**Management Response to the UNDP/GEF Infogeo PROJECT (PIMS 5727) Mid-term Report Review**

**Project Title:**

“Integrating the Rio Convention obligations into national priorities through the strengthening of information and knowledge management for improved planning and decision making (infoGEO).”

**Project PIMS Number:**

UNDP PIMS# 5727

**End date of MTR mission:**

14/05/2021

**Date of Management Response:**

14/06/2021

**Prepared by:**

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**Background and Conclusions:**

The Project has faced delays in implementation have been due to structural and external reasons for the implementation process, both for the extensive preparation of the document ‘National Terms of Reference’ (which determine the beginning of implementation as defined in national regulations) and by the impact of sanitary measures in response to the Covid-19 pandemic. In sum, as of the date in which the evaluation process began, the Project had been implemented for only 15 months without being affected by delays of an external , to which the stepping up of the economic, financial and commercial blockade imposed by the US Government[[1]](#footnote-1) that affects key technological equipment imports, is added.

The MTR process finds that the resulting structure of indicators for Project outcomes is not suitable in terms of standard design recommendations (S-M-A-R-T) and requires adjustments that facilitate a better correspondence with the theory of change implicit in the Project, and effective monitoring of the progress achieved on those for which there is a positive perception.

In the Final Report of the Mid-term Review, fourteen (14) recommendations were formulated ‒ thirteen (13) of which were accepted‒ and fifty-four (54) management measures were proposed.

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| **1st Mid-term Review Recommendation (KEY)**  Take urgent actions aimed at achieving an extension of the implementation period of the Project by exploring direct options with GEF-UNDP, and the alternatives of a second phase or a new project based on scaling up and replicating what has been accomplished, based on good practices and progress in the process. In the meantime, deadlines and possibilities for completing activities should be reviewed and the objective and goals should be prioritized where appropriate in case of difficulties in obtaining an extension. | | | | | |
| **Management response**  Submit a Project extension request. *(Recommendation accepted)* | | | | | |
| **Measures** | **Timeframe** | | **Responsible Units** | **Follow-up** | |
| **Comments** | **Status** |
| 1. Prepare an Extension Request draft. |  | 01/06/2021 | UM | Drafted | Accomplished |
| 2. Discuss the Extension Request at the next meeting of the National Steering Committee |  | 18/06-2021 | UM /AMA | Discussed | Accomplished |
| 3. Send Extension Request |  | 18/06-2021 | AMA | Sent | Accomplished |

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| **2nd Mid-term Review Recommendation**  A1. Acquire additional ICT equipment to expand the experience at the national level. The new challenges facing the EIS in the coming years will require international advice on other environmental dimensions of the EIS and for the consolidation of the IT platform. *(Recommendation accepted)* | | | | | |
| **Management Response**  Guarantee the ICTs required for the territories and sectors established in the Project, as the source of good practices that will promote scaling up to the national level once the environmental, social and economic benefits of the EIS implemented have been acknowledged. | | | | | |
| **Measures** | **Timeframe** | | **Responsible Units** | **Follow-up** | |
| **Comments** | **Status** |
| 4.Bidding process prior to the procurement of resources to be imported | 15/05/2021 | 30/06/2021 | IGT, CITMATEL, Consumimport |  | Process has been initiated |
| 5. Procurement process. | 01/06/2021 | 15/08/2021 | Consumimport-Providers |  | Process has been initiated |
| 6. Equipment delivered and distributed to situation rooms. | 15/08/2021 | 15/11/2021 | Consumimport-Providers |  | Process has been initiated |
| 7. Assembly and configuration of InfoGeo Project technological platforms in CITMATEL node. | 01/05/2021 | 30/06/2021 | XETID-CITMATEL |  | Process has been initiated |
| 8. Assembly of CITMA Situation Room:  Equipment assembly  Installation and configuration of applications  Training of analysts and designated personnel. | 18/11/2021 | 29/11/2021 | XETID-CITMATEL  IGT |  | Process has been initiated |
| 9.Assembly of DRI Situation Room:  Equipment assembly  Installation and configuration of applications  Training of analysts and designated personnel. | 25/11/2021 | 05/12/2021 | XETID-CITMATEL  IGT  DRI |  | Process has not started |
| 10.Assembly of ISTMET Situation Room:  Equipment assembly  Installation and configuration of applications  Training of analysts and designated personnel. | 05/12/2021 | 14/12/2021 | XETID-CITMATEL  IGT  CITMA ISTMET |  | Process has not started |
| 11.Assembly of equipment in CITMATEL Node:  Equipment assembly  Installation and configuration of applications | 15/12/2021 | 30/12/2021 | XETID-CITMATEL  IGT  CITMA |  | Process has not started |
| 12. Assembly of equipment for monitoring and managing the InfoGEO platform in InfoGEO facilities and IGT Node.  Equipment assembly  Installation and configuration of applications | 01/01/2022 | 15/01/2022 | XETID-CITMATEL  IGT  CITMA |  | Process has not started |
| 13. Assembly of the MATANZAS DELEGATION Situation Room:  Equipment assembly  Installation and configuration of applications  Training of analysts and designated personnel. | 05/01/2022 | 15/01/2022 | XETID-CITMATEL  IGT  CITMA MATANZAS |  | Process has not started |
| 14.Assembly of CITMA-PINAR DEL RIO DELEGATION Situation Room:  Equipment assembly  Installation and configuration of applications  Training of analysts and designated personnel. | 15/01/2022 | 30/01/2022 | XETID-CITMATEL  IGT  CITMA PINAR DEL RIO |  | Process has not started |
| 15. Assembly of INRH Management Center Situation Room:  Equipment assembly  Installation and configuration of applications  Training of analysts and designated personnel. | 29/11/2021 | 10/12/2021 | XETID-CITMATEL  IGT  INRH |  | Process has not started |

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| **3rd Mid-term Review Recommendation**  A2. Consider intensifying training and dissemination activities, as well as preliminary coordination with other territory delegations in order of priority and with other governmental sectors , in order to buy time and capitalize on the interest of actors, until installation of the system with the equipment and facilities is completed. | | | | | |
| **Management response**  Online (as well as face-to-face if necessary) training to main institutions involved (MANAGEMENT-CENTER, DRI, DMA, DOGIA, CITMA-Provincial Delegations, AMA, INRH, Ministry of Agriculture). *(Recommendation accepted.)* | | | | | |
| **Measures** | **Timeframe** | | **Responsible Units** | **Follow-up** | |
| **Comments** | **Status** |
| 16.Presentation of the IT solution of the InfoGEO Project, based on the diagnosis carried out, to the Management Center:  Technological characteristics of the IT solution.  Information flow to collect data on the indicators approved.  Validation of registered data and recovery of the system using the control panels. | 1/09/2021  9:00-11:30am |  | Management Center CITMA |  | Accomplished |
| 17.Presentation of the Balance Scorecard IT solution of the infoGEO Project, based on the requirements detected in the diagnosis in the DRI:  Objectives of using the Balanced Scorecard.  Benefits and impact.  Visualization of data obtained from environmental Indicators approved by the Project, for analysis and decision-making.  Main functions and advantages of the Balanced Scorecard. | 3/09/2021  9:00-11:30am |  | DRI |  | Accomplished |
| 18.Presentation of the IT solution of the infoGEO Project, based on the requirements detected in the Diagnosis carried out in the DGMA:  Technological characteristics of the IT solution.  Information flow to collect data on the indicators approved.  Validation of registered data and recovery of the system using the control panels. | 6/09/2021  9:00-11:30am |  | DMA |  | Accomplished |
| 19. Presentation of the IT solution of the infoGEO Project, based on the requirements detected in the Diagnosis carried out in the DOGIA:  Technological characteristics of the IT solution.  Information flow to collect data on the indicators approved.  Validation of registered data and recovery of the system using the control panels. | 8/09/2021  9:00-11:30am |  | DOGIA |  | Accomplished |
| 20. Presentation of the IT solution of the infoGEO Project, based on the requirements detected in the Diagnosis carried out in the AMA:  Technological characteristics of the IT solution.  Information flow to collect data on the indicators approved.  Validation of registered data and recovery of the system using the control panels | 10/09/2021  9:00-11:30am |  | AMA |  | Accomplished |
| 21. Presentation of the IT solution of the infoGEO Project, based on the requirements detected in the Diagnosis carried out in the CITMA Delegation in Pinar del Rio:  Technological characteristics of the IT solution.  Information flow to collect data on the indicators approved.  Validation of registered data and recovery of the system using the control panels. | 13/09/2021  9:00-11:30am |  | CITMA PINAR |  | Accomplished |
| 22.Presentation of the IT solution of the InfoGEO Project:  Technological characteristics of the IT solution.  Information flow to collect data on the indicators approved.  Validation of registered data and recovery of the system using the control panels. | 15/09/2021  9:00-11:30am |  | INRH |  | Accomplished |
| 23.Presentation of IT solution of the InfoGEO Project:  Technological characteristics of the IT solution.  Information flow to collect data on the indicators approved.  Validation of registered data and recovery of the system using the control panels. | 17/09/2021  9:00-11:30am |  | Ministry of Agriculture |  | Accomplished |

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| **4th Mid-term Review Recommendation**  A3. Review the logical framework and combine in a single goal the level of maturity to be achieved with a multi-perspective designed EIS, in a future scenario to meet the goals, considering the theory of change implicit in the objective and goals of the Project. *(Recommendation accepted)* | | | | | |
| **Management response**  Update executives and main specialists leading the processes on the diagnosis for implementing the information and knowledge management system, considering the different perspectives of the actors and their future plans and development goals. | | | | | |
| **Measures** | **Timeframe** | | **Responsible Units** | **Follow-up** | |
| **Comments** | **Status** |
| 24. Diagnosis for the implementation of infoGEO in the Management Center. | 14/06/2021  9:00-11:30am | 18/06/2021  9:00-11:30am | XETID-  MANAGEMENT CENTER |  | Accomplished |
| 25. Diagnosis for the implementation of infoGEO in DRI | 21/06/2021  9:00-11:30am | 25/06/2021  9:00-11:30am | XETID-DRI |  | Accomplished |
| 26. Diagnosis for the implementation of infoGEO in DMA | 28/06/2021  9:00-11:30am | 02/07/2021  9:00-11:30am | XETID-DMA |  | Accomplished |
| 27. Diagnosis for the implementation of infoGEO in DOGIA | 12/06/2021  9:00-11:30am | 18/06/2021  9:00-11:30am | XETID-DOGIA |  | Accomplished |
| 28. Diagnosis for the implementation of infoGEO in the Matanzas Delegation | 19/06/2021  9:00-11:30am | 23/06/2021  9:00-11:30am | XETID-CITMA MATANZAS |  | Accomplished |
| 29. Diagnosis for the implementation of infoGEO in INSMET | 26/06/2021  9:00-11:30am | 02/07/2021  9:00-11:30am | XETID-INSMET |  | Accomplished |
| 30.Diagnosis for the implementation of infoGEO in AMA | 05/07/2021  9:00-11:30am | 09/07/2021  9:00-11:30am | XETID-AMA |  | Accomplished |

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| **5th Mid-term Review Recommendation**  B1. Continue and strengthen alignment with the dynamic political and normative order governing economic and social development and the Cuban information society, in anticipation of the operational stages of the System. *(Recommendation accepted)* | | | | | |
| **Management response**  Coordinate feedback, coordination and alignment with the economic and social overhaul process related to information society with MINCOM, SIGOB, CITMA (Management Center, DRI, DOGIA, DMA, CITMATEL), AMA, ONEI INRH and MINAG. | | | | | |
| **Measures** | **Timeframe** | | **Responsible Units** | **Follow-up** | |
| **Comments** | **Status** |
| 31. Include a thematic session in the workshops (diagnosis) related to feedback, coordination and alignment with the 2030 PNDES, the SIGOB, and the Program for Information Society. | 14/06/2021 | 09/07/2021 | UM, IGT, AMA, CITMA (DRI, DOGIA, DMA), MICOM, SIGOB, ONEI, INRH and MINAG. | This aspect that was implicitly included will now have a thematic session given its relevance. | Process has began |

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| **6th Mid Term Review Recommendation**  B2. The indicator states as “Improvement of the relevant legal and regulatory framework for the management of information and environmental knowledge ”, is not achievable as it exceeds the competences of participants in the Project. It is suggested to replace the term “improvement of the legal framework…” by “inputs to improve the legal framework…”. | | | | | |
| **Management Response**  Propose an indicator in the spirit of MTR recommendations to the Implementing Agency concerning goals related to regulatory policies and frameworks. *(Recommendation accepted)* | | | | | |
| **Measures** | **Timeframes** | | **Responsible Units** | **Follow Up** | |
| **Comments** | **Status** |
| 32.Analysis of Project goals to determine which ones are related to legal or regulatory policies and frameworks that are outside the project scope. | 15/06/2021 | 30/06/2021 | UM, IGT, AMA and PNUD |  | Accomplished |
| 33.Analysis of indicators related to those goals and propose changes as required per MTR recommendations. | 15/06/2021 | 30/06/2021 | UM, IGT, AMA and PNUD |  | Accomplished |
| 34.Submit proposed changes to the concerned indicators to the Implementing Agency for approval as part of the 2021 PIR process | 15/06/2021 | 09/07/2021 | UM, IGT, AMA and PNUD | The Project Management Unit has carried out an analysis and submitted a proposal consistent to recommendations by the Evaluation Team. UNDP proposed to leave the indicator unchanged, considering that in its current wording, it defines as verification source “proposed legal documents”. Additionally, it considers that the goal of this indicator has been achieved as evinced by the Final MTR Report, itself, which rated this indicator as Highly Satisfactory. | Accomplished |

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| **7th Recommendation of the Mid Term Review**  B3. Modify the third goal of indicator 1, set as “*Data transaction costs are reduced*”, as it is ambiguous and not measurable for comparison purposes or in temporal terms, thus limiting the scope of actions required to achieve the Outcome. | | | | | |
| **Management Response**  Propose that the 3rd goal of Indicator is changed to remove its ambiguity, as well as the lack of a timeframe and baseline. *(Recommendation accepted)* | | | | | |
| **Measures** | **Timeframes** | | **Responsible Units** | **Follow Up** | |
| **Comments** | **Status** |
| 35.Analysis of the 3rd goal of Project Indicator 1 to remove its ambiguity , as well as the lack of a timeframe and baseline. | 01/06/2021 | 9/07/2021 | UM, IGT, AMA and PNUD |  | Accomplished |
| 36.Propose a new indicator that resolves the deficiencies identified in MTR recommendations. | 01/06/2021 | 9/07/2021 | UM, IGT, AMA and PNUD |  | Accomplished |
| 37.Submit proposed changes to the Implementing Agency for approval as part of the 2021 PIR process. | 01/06/2021 | 9/07/2021 | UM, IGT, AMA and PNUD | The Project Management Unit made an analysis and submitted a proposal consistent with Evaluation Team recommendations. UNDP proposed to change the wording of the goal of this indicator and include it in the 2021 Project Implementation Report (PIR).[[2]](#footnote-2) | Accomplished |

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| **8th Mid Term Review Recommendation**  C1. Explore the collaboration of international cooperation and exchange of experiences with other countries on the subject of environmental information, in order to seek innovative solutions of input and information management, and maintain the momentum achieved with training to local stakeholders and actors and the general interest in infoGEO. | | | | | |
| **Management Response**  Revitalize and resume cooperation actions for the exchange of experiences and lessons learned in the concept design, implementation and deployment of “Environmental Information Management Systems”, reactivating contacts with counterparts in Central America and the Caribbean in the new conditions of mobility restrictions. *(Recommendation accepted)* | | | | | |
| **Measures** | **Timeframes** | | **Responsible Units** | **Follow Up** | |
| **Comments** | **Status** |
| 38.Inquire about the activity status of institutions contacted that showed interest in the InfoGEO experience. | 01/02/2022 | 15/02/2022 | UM, IGT | In 2019, actions were carried out with the National Division of Water Security and Environmental Information of the Ministry of the Environment from Panama and the La Salle University in the Dominican Republic. | Contacts were interrupted due to the worldwide epidemiological situation |
| 39.Based on the resulting information reactivate professional contacts to explore academic exchange opportunities. | 15/02/2022 | 25/02/2022 | UM, IGT |  | Process has begun |
| 40.Prepare ad hoc proposals on the basis of current actual interests and possibilities. | 25/02/2022 | 15/03/2022 | UM, IGT |  | Pending. |

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| **9th Mid Term Review Recommendation**  C2. Maintain a systematic approach and effective achievements in the Outcome for System operation when equipment arrive. | | | | | |
| **Management Response**  This recommendation is not accepted. Therefore, no management measures are defined considering that actions aiming at maintaining system operation were already identified in the response to Recommendation 3 as part of this Plan of Measures. These actions are mainly geared at EIS stakeholders and platform operators’ training and capacity building. This will allow for the EIS to be used a supporting tool for planning, decision-making and informing conventions. | | | | | |
| **Measures** | **Timeframes** | | **Responsible Units** | **Follow Up** | |
| **Comments** | **Status** |
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| **10th Mid Term Review Recommendation**  D1. Strengthen synergies created with other projects and plan an articulated strategy for the future escalation of infoGEO to other territories and other environmental information dimensions, through the optimal use of the resources of all collaboration projects that could support in the creation of technological conditions and infrastructures for their effective generalization. | | | | | |
| **Management Response**  Propose an articulated strategy with AMA Program and Project Division (PPD) and the UNDP that provides a “mandatory” mechanism for the escalation of InfoGEO in the academia (AMA institutes and territories’ academic institutions) on the basis of cooperation projects managed by them that capitalize on capacities built and articulates information resources of all international cooperation projects that contribute information and knowledge of interest to the EIS. *(Recommendation accepted)* | | | | | |
| **Measures** | **Timeframes** | | **Responsible Units** | **Follow Up** | |
| **Comments** | **Status** |
| 41.Analysis of information and knowledge resources managed by ongoing cooperation projects and providing for them in projects that are on their preparation phase. | 05/09/2021 | 15/09/2021 | UM, IGT, DPP-AMA, PNUD and Projects |  | Process has begun |
| 42.Draw up an articulated strategy for the future escalation of infoGEO to other environmental information dimensions and territories. (Document) | 15/09/2021 | 15/10/2021 | UM, IGT, DPP-AMA, PNUD and Projects |  | Process has begun |
| 43.Propose that UNDP and CITMA entities to establish a “mandatory” mechanism that ensures the future escalation of infoGEO in content and time-space coverage. | 15/10/2021 | 25/10/2021 | UM, IGT, DPP-AMA, PNUD and Projects | It should be prepared for the next NSC, it would provide a solid basis for the strategy. |  |

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| **11th Mid Term Review Recommendation**  E1. Keep track of capacities development through the Capacities Development Scorecard, so that comments on the score reveal how the Project has impacted capacity building to evidence achievements. It is also suggested that future Project actions aimed at achieving expected outcomes are identified. | | | | | |
| **Management Response**  Include in NSCs an item to follow up on evaluated Project aspects and reflected on the Scorecard, paying attention to the Project as evidence of the achievement of its goals and objectives. *(Recommendation accepted)* | | | | | |
| **Measures** | **Timeframes** | | **Responsible Units** | **Follow Up** | |
| **Comments** | **Status** |
| 44.Monitor project goal and objective achievement in NSCs | 15/11/2021 | 15/02/2022 | UM, IGT, AMA |  | Process has begun |
| 45.Analyse impacts on the basis of goals established in indicators | 15/07/2021 | 15/06/2022 | UM, IGT, AMA |  | Accomplished |

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| **12th Mid Term Review Recommendation**  E2. Inform GEF on the impact of the new exchange rate in the country on the cofinancing amount originally agreed, as basis for any resulting eventual variation arising in the execution of the committed amount. | | | | | |
| **Management Response**  Update the cofinancing scheme and Budget as a Non-Program-Associated Project (PNAP) of AMA PPD. *(Recommendation accepted)* | | | | | |
| **Measures** | **Timeframes** | | **Responsible Units** | **Follow Up** | |
| **Comments** | **Status** |
| 46.Readjust the cofinancing budget (considering the monetary overhaul) as PNAP for 2021-2022 and submit it to AMA PPD approval. | 20/01/2021 | 25/01/2021 | **U**MP, IGT, DPP- AMA | The Project 2021-2022 cofinancing Budget was readjusted and totals 8,866.9 CUP, 6,871.46 CUP more than the cofinancing amount confirmed in the CEO’s endorsement, which was 1,985.14 CUP. | Accomplished |

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| **13rh Mid Term Review Recommendation**  E3. Conclude the procurement process of a backup for ETECSA’s servers, which complements the information protection policy of CITMATEL Data Center. | | | | | |
| **Management Response**  Keep monitoring the procurement process proposal submitted for approval by CITMA top leadership. *(Recommendation accepted)* | | | | | |
| **Measures** | **Timeframes** | | **Responsible Units** | **Follow Up** | |
| **Comments** | **Status** |
| 47.Include this item in NSCs so that institutions submit this requirement to CITMA top leadership | 18/06/2021 | 15/11/2021 | AMA, PNUD | This request was submitted to CITMA in 03/2019 | Process has begun |
| 48. Define a work mechanism to specifically monitor this issue (work meetings, forwarding letters). | 20/07/2021 | 30/07/2021 | AMA |  | Accomplished |

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| **14th Mid Term Review Recommendation**  F.1 Take steps at the highest levels of government and the Steering Committee to have Access to measures to remove barriers that limit Project implementation and expedite outstanding imports, negotiations and procurements with the importing company to ensure the arrival of the equipment, which are crucial for infoGEO future sustainability. | | | | | |
| **Management Response**  Present the importation Schedule at the National Steering Committee to ensure the follow up, monitoring and compliance thereof. *(Recommendation accepted)* | | | | | |
| **Measures** | **Timeframes** | | **Responsible Units** | **Follow Up** | |
| **Comments** | **Status** |
| 49. Draw up an equipment importation and installation schedule | 05/05/2021 | 10/05/2021 | IGT | Accomplished | Accomplished |
| 50.Present it at the upcoming NSC meeting | 22/05/2021 | 22/05/2021 | IGT/AMA |  | Accomplished |
| 51. Discussing its compliance at the NSC | 22/05/2021 | 22/05/2021 | NSC Members |  | Accomplished |
| 52.Bidding process prior to the procurement of resources to be imported | 15/05/2021 | 30/06/2021 | IGT, CITMATEL, Consumimport |  | Accomplished |
| 53.Procurement process | 01/06/2021 | 15/07/2021 | Consumimport-Providers |  | Accomplished |
| 54.Equipment delivered and distributed to situation rooms | 15/07/2021 | 15/10/2021 | Consumimport-Providers |  | Process has begun |

1. Official name in Cuba to refer to this imposition of the US Government [↑](#footnote-ref-1)
2. *The PIR will report that this goal now reads as follows: “The Project Management Unit has made an analysis and submitted a proposal consistet with the Evaluation Team recommendation. UNDP proposed”, as propossed by the Project Management Unit.* [↑](#footnote-ref-2)