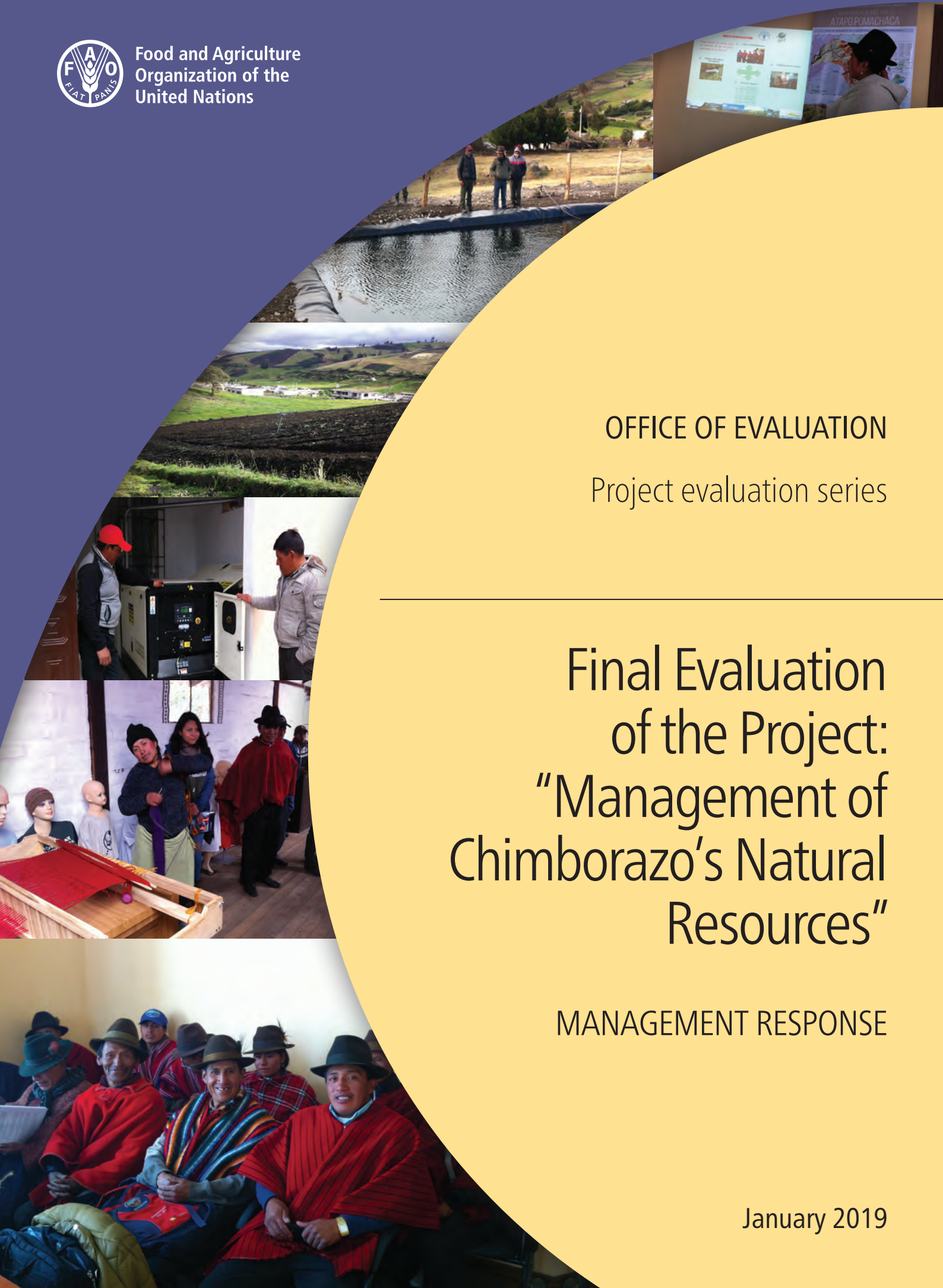




Food and Agriculture  
Organization of the  
United Nations



OFFICE OF EVALUATION

Project evaluation series

# Final Evaluation of the Project: "Management of Chimborazo's Natural Resources"

MANAGEMENT RESPONSE

January 2019



**PROJECT EVALUATION SERIES**

**Final Evaluation of the Project:  
"Management of Chimborazo's Natural  
Resources"**

**GCP /ECU/080/GFF  
GEF ID: 3266**

**MANAGEMENT RESPONSE**

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS  
OFFICE OF EVALUATION  
January 2019**

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## Introduction

1. Evaluation contributes to accountability and lessons learning and should lead to improved management decision-making and performance. For evaluation to play its roles, among other measures and procedures there needs to be careful consideration of evaluation recommendations as a basis for management decisions.
2. Since 2006, FAO evaluation policy establishes that all evaluations in FAO must receive a management response and a follow-up report. Standardized and assured quality in the Organization's responses and follow-up reports on evaluations enhances transparency of the evaluation process and enables drawing lessons on the effectiveness of, and compliance with the corporate evaluation policy. This guidance note outlines the roles and responsibilities for the preparation of these reports.
3. The FAO Office of Evaluation (OED) is also aware that the evaluation reports themselves need to facilitate decision by management on recommendations and follow-up. Thus OED, in fulfilling its quality assurance function, will endeavour to ensure that evaluation recommendations are expressed clearly and unambiguously.
4. All queries on these procedures should be addressed to the Director, Office of Evaluation.

## Management Response

5. Management Response is the document through which FAO management, at project, country, regional, divisional or organizational level:
  - i. expresses its general opinion on the evaluation process and report, conclusions and utility;
  - ii. responds to individual recommendations, accepting, partially accepting or rejecting them;
  - iii. describes how the accepted or partially accepted recommendations will be implemented.
6. The unit mainly in charge of the implementation of the evaluated work (hereafter referred to as Responsible Unit) will have to take the lead in preparing the MR, as specified in the evaluation Terms of Reference (TOR). In doing so, the Responsible Unit will have to discuss with all those involved in the evaluated work and receive an answer by all those who will be responsible for implementing each recommendation. The response to each recommendation will have to be approved as for the responsibility of the decisions regarding the issues at stake. In the case of recommendations managed at corporate level, the President of the Evaluation Committee (Internal) will be responsible for final approval, in consultation with the members of the Committee, as appropriate.
7. The Management Response will have to be prepared using the format described below:

## Management Response to the Evaluation

### Overall Response to the Evaluation

8. After project closure, and taking into account the results of the final evaluation, the project is rated *Moderately Satisfactory*. The importance of Project implementation in the province of Chimborazo and in beneficiary communities is emphasized for the increased interest in and knowledge of environmental awareness and management of natural resources. However, and taking into account the actions implemented and carried out to achieve the objectives proposed by the project, the final evaluation mentions the lack of achievement of some results expected by the project, especially Components 1 and 2 related to endemic conservation and the implementation of information systems on the state of biodiversity in the Chimborazo Reserve. Therefore, management has to emphasize the hard work and effort carried out by the project's technical team to partially change this reality in the province, since the initial setting took into account a lack of knowledge on environmental conservation, land management and agrobiodiversity, among others. In an unprecedented way, the Project successfully involved communities, associations and other project beneficiaries with the DAG Chimborazo Province. With this in mind, the evaluation emphasized capacity strengthening in the area of intervention, which shows the timely work of the project team and the territorial scope. Moreover, as for project financial implementation, the evaluation mentions that implementation under the OPIM modality managed to use all the budget



destined to the project; however, 20 percent was implemented in the last semester of the project, after two extensions for project closure. The evaluation mentions that implementation was slower than expected and there was not enough time to strengthen the activities carried out in the last semester of the project. On this, Management highlights that the implementation of an OPIM model also depends on monitoring the internal administrative processes of public institutions which are not as effective as hoped. One of the biggest challenges for OPIM implementation is related to the local capacity of the financial management of resources and the time needed to hire people. It is important to emphasize that because of these conditions, the project had an important impact on local community and participating partner institutions.

9. Lastly, Management thanks the evaluation team for the comments, recommendations and findings detailed in the final report. These will be considered for future interventions of FAO Ecuador and the partners the Organization works with in the various areas in the country.

## Response by recommendation

### Box 1: Management Response Matrix<sup>1</sup>

Management response to the (Final Evaluation of the Project: "Management of Chimborazo's Natural Resources" GCP /ECU/080/GFF GEF ID: 3266)					Date November 2018
Evaluation recommendation (a)	Management response (b) <b>Accepted, Partially Accepted or Rejected</b>	Management plan			
		Actions to be taken and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Time frame (e)	Further funding required (Y or N) (f)
<b>Strategic recommendations:</b> <i>To GADPCH, FAO-EC</i>					
<b>Recommendation 1</b>  <b>Systematization.</b> Identify, document and disseminate, by means of an inclusive analysis with the final beneficiary parties, the final lessons learned and good practices of the Project, and systematize the most relevant so that GEF and FAO apply them in future projects and in the policy dialogue with the Government of Ecuador. Similarly, collect information regarding the elements that led to the weaknesses, in order to include	<b>Accepted</b>	a) Arrange the systematization of lessons learned and good practices together with GADPCH. b) Duplicate this document so it is taken into consideration in formulating future projects. c) Prepare summary reports for GEF to disseminate among its networks at world level. d) FAO will take into account the lessons learned in formulating projects for replenishment GEF-7.	FAO Representation in Ecuador	August 2018–April 2019	N

<sup>1</sup> Each column is cross-referenced to the bullet letters above.

them in the risk analysis and prevent them.					
<i>To GEF and FAO (headquarters and FAO Representation in Ecuador)</i>					
<p><b>Recommendation 2</b></p> <p><b>Regarding the objectives, indicators and management of risk in the projects funded using GEF funds.</b> When designing future projects, they should define a clear and coherent intervention logic based on a final objective and observing the vertical relationship between specific objectives (components) as well as the horizontal relationship between such to achieve a comprehensive vision.</p>	Accepted	In formulating new GEF proposal, the aim will be to reduce the number of components and objectives to focus on clearer interventions at territorial level to avoid dispersion of actions and to contribute to the achievement of clear, specific objectives related to one another. The FAO Representation in Ecuador and headquarters really value this recommendation and its suggestions will be repeated within GEF.	FAO Representation in Ecuador and headquarters	July 2019	N
<p><b>Suggestions:</b></p> <ol style="list-style-type: none"> <li>1) The objectives must be aligned with GEF and FAO requirements in order to observe the relevant international policies and plans (for example, the Aichi Targets) as well as national and subnational ones (for example, the LUDP) and be realistic pursuant to the duration and resources available. In addition, they should be based on a prior analysis of the needs and capacities of the interested parties and final beneficiaries and specific training regarding the regulation the OPIM applies. The cross-cutting objectives such as, for example, gender equality and governance must be explicit in the vertical objectives.</li> <li>2) The application of indicators must be based on outcomes and tangible changes made that have base lines (geo-referenced where relevant) to facilitate the comprehensive analysis of the Project, and to define targets for specific periods of time.</li> <li>3) The risk assessment must be classified in accordance with GEF good practices (high, medium and low) and clarify the risk mitigation measures classified as high and medium that must be updated during the execution.</li> </ol>					
<p><b>Recommendation 3</b></p> <p><b>Regarding environmental indicators for the national and subnational public authorities.</b></p>	Partially accepted	In future projects, promote data report and the establishment of environmental indicators that include timely information on the role and results of conservation.	FAO Representation / GEF	In future projects	N

<p>Environmental indicators must be geo-referenced where relevant (to understand the interaction between the local and global dimensions) and have a dedicated budget to be able to report the contribution of each project to the most relevant international, national and subnational environment objectives.</p>		<p>During the project's start period, some time will be dedicated to finding more appropriate guidelines and indicators adapted to local intervention realities which are not too costly for the project and are of direct implementation with local territorial actors.</p>			
<p><i>To FAO headquarters and FAO Representation in Ecuador</i></p>					
<p><b>Recommendation 4</b></p> <p><b>Regarding the capacity of the counterparts.</b> The role of FAO Ecuador must be clarified to perform the rating of the capacities of the counterparts and with their participation design a plan for training the executing entity in the areas where it has weaknesses or limitations. Similarly, the evaluation of the capacities of the counterparts must include a study of the conditions of the context and of GEF and FAO regulations, as well as national and local regulations.</p>	<p>Accepted</p>	<p>The FAO Representation in Ecuador will take into account these recommendations for its next projects, as it is fundamental for partners to know the regulation to be met by each financier before and during project implementation. The financial and technical accompaniment system will be strengthened to clarify to partners the roles, scope and responsibilities of project participants. An accompaniment system will be formalized to strengthen partners' capacities.</p>	<p>FAO Representation in Ecuador and headquarters</p>	<p>Awaiting new proposals</p>	<p>N</p>
<p><i>To GEF and FAO headquarters</i></p>					

<p><b>Recommendation 5</b></p> <p><b>Regarding the OPIM.</b> Due to the complexity of the requirements and/or of the options that the GEF projects implemented with the "OPIM" modality present during project design, it is important to have an operating manual that clarifies their responsibilities regarding the local authorities so that at the start of project operations GEF and FAO procedures and policies are correctly applied in the planning, implementation and monitoring of the Project.</p>	<p>Accepted</p>	<p>FAO will ensure an induction process of GEF requirements for local partners. Operating manual will be adapted to specific FAO and GEF procedures to allow implementing partner to count on a clear reference framework to operate upon. This recommendation will be taken into account in future projects promoted by FAO.</p>	<p>FAO headquarters</p>	<p>Awaiting proposals</p>	<p>new N</p>
<p><b>Suggestions</b></p> <p>4) The manual must: i) clarify the responsibilities of the interested parties, particularly of FAO with regard to the authorities responsible for executing the project in the OPIM modality; ii) include the training that FAO should offer (see Recommendation 4) to the local executors so that they apply the manual correctly; and iii) have a subheading profiling the ecosystems included in the Project and the requirements for their conservation (particularly their biodiversity) pursuant to its ecological dynamics and in accordance with GEF and FAO policies on the matter.</p> <p>5) In projects that include production landscapes, developing a comprehensive vision based on a description of how conservation would be integrated within sustainable development practices is recommended.</p>					
<p><i>To the Office of the GADPCH</i></p>					
<p><b>Recommendation 6</b></p> <p><b>About the content of future biodiversity conservation and local development programmes.</b> Ensure that GEF projects focus on the integration of biodiversity conservation</p>	<p>Partially Accepted</p>	<p>This observation will be taken into account when planning capacity building strategies in the beneficiary population. GADPCH will use the experience gained in the project to formulate future proposals.</p>	<p>Chimborazo DAG and National Government</p>	<p>In future national projects</p>	<p>N</p>

<p>within production landscapes that promote awareness raising campaigns on the role of agrobiodiversity as a means to increase the resilience and food sovereignty of local communities vulnerable to the effects of climate change.</p>					
<p><b>Suggestions:</b></p> <ol style="list-style-type: none"> <li>1) Promote a comprehensive vision of land development and planning that includes the <i>in situ</i> conservation of agrobiodiversity by means of an assessment and recognition of local knowledge of peasant men and women and their native technologies.</li> <li>2) Identify the agrobiodiversity that can generate economic income (in accordance with the Law on Agrobiodiversity and Seeds).</li> <li>3) Identify friendly practices for the conservation of the species of flora and fauna in the productive landscapes and promote such by means of consultations with the local producers (particularly women) and other similar projects/countries (within the country and in other Andean countries).</li> <li>4) In addition, for the conservation of biodiversity in Protected Areas and for the development of a comprehensive vision of sustainable development in a landscape/territory (such as the páramos), it is recommended to implement awareness raising campaigns with the aforementioned focus to develop awareness of the intrinsic and instrumental values of agrobiodiversity so that they are fully included and integrated in the development plans (LUDP), the sub-basin management plans and other relevant plans.</li> </ol>					
<p><i>To the FAO Representation and GADPCH</i></p>					
<p><b>Recommendation 7</b></p> <p><b>Regarding the sustainability and replication of the outcomes.</b> FAO must consider the allocation of dedicated funds to provide technical assistance in the post-closure phase of GEF projects so that beneficiary authorities such as GADPCH apply an internal monitoring and surveillance system (based on outcomes and tangible changes with base lines taken from</p>	<p>Partially Accepted</p>	<p>This recommendation will be taken into account to be discussed with GADPCH and the feasibility of implementation at the present time. This recommendation depends on the availability of funds to meet a monitoring process after project closure.</p>	<p>FAO Ecuador and GADPCH</p>	<p>October 2018- July 2019</p>	<p>Y</p>

<p>relevant studies, the ProDoc, etc. and their respective targets) whose objective it is to monitor the development plans (such as the LUDP).</p>					
<p><b>Recommendation 8</b></p> <p><b>Regarding communications.</b> Designing and implementing a communication strategy in accordance with the needs and interests of the different interested parties to ensure the spreading of the materials produced by the Project is recommended.</p>	<p>Accepted</p>	<p>In future projects, specific internal and external communication strategies will be defined to ensure proper dissemination of the materials produced by the project. This recommendation will be taken into account to be implemented in future projects.</p>	<p>FAO Ecuador and GADPCH</p>	<p>Awaiting new proposals</p>	<p>N</p>

