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| **Outcome 1** **Embedded SFM into landscape-scale spatial planning** |
| **Recommendation: A.1. Institutionalize cross-sectoral landscape management** |
| **Management Response: To realize the overall impact and achieve the end results of SFM project, as outlined in the project document, the recommendation is agreed to. The following key actions need to be taken and completed by the timelines indicated below.**  |
| **Key Action(s)** | **Time Frame** | **Responsibility**  | **Tracking\*** |
| **Comments** | **Status** |
| 1. Engage all stakeholders of the concerned landscapes and form multi-sectoral standing landscape management committees, which include representatives of ALL land-based departments, local communities, local NGOs, private sector, etc., | September 2020 | PB, PMCs, PMU, PMIUs, NPD, PPDs | Initial correspondence to be initiated with land based deptt in March 2020 | To be initiated  |
| 2. Present a clear spatial analysis of the biophysical and socio-economic baseline data, containing proposals to how to best ensure the flow of multiple ecosystem benefits from the landscape, incl. biodiversity conservation, provision of water, agricultural production, natural resources incl. timber, rocks and minerals, allocation of land for settlement and industrial development, etc. Ideally, the lead of the planning should not be outsourced to maximize ownership, however a facilitator and spatial data analyst may be engaged. | December 2020  | PPDs, PMIUs, PMCs | ToRs of Spatial Analyst being developed—to facilitate the task—which will be finalized by end March/ April start. | Initiated |
| 3. Engage the multi-sectoral landscape management committee into negotiating landscape management plans. The plans should contain the objectives of landscape management, strategies to achieve them, which are operationalized through an action plan with a timeframe of ten years. The action plan should spell out activities, associated budget and resource requirements, responsible implementers and monitoring procedures. The plans should identify rules of land management, incl. on the allocation of land for various uses. The plan should also define the zonation of the landscape for various uses for ten years and represents a binding agreement between stakeholders. | December 2020  | PPDs, PMIUs, PMCs |  Initial correspondence to be initiated with land based deptt in March 2020 | To be Initiated |
| 4. Implement landscape management plans as defined above governed by the standing committee using multiple budget sources, ensuring long-term support for them from the Government. | January 2021 | PPDs, PMIUs, PMCs | The Mgt Plan will be implemented after 1,2 and 3 are completed | To be Initiated |
| 5. Integrate subordinate HCV and community-based forest management planning in *guzara* and *shamlat* forests as well as restoration planning into the overarching landscape management plans. | Feb 2021 | PPDs, PMIUs, PMCs | data collection of HCV in process across all landscapes | Initiated |

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| **Outcome 1** **Embedded SFM into landscape-scale spatial planning** |
| **Recommendation: A.2. Institutionalize capacity building on SFM for professionals as foreseen in the Project Document** |
| **Management Response: To ensure the government ownership and enhance capacity building of relevant government line agencies, the recommendation is agreed to. The following key actions need to be taken and completed by the timelines indicated below.**  |
| **Key Action(s)** | **Time Frame** | **Responsibility**  | **Tracking\*** |
| **Comments** | **Status** |
| 1. Integrate individual training courses into a multi-component (formal certifiable) in-service upgradation training programme on SFM (incl. landscape management planning, biodiversity conservation, climate change mitigation, etc.) with clear competence standards and accreditations for forest and wildlife professionals at different levels (Forest Guard/Forester; Range Officer/SDFO; DFO). | December 2020 | PB, PMU, Provincial Forest Departments | Already integrated into AWP 2020. Coordination with SL initiated.  | To be Initiated |
| 2. These training programmes should be offered as part of the regular syllabus of established forest training institutes (Pakistan Forest Institute; Forest School Thai Abbottabad, Khyber-Pakhtunkhwa; Forest Services Academy Ghora Gali, Punjab; Forest and Wildlife Training School Miani, Sindh). | February 2021 | Provincial Forest Departments |  Already integrated into AWP 2020 | To be Initiated |

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| **Outcome 2 Biodiversity conservation strengthened in and around High Conservation Value forests** |
| **Recommendation: B.1. Strengthen biodiversity conservation through strategic planning** |
| **Management Response: To realize the overall impact and achieve the end results of SFM project, as outlined in the project document, the recommendation is agreed to. The following key actions need to be taken and completed by the timelines indicated below.**  |
| **Key Action(s)** | **Time Frame** | **Responsibility**  | **Tracking\*** |
| **Comments** | **Status** |
| 1. Finalize the identification and delineation of HCV areas in all landscapes based on a thorough analysis of biodiversity data following the Punjab example. | September 2020 | PMU, PMIUs, Provincial Forest Departments | Identification and delineation of HCV areas has already been included in mgt planning processes. However, it will be finalized when the Plans are completed. | To be Initiated |
| 2. Formally designate HCVs to ensure the sustainability of conservation. | December 2020 | PMU, PMIUs, Provincial Forest Departments | Relevant data with regards to HCV being collected. Formal designation expected by the timeframe | To be initiated  |
| 3. Conclude the HCV forest management planning process based on in-depth stakeholder consultations and integration of available biodiversity and socio-economic data and complimentary with overarching landscape management plans. | Feb 2021 | PMU, PMIUs, Provincial Forest Departments | Degraded areas being identified during data collection processes across all landscapes | To be completed by Feb 2021 |
| 4. Focus (and restrict) the implementation to activities identified in the plans. Activities that are fully compliant with the project strategy may be funded from GEF funds, whereas others (e.g. road maintenance) should be covered using government co-finance. | December 2020 | PMU, PMIUs, Provincial Forest Departments | All partners informed during planning sessions and PMU advised to focus and restrict activities as prodoc. | To be initiated  |

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| **Outcome 2 Biodiversity conservation strengthened in and around High Conservation Value forests** |
| **Recommendation: B.2.**  **Strengthen community engagement for improved SFM and biodiversity conservation outcomes** |
| **Management Response: To realize the overall impact and achieve the end results of SFM project, as outlined in the project document, the recommendation is agreed to. The following key actions need to be taken and completed by the timelines indicated below.**  |
| **Key Action(s)** | **Time Frame** | **Responsibility**  | **Tracking\*** |
| **Comments** | **Status** |
| 1. Develop a standardized community capacity development module on key project components and messages and deliver them to all communities through a Training-of-Trainers approach via community facilitators. Standardized capacity development modules on community-based conservation shall encompass i) community organizational skills and group governance, ii) multi-purpose community forest management planning and management capturing all resources and ecosystem services incl. grazing, biodiversity conservation, firewood, water, carbon, etc., iii) participatory monitoring, and iv) biodiversity-friendly livelihood development options and their particularities. Additionally, capacity development should contain optional modules, which are imparted based on their relevance for a certain location (e.g. NTFP processing, human-wildlife conflict, fire management, etc.). | December 2020 | PMU, PMIUs, Provincial Forest Departments | Coordination with SLF initiated. The module development process will be discussed with SL project and initiated  | To be initiated  |
| 2. Identify the strategy of community engagement through the Stakeholder Participation and Communication Strategy, clearly spelling out the mandates of CBOs, issues of long-term sustainability, facilitation needs, etc. | August 2020 | PMU, PMIUs, Provincial Forest Departments | Coordination with SLF initiated. The process to be started in consultation with SL project | To be initiated  |
| 3. Hire two professional community facilitators per landscape, one of whom should be female to provide continues backstopping to local communities, CBOs and *nigehbans* and facilitate the interaction between forest department staff and local community members. | August 2020 | PMU, PMIUs, Provincial Forest Departments | Hiring 2 staff per landscape will not be feasible, hence the project will engage 2 community facilitators (M+F) per province.  | To be initiated  |
| 4. Form and engage CBOs into the planning and implementation of project activities, providing them continuous backstopping. | - | PMIUs, Provincial Forest Departments | The project is already working with established communities in the project areas. No need to establish separate CBOs | N/A  |
| 5. Plan and implement community-based conservation and biodiversity-friendly livelihood development activities as an integrated package negotiated and agreed at community, HVC forest & landscape levels. The package should identify the forest conservation objectives and activities, identify the roles of different stakeholders implementing them and provide livelihood investment activities as a compensation for foregone forest utilization due to e.g. restriction of grazing, firewood collection, conservation set-asides, etc. Negotiate and agree conservation/restoration targets for CBOs and regularly monitor the progress towards these targets applying participatory and third-party monitoring. | December 2020 | PMIUs, Provincial Forest Departments | Negotiation with local communities initiated. This is will be made part of the Landscape Mgt Plan  | To be initiated  |

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| **Outcome 3**  **Enhanced Carbon sequestration in and around HCVF in target forested landscapes** |
| **Recommendation: C.1.**  **Improve progress towards carbon sequestration targets across entire landscapes incl. non-forest areas through holistic planning, restoration and avoiding emissions** |
| **Management Response: To realize the overall impact and achieve the end results of SFM project, as outlined in the project document, the recommendation is partially agreed to as some of the key actions will not be possibly taken as the project will operationally close by Feb 2021. The following key actions need to be taken and completed by the timelines indicated below.** |
| **Key Action(s)** | **Time Frame** | **Responsibility**  | **Tracking\*** |
| **Comments** | **Status** |
| 1. Develop landscape restoration plans (as also specified in the Project Document) to enhance landscape-level carbon stocks and reduce greenhouse gas emissions. These plans should be complimentary to the overarching landscape management plans and take the zonation of the landscape management plan as a basis. Additionally, in case of spatial overlaps they have to be compatible with/included in the community-based forest management plans (Output 2.2) and/or the HCV forest management plans (Output 2.1). Investigating each different land cover / land use type, land ownership, tenure situation as well as existing carbon stocks and potential emissions, the plans should formulate comprehensive restoration strategies, which capture the entire landscape incl. beyond forest land. The plans should be linked to the community-based livelihood investments and identify incentive mechanisms on how to maximize carbon stocks in agricultural systems and minimize emissions from livestock production and other activities. Additionally, they should also identify clear forest restoration targets relying on a mix of active and passive restoration methods. | Feb 2021 | PMU, PMIUs | Relevant data collection initiated across all landscapes, which will be completed after the Landscape Mgt Pans are ready in December 2020. | To be initiated  |
| 2. Carefully monitor actual sequestration rates to inform adaptive management to put the Project on track towards its targets of avoided emissions. Progress towards landscape-level and subordinate targets shall be monitored with the help of local community members (nigehbans). | December 2020 | PMU, PMIUs | Baseline already established whereas actual assessment will be made in 2021 as per agreement with PFI. | To be initiated  |
| 3. Account for avoided emission benefits in terms of CO2eq of firewood replacement, fuel efficient stoves, solar-powered devices, biogas digesters, etc. At the same time, best practice solutions are recommended for the construction and maintenance of biogas digesters to avoid that their net greenhouse gas benefits are not annulled by methane leakage, etc. | December 2020 | PMU, PMIUs | Since the project has planned a number of biogas activities in AWP 2020, it is advised to account for the avoided emissions and consider the best practices during the planning and installing stages before initiation of activities.  | To be initiated |
| 4. Step up active restoration efforts in KP (afforestation, reforestation) and passive restoration (assisted natural regeneration through grazing exclusion, rotational grazing, firewood collection guidelines, etc.) efforts everywhere. | Sep 2020 | PMU, PMIUs | This will be taken up during the upcoming plantation seasons in 2020 and onward | To be initiated |
| **Project Implementation and Adaptive Management** |
| **Recommendation: D.1.** **Strengthen results-based management** |
| **Management Response: The recommendation is strongly agreed to. The following key actions need to be taken and completed by the timelines indicated below.** |
| **Key Action(s)** | **Time Frame** | **Responsibility**  | **Tracking\*** |
| **Comments** | **Status** |
| 1. Increase SMART-ness of the Project’s strategic results framework by establishing missing baselines, simplifying the indicator structure and removing gaps in targeted results not captured by indicators. A proposal for this is attached to the MTR Report as Annex 13: Proposed changes to the Strategic Results Framework. | April 2020 | PMU, PB, NPD, PPCs, PMCs, PPDs, UNDP CO, UNDP-GEF RTA | This has already been presented in the project board meeting and endorsed thereof. The PMU to share the revised version with CO and RTA | Initiated  |
| 2. Along with the above, obtain UNDP-GEF approval for the replacement of landscapes in Punjab. The analysis of costs does not justify the reduction of spatial targets.  Furthermore, the reduction of spatial targets is not justified based on the swap of riverine for Chir Pine landscapes, as afforestation costs in the later are lower as compared to the former.  Therefore, the revision of spatial targets should not lead to a reduction in the overall area targeted by the Project.  Once approved by the Project Board and UNDP-GEF, the change in targets should be reflected in the Strategic Results Framework and the PIR 2020. | July 2020 | PMU, PB, NPD, PPCs, PMCs, PPDs, UNDP CO, UNDP-GEF RTA | The PMU will prepare the case which will be endorsed by the PB/NPD and submitted to UNDP CO for onward sharing with RTA | To be initiated |
| 3. Restrict work planning on results targeted by the project strategy as spelt out in the Project Document and omit non-compliant activities. For a largely comprehensive list of intended activity-level deliverables as stated in the Project Document refer to MTR Report Annex 12: Critical review of the Strategic Results Framework. | August 2020 | PMU, PB, NPD, PPCs, PMCs, PPDs | All partners informed during the planning sessions and PMU advised to restrict work planning on results-based activities as reflected in the prodoc. | To be initiated  |
| 4. Add an extra level to the Project’s monitoring system, which allows aggregating process monitoring to the level of individual indicators, thus allowing the Project to focus adaptive management on key deliverables. | - | PMU | - | - |
| 5. Report progress in PIRs against indicators, clearly observing the chain of logical results hierarchy. Activities should clearly be associable and contribute to individual Outputs. PIR reporting should observe the type of indicator (qualitative/quantitative) and state progress accordingly, restricting the narrative to relevant information. | August 2020 | PMU, UNDP CO | Discussed with the project, will be reflected in the upcoming PIR | To be initiated  |

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| **Project Implementation and Adaptive Management** |
| **Recommendation: D.2.**  **Improve stakeholder engagement and communication** |
| **Management Response: UNDP agrees with this recommendation to enhance awareness and ensure that maximum number of beneficiaries benefit from the project results. The following key actions need to be taken by the indicated timeline.**  |
| **Key Action(s)** | **Time Frame** | **Responsibility**  | **Tracking\*** |
| **Comments** | **Status** |
| 1. Allocate funds towards contracting of the Capacity Development and Outreach Specialist, a position which was foreseen but not budgeted in the Project Document. This should be possible from the savings that accrued due to the 55% shift of exchange rate in favour of the USD against PKR since the Project Document was prepared, even considering that inflation offset this figure by about 30%. | June 2020 | PMU, PMIUs, PB, PMCs | Discussed with PMU staff. The project will draft TORs and hire relevant staff to reduce burden on the project staff | To be initiated |
| 2. Develop the Stakeholder Participation and Communication Strategy mandated by the Project Document. | June 2020 | PMU, PMIUs | Advised to PMU to initiate this process soonest which will also facilitate actions 1-3 under Recommendation A.1. | To be initiated |
| 3. Follow up on stakeholder engagement, particularly engaging land-based government departments beyond the Forest and Wildlife Departments, as well as NGOs and the private sector | September 2020 | PMU, PMIUs, PB, PMCs |  | To be initiated |
| 4. Operationalize the SFMP website without delay and upload authoritative versions of all available reports and knowledge products | February 2020 | PMU | The process has been started  | Initiated  |
| 5. Conduct exchange visits between the provinces involving teams of forest staff and community representatives with clear objectives for structured knowledge sharing, documentation and results dissemination |  | PMU, PMIUs | This has already been part of the project previously, which will continue  | - |
| 6. Prepare local language awareness raising materials that explain what SFM and provide insight into some of the approaches promoted by the project (e.g. community-based forest management). | August 2020 | PMU, PMIUs | The project has already been developing awareness raising material for stakeholders. However, for local communities, this will be done in local languages  | To be initiated.  |

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| **Sustainability** |
| **Recommendation: E.1.** **Mainstream gender and social equity into project implementation** |
| **Management Response: To ensure social inclusion and mainstream gender into the project, UNDP agrees with this recommendation. The following key actions need to be taken by the indicated timeline.** |
| **Key Action(s)** | **Time Frame** | **Responsibility**  | **Tracking\*** |
| **Comments** | **Status** |
| 1. Develop the Project’s “Stakeholder Participation and Communication Strategy” as spelt out in the Project Document. The strategy document should contain the strategy of engaging females and other disadvantaged groups. The Strategy should spell out the principles of engaging females and disadvantaged groups into project implementation (incl. the identification of beneficiaries of livelihood development activities), translate them into clear strategies and operationalize them through a Stakeholder Participation and Communication Plan. This Plan should contain trackable targets which shall be linked to and tracked by the Project’s monitoring system. | June 2020 | PMU | This is already covered above as Action 2 under Recommendation D.2, ‘Gender’ will be made part of it.  | To be initiated  |
| 2. Collect indicators specific to gender and disadvantaged groups in the course of monitoring to allow adaptive management to focus on the effective mainstreaming of these broader development objectives. | July 2020 | PMU, PMIUs | Data from monitoring visits shall be collected and reported in PIR/ ROAR 2020 | To be initiated |
| 3. Collect gender disaggregated data for utilization in all internal and external reporting including PIRs, Annual Project Report and Results Oriented Annual Report (ROAR). | July 2020/ November 2020  | PMU, PMIUs | Data from monitoring visits shall be collected and reported in PIR/ ROAR 2020 | To be initiated |
| 4. Social and gender equity should be given due consideration for identifying beneficiaries of livelihood investments. Instead of the type of activity (e.g. fruit orchard) driving the selection of eligible beneficiaries (who have enough irrigated land to accommodate the orchard), the needs of those who are most heavily depending on forest resources and are thus most impacted by resource use restrictions for conservation should be identified and their alternative livelihood needs be met. | August 2020 | PMIUs, Provincial Forest Departments | The project will consider the recommendation while planning activities pertinent to livelihood investment | To be initiated |
| 5. Contract female facilitators to engage with women in the project landscapes. |  | PMIUs, Provincial Forest Departments | This will be covered under B.2. Action 3 above  | - |

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| **Sustainability** |
| **Recommendation: E.2.** **Revise project closing date** |
| **Management Response: Since GEF strongly discourages no-cost extension of its projects, the closure date for SFM will remain status quo as agreed in the project document. However, if need be, the no-cost extension will be decided by GEF-UNDP for which a formal request is made by IP at least six months prior to the project closure.** |
| **Key Action(s)** | **Time Frame** | **Responsibility**  | **Tracking\*** |
| **Comments** | **Status** |
| Revise the project closing date to January 2022, considering a 60-month project implementation period starting from the date of hiring the National Project Manager in January 2017. | - | PB, NPD, UNDP CO, UNDP-GEF RTA | As per GEF, the project start date is signing of the prodoc, i.e. Mar 2016 in this case. The 60-month project implementation hence completes in Feb 2021.  | N/A |