

Management Response to the Mid Term Review

Projects Title: Sustainable Productive Landscapes in the Peruvian Amazon (Amazonia Programme submitted by WB)

PIMS:: 5629

GEF Project ID: 9387

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Background

This Management Response Plan responds to the mid-term evaluation of the project "Sustainable productive landscapes in the Peruvian Amazon" (hereinafter the project), which was requested by the Representation of the United Nations Development Program (UNDP), which acts as the implementing agency for the Global Environment Facility (GEF), while the Ministry of the Environment (MINAM) is the national executing entity responsible for the project. The objectives of the evaluation were to verify progress in achieving the project's objectives, considering the factors that influenced its execution, and to make recommendations for strengthening implementation.

The Sustainable Productive Landscapes in the Peruvian Amazon project supports the implementation of the National Strategy for Forests and Climate Change (ENBCC), which contributes to reducing deforestation and recovering forests in productive landscapes in the departments of Huánuco and Ucayali in the Peruvian Amazon. , supporting the management of natural resources and the incorporation of environmental sustainability criteria in production systems, with an integrated and comprehensive territorial approach that recognizes the complexity of local livelihoods and the drivers of deforestation at the landscape scale, as well as the set of actions aimed at changes in the behavior of the producers of the crops identified as major drivers of deforestation.

The project includes three main components: 1) improved planning and governance policies and instruments to reduce deforestation and intensify sustainable production; 2) financial mechanisms and market incentives promote sustainable production practices; and 3) installed technical capacity to rehabilitate and maintain ecosystem services in prioritized landscapes. In this way, global environmental benefits will be generated in the GEF focal areas of biodiversity, soil degradation, sustainable forest management and climate change, through joint work with the government at the national, regional and local levels, the various actors of the private sector and producers at different scales in order to reduce the rate of conversion of natural forests to agricultural and cattle land.

The total budget of the project is USD 18.3 million, financed by the GEF added to the co-financing of USD 9 million by UNDP. Likewise, total co-financing commitments were established by the Peruvian State and other allied entities for USD 129 million. Said co-financing corresponds to the Ministry of the Environment (USD 50 million), the Ministry of Agriculture (USD 25 million), USAID (USD 35 million) and the Provincial Government of Puerto Inca (USD 35 million).

The mid-term evaluation was carried out between July 2021 and January 2022 by an international consultant. The methodology used was defined by UNDP / GEF.

As a result, 16 recommendations were presented, which included 8 general recommendations, 3 component-level recommendations, 2 recommendations on communication issues, and 3 recommendations on monitoring and follow-up issues. The responses and actions proposed by the responsible entities are presented in the following Table, as part of the Management Response Plan for the Mid-Term Evaluation of the Project.

Evaluation Recommendation 1. It is important that a thorough review of the results framework be carried out, especially in terms of setting goals and reviewing assumptions and risks. It is especially recommended to review and update the goals for the 11 indicators that show progress less than or equal to 22%. Likewise, it is recommended to address the weaknesses found in terms of compliance with the SMART criteria in the formulation of indicators.					
Management Response: Recommendation Accepted.					
Nº	Key Action	Due date	Responsable	Following up	
				Status	Comments
1.1	To carry out the Causality Assessment for Landscape Interventions (CALI), which is a methodology promoted by the UNDP Green Commodities Program, which allows participatory identification of the causes of deforestation and the evaluation of whether a project is addressing them	May, 2022	PMU	In progress	It is a participatory process that will include, in addition to the Project team, our national counterparts (MINAM, MIDAGRI,

	adequately. This analysis allows to refine the Project Theory of Change.				SERFOR) and subnational counterparts (GOREs and GOLOs) and implementation partners (ICRAF, CATIE, CIMA, Indigenous Federations, Associations of producers, among others).
1.2	A proposal will be made for adjustments to the Project's results framework, as well as indicators and goals, based on the previous process (application of the CALI methodology), considering for this the observations made in the Mid-Term Evaluation, using the SMART criteria (specific, achievable, measurable, relevant, in defined time). For this, the specific data that is required in each of them will be established, their temporality will be defined, the goals will be adjusted to make them achievable and the data that each ally or team member must collect or role that must be performed will be defined.	July 2022	PMU, IP and Steering Committee	Not started	
1.3	The revised Theory of Change proposal and the adjusted results framework approved by the RTA will be presented to the Board of Directors for validation.	July, 2022	PMU in coordinatin wirh IP	Not started	
1.4	The adjusted Project results framework proposal (including indicators and targets) will be submitted to the RTA for approval.	July,2022	UNDP	Not started	
Evaluation Recommendation 2.- Based on the adjustment in the results framework, a strategic planning is recommended for the remaining period until the end of the project, which ensures the execution of almost USD 5 million per year. Each Component must explain its intervention strategies, identifying potential partners, specific actions, and specific mechanisms to speed up execution.					
Management Response: Recommendation Accepted.					

Nº	Key Action	Due date	Responsable	Following up	
				Status	Comments
2.1	The results chains by components and the high-level chain will be updated using the open standards methodology and based on the adjustment of the results framework	Sep, 2022	PMU in coordinatin wirh IP and Project Board	Not started	
2.2.	Review and update the Multiannual Work Plan, as well as the Procurement Plan of the project	Oct, 2022	PMU in coordinatin wirh IP	Not started	
2.3	Hold permanent meetings with the Procurement Unit to speed up contracting processes	Permanent	PMU/UNDP	In progress	

Evaluation Recommendation 3.- It is necessary for the project to have a final and complete version of its M&E system, which includes the 5 indicators at the objective level that have not yet been considered, as well as all the baselines that are still incomplete or they are not accurate.

Management Response: Recommendation Accepted.

Nº	Key Action	Due date	Responsable	Following up	
				Status	Status
3.1	The technical files of the indicators will be reviewed, specifying their definition and scope. Baseline information will then be collected either from our implementing partners or with external support. In this way, it is expected that by the end of 2022 the impact measurements will begin objectively.	March – December, 2022	PMU in coordinatin wirh IP	Not started	

Evaluation Recommendation 4.- For indicator 17 in particular, it is recommended to review the baseline and its goal, considering that about half of the producers considered are irregular, and, therefore, the project will not be able to incorporate them as beneficiaries.

Management Response: Recommendation Accepted.

Nº	Key Action	Due date	Responsable	Following up
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				Status	Status
4.1	The adjustment of the technical sheet of indicator 17 will be considered in the framework of key action 1.2.	Jul ,2022	PMU in coordinación with IP and Steering Committee	Not started	
Evaluation Recommendation 5.- It is recommended that the PPS consider the review of SESP from a strategic perspective, since new risks are registered derived from the increase in illicit activities in the area of intervention, as well as the economic and social impacts of COVID 19 .					
Management Response: Recommendation Accepted.					
Nº	Key Action	Due date	Responsable	Following up	
				Status	Status
5.1	The SESP will be updated considering the risks reported in the quarterly monitoring formats by the allied partners in the implementation, inputs from the team and the participatory evaluation of causality for interventions in the landscape (key action 1.1)	Jun, 2022	PMU in coordinación with IP	Not started	
Evaluation Recommendation 6.- In the opinion of the interviewees, it is considered that the EP has the necessary profiles to operate from Lima, however, it is key to strengthen the presence in the territory through alliances that allow a greater volume of execution to be delegated in the territory.					
Management Response: Recommendation Accepted.					
Nº	Key Action	Due date	Responsable	Following up	
				Status	Status
6.1	For 2022, the Framework of component 3 of the project is expected to sign new agreements (through micro-capital agreements or agreements of responsible parties) with Producer Associations.	Dec, 2022	PMU	In progress	There are currently Responsible Party Agreements with CATIE, ICRAF for the promotion of

					sustainable agricultural practices, EARTHWORM for the management of areas with high conservation values on farms, and grants have recently been signed with COCEPU to promote sustainable practices aligned with RSPO certification. . Likewise, there are Micro Capital Agreements with 4 Indigenous Federations (who lead the actions with the Indigenous Peoples of the Landscape) and the CIMA NGO to carry out a restoration process of 1,500 ha in 3 Native Communities.
Evaluation Recommendation 7.- Update the Stakeholder Participation and Involvement Plan based on an updated and detailed analysis of the stakeholders in the territory, as well as ensure its systematic implementation.					
Management Response: Recommendation Accepted.					
Nº	Key Action	Due date	Responsable	Following up	
				Status	Status
7.1	The Stakeholder Engagement Plan document will be updated within the framework of the Causality Assessment for interventions in landscapes (action 1.1), which includes an update of the stakeholder analysis, as	January – June 2022	PMU in coordination with IP and Steering Committee	Not started	

	well as a review of which interventions are being implemented in the landscape in order to identify synergies and co-dependencies between the Project interventions and other interventions.				
Evaluation Recommendation 8.- It is necessary to review and seek alternative policies, guidelines and procedures to improve contracting and procurement processes, and that these are adapted to the context of rural sites.					
Management Response: Recommendation Accepted.					
Nº	Key Action	Due date	Responsable	Following up	
				Status	Status
8.1	Hold regular meetings with UNDP to prioritize procurement and contract processes and discuss potential bottlenecks.	Permanent	PMU/ UNDP	Started	
Evaluation Recommendation 9.- In relation to capacity building (Component 1 and 3), during the coming months and while face-to-face work is regularized, it is recommended to look for alternatives to face-to-face training, possibly identifying partners that can facilitate technological platforms that allow advancing in the objectives of the draft. For example, the good experience of the project to carry out remote training for local communities in alliance with the PUCP is mentioned. Further outsourcing of training functions is recommended to accelerate implementation and budget execution.					
Management Response: Recommendation Accepted.					
Nº	Key Action	Due date	Responsable	Following up	
				Status	Status
9.1	The training planned for the year 2022 will be carried out in virtual mode while the context and restrictions of the pandemic are maintained.	Dec, 2022	PMU	In progress	Currently, the training program in Management and Public Investment in biodiversity and ecosystem services is already underway for public

					entities present in the project's landscape in virtual mode
<p>Evaluation Recommendation 10.- It is recommended to extend the duration of the agreements of the executing partners in the territory, this consideration for 2 factors, in the first place, due to the delays of the activities, which would mean that the contracts require an extension of time. On the other hand, agreements and partners in the territory add value and ensure cost-effective execution in the territory. Likewise, it is important that these agreements make explicit the commitment of the partners beyond the pilots, regarding the scaling and sustainability of the investments made.</p>					
<p>Recommendation Partially Accepted. The project is committed to the strategy of expanding its partner base in the field. However, the extension of current agreements depends on the strategic and operational performance of each partner. Each case will be evaluated independently.</p>					
Nº	Key Action	Due date	Responsable	Following up	
				Status	Status
10.1	The agreements in execution will be reviewed to ensure that they include strategies for the scaling and sustainability of the investments made.	Permanent	PMU	In progress	
10.2	Likewise, for the new Agreements, this type of strategies will be incorporated for the scaling and sustainability of the investments made.	Permanent	PMU	In progress	
<p>Evaluation Recommendation 11.- It is recommended to prepare a roadmap for the development of the selected PIPs, their approval and execution.</p>					
<p>Recommendation Partially Accepted. Because the project's strategy to leverage public resources in favor of sustainable landscape management focuses on adjustments to budget programs whose scope is national. In this sense, the project will focus on providing technical assistance to the GOREs in strengthening their capacities for the design of public investment projects.</p>					
Nº	Key Action	Due date	Responsable	Following up	
				Status	Status
11.1	To strengthen the capacity of Subnational Governments in terms of PIP, between January and June 2022, the Training Program on Identification and Formulation of Public	January – July 2022	PMU	In progress	It is important to point out that the project's strategy to allocate more public

	Investment Projects in Biodiversity and Ecosystem Services for the Sustainable Management of the Territory will be carried out.				resources in favor of sustainable landscape management focuses on the modification/updating of the Budget Programs seeking to incorporate criteria that promote the conservation of biodiversity (PP 144) and the promotion of sustainable production practices (PP 121), but not in the design and implementation of PIPs whose scope is quite focused when the goal to be achieved is at the national level.
Evaluation Recommendation 12.- It is recommended that the PPS strengthen its capacity for strategic communication to give greater visibility and positioning to the project, especially in terms of the necessary support to support the implementation of the results that are under the responsibility of executing partners in Components 2 and 3.					
Management Response: Recommendation Accepted.					
Nº	Key Action	Due date	Responsible	Following up	
				Status	Status
12.1	The Communications Plan of the Project will be updated, establishing, among others, communication responsibilities for each of the actors involved in the process, through a participatory process that involves the	Feb 2022 – May, 2022	PMU in coordination with IP	Not started	

	national and subnational counterparts of the project, as well as the partners in the implementation.				
Evaluation Recommendation 13.- It is important that the PPS, especially for Components 2 and 3, maintain fluid levels of communication with producers, but it is also recommended to invest in relationships of trust and a line of strategic communication with private actors in the coffee value chains. and palm, especially around the marketing link.					
Management Response: Recommendation Accepted.					
Nº	Key Action	Due date	Responsable	Following up	
				Status	Status
13.1	In addition to what is proposed in action 12.1, the project team has intensified its field support actions for implementing partners.	Permanent	PMU	In progress	
13.2	A private sector involvement strategy will be developed with the Technical Assistance of the Green Commodities Program.	Feb – June 2022	PMU	To be started	
Evaluation Recommendation 14.- It is recommended to monitor the committed co-financing, so that it can be anticipated, and take actions in time, to meet the commitments. For this, it is necessary for the EP to generate an integrated tool for its M&E system, based on examples or formats that work for other projects.					
Management Response: Recommendation Accepted.					
Nº	Key Action	Due date	Responsable	Following up	
				Status	Status
14.1	In coordination with the National Project Directorate, information will be requested on the co-financing committed from the counterparts.	Jan-June 2022	UNDP/PMU/IP	To be started	

14.2	In coordination with the National Directorate of the Project, the committed co-financing will be monitored and the support required for the adequate report will be provided.	Permanent	PMU in coordinación with IP	In progress	
Evaluation Recommendation 15.- It is recommended that the analysis of the risk matrix of the project be strengthened, in terms of the risks associated with climate change. The Peruvian Amazon is already being affected by floods or droughts that could directly affect the activities to be carried out with the prioritized value chains.					
Management Response: Recommendation Accepted.					
Nº	Key Action	Due date	Responsable	Following up	
				Status	Status
15.1	The project's risk matrix will be updated within the framework of the SESP update process (see key action 5.1), emphasis will be placed on climate change risks, illicit activities and those that affect native communities, and actions will be carried out to mitigate them during execution. of the project	June, 2022	PMU	To be started	
Evaluation Recommendation 16.- It is recommended that the project begin to measure the indicators, which are viable, by gender in certain indicators, for example, indicator 9 "Multiple actors have better capacities for sustainable landscape management", could be disaggregated by gender, in order to include their results at the end of the project.					
Management Response: Recommendation Accepted.					
Nº	Key Action	Due date	Responsable	Following up	
				Status	Status

16.1	After the causality analysis, the Strategy for the incorporation of the rights, gender and intercultural approach in the project's results framework will be reviewed and updated.	Abril – Junio 2022	PMU	Not started	The project has a Strategy for the incorporation of the rights, gender and intercultural approach in the project's results framework. This strategy will be taken to the level of actions so that its application can be monitored.
16.2	A gender specialist will be hired to work on the issue together with the Project team, national and subnational counterparts, as well as implementing partners.	Abril – Junio 2022	PMU	Not started	
16.3	Follow-up and monitoring of the indicators contemplated in the strategy for incorporating the gender approach within the framework of the project's results will be carried out.	Permanent	PMU	Not started	