**Management Response Template**

**Management response to the Terminal Evaluation Review of Regional Ridge to Reef Project**

Project Title: Regional Ridge to Reef- Pacific Island Countries (PICs)

Project PIMS #: 5221

GEF Project ID (PMIS) #: 5404

Review Mission Completion Date:

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| Prepared by:  | *Winifereti Nainoca, Deputy Team Leader, RSD, UNDP Pacific Office in Fiji* |  |
| Contributors: UNDP-GEF RTA, MTR Team, RSD Team  | SPC & PMU, |  |
| Cleared by: DRR, IRMU, UNDP GEF RTA |  |  |

**Context, background and findings**

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| This is a Terminal Evaluation report and the recommendations are lessons learnt ans best practices for the formulation and implementation of the next Regional Programme |

**Recommendations and management response**

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| 1. **Terminal Evaluation recommendation: 1** Projects that are intended to be programmatic in nature should have robust strategic mechanisms imbedded in order to truly draw-in the parts that make up the whole intervention. A careful selection and induction/training of whatever pertinent institution is to be the executing or implementing partner needs to take place in order to have the project align to UNDP/GEF criteria and mandate. This is particularly important vis-à-vis regional projects, ascertaining that the partner would be suitable and has the right insertion in countries, and understands their role as an implementing or executing partner. This needs to be explicit that the stakeholder is one of the institutions that engenders and promotes the coordination units in an equal footing with several other partners and following guidance and requisites to do so. For this, UNDP should strive to align and induct implementing and executing partners by, inter alia, the following:
	1. Work with and assist implementing/executing partners in order to aid them in applying processes that support projects’ technical and implementation capabilities (specially supporting results-based project implementation and efficient decision — making capacities).
	2. Provide information and induct partners

on results based management, project management, financial reporting and other such project requisites in order to avoid misunderstandings as well as to generate capacity for implementation.* 1. Share standard operating procedures with

 implementing/executing partners as guidance in order for them to understand and align with expectations and donor and corporate requisites, as well as to understand and align on how decision making process and governance takes place in an all-encompassing manner. |
| **Management Response:**  Agree  |  |  |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |
| **Comments**  | **Status69**  |
| 1. Careful selection and induction of the regional executing agency
2. Provide information and induct partners on results based management, project management, financial reporting and other such project requisites
3. Continue to raise awareness on and responsibilities for Donor requirements and UNDP guidelines pertaining to project implementation & reporting
 |  Next regional project |  UNDP |   |   |
| **Terminal Evaluation recommendation 2.** Projects or programs such as those that include “child“ projects or similar endeavours, need to be umbrella projects, avoiding at all costs overlaps with their national counterparts, be exclusively regional or sub — regional avoiding duplications and overlays between national and regional processes. All of these should, furthermore, simplify their approach and not be unnecessarily complex. |
| **Management response Agree** |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |
|  |  | **Comments**  | **Status69**  |
| 1. Avoiding duplication between child projects -national & regional components | During formulation of next regional project with “child project’ components  |  UNDP |   |   |
| **Terminal Evaluation recommendation: 3** Communication and the linkages between the partners and associates need to be clearly defined and abided by, together with well-defined decision — making processes. Communications and information sharing as well as partners relations (within a project structure and with outside associates) needs to be defined within a collaborative true partnership framework, avoiding hierarchical situations, and avoiding duplication of efforts in implementation, reporting, as well as involving key partners in decision-making processes. |
| **Management Response Agree**  |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |
|  |  | **Comments**  | **Status69**  |
| 1. Ensuring communication and i between partners and stakeholders are clearly defined and abided by within a true partnership framework | During formulation and implementation of next regional project  |  UNDP |   |   |
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| **Terminal Evaluation recommendation: 4** Design and planning processes should not only be focused on technical aspects of an intervention but also in aspects that deal with implementation operationalisation, in particular when they are complex and involve a number of processes. They should also include flexibility to adapt while projects are implemented with constant feedback upon what is working and what is not within a particular intervention. |
| **Management Response Agree** |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |
|  |  | **Comments**  | **Status69**  |
| 1. Increased focus on implementation operationalization, especially if they are complex and involve a number of processes – what works and what doesn’t work | . During implementation of next regional project |  UNDP |   |   |
| **Terminal Evaluation recommendation 5:** Programming, planning and implementation needs to be commensurate to the planned scope and scale of a project. This is a key determining factor for complex and expansive interventions. If the scope and scale of a project is ample, than the implementation should be clustered (for instance, geographically or through some sort sub implementation units). |
| **Management response:**  **Agree** |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |
|  |  | **Comments**  | **Status69**  |
| 1. Programming, planning and implementation needs to be commensurate to the planned scope and scale of a project – use clustering if possible | During implementation of next regional project  |  UNDP |   |   |
| **Terminal Evaluation Recommendation 6.** Processes for planning of a project need to be done with full preparation and proper lead time. Furthermore, the right knowledge of current GEF strategic objectives and focal areas needs to be applied. For instance, such in a case when International Waters strategies are being promoted, than current IW knowledge and objectives need to applied in order to pull-in state of the art transboundary water management components, constructs and instruments fully. |
| **Management response:**  Agree |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |
|  |  | **Comments**  | **Status69**  |
| 1. Having the knowledge to fully apply components and instruments in order to meet the donor’s strategic objectives. | During formulation and implementation of next regional project  |  UNDP |   |   |
| **Terminal Evaluation recommendation 7:** If a project is to build upon a previous intervention, then design as well as implementation needs to establish that this truly takes place and not began anew with already tested processes -or pilots, which have previously taken place. Follow up projects need to accrue gains / knowledge and learn from the lessons of the intervention they are building upon |
| **Management response:**  Agree  |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |
|  |  |  | **Comments**  | **Status69**  |
| 1. Design and implementation of already tested processes/pilots, and applying lessons learnt if building upon previous intervention | During formulation and implementation of next project  |  UNDP |   |   |
| **Terminal Evaluation Recommendation 8** Projects need to have clear concepts of what processes or constructs they are promoting. For instance, clear models of what integrated natural management vs R2R concepts vs integrated watershed planning, and other such notions or plans entails. These need to be spelled out as to avoid using these interchangeably or loosely to fit whatever niche a particular sub intervention is carrying out or promoting when these tools or methodologies are indeed diverse. |
| **Management response:**  Agree |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |
|  |  |  | **Comments**  | **Status69**  |
| 1. Clear concepts of processes, models to be relevantly and aptly applied in whatever niche the particular intervention is carried out | During formulation and implementation of next project  |  UNDP |   |   |
| **Terminal Evaluation recommendation 9:** A results based approach needs to be deeply interwoven in a project, from its planning, log frame, indicators, modalities of implementation, and so on. For instance, if the expected result or effect is generating policies and adopting governance tools, then this should be fully incorporated as such, avoiding a disconnect between technical and policy arenas and promoting uptake of governance and institutional strengthening in different contexts. |
| **Management response:**  Agree |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |
|  |  |  | **Comments**  | **Status69**  |
| 1. A results based approach to be deeply interwoven in a project, from its planning, log frame, indicators, modalities of implementation, avoiding a disconnect between technical and policy arenas and promoting uptake of governance and institutional strengthening in different contexts. | During formulation and implementation of next project  |  UNDP |   |   |
| **Terminal Evaluation recommendation 10:** Sequential implementation needs to be fostered also for results based management. That is, if product *A* needs to be achieved with sufficient time to promote uptake and advance result 8, than this needs to be fostered appropriately in time without having products generated at the very end of a project. A road map with fettered and bound results should also be developed in order to have proper planning when seeking results that are tied to a particular type of product or process. |
| **Management response:**  Agree |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |
|  |  |  | **Comments**  | **Status69**  |
| 1. Sequential implementation to be fostered also for results based management. . A road map with fettered and bound results to be developed in order to have proper planning when seeking results that are tied to a particular type of product or process. | During formulation and implementation of next project  |  UNDP |   |   |
| **Terminal Evaluation Reommendation 11** Much analysis needs to go into a project, not only dealing with the technical aspects or promoting the “what" will be accomplished, but also how change, results, impacts and effects will come about (“how” results will be accomplished and "how" an interventions will be implemented). The inception period also needs to be centred upon this and focussed enough to complete any matters that might have been left open in previous planning stages. Inception processes need carried out in the beginning of an intervention, not waiting for a long time to do this. |
| **Management response:**  Agree |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |
|  |  |  | **Comments**  | **Status69**  |
| 1. Carrying out analysis, not only dealing with the technical aspects or promoting the “what" will be accomplished, but also how change, results, impacts and effects will come about (“how” results will be accomplished and "how" an interventions will be implemented). | During implementation of project  |  UNDP |   |   |
| **Terminal Evaluation recommendation 12:** Design of projects in situations with limited in — country capacity (due a country’s size for instance such as in SIDS, but applicable in many developing countries’ situations) should very much be taken into account at planning, inception and preparation of an intervention takes place. Needs assessments should take place to highlight this matter. However, all of the activities need to have as a horizon true capacity building in — country, avoiding processes where technical studies or external consultants developed a product without truly fostering in-country capacity. |
| **Management response:**  Agree |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |
|  |  |  | **Comments**  | **Status69**  |
| 1. Continue to design projects with limited in-country capacity considerations, with products introduced accompanied by capacity building to use the product | During design and implementation of project  |  UNDP |   |   |
| **Terminal Evaluation recommendation 13** Cross-cutting issues (rights-based approaches, SDGs, gender, as well as socio-economic development factors, for example) should be imbedded early on into the processes if these are to emerge in the project and not as an addendum or afterthought. |
| **Management response:**  Agree |  |  |  |  |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |  |
|  |  |  | **Comments**  | **Status69**  |
| 1. Cross cutting issues (rights-based approaches, SDGs, gender, as well as socio-economic development factors, for example) to be imbedded early on into the processes | During design and implementation of project  |  UNDP |   |   |
| **Terminal Evaluation Recommendation 14** Job descriptions and duties of different personnel need to be attuned to the multiple roles a particular project staff person needs to fulfil. That is, most personnel need not be exclusively technically qualified but also have managerial skills as appropriate, including result based management, and at all levels have aptitudes regarding interacting with varied partners from different sorts of institutions. |
| **Management response:**  **Agree** |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |
|  |  |  | **Comments**  | **Status69**  |
| 1. Job descriptions and duties of different personnel to be attuned to the multiple roles a particular project staff person needs to fulfil i.e., most personnel need not be exclusively technically qualified but also have managerial skills as appropriate, including result based management | During design and implementation of project  |  UNDP |   |   |
| **Terminal Evaluation recommendation 15:** Learning from innovative solutions and replication should be promoted, not only through best practices but also with other types of lessons learned as well as challenges. For this, projects within the international waters focal area of GEF should feed the platforms that deal with such matters, as IW:LEARN International Waters Learning Exchange and Resource Network and similar ones globally. |
| **Management response:**  Agree |
| **Key action(s)**  | **Time frame**  | **Responsible unit(s)**  | **Tracking68**  |
|  |  |  | **Comments**  | **Status69**  |
| 1. Learning from innovative solutions and replication to be promoted, not only through best practices but also with other types of lessons learned as well as challenges. | During design and implementation of project  |  UNDP |   |   |

1. This template is in alignment with the [Management Response Template f](http://web.undp.org/evaluation/handbook/documents/templates/Independent-Evaluation-Management-response.doc)or UNDP project-level evaluations in the Evaluation Resource Centre.
2. If the MTR is uploaded to the ERC, the status of implementation is tracked electronically in the Evaluation Resource Centre database (ERC).