Management Response to TE recommendations

**Government**

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| **Recommendation for Government**  | **Responsible Parties** | **Timeframe** | **Tracking**  |
| **Comments**  | **Status**  |
| **Recommendation 1:** * **Development and approval of PC-1**: One of the main reasons of delays in GGEB project was the development and approval of PC-1. The process should start at the early stages of the ProDoc development and approval.
* **Action:** For future GEF funded projects, the IP/MoCC should consider and resolve such issues at PIF/project formulation stage

**Management Response:**UNDP will share the Terminal Evaluation report along with recommendations with MoCC/IP for consideration. | MoCC | Mar 2022 |  |  |
| **Recommendation 2:*** **Frequent changes of NPDs and project co-signatory:** As recommended in the inception report and the addendum to ProDoc concerned technical heads of wings/ units/ attached departments of the MoCC should be nominated as the technical focal points/Co-NPDs and co-signatory of the project to fill the gaps. The NPD will be responsible for the overall supervision while the technical heads/ focal points will supervise the management, implementation and technical aspects of the projects.
* **Action:** For future GEF funded UNDP projects, the Implementing Partner (IP)/MoCC to consider appointing technical heads of relevant Wing/Unit/ Department as NPD/Deputy NPD in compliance with UNDP NIM guideline and use applicable government regulations/internal controls/processes for smooth implementation of projects.

**Management Response:**UNDP agrees with this recommendation and will share the Terminal Evaluation report along with recommendations with MoCC/IP for consideration. | MoCC  | Mar 2022 |  |  |
| **Recommendation 3:** * **High turnover of focal points of the federal and provincial IPs:** A good lesson regarding meeting the gaps due to high turnover of the focal points in provinces was to identify the alternate focal points (second in-charge in the office). These arrangements need to be adopted in future projects as well.
* **Action**: For future GEF funded UNDP projects, the IP/MoCC and provincial IPs to consider the good practice adopted by the provinces to cover gaps.

**Management Response:**UNDP agrees with this recommendation and will share the Terminal Evaluation report along with recommendations with MoCC/IP for consideration. | MoCC | Mar 2022 |  |  |
| **Recommendation 4*** **MoCC’s supervision:** Close liaison of the NPD and project team to ensure implementation of the planned activities. The NPD should have clear plan of action to ensure effective oversight and monitoring of the project activities (especially when there is no M&E position in projects).
* **Action:** i)**.** In future GEF projects the NPDs should have clear plan of action regarding supervision and monitoring of projects activities based. ii). Findings of the NPDs supervisory/ monitoring visits and meetings should also be reflected in the APRs.

**Management Response:**UNDP will share the Terminal Evaluation report along with recommendations with MoCC/IP for consideration. | MoCC | Mar 2022 |  |  |
| **Recommendation 5:** * **Changes in the project management and implementation strategy without proper approval:** Some changes like non establishment of the implementation committees at provincial level and non-engagement of the provincial coordinators and their IT staff are neither documented nor any approval of competent forums/ authorities were provided by the project management. Such changes need to be properly approved from concerned forum and properly documented as well as explained in the APRs.
* **Action:** For the future GEF-funded UNDP projects, approval for any changes in the organizational/project coordination structure to be discussed and approved in the Project Board meetings. Moreover, such changes should be reflected in the AWPs and APRs.

**Management response:** UNDP agrees with this recommendation and will share the Terminal Evaluation report along with recommendations with for consideration of IP/MoCC. | MoCC (NPC GGEB Project)  | Mar 2022 |  |  |
| **Recommendation 6:** * **Completion of remining planned activities and tasks**: Some activities are reported by the project management as in progress. Project management should ensure completion of the planned activities and tasks.
* **Actions:** i). EMIS establishment and operationalization at Pak EPA; ii). Finalization and publication of SOE report (ICT level); iii). Finalization and dissemination of awareness material. Pak EPA should be briefed and guided to upload and share the awareness material on its website; iv). Develop and share QC/ QA protocols; v). Finalize and share the four background/ review papers related to UNCBD, UNFCCC, UNCCD and NDCs revision with the focal persons.

**Management response:** UNDP agrees with this recommendation and will share the Terminal Evaluation report along with recommendations with for consideration of IP/MoCC. | MoCC (NPC GGEB Project) | Feb-Mar 2022 |  |  |
| **Recommendation 7:*** **Written commitment from the implementing partners about adoption of the GGEB recommended frameworks and tools for data collection:** Formal MoUs with IPs and line departments could not be signed. There is risk to adoption of the GGEB frameworks and smooth data sharing. In such situation the IPs should give their written commitments. Some activities could not be conducted as per the ProDoc concept such as benchmarking of the SOE reports mainly due to delays in implementation. There is need for proper guidance of the Pak EPA to complete this process.
* **Action:** The NPD/ MoCC should write a letter to federal and provincial IPs (PBS, Pak EPA, Provincial P&Ds and Provincial EPAs) for adoption of the GGEB recommended frameworks and tools for data collection as well as regular data sharing.
 | MoCC (NPD GGEB Project) | Feb-Mar 2022 |  |  |
| **Recommendation 8:*** **Improvement of EMIS system (server):** The IT consultant recommended the cloud-based server instead of the in-premises server to avoid unnecessary operation, maintenance and data security issues. Pak EPA may consider this option in future.
* **Action:** The NPD should send a letter to Pak EPA to consider the option of cloud-based server for the EMIS under the new PLAN project.

**Management response:** UNDP agrees with this recommendation and will share the Terminal Evaluation report along with recommendations with for consideration of IP/MoCC. | MOCC/ NPD | Feb-Mar 2022 |  |  |

**UNDP**

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| **Recommendation for UNDP** | **Responsible Parties** | **Timeframe**  | **Tracking** |
| **Comments** | **Status** |
| **Recommendation 4*** **MoCC’s supervision:** Close liaison of the NPD and project team to ensure implementation of the planned activities. The NPD should have clear plan of action to ensure effective oversight and monitoring of the project activities (especially when there is no M&E position in projects).
* **Action:** Future projects should have M&E positions.

**Management response:** In practice, the project organograms do incorporate relevant positions including M&E officers/assistants. However, this recommendation is noted, UNDP will consider it in its upcoming projects. | UNDP ECCU | Mar 2022 |  |  |
| **Recommendation 9*** **GoP’s co-financing commitment:** In-kind co-financing commitment of GoP remained satisfactory (105%). However, cash co-financing commitment could not be fulfilled. UNDP CO should closely and regularly monitor the status of co-financing, by holding review meetings both with the project team, NPD, MoCC and IPs.
* Action: In order to ensure that the GoP complies with its co-financing commitments UNDP CO should develop a clear strategy/ plan of action to closely monitor and follow up on the status of co-financing (in future GEF funded projects)

**Management response:** UNDP usually follows up with Govt. co-financing contribution on annual basis and updates are regularly reflected and shared in progress implementation review (PIRs) of VF projects. UNDP will continue its practice of monitoring the Govt co-financing during PIRs. | UNDP-CO  | Feb-Mar 2022 |  |  |