

Project Evaluation Series

**Final evaluation of
“Conservation and sustainable use of
biodiversity, forests, soil and water to
achieve Good Living/Sumac Kawsay in
the Napo Province (FSP)”**

**Project code: GCP/ECU/082/GFF
GEF ID: 4774**

Management Response

1. Introduction

1. Evaluation contributes to accountability and lesson learning, and should lead to better management decision-making and better performance. In order for the evaluation to play its role, as part of a set of measures and procedures, careful consideration of its recommendations is required as a basis for management decision-making.
2. Since 2006, FAO's evaluation policy states that all FAO assessments should receive an administration response (MR) and a Follow-up Report (FR). A standardized and controlled quality in the Organization's responses and Follow-up Reports to evaluations improves the transparency of the evaluation process and allows lessons to be drawn from the effectiveness of, and compliance with corporate evaluation policy. This guidance guide describes the roles and responsibilities for preparing such reports.
3. The FAO Office of Evaluation (OED) is also aware that evaluation reports should, in themselves, facilitate management's decision-making on recommendations and follow-up. Therefore, OED, in fulfilling its quality control function, will endeavour to ensure that the evaluation recommendations are clearly and unambiguously expressed.
4. All consultations on these procedures should be addressed to the Director of the Office of Evaluation.

2. Management Response

1. The Management Response is the document by which the FAO administration, at the project, country, region, division or organization level:
 - i. expresses its general opinion on the evaluation process and the report, conclusions and usefulness;
 - ii. responds to individual recommendations, either by accepting them in whole or in part, or by rejecting them; and
 - iii. describes how they implemented recommendations that were fully or partially accepted.
5. The unit with the greatest responsibility for the implementation of the evaluated work (hereinafter referred to as the Responsible Unit) should take the lead in preparing the MR, as specified in the evaluation Terms of Reference themselves. In doing so, the Responsible Unit should consult with all those who have a part of the work being evaluated and obtain a response from all those who will have the responsibility to implement each recommendation. The response to each recommendation should be approved at a level of decision-making responsibility for the issues at stake. In the case of recommendations addressed at the corporate level, the Chairman of the Evaluation Committee (Internal) shall be responsible for final approval, in consultation with the members of the Committee, as appropriate.
6. The Management Response should be prepared using the format described below:

2.1. Management Response to the evaluation

2.1.1. Overall response to the evaluation

7. In this section, management presents its general view on the evaluation, the report, its conclusions and its usefulness.
8. In the perspective of consolidating, strengthening sustainability and maximizing the positive effects and impacts of the processes, experiences, products and results of the proposal for comprehensive management of natural resources in Napo province, which the project "Conservation and sustainable use of biodiversity, forests, soil and water as a means of achieving good living/Sumac Kawsay in Napo province" has been generating from mid-2015 to the present day, considers in a relevant and objective manner the final evaluation process carried out by the project evaluation team between September and November 2019, under the active participation of FAO's representative team in Ecuador, the Ministry of environment, the Provincial Government of Napo, other public and private entities, universities, non-governmental and cooperation organizations, leaders and partners of local communities and association ventures.
9. The evaluation process has allowed to establish spaces for analysis of the progress made, to assess the relevance, efficiency, efficiency, sustainability and impact of the proposal and technical and operational strategies developed by the governance and technical team areas of the project, as well as to identify the driving and restrictive factors that have been presented during the management period, thus identifying relevant recommendations to consolidate and strengthen the sustainability of the project.

10. In this regard, on the basis of the established recommendations, the necessary actions and investment resources that shape the Operational Plan (POA) for the extension period between January and October 2020 have been prioritized, which has been analyzed and approved in the technical management and project management committees (MC and PSC), the general activities of which are set out in Box 1 of this administrative response document.

2.1.2. Response for each recommendation

11. In this section, management should address each recommendation, discussing them in the order in which they were presented in the executive summary of the evaluation report. This should be done using the format of the Management Response Matrix below (see Table 1) and include:
- a. the recommended number and text copied from the evaluation report;
 - b. indication of whether the recommendation is accepted, in whole or in part, or if it is rejected;
 - c. a description of the actions to be implemented, with comments as required by the necessary conditions during implementation, or the reasons why the recommendation has been partially accepted or rejected;
 - d. fao's part or unit responsible for implementing the action(s);
 - e. the deadline for implementation and/or work plan, if required;
 - f. indication if additional funding by FAO or a resource partner is required for the implementation of a recommendation.

Table1: Management Response Matrix

Management Response to the evaluation of the project "Conservation and sustainable use of biodiversity, forests, soil and water to achieve Good Living/Sumac Kawsay in the Napo Province (FSP)"					February 2020
Project code: GCP/ECU/082/GFF GEF ID: 4774					
Evaluation recommendation	Management response Accepted, partially accepted or rejected	Management plan			
		Measures to be taken, and/or comments on partial acceptance or rejection	Responsible Unit	Period	Additional funding needed (Y o N)
To FAO-EC:					
<p>Recommendation 1</p> <p>In order to have realistic time for the consolidation of several products and thus generate stronger results, FAO is recommended to consider a 6-month extension of the Project. This is mainly needed to capitalize and make Sustainable Development Fund for the Napo Province (FODESNA) operational (pilot level), not only for reasons of effectiveness but also because the terms of the contract with the consultant require FAO to seek this extension. If the extension is given, this period can be used to consolidate other products as well as ensure accompaniment to the formulation of the Land Use and Development Plan (LUDP), the interinstitutional model and the consolidation of value chains and bio-trade initiatives. It is important that all Project partners do not consider the extension as a closing phase, characterized by the completion of contracts and farewells of colleagues, but as a phase of consolidation of the results; the most important semester of the Project to ensure its</p>	Accepted	<p>Development of the project extension plan until October 2020, including POA Operational Plan and Purchasing Plan (PAC) approved by the Management Committee (MC) and Project Steering Committee (PSC)</p> <p>The activities prioritized in the POA 2020 are:</p> <p>Approval of the provincial ordinance for the constitution and management of FODESNA</p> <p>Completing the process of establishing FODESNA</p> <p>In the POA and PAC establish the necessary economic resources for the piloting of FODESNA, establishment of the technical secretariat and advance the capitalization of the fund.</p> <p>Follow-up to the management of the inter-institutional committee to coordinate the management of Napo's natural resources</p>	PROFAFOR Project/Consultant/ Napo/FAO Ecuador (FAO-EC) Provincial Government Team	January - October 2020	N

<p>success. The following suggestions are made to achieve this:</p> <ul style="list-style-type: none"> •Based on the 2020 POA proposal, the EP should develop a detailed work plan for this 6-month period, ensuring not only the activities planned to generate the products prior to completion, but also their form of funding and the necessary staff. •FAO-EC should ensure the allocation of sufficient resources (financial and human) for effective generation of incomplete products. •The Government of the Napo Province (NPDAG), supported by the EP, must ensure that, with the support of the Project, the completion and implementation of the PDOT is achieved and that the development and implementation of the PDOT of municipalities and parishes is directly and constantly monitored, incorporating environmental criteria. •The NPDAG must achieve the legal and operational establishment of FODESNA (including human equipment and infrastructure) by the end of 2019, and channel the available fund for its initial capitalization. FAO-EC should use the available piloting fund with the support of the EP and consulting firm, and develop its initial work plan, start piloting and capitalization strategy. •The EP should finalize the interinstitutional model proposal and the NPDAG should implement and actively follow up on this model. •Before the end of 2019, the EP must develop a specific sustainability plan for the actions of components 2 and 3 that are on track (value chain in orange, fiber initiatives, orchids, Chakra seal), but certain actions are missing so that they can become self-sufficient or continued by other actors. 		<p>with an emphasis on the Sumaco Biosphere Reserve (RBS).</p> <p>Follow-up to the development of the Participatory Guarantee System (GSP) for the award of the Chakra seal for the different support products of the project</p> <p>Follow-up to the revision of the proposed update of the LUDP 2019 – 2023 and its initial implementation, including the socialization of the provincial chamber's resolution for the inclusion of environmental criteria of cantonal and parochial LUDP.</p> <p>Have a plan to strengthen the sustainability of the project's processes and products, in line with the actions and strategies of the 2020 POA.</p>			
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To GADPN:					
<p>Recommendation 2</p> <p>Considering that the Project does not have a sustainability plan in the future, it is recommended that the extension period should also be used to seek continuity of support for promising initiatives, and to continue, replicate and scale activities relevant to the sustainable development of the province. For this, it is suggested that:</p> <ul style="list-style-type: none"> •Before the end of January 2020, NPDAG, with support from the project team, develops a concrete sustainability plan that identifies these actions and products that need continuity or scale, specify managers, budgets and dates for each of the necessary actions. It should also identify other initiatives and actors (including the MAE, and other GADs, NGOs and projects such as PROAmazonía, FFF, etc.) that may accompany these actions in the future. •During the extension period, NPDAG, with the support of the project team, should hold talks to identify these initiatives and actors with the aim of reaching concrete accompanying agreements. 	Accepted	<p>POA and PAC 2020 analyzed and approved by decision-making (Napo Prefecta) and NPDAG technical focal points (NPDAG a Environment, Production and Planning Directors), a process that aligns with the prefecture's work plan.</p> <p>Development and joint implementation of a plan to strengthen the sustainability of project processes, including: establishment and implementation of the FODESNA financial mechanism; management of the inter-agency committee coordinating the Sumaco biosphere reserve; transfer of processes and tools to the Provincial Government of Napo; operation of the GSP for the granting of the chakra seal; leadership of technical teams of associative ventures in the consolidation of value chains; continuity of technical assistance through the projects of the mechanism for forests and farms FFF, Project Cacao Climáticamente Inteligente, PROAmazonia, among other partners and partners.</p>	-Napo Provincial Government/FAO-EC project/representation team	January - October 2020	N
To the Project Team					
<p>Recommendation 3</p> <p>For maximum visibility at the end of the Project and availability of Project products, tools, and tutorials for future users, it is recommended that the project team publish all reports, systematizations, and protocols to a visible, easily accessible and permanent site. For this it is suggested that:</p>	Accepted	<p>Review, editing and publication of the systematization document of the processes, experiences and lessons learned from the project.</p> <p>Permanent update of the website of the natural resources information system of the province of Napo, with all the products of the project http://infonapo.org/. Site that is</p>	PROFAFOR Project/Consultant/ Napo Provincial Government/FAO Ecuador Representation Team	January - May 2020	N

<ul style="list-style-type: none"> •The project team ensures compliance with all communication and systematization products, contracted before the end of 2019. •The project team agrees, with NPDAG, to include visible project products on the NPDAG website, to train the staff in charge and to communicate their location by other means (radio, television newspapers, direct meetings). •The NPDAG must ensure that this information is maintained, and its permanent availability, in the long term. This involves, among others, the permanent dedication of a web-master, trained by the Project. •The project team should implement a communication campaign aimed at the final actors in the value chains of sustainable agriculture, biocommittee and tourism, in order to increase the chance of success of the initiatives supported by the Project. This could include promoting a specific consumer audience of tourism ventures, sustainable products and raising awareness of the added value of the Chakra seal. 		<p>linked to the napo Prefecture website http://www.napo.gob.ec/website/</p> <p>Socialization and delivery of infographics, flipcharts, videos, spots and other communication materials to public, private institutions, producer organizations, local governments, NGOs, Cooperation, peoples and nationalities, among others.</p> <p>Publication of summaries and articles of project achievements in newsletters, reports and other communication tools at the local and regional levels.</p> <p>Development of a final seminar on socialization of experiences, achievements and continuity of processes, in partnership with local universities and project partner institutions.</p>			
<p>FAO and other GEF implementation agencies</p>					
<p>Recommendation 4</p> <p>To ensure more effective and efficient performance of an GEF-funded project, FAO and other GEF implementation and implementation agencies are suggested to develop similar projects, in similar contexts:</p> <ul style="list-style-type: none"> •To facilitate co-financing monitoring and analysis of their membership and additionality, co-financing or collaboration commitment letters, project partner institutions should not be limited to the total financial contribution but always specify the specific destination of these amounts and non-monetary institutional 	<p>Accepted</p>	<p>Generation of letters and/or co-financing reports of project partner entities, including precise investment activities</p> <p>Socialization of documents, conclusions and recommendations for systematization of gender application and Free, prior and informed consent (FPIC) in the project, through websites and other channels of communication</p> <p>Include the analysis of the communication and knowledge management component,</p>	<p>Project team /FAO Ecuador Representation/GEF Portfolio</p>	<p>January - May 2020</p>	<p>N</p>

<p>commitment (personnel, information, actions). At the end of the project, the certifications of the realization of this co-financing and collaboration, must also have the same level of detail.</p> <ul style="list-style-type: none"> •To ensure the inclusion of equity principles and also to seek transformational results in this field, it is necessary to always include a gender analysis and strategy, participation and FPIC (where relevant) at the beginning of the project design in order to incorporate gender and equity objectives, indicators and strategies from design and thus promote these issues in all activities in a transcendental way and make them effective from the first day of its implementation. Implementation agencies such as FAO have extensive international expertise in the issue that should be mobilized for this purpose during project design. •Just like the gender and equity strategy, any project must have its communication and knowledge management plan, monitoring and monitoring and sustainability in the first year. While almost all GEF projects plan to do this, implementation agencies must ensure that it is effectively implemented in the first year. 		<p>monitoring and monitoring and sustainability, within the overall systematization process of the project, in order to share the experience and lessons learned</p> <p>Analyze these recommendations from the project evolution team, with the programme team and the GEF portfolio of FAO's representation in Ecuador.</p>			
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