**UNDP Management Response**

**[FCPF REDD+ FINAL EVALUATION]**

Prepared by: **Harun Warui** Position: **Project Manager** Unit/Bureau: **ERU**

Cleared by: **Mandisa Mashologu** Position**: DRR-P** Unit/Bureau: **SMT**

Input into and update in ERC: **Valerie Munyeti** Position: **RBM Analyst**  Unit/Bureau: **PMSU**

**Background Information**

In 2009 Kenya initiated participation on Reducing Emissions from Deforestation and Forest Degradation (REDD+) following national consultations and applied for Readiness planning funds from the Forest Carbon Partnership Facility (FCPF) to establish the foundation of the REDD+ mechanism through a REDD+ Readiness Project. The REDD+ Readiness Project seeks to achieve four goals: (i) realization of Constitutional and Vision 2030 objectives of increasing national total forest cover to a minimum of 10%; (ii) supporting government’s efforts in designing policies and measures to protect and improve its remaining forest resources; (iii) realization of the National Climate Change Response Strategy goals; and (iv) contributing to global climate change mitigation and adaptation efforts. In 2016, Kenya received a REDD+ Readiness grant of USD 3.88 million from the Forest Carbon Partnership Facility (FCPF) of the World Bank with UNDP as the delivery partner. The project ended on 31 December 2021.

UNDP sought the services of independent evaluation experts to assess the project achievements. The evaluation experts conducted the final evaluation for the REDD+ Readiness project between December 2021-February 2022. The independent final evaluation experts made seven (7) recommendations listed below. The management has therefore identified Key Action points with specific timelines as outlined below.

|  |
| --- |
| **Recommendation 1. Future projects should manage more efficiently, the transition from the design to the implementation phase to avoid loss of implementation time. The project lost considerable part of its implementation time during this period.**  |
| ***Management Response: Fully accepted.*** UNDP appreciates the recommendation and will develop mitigation strategies to ensure that PMUs are constituted on time in the future. This being a terminal evaluation, the Project will not pursue any action points in response to this recommendation |
| **Key Action(s)** | **Time Frame** | **Responsible Unit(s)** | **Tracking\*** |
| **Status** | **Comments** |
| UNDP appreciates the recommendation and will develop mitigation strategies to ensure that PMUs are constituted on time in the future. This being a terminal evaluation, the Project will not pursue any action points in response to this recommendation | Continious | ERU Unit | Initiated | This action will be persued for upcoming projects. |
| **Recommendation 2. To increase time for active engagement, and participation of all key stakeholders, a comprehensive and timely mapping should be undertaken to identify and bring on board all relevant stakeholders.**  |
| **Management Response**: **Partially Accepted:** UNDP partially agrees with this recommendation since all relevant stakeholders were brought on board and were engaged during the implementation of the REDD+ Readiness project. These included all relevant ministries, Independent Commissions, key National institutions, the forest-dependent communities, the private sector, Community Forest Associations, the vulnerable groups, e.g women, youth and people living with disabilities. However, UNDP notes the recommendation of the evaluation team and will work with other complementary projects to provide for more integrated programming. |
| **Key Action(s)** | **Time Frame** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| * 1. Identify existing similar and complementary projects by UNDP, UN agencies and CSOs to create synergies for future REDD+ project implementation.
 | 30th March 2022 | Project Manager | Initiated | Linkages will be established in the new project being designed |
| * 1. Clearly outline the linkages and synergies for likely joint or integrated programming in the next phase of REDD+ project implementation
 | 30th March 2020 | Project Manager | Initiated | The synergies will be outlined in new project proposals that are being developed for UK-PACT and other potential donors. |
| * 1. Follow-up and implement complementary or joint initiatives between REDD+ project and other related projects by other entities to enhance synergy
 | 1st October 2022 | Team leader ERU  | Not initiated | This task will only be implemented when new funding has been secured for the next phase of REDD+ implementation. |
|  |  |  |  |  |
| **Recommendation 3. Establish a clear monitoring and evaluation framework with clear monitoring and evaluation plan. This should have specific, measurable, achievable, relevant, and time-bound (SMART) indicators with clearly set baseline values, milestones, targets, time frames and reporting schedules to guide monitoring of project performance.**  |
| **Management Response:** **Fully Accepted:** UNDP appreciates the recommendation and will develop mechanisms to strengthen monitoring and evaluation functions for future REDD+ project implementation. |
|  **Key Actions:**  | **Time Frame** | **Responsible Unit(s)** | **Tracking** |
| **Status**  | **Comments**  |
| * 1. Review and enhance the existing TORs for Monitoring and Evaluation Specialist for the next phase of REDD+ project implementation.
 | 30th June 2022 | Project Manager | Not initiated |  |
| * 1. Develop clear Monitoring and Evaluation framework (with clear baselines, reporting timelines, targets, timelines, SMART indicators, data collection methods and sources of information) in the proposed project to UK-PACT and other potential donors.
 | 30th March 2022 | Project Manager | Initiated | Resource mobilization is ongoing. A project proposal will be submitted to UK-PACT in March 2022. Other project proposals are being prepared for submission to other potential donors. |
|  |  |  |  |  |
| **Recommendation** **4.** Going into implementation phase, MoEF and UNDP should take advantage of the prevailing political good will at the national and county levels to strengthen the visibility of, and conversation about REDD+ at the community level. * There is need for more sensitization in the counties to allocate more resources towards the conservation efforts and to facilitate the protection of water towers.
* The national and county governments should put into practice the provisions of the national forest and county laws and the county model laws which were developed through REDD+ Readiness process, to enhance resources allocation for conservation of forest and water towers, as well as engagement of communities to priorities conservation initiatives at the ward level.
 |
| **Management Response: Fully Accepted:** UNDP notes the recommendation of the evaluation team and will work towards increasing REDD+ visibility through national, county and community platforms. |
| **Key Actions:** | **Time Frame** | **Responsible Unit(s)** | **Tracking** |
| **Status**  | **Comments** |
| * 1. Ensure that the policy documents are widely shared with the County Governments through the COG
 | 30th March 2022 | Project Manager | Initiated |  |
| * 1. Update the REDD+ Website for wider dissemination of REDD+ knowledge and awareness creation
 | 30th March 2022 | Project Manager | Initiated |  |
| * 1. Collaborate with electronic and print media at National and County levels to cover the validation of the National REDD+ Strategy and Investment Plan and the National REDD+ Communication Strategy by the National Government
 | 1st May 2022 | UNDP Comms | Not initiated |  |
| * 1. Hold dialogues with media houses on how to increase the visibility of the REDD+ project implementation
 | 15th May 2022 | ERU | Not initiated |  |
| * 1. Ensure validation and adoption of the National Forest Policy 2020 by the National Government.
 | 1st May 2022 | ERU | Not initiated |  |
| * 1. Lobby county governments to provide at least 5% of their annual budget allocations towards forest and biodiversity conservation.
 | 1st May 2022 | ERU | Not initiated |  |
| **Recommendation** **5.** There is need to focus efforts on privately owned forests alongside public forests to foster greater and stronger approach to tree planting and tree growing.* Sensitize communities on tree growing through different communication channels.
* Conduct capacity building initiatives for communities on tree growing as a new concept.
* Support the establishment of a monitoring mechanism and a functional governance system for tree growing initiatives.
 |
| **Management response:** **Fully Accepted**: UNDP appreciates this recommendation from the evaluation team and will ensure more emphasis is made towards privately owned forests in the next phase of the REDD+ implementation. UNDP will aim at building capacities in tree growing initiatives as a mechanism for achieving that national 10% tree cover constitutional requirement. |
| **Key Actions:** | **Time Frame** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| * 1. Develop and submit project proposals that focus resources on tree growing and privately owned forests
 | 15th May 2022 | Project Manager | Initiated | Resources are yet to be secured for the interventions. |
| * 1. Hire a consultant to map privately owned forests in Kenya
 | 1st September 2022 | Project Manager | Not Initiated | Resources are yet to be secured for the interventions. |
| * 1. Develop and implement action plans for engagement with privately-owned forests in REDD+ implementation
 | 1st September 2022 | Project Manager | Not Initiated | Resources are yet to be secured for the interventions. |
| * 1. Develop and implement monitoring mechanisms for tree growing and engagement of privately owned forests.
 | 1st September 2022 | Project Manager | Not Initiated | Resources are yet to be secured for the interventions. |
| **Recommendation** **6.** The documentation of the implementation of management response actions as well as the assessment of the current risk situation must be part of the AWPs and must allow the monitoring of the evolution of potential factors that can limit the success of a project. |
| **Management response:** **Fully Accepted:** UNDP partially accepts this recommendation and will work towards ensuring that the Key Actions for management response are dealt with by the PMU as delegated by the management. However, the implementation of the Key Actions to the management response are time-bound and cannot be tied to the AWPs. UNDP will continue to assess, monitor and report associated risks within the REDD+ project implementation context. |
| **Key Actions:** | **Time Frame** | **Responsible Unit(s)** | **Tracking** |
| Status  | Comments  |
| * 1. Document, monitor and ensure that all Key Actions for management responses to evaluation recommendations are implemented.
 | 30th December 2022 | ERU | Initiated |  |
| * 1. Monitor and update risk log in ATLAS
 | 15th July 2022 | ERU | Not initiated |  |
| **Recommendation 7. There is need for innovative approaches to resources mobilization to guarantee financial sustainability.** |
| **Management response: Fully accepted:**UNDP appreciates this recommendation and will continue to direct resources towards resources mobilization to enhance REDD+ project sustainability in Kenya. |
| **Key Actions:** | **Time Frame** | **Responsible Unit(s)** | **Tracking** |
| **Status** | **Comments** |
| * 1. Develop and submit at least 2 project proposals to potential partners for forest and biodiversity conservation.
 | 30th June 2022 | Project Manager | Initiated | Proposal to UK Pact being developed for submission in March 2022 |
| * 1. Mobilize at least USD 3 M towards implementation of REDD+ actions in Kenya
 | 30th December 2022 | ERU | Initiated |  |