## **Management Response**

**Project Title: Sixth Operational Phase of the GEF Small Grants Program**

**UNDP PIMS ID: 5730**

**GEF ID: 9241**

**Terminal Evaluation Completion Date: January 12th, 2022**

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| **Terminal Evaluation recommendation 1.** **Make clear and balance the roles of Strategic Partners (SPs), Capacity Development Partners (CDPs) and consultants.** Small grants project development require support. This may be the responsibility of CDPs if hired early in Project implementation or be an outsourced function. Roles and responsibilities in the field should however be clear as well as the accountability of grantees towards both UNOPS with which contracts are signed and towards SPs/CDPs. Ways to cover part of the SPs staff time should be found.  |
| **Management response:[[1]](#footnote-1)** Fully Accept.The GEF SGP will discuss the roles of strategic partners (SPs), Capacity Development Partners (CDPs) and consultants at an NSC meeting and thereafter develop their TORs. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking[[2]](#footnote-2)** |
| **Comments** | **Status[[3]](#footnote-3)** |
| 1.1 Develop clear and comprehensive TORs for SPs, CDPs and consultants before Calls for Proposals of SPs and CDPs are issued. | July – Oct 2022 | Country Prog Team (CPT), National Steering Committee (NSC) |  | Not initiated.  |
| 1.2 Circulate the TORs to the National Steering Committee for adoption | July – Oct 2022 | Country Prog Team, National Steering Committee (NSC) |  | Not initiated.  |

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| **Terminal Evaluation recommendation 2.** **Develop capacity building training material at central level and share them across land/seascapes and Operational Phases.** Developing training materials at each landscape and for each OP is a waste of resources. Hence training materials can be prepared centrally and then adapted to suit the site specificities and indigenous idioms/languages. Planning grants should be available to support grantees to write proposals (eventually limiting it to those new to SGP and/or the most vulnerable). Ways to fund very small grants for CBOs demonstrating a good project idea without the complex requirement of a full project could also be explored. Ways to simplify technical and financial reporting would greatly help grantees. |
| **Management response:** Fully Accept.Country Prog Team (CPT) will hire a consultant to centrally develop capacity building training material. The training material will be adapted and shared across the target land/seascapes. The National Steering Committee will discuss ways to support local communities develop proposals including the use of planning grants, as well as options of simplifying the templates, including proposal template, and reporting tools.  |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 2.1 Procure consultant to develop a capacity development strategy followed by training materials at central level for use and adaptation at the different land/seascapes | July – Oct 2022 | Country Prog Team (CPT),  |  | Not initiated. |
| 2.2 NSC to hold discussions on (i) the options of using planning grants to facilitate proposal development, (ii) simplifying the reporting tools and (iii) funding small project ideas without normal complex project requirements. | July – Oct 2022 | Country Prog Team (CPT),  |  | Not initiated.  |

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| **Terminal Evaluation recommendation 3.****Undertake an initial capacity assessment at small grant level.** Some grantees can fast track implementation of activities while others are slower and require assistance. An initial capacity assessment and early hiring of Capacity Development Partners (CDPs) would indicate where to provide more initial assistance to ensure everybody works toward a common objective, within limited time and resources. |
| **Management response**: Fully Accept. Conduct a training needs assessment of the CBO’s, to determine the specific technical assistance they require to facilitate project implementation. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 3.1 Award grants to capacity development partners (CDPs) in the early stages of GEF 7 | Sept – Dec 2022 | Country Prog Team (CPT), National Steering Committee (NSC) |  | Not initiated |
| 3.2 Conduct a capacity assessment of grantees before implementation of projects by grantees commences. | Jan – April 2023 | Country Prog Team (CPT) |  | Not initiated |

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| **Terminal Evaluation recommendation 4.** **Make Gender Mainstreaming systematic.** Gender mainstreaming requires that not only indicators are disaggregated by gender but that a Project Gender Analysis is made and then articulated at land/seascape level, identifying indicators to be systematically monitored within a strategic framework directly feeding the PRF indicators. Assessment of how COVID 19 is differently impacting on women and men could provide indications for strategic actions to ensure the sustainability of benefits received by women, once SGP retires. |
| **Management response**: Fully Accept. A gender analysis has been done for SGP at the national/programme level. A gender consultant will tailor the existing gender analysis for each landscape/seascape. The consultant will also assess the impact of COVID 19 on men and women and recommend strategic actions that will enhance sustainability of benefits, particularly for women.  |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 4.1 Procure a consultant that will tailor the existing national level gender analysis to each of the target landscapes and seascapes. Indicators will be disaggregated by gender.  | July – Sept 2022 | Country Prog Team (CPT), National Steering Committee (NSC),  |  | Not initiated. |
| 4.2. Consultant in 4.1 will assess how COVID 19 has impacted men and women and provide indications for strategic actions to enhance sustainability. | July – Sept 2022 | Country Prog Team (CPT), National Steering Committee (NSC),  |  | Not initiated |

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| **Terminal Evaluation recommendation 5.****Resilience Strategies are living documents**. An update of the adaptive management strategies in the land/seascapes which will continue to be supported in OP7 is required, to account for changes and to define indicators directly feeding the PRF and Core Indicators.  |
| **Management response**: Fully Accept. Adaptive management strategies for Lake Bogoria landscape and for Shimoni-Vanga seascape were developed previously but will be updated and enriched to factor in the changes that took place during the GEF 6 implementation period. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 5.1 Strategic Partners will be tasked to update and enrich adaptive management strategies that were developed in GEF 6, once they are awarded grants in the early stages of GEF 7.  | Oct 2022 – March 2023 | Country Prog Team (CPT), National Steering Committee (NSC),  |  | Not initiated |

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| **Terminal Evaluation recommendation 6.****Strengthen the M&E System and integrate a dedicated staff on the Country Prog Team.** SGP requires both micro and macro management to ensure follow up at grants level and aggregation of data and information at central level. A dedicated M&E staff is needed as well as an effective M&E system to collect and store data in a systematized way. The clear definition of the roles of SPs and CDPs is crucial in this sense. As in other SGP, the sophistication of the system should be appropriate to the objective: i) feeding Core and PRF’s Indicators; and ii) informing adaptive management to optimize resources and identifying the most vulnerable groups; iii) identifying projects which may require further assistance and those which may represent a model for scaling up. |
| **Management response**: Fully Accept. Country Prog Team (CPT) will develop TORs for a M&E staff member to be hired to join the team. The M&E staff will develop tools for collection and aggregation of data and information at central level. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 6.1 Recruit a project M&E Officer to strengthen the M&E and reporting components of the project | July – Sept 2022 | Country Prog Team (CPT), National Steering Committee (NSC)  |  | Not initiated |
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| **Terminal Evaluation recommendation 7.****PRF indicators should be aligned with GEF Core Indicators and be realistic.** Targets should be realistic and clear guidelines should be established to report on indicators, especially the greenhouse gases emissions avoided as projects usually have a longer lifetime than that of the single grant and that estimating avoidance or reduction of greenhouse gases is challenging; consultants should be hired since project start to establish the correct mechanism. |
| **Management response**: Fully Accept. PRF indicators for GEF 7 have already been developed. However, a consultant will be hired at the start of the project to better define the approach to monitor and report on targets and indicators and ensure alignment with GEF Core Indicators. SGP will not support projects under the Climate Change Mitigation focal area in GEF 7 because CCM funds are not available, only biodiversity and land degradation. However, the Project will contribute to 283,797 tcO2-e Expected CO2e (direct) based on restoration activities. Duration of accounting is 20 years. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 7.1 Hire a consultant at start of project to better define the approach and methodology to monitor and report on PRF targets and indicators and ensure alignment with GEF Core indicators.  | July – Oct 2022 | National Steering Committee (NSC), Country Prog team (CPT). |  | Not initiated |
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| **Terminal Evaluation recommendation 8.****Monitoring co-financing commitment is a key management responsibility.** Data provided show that the key co-financier – WWF – is falling short in its co-financing commitment. Management should carefully monitor that co-financing pledged at approval is effectively honored; this is an ongoing activity, not to be done only at the time of evaluations. |
| **Management response**: Fully Accept.  |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 8.1 Strengthen existing tools for continuous capturing co-financing raised by grantees, county governments and other partners. The Country Programme Team with support from the UNDP CO will monitor, conduct regular follow up and report on the co-financing.  | Throughout the implementation of OP7. | Country Prog Team (CPT), UNDP CO |  | Not initiated. |
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| **Terminal Evaluation recommendation 9.****Design an exit strategy at land/seascape level, together with the Strategic Partners**. Small grants potentialities for scaling up and replication should be identified at each land/seascape, including in Kaya Forests even if not part of OP7; similarly, small grants experiencing difficulties but replying to felt conservation and/or livelihoods needs should be targeted for additional support. Lesson learnt identified should be incorporated into the strategy for supporting grantees into OP7 or to replicate, upscale projects. The upcoming end of project (EoP) OP6 reflection could stimulate a debate on how to make incidence in public policies to strengthen sustainable management and territorial connectivity and coordination; similarly, an analysis of how the RE and EE projects are contributing to the national debate on renewable energy should be done, creating a baseline for discussion and stimulating a dialogue among UNDP and counties governments for further integration of the private sector while respectful of the interest of the rural population. |
| **Management response**: Fully Accept. An exit strategy for the land/seascape level is important. It shall be developed in conjunction with the Strategic Partners. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 9.1 County Prog Team (CPT) in conjunction with the Strategic Partners (SPs) will design an exit strategy at land/seascape level and incorporate it in the adaptive management strategies. | Oct 2022 – March 2023 | National Steering Committee (NSC), Country Prog Team (CPT), UNDP CO |  | Not initiated. |
| 9.2 Continue discussions on how to strengthen sustainable management and territorial connectivity as well as ways to enhance private sector engagement in the first year of OP 7. | Oct 2022 – March 2023 | National Steering Committee (NSC), Country Prog Team (CPT), UNDP CO,  |  | Initiated |

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| **Terminal Evaluation recommendation 10.****Identify champions at each land/seascape to dynamize other actors/grantees to upscale and/or replicate successful activities and provide alternative livelihoods.** Actions to provide alternative livelihoods go into the right direction but everywhere there is the request for additional efforts (i.e., in Kaya Forests additional targeting of the youth; in Shimoni Vanga, additional awareness and resources to patrol marine sites to reach a larger community spread over vast areas). An enabling environment is being created but more is needed to strengthen capacities, upscale and raise awareness of other members of the communities. Production needs to be sustained; integration of activities in counties’ development plans secured. |
| **Management response**: Fully Accept. The Country Prog Team will have a discussion with NSC to propose modalities of identifying local champions as well as facilitating them to support project implementation including in the new landscape/seascape.  |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 10.1 Propose the champions idea to the NSC for guidance and follow up | Oct – Dec 2022 | National Steering Committee (NSC); Country Prog Team (CPT)  |  | Not Initiated. |
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| **Terminal Evaluation recommendation 11.****Invest in Knowledge Management since project start, both at central and small grants level.** Awareness raising on the importance of Knowledge Management for grantees require to be implemented since inception. The KM expert should join the team early in project implementation; a communication and KM strategy should be soon prepared and adapted during implementation. An Induction KM Manual is being developed but will only be useful for OP7. Cross-learning exchanges are useful and unfortunately the Project experienced challenges which resulted in many of these activities being cut. Lessons learned and capacity development approaches at the land/seascape level should be consolidated into a capacity development strategy for OP7. |
| **Management response**: Fully Accept. Country Prog Team (CPT) will invest in KM through hiring a KM officer. The officer will develop a Comms and KM strategy.  |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 11.1 Develop TORs for KM and Comms officer. Advertise and identify suitable candidates for KM officer who will develop a Comms and KM strategy. | July – Dec 2022 | Country Prog Team (CPT)  |  | Not initiated. |
|  11.2 Ensure cross-learning exchanges are included in the capacity development strategy and implemented.  | Throughout GEF 7 | Country Prog Team (CPT) |  | Not initiated. |
| 11.3 Finalize preparation of the Induction KM Manual to be utilized in the OP7 | July – Sept 2022 | Country Prog Team (CPT) |  | Initiated  |

1. Select one: Fully Accept, Partially Accept, Reject [↑](#footnote-ref-1)
2. Status of implementation is tracked electronically in the Evaluation Resource Centre (ERC). [↑](#footnote-ref-2)
3. Select one: Not initiated, Initiated, Completed, Completed, No longer applicable [↑](#footnote-ref-3)