing. Prepare annual co-financing reports containing, as a minimum, the information on the amount of annual co-financing provided by each partner; distribution of co-financing per component/outcome/output/activity; rate of co-financing provided and the amount left for the remaining period of the project's implementation; perceived risks, if any, in provision of co-financing by partner; and proposal for actions to be taken to mitigate risks.* | PMU | Annual co-finance reports to be instituted in reporting schedule. Ongoing engagement with Focal Points and Implementing partners by the Finance team on how to report on co-financing. |
| 7 | *Identify demo projects with serious challenges and provide adequate assistance to speed up their implementation. This particularly refers to the Marine Spatial Planning initiatives, which normally take a long time for the stakeholders to approve and implement and national and local authorities to adopt as a legislative and management tool.* | PMU | Site visits by PMU early on to take place to engage with IP and stakeholders and to support rapid implementation. Support programme for MSP included in 2022 and 2023 workplans. A concept for a support programme to ensure capacity development around the regional MSP Framework as well as domestication and use of the Framework at National level has been developed together with other NC projects and the Swedish Agency for Marine and Water Management working with the WIO MSP Technical Working group. Planned to start in September 2022. SAPPHIRE has approved USD 95 K for this process for 2022/23. |
| 8 | *While the communication and knowledge products are of good quality, monitoring their use does not exist. The PMU should develop indicators, such as number of website hits, number of distributed documents, number of articles published in various media, etc. PMU should also intensify the project's presence in social media.* | PMU | Monitor communications products and their impacts will be instituted and reported on by the Communications team. Continue to share lessons learned as demo projects start to deliver results, especially to ensure regional best practices are shared. Ensure supported regional research outputs that have already been completed (from IMS and KMFRI) are publicised and made |

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| | | | available to policy makers. Ensure project outputs are shared across all platforms utilised by the Nairobi Convention as well as by partners such as WIOMSA. |
| **Actions to Follow up or Reinforce Initial Benefits from the Project** | | | |
| 9 | *Intensify efforts to support policy harmonisation at national levels by assisting countries to adopt and integrate regionally approved policies, strategies and guidelines. This refers in particular to the Regional Marine Spatial Planning Framework, which should be integrated into national legislation.* | PMU, PSC, Nairobi Convention Focal Points | Support for the domestication of regional guidelines will be included in project activities going forward, including capacity development support with several partners. A programme of national support has been designed to ensure that the MSP Framework is adopted and used at national level over the next years. |
| 10 | *Increase efforts towards more extensive private sector engagement. Consider employing or engaging as a consultant a Business Development specialist to develop and promote private sector products and services to stakeholders in the region and beyond.* | PMU | The project is working closely with the GIZ supported partnership project (WIOGI) to Develop the Multi-stakeholder Initiative (Our Blue Future) to engage private sector on regional BE development. As part of this process SAPPHIRE will support an Innovation Team working on the Circular Economy to identify opportunities in the region and develop bankable proposals for at least three high potential enterprizes associated with CE. In addition the project intends to engage the ports and shipping sector in contributions toward improving regional oil spill response coordination and preparedness. |
| 11 | *The project's communication plan, which has already been developed, should boost the project's public awareness and stakeholders' engagement efforts. Most of the project's indicators need to be clearly and effectively communicated within countries and local communities in particular. The PMU should ensure that lessons learned are shared.* | PMU | A communications Strategy for the NC Secretariat has already been developed taking into consideration SAPPHIRE needs. This will be followed to ensure lessons learned will be shared, especially as results start to emerge from the Demo projects. |

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| 12 | *Because of the delays caused by COVID-19, which has resulted in an excessively large amount of unused funds, the pressure on PMU to implement project's activities within existing or extended time frame, will grow. In order to assist stakeholders to implement project's activities, consider expanding the PMU staff with technical capacity to accommodate the growing pressure.* | UNDP, PMU, PSC | Funding has been approved for a range of technical consultants to assist the PMU with remaining activities, especially related to the Ocean Governance Strategy development process, and capacity development to support implementation of the regional frameworks and guidelines that have been developed. |
| **Proposals for Future Directions Underlining Main Objectives** | | | |
| 13 | *The role of the Project Steering Committee needs to be strengthened. Consider increasing the frequency of the PSC meetings, possibly to 2-3 meetings per year.* | PSC | The PMU will propose one in person meeting and 2 virtual meeting per year for remainder of project at the next extraordinary PSC meeting scheduled for later in 2022. |
| 14 | *Prepare exit/sustainability strategy for the SAPPHIRE project, possibly in collaboration with WIO-SAP project. This should include a strategy for sustaining all the SAPPHIRE partnerships, as well as national implementation committees and local communities that have participated in demonstration projects. The SAPPHIRE project document does not include an exit and/or sustainability strategy, which is important to facilitate uptake and sustainability of the project results. The strategy should consider the post-SAPPHIRE activities and consider new financing in addition to those already secured.* | PMU | Ideas for sustainability are already been worked on and include:<br><br>• Joint GEF 8 project is in the process of being developed with project partners and other NC project to address Source to Deep Sea Issues (GEF 8 objectives 1, 2, and 3) identified as priorities in the combined SAPs. A large regional IW project that incorporates several components (e.g. with the ultimate goal of supporting blue economy development in the WIO) is planned to follow the completion of the SAPPHIRE and WIOSAP projects as a combined initiative.<br><br>• Work with WIOGI to develop a focused proposal designed to ensure multi-stakeholder participation in |

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| | | | implementation of the of Ocean Governance Strategy – EU and GIZ <br><br> • Proposal toward developing a Marine Spatial Plan for the WIO. In collaboration with SwAM and other regional partners - Sida might be suitable funder <br><br> • Oils spill contingency planning and coordination in the WIO (Potential support from Norway as a follow-up to Oil for Development Assistance). In collaboration with Disaster Risk Branch, Ecosystems Division, UNEP) |