

Management Response: Implementation Plan for Evaluation Recommendations

General Information

Eval ID	684
Evaluation Manager	Myles Hallin
Project Evaluation Title	Terminal Evaluation of the UNEP Project "Addressing the Illicit Trade in Wildlife and Forest Products", PIMS No. 01951
PIMS #	1951
GEF ID	
UNEP Sub-programme	SP4 – Environmental Governance
GEF Focal Area	
Project Manager/ Task Manager	Julian Blanc/Atif Ikram Butt
Office/Division	Ecosystems Division
Branch & Unit	Wildlife Unit
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Total # of Recommendations as per Report	5
Implementation Plan Sent to PM/TM (Date)	09/12/2021
Implementation Plan Returned by PM/TM (Date)	30/06/2022
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	In order to enhance project results to be sustained beyond a project's life, a solid exit strategy must be developed as part of a project design, and based on an in-depth analysis of risks and financial, institutional, socio-political factors that may undermine the sustainability of a project's results, as well as the capacities of key actors to enable such continuity and sustainability of the	The formulation of any project must include an exit strategy, to enable sustainability of the project's results.	Important	UNEP-wide	UNEP	6 - 12 months for any new project formulated	Partially Accepted	The project document format already includes a section on sustainability (if not specifically an exit strategy). However, the entire project document template needs to be rationalized	To be addressed by PPD

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	<p>project results. The exit strategy must provide a plan for the development and implementation of risk mitigation measures throughout the project life, from design and throughout implementation. An exit strategy can include, among other components, a pre-planned analysis of project results at project TE phase, to assess what is needed to enhance their sustainability, where possible, and the identification of potential partners and funding sources to enhance and continue sustaining these results at the project end.</p>							<p>and simplified - new sections keep getting added, and the empty template is already over 70 pages. The entire project development process in the project manual also needs rationalization – properly developing a project document requires multiple consultations, workshops, consultants etc, all of which cost money, yet the programme manual assumes this is cost-free and that resource mobilization can only happen after a project is approved by PRC. Overall, the requirements in the prodoc template are incredibly onerous as they are, resulting in further barriers to effective and efficient project development</p>	

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								<p>and implementation by UNEP. Finally, the most important finding from this evaluation - namely that the project was very poorly designed, yet approved by PRC, suggests that fixing the problems is not just a matter of adding more requirements to the prodoc template, but actually fixing the problem of project design in UNEP, and providing expert project development support to prevent poorly designed projects from getting approved in the face of political pressures to do so.</p>	