

Excerpt from “A Foundation for the Future: Strengthening Follow-up and monitoring in the MMTP to ensure robust environmental protection” (2017)

by Dr. Patricia Fitzpatrick

EXHIBIT NUMBER: CAC-006.
File Name: MMTP.
Date: May 23, 2017
Received by: [Signature]
(Commission Secretary)

Table: Best Practice AM

Plan (and hypothesize)

- A-1 To what degree does the proponent’s management strategy recognize and accept uncertainty and thereby create safe and rewarding conditions to experiment carefully (and to make occasional errors as long as the errors result in learning that leads to an improved project or better management)?
- A-2 To what extent does the management strategy take a long-term, multi-scale, and integrative view of the environment?
- A-3 Are the right people involved for developing a deep and nuanced understanding of ecological, social, economic, and cultural contexts?
- A-4 Are opportunities being taken for active experimentation using questions and hypotheses that are testable, quantifiable and replicable? And are the experiments focused on the uncertainties most likely to influence management decisions?
- A-5 Is the design of the undertaking and its implementation as well as the adaptive management strategy sufficiently flexible to make adjustments in response to lessons learned?
- A-6 Is planning transparent, open to scrutiny, and designed to encourage thoughtful and constructive debate? And does the strategy explicitly address the multiple goals of stakeholders?
- A-7 To what degree does the strategy cover adaptive capacity to pursue emerging opportunities for new or enhanced positive effects as well as unexpected risks or damages?

Do (and monitor)

- B-1 Are the right people involved for regular monitoring of ecological, social, economic, and cultural effects and for effective sharing and application of associated learning?
- B-2 Are the timelines to obtain verified results compatible with management decision-making requirements?
- B-3 Will monitoring differentiate among different hypothesized outcomes from a particular strategy, and thus contribute to learning about how the managed system works?
- B-4 To what degree is implementation and monitoring transparent, open to scrutiny, and designed to encourage thoughtful and constructive debate?
- B-5 How is the monitoring designed to track and identify indirect and cumulative as well as direct and project-specific effects?

Evaluate (and learn)

- C-1 Are suitable organizational structures and financial resources in place for evaluation of monitoring results, and for promoting learning and innovation?
- C-2 Are the right people involved for careful evaluation, and for promoting learning and innovation?
- C-3 Are suitable approaches being used for evaluation purposes?
- C-4 To what degree are evaluation and learning processes transparent, open to scrutiny, and designed to encourage thoughtful and constructive debate?

Adjust (as needed or desired)

- D-1 Are suitable organizational structures, skills and financial resources in place for adjusting the strategy and the project in response to lessons learned?
- D-2 Does the proponent address how adjustments will be made?
- D-3 Are the right people involved to ensure effective implementation?
- D-4 Is the process of making adjustments transparent, open to scrutiny, and designed to encourage thoughtful and constructive debate?