

Ocean Country
Partnership
Programme (OCPP)
Monitoring, Evaluation
and Learning (MEL)

Interim Evaluation
of the OCPP

September 2024



Department
for Environment
Food & Rural Affairs

Introduction

The Ocean Country Partnership Programme (OCPP) is a UK Government-led programme funded from the £500 million Blue Planet Fund (BPF), which is financed through the UK Official Development Assistance (ODA) and International Climate Finance (ICF) budget. The technical assistance programme supports eligible countries to reduce poverty through sustainable management of the marine environment. The programme's delivery partners include three Arms-Length Bodies (ALBs): the Centre for Environment, Fisheries and Aquaculture Science (Cefas), the Joint Nature Conservation Committee (JNCC) and Marine Management Organisation (MMO). The ALBs are responsible for the delivery and management of what is referred to as the 'bilateral programme', which provides technical assistance through partnering with country governments. In addition, OCPP also funds two multi-donor initiatives for the 'multilateral/strategic programme' of the OCPP – the Global Ocean Accounts Partnership (GOAP) and Friends of Ocean Action (FOA), which support partner countries in the development of global public goods relevant to the programme's objectives.

The NIRAS Monitoring Evaluation and Learning (MEL) team were contracted by Defra to deliver MEL services to the OCPP from June 2023 until the end of September 2026, two years into OCPP's implementation. In December 2023 the revised MEL framework for the OCPP was approved, along with the OCPP MEL inception report. This interim evaluation is the first independent and comprehensive evaluation of OCPP, with the work of the ALBs and the two multi-donor initiatives both in scope. The purpose of the independent evaluation of OCPP is to both assess the performance and impact of OCPP, as well as to distil learning to support an adaptive management process that mainstreams evidence-based decision-making into OCPP and other similar BPF initiatives.

This report presents the 25 key findings from the OCPP interim evaluation. It acts as a standalone and abridged version of the main report.



ACKNOWLEDGEMENTS

We are grateful to DEFRA for supporting this evaluation. We are indebted to the participants who generously gave their time and expertise to make the consultation fruitful and rich. This report has been written by NIRAS Group (UK) Ltd. We request that the main report is read in full before quoting or referencing this summary document.

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Methods



This interim evaluation is timely given that the programme has been running for almost two years, so it is ripe to provide feedback to Defra and delivery partners on the relevance and design of the programme, how the programme is being implemented, assessing the delivery modality and efficiency of implementation, as well as considering results from the early phase of the programme, and other lessons learned to inform programme improvement going forward. The temporal scope of this interim evaluation is from programme launch in July 2021 to the end of May 2024. The process-focused Evaluation Questions (EQs) primarily focused on the following dimensions:

- How well was OCPP and its components designed?
- How well is the programme being implemented? Is delivery of the programme being done in the right way (in terms of ALB, FOA and GOAP delivery, in-country presence, Value for Money (VfM))?
- How appropriate is the structure of the programme in terms of numbers of activities being supported versus depth of focus on a number of critical activities?
- Have the organisational structures, governance arrangements and management processes affected the

achievement/likely achievement of intended programme outcomes and impact?

- How have the outcomes and impact been affected by the external context within which the programme was implemented?

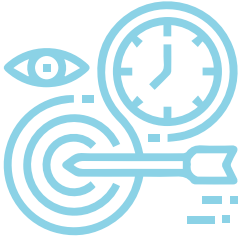
This evaluation used a case-based approach to drill down into, describe and analyse OCPP's work in particular countries in order to ensure depth as well as breadth in the analysis of the portfolio. Five countries were selected for case studies – Belize, Ghana, Maldives, Mozambique, and Sri Lanka. The evaluation team conducted an extensive number of interviews with key stakeholders in order to inform the overall assessment of the portfolio and additionally at country level within the framework of the country level case studies. In total 152 stakeholder interviews were conducted (86 men and 66 women) and focus group discussions with 20 community members (13 men and seven women) were conducted in Sri Lanka and Belize. In addition, the evaluation team also reviewed an extensive number of secondary documentation from the programme.



Marine pollution on a beach in Belize
Source: Peter Kohler, OCPP programme team

Findings

Relevance



1) OCPP, through a demand-led and consultative process, is meeting the needs of partner country stakeholders, although the balance between use of demand-led and propositional approaches varies from country to country. The programme is filling important gaps in partner countries' expertise and capability to sustainably manage the marine environment.

Overall, the bilateral programme is meeting the needs of the five case study country partners through a demand-led, consultative approach that is adjusted through ALB propositional offers. Both GOAP and FOA delivery were found to be highly relevant to their partner countries' needs, through a more direct demand-led model compared to the bilateral side of the OCPP. A majority of in-country partner stakeholders reported high levels of relevance and satisfaction with the programme meeting their countries' needs and policy priorities, and perceived that the stakeholder process was underpinned by co-development principles and a collaborative, demand-led approach.

2) ALB's in-country engagement and traction has been hindered by the intermittent presence delivery model. In-country partners prefer face to face working and continuity of engagement in-country. It was cited by multiple stakeholders in Belize, Ghana, and Mozambique as challenging the programme's relevance.

3) Country prioritisation for the bilateral component of OCPP leaned heavily on the legacy ODA-funded Commonwealth Litter Programme (CLiP). The rationale for selection of the supported countries is not always apparent/fully clear to delivery partners, who struggled with the increase of country delivery under their remit. Multiple ALB interviewees noted that it was unclear why Defra chose certain countries for bilateral delivery and it was also not clear why they pushed to roll out bilateral delivery in so many countries in such a short space of time. Interviews with delivery team members stated they felt this process was rushed, which decreased their ability to efficiently deliver the programme.



Local fishers in Sri Lanka
Source: OCPP MEL Team

4) OCPP's bilateral partnerships have had limited strategic focus in their engagements with partner countries. FOA and GOAP display a strong strategic focus in their engagements. The first years of programme delivery were done without a robust MEL framework and multi-year planning. Planning processes from the beginning of the programme have been focused on planning at the activity-level with limited understanding of how activities will align and result in larger outcomes. In recognition of the lack of strategic direction present in the first two years of programme delivery, Defra and ALBs worked together to implement a more strategic approach in 2023 with the introduction of Cefas as a Tier One delivery partner in charge of consolidated management and coordination of the programme. As of May 2024, Tier One programme leadership had set multi-year milestones and targets against logframe indicators.

5) Although there are plans afoot to address critical gaps in Gender, Equity and Social Inclusion (GESI) and safeguarding, the pace and momentum behind addressing them is somewhat slow and there is a lack of clear leadership on this issue. So far, the programme has paid limited attention to GESI and safeguarding considerations. Time is running out in this financial year (FY 2024/25) to take meaningful and measurable actions to address the shortcomings on GESI and safeguarding. The lack of GESI and safeguarding was identified as early as August 2023 and the Independent Commission for Aid Impact (ICAI) Review was issued in November 2023. Since then, it appears as if all stakeholders involved (e.g. Defra and programme leadership across all delivery partners) are waiting for someone to take charge and lead on this issue, which points to a lack of a concerted effort to address this problem. There also appears to be confusion on who is driving this aspect and how to meet the respective obligations for both GESI and safeguarding in ODA-funded programmes.

Coherence



6) There is some evidence of disjointed work across the ALB delivery partners, although delivery of work across all delivery partners has been more joined up in West and East Africa. Efforts are underway to have a more joined up approach to planning and delivery of work across all the delivery partners. There are mixed findings for internal coherence across the programme and across the five case study countries. There are some positive indications of internal coherence from instances of joined up working across delivery partners or ALBs, the creation of regional and international linkages within the portfolio, and strong examples of the programme adhering to relevant national/international norms and standards in their delivery of technical assistance. However, these positive instances are dampened by shortcomings due to the delivery model, the planning process, and governance arrangements.

7) External coherence is generally good and there are a number of examples of the programme and its delivery partners leveraging funding from other sources or collaborating with other donors or development partners. The programme demonstrates strong external coherence by being aligned with partner country policies at national (and for some countries international) level.

Efficiency



8) The bilateral programme delivery partners are delivering outputs and activities below their planned levels, while strategic partners FOA and GOAP are consistently delivering against their milestones. Local partner and delivery team member perceive the OCPP implementation by the ALBs as slow and inefficient (particularly in Ghana, Mozambique and Belize) with long periods of time between scoping and the start of activities, and delays to delivery on agreed workstreams. The quarterly reports of the strategic partners show they have consistently delivered as planned.

9) Past achievements by the ALBs and existing networks in partner countries have supported the efficient delivery of OCPP. Concurrently, recent changes in planning, management and coordination processes and mechanisms have improved the efficient delivery of OCPP to a certain degree. The bilateral component of OCPP built on the achievements of CLiP that worked in seven countries of the Commonwealth^[1], all of which were absorbed into OCPP. The assignation of Cefas as the Tier One delivery partner in October 2023 has led to improved efficiency in both planning and delivery. In addition, the use of in-country and local partners has facilitated efficient delivery.

10) A range of factors have led to delays in OCPP implementation, reducing the efficiency of programme delivery. These include: lengthy delays in approvals (Defra) and procurement and planning (ALBs); ALB inexperience in sustainable development contexts; unclear communications and branding across the bilateral programme; and lack of a bilateral programme in-country presence. Defra, in its second Annual Review, acknowledges it should improve the turnaround time, but based on the interviews conducted little progress appears to have been made. According to interviewees the underlying reasons for the

delays in decision-making by Defra were limited staff resources and high staff turnover during some periods of the programme. Stakeholders interviewed noted that the slower-than-expected progress of the OCPP may have been influenced by ALBs, which are scientific and marine regulator institutions rather than international development focused institutions. One of the delivery partners noted that unfamiliarity with working in developing countries has also been an obstacle to delivering activities, which concurs with some of the in-country stakeholders' observations. An interviewee in a coordination role noted that some of the individuals in the ALBs have experience delivering ODA initiatives, but institutionally they are not set up to deliver that type of programme. The lack of the bilateral programme's in-country presence hampers the continuity of activities according to a majority of in-country and delivery partner stakeholders. While ALB visits can galvanize action in-country, as soon as they leave there is a loss of momentum leading to delays in implementation or a loss of direction for the partners.

11) Misunderstandings on the remit, roles and responsibility of bilateral programme delivery partners is affecting the effectiveness of the programme's governance structures. Greater Senior Responsible Officer (SRO) oversight and improved communication on Tier One responsibilities are needed to increase the efficiency and effectiveness of programme delivery. Despite this shortcoming in terms of consistent understanding of management roles and responsibilities across the bilateral programme delivery partners, the Tier One change process of 2023, initiated by Defra and the bilateral programme delivery partners, did introduce improvements to governance structures.

^[1] Belize, India, Maldives, Solomon Islands, South Africa, Sri Lanka and Vanuatu.

12) Delays to signing of Memorandum of Understandings (MoUs)/absence of MoUs has affected the pace and efficiency of programme delivery in some countries. Accountability mechanisms in place with partner governments are weak, in the case of bilateral programme delivery.

13) Engagement of OCPP with local communities has been limited; in-country and local delivery partners are more strongly engaged by the strategic partners, however ALBs are increasingly utilising local delivery partners to support programme delivery. The extent of ALB engagement with partner country governments varies, depending on the country and the thematic area.

14) There have been a number of challenges to Value for Money (VfM) notably in relation to economy and efficiency. Nonetheless, good practice examples are emerging that can potentially drive stronger VfM going forward. Procurement has experienced delays and has been implemented at a slower pace than expected. This is anticipated to pick up in the coming financial year.

15) OCPP is already delivering results that, in time, are likely to deliver significant benefits. However, there is not enough evidence to conclude at this stage whether these have generated VfM returns above and beyond the amount spent. GESI reporting, or the cost of inclusion in the programme, has not yet been addressed by OCPP partners. VfM indicators need to be established to ensure VfM can be monitored and achieved.



Effectiveness



16) The level of effective implementation of OCPD varies across target countries and across delivery partners. The programme is beginning to move towards positive change: sufficient evidence exists that OCPD will make significant contributions to outcome level change for identified emerging achievements, as detailed in the main report. However, a concentrated effort to convert outputs to outcome level results is needed through careful strategic planning that considers the viability of activities delivered in country.

The interim evaluation identified more than 23 key results across the intermediate outcome and outcome level. To date, five results have been identified at outcome level: two in Sri Lanka with the ban on plastics and the Emergency Response work, one result in Maldives in Emergency Response, one result in Belize with pollution monitoring, and one project from FOA (Supply Chain Risk Tool).

17) The achievement of bilateral programme objectives has been hampered by the intermittent presence model of delivery, the geographical breadth and thematic range of the portfolio, and the lack of an effective MEL system. Nonetheless, the dedication and motivation of the ALBs is recognised. When the ALBs are undertaking in-country visits, they tend to serve multiple objectives, and their use of

hands-on approaches has been appreciated by in-country stakeholders. In addition, in-country stakeholders stated that the ALBs add value to stakeholders through their high calibre technical expertise and delivery of trainings. GOAP's delivery model has also been credited by interviewees as being effective.

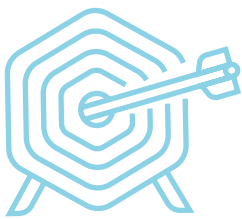
18) While complementary initiatives in the donor and development community are creating an enabling environment for OCPD, delivery has been impacted by the fact that some in-country government personnel have limited availability to contribute to OCPD activities, exacerbated by political and economic factors. ALB personnel noted that this has sometimes resulted in OCPD supplementing government capacity rather than building it.

The OCPD is not working in isolation in the programme countries, and there are complementary initiatives active across programme sites. In-country government staff are a central component of programme delivery and can bring vital capacity to support programme implementation. However, they suffer from capacity constraints as well as other commitments and mandates that compete with OCPD for time.



Tilapia hatcheries supported by OCPP in Belize
Source: OCPP MEL Team

Impact



Thus far, no baseline data was collected by the programme on its three impact indicators.

19) GOAP is demonstrating potential to deliver a strong contribution to impact indicator #1 (“Area of marine environment under sustainable management practices due to OCPP (ha)”). The ALBs can also potentially make a contribution, although likely results are contingent on more work being done for the impacts to be realised.

20) FOA has the most direct link to improvements in livelihoods and wellbeing. For the other components of OCPP, livelihood and well-being impacts are more indirect.

21) The geographical footprint of the programme is not well aligned with its ODA poverty reduction requirements and the skills profile of the delivery partners has been a constraint on integrating poverty reduction and GESI considerations into programming by all partners. Overall, OCPP has struggled to articulate how it will contribute to poverty reduction in its target countries. This issue was also noted in the recent ICAI Review of the BPF and is accepted by UK government. A rapid review of the global evidence for the effectiveness of nature-based solutions for poverty alleviation and environmental outcomes submitted in 2024 by Defra included marine sector interventions. Moreover, the extent and nature of OCPP’s socio-economic impacts, for example on women and

vulnerable groups, is hard to unpack due to the absence of coverage of GESI dimensions in OCPP programming.

For OCPP’s impact indicator 3, all delivery partners can potentially deliver transformational change as defined by ICF KPI 15. **22) Of the delivery partners, GOAP demonstrates, at this point, the greatest potential to deliver transformational change.** Overall, the weighted scores of FOA and GOAP equate to a score of 4, which aligns with data reported by DESNZ^[2] with most ICF programmes (28 out of a total of 55 programmes reviewed) having partial evidence that suggests transformational change is likely. On the other hand, the ALBs scored a 3, with the assessment of the ALBs work inconclusive at this point as there is not enough evidence to indicate that transformational change is likely. This compares with 17/55 ICF programmes scoring a 3.

23) OCPP is supporting global microplastics monitoring harmonisation, approaches to measure progress in the sustainable use of marine resources and ocean accounting, and marine environment knowledge sharing, all of which have the potential for wider impact in the global marine sciences sector. This work is particularly relevant at this time with the move towards a global agreement on plastic pollution (United Nations Environmental Assembly – 5.2^[3]).

^[2] Data reported by a DESNZ representative at a webinar organised by Agulhas on measuring transformational change, 6 June 2024. [Agulhas at gLOCAL-2024: Measuring Transformational Change - Lessons from Climate Action on Vimeo](#)

^[3] UNEA-5.2 also became a historic moment as delegates agreed to establish an Intergovernmental Negotiating Committee with the mandate to forge an international legally binding agreement to end plastic pollution by the end of 2024



Red mangroves at Turneffe Atoll Marine Reserve in Belize
Source: OCPP MEL Team

Sustainability



In order to assess the likely sustainability of OCPP programmes the NIRAS MEL team developed a multidimensional sustainability scorecard covering financial sustainability, operational sustainability, clarity of ownership, retention of trained people in the sector, policy alignment, consumables and equipment maintenance.

24) GOAP and FOA are assessed to have the greatest potential sustainability at this point and have given greater consideration to sustainability; the bilateral delivery partners less so. All delivery partners are striving to develop capacity in their respective work areas to ensure partner countries can take this forward independently of their support.

25) Transition planning has not received sufficient attention, until recently.

Conclusions



The programme has had three full years of implementation and is now in its fourth year with 21 months until closure. It is meeting the needs of stakeholders in partner countries and filling capability gaps, likely to be left unfilled without it. However, some of the shortcomings of OCCP’s design that have been present right from the start, such as insufficient attention on poverty reduction and consideration of GESI in intervention designs, and some inefficiencies in the bilateral partner delivery model, continue to constrain OCCP’s ability to deliver on the expectations set out in its Business Case.

It has taken until Year 4 of the programme for attempts to address these shortcomings in OCCP’s design to gain traction and gather impetus among delivery partners and Defra. Defra and delivery partners agree – the programme does need to do more in these areas. There is now a growing appetite to address the issues with plans underway to address these gaps and some useful interventions such as hiring GESI experts within delivery partners, although the pace of change to address these critical shortcomings is a concern. It now seems likely that bilateral programming for FY 2024/25 will, like earlier years, continue to remain defective in this regard, leaving only one year remaining for the programme to address these major flaws. The complexity of the programme and the lack of development programming experience among delivery partners continue to constrain the ability of the programme to “reset” and focus on these well recognised and essential gaps.

The absence of an ongoing in-country presence by the OCCP in bilateral partner countries is affecting efficiency of delivery and in-country stakeholders are clear – they prefer in-country presence and programmes like OCCP cannot be delivered effectively and efficiently

remotely with in-country missions from time to time. An ongoing in-country presence would serve as a platform for fostering close relationships with in-country stakeholders and advocating and catalysing change to policies and practice concerning sustainable, inclusive and equitable management of the marine environment. In this closing phase of the programme, to consolidate and harvest the results of earlier work and deliver on outcomes, such in-country presence could be instrumental and catalytic in OCCP’s realisation of its outcome level potential.

To deliver systemic/transformational change in the management of the marine environment, policy influence is a must. At present, the current bilateral programme model is somewhat defective in driving forward with partner country stakeholder momentum behind key policy reforms/changes in practice. FOA and GOAP use different delivery models more aligned to systemic change ambitions and driving scalability/paradigm shifts – for example in mainstreaming use of ocean accounting. In the final phase of OCCP, it is important to take stock, consolidate and reflect on where can the programme influence policies/practices, building on its earlier work.

Lab equipment provided by the OCCP in Sri Lanka
Source: OCCP MEL Team





FTIR-Microscope provided to the Hummingbird Analytical Laboratory at the University of Belize by the OCPP
 Source: OCPP MEL Team

It is likely that OCPP will make useful contributions to outcomes in the partner countries supported by the bilateral partnerships. There are already a number of key results, from both bilateral and strategic partnership work, which show potential to mature into outcome level change, which bodes well in terms of the programme making a difference to managing the marine environment. GOAP, in particular, shows good potential to deliver strong impacts. MEL systems need considerably more investment and more capacity is needed to engage MEL from delivery partners. While the NIRAS MEL supplier have supported all delivery partners to develop and implement the MEL framework over the past year, the programme runs the risk of “missing” key results in its reporting because of the insufficient attention and no dedicated resources for MEL in the bilateral delivery partners. To piece together the story on what OCPP is doing in each country selected for case studies was a big challenge for the evaluation team as there was no systematic monitoring of outputs or results available from the ALBs.

While sustainability of FOA and GOAP’s work is assessed as good, likely sustainability is considered weak at this point for the ALBs work due to insufficient attention thus far, with the prevailing view that sustainability is something that should be considered at the end of a programme. For the OCPP Scholarships to make a lasting difference to

the pool of expertise and capacity in partner countries the scholars will need to remain working in the sector in their own countries.

Overall, OCPP is a useful and valued programme with potential to deliver some significant results, with strong potential in evidence already in the case of GOAP. But the programme has suffered from starting delivery without being appropriately set up (particularly the bilateral partnerships) and from major design flaws in terms of its consideration of poverty and GESI as an ODA programme. These issues need addressing without delay, alongside an injection of appropriate development and GESI expertise and strong leadership commitment, and a drive to make big changes.

Lessons learned and recommendations

The interim evaluation has identified lessons learnt by the programme thus far that are applicable to the wider Blue Planet Fund and other similar UK development aid interventions.

1) GESI analysis is critical to the design of all interventions. The International Development (Gender Equality) Act of 2014 requires that development assistance must be delivered in a way that is likely to contribute to reducing inequality between persons of different gender. OCPP paid limited attention to GESI considerations in its design and delivery due to little GESI awareness. The lesson for other programmes is that if a delivery partner does not understand the implications of their intervention on gender and inclusion, then they should commission research to better understand it to ensure GESI considerations are integrated into programme design and delivery, and that programme results are achieved equitably.

2) Annual planning and funding cycles can inhibit delivery of long-term system change. OCPP’s bilateral partnerships demonstrated limited strategic focus in their engagement

with partner countries and were activity rather than outcome focused, in part due to the absence of a robust MEL framework and multi-year planning. To ensure programmes contribute to outcomes and impact, programme teams should use the theory of change as it sets out the pathways to the desired change the programme is expected to achieve and should also invest in MEL systems to enable the tracking of progress.

3) OCPP's ALB delivery partners did not pay sufficient attention to sustainability in the design of many of their interventions, missing opportunities to use sustainable approaches to capacity development, for example training of trainers, etc. To better ensure the sustainability of programme support, programme teams should consider sustainability from the start of design of the interventions and not just at the end. Failing to do so is likely to lead to inefficient resource usage and insufficient retrofitted sustainability plans, ultimately limiting the achievement of long-term sustainable results.

4) OCPP stakeholders noted that they were pushed to start delivery of the programme right away and that the necessary systems and processes were not in place at the outset to effectively and efficiently manage the

programme, for example a MEL framework. The lesson from this, for other programmes, is that "building a plane while flying it" is not a good approach to ensuring a programme's systems and processes are in place and fit for purpose to effectively and efficiently monitor and manage the programme.

5) Many of the countries within the OCPP's current portfolio are legacy countries from the previous UK Government programmes, such as CLiP from 2018-2020 and Commonwealth marine Economies (CME) programme from 2016-2022. Evidence from case study countries indicates that the OCPP has been able to capitalise on established relationships and priority areas of activity already established by predecessor programmes. This demonstrates that building on legacy programmes can create entry points and foundations for a new successor programme to take advantage of and facilitate a smooth transition to the new programme's delivery.

6) To deliver systemic/transformational change in the management of the marine environment, policy influence is a must. The findings concerning ALBs work indicates that their approach, at present, is somewhat defective in driving forward, with partner country stakeholders, momentum behind key policy reforms/changes in practice. Delivery partners cannot assume that these changes will happen organically or that policy influence is out of scope. FOA and GOAP use different delivery models more aligned to systemic change ambitions and driving scalability/paradigm shifts. Future programmes can learn from this that to achieve systemic and long-term change or policy reforms, scientific or technical solutions must be complemented by advocacy, engagement and ownership building capabilities.



Lab equipment provided by the OCPP in Sri Lanka
Source: OCPP MEL Team

7) One factor behind the slower-than-expected progress of the OCPP was that the ALBs are scientific and marine management and regulation institutions, rather than international development focused institutions. This could help explain some of the gaps in in-house expertise in areas such as international development, capacity to deliver project management, GESI and MEL and has invariably impacted on the extent to which the ALBs' work has considered poverty ambitions and GESI considerations. To avoid these issues, programmes should set out, from the outset, the different skill sets needed to run their programmes, recognising that development expertise, project management, MEL and GESI analysis are essential competencies alongside technical /scientific expertise for design and delivery programmes like OCPP.

8) In-country stakeholders have limited understanding of what has been delivered or achieved in the past by OCPP's ALBs and on who is doing what and working where. In-country stakeholders have requested improved communications and coordination on what OCPP's ALBs are delivering and the results being achieved. It was felt that the absence of an ongoing in-country presence in most bilateral partnership countries was in part to blame for this issue. The lesson distilled from this experience is that to ensure traction in-country and efficient, effective delivery, programmes need some form of local and ongoing in-country presence.

9) Joint scoping missions and joined up planning processes can generate efficiencies and synergies, as shown by OCPP's ALBs. However, the ALBs experience of scoping also shows that for scoping and design activities, remote working is less effective than in-country missions.

10) GOAP is paying active consideration to sustainability and plans to establish Indonesia as a global exemplar country in terms of integrating national ocean accounting into national policy and decision making.

GOAP plans to use a sustainable approach to the development of "South-South" technical collaboration capacity including pilot collaborations and creating a regional network that will build long-term capacity and reduce reliance on ODA support. The ambition is to enable Indonesian partners to assist other countries develop their own ocean accounts. Other programmes should consider the appropriateness of South-South exchanges and delivery models for sustainability reasons.

11) GOAP has been effective in leveraging funding from other donors and development partners. FOA has also engaged successfully with other donors and development partners to take forward the work initiated under OCPP. It is important for other programmes to actively engage with other development programmes and partners to expand funding opportunities to support improvements to the marine environment.

12) OCPP's ALBs have successfully collaborated with University of East Anglia to support the development of a global microplastics laboratory network. Other programmes should consider cooperating with other institutions or development partners to amplify their global impact.

The following recommendations are based on the evidence and analysis undertaken for this evaluation. There may be other factors or considerations this evaluation team are unaware of that Defra and the delivery partners are required to take on board. These recommendations are grouped into two categories: recommendations to deliver impact and recommendations to improve the process of delivery.

Recommendations to deliver impact

1. GESI considerations must be mainstreamed in programme design.
2. Poverty alleviation must be better integrated to achieve the intended programme impact.
3. Defra and OCPP programme leadership should carefully consider country and activity prioritisation in the remaining years of the programme.
4. External communications need to be enhanced and amplified to ensure impact and sustainability.
5. OCPP's strategic planning processes need to better integrate the programme and country-level ToCs.
6. For OCPP to achieve long-term impact, it will require interventions oriented towards policy change and reform.
7. Sustainability needs to be integrated with all OCPP activity planning.
8. Transition plans need to be developed for all OCPP bilateral components.
9. OCPP should find opportunities to better promote in-country opportunities to ensure expertise retention.

Recommendations to improve process

10. Internal knowledge sharing should be promoted and streamlined to enable more effective delivery.
11. Programme governance including decision-making, approvals and escalation need to be streamlined.
12. VfM monitoring needs to be embedded and strengthened.
13. The OCPP delivery partners should invest in resourcing MEL.
14. Management processes must be consolidated and strengthened.
15. Engagement with in-country stakeholders and donors should be strengthened to ensure effective coordination.

