

Management Response: Implementation Plan for Evaluation Recommendations

General Information

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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	<p>The initial ToR for EMG was developed in 2000, and then reviewed and updated in 2017. Since then, the EMG and environmental governance issues have further matured.</p> <p>Phase II of the Strategy for Sustainability Management in the UN System 2020 – 2030, points to important gaps, some of which can be addressed by the EMG and its Secretariat.</p>	<p>The Terms of Reference for the EMG and the EMG Secretariat should be reviewed with a view to ensure that their objectives, modus operandi and rules of procedure are up to date.</p> <p>The review could consider alternative mechanisms, arrangements and activities that could enhance the work of the EMG and the Secretariat in view of developments over the past twenty years</p>	Critical	UNEP-wide	UNEP Management, EMG Secretariat	2024			<p>The EMG evaluation report received a great attention by the 29 meeting of the EMG Senior Officials (SOM). As a result the SOM approved a decision as follows:</p> <p>Suggested Actions VIII</p> <p>The Senior Officials:</p> <p>Acknowledging the recommendations of the Terminal Evaluation of the UN Environment Management Group (EMG) project implemented between 2018 and 2022 conducted by the UNEP Evaluation Office (2023), and the EMG Strategic Narrative 2023-2030, request the EMG Secretariat to</p>

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	Links could be strengthened with similar coordination mechanisms such as the UNSDG, the High-Level Committee on Programmes, the High-Level Committee on Management, and subsidiary mechanisms such as UN Energy, UN Water, and UN Oceans.	since the EMG was created. The findings of the review should be presented to the EMG membership for reflection.							convene a meeting of the EMG members to discuss the findings of the evaluation report and provide recommendations for increasing the effectiveness of the EMG and strengthening the ownership of its members, for approval by the Senior Officials at their 30th meeting in 2024.
2	The location of the EMG Secretariat in Geneva is advantageous as it is physically close to many of its UN member agencies and is in line with the assessments made in the past on maximizing the effectiveness of the EMG's work. In that regard, the EMG's function can be further enhanced by improving its working relationship with UNEP Headquarters, regional offices and liaison offices, especially the New York Office, which can support the alignment and integration of the EMG's work with the high-level sustainable development policy-making coordination mechanisms of the UN, such as the UN Sustainable Development Group, and the Chief Executives Board for Coordination (CEB).	The functionality of the EMG Secretariat with regards to the UNEP organigram and mechanisms should be enhanced to ensure organisational effectiveness, clear reporting lines, synergies with MEAs, and adequately equipping the Secretariat in terms of resources and expertise.	Critical	UNEP-wide	UNEP Management	2024			See above
3	The way in which EMG's budget for activities is derived is not sustainable for	A resource mobilization plan should be developed that is tied to the work plan and targeting both	Critical	UNEP-wide	UNEP Management	2024			See above

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	continuing activities and longer-term plans. Important activities are supported by ad hoc donor grants and the work associated with searching for grants to undertake agreed activities reduces the limited staff time of the EMG Secretariat to implement activities.	bilateral donors and EMG member agencies, including UNEP, providing opportunities for engagement, visibility, donor funding and demonstrating impact – the resource mobilisation plan should accommodate raising funds for ad hoc activities.							
4	The success of the EMG and the work of the EMG Secretariat is significantly reliant on strong outreach and communication. The EMG is often perceived as an afterthought and delegated to lower-level technical staff of EMG member agencies. EMG members struggle with elevating the EMG's profile internally. This is in part due to the lack of visibility of the EMG's work and limited resources that makes it difficult to mobilize expertise and affects the interest of EMG members to chair different types of activities.	Engagement with EMG members should aim to increase effectiveness, build stronger ownership, unlock win-wins and secure buy-in from agencies. This would include leveraging of expertise (e.g. secondment of staff to EMG Secretariat) and sharing of communication and outreach with other UN agencies, and use of rotational co-chairs.	Important	UNEP-wide	UNEP Management, EMG Secretariat	2024			See above
5	With so many EMG activities, it is difficult for EMG members to take ownership stake in all of them as effective engagement and representation take a considerable amount of time. Issue Management Groups, the Nexus Dialogues, and Task Teams are considered to be effective by stakeholders. The	The modus operandi of EMG should be reviewed to identify criteria for prioritization of work and stronger focus on fewer activities, including agenda setting in EMG meetings, and then be discussed with the EMG members. The Peer Review activity should cease. This would follow the review of the EMG ToR	Critical	UNEP-wide	UNEP Management, EMG Secretariat	2024			See above

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	<p>combination of the pandemic, financial constraints, and the need for a more engaging and streamlined format appear to lessen the effectiveness of Peer Review.</p> <p>The peer reviews do not go into enough depth, and the information produced is already known and could be folded into the work programme of the UN Sustainability Strategy. There is, however, need for follow-up after the peer reviews, but the IMG on Environmental Sustainability Management neither has the mandate nor resources to do it.</p>	and possible amendments made to the ToR.							
6	<p>The implementation of EMG's work is the responsibility of the member UN agencies, and most of the outputs and outcomes result in suggested policy reforms, but the current outcome indicators do not adequately measure success of policy reform integration, nor do they include gender and human rights considerations. Further, the EMG (and the EMG Secretariat) does not have the resources to assess whether or not its work is having an impact.</p>	<p>A monitoring framework should be developed for the EMG's work plan that enhances measurement and data collection from EMG members and donors on change (at outcome level) and impact. This would include indicators that assess inclusion of gender and human rights considerations. This recommendation is linked with Recommendation 1 and proposed review and possible adjustment of the ToR. Given the difficulty of attributing final impacts (as presented in the Theory of Change) to EMG outputs and outcomes, it is also recommended that the ToC impact statements</p>	Important	Project	EMG Secretariat	2024			See above

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		be re-visited and causal pathways made more explicit.							