

UNDP-GEF CCCD TE Management Response

Management response to the Terminal Evaluation of Capacity Development for Implementing Rio Conventions through Enhancing Incentive Mechanisms for Sustainable Watershed/Land Management

Project Title: Capacity Development for Implementing Rio Conventions through Enhancing Incentive Mechanisms for Sustainable Watershed/Land Management

UNDP Project ID (PIMS) #: 00096387

GEF Project ID (PMIS) #: 5224

Terminal Evaluation Virtual Assessment Completion Date: 4 May 2021

Date of Issue of Management Response:

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Context, background and findings

1. This Terminal Evaluation (TE) has been conducted as part of the Monitoring and Evaluation plan of the UNDP/GEF Project: “Capacity Development for Implementing Rio Conventions through Enhancing Incentive Mechanisms for Sustainable Watershed/Land Management (CCCD). The TE virtual assessment to Indonesia was conducted from 10 March – 4 May 2021. Extensive consultations with the project partners were also conducted prior and following the mission to ensure a good understanding of the project’s results; leading to the submission of the TE report on the date of this report.
2. The key rationale of the project is to address the issue of weak enforcement of Indonesia’s legislative and regulatory frameworks. The project also aims at addressing the weakness of the country’s existing financial and economic instruments, which proved to be insufficient deterrents to unsustainable natural resource use. Sustainable watershed management is used as a tool for mainstreaming global environmental values while strengthening the policy and legislative instruments to reinforce an enabling environment for the implementation of the three Rio Conventions. The long-term goal of the project is “to strengthen a set of important capacities for Indonesia to make better Sustainable Land Management (SLM) / Sustainable Watershed Management (SWM) decisions to meet and sustain global environmental obligations”. The objective of the project is “to strengthen targeted legal and regulatory frameworks as well as economic incentives to meet global environmental outcomes through sustainable watershed management”. The design of the project includes three outcomes: (1) Strengthened policy, legislative, and economic instruments; (2) Strengthened institutional and individual capacities to mainstream SLM/SWM; and (3) Improving awareness of global environmental values.

3. Recommendations to improve the course of action of the project by the end of its implementation are not needed, there would be not much time to implement them.

The TE exercise provides the following three recommendations to be applied in other initiatives;

Recommendation n° 1 UNDP and MoEF: Project design should avoid redundancies within and amongst different hierarchical levels of the Result Framework, i.e., objective, outcomes, and outputs. A redundant Result Framework does not allow an effective project management and impedes the identification of relevant changes promoted/induced by projects. Indicators of objectives, outcomes, and outputs should capture different changes produced by the project under consideration. Outputs refer to changes under almost the full control of the project management. i.e., what the project actually does, while outcomes and objectives capture changes to which the project contributes to. It is then important, that the team in charge of writing project documents include both thematic specialists and M&E specialists. The two kinds of expertise are important to get to a project design that later can guide the implementation towards its goals.;

Recommendation n° 2 UNDP and MoEF: During the project design phase or during the inception phase of a project, it is important to get to a common agreement on what are the roles of each project partner. Agreements and decisions should be put in writing, archived, and reported to donors. In this way, a higher level of transparency and accountability is ensured.;

Recommendation n° 3 UNDP and MoEF: whenever possible, test the micro watershed approach with relevant modifications, to contexts where the private sector has a predominant role, both as an actor of economic development and as a land degradation driver. Indeed, matching economic and social development with the conservation of the environment is the main aspiration of the Rio Conventions (UNFCCC, UNCCD, and CBD). A new collaboration between the two institutions may be the right occasion to do that.

Recommendations and management response

Terminal Evaluation recommendation 1. to be applied in other initiatives

Responsible entities: UNDP and MoEF

Project design should avoid redundancies within and amongst different hierarchical levels of the Result Framework, i.e., objective, outcomes, and outputs. A redundant Result Framework does not allow an effective project management and impedes the identification of relevant changes promoted/induced by projects. Indicators of objectives, outcomes, and outputs should capture different changes produced by the project under consideration. Outputs refer to changes under almost the full control of the project management. i.e., what the project actually does, while outcomes and objectives capture changes to which the project contributes to. It is then important, that the team in charge of writing project documents include both thematic specialists and M&E specialists. The two kinds of expertise are important to get to a project design that later can guide the implementation towards its goals

Management response:

M&E specialist consultant for the new projects will be working during the formulation of UNDP initiatives together with the main project designer or something similar few working days for a M&E specialist will be allocated to revise the M&E components of the project design.

Key action(s)	Time frame	Responsible unit(s)	Tracking ¹	
			Comments	Status ²
UNDP and MoEF to follow the GEF guidance on the development of Project Document, especially on the development of Project Results Framework	PPG phase	UNDP CO and MoEF	The input for the future new project is agreed and accepted	Agreed and Accepted
UNDP and MoEF will hire the thematic specialist, and also the M&E specialist. Regarding the redundancies within the Results Framework, it is hierarchily related within one outcomes into putputs, as guided by GEF.	PPG phase	UNDP CO and MoEF	The input for the future new project is agreed and accepted	Agreed and Accepted

Midterm Review recommendation 2. to be applied in other initiatives

Responsible entities: UNDP and MoEF

During the project design phase or during the inception phase of a project, it is important to get to a common agreement on what are the roles of each project partner. Agreements and decisions should be put in writing, archived, and reported to donors. In this way, a higher level of transparency and accountability is ensured

Management response:

A checklist (for the new project formulation or project inception phase) will be developed in order to make sure that roles of project partners are clearly defined already during project formulation (and therefore reflected in the ProDoc) or project inception phase (and therefore reflected in the Inception Report).

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status

¹ If the MTR is uploaded to the ERC, the status of implementation is tracked electronically in the Evaluation Resource Centre database (ERC).

² Status of Implementation: Completed, Partially Completed, Pending.

UNDP and MoEF to develop the project organization structure including project partners roles and it should be approved by the project IP (MoEF). All agreements and decisions need to be well archived and reported to donors	PPG phase	UNDP Co and MoEF	The input for the future new project is agreed and accepted	Agreed and Accepted
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Midterm Review recommendation 3. to be applied in other initiatives

Responsible entities: UNDP and MoEF

Whenever it is possible, test the micro watershed approach with relevant modifications, to contexts where the private sector has a predominant role, both as an actor of economic development and as a land degradation driver. Indeed, matching economic and social development with the conservation of the environment is the main aspiration of the Rio Conventions (UNFCCC, UNCCD, and CBD). A new collaboration between the two institutions may be the right occasion to do that.

Management response:

UNDP and MoEF to test the micro watershed approach with relevant modifications, to contexts where the private sector has a predominant role, both as an actor of economic development and as a land degradation driver

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
UNDP and MoEF will test the micro watershed approach in context where private sector has a great incidence is a choice of the Government of Indonesia (MoE), which may be supported by UNDP	Implementation phase and in the exit strategy	UNDP CO and MoEF	The input for the future new project is agreed and accepted	Agreed and accepted