

**UNDP Management Response  
MID TERM REVIEW (MTR)**

**"STRENGTHENING THE FINANCIAL AND OPERATIONAL FRAMEWORK OF THE NATIONAL PA SYSTEM IN GUINEA-BISSAU"**

Date: 28/10/2019

Prepared by: Fernando Biag

Position: NRV Project National Coordinator

Unit/Bureau: UNDP GB

Cleared by: Elisabete Dumbia A. da Silva

Position: Head of Sustainable Development Cluster a.i

Unit/Bureau: UNDP GB

Input into and update in ERC: Amadu Bailo Camara

Position: Programme Specialist

Unit/Bureau: UNDP GB

**Overall comments:** The project team and UNDP agreed with the overall recommendations of evaluation as far as the project is concerned.

<p><b>Evaluation Recommendation 1: In relation to the design of the project and as proposed in section 4.1 Project strategy, the evaluator recommends taking advantage of the MTR to update the logical framework of the ProDoc. This will facilitate the monitoring and generation of quarterly reports, as well as provide greater clarity when planning the annual work. On the other hand, the modification of the matrix providing new indicators and their goals will allow to better communicate the results at the end of the project, in a more direct and transparent way. What is sought with the change of the indicators of results is to express more reliably what the project is achieving. They do not imply changes of direction but rather of context. Also, all the indicators in the matrix should have their respective baselines and goals.</b></p>		
<p><b>Management Response: [Agreed]</b></p>		
<p><b>Key Action(s)</b></p>	<p><b>Time Frame</b></p>	<p><b>Responsible Unit(s)</b></p>
<p>1.1. The project National Coordinator to refocus the project according to this recommendation. a. Update the logical framework of the Prodoc; b. Modification of the matrix providing new indicators and their goals and the existing indicators to be updated with baselines and targets.</p>	<p>Feb 2020</p>	<p>IBAP</p>
<p><b>Evaluation Recommendation 2: The PSC ought to be convened at an earlier stage during the year when the AWP is designed and its members should have a say into what is planned, both technically and financially.</b></p>		
<p><b>Management Response: [Agreed]</b></p>		

Key Action(s)	Time Frame	Responsible Unit(s)
2.1. PSC to be updated when the AWP is being designed for next year.	Dec 2019	IBAP/FBG
<b>Evaluation Recommendation 3: UNDP is looking at the best way to resume the transfer of the GEF USD 1.3 million to FBG. If no solution is found by 2019 the project ought to consider renouncing to transfer GEF funds and return them and concentrate on identifying other potential donors.</b>		
<b>Management Response: Not agreed</b>		
Key Action(s)	Time Frame	Responsible Unit(s)
3.1 Given the importance of the capitalizing the FBG endowment capital for the sustainability of funding for biodiversity conservation in Guinea-Bissau, we propose that first all options are exhausted; however, if no solutions are found in 2020, an attempt should be made to convert the funds into standard project funding for other biodiversity conservation activities in Cantanhez NP and possibly other parks of Guinea-Bissau.	2020	UNDP, IBAP, FBG
<b>Evaluation Recommendation 4: Establish a more visual communication strategy to help park rangers communicate with local authorities. Design a way for local representatives to effectively note their colleagues' complaints to be transferred to authorities as they develop. Explore the possibility of using social networks and media, as Facebook or Instagram, to pass on key messages to youth especially in urban areas.</b>		
<b>Management Response: [Agreed]</b>		
Key Action(s)	Time Frame	Responsible Unit(s)
4.1. Develop a specific communication plan for the Cantanhez National Park (PNC), which will identify and take into account the local socio-cultural, economic and environmental reality. <ul style="list-style-type: none"> <li>a. Recruit a consultant to develop a project communication plan;</li> <li>b. Involve the local communities in their design;</li> <li>c. Return and disseminate the strategy to and around the PNC communities.</li> </ul>	Feb 2020	IBAP
4.2.		
<b>Evaluation Recommendation 5: To foster conservation efforts within CNP, design and implement a training of trainers environmental programme with schools. Also make better use of the potential provided by the radio.</b>		
<b>Management Response: [Agreed]</b>		
Key Action(s)	Time Frame	Responsible Unit(s)

5.1. IBAP to organize train sessions for teachers and students on different topics related to biodiversity conservation: a. Streamline and strengthen environmental verification schools (EVAs); b. Develop a training plan for local actors; c. Spread the good practices.	Mar 2020	IBAP
<b>Evaluation Recommendation 6: Improve monitoring and reporting. Include both components, 1 and 2. Do not have separate reports. This also applies to GEF FSC. Right now, they have one for FBG and another for IBAP. The financial sustainability should be seen as a whole, not per project. IBAP's financial unit to lead on financial reporting to UNDP and GEF taking into consideration inputs from both IBAP, NPAs and FBG.</b>		
<b>Management Response: [Agreed]</b>		
<b>Key Action(s)</b>	<b>Time Frame</b>	<b>Responsible Unit(s)</b>
6.1. All processes to be unified including one FSC to be compiled for all SNAP donors in Guinea-Bissau. a. IBAP Finance team to be strengthened so it is able to compile this data as a routine anytime – current status of PA finance in GB – and ideally also updated finance needs and planning.	Jan 2020	IBAP
<b>Evaluation Recommendation 7: To ensure sustainability efforts in CNP, the biodiversity friendly activities component ought to be strengthened. We need to consider that people live inside the park and thus the traditional conservation approach doesn't apply. It is important to rethink management and opt for co-management model for CNP alternating conservation with the rational use of natural resources. Undertake a regional comparative analysis to determine best cases and lessons learnt that could be applied locally.</b>		
<b>Management Response: [Agreed / Partially agreed/ Rejected]</b>		
<b>Key Action(s)</b>	<b>Time Frame</b>	<b>Responsible Unit(s)</b>
7.1. Promote study and exchange visits in the subregion and internationally.	Mar 2020	IBAP
<b>Evaluation Recommendation 8: Extend the useful life of the project by half a year until March 2021. The project started late. It suffered delays due to the political unrest in the country and the conformation of the team also suffered delays. The evaluator recommends requesting an extension of a minimum of 6 months that will allow compliance with the main goals of the project.</b>		
<b>Management Response: [Agreed]</b>		
<b>Key Action(s)</b>	<b>Time Frame</b>	<b>Responsible Unit(s)</b>

8.1. IBAP, SEAB and UNDP to analyze the possibility of project extension: a. SEAB to formalize the request in line with the new requirements of UNDP.	Feb 2020	IBAP
<b>Evaluation Recommendation 9: Design the exit strategy of the project by component, working actively with the actors using existing spaces such as the PSC, the Extended Steering Committees and FBG's Board. The Exit Strategy will provide guidance and guidelines to achieve the sustainability of the actions. The Strategy can answer some of the questions that still remain to be answered, such as whether the Government has the capacity to implement all the regulations that are being drafted or if the FBG endowment capital will be able to cover for a percentage of SNAP's recurrent costs;</b>		
<b>Management Response: [Agreed]</b>		
<b>Key Action(s)</b>	<b>Time Frame</b>	<b>Responsible Unit(s)</b>
9.1. The project National Coordinator to elaborate an exit strategy.	Jan 2020	IBAP
<b>Evaluation Recommendation 10: The GoGB needs to ensure a greater percentage towards BD conservation and proper SNAP management. FBG alone cannot guarantee financial sustainability unless highly capitalized.</b>		
<b>Management Response: [Agreed]</b>		
<b>Key Action(s)</b>	<b>Time Frame</b>	<b>Responsible Unit(s)</b>
10.1. In collaboration with international partners, sensitize the Government to assume its responsibilities regarding biodiversity conservation: a. Hold awareness raising and fundraising roundtables; b. Finalize resources mobilization from REDD funding and fisheries agreement	Jan 2020	IBAP & FBG
<b>Evaluation Recommendation 11: Create an IBAP-DGFF Commission to ensure the continuity of coordination between actors. In addition to strengthening it, it is important to get the United Nations to join the Commission. The joint commission could arise due to the requirements of REDD institutional.</b>		
<b>Management Response: [Partially agreed]</b>		
<b>Key Action(s)</b>	<b>Time Frame</b>	<b>Responsible Unit(s)</b>
11.1. Institutionalize the commission: a. Hold committee institutionalization meetings; b. Formalize and regulate the commission.	Mar 2020	IBAP
<b>Evaluation Recommendation 12: Reinvest, once agreed upon actual amount with GoGB, the revenues obtained from the sale of VCS (potentially by 2020) to expand the FREL to the rest of SNAP.</b>		

<b>Management Response: [Partially agreed]</b>		
<b>Key Action(s)</b>	<b>Time Frame</b>	<b>Responsible Unit(s)</b>
12.1. Meet with the Government to discuss this issue.	Mar 2020	IBAP
<b>Evaluation Recommendation 13: Innovative co-management models. This implies having greater participation of local authorities in planning exercises, implementation and supervision of conservation activities.</b>		
<b>Management Response: [Agreed]</b>		
<b>Key Action(s)</b>	<b>Time Frame</b>	<b>Responsible Unit(s)</b>
13.1. Greater involvement of local actors in the PNC management process.	Jan 2020	IBAP
<b>Evaluation Recommendation 14: Greater visibility of CNP authorities within the park's areas and buffer zones. Visibility that could help halt illegal actions. The Park's headquarters were finished in august 2018 and therefore it is safe to assume that the Director and rangers can now spent all the time in place and have greater presence.</b>		
<b>Management Response: [Agreed]</b>		
<b>Key Action(s)</b>	<b>Time Frame</b>	<b>Responsible Unit(s)</b>
14.1. Increase the number of rangers and collaborators within the park and give them uniforms and relevant equipment to increase their effectiveness and motivation.	Jan 2020	IBAP

\* The implementation status is tracked in the ERC.