

Evaluation Management Response Template

Purpose: To guide the formal, mandatory management response to an evaluation in the IUCN standard format.

Sign off: Approving authority according to DoA with consultation by PM&E for HQ programmes and RPC for regional programmes.

PGS instructions: PGS Module 5, section 5.5.6.

| Project identification data | | | |
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| Project title: | Rio Doce Panel | | |
| Date started: | September 2017 | Registration n°: | P02516 |
| Date closed: | - | | |
| Project manager: | Programme/office: | | |
| Stephen Edwards | Business and Biodiversity Programme | | |

| Management Response Summary Data | |
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| Name of evaluation or midterm review: Rio Doce Panel Project Mid-term review Date received: Final report on July 1st 2020; Final presentation on July 16th 2020 | Unit/person responsible for managing/tracking follow-up: Caroline Coguetto – RDP MEL officer |
| Date Management Response approved: Last updated: November 20th, 2020 | Units/individuals requested to take action: IUCN Business and Biodiversity Programme (IUCN) The Rio Doce Panel (RDP) The Renova Foundation (RF) |

| Recommendation | Management response | Intended Result | Actions planned (including timeframe) | Completed Actions (progress update) | Responsibility |
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| <i>List each recommendation from the report, one per row.</i> | <i>e.g. Agree, partially disagree or disagree (explain as needed)</i> | <i>What is the intended result of the action you plan to take?</i> | <i>Actions should be SMART</i> | | <i>Responsible unit/person and any other notes</i> |
| 1. <u>The IUCN, the RDP and the RF:</u> to jointly review the written narrative about the TOC, to ensure that it is fully appropriated; this narrative should take account of the objective, strategies, assumptions and drivers, and serve as a reference for project monitoring and evaluation. | AGREE. | The joint review of the ToC will provide a common understanding among RDP, RF and IUCN about the RDP mandate, ways of action and long-term objectives | IUCN conducted the revision of the stakeholder map and stakeholder analysis, with the participation of panel members and RF. Results are underpinning a review of the ToC and its narrative, to be finished with the participation of RF in early December 2020. The stakeholder analysis and ToC review will also support the elaboration of a new logical framework for MEL and a new communication strategy. | Review of stakeholder mapping and stakeholder analysis finished on September, 2020. | IUCN Brazil Project Officer and Monitoring, evaluation and Learning Officer |
| 2. <u>The IUCN, the RDP and the RF:</u> to review the format of Project Board meetings, periodically incorporating an analysis of the TOC, assumptions and drivers, and providing information about progress made. To systematize these discussions into a six-monthly progress report, as envisaged in the Cooperation Agreement. | PARTIALLY AGREE We believe improvements in current reporting will cover these needs, indirectly addressing the ToC. Biannual reports will detail activities and the progress of new RDP reports, results of communication activities and stakeholder engagement, influence and impact regarding the ToC outcomes. | The Project Board is aware of the Project's work plan and up to date regarding the progresses. | A MEL report with the updates of the project activities and results, based on the MEL Strategy and therefore on the ToC, will be shared during the Project Board meetings. Relevant discussions of the Project Board meeting will be shared with all Panel Members. | A partial MEL progress report, which format will be improved for next versions, was delivered in the Project Board meeting held in October, 2020. | Project Coordinator and Monitoring, Evaluation and Learning Officer |

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| <p>3. <u>The IUCN, the RDP and the RF:</u> to review the categories in the feedback chart and provide a better understanding of the RDP's recommendation uptake using other follow-up methods, such as the "Sistematización de Experiencias"¹.</p> | <p>AGREE</p> | <p>A better understanding of the RDP's recommendation uptake, identifying impacts of the RDP as well as gaps in implementation.</p> | <ul style="list-style-type: none"> • Revision of the in-depth meeting format by end of July 2020 • Revision of the feedback form and its category by end of August 2020 • The MEL officer is performing an extensive analysis of available documents, such as periodic reports, communication and media contents in order to systematize examples of the uptake of recommendations by Renova • Results of these analysis will base follow-up activities and joint discussions with Renova | <ul style="list-style-type: none"> • The format of the in-depth meeting was reviewed by IUCN & RF to allow a more systematic approach to the teams regarding the recommendations. The new format was used for TR02 in-depth meeting held on July 22nd 2020. • The feedback form and its categories have been reviewed by IUCN team and discussed with RF. The final version was approved on Aug 8th 2020. | <p>IUCN Brazil Monitoring, evaluation and Learning Officer</p> |
| <p>4. <u>The IUCN:</u> to hire an independent consultancy, over the medium term, to provide regular support to project governance, to plan and moderate Project Board coordination meetings and to follow up agreements made by the Project Board in later meetings. This facilitation consultancy should include fluent Portuguese and English speakers and have prior access to stakeholders from the three bodies – the RDP, the RF and the IUCN, in order to plan meeting agendas. Given that these three bodies have distinct organizational cultures, independent facilitation is essential. It is also recommended that all members of the RDP are invited to attend Project Board meetings as observers.</p> | <p>DISAGREE. There are no complaints from IUCN, Renova and RDP regarding the coordination on Project Board meetings and further agreements. IUCN has taken the role as a firewall and facilitator between Renova and RDP, and all parts are satisfied with this situation. Renova's CEO was consulted about this recommendation as well. Therefore, we do not agree that the creation of an additional body would benefit the project.</p> <p>The Panel Chair represents RDP in Project Board meetings will be sure to share the main discussions with them.</p> | | | | |
| <p>5. <u>The IUCN and the RF:</u> to agree upon collaborative communication and dissemination activities for RDP products that involve IUCN and RF resources, based on a proposal submitted by the IUCN.</p> | <p>PARTIALLY AGREE: The Panel needs to remain independent to promote its work while discussing and proposing collaborative activities to get better involved with Renova.</p> <p>RF will collaborate whenever it is strategic and possible, considering all the other demands in place regarding communications.</p> | <p>Communication objectives related to the work of the Panel clarified among IUCN and RF and convergent actions identified, mapped and included in the RDP Work Plan, as well as greater strategic involvement of the RF communication team</p> | <p>The IUCN communication officer will propose a new engagement plan for communication involving IUCN and RF teams by December 2020, based on the new Communication strategy (see recommendation 15).</p> | <p>The alignment on collaborative communications was discussed with the Project Board on October 2020.</p> | <p>IUCN Brazil Communication Officer</p> |
| <p>6. <u>The IUCN, the RDP and the RF:</u> When working with project board meetings, the independent consultancy could also advise on prioritizing themes and RDP planning,</p> | <p>PARTIALLY AGREE. The methodology to prioritize themes and planning of products should be reviewed, but this is under the</p> | <p>The themes chosen for the development of new papers are relevant and delivered in a timely manner.</p> | | <p>The spreadsheet used for prioritization was reviewed in Sept 2020 to include indicators of the feasibility of producing each</p> | <p>IUCN Brazil Monitoring, evaluation and Learning Officer</p> |

¹ "Sistematización de Experiencias" (The Systematization of Experiences) is a methodology developed in Latin America that supports collective processes for the co-construction of knowledge from practices developed in projects or social processes. It seeks to understand how practical experiences have developed, the factors that favored, or did not favor, them, and learning and recommendations for their improvement. Reference: Holliday, Oscar Jara. To Systematize Experiences. Monitoring & Evaluation Series. Brazilian Ministry of Environment. Brasília, 2006.

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| establishing prioritization and planning methodologies that facilitate more feasible plans to be developed, supporting the RDP in the continued refining of its <i>modus operandi</i> and identifying the need to hire <i>ad hoc</i> consultants or new members. | responsibility of the IUCN support team, in partnership with RDP. The selection of themes considers the different discussions with Renova teams and other stakeholders. | | | paper, as well as others that may contribute to the prioritization process according to the MTR suggestions. | |
| 7. <u>The IUCN and the RDP</u> : Review the process for the development of RDP products, incorporating face-to-face meetings between the paper's lead researcher and researchers who have collaborated on its development at key moments, or when required, as has occasionally happened. | AGREE. | A close interaction between Panel Members contributes to high quality products. | Panel members are constantly having virtual meetings during the process of writing papers. In 2020, there have been efforts to keep more interaction of the RDP with Renova staff or other important stakeholders during the process of writing papers, a practice that will be encouraged for all future papers. | | IUCN Brazil Project officer |
| 8. <u>The RDP</u> : To consider the mandate, powers and limitations of the RF and key stakeholders, clearly establishing "what is recommended", "for whom it is recommended", "in which sphere and over what period of time", when developing Recommendations. | AGREE | More proactive response from the stakeholder in question and the ability to interact with that stakeholder with a more focused conversation. | Have specific meetings on recommendations for every paper before peer review. Base the analysis on stakeholders' mandate on the stakeholder analysis provided by IUCN. | The RDP is clearly mentioning stakeholders to which recommendations are addressed in the knowledge products under elaboration | RDP Chair |
| 9. <u>The IUCN and the RDP</u> : To set up a reference group for the Panel, with IUCN support, which meets in independently-facilitated annual workshops, using appropriate methodologies, aimed at providing support for RDP prioritization and planning; and to set up a network to support the dissemination of RDP work. This reference group should include representatives from the main stakeholder groups, favouring those with whom the Panel has already had contact, particularly: RF Focal Points, CIF members who represent the states of Minas Gerais and Espirito Santo, Mayors, members of Regional Chambers, advisors to those affected and research institutions. | PARTIALLY AGREE. IUCN and RDP agree that it is important to have a better definition of who are the key stakeholders ("reference group"), but the methodologies to communicate and engage with them should be defined by the respective plans based on information gathered during the revised stakeholder analysis. | Improve communication and engagement with key stakeholders will disseminate the work of the Panel and promote the implementation of recommendations. | The revision of the stakeholder mapping and analysis will serve to update who are the key stakeholders for the work of the Panel. The updated communication and engagement plans will define the best channels and methodologies to contact and engage stakeholders based on the information gathered for the stakeholder analysis, the Panel's availability and other variables. Those processes will take place from August-December 2020. | | IUCN Brazil Project officer |
| 10. <u>The IUCN</u> : To hire a document management specialist to support the IUCN in studying the incorporation of online document management tools (e.g. Intranet) that facilitate the work of researchers and reviewers in drafting papers. | PARTIALLY AGREE. IUCN recently implemented a new tool for document management that is expected to fulfil this need, without the need to hire an external specialist. RDP works with Google Drive for the joint production of papers. | It will be easier to Panel members to find documents (articles, media content, reports) and to cite them as references | From July 2020, IUCN will use an open-source platform called Zotero to organize the references. Zotero is used by researchers world-wide, and is similar to other platforms that the Panel members might already use (i.e. Mendeley). | The Zotero group was created for the RDP in July 2020. The tool was presented to Panel members on July 31 st during the monthly meeting, and individual training on the tool was delivered to Panel members. IUCN is monitoring the efficacy of the tools for document management through the internal RDP Surveys. | IUCN Brazil Project officer |

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| 11. <u>The IUCN</u> : To develop an internal communication protocol, agreed with RDP members, for e-mail exchanges, to optimize the use of this tool, avoiding, for example, an excess of messages, especially when the information is not aimed at the whole group. | AGREE | This simple recommendation can avoid the excess of messages | The perceptions of Panel Members about internal communication will be frequently assessed and protocols will be put in place when necessary. | A topic about internal communication was added to the annual RDP survey for more concrete suggestions and monitoring on this issue. Orientations regarding answers to emails were discussed in September 2020 during the RDP monthly meeting. | IUCN Brazil Project officer |
| 12. <u>The IUCN</u> : To conduct a Stakeholder Analysis that examines the decision-making chain in the reparation process, and the legal and institutional framework within which stakeholders operate. Based on this analysis, to make the necessary corrections to the Logical Framework Matrix and strategies. | AGREE | A robust knowledge about the stakeholders and their mandates allows the elaboration of relevant and feasible recommendations | As mentioned for recommendation 1, IUCN conducted the revision of the stakeholder map and stakeholder analysis. Results are supporting a review of the ToC and its narrative, to be finished with the participation of RF in early Dec 2020. The stakeholder analysis and ToC review will also support the elaboration of a new logical framework (to be done by December 2020) for MEL and a new communication and engagement strategy (to be done by November 2020) | Review of stakeholder mapping and stakeholder analysis finished on September, 2020. | IUCN Brazil Project officer and IUCN Brazil Monitoring, Evaluation and Learning Officer |
| 13. <u>The IUCN</u> : To review the communication strategy, based on the Stakeholder Analysis. To develop an annual communication work plan, taking account of work demands and the need to hire supporting consultants. | AGREE. | An improved and detailed communication strategy with clear outcomes and supported by a tactical plan permits to better measure efforts and budget allocation | The communication officer will work on a new communication strategy to present to RDP and, after approval, translate it into a tactical plan (expected by November). This activity will start thereupon the stakeholder analysis and review of ToC. The communication officer is mapping all the communication activities and will present a work structure for the area by December 2020. | In July 2020 IUCN hired a communication consultant for a specific action, and the results are under analysis. | IUCN Brazil Communication Officer |
| 14. <u>The IUCN and the RDP</u> : To draw up an engagement plan to complement the communication strategy, taking account of the Stakeholder Analysis and the available project resources. To assess the potential of RDP members to undertake engagement activities to support the Chair, and identify institutional coordination activities which may be undertaken by the IUCN. | AGREE | A stakeholder engagement plan to support the communication strategy and improve the influence of the Panel and IUCN work. The nature of the project requires strong institutional relations work | After the mentioned revision of the stakeholder mapping and ToC, an engagement plan will be elaborated by RDP and IUCN (expected by December 2020). | | IUCN Brazil Communication Officer |
| 15. <u>The IUCN</u> : To submit a proposal to the Project Board for collaborative communication and dissemination activities for RDP products, involving IUCN and RF communication resources, ensuring that these activities do not prejudice stakeholder perceptions of Panel independence. | AGREE. See also recommendation 5 | Strategic involvement and engagement of RF communication team with Panel's work | See comments on recommendation 5 | | Project Coordinator and Communication Officer |

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| 16. <u>The IUCN</u> : To expand efforts to make RDP information accessible to policymakers in the municipalities, to the affected populations and their advisory services. To this end, to develop communication products that are more accessible to this group, including graphic materials to support RDP communication. | AGREE | Key stakeholders identified and communication necessities mapped and adapted to reach different audiences. More proximity of communities and field population. | Specific strategies for each group of stakeholders will be planned in the refreshed Communication strategy, to be delivered by December 2020. More accessible content about RDP products will be prepared, with the support of external human resources. | | IUCN Brazil Communication Officer |
| 17. <u>The IUCN</u> : To hire consultants specialized in participatory methodologies (such as: Pedagogy of Cooperation, Graphic Facilitation, CNV, Art of Hosting, and Theory U) to support the planning and facilitation of the RDP's external communication, especially with the communities. | PARTIALLY AGREE. See recommendation 9. The need to hire consultants and the use of participatory methodologies is subject to the different strategies defined in the Communication and Engagement plans. If necessary, those resources will be sought by IUCN. | Improve communication and engagement with key stakeholders to disseminate the work of the Panel and promote the implementation of recommendations. It is expected that the new communication and engagement plans will address the issue of external communication. | The new communication and engagement plans will be elaborated considering the refreshed stakeholder mapping. The format of external communications will then be tailored according to the objectives of the RDP in contacting each stakeholder group. | | IUCN Brazil Communication Officer |
| 18. <u>The IUCN</u> : To allocate more resources to communication, in line with revisions of the Logical Framework and strategies. | AGREE | The Panel will increase the outreach of its studies and recommendations, ultimately increasing its impacts | The new communication plan will be elaborated by December 2020 and will define to which activities the extra resources will be allocated. | The resources invested by IUCN in communication activities increased in 2020. A specific consultant was hired to provide access to new tools for communications activities. | Project Coordinator |
| 19. <u>The IUCN</u> : To hire <i>ad hoc</i> communication consultants or a permanent communication advisor to support the communication specialist. | PARTIALLY AGREE. | The Panel will increase the outreach of its studies and recommendations, ultimately increasing its impacts | The new communication plan will be elaborated (to be finished by December 2020). A tactical plan will support the strategy with a mapping of different activities and demands. The communication support can come from permanent or temporary consultants and other different providers that will be hired in the case the plan identifies this need. | A consultant was hired in July 2020 to help with the dissemination of TR02. | IUCN Brazil Communication Officer |
| 20. <u>The IUCN</u> : To review the distribution of administrative tasks, exempting the project officer and communication specialist of tasks that are the responsibility of the administration department. | AGREE | Technical team spend less time in administrative tasks and have more time to dedicate to RDP programmatic activities. | IUCN secretariat is going to discuss this internally and propose an alternative by the end of 2020. | IUCN secretariat is clarifying the roles of Brazilian administrative staff in the project. A team meeting to clarify attributions will happen by the end of November, 2020. | Project Coordinator |