



UNDP/GEF Terminal Evaluation Management Response and Tracking Template

Project Title: Capacity building for mainstreaming MEA objectives into inter-ministerial structures and mechanisms

Project PIMS #: UNDP PIMS ID: 5097 / GEF Project: ID 5028

Evaluation Completion Date: April 23th 2018

Key Issues and Recommendations		Management Response*		Tracking**	
Response	Key Actions	Timeframe	Responsible Unit(s)	Status***	Comments
1) Communication processes within the key stakeholders and actors must be improved and prioritized.	1) Reinforced the organization of coordination meetings between stakeholders with objective to know progress and challenges in project's implementation. 2) The LPAC process in the Country offices updates so that as many stakeholders of a project participate since project start.	1) Permanent	1) UNDP Officer	*	To start
2) Focal points should identify common entry points to start developing a common working agenda, and support the institutionalization of the coordination mechanism, so that those more structural elements can be overcome.	3) UNDP internal exercise about which of all stakeholders needs a special attention or prioritization in project's implementation process. 1) Meeting with key stakeholders to identify common entry points. 2) Identify structural elements which potentially could be affect the institutionalization of the coordination mechanism	2) Permanent	1) UNDP Officer	*	To start
3) A project management unit should give the correct degree of involvement to institutional representatives at the design and implementation levels and support	1) MINAE will work in establishment of group to ensure the correct integration of institutional representatives to support different initiatives 2) Committee's establishment. 2) Identify institutional representatives and strategic action what will implemented	1) August, 2018	1) UNDP Officer in coordination with MINAE	*	To start

Key Issues and Recommendations		Response	Management Response*		Timeframe	Responsible Unit(s)	Status***	Tracking**	Comments
the completion of intra and interinstitutional agreements.									
4)	Since project implementation may not allow to prioritize baseline building processes, due to financial or time constraints, baselines must be constructed or identified during the project design.	Baseline included in project design according to the availability of data. UNDP to improve data management for baseline development	1)	UNDP will improve internal data collection and data management to improve baselines of projects	1)	Permanent	1) UNDP officer	** Ongoing	
5)	Projects must achievable targets, considering not only the ultimate objectives to be achieved, but elements of the current political, economic, social and institutional context.	Projects respond to different implementation contexts, they include different development dimensions challenges in the country. In this regard adaptive capacity of project implementation of UNDP is key. In order to address the recommendation UNDP is to improve context analysis to support project outcomes beyond targets.	1)	UNDP to conform a context analysis team to identify ways in which project can contribute broadly to developmental challenges.	1)	Permanent	1) UNDP officers and Auxiliary Resident Representative	** Ongoing	
6)	Projects need a tailored strategy not only for the production but for the management of the information generated through its activities.	UNDP Costa Rica developed a knowledge management strategy to ensure that all results achieved by the projects have a good communication and information actions to promote our efforts and contributions to country development.	1)	Ensure that knowledge management strategy to be implemented by all projects according with their situation.	1)	Permanent	1) UNDP Communication focal point	** Ongoing	
7)	The direction of a project shouldn't be assumed by high-ranking officers such as ministers, since the load of	UNDP doesn't have a policy to designate an institutional counterpart who will assume national director role. And in this	2)	UNDP will suggest on a case by case basis that Ministers assign only technical staff as Project directors to avoid delays.		Permanent	Program Officer and Auxiliary Resident Representative	** Ongoing	

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work they normally experience may prove detrimental to their performance as project directors. 8) Validation and revision processes should comply with an established schedule, to give fluidity to the implementation of activities. 9) To sustain strategic interventions, financial and operational planning must be not only linked but part of programmatic priority planning.	case, the Minister designation who assumed the role of project director was an initiative by his self. By the contrast, sometimes this situation is very positive to the project and there are some advantages for example in terms of actions definition and decision-making process which thanks that there was a Minister in the head was very success and reflected grade of institutional commitment for the initiative. Considering the recommendation will suggest on a case by case basis that Ministers assign only technical staff as Project directors to avoid delays.	1) M&E scheduling strengthened through more strict revision of project milestones and monthly to support project implementation and manage the different situations that affect project results and timely implementation 2) Operational Annual Plans will reflect action contained in NBSAP, National Climate Change Strategy, NDCs	1) Permanent 2) Permanent	1) M&E Specialist within Program Officer 2) MEA Focal Points	** Ongoing ** Ongoing		

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		Response	Key Actions	Timeframe	Responsible Unit(s)	Status***
10) A process to make sure that MEA convention focal points have greater negotiation skills and are able to devote more time to the responsibility of being the key player of the government for that convention should be determined.		UNDP and UN partners to include MEA Focal points in negotiation skills training	3) Plan annual training by UNDP 4) Invite MEA Focal points to training	3) Annual	3) UNDP officer	** Ongoing
11) MINAE, as the oversight body for the environmental sector, should build an institutional policy on open data, which articulates with the national policy on open data, and provides guidelines to other environmental institutions, or bodies that produce environmental information, on how to manage that information, and how to make it available		MINAE, as the oversight body for the environmental sector, should build an institutional policy on open data, which articulates with the national policy on open data, and provides guidelines to other environmental institutions, or bodies that produce environmental information, on how to manage that information, and how to make it available	5) MINAE will consider this option during the National Development Plan	4) Discussions about Open Data during National Development Plan development	4) May-August 2018	** Ongoing

* Unit(s) assigned to be responsible for the preparation of a management response will fill the columns under the management response section.

** Unit(s) assigned to be responsible for the preparation of a management response will be updating the implementation status. Unit assigned with an oversight function monitors and verifies the implementation status.

*** Status of Implementation: Completed, Partially Completed, Pending.



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