

Management Response: Implementation Plan for Evaluation Recommendations

General Information

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Evaluation Manager	Neeral Shah/Michael Spilsbury
Project Evaluation Title	Terminal Evaluation of the UNEP/UNDP/GEF "Building Capacity for LDCs to Participate Effectively in Intergovernmental Climate Change Processes" GEF Id 5615
PIMS #	
GEF ID	5615
UNEP Sub-programme	SP1 – Climate Change
GEF Focal Area	Capacity Development
Project Manager/ Task Manager	Jessica Troni
Office/Division	Ecosystems Division
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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	There is no evidence of multilateral support for the effective participation of the LDC Group in the negotiations being planned in the short to medium terms. The LDC work programme includes provisions and the need for such support has been expressed by stakeholders.	Explore opportunities for multilateral support for follow up project, namely through a GEF project.	Important	Project	UNEP Division Head of Branch and Portfolio Manager / UNDP equivalent	1 year	Partially Accepted	Resources are overstretched in UNEP and UNDP at present and we cannot commit to designing a follow-up project in the short to medium term. The funding for a follow-up project is not assured and there is no evidence currently that GEF would support this. However UNDP is engaged in "support	None.

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								to developing countries alliances' on climate change" dubbed the "progressive platforms project, Phase 2 with EU support has just ended and a Phase 3 is under planning which supports the support to progressive platforms and negotiating groups including the LDC Chair to engage countries in the UNFCCC negotiations as well as progressing implementation of the Paris Agreement which will be a key support to the LDC Group.	
2	Absence of follow up multilateral support.	<p>Identify opportunities to indirectly contribute to sustainability of outcomes and enhanced likelihood of Intermediate State and Impact through activities implemented in other GEF/GCF/UNEP/UNDP projects (e.g. NAP GSP)</p> <p>Given the length of the process to design and fund a project to provide multilateral support to the LDC as per recommendation 1 above, it is recommended that UNEP and UNDP identify opportunities in relevant and related initiatives (such as the NAP</p>	Important	UNEP-wide	UNEP Division Head of Branch and Portfolio Manager / UNDP equivalent	On-going	Partially Accepted	It would not be easy to find other project avenues for multi-lateral support to provide dedicated support UNFCCC negotiators' capacity development. Capacities will be supported through the LDC websiteIn addition, UNEP continues to support technical bodies and constituted bodies in the UNFCCC focused on adaptation such as the Least Developed Countries Expert Group, the	Continue to provide technical support to technical bodies and constituted bodies in the UNFCCC focused on adaptation. UNDP continues to develop phase 3 of progressive platforms to support LDC Group through bilateral funding.

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		<p>GSP) to promote the sustainability of the results of this project. Such opportunities are more likely to arise at the level of defining a national position through the collection of experience on the ground and at the level of thematic training on key negotiation topics, in particular the Global Goal on Adaptation and Loss and Damage.</p>						<p>Adaptation Committee and the Executive Committee on Loss and Damage through participation in dialogue processes and presentations. UNDP is engaged in providing technical support to LDCs through the LDC Expert Group on NAPs, and broadly on adaptation policy and programme to the aforementioned UNFCCC entities. UNDP is supporting the LDC Group through the progressive platforms project on a broad set of themes. More focused support to negotiators for training on GGA/GST requires additional resources and technical expertise that is currently under-resourced and would be challenging to take on at this stage however the broader support has the option to include topics and technical papers that can support negotiators.</p>	
3	<p>The potential financial risk to sustainability of outcomes can be mitigated through a renewed</p>	<p>The donor community to continue to provide financial support for the coordination of the LDC Group and to include activities aimed at building capacity of</p>	Important	Partners	Donor community (bilateral and multilateral)	Ongoing	Partially Accepted	See response above.	See response above.

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	commitment by the donor community.	negotiators in ongoing or new initiatives not directly aimed at supporting negotiators							
4	Sustainability might be compromised if the knowledge networks don't function effectively and the knowledge products are no longer used by negotiators, junior negotiators in particular.	<p>Continued use of project outputs and other instruments to enhance sustainability.</p> <p>The project has delivered or supported a set of outputs and instruments that do not require extensive resources to be maintained and that are vital for the sustainability of outcomes and likelihood of impact. As such, it is recommended that the LDC Group, to the best of its capability:</p> <ul style="list-style-type: none"> • Continues to update and use the website as a major communication hub • Uses experience gained during the pandemic with the use of virtual platforms to enhance the coordination and knowledge sharing among negotiators • Continues to incentivize the Elders to share knowledge with junior negotiators • Enhances peer to peer cross-national cooperation and knowledge sharing 	Important	Partners	LDC Group (chair)	Ongoing	Accepted	None.	NAP GSP prepared a plan for sustainability of the website for the LDC Group and integrated this into the website upgradation, development and financing. As per this plan, it was set up to run cost effectively and with very low maintenance on a cloud based server with all back-up/updates and security functions externally managed at a few hundred dollars a year. NAP GSP team helped build it using word press to be managed by a non-technical editor and easy for a non-technical team to run in the long term. A series of templates were built for the systems so that editors could pick these up and update with minimum of technical know-how. A step by step manual was developed to help the editor run the platform. The NAP GSP team worked with the LDC Group to identify a start-up web-editor who was

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									<p>trained in Bangkok by our team and this training took place in parallel to the sessions of the LDC Group in Bangkok convened by the project. The NAP GSP project under the UNEP budget also financed this website editor initially allowing him to develop expertise and train and share with the rest of the LDC Group. Three LDC Group meetings had updates on this platform so that they would be inclined to share/own and participate in the project in the long term.</p> <p>The website is currently being used for knowledge sharing, judging by the documents being shared on it.</p>
5	While the project focused mostly on the LGC Group at which level there is evidence of sustainable capacity building, at the national level the challenges to sustainability are higher and more complex.	<p>Act on key variables that enhance sustainability of outcomes and likelihood of impact.</p> <p>This recommendation to the governments of LDCs tries to identify key areas which are not financial resource intensive and that can make a significant contribution to sustainable capacity building at the country level:</p> <ul style="list-style-type: none"> • Create mechanisms to ensure slower negotiator turnover • Create mechanisms to 	Important	Partners	Governments of LDCs	Ongoing	Partially Accepted		While we accept this relevance of this recommendation, we cannot accept it as a management response for the Agencies. UNEP and UNDP have limited power if any to effect this change.

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		<p>ensure transfer of knowledge between senior and junior negotiators</p> <ul style="list-style-type: none"> • Enhance knowledge management mechanisms and information systems, in particular those designed and/or developed under this project, namely in such a way as to link on the ground experiences with the negotiation positions • Identify opportunities to build capacity on negotiations in the context of internationally supported projects, namely through training and knowledge creation and management • Allocate budget to sustain LDC Group coordination 							
6	<p>Key barriers and constraints to the effective participation of LDCs in the negotiations are rooted at the national level. Findings of this evaluation show that in many countries these still remain and need to be tackled to promote the sustainability of results and the effective participation of the LDC Group in the negotiations.</p>	<p>The donor community to provide support to LDCs to address the national constraints and barriers that limit the effectiveness of the LDCs participation in the UNFCCC negotiations. This project was only able to support 17 LDCs in addressing national constraints and barriers to the participation in the negotiations, namely by supporting the establishment of coordination and information management systems.</p> <p>The donor community should continue to support these countries that received support under this project, by promoting the implementation of the systems designed and should support the</p>	Important	Partners	Donor community	Ongoing	Partially Accepted		<p>While we accept this relevance of this recommendation, we cannot accept it as a management response for the Agencies. UNEP and UNDP are not donor agencies and therefore have limited power if any to effect this change.</p>

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		remaining countries, replicating, where applicable, the support provided to the original 17 countries under this project.							
7	<p>UNEP and UNDP prepared separate PIRs throughout the project, each accounting for its own responsibilities, both in terms of project activities as well as financing. This approach made the evaluation more difficult as information was not readily available for the whole project, but rather for each of the agencies. This issue could have been overcome if the Final Report foreseen in the ProDoc had been prepared.</p>	Improve project reporting for projects that are jointly implemented	Opportunity for improvement	UNEP-wide	UNEP Division Head of Branch and Portfolio Manager / UNDP equivalent	Ongoing	Accepted		There are no more joint implementation projects planned but for future project that may arise, we will try to coordinate joint reporting.
8	At the time of the Terminal Evaluation the final financial reporting was not available. In addition, as with other aspects of project implementation, reporting on expenditures was performed separately by UNEP and UNDP, this has hindered the evaluation of the financial performance of project implementation	Improve final financial reporting, through the timely preparation of a final comprehensive financial report.	Critical	Project	UNEP Division Head of Branch and Portfolio Manager / UNDP equivalent	Ongoing	Partially Accepted	It would not be feasible to provide one financial report for the project as UNEP and UNDP have separate financial accounting systems. UNEP final financial report was not possible to produce as we were waiting for final expenditure reports from some of the participating countries. UNDP provided the final financial reports for the utilisation of the UNDP budget to the programme evaluation at the time of the TE. A single financial	

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								report for both agencies is not possible as the project is designed for joint implementation but without a responsible party arrangement. The design of this implementation model has much greater advantages for programmatic management and results and avoids administrative complexity which would arise in a different implementation arrangement for single reporting.	
9	The effectiveness of small-scale financing agreements can be limited especially when the scarce resources are not attractive enough to ensure country buy-in. The use of large numbers of small grants in regional/global projects should be complemented by sufficient dedicated support at the project level and, more importantly, it should be designed so as to demonstrably complement ongoing initiatives.	Improve management and effectiveness of small-scale financing agreements in future UNEP and/or UNDP projects	Opportunity for improvement	UNEP/UNDP wide	UNEP Division Head of Branch and Portfolio Manager / UNDP equivalent	Ongoing	Accepted		Implementation model for future projects will be carefully considered and planned with sufficient time to consider options that balance effectiveness and efficiency.