

Annex 7: UNDP/GEF Terminal Evaluation (TE) Management Response and Tracking Template

Project Title: Developing Institutional and Legal Capacity to Optimise Information and Monitoring System for Global Environmental Management in Armenia

Project PIMS #: 3332

Terminal Evaluation Completion Date: May 31, 2012

Key issues and recommendations	management response*	Tracking**				
	response	Key Actions	Timeframe	responsible unit(s)	Status***	Comments
Ambitious in objectives at the initial state and at the beginning, resulted in unjustified expectations of a few key stakeholders.	The overall frame strategy could be better clarified and targeted during inception stage and after MTE.			EA/UNDP CO		To support the flexibility of the project design and implementation strategy the project had to use less key indicators. All indicators should be reliable, especially if to use financial indicators in the countries with high inflation rate and unsustainable economy.
Initial outcomes and outputs not fully achieved by the project, but with high potential to be finalized in future.	Project results and lessons will be considered during the development of new project proposals and policy documents			EA/UNDP CO		The project has prepared the ground to effect legal and institutional reforms for introducing of a national integrated and coordinated environmental information management and monitoring system. Net winning in the context of catalytic role and replications could be recommended as a model approach for the similar activities at least in the countries with transition economy (EECCA countries primarily).

<p>The design and implementation of such comprehensive and multilateral projects should provide close permanent cooperation with other state and donor projects in close areas, supporting interlinks and mutual strategies.</p>	<p>Detailed stakeholder analysis could be conducted at the full project preparation stages and relevant representation in the steering committee has to be ensured</p>			EA		<p>Executing Agency (Ministry of Nature Protection) should permanently update the information data base on state and donors projects/programmes, and use the latter in project development and coordination/cooperation during the implementation phase.</p>
<p>Weak risk mitigation strategy led to some predictable fears that could jeopardize sustainability of the project results.</p>				EA/UNDP CO		<p>Although the mechanism of risk mitigation is cleared from the project inception phase and risk logs regularly updated during project implementation, follow up actions were not conducted or were not satisfactory enough.</p>
<p>The effectiveness of the state environmental monitoring and information centres as an Environmental Monitoring and Information Management System (EMIMS) focal point within any line ministry supposed to be low in present conditions.</p>	<p>More successful could be an intersectoral independent agency, e.g. under President's apparatus or adjunct to the Government.</p>			EA		<p>National programme for the development of EMIMS is still needed, including action plan, terms and responsibilities of all parties involved. The project just created a necessary background for this comprehensive programme, and identified priorities.</p>
<p>Legislation developed by the project and identified standards, norms and procedures despite are not adopted yet by the Government and/or the Parliament, or require additional resources to be monitored and</p>	<p>Follow up process towards final approval of draft legislation will be ensured by main beneficiary ministry</p>			EA		<p>The packages of the revised environmental legislation is submitted to the Ministry of Nature Protection for ownership and seeking adoption, supported by the "Conceptual approaches and timeframe of measures for RoA legal reforms on environmental monitoring and information management in the</p>

implemented.						framework of the 3 Rio Conventions”.
Contradictions between different national authorities such as ministries, services, committees (and even divisions of the same ministries) on the use and management of environmental information are still taking place, and moreover, there is inconsistency with demands and requirements of private business and civil society. So no institutional changes may occur despite new legislation and regulations for EMIMS adopted.						Conflict of interest between state and itra-ministerial agencies is evident. Involvement of all interested stakeholders into project development and implementation stage since the beginning is one of the “mitigation” options. The government and NSS still acts as driving force for the EMIMS process, but next steps should stipulate measures for active involvement of public and private sectors in the EMIMS implementation and support. The project just traced possible mechanisms and approached to this in form of regulations for the enforcement of the Law of self-monitoring, of close cooperation with Aarhus centres, etc. Incentives of self-support of the EMIMS from the grassroots level (bottom up approach) should be identifies and maintained by the responsible governmental bodies, which will promote the sustainability and development of national (not only governmental!) environmental monitoring system.
The project did not leverage much funds, but at the same time provided indirect possibilities for further funding of its follow-up activities and impacts.	Follow up financial strategy or action plan for resource mobilisation need to be developed by the Ministry of nature			EA		

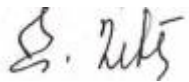
	protection					
A large number of members in SC makes this body less workable and operative.	The issue will be considered in the future projects			EA/UNDP CO		Considering existing conflict of interest and contradictions between different state agencies, necessity for coordination of all efforts in the area being conducted by different organisation and donor funded projects; establishment of multi-sectoral and multi-stakeholder advisory body is a good practice. May be an establishment of kind of small working group within SC could be more operable and helpful for decision-making purposes.

* 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. Assigned with an oversight function monitors and verifies the implementation status.

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

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