

Roles and Responsibilities

Management Response to Evaluations Conducted by the Evaluation Office

Prepared by the Operations Support Group/Executive Office
in consultation with the Evaluation Office

1. Background

The Executive Board approved the [Evaluation Policy of UNDP](#) on 23 June 2006. (See Annex 1 for the decision.) The policy states that:

...All evaluations will have a management response. The Evaluation Office will maintain a system to track management responses to evaluations. The responsible unit should periodically update the status of follow-up actions in the tracking system. Programme audits also routinely check the status of follow-up actions to recommendations made by evaluations, as well as the implementation of agreed management responses to evaluations, in the period covered by the audit. The Evaluation Office will periodically brief those with oversight function on the status of follow-up to evaluation recommendations and implementation of management responses, and will alert senior management to any areas of concern.

-- Paragraph 32

2. Roles & Responsibilities

The Evaluation Policy establishes specific responsibilities with regard to conducting and following-up on evaluations. The roles regarding management response to global, independent and country-outcome level evaluations carried out by the Evaluation Office are detailed in paragraphs 16-21 of the [Evaluation Policy of UNDP](#).

3. Procedure for the preparation of management responses

The preparation of the management response, review by senior management and posting on the Evaluation Resource Centre database should take no more than four weeks total from the time the evaluation is submitted to the Administrator.

| Step | Responsible | Timeframe |
|--|--------------------|--|
| 1. Review and approval of the Evaluation Office's proposed programme of work | Executive Board | |
| 2. Evaluation Office formally informs the Administrator of launch of evaluation | Evaluation Office | |
| 3. A responsible lead unit is assigned the preparation of the management response. The responsible lead unit bears responsibility for all actions designated as the 'responsible unit'. Once the content of the evaluation is known, additional units may be designated to work with the responsible unit. | Administrator | As soon as the Evaluation Office informs the Administrator |
| 4. Active participation in stakeholder reviews to begin thinking through management response. | Responsible unit | |
| 5. Unedited final draft evaluation is submitted to the Administrator. | Evaluation Office | |
| 6. Preparation of management response in the requested format (see annex 2) | Responsible unit | + 2 weeks |

| | | |
|--|--|---|
| | + key stakeholders and relevant bureaux/units/offices, including DUNA/PB for feedback on Executive Board priorities | |
| 7. Review of consolidated management response by OG | Operations Group + involved units, as necessary | + 1 week |
| 8. Posting on the Evaluation Resource Centre database Submission to the Executive Board via the Executive Board Secretariat | Responsible unit (with technical support from Unit Evaluation Focal Point) Responsible Unit | + 1 week following endorsement by OG (within one month of submission of the report) |
| 9. Implementation of proposed actions, including Board recommendations. | All responsible units | In appropriate work plan |
| 10. Track status of implementation and updates the information in the ERC. In doing so, the responsible unit should meet regularly with all bureaux/units/offices that are required to implement specific actions under the management response in order to validate the status of implementation and identify actions that have been completed and/or satisfactorily addressed and can be retired. | Responsible unit, in coordination with other bureaux/units/offices responsible for implementing the actions, and technical support from Unit Evaluation Focal Point. | Quarterly updates to ERC database. |
| 11. Review and monitor of the status of implementation of management responses in the ERC. | Director of OSG | Semi-annual |

4. Procedure for the preparation of management responses to ADRs

The procedure and timeframe for the preparation of management responses to ADRs are the same as above.

In the case of ADRs, the concerned CO is responsible for preparing the management response under the oversight and guidance of the relevant Regional Bureaux. The CO is also responsible for posting the management response on the ERC database, ensuring that proposed actions are taken within the agreed time frame, tracking the status of implementation of proposed actions and updating the information in the ERC database accordingly.

As part of their oversight role, Regional Bureaux ensures that management responses are prepared for all evaluations and action taken, and regularly reviews the status of implementation. In fulfillment of the Executive Board decision 2006/9 to provide “country and regional programme results and performance data consolidated over the programme duration”, Regional Bureaux should ensure that the previous country programme is sufficiently evaluated through independent and/or decentralized evaluations prior to the submission of a new Country Programme Document. In those cases where no ADR has been undertaken, a summary of evaluation findings will be included in the Country Programme Performance Summary that will accompany the submission of all draft Country Programme Documents.

Annex 1

Executive Board Approval of UNDP Evaluation Policy

2006/20 Evaluation policy

The Executive Board

1. *Welcomes* the evaluation policy contained in document DP/2006/28 as an important step towards establishing a common institutional basis for increasing transparency, coherence and efficiency in generating and using evaluative knowledge for organizational learning and effective management for results, to support accountability and to ensure impartiality;
2. *Requests* UNDP to conduct evaluations of its operations at the country level, in close consultation with national governments;
3. *Approves* this evaluation policy and *notes* that the mandate of the Evaluation Office is to evaluate the effectiveness and efficiency of UNDP programmes and results;
4. *Requests* UNDP to provide, for information, an evaluation plan developed in consultation with the respective national government as an annex to programme documents submitted to the Executive Board;
5. *Requests* that, as of the annual session 2009, UNDP submit a triennial review of the evaluation policy;
6. *Requests* the Administrator to further strengthen the evaluation function based on the evaluation policy;
7. *Stresses* the need for UNDP to assist governments in developing national evaluation capacities.

23 June 2006

Annex 2

TEMPLATES FOR UNDP MANAGEMENT RESPONSES TO INDEPENDENT EVALUATIONS¹

Clearance Routing:

Date: 03 March 2021

Prepared by:

Karis Vehnel Fonte

Position:

Monitoring and Evaluation Associate

Unit/Bureau: LCT Project Management Unit

Contributors:

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Position:

Component 1 Lead

Unit/Bureau: LCT Project Management Unit

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Project Development Officer III

Recommended by:



Mario Tercero

Position:

Project Manager Unit/Bureau: LCT Project Management Unit

AMCP0721-P35/ 22 July 2021; 01:13 PM

Approved by:

Atty. Mark Steven C. Pastor 

Position:

Assistant Secretary / National Project

Director

Unit/Bureau: Department of Transportation

¹ See instructions at the end of the document on how to use the templates.

Management response to the evaluation of *Mid-Term Review of UNDP/GEF Project: Promotion of Low Carbon Urban Transport Systems in the Philippines (Philippines LCUTS Project)*

Context, background and findings

1. The Promotion of Low Carbon Urban Transport Systems in the Philippines (LCT Project) is a 4-year project designed to commence on 17 November 2017 and scheduled to end on 16 November 2021.
2. The Project aims to create an enabling environment for the commercialization of low carbon urban transport systems (e.g., electric and hybrid vehicles) in the Philippines, which can be achieved through the following:
 - effective enforcement of policies and support provided for the promotion of low carbon modes of transport;
 - adopting and implementing low carbon transport plans and/or programs in major cities;
 - increasing private sector participation in the widespread deployment and commercialization of low carbon transport systems; and
 - increasing private sector investment in low carbon transport systems.
3. The LCT Project is implemented under a national implementation modality (NIM) with UNDP Philippines. The implementing partner is the Department of Transportation (DOTr).
4. In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP-supported GEF-financed projects are required to undergo a midterm review at the mid-point of implementation of a project to provide a comprehensive and systematic account of the performance of an ongoing project by reviewing its design, process of implementation and achievements vis-à-vis GEF project objectives and any agreed changes during project implementation.
5. In general, the LCT Project was rated according to the following measures: a) Project Formulation considering the stakeholder participation during the PPG phase; b) Progress Towards Results including the achievement of Project objectives and outcomes; c) Project Implementation and Adaptive Management considering the implementation approach, monitoring and evaluation, and the stakeholder participation during implementation; d) Sustainability; and e) Overall Project Achievement and Impact.

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6. Results showed that the Project was formulated with a design that is well laid out in Project Results Framework, complete with indicators that are SMART. However, there is a need to combine Outcomes 3.1 (increased private sector participation in the widespread deployment and commercialization of low carbon transport systems) and 3.2 (increased private sector investment in low carbon transport systems) into one Outcome for ease of monitoring.
 7. A wide spectrum of stakeholders was consulted during the PPG phase consisting of DOTr, other relevant government agencies, financial institutions, EV private sector, and civil society. It was found that the Government of the Philippines' (GoP) ownership of the Project is strong. The implementing partner of the LCT Project is the Department of Transportation (DOTr), alongside with other partners that includes but not limited to relevant agencies within DOTr, Department of Energy (DOE), Department of Trade and Industry (DTI), and the Department of Science and Technology (DOST).
 8. Measuring the Progress Towards Results, no progress on objective level targets were achieved since the Project has experienced a number of unfortunate circumstances resulting in a loss of more than 22 months (excluding the pandemic of 2020) and only 5 months of the effective implementation. At the time of the midterm review, there is just under one year of time remaining to complete all LCT Project activities.
 9. Despite ongoing work within Outcome 1 (effective enforcement of policies and support provided for the promotion of low carbon modes of transport) the timeline is uncertain as to when these policies and plans will result in GHG emission reductions from EV deployment. On Outcome 2 (adopted and implemented low carbon transport plans and/or programs in major cities), despite ongoing work with LGUs to develop green urban transport plans, the timeline and pathway to implementing these plans is not clear. In addition, many of the LGUs do not have the capacity for planning green urban transport. On Outcome 3, little if any progress despite private sector participation on the project. Issues stem from the lack of awareness amongst transport cooperatives and the private sector of the strong EV economics and performance.
 10. In terms of Project Implementation and Adaptive Management, project implementation has experienced setbacks yet has produced annual Project Implementation Report and Quarterly Project Reports as well as COVID pandemic surveys, providing evidence of good monitoring and evaluation practices. Stakeholder participation has been strong as evidenced through MTR interviews and participation at PB meetings. This includes the wide spectra of stakeholders including relevant government agencies, financial institutions, private sector and civil society.
 11. On Sustainability, moderately likely rating is mainly due to changing economics and recovery of public transport due to the pandemic. In addition, LGUs have low capacities for managing vehicle modernization under PUVMP.
 12. Overall, the Project is rated moderately unsatisfactory which entails that the project has significant shortcomings in the achievement of its objectives. Particularly, the Project cannot achieve its target GHG emission reduction of 52,959 tCO₂ within the remaining months. With only 5 months of effective implementation, LCUTS has not had the impact 3 years into a 4-year project.
 13. There are numerous barriers to the full achievement of targets in the Project, especially considering the current EOP is 16 November 2021, 11 months from the time of writing of the midterm report. These barriers include:

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- the ambitious design with only 11 months remaining on the LCT Project;
 - a lack of a clear developmental pathway in LCUTS interventions that will generate GHG emission reductions towards the LCUTS target of 52,959 tCO₂;
 - ongoing attempts by various LGUs to plan, design and implement LCT projects, some of whom are working with limited capacity in developing green urban transport projects;
 - insufficient information on the benefits of EV operations and long-term economics that can better inform potential EV investors, cooperatives and fleet owners; and
 - COVID-19 which has had the impact of reducing ridership on public transport and clouding the economics of electric vehicle operation.
14. A refreshed LCUTS approach needs to re-focus its efforts to generate GHG emission reductions from EVs by facilitating EV investments with DBP and other banks managing PUVMP funds and having operational EVs displacing fossil-fueled vehicles. Considering that 86 to 460 EVs (consisting of e-commuter buses and e-jeepneys) are required to generate the 52,959 tCO₂ target, this target is achievable, and its achievement could be considerably accelerated if the PMU strengthens its outreach to transport cooperatives and the private sector throughout the Philippines. This should result in more EV investments and GHG emission reductions realized.
 15. The PMU found the report to be comprehensive and substantive, which accounted for the perspectives of the different stakeholders of the Project, to wit the implementing partner, programme team, project management unit, key government agencies, pilot cities, private sectors, financial institutions, and transport cooperatives. Further, the midterm review considered the emerging context of Project implementation amid pandemic and its implications to the transport sector.
 16. The report significantly surfaced the opportunities for furthering the partnerships with the private sectors and engaging the local government units to have proper demonstration of the LCUTS. It is imperative to provide focus in formulating and adopting local level policies to guide the commercialization of the LCUTS.
 17. The PMU affirms the rated moderately unsatisfactory performance, to which the implementation was indeed hampered by significant delay in inception, limited capacity to implement with incomplete staff and additional impact caused by the pandemic. Also, the PMU acknowledges that there is a lack of clear pathway to achieve the results given the limited remaining timeline.
 18. The PMU recognizes the need to identify the clear pathways in achieving the objectives of the Project and to shape up its approach in implementation. The midterm report provided clear emphasis in intensifying the Project's advocacy program to capture the attention of the potential investors and to encourage and assist the EV players in taking part in the demonstration and commercialization of electric vehicle and support technologies.
 19. The PMU therefore acknowledges the 16 recommendations in order to achieve the objectives of the Project. The detailed management response is specified in the Annex.

Annex

Key recommendations and management response

| Evaluation recommendation 1. Request a 30-month extension from UNDP and GEF to utilize remaining LCUTS resources of just over US\$2.0 million to achieve the targeted lifetime incremental GHG emission reduction of 52,959 tCO ₂ | | | | |
|---|-----------------------|--|----------------------|-----------|
| Management response: Partly accepted. In consideration of the GEF policy on extension, the LCT Project is preparing for an 18-month extension request to achieve the target Project outcome of reduced incremental GHG emissions. | | | | |
| Key action(s) | Time frame | Responsible unit(s) | Tracking* | |
| | | | Comments | Status |
| 1.1 Preparation and finalization of the documentary requirements for the request for extension | February – March 2021 | Project Management Unit (PMU), Department of Transportation (DOTr) | | Completed |
| 1.2 Revisiting of the proposed workplan to determine optimal adjustments for the 18-month extension | February – March 2021 | PMU, DOTr | | Completed |
| 1.3 Request of approval of extension from the Project Board | February – March 2021 | PMU | | Completed |
| 1.4 Submission of request for extension to GEF | February – April 2021 | PMU, United Nations Development Programme (UNDP) | Awaiting endorsement | Ongoing |

| Evaluation recommendation 2. Setup an enhanced awareness and advocacy programme to strengthen outreach to potential EV investors and operational EV fleets under Output 2.2 | | | | |
|--|--------------------------|---------------------|---------------------------------------|-----------|
| Management response: Accepted. An enhanced awareness and advocacy programme is being developed and implemented by the PMU. This includes the enhancement of the communications strategy, deployment of pilot units, demonstration of the processes of deployment, setting up of Management Information System, development of the guidelines for data collection and the effective dissemination of knowledge products. | | | | |
| Key action(s) | Time frame | Responsible unit(s) | Tracking | |
| | | | Comments | Status |
| 2.1 Engagement of a Communications Officer to design and implement an enhanced awareness and advocacy programme | January 2021 | PMU | New Communications Officer for hiring | Ongoing |
| 2.2 Designing of a communications strategy with focus on educating stakeholders and encouraging behavioral change | February 2021 | PMU, DOTr | | Completed |
| 2.3 Maximizing of available media and channels for communication and advocacy activities | February – November 2021 | PMU, DOTr | | Ongoing |

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|--|---------------------------|-----------|--|---------|
| 2.4 Deployment of pilot units such as electric vehicles and solar charging stations and support to acquisition of permits | October – November 2021 | PMU | | Planned |
| 2.5 Demonstration on the processes of deployment | September – November 2021 | PMU, DOTr | | Planned |
| 2.6 Setting up of a management information system as additional component of the enhanced awareness and advocacy programme | April – July 2021 | PMU, DOTr | | Planned |

Evaluation recommendation 3. Design a data collection programme for operational EV fleets

Management response: Accepted. The PMU is developing a framework for the performance monitoring of the operational EV fleets, which will include the development of the Management Information System, the tool for data collection.

| Key action(s) | Time frame | Responsible unit(s) | Tracking | |
|--|----------------------|---------------------|----------|---------|
| | | | Comments | Status |
| 3.1 Development of the framework for the performance monitoring of EV fleets | Present – March 2021 | PMU | | Planned |
| 3.2 Procurement of the services of the developer for the Management Information System (MIS) | March – April 2021 | PMU | | Planned |
| 3.3 Designing of the MIS to collect data such as EV performance, technical, financial and environmental, which will be housed under a Center of Excellence to be established | April – July 2021 | PMU, DOTr | | Planned |
| 3.4 Preparation of guidelines for the use of MIS | April – July 2021 | PMU, DOTr | | Planned |
| 3.5 Testing and roll-out of the MIS | July 2021 | PMU, DOTr | | Planned |
| 3.6 Conduct of capacity building workshops on the operation and maintenance of the MIS | August 2021 | PMU, DOTr | | Planned |
| 3.7 Conduct of technical data gathering through EV tests and consolidation | April – July 2021 | PMU | | Planned |

Evaluation recommendation 4. Implement enhanced awareness and advocacy programme under Output 2.2 using data collected for operational EV fleets

Management response: Accepted. As part of the monitoring framework, the result of the data collection through the MIS will be transformed into knowledge products and will be further disseminated to potential investors and key stakeholders.

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

| | | | | |
|--|----------------------|-----------|--|---------|
| 4.1 Conduct of inventory on the existing operational transport cooperatives and other private entities | March – April 2021 | PMU, DOTr | | Planned |
| 4.2 Conduct of data collection based on the results of the inventory | April – October 2021 | PMU, DOTr | | Planned |
| 4.3 Development of policy briefs and knowledge products from the results of data collection | April – October 2021 | PMU, DOTr | | Planned |
| 4.4 Effective dissemination of knowledge products | April – October 2021 | PMU, DOTr | | Planned |

Evaluation recommendation 5. *Assist and facilitate the development of viable business plans for private sector and transport cooperatives as a part of Output 3.2.1*

Management response: Accepted. The PMU has developed a private sector strategy, which details the process and guidelines in partnering with the private sectors in the deployment and investments. This takes into account the facilitation of viable business plans for private sectors.

| Key action(s) | Time frame | Responsible unit(s) | Tracking | |
|--|----------------------|---|---|---------|
| | | | Comments | Status |
| 5.1 Conduct call for invitation for private sectors to partner with the LCT Project (EV manufacturers, EV suppliers, EV companies, transport cooperatives) | March 2021 | PMU | | Ongoing |
| 5.2 Signing of partnership agreements and formulation of workplan with the private sector partners | April 2021 | PMU | | Planned |
| 5.3 Hiring of Business Development Specialist | April 2021 | PMU, Climate Action Programme Team (CAPT), UNDP | Awaiting finalization of hiring documents | Ongoing |
| 5.4 Development of bankable business plans with private sectors, particularly EV operators | May – September 2021 | PMU, DOTr | | Planned |

Evaluation recommendation 6. *Recruit a part-time international CTA to provide strategic guidance to the PMU and key LCUTS stakeholders*

Management response: Accepted. The PMU will procure a Chief Technical Advisor who will provide strategic guidance to the implementation of LCT.

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

| | | | | |
|---|------------------|-----------|--|-----------|
| 6.1 Drafting and finalizing of Terms of Reference for the Chief Technical Advisor | 26 February 2021 | PMU, CAPT | | Completed |
| 6.2 Procurement of the Chief Technical Advisor | 26 March 2021 | PMU, CAPT | | Ongoing |
| 6.3 Awarding and onboarding of the Chief Technical Advisor | 01 April 2021 | PMU, DOTr | | Ongoing |

Evaluation recommendation 7. *Build off experience of Recommendation 4 to improve the monitoring and evaluation of new EV fleets financed under PUVMP, and other infrastructural investments related to green e-mobility such as “green boulevards”*

Management response: Accepted. After the first rollout of the data collection and analysis of the fleet performance, other metrics will be considered to include monitoring of other green interventions.

| Key action(s) | Time frame | Responsible unit(s) | Tracking | |
|--|--------------------------|---------------------|----------|---------|
| | | | Comments | Status |
| 7.1 Conduct coordination with LTFRB on additional metrics to be considered | August – September 2021 | PMU, DOTr | | Planned |
| 7.2 Enhancement of the data collection tool or MIS to include the additional metrics | September – October 2021 | PMU | | Planned |
| 7.3 Development of guidelines for the data collection of new indicators | September 2021 | PMU, DOTr, LTFRB | | Planned |
| 7.4 Presentation to the Project Board for approval | October 2021 | PMU, DOTr, LTFRB | | Planned |
| 7.5 Conduct of data gathering for the additional metrics | November 2021 | PMU, DOTr, LTFRB | | Planned |

Evaluation recommendation 8. *Project Results Frameworks (PRFs) should be setup in a manner that can be easily implemented, monitored and evaluated by the PMU, the counterpart agency, oversight managers at UNDP, and GEF*

Management response: Partially accepted. At the PMU level, the logical framework including the monitoring requirements has been adjusted based on the emerging context to make the Project implementation more strategic and responsive. Any changes on the Project Results Framework, however, need to be requested to and approved by GEF. This may serve as reference for future project designing.

| Key action(s) | Time frame | Responsible unit(s) | Tracking | |
|---------------|------------|---------------------|----------|--------|
| | | | Comments | Status |
| 8.1 | | | | |
| 8.2 | | | | |
| 8.3 | | | | |

| Evaluation recommendation 9. <i>Continue with delivery of Output 3.1.1, the public transport route rationalization assessment and feasibility studies that is ongoing with a number of LGUs</i> | | | | |
|--|-------------------|---------------------|--|-----------|
| Management response: Accepted. As part of the intervention to the pilot LGUs, the PMU is currently developing the guidelines for the selection of green routes. The transport route rationalization assessment will follow the LPTRP process, which will be done for Baguio City and Iloilo City. For cities of Pasig and Santa Rosa, the route rationalization is being conducted by a different service provider. Nevertheless, consultation and coordination activities are being undertaken to ensure harmonization of the processes. | | | | |
| Key action(s) | Time frame | Responsible unit(s) | Tracking | |
| | | | Comments | Status |
| 9.1 Finalization of the guidelines for the selection of green routes | March 2021 | PMU, DOTr | Awaiting presentation and TWG approval | Ongoing |
| 9.2 Conduct of coordination meetings with the service provider for Pasig City and Santa Rosa City | March – June 2021 | PMU, DOTr | | Ongoing |
| 9.3 Conduct of transport route rationalization assessment for Baguio City and Iloilo City | March – June 2021 | PMU, DOTr | | Completed |

| Evaluation recommendation 10. <i>Develop standard procedures for on-road and laboratory tests of new EV technologies as a part of Output 3.1.2</i> | | | | |
|---|--------------------|---------------------|----------|---------|
| Management response: Accepted. As part of the framework for performance monitoring, the standard procedures for testing of EV technologies will also be developed. | | | | |
| Key action(s) | Time frame | Responsible unit(s) | Tracking | |
| | | | Comments | Status |
| 10.1 Hiring of technical consultant for the development of standard procedures for on-road and laboratory testing | March – April 2021 | PMU, CAPT | | Planned |
| 10.2 Development of the standard procedures for on-road and laboratory testing | May – June 2021 | PMU, DOTr | | Planned |

| Evaluation recommendation 11. <i>Develop and approve an established EV charging protocol and standardization as a part of Output 3.1.3</i> | | | | |
|---|------------|---------------------|----------|--------|
| Management response: Accepted. The EV charging protocol and standardization will be developed. | | | | |
| Key action(s) | Time frame | Responsible unit(s) | Tracking | |
| | | | Comments | Status |

| | | | | |
|--|-------------------------|-----------|--|---------|
| 11.1 Hiring of a firm to develop an EV charging protocol and standardization | March – May 2021 | PMU, CAPT | | Planned |
| 11.2 Conduct of technical and financial analysis on EV charging protocol | June – August 2021 | PMU | | Planned |
| 11.3 Development of the EV charging protocol and standardization | August – September 2021 | PMU, DOTr | | Planned |

Evaluation recommendation 12. *Installed standardized solar EV charging stations in pilot areas and cities as a part of Output 3.2.2*

Management response: Accepted. Through the Project and private sector participation, the solar EV charging stations will be installed in pilot areas and cities.

| Key action(s) | Time frame | Responsible unit(s) | Tracking | |
|---|-------------------------|---------------------|----------|---------|
| | | | Comments | Status |
| 12.1 Preparation and finalization of documents for the bidding of civil works | June – July 2021 | PMU | | Planned |
| 12.2 Conduct of the investment forum for private sectors | August 2021 | PMU | | Planned |
| 12.3 Conduct of feasibility study for the installation of solar EV charging stations in pilot cities | August – September 2021 | PMU | | Planned |
| 12.4 Procurement of the solar charging stations | September 2021 | PMU | | Planned |
| 12.3 Installation of solar EV demo charging stations in pilot areas | October 2021 | PMU, DOTr | | Planned |
| 12.4 Turnover to LGUs/Government Agencies and development and finalization of Sustainability and O&M Plan | November 2021 | PMU, DOTr | | Planned |

Evaluation recommendation 13. *Introduce at least 10 operational and new hybrid or EVs for mass transit in pilot cities as a part of Output 3.2.3*

Management response: Accepted. Through private sector participation, vehicle units will be deployed in pilot cities.

| Key action(s) | Time frame | Responsible unit(s) | Tracking | |
|---|----------------|---------------------|----------|---------|
| | | | Comments | Status |
| 13.1 Conduct of investment forum for private sectors and secure investments | August 2021 | PMU | | Planned |
| 13.2 Procurement of EV demonstration units for pilot cities | September 2021 | PMU | | Planned |

| | | | | |
|--|--------------|-----------|--|---------|
| 13.3 Deployment of EV demonstration units for pilot cities | October 2021 | PMU, DOTr | | Planned |
|--|--------------|-----------|--|---------|

Evaluation recommendation 14. *Undertake training programme to develop a sufficient number of skilled local technicians to provide maintenance for EV fleets*

Management response: Accepted. Consultations with TESDA is being conducted in 2021 and actual conduct of training programmes will take place in 2022.

| Key action(s) | Time frame | Responsible unit(s) | Tracking | |
|--|-------------------------|---------------------|----------|---------|
| | | | Comments | Status |
| 14.1 Hiring of consultant to develop the training programme | May – June 2021 | PMU, CAPT | | Planned |
| 14.2 Conduct of training needs analysis | July 2021 | PMU | | Planned |
| 14.3 Designing of the training programme | August – September 2021 | PMU | | Planned |
| 14.4 Conduct of the training programme | October 2021 | PMU | | Planned |
| 14.5 Monitoring of the application of skills gained by the local technicians | November 2021 | PMU | | Planned |

Evaluation recommendation 15. *Continue with ongoing low carbon transport policy development within Outcome 1*

Management response: Accepted. The LCT Project is focusing on policy work at both national and local level.

| Key action(s) | Time frame | Responsible unit(s) | Tracking | |
|--|---------------------------|---------------------------|---|---------|
| | | | Comments | Status |
| 15.1 Integration of the LCT (EV) agenda into the PUVMP | February – November 2021 | PMU, DOTr | Representati on in committee hearings and policy inputs | Ongoing |
| 15.2 Lead policy coordination among the different government offices/agencies regarding LCT policies and initiatives | February – November 2021 | PMU, DOTr, DOE, DOST, DTI | | Ongoing |
| 15.3 Development of enabling LCT policies at the local government level | February – September 2021 | PMU, DOTr, Pilot Cities | | Planned |

| Evaluation recommendation 16. <i>Document the process of engaging the LGUs leading to the adoption and implementation of low carbon transport plans and programs including actual deployment of EV/hybrid public transport fleets</i> | | | | |
|--|--------------------------|---------------------|---------------------------------------|---------|
| Management response: Accepted. The PMU is documenting the process of engaging the four pilot cities as well as the adoption and implementation of LCT plans and programs | | | | |
| Key action(s) | Time frame | Responsible unit(s) | Tracking | |
| | | | Comments | Status |
| 16.1 Development, finalization and approval of the strategy for local government engagements | February – April 2021 | PMU, DOTr | Pending approval of the Project Board | Ongoing |
| 16.2 Intensification of presence and engagements in the pilot cities | February – November 2021 | PMU | | Ongoing |
| 16.3 Preparation of reports and generating of lessons learned from local government engagements | October – November 2021 | PMU | | Planned |

* Status of implementation is tracked electronically in the Evaluation Resource Centre database (ERC).

INSTRUCTIONS ON HOW TO USE THE TEMPLATES:

Clearance routing

All parties involved in preparing and clearing the management response before final review by the Administrator or Associate Administrator are requested to enter their name(s), position and units. All management responses should be reviewed by the Division for UN Affairs/PB before completion.

| | |
|-------------------------------|--|
| Prepared by: | Include person preparing matrix |
| Contributors: | Include the names and units that contributed actions to the response. At minimum, this should include all 'responsible units' |
| Cleared by: | Enter senior most-person in CO, unit or bureau who cleared the draft response on behalf of management |
| Reviewed by: | Enter name of person in Division for UN Affairs/PB who reviewed the response in light of Executive Board priorities |
| Input into and update in ERC: | Specify a person in a unit or bureau responsible for entering approved responses into the Evaluation Resource Centre (ERC) database and periodically updating the information. |

Template for UNDP Management Response to Independent Evaluations

The template is the format required for the submission to the Executive Board of management responses to independent strategic and corporate programme evaluations. The matrix should also be used for management responses to ADRs.

Please DO NOT CHANGE any formatting such as font type, font size and margins. Please do, of course, extend the matrix and adjust the numbering to match the number of recommendations and responses.

The entire cover sheet will be removed by the Executive Board Secretariat before formal distribution. The Executive Board Secretariat will also remove the two columns on 'Tracking', which are for internal use only.

Management responses to evaluations should be clear and comprehensive, and consist of the following elements:

- Key conclusions and recommendations: *Are conclusions and recommendations relevant and acceptable?(The Management Response should address all recommendations)*
- Key actions: *What are the concrete proposed actions? Who are the key partners in carrying out the actions?*
- Implementation of actions: *Who are the responsible units? What is the timeframe for implementation?*