

**Mid Term Review of FAO/GEF project
GCP/TUR/061/GFF
GEF ID:5657**

***“Conservation and Sustainable Management
of Turkey’s Steppe Ecosystems”***

MANAGEMENT RESPONSE

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Rome, 2020**

Response by recommendation

In this section, Management should address each recommendation, discussing them in the order presented in the **executive summary of the evaluation report**. This should be done in the format of the Management Response matrix below and include:

- a. The recommendation number and text copied from the evaluation report;
- b. Indication of whether the recommendation is accepted fully, partially, or rejected;
- c. Description of the actions to be taken, with comments as required on the conditions to be met during implementation, or on reasons leading to a partial acceptance or rejection of a recommendation;
- d. The responsible party or FAO unit for implementing the action/s;
- e. The time-frame for implementation and/or an implementation schedule, if required;
- f. Indication if further funding from FAO or a resource partner is required for implementing the recommendation.

Management response matrix¹

Management response to the [Conservation and Sustainable Management of Turkey's Steppe Ecosystem]					28 June 2020
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	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)
Recommendation 6.1: Raise the anomaly of the omission of 'steppe' from the NSCD Action Plan with those responsible for Turkey's <i>National Strategy to Combat Desertification</i> and also with the Pastures and Steppe Thematic Working Group. At the same time, explore synergies and potential opportunities for mainstreaming the National Steppe Conservation Strategy through the Action Plan for the National Strategy to Combat Desertification.	Accepted	National Steppe Conservation Strategy (NSCS) is currently under preparation in a participatory manner, focusing on both conservation and sustainable management of the natural resource base. Thematic working groups have been established to support development of the strategy. The National Steppe Conservation Strategy is drafted based on Turkey's National Strategy to Combat Desertification and the National BD strategy and Action Plan. The LDN project is one of the good opportunity to show that the activities are also aligned with other projects' activities.	NPD/ NPC	By end of December 2020	N

¹ Each column is cross-referenced to the bullet letters above.

Management response to the [Conservation and Sustainable Management of Turkey's Steppe Ecosystem]					28 June 2020
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	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)
Recommendation 6-2a: Request a one-year no-cost extension to the Project to provide more time to successfully deliver its Outputs and maximize progress towards its Outputs and Outcomes.	Accepted	1,5 years of extension has been adopted during the 4th PSC Meeting with flexibility (MoM for PSCM is given in Annex I)	MAF/ FAO BH	April 2020	N
Recommendation 6-2b[2]: Strengthen the effective management of the Project and efficient (timely) delivery of Outputs, targets and global benefits by the following measures:-					
i. Strategically review Project Management Team roles	Accepted	The composition of the Project Management Team according to the ProDoc (page 64) is well detailed. The team is composed of a full-time National Technical Coordinator (NTC), an Operations Specialist, a Procurement Associate, a Communication Specialist and a Project Assistant based in the FAO SEC Office. All the team members have responsibilities to follow the project activities in line with the ProDoc	FAO PM	Dec 2020	N

Management response to the [Conservation and Sustainable Management of Turkey's Steppe Ecosystem]					28 June 2020
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	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)
		requirements and according to the AWP. With effective coordination internally and with the stakeholders, the team will be able to deliver the outputs timely. ii) The NPC will be actively coordinating in timely delivery of the outputs and monitor the progress.			
ii. Revise the 2017-2020 Work Plan to maximise effectiveness and efficiency, taking into account lessons learned from technically weak deliverables from consultants.	Accepted	The project work plan has already been revised as per the decision of the 4 th Steering committee that took place on April 2020.	NPC/LTO NPD	April 2020	N
iii. Prepare an effective and efficient Procurement Plan for remaining consultancies.	Accepted	An annual procurement plan has been already developed including the human resources (consultants) required for the rest period of the project.	LTO/NPC/NPD	Drafted in July 2020	N
iv. Develop an informal, written protocol between FAO and MAF on the use of translation services for consultant ToRs and their deliverables (reports).	Rejected	FAO is mandated to use their translation facilities obtained from the professional translation companies under the Long Term Agreement (LTA) of FAO SEC	NPC/NPIU	Throughout the project implementation period	N

Management response to the [Conservation and Sustainable Management of Turkey's Steppe Ecosystem]					28 June 2020
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	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)
v. Prepare a Global Benefits Action Plan for review by PSC that defines exactly how, by whom and by when the Project will deliver the targets in the Results Framework and the 15 global benefits identified in the ProDoc.	Accepted	Until now, 1 out of 15 global benefits has been delivered. However it is expected to deliver global benefits at the end of the project since they depend extensively on the product delivered by service contractors or LoA partners and that will drastically change the response to this recommendation. This all, however, is subject of adoption of all products delivered by the project by MAF.	LTO/ NPC/ NPD	Drafted	N
vi. Prepare an Exit Strategy to ensure sustainability of Outputs and Outcomes post closure of the Project.	Accepted	The management plans, monitoring program and national and provincial steppe conservation strategies are the backbone of the project, all prepared for a 10-year period. Hence, adoption of these backbone documents by MAF is considered the exit strategy by the project. Adopted docs have all a legacy which goes far beyond the project end. A meeting will be arranged with the Ministry to receive a written commitment that all above backbone docs will be adopted.	LTO/ NPC/ NPD	July 2021	N
Recommendation 6-2c:	Accepted	In the current structure, there is a multi-disciplinary Independent Expert Group that has been established by the project. This group can be a major role for this purpose.	PSC	By the mid of 2021	Y

Management response to the [Conservation and Sustainable Management of Turkey's Steppe Ecosystem]					28 June 2020
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	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)
<p>Establish a multi-disciplinary Karacadağ Steppe Task Force of experts to develop a legitimate and realistic plan for legally protecting one or more core areas of steppe, comprising a total area of at least 10,000 ha, within Karacadağ Steppes KBA.</p> <p>A Biosphere Reserve approach is recommended as an appropriate model to adopt for Karacadağ Steppes Key Biodiversity Area.</p>		<p>However, the project should contribute of this group to participate to the meetings and WS (e.x. food, accomodation and transportation expenses)</p> <p>Biosphere Reserve Approach should be discussed with the Ministry before drafting of the nomination dossier. Also, the planning process should be indicated in more detail related to the BR approach.</p> <p>In this respect, after hiring a national consultant who will draft the nomination dossier, several meetings will be held to decide the management approach and conservation category for Karacadağ steppes. The preparation stage will be initiated in this year and nomination dossier to establishment of a protected area will be submitted to the ministry mid of next year.</p>			
<p>Recommendation 6-3:</p> <p>Ensure that ethical standards of working practice are introduced/maintained in all cases when government</p>	Accepted	<p>This has been discussed during the 4th PSC Meeting: The Project will ensure equal accommodation and transport for the Ministry staff.</p>	BH/ PSC Chair	April 2020	Y

Management response to the [Conservation and Sustainable Management of Turkey's Steppe Ecosystem]					28 June 2020
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	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)
employees are allocated tasks and/or travel on mission for the Project.					
Recommendation 6-5a: Update and revise the Project's Strategic Results Matrix, having thoroughly assessed how each target will be achieved and addressed the following matters . . . [refer to Section 6.5 for specific details].	Accepted	It will be updated in line with the 3 rd PIR approval which reflects already this revision	LTO/NPC /NPD /NPIU	By the end of 2020	N
Recommendation 6-5b: Enhance the Project's management structure to strengthen its implementation, oversight and execution by the following means:	Accepted	In consultation with the MoAF, the project management structure will be developed	PSC Chair BH/NPD	September 2020	N
- Restructure the Project Steering Committee and reinforce its terms of reference by . . . [refer to Recommendation 5b 164]	Accepted	The new PS Committee member list submitted to the Committee has been adopted and the number of PSC members is reduced to 17 in order to enhance the project management structure Proposed activities will follow is a regular base			N

Management response to the [Conservation and Sustainable Management of Turkey's Steppe Ecosystem]					28 June 2020
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	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)
- Review the National Project Implementation Unit with respect to the following considerations . . . [refer to Recommendation 5b 164]					
Recommendation 6-5c: Co-financing partners to confirm their financial support to the Project for one extra year in order to secure approval of an extension from the GEF Agency.	Accepted	It is regularly followed-up by the co-financing partners. No problem related to co-financing	MAF/ FAO	-	-
Recommendation 6-5d: The Project should strengthen its engagement with stakeholders in the following structural ways: - Review role and composition of Independent Experts Group and draw up a ToR accordingly. IEG to be renamed as Independent Technical Advisory Group. - Radically re-vamp the role and composition of Local Stakeholder Board by splitting its policy and advisory role from its conflict management role. Local Stakeholder Advisory Group considered to be a more	Accepted	Role and composition of Independent Experts Group has been revised and the new group has been established with participation of academicians from Harran University	LTO/NPC NPD/ NPIU	-	Y

Management response to the [Conservation and Sustainable Management of Turkey's Steppe Ecosystem]					28 June 2020
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	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)
<p>appropriate name because the term 'Board' suggests it makes decisions.</p> <ul style="list-style-type: none"> - Address the conflict management role of LSB by establishing a Stakeholder Forum in each of the three Project sites for which protected area management and grazing plans are to be designed, thereby providing a participatory consultative mechanism that promotes understanding of the different interests at stake to help generate consensus. - Empower the Independent Technical Advisory Group and Local Stakeholder Advisory Group by allocating the chairperson or their nominee a seat on the Project Steering Committee. - Strengthen links with the relevant districts and municipalities and explore opportunities to foster support from the South-Eastern Anatolia Project (Güneydoğu Anadolu Projesi - GAP) and its ÇATOMs (multi-purpose centres) in Şanlıurfa Province. 		<p>The name of the Local Stakeholder Board has been changed as Local Stakeholder Advisory Group</p> <p>These two groups will participate into the planning process effectively</p> <p>One of the members from Technical Advisory Group was invited to the 4th PSC meeting and he is listed in the revised and approved PSC list.</p> <p>The emphasized groups are the key stakeholders of the project and these groups are invited to the meetings and workshops which are doing under the project. After</p>			

Management response to the [Conservation and Sustainable Management of Turkey's Steppe Ecosystem]					28 June 2020
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	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)
		now, the regular meetings will be arrange with these groups as possible as.			
Recommendation 6-5e: Review the potential role of General Directorate of Forestry as a co-financing Partner and identify existing activities to which it can contribute, along with other interventions that will enhance the Project.	Accepted	GDF is giving co-financing support together with GDNCNP, OGM is mainly giving its support for the Karacadag project pilot site.	GDF/ NPD NPC	End of the project	N
Recommendation 6-5f: In general, consultants should share the results of their surveys, studies and assessments with stakeholders, especially local communities, and this should be included in their ToR. In practice, the biodiversity and socio-economic survey findings should be introduced to local stakeholders at the commencement of the	Accepted	OK	ICs /NCs	-	-

Management response to the [Conservation and Sustainable Management of Turkey's Steppe Ecosystem]					28 June 2020
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	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)
management planning processes for the respective sites.					
Recommendation 6-5g: Strengthen and update the Communications Strategy, ensuring it is re-aligned with the revised Multi-Annual Work Plan, and introduce a bi-monthly newsletter/ bulletin for distribution to all stakeholders.	Accepted	The communication strategy will be updated	ICs /NCs	September 2020	-
Recommendation 6-6: Prepare a Strategy and Action Plan to guide the mainstreaming of Social and Environmental Safeguards across Project Outputs	Accepted	An action plan will be developed to mainstream social and environmental safeguards by a national consultant.	NC	December 2020	-