

Management Response: Implementation Plan for Evaluation Recommendations

General Information

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Project Evaluation Title	Terminal Evaluation of the UNEP Project "Haiti Sustainable Energy II (HSE II) - PIMS 01968
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Project Manager/ Task Manager	Fabien Monteils/Andrew Morton/Stefan Smith
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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	CEAC does not now and never has functioned as a cooperative. Whether they could work as privatized entity with current staff is doubtful. They are either not transparent or not competent. As seen in the section on Efficiency, CEAC staff would not share financials or membership lists. They are also operating at a significant deficit. It is not clear how CEAC has survived as long as they have. EarthSpark and the Les	In order to assure good governance and move closer to financial sustainability, CEAC should be dissolved and the grid given over to a private entity, the obvious candidate being EarthSpark.	Critical	Project	IDB will most likely make decisions about the future governance of the Coteau grid. This is de facto the case and by virtue of available funding and prior involvement	This should be done as swiftly as possible and with decisive passing of control to a secure governing team. It is unlikely that the grid is still operating. It is unclear how CEAC is paying bills. The current team should be completely	Accepted		UNEP country office will facilitate consultations between key stakeholders (CEAC, Earthpark, IADB, ANARSE) and promote a viable decision and transfer of the grid. The recommendation of the consultant is agreed and will be promoted. However, the final decision might change depending on evolving

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	Anglais grid are also not solvent, but they have come much closer to financial sustainability and they have developed a formula for managing pricing. CEAC should be dissolved and governance of the Coteau grid ceded to EarthSpark.					replaced to avoid any possibility of losing materials and/or sabotage by disgruntled employees.			circumstances and with clear understanding that UNEP has no formal responsibility and leverage on the decision at this point in time, and only offers to assist stakeholders with finding a sustainable solution.
2	Virtually every non-infrastructure task associated with HSE II was either cancelled or failed. Causes include contracting distant entities in Port-au-Prince as with HEI and UniQ, contracting local infrastructural entities (EarthSpark) that are de facto competitors with CEAC but conveniently nearby and have opportunistically expanded into social engagement activities attractive to donors. The same can be said for using UNOPS, a procurement and project development agency, as a mentoring organization for CEAC. All the failures associated with HSE II can be ascribed to opportunistic use of organizations present and willing to take the funds for tasks that they are either not suited, not dedicated and experienced, or that conflict with their other commitments and goals. All these task should be contracted to organizations specifically dedicated and skilled in the domain and not those that are	In order to assure 3rd party performance, UNEP should put a policy in place whereby infrastructural experts and management focus exclusively on infrastructure and separate team of experts take exclusive responsibility for organization and governance building, education & training, as well as gender components. They should be dedicated specialists and not entrepreneurial NGOs opportunistically trying to capture funds by virtue of their proximity to the project.	Critical	UNEP-wide	UNEP	This should be done as swiftly as possible to avoid similar shortcomings.			

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	opportunistically capturing work because they happen to be in the vicinity.								