

**Project Evaluation Series**

**Terminal evaluation of the project  
“Integrated  
management of marine and coastal spaces  
of high value for biodiversity in  
continental Ecuador”**

**GCP/ECU/084/GFF  
GEF ID: 4770**

**Management Response**

## **Introduction**

The final evaluation of the project "Integrated management of marine and coastal spaces of high value for biodiversity in continental Ecuador" aims to describe the impacts of the project, the sustainability of the results and the degree of achievement of the long-term results. Likewise, it indicates the future actions necessary to ensure the sustainability of the project results, expand the impact in successive phases, integrate and expand its products and practices, and disseminate the information obtained among the authorities and institutions with competencies in integrated coastal management, and conservation and sustainable use of marine and coastal biodiversity, to ensure the continuity of the processes initiated by this project.

Since 2006, FAO's evaluation policy states that all FAO evaluations must receive a management response and a follow-up report. The standardized and guaranteed quality of the Organization's responses and follow-up reports on evaluations improves the transparency of the evaluation process and provides lessons on the effectiveness and compliance of the corporate evaluation policy. This guidance note describes the roles and responsibilities for preparing these reports.

The FAO Office of Evaluation (OED) is also aware that the evaluation reports themselves should facilitate management's decision on recommendations and follow-up. Therefore, OED, in fulfilling its quality assurance role, will endeavor to ensure that evaluation recommendations are expressed clearly and unambiguously.

All inquiries about these procedures should be directed to the Director of the Office of Evaluation.

## **General response to the evaluation**

The final evaluation exercise carried out complies with the main objective foreseen in the project document (PRODOC) and the specific objectives of the same, reflecting in a close and correct way the coherence and relevance of the project execution, the effectiveness and efficiency during its implementation, the normative values and social and environmental safeguards developed, as well as the elements of sustainability of the actions and the progress towards the impact generated by the Coastal Marine Project. Within the Independent Final Evaluation process, the methodology used by the evaluation team and the limitations presented by the sanitary restrictions due to the COVID-19 pandemic are highlighted.

## Responses by recommendation

Management Response to the Terminal evaluation of the project “Integrated management of marine and coastal spaces of high value for biodiversity continental Ecuador” - GCP/ECU/084/GFF					03/2021
Evaluation recommendation	Management response <b>Accepted, Partially accepted or Rejected</b>	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
<p><b>Recommendation 1.</b></p> <p>To the Ministry of Environment and Water of Ecuador, FAO Ecuador, FAO-GEF Coordination Unit, Conservation International Ecuador and Hivos.</p> <p>Given that the situation that led to the modification of the Results Framework prevailed from the beginning of the Project, it is recommended that this type of situation be analyzed in a timely manner at the beginning of each project and, if there is a solid foundation that leads to the modification of the Marco, is done now or later, but without waiting for the Midterm Review to do so. This is of particular importance when it comes to the creation of conservation areas.</p>	<b>Accepted</b>	FAO Ecuador, together with the partners of new GEF projects, will analyze in the start-up workshops the changes in the conditions present at the beginning of each project and will propose, if necessary and in a substantiated manner, changes to the originally proposed Results Framework.	FAO Ecuador	Mar-Dec 2021	No
<p><b>Recommendation 2.</b></p> <p>To the Ministry of Environment and Water of Ecuador, FAO</p>	<b>Accepted</b>	FAO Ecuador, together with the partners of new GEF projects, will analyze in the start-up workshops the changes in the conditions present at the beginning of	FAO Ecuador	Mar-Dec 2021	No

Management Response to the Termnal evaluation of the project “Integrated management of marine and coastal spaces of high value for biodiversity continental Ecuador” - GCP/ECU/084/GFF					03/2021
Evaluation recommendation	Management response <b>Accepted, Partially accepted or Rejected</b>	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
<p>Ecuador, FAO-GEF Coordination Unit, Conservation International Ecuador and Hivos.</p> <p>Considering that the modification to the Results Framework has had a negative effect on the Project, it is recommended that the changes to the Results Framework for any project be derived from a rigorous technical analysis and adhere to strict professionalism at all times.</p>		each project and will propose, if necessary and in a substantiated manner, the changes to the originally proposed Results Framework. FAO will be more rigorous when selecting executing partners in conjunction with MAAE in upcoming GEF projects.			
<p><b>Recommendation 3.</b></p> <p>To FAO Ecuador, Ministry of Environment and Water of Ecuador and Conservation International Ecuador.</p> <p>It is recommended that biodiversity conservation projects have a component on productive alternatives as robust as the conservation approach.</p>	<b>Accepted</b>	During the different stages of formulation of new GEF projects, FAO Ecuador will incorporate the dual approach of both conservation and development of the livelihoods of the intervened communities.	FAO Ecuador and MAAE	Mar-Dec 2021	No
<p><b>Recommendation 4.</b></p> <p>To the FAO-GEF Coordination Unit and FAO.</p>	<b>Accepted</b>	FAO Ecuador will incorporate in the management models and operational manuals of new GEF projects under the OPIM modality the Monitoring and Follow-	FAO Ecuador	Mar-Dec 2021	No

Management Response to the Terminal evaluation of the project “Integrated management of marine and coastal spaces of high value for biodiversity continental Ecuador” - GCP/ECU/084/GFF					03/2021
Evaluation recommendation	Management response Accepted, Partially accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
It is suggested that it be analyzed as a good practice that in the implementation of projects under the OPIM modality, the representation of FAO, who manages the resources, has the necessary resources to hire an expert person in monitoring and evaluation, who gives exclusive monitoring of the Project effectively.		up Unit from its start-up including the budget required for its operation.			
<p><b>Recommendation 5.</b></p> <p>To FAO and the Ministry of Environment and Water of Ecuador.</p> <p>It is suggested that the Project team include a technical justification as to why it was not necessary to change the risk category (environmental and social) of the Project, once the Results Framework was modified. This justification could be included in the final report of the Project.</p>	Accepted	It will be incorporated into the final project report.	FAO	May-21	No
<p><b>Recommendation 6.</b></p>	Accepted	The twelve production initiatives have the respective licenses and formalities required by the current legal framework in Ecuador. FAO Ecuador will begin the	FAO-Monitoring Technician	May-21	No

Management Response to the Terminal evaluation of the project “Integrated management of marine and coastal spaces of high value for biodiversity continental Ecuador” - GCP/ECU/084/GFF					03/2021
Evaluation recommendation	Management response <b>Accepted, Partially accepted or Rejected</b>	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
<p>To FAO Ecuador, Ministry of Environment and Water of Ecuador and Conservation International Ecuador.</p> <p>It is suggested to stop any activity related to productive projects that present unfeasible aspects until the projects are modified or the required permits and legalizations are obtained.</p>		second stage of support for productive enterprises through training in business model management.			
<p><b>Recommendation 7.</b></p> <p>To the Ministry of Environment and Water of Ecuador, Conservation International Ecuador, FAO Ecuador and Hivos.</p> <p>It is suggested that technical or scientific publications be prepared to increase the dissemination of the knowledge generated and expand its use.</p>	<b>Accepted</b>	At the end of the project, FAO Ecuador will deliver to the MAAE for subsequent negotiations with the academy a list of possible scientific studies related to the actions of the Coastal Marine project that can be developed.	FAO Ecuador Monitoring Technician	May-21	No
<p><b>Recommendation 8.</b></p> <p>To FAO Ecuador.</p> <p>It is recommended that the person responsible for Project Monitoring and Evaluation</p>	<b>Accepted</b>	At the end of the project, FAO Ecuador will deliver to the MAAE the base of documents and information generated by the PMC, likewise said information will be made public on the website of the Coastal Marine Project.	FAO Ecuador Monitoring Technician	May-21	No

Management Response to the Terminal evaluation of the project “Integrated management of marine and coastal spaces of high value for biodiversity continental Ecuador” - GCP/ECU/084/GFF					03/2021
Evaluation recommendation	Management response <b>Accepted, Partially accepted or Rejected</b>	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
compile and systematize all the information generated by the Project, to avoid the loss of relevant documents and products generated by it.					
<p><b>Recommendation 9.</b></p> <p>To the Ministry of Environment and Water of Ecuador, Conservation International Ecuador and FAO Ecuador.</p> <p>It is recommended to adopt the proposals for regulatory instruments generated in the framework of the Project and to speed up the completion of the sea beach and adjacent strip management plans for delivery to the GADs.</p>	<b>Accepted</b>	The six Management Plans for Playa de Mar and Adjacent Strip have been concluded and delivered to the respective GADs, FAO Ecuador together with the MAAE will carry out advocacy actions before the GADs for their adoption and implementation.	FAO Ecuador Monitoring Technician	May-21	No

