

UNDP MANAGEMENT RESPONSE TEMPLATE

TERMINAL EVALUATION OF THE ENVIRONMNET SUPPORT PROGRAMME Date: 9th September 2011

Prepared by: Dr. Oduetse Koboko ~~Position: Resident Representative~~ Position: Environment & Climate Change Specialist
 Cleared by: Anders Pederson ~~Position: Resident Representative~~ Position: Environment & Climate Change Specialist
 Input into and update in ERC:

Unit/Bureau: UNDP Botswana, RBA
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 Unit/Bureau:

Overall comments:

Most of the recommendations stated herein are noted and already implemented. Some of the items are however comments than recommendations whereas some statements are vague for us to provide an informed and clear response that is actionable.

Evaluation Recommendation or Issue 1:

All stakeholders (in the case of ESP non-state actors) should be involved in programme design. Balanced representation of stakeholders should be ensured within the PSC (in the case of ESP a minimum of two representatives were needed from private sector and civil society sectors and CBOs should also have been represented). Non-state actors should not be out of pocket for their services to the PSC, with their time and resources in networking with members, recompensed.

Management Response:

The recommendation is noted and has been incorporated in the planning processes. Non-state actors are now represented in Project Steering Committees of all the projects implemented by UNDP in partnership with the Government. However, the non-state actors cannot be compensated for their time as most of the funded projects under the ESP do not make budgetary provisions for such.

Key Action(s)

Ensure representation of private sector in PSC

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
<i>Ensure representation of private sector in PSC</i>	none	UNDP and all units	Achieved	Membership to PSC and TRG has been opened to civil

				society, private sector and media for transparency and accountability
Evaluation Recommendation or Issue 2:				
Crucial design features such as citing of the programme implementation unit and the seniority and designation of the Project Director should be clearly agreed and articulated at design stage and recorded in project documents. This will assist in sorting out problems (including lack of office space) prior to programme implementation and facilitate discussions with partners if the original design is not followed.				
Management Response:				
The recommendation has been acceded to. All the project documents under the ESP include management structures and key personnel as well as the work-plans and protocols. These instruments are used to provide guidance to implementation of the project.				
Key Action(s)				
2.1. Project structures to be designed and recorded in project documents	On going	UNDP CO in at all levels in particular portfolio managers and senior management	On track	Implemented as a going concern.
Evaluation Recommendation or Issue 3:				
At Programme inception stage collaboration should be further articulated down to department division and unit level. Programme activities would then be built into departmental division and individual work and training plans.				
Management Response:				
The recommendation is noted and being implemented. The Thematic working group chaired by government coordinate all the activities of the ESP through implementing partners which are mainly government institutions. In some instances, the work os ESP is incorporated on work plans of focal persons appointed by IP's.				

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
No specific recommendations				Implemented as a going concern.
Evaluation Recommendation or Issue 4:				
That the project duration agreed at design stage be honored so that important programme outcomes are not compromised.				
Management Response:				
The recommendation are noted and projects are implemented within the set duration of the project. The resources are also tied to the project duration. Project are only extended after terminal evaluations.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
No specific recommendations				Implemented as a going concern.
Evaluation Recommendation or Issue 5:				
In programmes where indicative activities are identified, the logframe should be revised prior to the mid-term review to identify clear outputs expected by completion of the programme and at the mid-point. The use of Outcome Mapping be considered for monitoring programmes where attitudinal, structural re-organisation and working practices activities are included. The re-organisation of MEWT, communications strategy for MEWT and environmental education activities of NGOs are examples of activities within ESP where impact could be best captured by Outcome Mapping techniques.				
Management Response:				
The recommendations are noted. However their implementation should follow government institutional review process which has not been initiated yet.				
Key Action(s)	Time Frame	Responsible	Tracking	

	Unit(s)	Status	Comments
Evaluation Recommendation or Issue 6:			
In the interests of transparency and communication of project outputs that web-based repositories be established for project outputs and key documents as part of project closure. These should be accessible to all stakeholders and to monitoring and evaluation missions.			
Management Response:			
The recommendation is noted and forms part of the Environment Reporting and Tracking Document Management System which will publish all the reviews and other related environmental information.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking
No specific recommendations			Status Comments
Evaluation Recommendation or Issue 7:			
Establishment of an autonomous and accessible Environmental Common Fund be a priority outcome in future programming.			
Management Response:			
The recommendation has been implemented. National Environment Fund has been established. However the fund is being administer by the Ministry of Environment, Wildlife and Tourism.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking
Establishment of Environment Common Fund			Status Achieved Comments

Evaluation Recommendation or Issue 8:

A programme focusing specifically on this outcome is required that would provide support to on-going initiatives, help co-ordinate lesson-learning between groups and liaison and negotiation with government over necessary supportive policies and legislation. The programme would possibly support new pilot projects (linking civil society with the private sector) to develop working systems with communities and their support organizations, with adequate timeframes and resources. Future programming should plan for this and support such initiatives so as to practically inform policy makers for development of truly supportive policy and legal frameworks.

Management Response:

The recommendation is vague and mainly a comment

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
No recommendations				

Evaluation Recommendation or Issue 9:

Underlying reasons for systemic failures in UNDP management of the programme be addressed. This is important for the current UNDAF programme, which is also experiencing delays and creating increasing frustration among collaborators.

Management Response:

This is noted with the view to improve. However the systemic failures are not clearly defined.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
No clear recommendations to be addressed.				