**UNDP/GEF Terminal Evaluation**

**Management Response and Tracking Template**

Project Title: Strengthening the Effectiveness of the National Protected Area System by Including a Landscape Approach to Management

Project PIMS #: 4832

Terminal Evaluation Completion Date: December 2019 - February 2020

| **Key issues and**  **Recommendations** | **Management**  **Response** | **Key Actions** | **Timeframe** | **Responsible** | **Status\*** |
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| **Project Recommendations** | | | | | |
| Future intervention needs to reduce dependence on external factors such as political will, or bureaucratic processes, hence, it is recommended to stablish realistic goals in the projects´ lifecycles, considering political times and other matters out of the interventions control. | Agreed. However, in the implementation of a public policy, such as SNAP, the number and depth of the links expands and deepens with the development of the system itself. And this almost inevitably, results in an increase in the loss of relative control over some processes and their times. | Include in the planning, different possible scenarios. | 2021 | Gerencia Ecosistemas  (DINAMA – MVOTMA) | Pending |
| Advances in inter-institutional coordination at the national level must be transferred to the local level so that in all areas there are good levels of coordination with the other entities; since the project aimed at enabling an institutional framework , it is recommended to establish local plans and strategies, integrate inter-institutional teams, and even set up joint offices with other Ministries and Agencies (if possible). | Agreed. With this objective, the National Steering Committee (CNA) and the Local Steering Committees (CAEs) were created in the SNAP. | * Update the integration of the CNA according to the new government. * Take the opportunity to communicate to the new authorities at central and local level about SNAP. * Capitalize the planning instances in the areas (during the management plans) so that these agreements between institutions maintain their correlation at the local level. | 2020-2025 | División SNAP (DINAMA – MVOTMA) | Partially Completed |
| With the experience gained in the creation of protected areas in different parts, it is recommended to record the success factors for the viability of a protected area, including political, social, cultural, economic and environmental aspects.   * As mentioned in the findings, the achievement of results at the local level depends on different factors, and therefore it is necessary to analyze the lessons learned and good practices on topics such as the creation of work teams, the approach to planning, creation of CAEs, dialogue facilitation experiences, work with intentions, etc. | Agreed.  We must reinforce the capitalization of these success factors by those who are not directly involved, sharing these reflections and turning them into true learning for the entire System. | * Implement regional workshops (teams) based on achievements, analyzing these success factors according to the matrix developed for the “capitalization of learning and lessons”. * Launch support for the systematization of these “learning and lessons” on the SNAP Information System (SISNAP) platform. * Generalize the use of SISNAP. | 2020- 2025 | División SNAP (DINAMA – MVOTMA) | Partially Completed |
| For future projects that involve aspects of public policy, it is recommended that the design encompass aspects that can be achieved with the resources and timeline of the project, that establish a measurement based on scope indicators of milestones. | Agreed. | Incorporate this recommendation during the implementation of the new project, currently under evaluation by GEF. | 2021 | Gerencia Ecosistemas  (DINAMA – MVOTMA) | Completo |
| Given the limited resources from authorities at the local level, and also the bureaucratic processes, it is recommended to analyze whether the approach should be taken in the development of management plans or territorial planning instruments and decide on any of these. According to the sources of information consulted, the advantage of land use plans is their binding nature and access to budget resources. | Agreed.  We have good experiences when the management plans and territorial planning instruments are being prepared simultaneously and there is a possibility of dialogue between both teams in charge. | Incorporate this recommendation during the implementation of the new project, currently under evaluation by GEF. | 2021-2025 | Gerencia Ecosistemas y  División SNAP (DINAMA – MVOTMA) | Partially Completed |
| **Short term operational recommendations:** | | | | | |
| Dissemination and communication: as mentioned during the field visit, in the short term, the project must establish key messages and narratives about its achievements such as the impact on public policies, the facilitation of dialogue between diverse actors, the governance of PAs, the participation of productive and academic sectors in the subject of protection, incentives for local actors, the relationship between productivity and protection, local empowerment, etc. This information should be shared with key actors, especially with the new national administration, and candidates for regional and local authorities. Likewise, this information can be used to systematize experiences. | Agreed.  It was one of the challenges when we celebrated the first 10 years of SNAP implementation (2018). Furthermore, that experience helped us develop some key messages with supporting information. In any case, their effective communication is something to improve. | Incorporate this recommendation during the implementation of the new project, currently under evaluation by GEF. | 2021-2025 | División SNAP (DINAMA – MVOTMA) | Pending |
| It is recommended that the project establish an exit strategy that clearly defines the goals, roles and deadlines to implement a series of activities that allow continuity to the processes and results achieved by the project. | Agreed. | * Incorporate this recommendation during the implementation of the new project, currently under evaluation by GEF. | 2021-2025 | División SNAP (DINAMA – MVOTMA) | Pending |
| **Recommendations for UNDP GEF** | | | | | |
| It is important that knowledge management be promoted from UNDP GEF, based on the development of case studies, the identification and transfer of good practices between country offices and between GEF projects.   * The experience of Uruguay can be an interesting reference for other countries on how to work on the issue of protected areas with productive sectors and the private sector. * Likewise, Uruguay can benefit from good international practices such as incentives to producers in Protected areas. | Just as Uruguay (which started implementing its System late), benefited from the lessons learned from those who started earlier; we believe that the way of designing and planning conservation in private lands and low productive use, and the idea of ​​gradualness applied, could be very useful for the challenges of many systems in other countries, with a lot of tradition and development but little experience in the tensions of production and conservation. | * Prepare documents with the main results and challenges of the project and the evolution of the SNAP in Uruguay, to be presented to the rest of the offices in the region.   As an example of progress in this issue is the document “**Protecting land and biodiversity in Uruguay**” prepared for UNDP Uruguay  and published in the UNDP Home Page.  <https://www.undp.org/content/undp/en/home/blog/2019/uruguay-y-el-desafio-de-la-conservacion-en-areas-privadas.html> | 2020-2022 | UNDP Uruguay, UNDP GEF | Partially |

\* Status of Implementation: Completed, Partially Completed, Pending