

Management Response: Implementation Plan for Evaluation Recommendations

General Information

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Implementation Plan finalized (if different from the date above)	

Implementation Plan

No	Challenge/problem to be addressed by the recommendation	Recommendation	Priority level	Type of Recommendation	Responsibility	Proposed Implementation time-frame	Acceptance	Reason if not Accepted or Partially Accepted	Management Action(s) to be taken
1	This recommendation reflects the conclusion that the REAL project was while well-intentioned and followed good practice in terms of including demonstration activities. However, the intention of pilots is to provide evidence for and motivate change in attitude and/or behaviour. The absence of strong linkages to the national policy agenda in these pilots, which would address key enabling condition,	Review the design, implementation, and management of pilots in REAL's successor project, InTex, to enhance their intended impact, paying attention to adequate resourcing of fewer, more targeted and directed demonstration activities with strong focus on socio-political linkages to enhance likelihood of impact.	Important	Project	InTex Project Manager	Three months. Reviewed design, implementation plan, and resourcing of InTex demonstration activities, considering above-mentioned aspects	Accepted		Design fewer, more targeted demonstration activities geared at achieving long-term impact

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	reduced their coherence. Consequently, REAL's pilots were designed, contracted, monitored, and implemented with more of a focus on delivering outputs than outcomes related to ensuring replication and wider change. Where projects are intended to address enabling conditions, it is important to ensure that the design of demonstration activities has clear intentionality, firm links to the policy agency, closer management and guidance, with adequate resourcing for implementation, management, and monitoring (including post project), and with an exit strategy that secures relevant resources to consolidate effects on policy agenda and further dissemination and replication.								
2	This recommendation reflects the conclusion that uptake of e-Learning courses for policy-makers and business decision-makers was comparatively poor, even though this investment was designed to enhance their capacity. Their enhanced understanding of the value of life cycle thinking/data/tools was expected to motivate them to, respectively, improve the enabling conditions for resource efficiency practices to flourish – and	Review the strategy for enhancing uptake of the e-Learning courses, especially for policy-makers and business decision-makers	Opportunity for improvement	Project	LCI Project Manager	Three months. More intentional strategy, within existing resourcing, that would enhance likelihood of uptake of LCT e-Learning courses, considering above-mentioned aspects. Discussion with DT Sub-Programme Coordinator (or	Accepted		The e-learning is part of the Life Cycle Initiative's Programme of Work to strengthen the capacity of public and private stakeholders on the implementation and application of Life Cycle Thinking. The e-learning courses will be reviewed based on user feedback to provide further improvement of the courses. As part of the Life Cycle

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	make informed choices, thereby promoting a shift to more sustainable consumption and production patterns. As part of this review, opportunities to strengthen resolve to apply life cycle thinking as part of the certification could be explored (shift focus to application with a certificate of application rather than a certificate of completion). In this light, there could be linkages made to UNEP's Digital Transformation (DT) sub-programme which relates to accelerating and scaling environmental sustainability by applying data, digital technologies and solutions in UNEP's key activities, products, services.					other relevant UNEP staff member) to identify meaningful contribution to its EAs; in case there would not be meaningful contributions, that it is also acceptable.			Initiative's Programme of Work, we will advocate for the uptake of life cycle thinking with policy makers and businesses.
3	Related to in Conclusion. The poor uptake of the e-Learning course targeting policy-makers represents an opportunity to rethink the dissemination strategy to enhance traction. During data collection for the TE, respondents mentioned that the situation in South Africa is particularly ripe for such capacity-building. To date, life cycle work in South Africa has been mostly industry-focussed. According to REAL project stakeholders interviewed, there has not been a push for life cycle thinking towards policy-makers in South Africa. Now that the country's extended producer	In support of Recommendation #2, design and pilot an approach to developing better traction for the LCT e-Learning course targeted at policy-makers in South Africa	Opportunity for improvement	Partners	LCI Project Manager, in liaison with NCPC-SA Director and interviewed representative (Lee Hendor Ruiters)	Three months. Discussion has taken place between LCI Project Manager (or relevant UN staff member) and relevant NCPC-SA leadership to explore potential interest and utility of such a pilot that would benefit South Africa as well as have lessons learned for replication and scaling up	Partially Accepted	We are continuing the training and it is part of our general approach to increase knowledge and uptake of LCT and we are targeting among others policy makers not only in South Africa but in other countries as well. E-learning self-paced courses for policy makers	Create an opportunity in South Africa to raise awareness and increase policy makers understanding of life cycle thinking

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	<p>responsibility framework has been put firmly in place, there is an opportunity to deepen understanding of life cycle thinking and applications on the part of key government ministries, which could be expected to support them in bringing life cycle thinking into the policy framework. Piloting such an initiative in South Africa would provide UNEP and other project stakeholders with important design and implementation experience as well as ideally generate useful lessons for replication and scaling up in other regions at a similar level of development and readiness, where such capacity building could act as a spur for triggering more favourable framework conditions to accelerate the integration of resource efficiency thinking and sustainable consumption and production patterns into supply chains.</p>							<p>is a good resource to have but, may not be the most effective way to increase their capacity and ensure uptake of life cycle thinking. Therefore, through the InTEX project the team will organize in person and online (live) awareness raising and training sessions for policy makers in South Africa, on life cycle thinking and the Product Environmental Footprint method. Through tailored awareness trainings, policymakers in South Africa are able to be provided with training to address specific questions to their context.</p>	

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4	<p>This recommendation considers the significance of the perception that monitoring is, overall, perceived to simply add a burden to the workload for delivering and the orientation demonstrated in this project for monitoring to be aimed at fulfilling minimum reporting requirements (this may be related to over-stretched project management resources, driven by high transactional costs related to the launch of such a diversity of activities, particularly in relation to fulfilment of Indicator 2.3, irrespective of the insufficient resourcing provided in the design to do so). The fact that the project intended to identify, quantify and report on gender equity issues; yet the Monitoring Plan did not actually track these aspects is a shortfall that can be easily rectified, through reporting on sex-disaggregated indicators and setting of targets, as well as transmitting the importance of promoting gender equity and human rights as part of the project's general culture.</p>	<p>Review LCI portfolio to ensure that relevant indicators that support the progressive improvement of gender equity/human rights have been formulated and are being tracked and reported as part of the project's annual reporting.</p>	<p>Opportunity for improvement</p>	<p>Project</p>	<p>LCI Project Manager, InTex project Manager</p>	<p>Three months. Reviewed design, implementation plan, and resourcing of LCI projects, and particularly InTex as REAL's successor, to verify inclusion of appropriate gender equity/human rights indicators in the Monitoring Plan, Reporting Template</p>	<p>Accepted</p>		<p>Include gender indicators in the InTex project logical framework and in the Life Cycle initiative Project Document.</p>