

## OUTCOME EVALUATION MANAGEMENT RESPONSE

**Portfolio Title:** Climate Change and Environment Portfolio

**Outcome Evaluation Completion Date:** January 2019

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Key issues and Recommendations	Management Response	Tracking				Comments
		Key Actions	Timeframe	Responsible Unit (s)	Status	
<b>Recommendation 1:</b>  When technically possible, <b>update the design</b> and RF if more than two years have elapsed after preparation before the project becomes effective	The design and the RF of the projects are revised and updated during the inception phase.	The design and the RF will be updated if more than two years have elapsed before the project officially starts.	Regularly	Portfolio Manager and related Cluster Leads	Ongoing	
<b>Recommendation 2:</b>  Introduce <b>detailed costings</b> <sup>1</sup> and prepare joint budgets to be	The project budgets are prepared in line with the corporate rules and	Preparing joint budgets requires corporate decision. If any new rules	During project preparation phases.	Portfolio Manager and related Cluster Leads.	Ongoing	

<sup>1</sup> Detailed project budget pertains to the GEF portion of the funding, so does the AWPB in many cases. There is need to integrate the GEF funds with the co-financed funds in a single unified, harmonized and streamlined budget with due distinction for the financier, type of expenditure (investment cost or recurrent cost), years. Once agreement is reached on the overall project budget which consists of the sum total of all GEF, UNDP and counterpart funds, detailed costing would be performed for all components by using the relevant quantities and unit costs for technical assistance, training, works, goods and other items in order to arrive at project costs rather than utilize lump sum amounts or isolated budgets, such as each party making its own budget and attaching them to the Project Document. A distinction would be made between Investment and

implemented as parallel co-financing	regulations stipulated in POPP of UNDP.	and regulations will be introduced at the POPP regarding this matter it will be adopted directly to the project management.				
<b>Recommendation 3:</b>  Explore ways and means of doing <b>joint co-financing<sup>2</sup></b> as opposed to <b>parallel co-financing</b> .	The project budgets are prepared in line with the corporate financial rules and regulations stipulated in POPP of UNDP.	Preparing joint budgets requires corporate decision. If any new rules and regulations will be introduced at the POPP regarding this matter it will be adopted directly to the project management.	During project preparation phases.	Portfolio Manager and related Cluster Leads.	Ongoing	
<b>Recommendation 4:</b>  Introduce some <b>economic feasibility</b> analysis in the designs, and link it with the Results Framework.	Further to the baseline studies and current situation analysis of the projects, economic feasibility analysis will be introduced in the designs of the projects.	Economic feasibility analysis to be introduced in the designs of the projects. Also, the analysis will be linked to the Results Framework.	During project preparation phases.	Portfolio Manager and related Cluster Leads.	Ongoing	
<b>Recommendation 5:</b>  Consider making the main report part of the <b>Project Documents</b>	According to the corporate rules and regulations the latest format of the project documents (as appeared in	Further clarifications and new format for Project Documents will be explored.	During project preparation phases.	Portfolio Manager and related UNDP staff.	Ongoing	

Recurrent Costs. This methodology would be applied in a manner that considers the temporal pattern of needs and requisite funding streams over time, and clearly apportions to each financier his/her share.

<sup>2</sup> Parallel co-financing refers to a case where funding provided by different parties are spent and accounted for separately. Joint co-financing calls for a **common procurement plan** where the bills are settled according to a predetermined financing burden, say 50-50 or any other arrangement.

<b>smaller in size</b> , while expanding their annexes.	the POPP) is being used as Project Document.					
<b>Recommendation 6:</b>  Try to stay away from <b>quantitative targets</b> unless well justified and warranted.	For most of the projects the quantitative targets (especially for the GEF funded projects) are being used if they are well justified and warranted through SMART indicators and means of verification, as per donors' request. Also, complementary qualitative targets are being set to strengthen the project objective.	Both well justified quantitative and qualitative targets will be justified and warranted through a set of SMART indicators during the design of the projects in line with the M&E system of the portfolio.	During project preparation phases.	Portfolio Manager, related Cluster Leads and M&E Advisor.	Ongoing	
<b>Recommendation 7:</b>  Always bear in mind that UNDP's key role is to <b>trigger change</b> <sup>3</sup> .	The CCE Portfolio is positioned under UNDCS and CPD for "trigger change" role. This key role for CCE Portfolio will be strengthened during project implementations and new UNDP CPD cycle of 2021-2025.	Following the building and adoption of a CCE Portfolio Level Results Framework, relevant indicators to track these changes would be developed and existing ones sharpened.	Regularly	Portfolio Manager, related Cluster Leads and M&E Advisor.	Ongoing	
<b>Recommendation 8:</b>	Currently CCE Portfolio has no specific Result Framework and directly link	Results Framework specific for the CCE Portfolio will	For 2021-2025 cycle.	Portfolio Manager, related Cluster	Ongoing	

<sup>3</sup> The CCE Portfolio Outcomes consist of (a) enabling legal frameworks and models for conservation and sustainable use of biodiversity and ecosystems in place, (b) scaled up actions on climate change adaptation and mitigation across sectors, (c) chemical waste prevented, managed and disposed of, and (d) chemically contaminated sites managed in environmentally sound manner. All of the above outcomes have a common thread, which is premised on the nature and degree of "change induced" as a result of CCE interventions. Following the building and adoption of a **CCE Portfolio Level Results Framework**, relevant indicators to track these changes would be developed and existing ones sharpened.

Utilize the <b>Theory of Change</b> intensively and do not take chances on the Result Framework Preparation	to the UNDP CPD Result Framework. In order to utilize theory of change approach intensively for CCE Portfolio, a Result Framework specific for the portfolio will be prepared.	be prepared collaboratively in line with the CPD and SDG targets of the portfolio considering to utilize the theory of change.		Leads and M&E Advisor.		
<b>Recommendation 9:</b>  Continue with the efforts to mainstream <b>gender equality</b> across the entire portfolio, and start firmly with the designs.	Gender equality and women's empowerment is a critical component across the solution pathway, and is one of the thematic priorities in the common chapter of the Strategic Plan of UNDP. Furthermore, gender equality was mainstreamed through a gender screening process for each project of CCE portfolio.	Human capacity of projects and portfolio for gender mainstreaming will be enriched via hiring experts for relevant projects. In 2018, a need analysis finalized and hiring relevant experts will be in place in 2019.	End of year 2019	Portfolio Manager	Ongoing	
<b>Recommendation 10:</b>  Incorporate the <b>concept of resilience</b> in the CCE strategy and action by ensuring that relevant project designs include multi-hazard risk assessments, taking into account seismic and climatic risks and others if deemed necessary and providing estimates of the potential impact on project staff, partners, beneficiaries and project activities.	The strategy and methodology to incorporate the concept of resilience in the CCE portfolio projects will be explored by ensuring that relevant project designs include multi-hazard risk assessments, taking into account seismic and climatic risks and others.	Once the strategy is decided on how to incorporate the concept of resilience in the CCE portfolio, multi-hazard risk assessments, taking into account seismic and climatic risks and others will be included to the	During project preparation phases.	Portfolio Manager and related Cluster Leads.	Ongoing	

		relevant project designs.				
<b>Recommendation 11:</b>  Embedded project staff at implementing partners is key to sustained partner cooperation. Try to spread this practice with all FSPs.	For most of the projects under the portfolio there are project units embedded for the projects at implementing partners. However, due to the fast-changing management structures of the ministries sometimes it is difficult to continue with the same dedicated staff which are assigned to the projects.	Embedding dedicated project staff at implementing partners will tried to be spread as a common practice for the projects under the portfolio.	Regularly	Portfolio Manager	Ongoing	
<b>Recommendation 12:</b>  Detailed multi-year joint (integrated) budgets can enhance ownership and increase accountability with implementing partners. Give it a try despite difficulties. <sup>4</sup>	The project budgets are prepared in line with the corporate financial rules and regulations stipulated in POPP of UNDP.	Preparing joint budgets requires corporate decision. If any new rules and regulations will be introduced at the POPP regarding this matter it will be adopted directly to the project management.	Regularly	Portfolio Manager	Ongoing	
<b>Recommendation 13:</b>  Try to closely monitor co-financing to the extent politically and technically feasible.	The co-finance letters are obtained from the beneficiary and the stakeholders during the project preparation phase. As the budgets of the beneficiary and stakeholders are usually kept as private,	During the preparation of project progress reports, mid-term and terminal evaluation reports a co-finance table will be prepared	Regularly	Portfolio Manager, Cluster Leads and M&E Advisor	Ongoing	

<sup>4</sup> Most World Bank funded projects involve joint co-financing. An example is the Additional Financing of the Land Registry and Cadastre Modernization Project, which is an ongoing operation.

	currently only the expenditures after the project implementation could be obtained.	within consultation to the partners of the project as a monitoring activity.				
<b>Recommendation 14:</b>  Remain alert and evaluation-ready at all times. Do not wait for 5 years till the next OE. <sup>5</sup>	CCE Portfolio is currently evaluation ready at all times and more regular evaluations will be conducted for the upcoming periods.	Within the scope of the M&E strategy of the portfolio it is already decided to conduct the outcome evaluations every 3 years.	Every 3 years	Portfolio Manager and M&E Advisor	Ongoing	
<b>Recommendation 15:</b>  Establish a central system (or re-model the existing system) with satellite sub-systems based at large projects <sup>6</sup> , with one PMU per cluster (or focus area) if and when possible.	M&E Strategy of the portfolio was prepared and will be implemented accordingly. The M&E Strategy of the portfolio defines the distribution of the roles and responsibilities for the necessary M&E activities.	For every cluster and the project under the portfolio the responsibility unit/staff for the M&E activities were introduced in line with the M&E strategy of the portfolio to increase the efficiency of the M&E activities.	Regularly	M&E Advisor	Ongoing	

<sup>5</sup> Five years is too long for another portfolio review. There should be mid-term portfolio evaluations so as not to lose the data and associated lessons. These mid-term evaluations are usually destined to serve the management and may or may not be published.

<sup>6</sup> Establishing a central system with existing staffing is very hard due the number of distinct projects that need to be monitored and evaluated with only one person at the center. Under the proposed system the M&E arrangement the UNDP Portfolio M&E Advisor would receive data for each cluster from designated cluster-level M&E specialists, who would be embedded in the largest project but remain responsible for all projects in the cluster. The cluster-based M&E specialists would cover both the individual project results framework, as well as the CCE Portfolios indicators as defined in the CCE Portfolio Results Framework (recommended as a separate item and discussed above).

<b>Recommendation 16:</b>  Do system automation, and produce reports on demand by database queries.	New M&E Strategy of the portfolio was introduced recently and the M&E tools to be used were presented to the portfolio staff. Currently UNDP is using some corporate online tools for reporting and also portfolio specific reports will be produced.	More efficient and automated report formats will be explored and new methodologies will be introduced in order to increase effectiveness and efficiency of the portfolio.	Regularly	M&E Advisor	Ongoing	
<b>Recommendation 17:</b>  Prepare semi-annual summaries for the portfolio, and annual impact reports using the incoming reports to the system, mainly the PIRs.	Currently evidence-based progress reports are being used to assess the progress of the projects under the portfolio, besides the PIRs for the GEF funded projects. Also, as a corporate requirement ROAR is being produced to report the annual progress of the UNDP programme.	All these reporting tools will be used to prepare annual summary for the portfolio and also impact assessment will be conducted to the portfolio.	Regularly	M&E Advisor	Ongoing	
<b>Recommendation 18:</b>  Disclose M&E Reports on the WEB.	The mid-term and terminal evaluation reports for the projects are always disclosed on the GEF website.	Further ways will be explored to disclose the M&E reports on the website of UNDP. In addition, a process for dissemination of M&E reports and gathering suggestions from key stakeholders will be explored.	Regularly	Portfolio Manager and M&E Advisor	Ongoing	

<b>Recommendation 19:</b>  Adopt co-financing ratio as a distinct performance indicator and monitor it closely.	A methodology for using co-financing ratio as a performance indicator for the upcoming outcome evaluations of the portfolio will be explored and will be introduced as a monitoring and evaluation activity.	Co-finance tables will be prepared within consultation to the partners of the projects as a monitoring activity and tools will be developed to monitor co-financing.	Regularly	Portfolio Manager and M&E Advisor	Ongoing	
<b>Recommendation 20:</b>  Use co-financing amounts and ratios as indicator for efficiency and sustainability.	A methodology for using co-financing amounts and ratios as an efficiency and sustainability indicator for the upcoming outcome evaluations of the portfolio will be explored and will be introduced as a monitoring and evaluation activity.	Co-finance tables will be prepared within consultation to the partners of the projects as a monitoring activity and tools will be developed to monitor co-financing.	Regularly	Portfolio Manager and M&E Advisor	Ongoing	
<b>Recommendation 21:</b>  Help establish a program/portfolio M&E based on a re-configured Portfolio Results Framework and GEF principles using external consultants.	Currently UNDP CCE Portfolio is using the Results Framework of the CPD 2016-2020 cycle and there is no specific Results Framework prepared for the portfolio.	Results Framework specific for the CCE Portfolio will be prepared collaboratively in line with the CPD and SDG targets of the portfolio.	For 2021-2025 cycle.	Portfolio Manager	Ongoing	



<p><b>Recommendation 22:</b></p> <p>Bring gender within the purview of M&amp;E and insist on disaggregated data where disaggregated data makes sense.</p>	<p>Gender screenings are being prepared for all of the projects under the portfolio within portfolios' efforts to gender mainstreaming.</p>	<p>Sex-disaggregated data to be collected and analysis of male/female (M/F) differences to be included in all reports and assessments to clarify differences between M/F vulnerability will be done. In addition, in availability of sex-disaggregated data will be identified.</p>	<p>Regularly</p>	<p>Portfolio Manager, Gender Advisor and M&amp;E Advisor</p>	<p>Ongoing</p>	
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