##### Recommendations and management response

##### STRENGTHENING THE MANAGEMENT OF THE PROTECTED AREA

##### SYSTEM TO BETTER CONSERVE ENDANGERED SPECIES

##### AND THEIR HABITATS (Final Evaluation)

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| **Final evaluation recommendation A1.** Consolidate the project exit strategy\*, including at least: (a) the financial strategy for development of the endowment fund (FONCER), defining resource mobilization mechanisms and including possibilities for funding by private capital; (b) an action plan with specific activities or projects to be funded by FONCER; (c) indication of the mechanisms through which the information and data produced through the project will be available to protected areas, project partners and stakeholders; (d) recollection of lessons learned; (e) recommendations for continued work by CONANP and partners, considering the National Program for Protected Areas 2020-2024. |
| **Management Response:**These recommendations are being attended in different ways. Those concerning (a) will be fulfilled withing the development of the financial strategy. Concerning (b) and based on the project experience, CONANP has developed a project wallet to be proposed for the use of resources generated from FONCER, also specific proposals will be created for each species in the execution analysis of PROCER. Regarding (c) and (e), they will be addressed in the exit strategy. Finally, (d) will be addressed with a consultancy for lessons learned and best practices.Next actions include the follow-up of these processes to guarantee their development. |
| **Key Action(s)** | **Due date** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| Design the financial sustainability strategy.  | 30 April 2021 | UCPCONANP Oficinas CentralesPNUDBIOFINFMCN | Completed | The financial sustainability strategy has been completed and institutionalized in CONANP. The strategy considers the strategic use of the resources of FONCER to finance priority species conservation actions in the Natural Protected Areas system. CONANP in collaboration with the FMCN and CTFFONCER has developed the criteria to proceed with the call for proposals and evaluation of initiatives to be financed by FOCER’s interest. |
| With the Support of technical criteria such as the analysis of PROCER’s execution recommendations, CONANP will create, evaluate and follow-up on the projects that require financing from FONCER with collaboration of the CT – FONCER. | 30 April 2021 | UCPCONANP Oficinas CentralesPNUDFMCN | Completed | CTFONCER has approved the financing of four initiatives to support the conservation of endanger species that will give continuity to the project outputs. |
| Development of the exit strategy and presentation in Project Board | 30 April 2021 | UCPCONANP Oficinas CentralesPNUDBIOFINFMCN | Completed | The exit strategy has been presented and adopted by CONANP to promote the continuity of the project outcomes. |
| Creation of the project’s best practices and lessons learned report. | 30 April 2021 | UCPCONANP Oficinas CentralesPNUD | Completed | The project completed the best practices and lessons learned and presented to the project board and strategic counterparts.Additionally, a communication material was developed and disseminated in social media to highlight key messages of the project outcomes.  |

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| **Final evaluation recommendation A2.** Formalize agreements with FMCN and BIOFIN to support the development and implementation of the financial strategy to the endowment fund established through the project, clarifying roles, responsibilities and establishing a clear timeline. |
| **Management Response:** CONANP in collaboration with the Coordinating Unit will foster the formalization of these agreements. It is required that CONANP manages the adequate technical advice before BIOFIN, to have a proper implementation of the financial strategy. |
| **Key Action(s)** | **Due Date** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| Formalize the agreement for the technical advice from BIOFIN to CONANP for the development of the financial strategy. | 30 April 2021 | UCPCONANP PNUDBIOFINFMCN | Completed | BIOFIN has provided different inputs and technical assistance to CONANP and to the project to complete the financial sustainability strategy.The agreement to continue the support has not been signed, but the technical cooperation continues according to the common agenda between CONANP, UNDP and BIOFIN. |

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| **Final evaluation recommendation A3.**Consolidate the information gathered from protected areas on financial gaps, number of community committees required, and potential connectivity sites for species at risk, and return a systematized document to all protected area managers for use in planning and fundraising. |
| **Management Response:**This process is addressed via the implementation of the consultancy for the systematization of the mentioned documents. This information will be returned to the PA’s during transparency and accountability events defined in the exit strategy.  |
| **Key Action(s)** | **Due Date** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| Creation of the systematization documents of community participation. | 8 February 2021 | UCP | Completed | The documents were completed and delivered as part of the final project outputs. |

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| **Final evaluation recommendation A4.**Establish protocols for community participation including gender equality strategies and ensure that committees that perform conservation actions understand the purpose of the work in process, work in safe conditions, are properly equipped, and paid according to arrangements. |
| **Management Response:**The coordinating unit will support CONANP in reviewing the protocols for the conformation of community committees. Corresponding proposals to Foster gender equality will be created to ensure that people involved understand the tasks they oversee, work securely, and have all the equipment they need as well as receive their payments promptly.  |
| **Key Action(s)** | **Due Date** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| Revision and adjustment of CONANP’s protocols for the conformation of community committees.  | 30 April 2021 | UCPCONANPOficinas Centrales  | Completed | PROVICOM and PROCODES guidelines considered the recommendations provided by the project. |

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| **Final evaluation recommendation B1.**Promote the replication of products, methods and best practice models developed through this project to the National Protected Area System (SINAP), NGOs and others interested, including dissemination through the UNDP network. |
| **Management Response:**In 2021 an internal communication campaign will take place to broadcast the project’s main products and results. There are 3 planned channels of communication: first by means of CONANP’s communication structure; second, via a workshop from the Mexico network of GEF projects to take place in 2021 and finally through transparency exercises aimed at the main project’s stakeholders at different intervention levels.  |
| **Key Action(s)** | **Due Date** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| Achievements and results broadcast workshop of GEF projects in Mexico.  | 10 February 2021 | UCPCONANPOficinas Centrales y ANPPNUD | Completed | The workshop took place and final products will be delivered shortly. |
| Transparency and accountability exercises to the project’s main stakeholders involved to share achievements and results as well as best practices and lessons learned.Previously a communication campaign will be developed for product broadcast on every intervention level.  | 15 April 2021 | UCP CONANPOficinas Centrales y ANPPNUD | Completed | The project implemented a communication strategy to disseminate the project achievements, best practices identified, and lessons learned. |

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| **Final evaluation recommendation B2.**Develop a line of work to consolidate alliances with other public, private and civil society institutions for the conservation of species at risk and their habitats, as well as for other themes of high relevance for the conservation of biodiversity and for the implementation of the National Program for Protected Areas 2020-2024. |
| **Management Response:**Incorporate this line of work into the exit strategy to consolidate existing agreements with Civil Society Organizations locally and nationally. Also incorporate analysis of the PA’s systematization documents. |
| **Key Action(s)** | **Due Date** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| Present the exit strategy to the Project Board to validate the transference of agreements of these alliances. | 18 January 2021 | UCPPNUDCONANP Oficinas Centrales | Completed | The exit strategy was presented during the XVIII project board meeting on January 18, 2021. |
| Supervise de consolidation of this information in the systematization of community plans. | 30 April 2021 | UCPPNUDCONANP Oficinas Centrales | Completed | This analysis was incorporated into the integration of the support tool for community plans. |

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| **Final evaluation recommendation B3.**Conduct an evaluation of alternatives for the provision of incentives (e.g. access to CONANP subsidy programs, payment for environmental services por, Green Certification, carbon credits, discount in land taxes and others) for the establishment of environmental protection categories (UMA, ADVC and others) by communities and private landowners. |
| **Management Response:**It is required to analyse the current state of these other conservation mechanisms, to this end it will be necessary to research inside CONANP for relevant and recent studies or evaluations. Additionally, a bibliographic revision will be carried out to find studies or documents created by other organizations and/or institutions. |
| **Key Action(s)** | **Due Date** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| The coordinating unit will support CONANP in defining a route that helps in valuate the generation of incentives for the establishment of conservation mechanisms such as ADVC and UMA. | 30 April 2021  | UCPCONANPOficinas CentralesSEMARNAT | Completed | CONANP has strengthen its capacity to promote the conservation mechanisms such as the ADVC schemes.Additionally, CONANP has been included in a new project document to improve the conservation mechanisms based on UMAs thar will complement the efforts to conservation of endangered species and their habitat. |

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| **Final evaluation recommendation B4.**Ensure the continuity of data registry in the National Information System on Species at Risk (SIIER), especially to include systematized data from conservation projects and CONANP subsidy program reports (PROCER, PROREST, PROMOBI and others) in order to facilitate searches, and improve available data to better support decision-making and management, providing data at the level of protected area, not only Regional Directorates. |
| **Management Response:**To guarantee the SIIER’s sustainability, it is necessary to catalyse its institutionalization via the promotion of the use of information hosted in the system, but also for its adequate feed. For this the SIIER use must be regulated from each subsidy programme regulations with the objective of connecting more users with the system inside CONANP.The Coordinating Unit recognizes that the SIEER requires a proper maintenance plan that allows for the strengthening of capacities and the updating of the platform. |
| **Key Action(s)** | **Due Date** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| Develop a maintenance plan for the system, improve the hosting capabilities on CONANP’s IT systems and reinforce capacities for their administrators. | 15 April 2021 | UCPCONANP | Completed | The SIIER system has been transferred and institutionalized. The project supported the training and guidance to the government staff to maintain the system. |
| Regulate SIIER’s use for the design and access to CONANP’s subsidy programmes in the conservation of priority species. | 30 April 2021 | UCPCONANP | Completed | Observations and recommendations were given relating operation guidelines for CONANP’s subsidy programmes. |

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| **Final evaluation recommendation B5.**Make use of the GEF institutional capacity and management effectiveness results (METT and ICR) to provide more specific support to protected areas, overcoming difficulties and achieving the changes expected at the beginning of this project, and as management tools to assess and support other protected areas in the implementation of the National Program for Protected Areas 2020-2024. |
| **Management Response:**The analysis will be shared with DPEC and with CONANP’s general directions, additionally its use for decision making will be fostered among subsidy programmes. There is also the recommendation of the exit strategy and should be presented to the Project Board. |
| **Key Action(s)** | **Due Date** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| Generate a mechanism to foster the use of the analysis monitoring tools of GEF (METT – ICR) and effectiveness of DEF – CONANP so that management can easily visualize the needs and requirements of PA’s, but also, to direct resource allocation according to technical criteria. | 30 April 2021 | UCPCONANPOficinas Centrales | Completed | CONANP has institutionalized the analysis and criteria promoted in the project into its decision-making instruments. CONANP developed an integrated information system to monitor and coordinate efforts to improve the effectiveness of natural protected areas management. This system, named e-efectividad, includes the information of endanger species management programs.Both the Coordinating Unit and UNDP have provided technical support during the process. |

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| **Final evaluation recommendation C1.**In future biodiversity conservation projects (e.g. sustainable use of wildlife, sustainable fisheries), include some of the measures developed successfully in this and other projects to expand the use of management measures for species at risk and their benefits to other indigenous species. |
| **Management Response:**Support will be given to the execution of a workshop aimed at strengthening the management capacities of landscapes from the incorporation of best practices created from GEF projects. |
| **Key Action(s)** | **Due Date** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| Follow up on the workshops execution to strengthen the management capacities of landscapes from the incorporation of best practices created from GEF projects. | 28 February 2021 | UCPPNUDCONANP Oficinas Centrales | Completed | It was developed in early February and it is expected that by the end of the month the final products will be ready. |

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| **Final evaluation recommendation C2.**In the design of future projects, dedicate special attention to risk analysis and develop a Theory of Change to ensure that project targets are realistic and consider that changes in the legal framework are high risk targets in regions where political instability is high. |
| **Management Response:**The project’s result as well as the best practices and lessons learned will be shared with the Environment Ministry, specifically with the Deputy General Direction of Environmental Financing Mechanisms to guarantee that the message of this recommendation goes through to the appropriate actors. |
| **Key Action(s)** | **Due Date** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| Quality criteria will be strengthened from the source of the project accompanied by appropriate risks and assumptions monitoring to address timely any challenges or opportunities that may present themselves.  | 30 April 2021 | PNUDCONANP Oficinas CentralesMedio AmbienteDirección General Adjunta de Esquemas de Financiamiento Ambiental | Completed | This information and analysis are part of the e-efectividad system of CONANP.The monitoring of financing support and financing needs are included in the institutional instruments for decision-making. |

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| **Final evaluation recommendation C3.**In the design of future projects, include a support mechanism for project partners to develop a sustainability plan for relevant activities initiated through the projects, an effort to be developed from project start to ensure there is time to consolidate cooperation agreements and increase financial sustainability. |
| **Management Response:**The Coordinating Unit considers that this recommendation pertains to UNDP and GEF and requires Support from BIOFIN. |
| **Key Action(s)** | **Due Date** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| A workshop will be developed for the GEF – Mexico network to present the project’s lessons learned and best practices. | March2021 | PNUDCONANP Oficinas CentralesMedio AmbienteDirección General Adjunta de Esquemas de Financiamiento Ambiental | Completed | During this event and others, the exit strategy was promoted using inputs from the terminal evaluation with a results-oriented perspective to ensure the continuity and appropriation of processes beyond the project. |

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| **Final Evaluation recommendation C4.**In future projects, compose the PCU with balanced profiles, including political and communication abilities for negotiations with higher levels of command in government institutions and alliances with other organizations, proposition of changes or new policies to support conservation efforts, besides technical capacity, in order to improve sustainability perspectives. |
| **Management Response:**It is important to consider specific profiles for the development of some products that, because of their complexity, require that a full-time specialist approaches all dimensions and actors related to the product. |
| **Key Action(s)** | **Due Date** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| As a product from the workshop of the GEF – Mexico network a series of memoires will be produced which will contain these recommendations for the design of future cooperation projects. | 30 April 2021 | UCPPNUDCONANP Oficinas CentralesMedio AmbienteDirección General Adjunta de Esquemas de Financiamiento Ambiental | Completed | The project participated in a set of workshops organized by the Ministry of Environment and the Ministry of Finance to promote the exchange of experiences and lessons learned between GEF implementing agencies and national institutions that will implement GEF project in the following GEF program cycle. The project finance one of the workshops linked to biodiversity conservation. |