Management response template

**CCAM-II Mid-Term Evaluation 2021**

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Input into and update in ERC:

Position:

Unit/Bureau:

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| **SHORT TERM RECOMMENDATIONS (6 months to 1 year)** | | | | |
| **Evaluation recommendation 1**  Review the project TOC, particularly change pathways, to clarify the results chain and outcomes sought. Refine indicators to remove duplication and clarify the difference between outcomes and outputs. Ensure alignment between the TOC and RF for more clarity on the project strategy and the manner in which outcomes sought are to be monitored, tracked and achieved. | | | | |
| **Management response**  TOC has already been modified after inclusion of construction activities under Tsunami component. However, it will further be modified to be more aligned with the outcomes and indicators. Additionally, alignment with UNDP SP 2022-25 will be ensured. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** | |
| **Comments** | **Status**  **(initiated, completed or no due date)** |
| 1.1 Review the project TOC particularly change pathways, to clarify the results chain and outcomes sought | Feb 28, 2022 | ECCU |  | To be initiated |
| 1.2 Alignment of indicators with UNDP SP 2022-25/CPD 2022-2027 for more clarity on the project strategy and the manner in which outcomes sought are to be monitored, tracked and achieved. | Feb 28, 2022 | ECCU |  | To be initiated |

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| **Evaluation recommendation 2**  Develop a work plan narrative to tie together thematic threads and activity level details, and to capture synergies from different workstreams, project partners and responsible parties. This will help to re-centre the work plan as the driver for implementation. | | | | |
| **Management response:**  An action has already been initiated in the work plan (Action 1.1.3c) on jointly carrying out thematic area interventions in collaboration with partners. In addition, the project will develop a narrative demonstrating the engagement of partners in different thematic interventions and linking activities in various geographic areas. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 2.1 Develop a comprehensive narrative, reviewing the ongoing engagements and planned interventions of other development partners which are as per the mandate of the govt and have the potential for govt ownership | March 15, 2022 | ECCU |  | To be initiated |

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| **Evaluation recommendation 3**  Develop a comprehensive value-added MEL plan incorporating the following elements: (i) direct beneficiary feedback tools, (ii) systems and tools to collect information and data on outcome level indicators (i.e., not restricting regular reporting to activities and outputs), and (iii) explicitly integrating learning into M&E. | | | | |
| **Management response**:  Outcome level reporting is done annually in the project’s APR. This data is reported by the CO in ROAR (Result Oriented Action Report). However, to further address the recommendation, the project will ensure that all learning emanating from field visits and direct beneficiary tracking is in monitoring reports, and success stories are developed biannually and disseminated through relevant communication channels | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 3.1 Develop success stories of project interventions biannually. | June 30, 2022  Dec 31, 2021 | ECCU |  | To be initiated |
| 3.2 Develop a tracking system to track and record beneficiary data as and when required | March 30, 2022 | ECCU |  | To be initiated |

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| **Evaluation recommendation 4**  Conduct climate and disaster vulnerability risk assessments related to gender, vulnerable groups and youth (see Finding 23 on gender disaggregated data) | | | | |
| **Management response**:  A risk assessment has already been conducted in Q1 of 2020 in the target districts using the specified eight tools for data collection related to hazards, vulnerability and the coping capacities of communities. Based on the findings, targeted interventions will be carried out in areas most vulnerable to address the identified gaps. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 4.1 Conduct Climate and Disaster Vulnerability Risk Assessment | Completed (2020) | ECCU | Target areas were Malir and Keamari in Sindh and Gwadar in Balochisan. The report is attached as evidence. | Completed |
| 4.2 Carry out targeted interventions in identified areas (i.e. installation of early warning systems, capacity building of target population, develop a DRM plans) based on assessment findings. This is contingent upon availability of funds. In case of no funds, the activities will be earmarked for compliance in 2023. | July 31, 2022 | ECCU |  | To be initiated |

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| **MEDIUM TERM RECOMMENDATIONS (1 to 3 years)** | | | | |
| **Evaluation recommendation 5**  Continue support provided under CCAM-II to fill critical gaps identified by project stakeholders. This support will be essential to consolidate the gains of the project in the current phase and help UNDP position itself better as the emphasis on climate resilience increases in Pakistan | | | | |
| **Management response**:  Since the recommendation is to continue the institutional support to the government for another 1-3 years therefore the project will revise its strategy and align the work plans for the next 3 years with the new CPD. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 5.1 Finalize strategy for the next phase of the project with a focused scope, in line with the new CPD | March 04, 2022 | ECCU |  | To be initiated |
| 5.2 Process extension of CCAM-II project for another three years and align it with SP 2022-2025 | April 15, 2022 | ECCU |  | To be initiated |
| **Evaluation recommendation 6**  Refine the criteria for selection of thematic areas to focus on fewer, more strategic workstreams so as not to dilute the project’s impact in adaptation and resilience related work, particularly if UNDP seeks to emerge as a key player and thought leader on climate resilience in Pakistan. | | | | |
| **Management response**:  This recommendation will be taken into consideration when designing the next phase of the project. The strategy document to be prepared at that stage will also outline a refined criterion for selection of themes. Action against this recommendation will therefore be the same as Action 5.1 (see above). No separate action will be undertaken to address this recommendation. | | | | |
| **Evaluation recommendation 7**  Define clearly in the project strategy the way in which different workstreams are expected to interact to bring about outcome level change. This should also be reflected in TOC causal relationships. RF indicators should capture the intermediate level of change to better document output results and contribution to outcome level change. | | | | |
| **Management response**:  The TOC will be revised in the prodoc to reflect the causal relationship between the workstreams and outcomes. Therefore, the indicators cannot be changed at this point but the recommendation will be addressed more holistically in the strategy development process for the next phase.  Key actions emanating from this recommendation are the same as 1.1 and 5.1. No new actions will be undertaken to address the recommendation. | | | | |
| **Evaluation recommendation 8**  Expand the scope of activities supported for strengthening community level climate resilience, moving towards climate proofing of community infrastructure (e.g., sea walls) and the protection of local livelihoods and assets (e.g., social protection, disaster insurance). | | | | |
| **Management response**:  Currently, the scope of project is limited in terms of tsunami initiatives, however there is a potential to scale up the nature and scope of activities in the next phase. For example, under CCAM-II’s blue economy initiative, feasibility studies will be conducted to explore the need, potential and impact of advanced climate resilience interventions in disaster risk areas. The action step will therefore be the same as 5.1 and thus no need to develop another action; the recommendation will be considered while designing the strategy for the next phase of the project. | | | | |

\* Status of implementation is tracked electronically in the ERC database.