

MANAGEMENT RESPONSE

UNDP/GEF Terminal Evaluation

Management Response and Tracking

Project Title: Enhancing the Protected Area System in Sulawesi for Biodiversity Conservation (E-PASS)

Project PIMS #: 4392

Terminal Evaluation Completion Date: December 30, 2020

No.	Key issues and Recommendations	Management Response*	Tracking**				
		Response	Key Actions	Timeframe	Responsible unit(s)	Status***	Comments
1.	The project has generated experience from partnership, financial mechanism and project activities. These learning should be utilised to improve future project design and implementation by UNDP.	UNDP is to take the lessons learned from TE report	Programme personnel (UNDP CO) will work with MoEF, BAPPENAS and other relevant stakeholders to incorporate the lessons-learned in knowledge sharing activities (webinar, seminar, etc.), and other relevant project implementation.	Webinar in February 2021, and in the near future GEF-financed project designs.	UNDP CO, MoEF and BAPPENAS	Partially completed	The recommendation will be incorporated and implemented in the future project design
2.	The project faced difficulties in disbursing money to the community groups. This has also affected the activities that were to be implemented	UNDP CO will improve the CCA financing mechanism	UNDP Indonesia will coordinate with relevant stakeholders, including MoEF and BAPPENAS to develop	June 2021	UNDP CO	CPartially completed	The recommendation will be shared to other projects that may have similar

No.	Key issues and Recommendations	Management Response*	Tracking**				
		Response	Key Actions	Timeframe	Responsible unit(s)	Status***	Comments
	through community groups (CCA). The fund transfer to site level needs to follow UNDP guidelines and also Indonesian regulation (bureaucracy) and difficulties to access banks in rural areas. It is suggested to improve the mechanism for direct transfer of money to the project sites so that project activities will not suffer. During COVID-19 situation, the transfer of money was improved that means there is way to address this issue.		and establish relevant Standard Operating Procedure (SOP) for fund transfer to CBOs/CCAs.				activities in the fields.
3.	The risk related to biodiversity in Sulawesi is anthropogenic, so it is important to have strong awareness programs to change attitude and actions. The awareness programs of this project seem not sufficient, so it is recommended to continue awareness activities for school children and for community members beyond the project life.	MoEF and relevant stakeholders (including such NGOs and CBOs working in Sulawesi as Yayasan Selamatkan Yaki) will continue carrying out its programme to	MoEF in coordination with relevant stakeholders, including MoEF, BAPPENAS, NGOs etc. to promote the importance of protected areas in Sulawesi.	June 2021	MOEF	Partially completed (on going activities)	Beyond the project implementation, the stakeholders in the fields (National Park Agencies) will keep on carrying out their activities to raise the local awareness in coordination with NGOs and CBOs

No.	Key issues and Recommendations	Management Response*	Tracking**				
		Response	Key Actions	Timeframe	Responsible unit(s)	Status***	Comments
		assure awareness activities for school children and for community members beyond the EPASS project period.					working in the fields.
4.	There are several activities which were not completed and were ongoing. Both executing and implementing agencies need to expedite the completion of the project activities.	UNDP, MoEF, and Bappenas will expedite the completion of the pending project activities.	MoEF will keep on monitoring the progress	December 2021	PMU, UNDP, MoEF	Partially Completed	National Parks have commitment to assure the progress of activities in the fields.
5.	The project initiated an RBM practices for protection of PAs. To make this approach sustainable, RBM guidelines regulation is also developed and submitted. This regulation was not approved by the ministry. Hence, ministry staffs, PA-officials and UNDP should continue following this regulation for approval. Similarly, the SRAK (Action	UNDP and MoEF will collaboratively improve the guidelines and SRAK to be approved by the minister	MoEF will keep on monitoring the progress	December 2021	UNDP & MoEF	Partially Completed	MoEF and National Parks are committed to continue facilitate the progress.

No.	Key issues and Recommendations	Management Response*	Tracking**				
		Response	Key Actions	Timeframe	Responsible unit(s)	Status***	Comments
	Plan) Maleo Senkawor 2019-2028 is also awaiting approval.						
6.	The project initiated micro-grant programme for economic development of the local communities. Such programmes should be continued beyond the project life to encourage communities in conservation and also to improve their livelihood.	UNDP, MoEF, and Bappenas will consider continuing the micro-grant programme through the future related projects and programmes at the same sites.	MoEF will keep on monitoring the progress.	June 2021	UNDP & MoEF	Partially Completed	MoEF at national and fields (National Parks) will continue the programme
7.	The exit strategy was not completed by the time of TE. So, the PMU should develop exit strategy of the project. It was learned that stakeholders at different sites had exit strategy. PMU should include those exit strategies in the overall exit strategy of the E-PASS project.	PMU will complete the exit strategy together with all PIUs	PMU in coordination with MoEF have coordinated the importance of this exit strategy in December 2020.	December 2020	PMU	Completed	MoEF has shared the progress to National Parks (NP), and the NP will take their responsibility to assure the progress and achievements using state budget.
8.	There was no initiation to involve private sector in this project. Private sector could contribute to make conservation sustainable as they contribute by paying	UNDP and MoEF consider involving private sectors in the future projects	MoEF is working closely with relevant stakeholders in Sulawesi to explore potential partnerships with private sectors.	December 2021	UNDP & MoEF	Pending	The recommendation has been incorporated in each protected

No.	Key issues and Recommendations	Management Response*	Tracking**				
		Response	Key Actions	Timeframe	Responsible unit(s)	Status***	Comments
	conservation fees, rent of using PA or promoting products from PAs and bufferzones.		The effort is incorporated into the PA Management Plan in each protected area.				area management plan
9.	It is recommended to upscale and replicate lessons learned on RBM from this project by UNDP and other agencies involved in this project. There could be many potential donors willing to invest in such activities so it is also recommended that lessons learned should be disseminated to a large audience including other areas of the cattle corridor and beyond. UNDP and GEF could use its network for dissemination.	UNDP, MoEF, and Bappenas consider to upscale and replicate lessons learned on RBM from this project	UNDP in coordination with relevant stakeholders	December 2021	UNDP & MoEF	Completed	The recommendation will be incorporated and implemented in the future project design
10.	Successful options to finance PAs should also be piloted in all PAs of Sulawesi and other parts of Indonesia.	MoEF and Bappenas will consider piloting the scheme of financing PAs in Sulawesi and	BAPPENAS in coordination with relevant stakeholders to assure the potential plan and implementation.	December 2021	MoEF	Pending	BAPPENAS will work closely with MoEF and Ministry of Finance to explore potential options

No.	Key issues and Recommendations	Management Response*	Tracking**				
		Response	Key Actions	Timeframe	Responsible unit(s)	Status***	Comments
		other parts of Indonesia					
11.	As economy of the communities living in the vicinity of the PAs are weak which make them depend on forest resources for their livelihood, it is recommended to develop more economic development activities for the improving local economy to reduce their dependency on forest resources.	UNDP and MoEF will develop more economic development activities for the improving local economy to reduce their dependency on forest resources.	MoEF and BAPPENAS in coordination with relevant stakeholders	December 2021	UNDP & MoEF	Pending	The recommendation will be incorporated and implemented in the future project design
12	In this project, it was observed that some of the research activities were overlapping. Hence it is suggested that future project should avoid consider overlapping of research or any other activities.	UNDP and MoEF will apply this recommendation to avoid the overlap of the researches and activities in the future projects.	MoEF, BAPPENAS and UNDP will coordinate with relevant stakeholders who are planning to or have conducted research activities in Sulawesi.	December 2021	UNDP, MoEF	Pending	The recommendation will be incorporated and implemented in the future project design

* Unit(s) assigned to be responsible for the preparation of a management response will fill the columns under the management response section.

** Unit(s) assigned to be responsible for the preparation of a management response will be updating the implementation status. Assigned with an oversight function monitors and verifies the implementation status.

*** Status of Implementation: Completed, Partially Completed, Pending