

Implementation Plan of Recommendations

Project Title and Reference No.: GEF ID 3401 EADN Project

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		PLANS			
SN	RECOMMENDATIONS	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	REPOSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
1	Strengthen project overall supervision and routine monitoring through regular steering committee meetings of at least once each year of project implementation and have minutes signed and filed. Institute semi-annual review meetings following submission of semi-annual reports, to provide feedback to key stakeholders on project progress. Keep track of the higher lever project results to ensure that outputs translate into outcomes.	Yes	<p>Follow-on projects, we will ensure overall supervision and routine monitoring through regular steering committee meetings at least once each year of project implementation and have minutes signed and filed.</p> <p>We will also, institute semi-annual review meetings following submission of semi-annual reports, to provide feedback to key stakeholders on project progress.</p> <p>Keeping track of the higher lever project results to ensure that outputs translate into outcomes will also be done</p>	Follow-on projects	Task manager, Executing agencies and project steering committee

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2	Sign Memorandum of Understanding with well-established government ministries/institutions and agencies to take lead or closely work with executing agencies for enhanced ownership and sustainability.	Yes	In the follow-up projects, we will endeavor to work with government establishments to ensure country ownership, driven-ness, and continuity and if it is not a government institution, due diligence will be conducted	Follow-on projects	UNEP
3	Strengthen infrastructure at regional level and technical capacity to conduct laboratory tests and analysis of wet and dry deposition samples, such as the Central Analytical Laboratory (CAL) Regional Laboratory in Nairobi.	Yes	To be done by governments	Follow-on projects	Governments
4	Revise GEF financial reporting templates to capture analysis by component, and provide hands-on training on revised templates to EA staff on data capture.	Yes	The UNEP Finance Unit needs to revise the financial reporting templates	Follow-on projects	UNEP Finance Unit
5	Develop an Exit Strategy with a financial component and phased sustainability project closure plan. Include an exit strategy in the project document and ensure that it is one the key deliverable in the PCA.	Yes	Developing an Exit Strategy is now compulsory during project design	Follow-on projects	Executing agency/UNEP
6	Strengthen gender integration and gender sensitivity programming in the Prodoc and	Yes	gender integration and gender sensitivity programming are	Follow-on projects	

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	conduct gender assessment during the inception phase. Revise reporting templates to include gender and human rights.		now compulsory during project design		
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The following is a summary of lessons learned from some of the project’s experiences and based upon explicit findings of the review. They briefly describe the context from which the lessons are derived, and the potential for wider application:

Lessons learned

Lesson Learned #1:	Transboundary interventions are more informative and effective since pollutants are cross-border. Projects should be transboundary when affecting different governments and institutions.
Context/comment:	Issues that are of transboundary cannot be addressed by one single country. It is important for all affected countries to participate in designing, implementing, monitoring and evaluating interventions.

Lesson Learned #2:	Strengthening institutional and technical capacity for local institutions to be able to continue implementing project interventions such as testing and analysing the air and rain water samples is essential for sustainability. This calls for adequate investment in appropriate infrastructure and technical capacity within the region, rather than transporting samples to France for testing.
Context/comment:	The project samples had to be transported to a laboratory in France for analysis rather than capacitating the regional or local laboratories to conduct such analysis, this limits continuity after project closure.

Lesson Learned #3:	Thorough background check, due diligence and capacity assessment of institutions to engage as executing agencies for GEF is critical to identify credible institutions that can support sustainable project outcomes beyond the project closure.
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Context/comment:	The existence of ACCESS (the executing agency) could not be verified beyond the project duration. The project offices had closed and some staff were not accessible. Additionally, the website was not accessible at the time of the review.
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Lesson Learned #4:	Regular communication and engagement of project participants are essential to foster the use of project data. Lack of feedback on progress and results leaves participants feeling that they were only used to accomplish a specific task, rather than having a sense of ownership and talking authoritatively about the project's progress and future.
Context/comment:	Respondents from the participating counties reported having received no communication on test results and project progress. Most of them were not even aware whether the project was still ongoing or it had closed.

Lesson Learned #5:	Silence on human rights and gender equity issues in project design documents and reporting templates creates a high likelihood of gender-blind implementation and reporting.
Context/comment:	The EADN Prodoc was silent on human rights and gender equity issues, and consequently, the interventions and reports are very gender blind, to the extent that some respondents said gender does not apply to such a project.

Lesson Learned #6:	It is important for the project design to consider the logical flow of all elements in the results framework to inform construction of transformatory theory of change.
Context/comment:	The project had more outcomes than outputs (15 versus 11), yet outputs should contribute to outcomes, hence some outcomes were not linked to outputs. The construction of outcomes did reflect higher level results while some outputs were stated as activities.