

UNDP Management Response Terminal Evaluation

Project title: Transforming Management of Protected Area/Landscape Complexes to Strengthen Ecosystem Resilience

Project PIMS Number: 5152

Project GEF ID: 5080

End date of the Terminal Evaluation mission: October 1st, 2021

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Context, background, and conclusions

1. Insert here up to a maximum of several paragraphs with the context and background, as well as the UNDP response to the validity or relevance of the verified facts, the conclusions, and the recommendations.

This Management Response Plan responds to the Terminal Evaluation (TE) of the project "Transforming Management of Protected Area/Landscape Complexes to Strengthen Ecosystem Resilience" known as Resilient Amazon, which was requested by the Country Office of the United Nations for Development Program (UNDP). The project is executed through a strategic alliance between the National Service of Natural Protected Areas by the State (SERNANP) and the United Nations Development Program (UNDP), under the national implementation modality with Letter of Agreement, where the executing partner is SERNANP responsible for the execution of component 1 and the UNDP is responsible for the execution of component 2, as well as the management of the project. The objective of the TE is to carry out a comprehensive and independent assessment of the achievements or their shortcomings, in the results of the Resilient Amazon Project in comparison with those foreseen, critically examining the context of execution and the causal chains, and determining the relevance, impact, effectiveness, efficiency, and sustainability of the Project, in order to improve contributions for future analogous interventions for sustainable and resilient development to climate change in the country's territories and their ecosystems.

The project seeks to strengthen the resilience of vulnerable ecosystems to the impacts of climate change and other pressures, in two landscapes with PA, Biosphere Reserves, other conservation areas, and zones with different productive uses, in order to ensure ecosystem services and the ecological processes that sustain them for

the well-being of society. Under a landscape approach, which addresses the implications of climate change, the project consists of two complementary components, one related to the expansion and strengthening of conservation areas in landscapes that are particularly sensitive to climate change, and the other component promotes sustainable land management in landscapes; in order to reduce anthropic pressures on ecosystems and make them more resilient to the direct and indirect impacts of climate change. The total project budget was USD 59,704,112, GEF financing was USD 8,991,434, and the co-financing commitments by the Peruvian State and international cooperation add up to USD 50,712,678.

The terminal evaluation was carried out by a national consultant between September and November of 2021. The evaluation methodology has been aligned with the regulations and guidelines of the GEF and UNDP.

As a result, 15 recommendations were presented, the responses and actions proposed by the responsible entities are presented in the following Table, as part of the Management Response Plan to the project Termination Evaluation.

FOR IMMEDIATE AND PRIORITY ACTION					
Recommendation A.1.- To focus, in the meager deadlines that remain, to the urgent implementation of an exit strategy and commitment of the remaining funds with a roadmap to complete the actions before the financial closing					
Recommendation: Accepted					
N°	Key action	Implementation dates	Responsible unit	Monitoring	
				State	Comment
1	A proposal of an exit strategy will be elaborated.	30/11/2021	Project Management Unit/ SERNANP/UNDP/ Project Steering Committee	Completed	The project, in coordination with SERNANP, is preparing the exit strategy and the roadmap of the activities that will be carried out until the project closure, the use of the remaining budget, and the establishment of commitments once the project finish. It is important to point out that the Project's exit strategy is the Annual

					Operating Plan for the last year of the project (POA 2021), which has been updated and adjusted for the last semester of 2021, considering that the possibility of expanding the project did not prosper until June 2022 (see annex 1).
2	To convene the closing session of the Steering Committee project	20/01/2022	Project Management Unit/ UNDP/SERNANP	To be started	
3	Implementation of the project exit strategy	30/03/2022	Project Management Unit SERNANP	To be started	
Recommendation A.2.- The exit strategy should include holding workshops, at the regional headquarters levels, which include face-to-face meetings with the necessary protocols, in order to consolidate progress, strengthen alliances, and form support groups committed to continuing actions under development.					
Recommendation: Accepted					
N°	Key action	Implementation dates	Responsible unit	Monitoring	
				State	Comment
1	Carry out a decentralized closure event, which will take place simultaneously and decentralized in the cities of Lima, Oxapampa, Cusco and Pucallpa.	09/12/2021	Project Management Unit	Completed	The event will feature testimonies from the project's local partners on topics such as the resilience approach in territorial management, the strengthening of co-management and sustainable and resilient production systems. Likewise, the event will have a panel conformed by the project's partner institutions, to reflect and discuss on the nature-based solutions implemented by the project. At the field headquarters, the event will be held in person, complying with

					all the necessary biosafety protocols. After the central event is over, each headquarters team will have a space for reflection, where they will reinforce the alliances established with local partners for the continuity of the results achieved by the project.
Recommendation A.3.- Invest in the preparation of a memory of lessons learned and testimonies of achievements, including the dissemination of improvements and innovations, and describing current and potential synergies and their benefits.					
Recommendation: Accepted					
N°	Key action	Implementation dates	Responsible unit	Monitoring	
				State	Comment
1	Prepare an executive summary of the project (fact sheet), which will include the implemented resilience approach, the outcomes and outputs achieved by the project, challenges, and vision for the future.	23/12/2021	Project Management Unit SERNANP	Completed	This summary will be part of the information that will be shared by the project with the Steering committee, the project partners, state organizations and civil society (see annex 2)
2	Prepare a document to systematize the results achieved, the lessons learned, the good practices and the challenges encountered by the project.	30/03/2022	Project Management Unit SERNANP UNDP	To be started	
3	Disseminate the document of systematization of the project's achievements in	30/03/2022	Project Management Unit SERNANP UNDP	To be started	

	the networks of UNDP, SERNANP and the project partners.				
4	Upload to DATA UNDP the document of the systematization of the results achieved, the lessons learned, the good practices and the challenges encountered	30/03/2022	Project Management Unit SERNANP UNDP	To be started	The document will be shared in the DATA UNDP, along with the rest of technical and communication documents prepared by the project.
Recommendation A.4.- Promote and conduct the extension of the methodology of the risk and vulnerability analysis study carried out in the two landscapes, applied to all the NPAs and landscapes, as foreseen in the new project proposal to the GCF. The focus of this analysis should advance in the interrelation of the socioeconomic problems of the populations with the NPA and BZ, beyond the description and measurement of the risk status and statistical data					
Recommendation: Accepted					
N°	Key action	Implementation dates	Responsible unit	Monitoring	
				State	Comment
1	Prepare the Climate Change Risk Analysis throughout the Peruvian Amazon, as an input for the strategic planning process of the new Director Plan of the National System of Protected Areas, a process that is scheduled to begin in 2022.	31/03/2022	Project Management Unit SERNANP-UNDP	In execution	This will help to focus actions aimed at reducing the vulnerability, risks, and dangers of the system of natural protected areas.
2	Train and transfer capacities to SERNANP, regional governments of Madre de Dios, Cusco, Ucayali and	31/03/2022	Project Management Unit SERNANP-UNDP	In execution	

	Pasco and local partners on the modeling of climate change risk, for its incorporation in territorial development processes.				
3	Incorporate the information from the Climate Change Risk Analysis in the entire Peruvian Amazon in the two project proposals that will be presented to the GCF, the proposal aligned to the Natural Heritage of Peru and the proposal for Communal Reserves.	December 2022	SERNANP	To be started	
FOR AN EFFICIENT CONCLUSION AND CLOSING IN THE SHORT TERM					
Recommendation B.1.- Coordinate and optimize the use of the remaining resources with an administrative programming by UNDP-GEF that includes priority attention to the conclusion of key activities and the roadmap, ensuring commitments that can be met until financial closure.					
Recommendation: Accepted					
N°	Key action	Implementation dates	Responsible unit	Monitoring	
				State	Comment
1	A proposal of an exit strategy will be elaborated.	30/11/2021	Project Management Unit /SERNANP/UNDP/ Project Steering Committee	Completed	The project, in coordination with SERNANP, is preparing the exit strategy and the roadmap of the activities that will be carried out until the project closure, the use of the remaining budget, and the

					establishment of commitments once the project finish.
2	Implementation of the project exit strategy	30/03/2022	Project Management Unit/ SERNANP	To be started	
TO ENSURE THE EFFECTIVENESS AND IMPACT OF LONG-TERM ACTIONS					
Recommendation C.1.- Seek the inclusion of activities to monitor and support the achievements of the Project, through related projects in progress or in preparation, as in the proposal to the GCF. SERNANP should be the government anchor of this process of integration of plans and actions with the innovative approaches of the Project and in alliance with local actors and private companies.					
Recommendation: Accepted					
N°	Key action	Implementation dates	Responsible unit	Monitoring	
				State	Comment
1	Integrate the information generated by the project and continue with the process of strengthening the partner PA's and associated landscapes, through the new projects to be started or in the project formulation processes, such as: the project "Natural Heritage of Peru: Phase 1 - Effective management of the Peruvian Amazon for mitigation and adaptation of climate change", prepared with the support of the project, SERNANP, PROFONANPE and	2027	SERNANP	In execution	For the integration of the information, an advocacy strategy will be carried out (presentations, policy brief and meetings).

	WWF; the project in formulation with ANECAP and Conservation International; the 3 Forest Investment Projects and the 4 projects that are being coordinated with GEF: Amazon Sustainable Landscape (ASL II), Sustainable Management and Restoration of the Dry Forest of the North Coast of Peru, Integrated Management of Putumayo River Basins, and Building human well-being and resilience in Amazonian forests by enhancing the value of biodiversity for food security and bio-businesses, in a context of climate change.				
2	Promote the inclusion of the lessons learned and achievements of Amazonia Resiliente in the formulation of projects, such as: the International Waters project that will be presented to GEF, the project under preparation within the framework of the Leticia Pact to fight deforestation in the border	2023	MINAM	In execution	

	areas with Colombia and Ecuador.				
3	Consolidate the achievements of Amazonia Resiliente, through articulation with other projects implemented by UNDP, such as the Sustainable Productive Landscapes (PPS) project in Ucayali and Huánuco areas, where the consolidation of the new conservation areas will continue. Likewise, within the framework of the agreement between Repsol and UNDP, continuity will be given to the management of the associated landscape of the Megantoni National Sanctuary, and to the strengthening of indigenous organizations and communities towards a sustainable economic recovery.	2023	UNDP	In execution	
Recommendation C.2.- Ensure the systemic inclusion of the concepts of resilience and long-term sustainability in the SINANPE Director Plan and NPA Master Plans, through directives and approaches based on the Project's experience; and support the development of a multidisciplinary and participatory proposal for conservation corridors in the country.					
Recommendation: Accepted					
N°	Key action		Responsible unit	Monitoring	

		Implementation dates		State	Comment
1	Design the conceptual and methodological proposal for the inclusion of resilience in the PA master plans, based on the experience advanced by the project.	31/03/2022	SERNANP-UNDP	In execution	It is expected to culminate a working document that shares the conceptual and methodological design for the inclusion of resilience in the planning and management of protected areas.
2	Prepare the Climate Change Risk Analysis throughout the Peruvian Amazon, as an input for the strategic planning process of the new Director Plan of the National System of Protected Areas, a process that is scheduled to begin in 2022. This will help to focus actions aimed at reducing vulnerability, risk, and danger and promoting the resilience of the natural protected natural areas system.	31/03/2022	Project Management Unit SERNANP-UNDP	In execution	
3	Design and present a proposal for the inclusion of the resilience approach in the process of updating the SINANPE Director Plan.	July 2022	SERNANP	To be started	
4	Train and transfer capacities to SERNANP, regional governments of Cusco,	31/03/2022	Project Management Unit SERNANP-UNDP	In execution	

	Pasco, Madre de Dios and Ucayali, and local partners on the modeling of the risk to climate change, the spatial modeling of the potential present and future distribution of coffee and cocoa, and the analysis of ecosystem services from a biophysical and sociocultural perspective, in order to incorporate this information into territorial development processes.				
5	Integrate the information generated by the project in territorial planning processes, such as the Concerted Development Plan of the district of Challabamba (Cusco) and the Local Economic Development Plan of the district of Quellouno (Cusco).	31/03/2022	Project Management Unit SERNANP-UNDP	In execution	
Recommendation C.3.- Institutionalize mechanisms to stimulate initiatives and forms of collective action, empowering the local population to demand their official adoption and sponsorship from their local authorities. It is suggested to explore the results of the PCM 'Tramas' program and the possibility of extending it to the Project areas by establishing ARD (Regional Development Agencies) in their area and nuclei of social and economic dynamization.					
Recommendation: Accepted					
N°	Key action		Responsible unit	Monitoring	

		Implementation dates		State	Comment
1.	An analysis of the PCM “Tramas” program will be carried out, if pertinent, its inclusion in the implementation approaches of SERNANP projects will be evaluated.	December 2022	SERNANP	To be started	
Recommendation C.4.- Prioritize the design of a strategy, inter-institutional arrangements and regulations within the framework of SINAGERD, in coordination with the PCM, for the systematized attention of forest fire emergencies in the sphere of influence of the NPA, involving regional and local governments.					
Recommendation: Accepted					
N°	Key action	Implementation dates	Responsible unit	Monitoring	
				State	Comment
1	Update the Forest Fire Risk Management Strategy of the National System of Natural Areas Protected by the State	December 2022	SERNANP	In execution	This process will be carried out with the participation of local and regional governments, the PCM and other public sector organizations, and civil society.
2	Consolidation of the Operational Nodes ¹ associated with the project's landscapes, through the acquisition of personal protective equipment for park rangers and specialists	March 2022	Project Management Unit SERNANP	In execution	

¹ The nodes constitute a territorial grouping of PA, based on the historical incidence of fire in the territory and its ecosystems; whose purpose is to attend to the logistics, training, prevention, response against forest fires, and all other activities related to fire management.

	from the nodes associated with the project.				
3	Use the Climate Change Risk Analysis prepared by the project, as input for estimating areas vulnerable to fires, this information will be used to design and update strategies and regulations, such as the Forest Fire Risk Management Strategy of SERNANP.	December 2022	SERNANP	To be started	
FOR THE FINANCIAL AND SOCIO-POLITICAL SUSTAINABILITY OF THE RESULTS					
Recommendation D.1.- Carry out a rapid study of the results of the execution of the micro capitals, and an appreciation of their scope of impact at the Landscape level with a view to extending this mechanism to other conservation landscapes; and, in parallel, study and design modalities of insurance mechanisms for credits, based on the experiences, successful or not, of the Project.					
Recommendation: Accepted					
N°	Key action	Implementation dates	Responsible unit	Monitoring	
				State	Comment
1.	Prepare a systematization analysis of the “microgrants” tool.	31/03/2022	Project Management Unit SERNANP UNDP	In execution	This systematization will be focused on how the microgrants have promoted the participation of the organization and the establishment of a new form of relationship of this with its own bases, achieving the recognition, support, and trust of the bases with its board of directors.

					The articulation of this analysis will be coordinated with the knowledge management strategy of the Sustainable Productive Landscapes (PPS) project of the UNDP, the latter seeks to systematize the strengthening of local organizations in their areas of intervention.
Recommendation D.2.- Strengthen the alliances achieved with indigenous organizations, producer associations, and the private sector at all levels of incidence, considering post-pandemic situations and the opening of economic activities, maintaining active collaboration and participation relationships, and including these modalities in all projects and master plans.					
Recommendation: Accepted					
N°	Key action	Implementation dates	Responsible unit	Monitoring	
				State	Comment
1	Promote the participation of indigenous organizations as official members in the Steering committees of upcoming projects. This makes it possible to strengthen alliances with organizations and their bases.	Permanent	MINAM SERNANP	In execution	
2	Continue with the processes of consolidating alliances with indigenous organizations, producer associations and the private sector. SERNANP will consolidate the achievements of the project	2022 - 2027	SERNANP	To be started	

	through the replication of the microgrants model and organizational strengthening in the project "Natural Heritage of Peru: Phase 1 - Effective management of the Peruvian Amazon for the mitigation and adaptation of climate change" presented to the GCF.				
Recommendation D.3.- Prepare a document of action strategies, options and alternatives for early work in the face of repeated situations of political instability, turnover of officials and governments, and others, which facilitate adaptive project management forecasts					
Recommendation: Accepted					
N°	Key action	Implementation dates	Responsible unit	Monitoring	
				State	Comment
1.	Implementation of the UNDP risk management instruments, such as the Risk Log and the SESP.	Permanent	UNDP	In execution	Within the framework of UNDP risk management for programs and projects, a detailed analysis of the risks associated with these interventions is carried out, including risks of a political nature. In accordance with the established risk management policy and procedures, these analyzes are constantly reviewed and updated.
TO OPTIMIZE GENDER AND INTERCULTURAL APPROCHES					

Recommendation E.1.- Promote an inter-ministerial participatory working group (MINAM, MIDIS, MIMP, MINCUL) with indigenous organizations, NGOs and academia, to work on adapting the plans and regulations on gender and cultural approaches to the local and regional realities of the Amazon.					
Recommendation: Partially accepted, MINAM already has a Working Group for Gender Equality, which is in charge of coordinating, articulating, and overseeing the incorporation of the gender approach in policies and institutional management. Currently, the gender approach is being incorporated into the programs, projects, and initiatives implemented by the ministry. However, it is necessary to involve other sectors, especially those that work with indigenous populations, such as MIDAGRI, PRODUCE, MIDIS, and regional and local governments.					
N°	Key action	Implementation dates	Responsible unit	Monitoring	
				State	Comment
1	The Working Group for Gender Equality (GTIG) of MINAM will evaluate the possibility of proposing the creation of an inter-ministerial working group	December 2022	MINAM Working Group for Gender Equality (GTIG)	To be started	There is a Multisectoral Strategic Plan for Gender Equality (PEMIG), approved in 2020 within the framework of the National Gender Equality Policy (PNIG), which involves various ministries, public organizations, regional and local governments.
FOR THE SCALING AND REPLICABILITY OF THE PROJECT					
Recommendation F.1.- Align and promote in the master plans the change of the conservation paradigm and the role of protected areas in their relationship with local development, the integrated approach to landscape connectivity and ecosystem services in production processes					
Recommendation: Accepted					
N°	Key action	Implementation dates	Responsible unit	Monitoring	
				State	Comment
1.	Complete the incorporation of the approach of resilience, connectivity and	December 2023	SERNANP	In execution	The project currently supports the updating of the Master Plans of the Yanachaga Chemillén National Park,

	conservation, and sustainable use of ecosystem services in the update of the Master Plans of PA and conservation areas, and in the Director Plan.				San Matías San Carlos Protection Forests, Megantoni National Sanctuary, and 02 Municipal Conservation Areas (ACM) Sholle't and Delfin Chumalle
2	Updating of the Biological Diversity Strategy and the Wetlands Strategy, within the framework of the Biological Diversity Policy, with a focus on connectivity and conservation of ecosystem services to improve communities living conditions	December 2023	MINAM	In execution	Within the framework of updating these public policies, the approach of landscape connectivity and conservation of ecosystem services to improve the living conditions of the communities is a main axis. In the criteria for prioritizing ecosystems and species, special attention is given to those that provide essential goods and services for the population.
3	Incorporation of the integrated approach of landscape connectivity and ecosystem services in production processes, and in the design of other projects and public policies	Permanent	UNDP	In execution	The paradigm shift, focused on landscape connectivity and its relationship with ecosystem services, is part of the theory of change of UNDP projects associated with biodiversity conservation. Likewise, this paradigm shift can be seen reflected in the corporate plans and strategies of UNDP and the country.
Recommendation F.2.- Consolidate the commitment, empowerment and real improvement of the socio-economic conditions of the beneficiaries, in the medium and long term, reinforcing and maintaining local alliances with the private sector, local governments and other actors through local and regional concerted development plans . The conservation of NPAs and buffer zones should aspire to be productive conservation, ensuring that the actors in the territory identify and internalize that these activities generate direct benefits for their own development and their favorable future evolution.					

Recommendation: Accepted					
N°	Key action	Implementation dates	Responsible unit	Monitoring	
				State	Comment
1	Updating of the Biological Diversity Strategy and the Wetlands Strategy, within the framework of the Biological Diversity Policy, with a productive conservation approach.	December 2023	MINAM	In execution	The focus on improving living conditions in PA and buffer zones is one of the main axes in SERNANP's interventions and in projects implemented by MINAM. In the framework of updating the Biological Diversity Strategy and the Wetlands Strategy, the productive conservation approach is an essential axis. Ecosystems and species are being prioritized, taking special consideration the benefits they provide to local populations, seeking to improve their living conditions.
2	UNDP through the articulation of the project with other initiatives such as Sustainable Productive Landscapes (PPS) and the Repsol - Megantoni project, will seek to consolidate the achievements focused on productive conservation.	December 2024	UNDP	In execution	The productive conservation approach has been partially integrated into the country's planning instruments and the guidelines of the environment sector and CEPLAN. It is necessary to give continuity to these medium and long-term processes through articulation with other projects.
3	Incorporate the sustainable management approach of the buffer zones and associated landscapes (productive conservation) in the update of the Master	December 2022	SERNANP	In execution	The project currently supports the updating of the Master Plans of the Yanachaga Chemillén National Park, San Matías San Carlos Protection Forests and Megantoni National Sanctuary.

	Plans of the PA's and their associated landscapes, in areas such as the Yanachaga Chemillén National Park, San Matías San Carlos Protection Forests, Megantoni National Sanctuary, among others.				
4	Continue with the processes of consolidating alliances with indigenous organizations, producer associations, and the private sector, through the replica of the microgrants model and organizational strengthening in the project “Natural Heritage of Peru: Phase 1 - Effective Management of the Peruvian Amazon for climate change mitigation and adaptation” presented to the GCF.	2022 - 2027	SERNANP	To be started	
5	Strengthen the management of the conservation agreements signed between SERNANP, indigenous organizations, and the local population (communities, associations, companies), through the development of a monitoring, reporting, and spatial visualization system	March 2022	SERNANP	In execution	A conservation agreement is an alliance between SERNANP and the actors who, in a legitimate way, assume commitments during a defined period of time and scope, with benefits for both parties, ensuring the well-being of people from the maintenance of biodiversity and the ecosystem services provided by PAs, their buffer zones, and their

	of conservation agreements at the level of SINANPE. The system is being developed with the support of the project.				associated landscapes. The system will allow the systematization and visualization of spatial information, facilitating its monitoring and evaluation, as well as decision-making for the management of the territory.
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