

# UNDP-GEF TE Management Response

## Management response to the Terminal Evaluation of Transforming Effectiveness of Biodiversity Conservation in Priority Sumatran Landscapes

Project Title: **Transforming Effectiveness of Biodiversity Conservation in Priority Sumatran Landscapes**

UNDP Project ID (PIMS) #: **5363**

GEF Project ID (PMIS) #: **4892**

Terminal Evaluation Mission Completion Date:

Final TE Report **23 January 2022**

Date of Issue of Management Response:

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Draft #3: 16 February 2022

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## Context, Background and Finding

### Context

Duration of the Terminal Evaluation:

- The TE officially started on 13 August 2021 (Inception and Planning Phase) and concluded by the end of November 2021 (Reporting Phase). Completion was initially slated for the end of October 2021 but the kick-off deck noted that this date would have to be revisited due to late on boarding of National Consultant;
- The TE was conducted by a team of two consultants; a Team Leader (International Consultant) and Technical Expert (National Consultant) who were jointly responsible for the execution of activities to fulfil the scope of the TE. The team also enlisted in-kind evaluation support from a seasoned expert to expedite the process, where possible.

### Summary of Achievements and Findings - Outcome 1

- Overall likelihood of achieving this Outcome is rated as “High” since the remaining three sub-indicators “Improved Institutional Capacity as Indicated by the Capacity Development Scorecard”, “Increase in Law Enforcement Efforts as shown in monthly SMART-RBM patrol reports” and “Improved Management Effectiveness as indicated by the increase in METT assessment” and can be considered on track in spite of scorecards and METT not scheduled for repeat.

### **Observations, Concerns and Issues:**

- Generally, all outputs under Outcome 1 have been strongly delivered with different progress and success level in each site, as shown in the reported figures. While some indicators are lagging, they remain on the right track. Nonetheless, beyond the indicators themselves, the Project has made strong technical and non-technical investment to progress with increasing effectiveness of PA management through activities under this initiative, as well as institutionalizing best conservation practices.
- Going forward the NP Authorities will need to absorb the activities and cost of support provided by NGOs.

### **Summary of Achievements and Findings - Outcome 2**

- Outcome 2 was comprised of 4 sub-indicators of which all have reached the end-of-project target (PIR 2020) prior to the Project's operational closure.

### **Observations, Concerns and Issues:**

- All outputs under Outcome 2 have been achieved. The progress is varied between sites and over time. There needs to be a concerted effort on sustainability and a transition plan as this will certainly be one of the legacies of the Project.
- The establishment of an information system at two landscapes, namely: SIBELANG (Berbak Sembilang NP) and UDIK (Gunung Leuser NP) provides a robust and effective monitoring and evaluation system to support a better conservation effort. However the system sustainability should be up-scaled become the information management system standard for conservation areas.
- SMART patrols have been exemplary and can become a model within the region.

### **Summary of Achievements and Findings - Outcome 3**

- Outcome 3 was comprised of 3 sub-indicators of which 2 of them (indicators 3.1 and 3.3) achieved the end-of-project target.

### **Observations, Concerns and Issues:**

- Financial sustainability and innovative strategies such as the Human Wildlife Conflict Fund should be mainstreamed into Component 3.
- There is little evidence of the Project piloting the mechanisms and their potential for reducing funding gaps is based on aspirational estimates rather than true calculations.
- With government policy on INGOs, there is a risk that diversification will be reduced.

# Recommendations and Management Response

## General Recommendations

### Category 1: Current project

#### Terminal Evaluation recommendation 1.

**Reconvene the Sumatran Tiger expert group prior to the Project's operational closure to facilitate discussions on establishing and operationalizing a standard approach to monitoring tigers using multivariable methods and techniques discussed in mid-2021, going forward.**

Robust assessments of the spatial distribution and population dynamics of threatened species, including tigers, are crucial for designing effective conservation policies. This is often impeded by methodological differences employed by researchers to collect and analyze data. The continuing development of improved capture–recapture modeling techniques used to measure and monitor apex predators has also limited robust temporal and cross-site analyses due to different methods employed.

**Responsible Units:** PMU, MoEF, HarimauKita

#### Management response: Partially accept

Sumatran tiger standard monitoring protocol (tiger population monitoring guidebook) has been established by the project, however there are several different methods to measure the final tiger density data from project's landscapes. The project has reconvened project's partners' technical staff to recalculate tiger density data using the same covariates in every landscape to make sure that the results of final tiger density analysis are comparable. After the event, project also asked tiger experts to reanalyze final tiger density numbers produced by the technical staff and came into conclusion of tiger density method reported by the project in the final Project Implementation Report 2021.

The project has reconvened project's partners' technical expert group to recalculate tiger density data using the same covariates in every landscape to make sure that the results of final tiger density analysis are comparable. The standardized approach for tiger monitoring has already established by the expert group in the form of the "Guidance Book on Sumatran Tiger Population Monitoring"

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
The project will reconvene project's partners' technical expert group to generate the lessons learned from the implementation of tiger population monitoring guidebook, and compile the recommendation for the future similar projects.	22 February 2022	PMU, MoEF, Project's partners expert group	The technical expert group meeting was held of the 10 <sup>th</sup> of February 2022	completed

#### Terminal Evaluation recommendation 2.

**Convene a workshop in parallel to the finalization of the UNDP-GEF Tiger project Exit Strategy Report 2021.**

It is important to keep pace with the design of the exit strategy. A stakeholder workshop is recommended once the document is close to completion in order to finalize the strategy within the scheduled timeframe. In this workshop, concrete commitments to the monitoring and sustainability of the investments made must be defined.

*Note: This recommendation made early on in the TE's fact-finding stage was integrated into the plan and actioned. The workshop was held on 18 November 2021 and minutes / commitments are captured in Annex 2 of the Exit Strategy Report 2021.*

**Responsible Units:** PMU, UNDP Exit Strategy Consultant

**Management response: Reject**

Project has hired an individual consultant to compile and analyze project's exit strategies developed by Project Implementation Units and National Park Authorities. The final exit strategy analysis has been presented and discussed in front of all project board members and project's stakeholders.

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Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status

**Terminal Evaluation recommendation 3.**

**The Project's exit strategy (Exit Strategy Report 2021) should be augmented to articulate a knowledge management transition plan - at minimum in an Annex - to be developed in consultation with the PMU's Communications Officer.**

Projects must explain their Knowledge Management tools and plans to learn, process and capture knowledge, as well as disseminate it in an insightful and useful way.

**Responsible Units:** PMU, UNDP Exit Strategy Consultant

**Management response: Partially accept**

Project's exit strategy has been discussed between project's communication officer and exit strategy consultant. Following the end of project's communication officer's working period, all project's knowledge management information and communication accesses have been transferred to Directorate of Biodiversity Conservation and UNDP to be managed by Ministry of Environment and Forestry communication staff. One of key actions by the project is to integrate project's website and social media channels into Situation Room that will be managed by the Directorate.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
To integrate project's website and social media channels into Situation Room ( <a href="http://sitroomkkh.ksdae.menlhk.go.id/">http://sitroomkkh.ksdae.menlhk.go.id/</a> ) that will be managed by the Directorate of Biodiversity Conservation on Species and Genetic.	30 March 2022	PMU, MoEF	PMU and Directorate KKHSG-MoEF have conducted several meetings on the integration of projects knowledges into the Situation Room.	On-going

**Terminal Evaluation recommendation 4.**

**In the time remaining the Project ought to take stock of the collective recommendations which emerged from the most recent METT assessment and develop a harmonized framework tailored to the Indonesian context.**

A few recommendations emerged in the latest METT assessment, including suggestions related to coordination, communication, cooperation, intensification, prioritization, capacity building and education as the main conduits for increasing management effectiveness. While each landscape experienced specific

challenges, the commonalities and shared experiences should underpin a harmonized framework going forward to accelerate the tool's further integration and institutionalization.

**Responsible Units:** PMU, PIUs and NP authorities

**Management response: Reject**

Recommendation from METT assessment in every national park is one of key components used by national park authorities to create exit strategy in every landscape. And the harmonized framework between METT recommendations is compiled and analyzed in final exit strategy document. National Park authorities embedded METT recommendations into National Parks' exit strategies and Exit strategy consultant harmonizes framework between METT recommendations in final exit strategy document.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status

**Terminal Evaluation recommendation 5.**

**While the UNDP-GEF Tiger project is not a child project under the World Bank's Global Wildlife Program (GWP), there are certainly co-benefits which can be established.**

The Project should open channels with the GWP, not only to share experiences, but also seek out advice and guidance on how to address Human Wildlife Conflict, which is likely to become an increasing threat and risk to the Project's success and legacy.

**Responsible Units:** PMU, UNDP Indonesia Country Office and UNDP RTA

**Management response: Reject**

The project has shared its experiences in handling human and wildlife conflicts in four landscapes to several international forums in example Asia Coordination Call, and Annual Conference 2021 by Global Wildlife Program, EndPandemic Forum, UNDP Ecosystem and Biodiversity Channel in conjunction of World Wildlife Day 2018.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status

**Terminal Evaluation recommendation 6.**

**The experiences and results of the UNDP-GEF Tiger project have led to numerous best practices that are relevant to and need to be shared with the region through technical and scientific cooperation.**

There are strong opportunities for cross pollination with other countries in the region on aspects of the Project that have been exemplary, and which can be a model, such as real time data-driven decision making and the institutionalization of the METT and capacities built for SMART patrols. Conversely, the UNDP-GEF Tiger project can learn from the results of other GEF projects in Malaysia on the implementation and piloting of sustainable financing plans and mechanisms such as National Conservation Trust Funds and performance-based ecological fiscal transfer schemes.

**Responsible Units:** UNDP Indonesia Country Office and UNDP RTA

**Management response: Fully accept**

Tiger project will open discussion on lessons learned with other projects in neighboring countries especially in Malaysia through Global Wildlife Program channel.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
To open discussion on lessons learned with other projects in neighboring countries especially in Malaysia through Global Wildlife Program channel	December 2022	UNDP Indonesia Country Office, IP and UNDP RTA		not started

**Terminal Evaluation recommendation 7.**

**The Project should focus remaining energies on transforming data into insights.**

With 2022 being the “Year of the Tiger” and 2<sup>nd</sup> International Tiger Conservation Forum on the sidelines of the Eastern Economic Forum to be held in Vladivostok in 2022, the Project should package the vast trove of data and communication products into a compelling narrative and lessons for future priorities based on experience.

**Responsible Units:** PMU Communication Officer and PIUs

**Management response: Reject**

Project and partners have produced final lessons learned documents from all project landscapes. In example, project produced AUM, Atlas of Indonesian Tigers which tells the story of the fate of three tiger sub-species in Indonesia. Project Management Unit has also been working with national televisions (MNC Group) to capture lessons learned from new individual tiger findings by camera traps in Berbak Sembilang National Park and working with traditional news outlets, in example Kompas, The Jakarta Post and National Geographic Indonesia to disseminate successful project interventions in all project landscapes. Specific to national park areas, all project partners have created final books of lessons learned from project implementation in all project’s landscapes. Project has also developed stories for UNDP Ecosystems and Biodiversity Platform that captured project’s successful initiatives. All of these lessons learned materials could be used in future campaign on project’s communication channels and social media platforms.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status

**Category 2: Future project management**

**Terminal Evaluation recommendation 8.**

Project should develop business continuity and management plans as part of the inception phase to minimize disruption, ensuring that roles and responsibilities during times of “project crisis” are understood and internalized.

**Responsible Units:** UNDP Indonesia Country Office, UNDP RTA, GEF

**Management response: Fully accept**

UNDP and Ministry of Environment and Forestry will develop business continuity and management plans as part of project’s inception phase to minimize disruption during project crisis. The document contains the risk management strategy on managing the high level of staff’s turn-over and unpredicted changes on the structure of PMU, and IP.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status

Discussion on developing business continuity and management plans as part of project's inception phase to minimize disruption during project crisis.	September 2022	UNDP Indonesia Country Office, UNDP RTA, GEF	Will be implemented for Conserve Project	Not started
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**Terminal Evaluation recommendation 9.**

Projects should strategically plan throughout the project cycle for eventual transition and sustainability of the results (focusing on handover of products and services and the approaches used); this should occur throughout project development, inception, implementation and project close.

**Responsible Units:** UNDP Indonesia Country Office, PMUs

**Management response: Full accept**

The future project will create strategic plans to hand over products and services using UNDP and MoEF hand over mechanisms.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
Preparing strategic plan to hand over products and services for project closing such as BAST (Hand-over Notes of products and services)	December 2022	UNDP Indonesia Country Office, PMUs	Will be implemented for Conserve Project	On-going

**Terminal Evaluation recommendation 10.**

Projects should work closely with Project Boards during implementation to value-add from Board members' expertise and roles. Project Boards should not function as a formal reporting body but ought to be actively engaged in de-risking and overcoming obstacles through the championing of causes and providing subject-matter expertise.

**Responsible Units:** UNDP Indonesia Country Office, PMUs and PBs

**Management response: Fully accept**

Project board members are actively involved in the Project Board Meeting, monitoring visits and also involved in the exit strategy technical meeting. Future projects will work closely with Project Boards during implementation to value-add from Board members' expertise and roles

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
Future projects (Conserve and in-Flores) will work closely with Project Boards during implementation to value-add from Board members' expertise and roles	December 2022	UNDP Indonesia Country Office, PMUs and PBs	Project Board Meetings	not started

<b>Terminal Evaluation recommendation 11.</b>				
Future projects should put in place processes and control mechanisms to transparently track actual co-financing contributions during project implementation as part of Annual Work Planning. Post-facto calculations at MTR and TE result in errors (as noted by the TE) and omissions of the true value generated by projects.				
<b>Responsible Units:</b> UNDP Indonesia Country Office and PMUs				
<b>Management response: Fully accept</b>				
Future projects will put in place processes and control mechanisms to transparently track actual co-financing contributions during project implementation as part of Annual Work Planning.				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
Putting in place processes and control mechanisms to transparently track actual co-financing contributions during project implementation as part of Annual Work Planning.	September 2022	UNDP Indonesia Country Office and PMUs	Will be prepared for Conserve Project	Not started

### **Category 3: Future programming**

<b>Terminal Evaluation recommendation 12.</b>				
Prioritize and focus efforts of future initiatives on the piloting / ground truthing sustainable financing mechanisms before expanding them. The Project has generated a tremendous amount of due diligence on the potential of innovative financing mechanisms but has been short on piloting and integrating these into business planning.				
<b>Responsible Units:</b> UNDP Indonesia Country Office, UNDP RTA, MoEF and GEF				
<b>Management response: Fully accept</b>				
During the latest PBM of the project, MoEF, and UNDP CO recommended piloting / ground truthing sustainable financing mechanisms before expanding them. The project recommendations have been discussed internally in the CO and might have been integrated into the strategies by the future project teams				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
Prioritizing and focusing efforts of future initiatives on the piloting / ground truthing sustainable financing mechanisms before expanding them.	December 2022	UNDP Indonesia Country Office, UNDP RTA, MoEF and GEF		On-going



**Terminal Evaluation recommendation 13.**

From a landscape perspective, future projects should invest in connectivity of landscapes and improving co-management arrangements in buffer areas surrounding the targeted National Parks where enforcement measures and opportunities for illegal activity is porous.

**Responsible Units:** UNDP Indonesia Country Office, MoEF and BAPPENAS

**Management response: Fully accept**

UNDP Indonesia CO and MoEF have been discussed the connectivity of landscapes and improving co-management arrangements in buffer areas surrounding the targeted National Parks several times during the development of Conserve project. It might have been integrated into the strategies by future projects

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
<b>UNDP Indonesia CO and MoEF will discuss more to implement the</b> connectivity of landscapes and improving co-management arrangements in buffer areas / OECM /KEE (Essential Ecosystem Area)	November 2022	UNDP Indonesia Country Office, MoEF	Will be implemented for Conserve Project	Not started