

Management Response MTE Award: 00068335/00083591/ PPD 5ta. FASE OPERACIONAL GEF

UNDP Management Response Form

Mid Term Evaluation of the Fifth Operational Phase of the Small Grants Programme in Bolivia

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Prepared by: Oscar Agramont Mayori

Position: Strategic Planning, M&E Officer

Unit/Bureau: RBLAC\Bolivia

Cleared by: Claudio Providas

Position: Deputy Resident Representative

Unit/Bureau: RBLAC\Bolivia

Input into and update in ERC: Oscar Agramont

Position: Strategic Planning, M&E Officer

Unit/Bureau: RBLAC\Bolivia

Evaluation Recommendation or Issue 1. To complete the current phase of the SGP Bolivia maintaining the current ways operation that has proven effective and efficient to achieve the proposed results. Overall the SGP Bolivia is implementing this project in a very successful way and so the first recommendation is to maintain the good work until the end of OP5.

Management Response: We agree with the evaluator's recommendation which considers that it is important to maintaining and strengthen the role of SGP Bolivia as trustable partner and in the way it is working which is demonstrating that the proposed results are being achieve on an effective and efficient ways, but on the other hand we think even though the SGP Bolivia is generating Knowledge Management there is always a way to improve and the continuous improvement is their next challenge.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
1.1 UNDP's Strategic Plan 2014-2017 establishes that the programmes that are working well should be maintained, so this is one of those that the best practices should be at least maintained and on the other hand they should try to be better each day to generate continuous improvement. The SGP Bolivia portfolio of small grants should be maintained, targeted and focused in a way that it preserves quality and ensure the achievement of the results.	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain	ROAR 2014 and 2015	On Track
1.2 The portfolio of Small Grants at it is being done should be carefully elected following the proved methodology and trying to ensure that all the risks and problems along its implementation are covered by the SGP Bolivia.	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain	ROAR 2014 and 2015	On Track
1.3 All the processes that are being used are proved and they are working but that is not a reason to slow down and SGP Bolivia should at least maintain the performance or improve it, there is always a way to do so.	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain	ROAR 2014 and 2015	On Track

Evaluation Recommendation or Issue 2: To complete the pending tasks of the SGP Monitoring and Evaluation activities; that is the reporting to the GEF Tracking Tools using the existing information and the completion of the quantitative assessment of biomass and carbon in different forestry and agroforestry systems.

Management Response: The SGP Bolivia team and the Programme should perform and adequate Monitoring and Evaluation activities in order to ensure that all the GEF Tracking Tools are complied with the relevant information they require, Even though the SGP team is more concentrated in the operational activities of the Project, the Programme Officer should not miss the relevant M&E activities working as a whole team.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
2.1 One of the most important action to be taken is to do all the actions possible in order to comply with the donor requirements, so the SGP team even though they are more concentrated on complying with the Annual Work Plan and the demands of the current year operations. They have to coordinate and work as a whole team with its Programme Officer to work integrated and perform and adequate M&E which considers the milestones, risks and issues of the project.	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain	ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
2.2 At least one coordination meeting should be performed on two week basis to ensure that all the deadlines and demands are fully complied in order to avoid a poor M&E exercise.	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain	ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
2.3 All GEF and UNDP demands like the GEF Tracking Tools and IWP/ROAR demands should be considered on the annual M&E plan and it should be followed on monthly basis at least, in order to ensure that all the relevant issues are being attended.	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain	ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track

Evaluation Recommendation or Issue 3: Maintain the close follow-up on the co-financing commitments by grantees and other organizations to ensure that the overall commitment defined in the PRODOC is achieved by the end of the project.

Management Response: The co-financing commitments by grantees and other organizations are one of the most important issues that requires a continuous follow-up in order to ensure the continuity of operations of the project. The donor in this case the GEF considered as part of the total funds this co-financing and a shortfall of this funds could deteriorate the relations with the donor. So the SGP team and the Programme Officer should perform their best efforts in the compliance of these financial commitments by the co-financing organizations.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
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3.1 A close follow-up and financial monitoring of the resources of the project is vital for its operation, so all the efforts and actions to ensure the compliance of the co-financing quotes of the other donors defined in the PRODOC should be performed to achieve the on time compliance and to avoid financial shortfalls that may affect the project operations.	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain	ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
3.2 Preventive measures should be taken in order to avoid financial shortfalls, in the case of probable delays the UNDP CO Representation should be informed and all the support should be provided in order to perform all the actions required in order to ensure the funds.	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain RR / DRR	ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
3.3 The compliance of the schedule of payments should be a primary responsibility of the SGP Coordinator and the Programme Officer, and all the actions should be done by them to ensure the on time co-financing funds.	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain	ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
Evaluation Recommendation or Issue 4: To maintain the SGP focus of the four Protected Areas where it is currently active at least until obtaining adequate evidence that the expected results at both territorial and community levels are achieved. This task imply a better identification about the sustainable results that the SGP is attempting to achieve in terms of territories, communities and organizational development of the local CBOs.				
Management Response: We agree with the evaluator's recommendation in order to focus the four Protected Areas that the project is currently working because this is aligned with the 2014-2017 UNDP Strategic Plan which demands quality in the operations and achievement of results with high quality and one of the strategies to follow is to target and focus on what is important and relevant to achieve, so if the External Evaluator recommends this to obtain sustainable results the technical team of the SGP should consider this option and concentrate their effort in achieving high quality results.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
4.1 SGP technical team should focus on the four Protected Areas of operation as the external evaluator recommends, because it would be more efficient to achieve the expected results with the appropriate and adequate evidence that is necessary to collect under donor's and UNDP CO rules and regulations to demonstrate that the results were achieved with the quality required. A larger number of Areas of operation could interfere in the utilization of all the resources.	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain	UNDP CO Dashboards, ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
4.2 The Annual Work Plan and all the mechanisms like the project board should be working in order to ensure that the areas of operation of the project are being intervened with high quality technical assistance and giving the best services to ensure high quality results. So all the M&E instruments and mechanisms should be activated.	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain	UNDP CO Dashboards, ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track

4.3 If new emerging operational areas should be incorporated, all the current mechanisms should be reviewed in order to comply with all the demands in terms of quality of results for UNDP SP, and donor's queries, trying not to suffer a complex situation due to the incorporation of additional operational areas that could complicate the project implementation.	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain	UNDP CO Dashboards, ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
Evaluation Recommendation or Issue 5: To start interacting with the UNDP-GEF Global Technical Advisor for SGP Upgrading Country Programs about the situation of multiple and simultaneous reporting lines that currently underlie the Bolivia SGP operations. As reported in the main text, this issue is not a problem in the SGP today but, hypothetically, it may lead to conflicting views about the SGP eventually affecting its operations and performance; hence the need to open a conversation about it.				
Management Response: We also agree in this recommendation of the external evaluator, since even though the reporting and all the issues with the UNDP-GEF Global Technical Advisor are working well today, on a short time future the situation may change so, the recommendation is valid in order to ensure a open conversation about it in order to ensure that SGP Bolivia operations will not be affected.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
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5.1 The interacting with the UNDP-GEF Global Technical Advisor for SGP Upgrading Country Programmes is working well today, this does not ensure that on a short time future this could change so it is completely natural to open a conversation about it on the next half of the year 2015 to avoid any complexity it may surge.	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain	UNDP CO Dashboards, ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
5.2 Today there are more ways to get an effective conversation regarding the reporting lines and issued demanded by the donor, with the continuous operations of the project the complexity will increase so even though a complex managerial information system could be developed, it is also important to open a technical conversation with the technical team of the donor to facilitate the achievement of results and its reporting.	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain	UNDP CO Dashboards, ROAR 2014 and 2015 and GEF Tracking Tools 2014-15	On Track
Evaluation Recommendation or Issue 6: To make all efforts to achieve a project proposal for the next operational phase of the GEF that maximizes the chances of being incorporated into the national GEF portfolio under the GEF STAR allocation.				
Management Response: This is also an important and valid recommendation and all in the case of this many years successful programme SGP Bolivia, which consolidated as one of the best SGP in the world, we agree with the recommendation that along the operations the formulation of a new proposal feed by the lessons learned, knowledge management and best practices acquired could ensure a high quality proposal to be financed by the donor GEF STAR Allocation, for a new period with new Small Grants and more successful high quality results.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
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6.1 Even though this SGP Project is working many years achieving results with an effective and efficient strategy, it may be very useful that along the current operation of this project, a new proposal should be being	January 2015 to May 2016	Project Management Unit R.Salas/M.Santos Programme Officer R.Chain	UNDP CO Dashboards, ROAR 2014	On Track

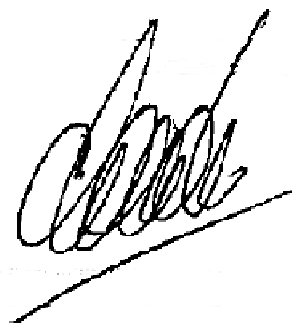
<p>formulated in order to achieve the sustainability of the new Grants and emerging areas that may arise for the next years, and all the issues, risks, experiences, lessons learned and best practices should be included on the formulation of this new Country proposal for a new project.</p>			<p>and 2015 and GEF Tracking Tools 2014-15</p>	
<p>6.2 Along the formulation of the new Country proposal for a new project that will be financed by GEF and have to ensure a high score on the GEF STAR (System for a Transparent Allocation of Resources) Allocation, at the same time that the SGP team is implementing the current project, a task force group could be considered with internal and external technical experts or consultants to be joined to ensure a good project document to be presented to try to ensure the financing for a next phase of the project. This group should initiate its activities as soon as possible.</p>	<p>January 2015 to May 2016</p>	<p>Project Management Unit R.Salas/M.Santos Programme Officer R.Chain</p>	<p>UNDP CO Dashboards, ROAR 2014 and 2015 and GEF Tracking Tools 2014-15</p>	<p>On Track</p>

Prepared by:



Oscar Agramont Mayori
Strategic Planning, Monitoring and Evaluation Officer

Approved by:



Claudio Providas
UNDP Resident Representative a.i.