## Management Response Template

**Project Title:** Strengthening National Protected Areas Systems (SNPAS)

**UNDP PIMS ID:** 4932

**GEF ID:** 5065

**Terminal Evaluation Completion Date:** 08 December 2021

**Date of Issue of Management Response:** 17 December 2021

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**Cleared by:**

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| **Terminal Evaluation recommendation 1:** Strengthen the criteria for designation of OECM |
| **Management response:[[1]](#footnote-1) *Partially agree*,** becauseOECM guidelines are rigorousbecause in candidate OECM PA’s with hot spots on conservation, what is checked are the systems in place to counter such and that does not mean the presence of hot spots means a place does not qualify to be an OECM PA. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking[[2]](#footnote-2)** |
| **Comments** | **Status[[3]](#footnote-3)** |
| * 1. Develop monitoring system for OECMS
 | December2022 | Conservation Department at ENTC and Environmental Affairs Department in the MTEA’s | Evaluations committee established | Initiated  |
| 1.2 Undertake regular monitoring of OECMs to assure integrity of the land committed to conservation  | Annually | Conservation Department at ENTC and Environmental Affairs Department in the MTEA’s | Initiated  |
| 1.3 Sign agreements with communities, private landowners to secure land under effective conservation management | Dec 2022 | Conservation Department at ENTC and Environmental Affairs Department in the MTEA’s | Access benefit sharing developed by private land owners | Not initiated |

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| **Terminal Evaluation recommendation 2: T**he newly established Landscape Associations (LAs) need further assistance to become fully operational and meaningful. |
| **Management response: *Fully agree,*** ENTC Senior Wardens in each landscape are permanent members of the management secretariat to give guidance and support. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 2.1 Establish offices for the LA’s | By end of June 2022 | ENTC executive | Lubombo LA got office from Tabankulu Estate and conservation equipment delivered. Pending is office furniture  | Initiated. |
| 2.3 Encourage all LA to finish their work plans. | By end of December 2021 | LA secretariat  | Drafts have been developed by the three LA’s a following up is needed. | Initiated. |
| 2.4 Link and submit programs of action to Small Grants Program | By end of December 2021 | LA secretariat  | SGP known to LA’s and its coordinator was involved during LA establishments | Initiated. |

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| **Terminal Evaluation recommendation 3:** The Lubombo Conservancy (LC) & the new Lubombo Association (LA) should meet |
| **Management response**: ***Partially agree,*** since the project had a consultative workshop where LC was represented by Tal at KaMsholo Resort, the communities made it clear that LA represented their interests and LC was for a group of white landowners that did not genuinely address their concerns but used them as a vehicle to solicit funds. An example was made where Tal refused to hand over Impalas that Shewula Mountain camp was promised under the TFCA project. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 3.1 Host meeting to clarify what is the role of the LC and that of the Lubombo LA and how these can collaborate. | By end of March 2022 | ENTC conservation  |  | Not initiated  |

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| **Terminal Evaluation recommendation 4:** The initiative undertaken to support women to harvest reeds from wetlands and to charge a levy which is then re-invested in the protection of those wetlands is an excellent example of a CBNRM initiative that directly contributes to conserving biodiversity. Build further on the project’s successes in wetlands to ensure strengthening of nascent activities and replication of these successes at other wetlands within the 3 landscapes. |
| **Management response**: ***Do not agree*** to the statement that 30 women derived a total of E588 in 2020 (US$40/year) because these women harvested 150 flora bundles which is sold at an estimated value of E80.00. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 4.1 Organise learning exchanges between the women groups  | By March 2022 | ENTC conservation | ENTC Senior ecologist has been pivotal in M&E activities | Not initiated |
| 4.2 Request to SWIFT to continue supporting capacity building on handicraft entrepreneurs  | By end April 2022 | PMU and ENTC Executives | Relationships were built between SWIFT and wetlands management committees | Initiated |

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| **Terminal Evaluation recommendation 5**: The reintroduction of some wildlife species for the purpose of trialing game ranching within communal PAs should be further considered. The relevant entities should meet to discuss the possibility of providing the necessary support to trial game ranching on one communal PA. |
| **Management response**: ***Fully agree***, because it is transparent that indeed the legislative framework of the Game Act limits opportunities of game ranching. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 5.1 Organize a meeting with Big Game Parks and the King’s Office to discuss how they can support a trial to game ranching.  | By end of May 2022 | ENTC executive |  | Not initiated |

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| **Terminal Evaluation recommendation 6:** The project invested GEF funds in the purchase of equipment, some of which is not working (e.g., biofuel briquette making machine) and some of which is not being used in the best way (vehicles). I) Three of the vehicles purchased by the Project should be kept full-time in the 3 landscapes supported by the project. ii) The project should ensure the IAPS machine is operational before project closure and follow up is ensured to put the business venture in place to become operational (as was planned and budgeted for in this project). |
| **Management response**: ***Partially agree***, because Biofuel machine had its scope revised to make good use of the first component for saw dust and communities are interested to make good use of it. Vehicles could not be placed in landscapes because structure of PMU was centralized after MTR. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 6.1 Facilitate negotiations with a private company to utilize machine under a partnership with one Landscape Association | By January 2021. | ENTC Conservation Department. | Draft MOU available and end of January must be concluded | Initiated |

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| **Terminal Evaluation recommendation 6 b:** Government of Eswatini should invest in repairing the water tanker and provide adequate funds for fuel in budgets of each of the ENTC managed areas to ensure investment in water troughs for some ENTC PAs (e.g., Mlawula Nature Reserve) to encourage dispersion of wildlife is not lost. |
| **Management response**: ***Fully agree***, the investment made by SNPAS project will be worthless if ENTC does not utilize the water troughs. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 6.3 Conservation department will be engaged on this aspect of water troughs. | By end of December | Conservation Department | Borehole installed near Sara camp it could be explored how it can assist  | Not initiated |

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| **Terminal Evaluation recommendation 7:** Ensure the following activities are completed by project end: i) the Luzelweni eco-lodge rondavel, ii) Shewula bee hives are set up and operational, iii) Shewula fencing is complete, iv) Mahamba bee hives are set up and operational, iv) rabbits are acquired for Mhlumeni Ensure that ongoing activities not yet been fully completed are completed by project end: |
| **Management response**: Projects will be completed since more building material for all pending scopes has been delivered. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 7.1 Building material delivered in Luzelweni and a notification meeting on project exit was held to prepare community to handle pressure.  | By December 17 | PMU (Ngwempisi Landscape Coordinator) | Conducted pending are builders fees and exit meeting held 08 December 2021 | Initiated |
| 7.2 Shewula bee hives material and builders costs advanced to Shewula after components are satisfactory completed. | By December 17 | PMU (Lubombo Landscape Coordinator) | Completed, and exit meeting held 09 December 2021 and reports shared with beneficiary | Completed |
| 7.3 Shewula fencing scope revised and material and labour costs related paid. | By December 17 | PMU (Lubombo Landscape Coordinator) | Exit meeting held 09 December 2021 and Trust was encouraged to utilize RDF to completed remaining portion of about 350m. | Completed |
| 7.4 Mahamba balcony rehabilitations material bought and work completed  | By end of December | PMU (Ngwempisi Landscape Coordinator). | Six balconies completed. | Completed |
| 7.5 Mhlumeni rabbits, supplied after contracting service provider. | By end of November | PMU (Lubombo Landscape Coordinator) | Handed over to community on which date  | Completed  |

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| **Terminal Evaluation recommendation 8:** The project invested GEF funds in building and restoring infrastructure, some of which has not yet been completed and some of which has not served the intended purpose of contributing to BD conservation. The following actions should be undertaken: a) MTAD to facilitate the CDTs to access the funds of RDFs to fortify/finalise the pending activities (e.g. finalizing structures, purchasing required equipment or required inputs, and compiling needed business/management plans); b) Capacitate the same communities to mobilize resources and forge partnerships to carry out and successfully income generating activities; c) Devise more viable and sustainable alternative livelihood options that are long term oriented to counter the temptation to venture in the cultivation of illegal substances triggered by unemployment and poverty; d) Link the communities involved in ecotourism with national or international interested  |
| **Management response**: ***Partially agree***, because the honey, rabbit and free range chicken production for livelihoods are long-term and capacity buildings on enterprise management and business plans has been conducted for beneficiaries. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 8.1 Facilitate meeting to encourage the community development trust (CDT) to approach Tinkhundla Community Development Officers to assist in filling grant request forms.  | By 17 December 2021 | PMU | Representatives from Chiefdom Authorities, Community Development Committee members and CDT members invited in project exit meeting that started 06-16 December 2021 | Completed |
| 8.2 Facilitate that stakeholder NGO’s give support to mobilise resources from Environmental Fund | By end of December 2021 | PMU | The NGO’s that implemented tree planting with communities were requested to assist communities to mobilize resources and Tenvelo, PELUM and Swaziland Homeopathy project. | Initiated |
| 8.3 Facilitate site tours on recently rehabilitated ecotourism facilities with tourism agents. | By end of December 2021 | PMU | Swazi Trails and All Out Africa Directors toured preferred sites of Khopho, khelekhele and Luzelweni so that they know which clients would be interested in their facilities. | Completed |

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| **Terminal Evaluation recommendation 9:** There is little conservation activity-taking place within PAs on communal lands. Provide the necessary training and technical support as well as the necessary financial support required to capacitate communities to conserve biodiversity on their communal PAs and to enable these communities to implement on-the-ground actions to conserve biodiversity within communal PAs. |
| **Management response**: ***Do not agree***, because communities have good initiatives implemented by the project, such as tree planting activities, chiefdom imposed heavy fines for perpetrators of illegal plant harvesting and hunting of game examples of Shewula and Luzelweni chiefdoms have imposed cattle fines for law breakers. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 9.1 Initiate meeting where CDT has to consider applying for the Environmental Fund  | By December 2021 | PMU | CDT were engaged during the project exit meetings held from 06-16 December 2021 | Completed  |
| 9.2 Engage Department of Environmental Affairs and UNDP to mobilise more resources to support community conservation efforts | By June 2022 | ENTC Conservation Department |  | Not initiated |

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| **Terminal Evaluation recommendation 10:** Facilitate a meeting between Chiefs (from Chiefdoms for which the project supported the elaboration of CDPs and which have designated PAs) and private companies (national or multinational) with interest in supporting biodiversity conservation and raising their profile as “green” companies. |
| **Management response**: ***Partially agree***, since the project has done that successfully, where under the Ngwempisi cluster Montigny forest is supporting and partnering with communities to stimulate green economy. In the Lubombo, Tabankulu Estate has pledged support for the Lubombo Landscape Association. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 10.1 Facilitate landscape meetings to resuscitate partnerships | By end of July 2022 | ENTC Conservation Department  |  | Not initiated |

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| **Terminal Evaluation recommendation 11:** A meeting should be convened to ensure the findings and lessons emanating from this project are shared and discussed to ensure the new project builds on the experience of this project.  |
| **Management response**: ***Fully agree,*** lessons learnt are meant to inform best practices for future projects and help perform better in them.  |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 11.1 Make presentation during board meeting | By end of December | PMU and ENTC Executive  | Board meeting scheduled for 20 December 2021 | Initiated  |
| 11.2 Identify suitable platforms for sharing lessons at a national or international level | By end March 2022 | ENTC, MTEA and UNDP |  | Not initiated |

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| **Terminal Evaluation recommendation 12:** In order to facilitate access to the knowledge base generated during the course of the Project, undertake the following: a) Upload all technical documents produced with project support onto the biodiversity portal; b) Support/equip the Landscape Associations to access the GIS Portal/platform, and to use available information; c) Explore partnerships with the Royal Swaziland Technology Park to ease the challenges of hosting the platform hence ensuring reliability, constant uptime (24/7); d). Promote and uphold institutional memory through documents digital archiving for transmitting the lessons learned for future programming. there is aneed to undertake actions in order to facilitate access to the knowledge base generated during the course of the Project. |
| **Management response**: ***Partially agree,*** all stakeholders need to be capacitated to use the platform, through training and equipment. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 12.1 Upload all technical documents produced with project support onto the biodiversity portal; | By end of December | PMU and GIS unit (ENTC) | GIS coordinator given documents to upload and PMU members to have login credentials | Initiated  |
| 12.2 Support/equip the Landscape Associations to access the GIS Portal/platform, and to use available information | By July 2022 | ENTC conservation Department and UNDP |  | Not initiated  |
| 12.3 Promote and uphold institutional memory through documents digital archiving for transmitting the lessons learned for future programming | By May 2022 | ENTC GIS Coordination and UNDP |  | Not initiated  |

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| **Terminal Evaluation recommendation 13.** The GEF Secretariat (GEFSEC) should be contacted to determine what if any course of action may be required as a result of deviations from the approved PRODOC which were pursued by the project as described in this report |
| **Management response**: ***Partially agree***, because major changes to approved projects will be brought to the attention of GEF in line with UNDP policies and procedures for GEF financed initiatives. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 13.1  |  |  |  |  |
| 13.2  |  |  |  |  |

1. Select one: Fully Accept, Partially Accept, Reject [↑](#footnote-ref-1)
2. Status of implementation is tracked electronically in the Evaluation Resource Centre (ERC). [↑](#footnote-ref-2)
3. Select one: Not initiated, Initiated, Completed, Completed, No longer applicable [↑](#footnote-ref-3)