

Management Response MTE Award: 58572/72785/Degradación Tierras en el Chaco PIMS 4030

UNDP Management Response Form

Mid Term Evaluation of the Land Degradation in the Chaco Ecosystem Project (Argentina, Bolivia and Paraguay)

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Evaluation Recommendation or Issue 1. *The main recommendation of the midterm evaluation is based on the prioritization and targeting of compliance in the demonstration projects developed in pilot sites of the 3 countries. It establishes that the implementation strategy to be applied going forward until the conclusion of the project should focus on prioritizing the work in pilot sites (including technology validation of projects, training, exchange of experiences), which will not only help to improve the levels of budget execution (given the highest percentage in financing), but also it will strategically improve the linking in the implementation of the joint project between components and building a regional perspective that up to date is missing.*

Management Response: *We agree with the evaluator's recommendation which considers that it is important to focus the strategy on the demonstration project under pilot sites of the 3 countries, since the financial progress was not the one that all were expecting and with the focus strategy also the project coordinator and its staff will work to link the experiences in the 3 countries covered by the project and this will allow the project to have a regional perspective that is not present in the targets achieved up to date.*

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
1.1 UNDP's Strategic Plan 2014-2017 establishes that the relevant projects should plan on a targeted and focused way that it preserves the quality and contributes to ensure the achievement of the results. This project covers 3 countries and with a focus strategy on the demonstration projects on pilot sites it will be better to achieve results on them than to create more projects that would be very difficult to manage.	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	ROAR 2014 and 2015	On Track
1.2 The articulation of the components of capacity building, extension and outreach of the project, and later the biodiversity and carbon products. This will help to improve the levels of budget execution, and also it will allow project coordination to strategically make the linking in the implementation of the complete project between its components and it will be possible to build the regional perspective that is absent.	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	ROAR 2014 and 2015	On Track
1.3 As the performance of the project is low and needs to improve it, there are always ways to do so, all the experiences and pilot sites should be coordinated in the 3 countries and the main coordination should develop a regional perspective strategy to follow in the project.	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	ROAR 2014 and 2015	On Track

Evaluation Recommendation or Issue 2: <i>It is recommended for the remaining time of the project to focus the implementation of demonstration projects in pilot sites in two thematic areas: water resources and local producers.</i>				
Management Response: <i>The Chaco is a complex region so the efforts should be concentrated as the evaluator recommends on the water resources area and the local producer that will generate a sustainability strategy of the project in this ecosystem.</i>				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
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2.1 As it is recommended to focus on water resources within the ecosystem management and forest ecosystem management to solve a common problem, that is approached from the perspective of rational and sustainable resources management. This approach should be implemented as soon as possible since it is part of the sustainability of the forest ecosystem and the integration of forest in the management of water resources, not necessarily from a public health perspective or human consumption.	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
2.2 This area of action is in the process of incorporation in Bolivia and Paraguay. So it is important that this approach would be deepen and raised with running actions for the region, like the ones from bee-keeping, crafts, production systems for the management of forest resources, always emphasizing the work with local producers and stakeholders, which can subsequently produce results to share with the implementation of projects in pilot sites and this will motivate to develop a tangible regional perspective that it is under construction.	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
2.3 The perspective to reach a larger scale replication with a single integrated approach strengthens the dynamics between the components and helps to build the foundation for a common integrated approach that can help to build a comprehensive view of the best practices for a sustainable management of the trans boundary ecosystem of the Great American Chaco.	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
Evaluation Recommendation or Issue 3: <i>The evaluator recommends the articulation on a results chain: all the Pilot Sites concentrated on of the results can be articulated in a positive and strategically way with a capacity building and with an emphasis on the local level, which will help to build technical capacities related directly to the implementation of demonstration projects focused on the two proposed areas (water resources and producers) with an effective exchange of experiences and good practices, focused as a current management tool and not from the perspective of only an exit strategy.</i>				
Management Response: <i>The evaluator is giving interesting recommendation to make the 3 countries work together, even though Argentina is a little ahead than Bolivia and Paraguay, so this countries should reach Argentina, and all the 3 will have to work closely in the articulation of a results chain.</i>				

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3.1 The project can utilize as a positive progress the development of the pilot sites in Argentina, to contribute with the exchange of experiences and lessons learned that will be provided to Paraguay and Bolivia, to be at the same level of development, and then to closely and on a coordinated basis work together in the 3 countries at the same speed.	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
3.2 The project must work a monitoring and evaluation system that will help to all the Pilot Sites to have an adequate project management and to learn and share the best practices and proactively correct the problems.	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
3.3 All the Pilot sites can become a regional union where technological innovation projects will be working at regional level, and which they can be framed and emphasized with the capabilities of the 3 countries in a South-South cooperation process and on a regional integration in a single landscape unit. The emphasize now is more clear to work on SSC and integration.	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
Evaluation Recommendation or Issue 4: It is recommended that the component 3 of the project develops a new exit strategy redesigned on a way to exchange of experiences, good practices and lessons learned, which should begin to be implemented as soon as possible based on the progress and problems encountered in implementing pilot sites, and taking as a starting point all the advances made in the case of Argentina, and Bolivia and Paraguay should reach this level to allow all the project to get a higher rate of implementation, and to start with an exchange of knowledge management and the best practices which will contribute to help to build a regional perspective.				
Management Response: We agree with the evaluator's recommendation in order to develop a new "exit strategy" initially for the component 3 of the project and then the whole strategy could be redesigned to help the concentration of the efforts of the 3 countries in achieving high quality results at a regional perspective.				
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4.1 It is recommended to initiate as soon as possible the labor of exchange of experiences and best practices conducted on regular basis in a manner of inter and intra regional, so with that a positive exchange will emerge between different Pilot Sites in one country, and they can even help strengthen the implementation of the other Pilot Sites, plus the exchange between them of the 3 countries.	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	UNDP CO Dashboards, ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
4.2 It is also recommended to initiate as soon as possible that the exit strategy for future GEF projects should be reconsidered in this perspective and it must be implemented as exchange of experiences and an important tool for project management from the back part	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	UNDP CO Dashboards, ROAR 2014 and 2015 and	On Track

before the end of the project. If an exit strategy remains to before the end of a project, the conditions for ownership and replicability are lower from the perspective of positive exchange of experiences.			GEF Tracking Tools 2014-15	
Evaluation Recommendation or Issue 5: <i>The evaluator recommends, the design, formulation and development of an strategic action plan for the implementation of pilot projects and demonstration sites in the 3 countries, together with the products of biodiversity and carbon at a later stage to the completion of the project.</i>				
Management Response: <i>We also agree in this recommendation of the external evaluator, since an strategic action plan will contribute on a great way to a better project management and concrete and integral actions to be followed according to the strategic decisions that may arise from this action plan.</i>				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
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5.1 Once it has progressed effectively and efficiently in compliance with the activities in pilot sites in the first stage and the Joint Action Plan recommended by the evaluation must be implemented because it will be very important to continue with the activities and products of the other two results in a subsequent steps. Thus, this can also strengthen the link and relationship between the outcomes and impacts of the project, achieving benefits in terms of biodiversity, carbon and best practices for sustainable forest management and land, as it currently does not have a solid link and relationship between these topics.	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	UNDP CO Dashboards, ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
5.2 This Joint Action Plan should be worked in a common way, and agreed and approved by all instances of the project (agencies, countries and Coordination Unit). The development and implementation of this Joint Action Plan will help these three instances have the same information, contributing timely in providing technical and financial information, a situation that does not occur in the present and represents the major bottleneck in the project implementation. It will also help to improve the channels of communication and information..	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	UNDP CO Dashboards, ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
5.3 It is important to set a date to initiate the Joint Action Plan for the first half of year 2015, in which the three instances assess the progress and implementation in the action plan and all effective and efficient implementation of activities, and therefore any significant progress in implementing the plan of action is taken, it will also important for the Coordination Unit to negotiate with the donor an extension of time on the closing date of the project to the implementation and completion of all proposed activities. Otherwise, the successful conclusion will be in danger, since if the problems persist and the bottle necks, in the given limited time remaining. Thus, it would be difficult to achieve the articulation between good practices to prevent land degradation and forests, biodiversity conservation and climate change that will provide	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	UNDP CO Dashboards, ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track


to all agencies, donor and stakeholders the results on global environmental benefits that will complement a very positive outcomes at the local level that can be achieved with the proper implementation of demonstration projects Pilot Sites in the Chaco Ecosystem.				
Evaluation Recommendation or Issue 6: For the national leaders of Bolivia and Paraguay It is recommended by the evaluator to have a technical support for the implementation of the pilot sites, given the territorial extent and coverage of the 4 pilot sites in these countries. This technical support should coordinate closely with both the regional coordinator and the implementing agencies in each country.				
Management Response: This is also an important and valid recommendation for our country that should be taken into account and action to achieve high quality results.				
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6.1 It is important that the regional coordinator has a leading role as a bridge between countries and agencies in order to streamline communication, information and improve coordination. And also It is important that the implementers of Pilot Sites with further advancement (like the ones in Argentina) could provide technical assistance to its pairs in Bolivia and the relevant exchange of experiences. This will also generate greater motivation, commitment, and replicability. The share of their experiences and lessons learned, will strengthen the local participation and this will contribute to create better conditions for local ownership and, consequently, for the sustainability of the project.	January 2015 to December 2016	Project Management Authorities Programme Officer R.Chain	UNDP CO Dashboards, ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track

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