

Project Title: POPs Legacy Elimination and POPs Release Reduction (POPs)

Project UNDP PIMS #: 4833

Terminal Evaluation Completion Date: March 2021

Key issues and Recommendations	Management Response*				Tracking**	
	Response	Key Actions	Timeframe	Responsible unit(s)	Status***	Comments
1) Partners should work together and strive to complete in the next few months the remaining tasks that need to be accomplished to fully conclude the Project. This is to be done in order to manage/eliminate remaining stockpiles and implement environmentally sound disposal activities with a long-term outlook that could not be handled within the original time-scope of the Project, providing oversight as needed.	All of the remaining tasks are ongoing and will be completed in the next few months.	Whilst all activities which were carried out by UNDP is completed, UNDP CO is working closely with all the relevant parties in order to finalize all the remaining tasks as their cofinancing obligations to fully accomplish the goals of the project. Currently, all subjected wastes have been delivered to a licenced hazardous waste incineration facility (Izaydas) for final disposal and it will be destructed by the end of this year. The storage facility has been decontaminated, and it will be demolished by December 2021 with appropriate monitoring of works from the side of the Ministry of Environment and UNDP Country Office.	December 2021	UNDP CO, UNIDO, MoEU	Partially completed Operationally completed for UNIDO	
2) Should there be residual funds or funds available from other processes/budget lines, Project could use those to generate knowledge management and communication/visibility products. This in order to: <ul style="list-style-type: none"> • enhance sustained capacity building; • nourish upstream processes –such as COPs, international meetings, analysis mechanisms/expert 	All of the remaining amount from the project budget were already used to generate remaining activities related to knowledge management products and dissemination of the products were already materialized for UNDP activities. Residual UNIDO funds have been transferred to	No key action since all of the remaining project budget were used for the project activities for UNDP activities and the project is now in financial closure stage. Throughout the project, there was a sensitivity about MERKIM site and the communication was kept at low profile, in line with the national partners' strategic decision. The Ministry continues to prepare ongoing communication materials of the MERKIM site and there is an intention to publicize them as soon as the demolition is completed, for enhanced visibility of	December 2021	MoEU, UNDP CO, UNIDO	Completed for UNDP Operationally completed for UNIDO, Ongoing for PEE	

<p>groups, etc.-- in the relevant global institutions involved (GEF, UNDP, UNIDO) with information regarding the Project;</p> <ul style="list-style-type: none"> • commence to ponder and perhaps plan follow-up, replication and upscaling not only in-country but also regionally and globally; • give visibility to the substantial achievements the Project has leveraged. 	<p>MoEU, implementation partner, in order to be used for the elimination of the equipment contaminated with PCB and destruction of POPs waste stocks; and for the completion of pilot treatment of low PCB content transformer oil.</p>	<p>the project. UNDP is still following up very closely with the closure of MERKIM site, as well as continued communication materials.</p> <p>UNDP CO will assure linkages of projects at chemical and waste programme to assure long-term benefits. New projects on chemicals will pursue the sustainability of the project results. Moreover, the knowledge management products developed for UNDP activities contribute to “Identification and Remediation of Contaminates Sites with POPs Project” and being used for further capacity building.</p> <p>UNIDO HQ will monitor the process and transfer the budget upon successful completion of each activity.</p>				
<p>3)Project planning and design should include realistic implementation time frames vis-à-vis the tasks to be accomplished, their complexity and the time needed to accomplish tasks.</p>	<p>The design and the RF of the projects are revised and updated during the inception phase. In any future initiative of similar nature, the duration of works will be set for at least 5-6 years to allow for sufficient implementation timeframe.</p>	<p>This finding is documented with the current recommendation, and will be used in any future work.</p>	<p>March 2021</p>	<p>UNDP CO, UNIDO</p>	<p>Completed for UNDP</p>	
<p>4)Co-financing commitments need to be accurately estimated at design. When co-financing estimates and –therefore— commitments are set at design, this needs to be done in a straightforward manner</p>	<p>The project budgets are prepared in line with the corporate financial rules and regulations stipulated in POPP of UNDP.</p>	<p>Preparing joint budgets requires corporate decision. If any new rules and regulations will be introduced at the POPP regarding this matter it will be adopted directly to the project management.</p>	<p>March 2021</p>	<p>UNDP CO, UNIDO</p>	<p>Completed for UNDP Completed for UNIDO</p>	

<p>based on actual capabilities and/or factual pledges that a partner can leverage in order to avoid issues with scope and funding shortfalls once a project begins to implement. Co-financing should also assure appropriate cash flow as a factor of co-financing in order to aid in efficient implementation.</p>	<p>The co-finance letters are obtained from the beneficiary and the stakeholders during the project preparation phase. As the budgets of the beneficiary and stakeholders are usually kept as private, currently only the expenditures after the project implementation could be obtained.</p>	<p>During the preparation of project progress reports, mid-term and terminal evaluation reports a co-finance table will be prepared within consultation to the partners of the project as a monitoring activity.</p>				
<p>5) Projects with intricate components and multiple partners need to have internal coordination mechanisms. These mechanisms need to be set at design, and should provide guidance for directing a project in an integrated manner throughout implementation, as well as to have a unified communication pattern with outside stakeholders. This sort of mechanism should be set without adding unnecessary bureaucratic steps to implementation but for better coordination and articulation to be maintained among sub-activities and between experts and institutions involved.</p>	<p>M&E Strategy of the portfolio was prepared and implementing accordingly. The M&E Strategy of the portfolio defines the distribution of the roles and responsibilities for the necessary M&E activities. Also portfolio has a communication strategy and related documents.</p>	<p>For every cluster and the project under the portfolio the responsibility unit/staff for the M&E and communication activities were introduced in line with the M&E strategy of the portfolio to increase the efficiency of the M&E and communication activities.</p> <p>As per the project document that were jointly prepared by partners, each agency had its own workplan. The communication with regards to these workplans were continuously made between agencies. However, for a more structured coordination, there may be a need for budgetary support for the lead agency, or other type of arrangements may be needed for future plannings.</p>	<p>March 2021</p>	<p>UNDP CO, UNIDO</p>	<p>Completed for UNDP Completed for UNIDO</p>	

<p>6)Procurement processes need to be streamlined. Critical assessments of procurement processes need to be carried out and resulting analysis implemented in order to avoid delays, partners' fatigue, and overall inefficiency. Procurement processes need to be in harmony with the complex technical issues the procedure is acquiring and their scope. Furthermore, these procedures need to incorporate flexibility in order to be attuned to intricate field issues.</p>	<p>Procurement processes and activities are in line with the corporate procurement rules and regulations stipulated in POPP of UNDP.</p> <p>Procurement processes were completed in line with the rules stipulated in the UNIDO Procurement Manual (2018).</p>	<p>Lessons learned from the current programme have been duly taken into account in other similar projects which are ongoing in the portfolio, and the project duration in new programming opportunities will be adjusted according to the complexity of procurement processes and stakeholder consultations.</p>	<p>March 2021</p>	<p>UNDP CO, UNIDO</p>	<p>Completed for UNDP</p> <p>Completed for UNIDO</p>	
<p>7)Capacity building at all levels needs to be a strong element for these sorts of projects. Even technical assistance projects need to strongly incorporate capacity building aspects (by training for the public and private sectors, generation of knowledge management products, training of trainers, etc.) in order to generate and / or enhance national capacity and sustain knowledge, create ownership and overall support for integrated hazardous waste and chemical management within a national context. Training can also aid in knowledge transfer in a</p>	<p>Capacity building and training activities are planned and implemented according to the project activities and project budgets. Capacity building and awareness raising are the main issues that UNDP is incorporating to all project documents and one of the areas where UNDP is very successful.</p> <p>Capacity building has been achieved by UNIDO through the technical trainings on POPs prevention, reduction and treatment</p>	<p>The capacity building activities conducted by UNDP for contaminated sites, actually overlaps with an IPA funded contaminated sites project of the same department. The materials produced by the GEF project is still in use by all Ministry staff. Whilst the capacity building activities are already conducted as planned, still, this may be a lessons learnt for future project design to include duly documentation with regards to capacity building activities throughout the project duration.</p>	<p>March 2021</p>	<p>UNDP CO, UNIDO</p>	<p>Completed for UNDP</p> <p>Completed by UNIDO</p>	

context of turnover of government personnel.	(including field demonstrations) with the participation of all relevant stakeholders.					
8) Knowledge management products should be embedded in a project's framework. Knowledge tools based on the experiences and evidence derived from a project are also assets for capacity building, and (as such) should be part of the different capacity strengthening processes a project undertakes. Furthermore, KM products based on a project's experience are underpinnings for replication, upscaling and South-South cooperation and should be developed if there are intentions for these processes to take place during and after a project.	Project reports, mid-term and terminal evaluation reports for the projects are always disclosed on the GEF and UNDP websites.	The national partners strategically approached the knowledge management products of this very sensitive project as low profile. UNDP communication strategy was also to stay in alignment with this approach for the MERKIM site, the largest known POPs Stockpile site on the Earth. Whilst several communication materials, knowledge management products were produced, more widespread communication materials will be produced by the national partners which would summarize all steps of removal from site assessment studies to removal of demolitions of the warehouse as soon as the removal activities are completed. UNDP Turkey CO is closely working with the same technical department to observe this communication.	March 2021	UNDP CO, UNIDO	Completed for UNDP Completed for UNIDO	
9) Projects need to have a clear communication strategy. A project's communication strategy should be an ongoing process that generates buy – in, generates knowledge about the issues a project deals with as well as acknowledge its visibility. A communication strategy needs to be accompanied by	All the projects and CCE portfolio have communication strategy documents prepared in consultation with the communication expert of the portfolio and in line with the project activities.	The communication strategy of the project was to stay in alignment with the national sensitivities of the MERKIM site and keep communication activities as low profile. Still, this may be a lessons learnt for future project design to include duly documentation with regards to capacity building activities throughout the project duration.	March 2021	UNDP CO, UNIDO	Completed for UNDP Completed by UNIDO	

<p>clear inputs where the different partners are identified (funders, implementing agency(ies), UN agencies involved). A communication strategy should document and communicate issues, and challenges as well as highlight achievements. This strategy should function internally and externally to give proper visibility to all partners involved.</p>						
<p>10)Future programming should build upon strategies, linkages, and developments engendered by a project, yet should also be forward looking and adapting to new issues and modalities supported by international agencies. Future programming should build upon strategies and linkages developed by experience derived from implemented projects, but should link this to new issues supported by the different financing and development agencies (integrated hazardous waste management, circular economy, innovation and adapting to evolving MEAs in the chemicals/hazardous waste fields, for example).</p>	<p>Indeed, synergies between the projects and portfolios are ensured. In addition, adaptive and new strategies are implemented according to the current circumstances and developments in the country in line with the organizational and corporate requirements and strategies.</p>	<p>Such integrated strategies are informed from field experience to the funding facilities, and then those form a part of future financing strategies. This has taken form of experience exchange with GEF Secretariat and GEF agencies in regular taskforce meetings organized by the GEF.</p>	<p>January 2021</p>	<p>UNDP CO, UNIDO</p>	<p>Completed for UNDP Completed by UNIDO</p>	

* 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, Ongoing, Pending