

### Implementation Plan of Recommendations

**Project Title and Reference No.:** Sustainable Policies, Strategies and Management Tools on Resource Efficiency in Tourism Value Chains’ (PIMS 02088)

**Contact Person (TM/PM):** Helena Rey De Assis, Programme Manager, CPU

	PLANS			
RECOMMENDATIONS	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	REONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
Design and fund follow-up projects with a value chain perspective focused on resource efficiency, circular economy, and innovative business models that embrace both GHG mitigation and adaptation, which would provide scope for better inclusion of SMEs and engaging a country as a whole in sustainable tourism.	YES	The project’s value chains project has inspired the Consumption and Production Unit to develop project proposals using a similar approach for the food sector.	30/04/2024	Helena Rey/ CPU/ Industry and Economy Division

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	PLANS			
RECOMMENDATIONS	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	REPOSNSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
Proactively establish early outreach to the UNRC in pilot countries as part of building 'exit strategy' from the outset, together with identifying links with a country's UNSCDF to facilitate early strategic discussion with others working in the region with longer timescales and a potential to offer follow-up support, while also exploring ways in which a project could "dovetail" and "open the door for other UNEP services to be offered".	YES	A draft proposal for a project on sustainable food systems has been developed with WWF and partner countries in LAC region to apply the value chain approach in the food sector. UNRC focal points and regional office, and key stakeholders have been engaged in the consultations in this development.	30/05/2024	Helena Rey/ CPU/ Industry and Economy Division
Review the approach for addressing human rights and gender equality in the evolving context of expanding definitions of gender and in light of new UN Secretariat guidance to address gender, human rights, and disability under	YES	The Resources and Market Branch appointed a gender focal point (Fabienne Pierre) and an alternate focal point (Helena Rey) to address human rights and gender equality in the context of the UN guidance. UNEP is organizing a capacity building during the month of May 2024 to train	30/05/2024	Helena Rey/ Fabienne Pierre/ Resources and Market Branch

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	PLANS			
RECOMMENDATIONS	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	REPOSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
the umbrella of 'inclusivity'.		staff to address these issues in projects and publications of UNEP.		

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:

<b>Lesson Learned #1:</b>	Conscious attention to architecting ‘exit strategy’ from a project’s outset, using a structured approach for its handover and phasingover/down/out, contributes to better outcomes and encourages stakeholders/beneficiaries to focus resources from the beginning towards project results and their sustainability and effectiveness.
<b>Context/comment:</b>	This lesson highlights the importance of conceiving a project’s exit strategy from the outset that considers internal and external coherence and seeks to build both internal and external sustainability as well as project legacy, which supports effective handover. The project team’s approach of using a programmatic exit strategy matrix that considered institutional structures, observed behavioural changes, financial sustainability, and cross-cutting measures with indication of phase-over/down/out elements put in place represents good practice for enhancing the prospects that the project’s benefits will continue beyond its close and the end of funding. This approach is a tangible recognition of the reality that development cooperation is, by nature, temporary. Exit strategies have proven to contribute to better program outcomes and encourage stakeholders and beneficiaries to focus

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	resources from the beginning towards project results and their sustainability and effectiveness <sup>31</sup> .
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<b>Lesson Learned #2:</b>	A high degree and quality of stakeholder engagement, together with project leadership and collective teamwork, are key for achieving even ambitious project goals in a moderately unfavorable environment.
<b>Context/comment:</b>	While time-consuming and protracted, the inclusive, consultative approach to the development of the National Roadmaps/Action Plans ensured that these documents were both relevant and useful and had a high level of country ownership and driven ness. In light of the severity of impacts wrought by the COVID-19 pandemic, which were beyond the scale and duration of climate hazards that regularly affected the pilot countries, this high degree and quality of stakeholder engagement, together with the project’s leadership and collective teamwork were key ingredients for persevering, overcoming the disruptions, and rising to meet ambitious goals.

<b>Lesson Learned #3:</b>	A project’s management and leadership are decisive factors in assuring the effectiveness, integrity, and sustainability of development interventions.
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<b>Context/comment:</b>	<p>This lesson acknowledges the vital importance of project management and leadership capabilities – which were highly evident in TTVC’s execution– as decisive factors in assuring the effectiveness, integrity, and sustainability of development interventions. In addition to delivering an ambitious and innovative design, this project’s management was highly complex, with complex contracting processes and UN administration that were deftly handled within a rigorous performance management culture with demanding expectations for monitoring and reporting and ongoing challenges to align the inputs of multiple partners in a dynamic system, with high needs for adaptive management, while also aiming to respect the allocated time, scope, and budget, alongside providing support for achieving political objectives (including to sustain a project’s results), using influence tactics like lobbying, as well as resource mobilization.</p>
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