## Annex 10: Management response

**UNDP Management Response Template**

**[Final Evaluation of the Project Sixth National Communication of Mexico to the United Nations Framework Convention on Climate Change and its Biennial Update Report (BUR)]**

PIMS Number: 5140

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**Overall comments:**

The attached format includes both key issues and recommendations. The first will be considered, but in strict sense they do not require follow-up actions. Most recommendations are aimed at improving the process of preparation of future National Communications. They are presented according to the three phases of the project: design, execution and sustainability, and therefore there are some recommendations that are repeated in two or more phases.

|  | **Management measures** | **Tracking\*** |
| --- | --- | --- |
| **Lesson learned/Recommendation**  | **Response** | **Key action(s)** | **Time frame** | **Responsible Unit(s)** | **Status** | **Comments** |
| **Lessons learned** |
| Adequate risk management and prompt decision making made the change of the National Project Coordinator in the middle of the project a positive move for it and did not significantly affect its programing. | N/A This is a learned lesson, not a recommendation. | N/A | N/A | General Directorate of INECC | CompletedApril 2017 | In this situation, the presence of a technical and administrative team was strategic because it took charge of the project during the three months in which the Coordination Plaza was vacant. |
| High flexibility in adjusting times for the delivery of products (chapters) led to significant delays in the publication of the Sixth NC.  | N/A This is a learned lesson, not a recommendation. | N/A | N/A | General Directorate of INECC | Completed | For future processes of elaboration of National Communications, activities of the areas involved should be part of their working programs. It will also be necessary to agree from the beginning of the process on a critical route and ensure compliance in the determined times. |
| The establishment of the participative and transparent process implemented by INECC to prepare the Sixth NC through a close and continuous communication (by means of workshops, work meetings, forums, training, etc.) with the priority sectors, contributed to establish and maintain the climate change agenda in and with the different sectors, established communication bridges between these and the institution, facilitated data contribution from the sectors, as well as INECC support for strengthening methodologies (for estimating and reducing emissions, etc.) in different public and private institutions. | Maintain ongoing communication with actors involved in mitigation and adaptation actions | Reproduce this communication model in the Seventh NC | 2020 | General Directorate and General Coordinations of INECC | Completed | Communications must report actions carried out throughout the country, therefore a close relationship with stakeholders is important |
| The industrial sector pointed out the fact that the INECC had not undertaken, through work meetings, a final validation of the information generated from the data provided said sector, which affected process transparency in the integration of the Sixth NC and the acceptance of said data as valid for some institutions of the private sector (primarily the costs of the Nationally Determined Contributions – NDC-. | Maintain close communication with actors that provide information to update the Inventory and for the implementation of mitigation routes | Develop a communication platform with the main stakeholders for the preparation process of the Seventh NC | 2020 | General Directorate of INECC | Completed | This is part of the activities carried out by INECC |
| **Recommendations** |
| **Design** |  |  |  |  |  |  |
| Share the results of project evaluations in a timely manner with the counterpart. | Results of evaluations are shared with areas of INECC that will be engaged in activities required for the development of future National Communications | Include previous evaluations of Communications and Update Reports (IBA) in the document folder that will be delivered to INECC as part of the Project closing documents. This should also be delivered to those engaged in the development of the Seventh Communication. | 2019 | Project Coordination Unit, General Directorate and International Affairs Directorate of INECC, UNDP | Completed | This is very necessary and INECC and UNDP commit to consider this when the preparation process of the Seventh National Communication starts. Final documents of the project evaluations will be part of the file that the Coordination of the Project will leave in INECC as part of the project closure. |
| Integrate from the beginning of the design of the National Communications, the vision of what the actors external to INECC consider Mexico requires of and in an NC. | National Communications respond to national policy and international commitments assumed in climate change matters. Therefore the process of preparation includes a wide range of consultations and validation with actors from different sectors (environmental, industrial, private, etc.) | Develop a strategy to involve the Ministries that participate in the Intergovernmental Commission for Climate Change (CICC) in the definition of the Project aimed to prepare the Seventh National Communication | 2020 | General Directorate and General Coordinations of INECC | Pending | Ministries that participate in the CICC will be sought in order to involve them in the design of the Seventh National Communication. This activity needs the support of Semarnat, which is in charge of the Technical Secretariat of the CICC |
| Establish from the beginning of the project a commented outline of the questions that must be answered in the document that will become the National Communication.  | The content of National Communications is determined by priority issues of the country, UNFCCC guidelines, national and international contexts, among others. | Present a proposal of key questions and indicative elements that may contribute to the process of development of the Seventh Communication | 2019 | Project Coordination Unit, with validation of General Directorate of INECC | Completed | Agree, but the proposal should be flexible because the process of preparation of a Communication is long and usually there are changes in institutional structures, in personnel, and in other areas, such as the UNFCCC, which require adjustments and updates. Results of the Workshop on lessons learned and good practices that took place in May 2019 were shared with the staff of INECC. |
| Develop from the beginning of the project the instructional design of the publication to become the Sixth NC in order to prepare it with pedagogical tools and design the final product oriented towards different users. | This recommendation refers to the process of development of the Seventh Communication.  | Assess the Sixth Communication content and format and generate proposals for the development of future Communications | May 2019 | General Directorate of INECC, Project Coordination Unit  | Completed | This matter was reviewed in the workshop of lessons learned and good practices that took place on 27-28 May 2019. The final document of this workshop was shared with the staff of INECC. |
| Contents of the NC must be more succinct and focused on decision making by the different actors and sectors. | This will be considered in the process of development of the Seventh National Communication | Assess the Sixth Communication content and format | 2020 | General Directorate and General Coordinations of INECC | Completed | For future Communications, an important work in synthesizing is required in order to accurately attend UNFCCC requests. This was also a recommendation of the workshop on lessons learned and good practices held on May 2019.  |
| For the development of the Seventh National Communication, establish work groups that identify the ideal form to maintain and reflect the information in the document, so that this assists more decision making (considering the guidelines of the UNFCCC with respect to objective and focus of the NCs). | This will be considered in the process of development of the Seventh National Communication | Assess and determine this process in the inception workshop at the beginning of the development of the Seventh NC | 2020 | General Directorate and General Coordinations of INECC | Completed | Ok, this is linked to the previous recommendation  |
| Establish a tracking and monitoring system of the satisfaction degree of external actors, with specific indicators. | It is not feasible to track satisfaction, there are no indicators for this. If close communication is maintained and work is coordinated through workshops and working groups, satisfaction of external actors will be secured | N/A | N/A | N/A | Rejected | This is not feasible to track satisfaction. If close communication is maintained and work is coordinated through workshops and working groups, satisfaction of external actors will be secured. |
| Include in the design of the MTE and FE that the interviews include external actors in its preparation process. | There was no restriction regarding interviews with external actors in the Terms of Reference of the MTE and the FE | N/A | N/A | N/A | Rejected |  |
| Design a general route for the implementation of the project and also a route for each of INECC´s General Coordinations. | This will be considered in the process of development of the Seventh National Communication | Develop institutional work programs that include activities necessary to update and generate strategic information for the Seventh Communication | 2020 | General Directorate and General Coordinations of INECC | Completed | In order to ensure compliance with times and results determined in the critical path, it will be necessary to include the activities required for the integration of the National Communication in the working programs of all involved areas of INECC. This was also a recommendation of the workshop on lessons learned. |
| **Execution:** |
| Request project budget extensions based on the UNDP-GEF guidelines. | During the development of the Sixth Communication, extensions of the project were requested when it was required. This was done due to the methodological changes requested by the Convention and the closing strategy of the Project, considering the recent change of the federal authorities of the country. | N/A | N/A | UNDP, General Directorate of INECC | Completed | During the development of the Sixth Communication, extensions of the project were requested when it was required. This was done due to the methodological changes requested by the Convention and the closing strategy of the Project, considering the recent change of the federal authorities of the country. |
| MTE must be carried out in the intermediate phase of the project and the results of the evaluation must be shared with the counterpart (MTE and FE). | Given the characteristics of the projects for the development of National Communications, MTE must be done when the process is sufficiently mature to review its implementation. Therefore, flexibility and understanding of the national context is required to determine the ideal moment to carry out this exercise | This will be considered in the process of development of the Seventh National Communication |  | Project Steering Committe UNDP-INECC | Completed | Given the characteristics of the projects for the development of National Communications, MTE must be done when the process is sufficiently mature to review its implementation. Therefore, flexibility and understanding of the national context is required to determine the ideal moment to carry out this exercise |
| Establish a systemized reporting process on climate change that aligns the reports and makes more effective, efficient and sustainable the gathering of National information to be used in the NC. | The way to generate sectoral and national climate change reports is a decision of the country's administration, so this recommendation would require a readjustment of the existing reporting structures and instruments and goes beyond the mandate of INECC. | Propose a strategy for the preparation of sectoral reports on climate change to the CICC | 2020 | General Directorate of INECC | Rejected, this is not a function of INECC | This requires an intense work that must be coordinated by the CICC in order to be able to ask the ministries that are part of it, to make their own reports on climate change. This must be promoted by Semarnat, since it is in charge of the Technical Secretariat of the CICC. |
| Define a validation process for the information generated from the data provided by the private sector.  | Maintain close communication with actors that provide information to update the Inventory and to implement mitigation routes | Develop a communication platform with the sectors involved in the preparation process of the Seventh CN | 2020 | General Coordinations of INECC | Pending | It will be useful for the MRV mechanism |
| Work closer with subnational governments and in a systemic manner. | INECC has among its functions to work with local governments in order to identify and document mitigation and adaptation actions and to support them with the development of their GHG inventories and in the generation of information. | Train local governments in the integration of their National GHG Inventories and in the preparation of their State Climate Change Programs | 2019 | General Coordinations of INECC | Partially completed | This is part of INECC’s work |
| After the presentation of the Sixth NC publication, undertake a consultation and socialization process of the Sixth NC. | The Sixth NC was presented to the National Climate Change System and stakeholders in November 2019, during the Third National Meeting on Climate Change. | Develop a microsite inside the country webpage on climate change, with information regarding the Sixth NC.Working meeting with authorities of the new government administration | May 2019 | UNDP-INECC (Project Coordination Unit) | Completed | A microsite was developed and includes information related to the process of drafting the Sixth NC and documents of interest, such as INEGYCEI, among others, videos and brochures. |
| Design a monitoring system that will allow identifying the perception of the different sectors on the preparation process of the Sixth NC. | It is not feasible to track satisfaction, there are no indicators for this. If close communication is maintained and work is coordinated through workshops and working groups, satisfaction of external actors will be secured. | N/A | N/A | N/A | Rejected | This recommendation repeats another included in the Design part of this document |
| Establish a feedback mechanism of information, scenarios, mitigation projections and costs generated by INECC based on data provided by different sectors (in particular by the private sector). | This recommendation is very similar to one included in the Execution section. In that part it is mentioned that close communication will be maintained with actors that provide information for the updating of the Inventory and the implementation of mitigation routes | Develop a communication platform with the sectors involved in the preparation process of the Seventh CN | 2020 | General Coordinations of INECC | Completed | It will be useful for the MRV mechanism. This recommendation was also made at the workshop on lessons learned held in May 2019. |
| That mid-term and final evaluations be conducted at the ideal time of the projects so that their results support the Project in the most effective manner. | Repeats |  |  |  |  |  |
| **Sustainability** |  |  |  |  |  |  |
| Analyze consultancies contracted: their results, the way in which the information generated was shared and used by the Coordinations of INECC (to avoid duplication of studies and/or activities), in order to assess the efficiency of the project and the benefits and impacts that consultancies and contracts carried out had for the project. | There is already an analysis made by the Project Coordination Unit on this | Presentation in the workshop of lessons learned and good practices | May 2019 | Project Coordination Unit | Completed | A collective reflection workshop was held on 27-28 May to review positive and negative factors that affected the development of the project, including hiring process of consultancies. |
| Conduct a meeting (INECC, SEMARNAT, UNDP) on lessons learned through the preparation process of the Sixth NC. | Workshop on lessons learned and good practices planned for May 2019 | Organize and carry out the workshop on lessons learned and good practices | May 2019 | General Directorate of INECC and Project Coordination Unit | Completed | Personnel directly involved in the preparation of the Sixth NC and new authorities of Semarnat and other ministries of the CICC assisted the workshop held on 27-28 May, 2019. |
| Identify strategic partners for the Project that will promote the climate agenda and development of the NC and National Development Plan (NDP). | This is part of INECC´s attributions | Propose content on climate change for the NDP | February 2019 | General Directorate of INECC | Completed | INECC sent inputs to Semarnat for their inclusion in the NDP |
| After the presentation of the Sixth NC publication, conduct a consultation and socialization process of the Sixth NC Publication with the different sectors. | Semarnat also presented it to the international community during COP24, in December 2018. | Development of a microsite on the country web page on climate change, with information regarding the Sixth NC. Working meeting with authorities of the new government administration | May 2019 | UNDP- INECC (Project Coordination Unit) | Completed | This recommendation repeats the same that is in the Execution section |
| Undertake a lessons learned workshop with the CICC and external actors that will allow socializing the results and feeding the design of the Seventh NC. | Members of CICC are going to be invited to the workshop on lessons learned and good practices | Workshop on lessons learned and good practices  | May 2019 | General Directorate of INECC and Project Coordination Unit | Completed | New authorities of Semarnat and of other Ministries of CICC attended the workshop of lessons learned. |
| Make a summary of actions in relation to capacities development and institutional strengthening attained with the Sixth NC to present to the new administration of INECC and SEMARNAT. | This will be done during the workshop on lessons learned | Workshop on lessons learned and good practices | May 2019 | General Directorate of INECC and Project Coordination Unit | Completed | The document on lessons learned and good practices that resulted from the workshop includes recommendations on capacity building and institutional strengthening. |
| Include the results of the Sixth NC in the cooperation agenda of UNDP with the new administration. | UNDP systematically supports the fulfillment of the commitments acquired by Mexico before the United Nations Conventions on Climate Change and Biodiversity | Present the request for support for the preparation of the Third Biennial Update Report (IBA3) and the Seventh NC to Semarnat, because this Ministry will make the national portfolio of projects for 2018-2022 to be financed by GEF in its seventh replenishment period (GEF 7) | April 2019 | UNDP-INECC | Completed | INECC presented to Semarnat and the Minisitry of the Treasury (GEF Focal Point) the request for support of GEF’s Seventh reposition in April 2019 for the preparatrion of BUR3, BUR4 and Seventh Communication. |
| Make a document and/or video of the activities executed within the framework of the Sixth NC so that external actors can have clarity on all of the results generated by an NC and do away with the perception that the NC are just publications.  | During the Third National Meeting on Climate Change, the presentations of the results of the different topics included in the Sixth Communication were recorded and filmed. These videos will be available in the Microsite that is under development. Also a video of the Sixth NC is going to be available | Video of the Sixth NC | March 2019 | General Directorate of INECC and Project Coordination Unit | Completed | This video is available at the microsite of the Sixth Communication. |
| Establish a map of key actors, opportunities and barriers to be surpassed in preparing the Seventh NC. | There are lists of actors that participated in various workshops and meetings held during the preparation process of the Sixth Communication. | Workshop on lessons learned and good practices | May 2019 | General Directorate of INECC and Project Coordination Unit | Completed | The document that resulted from the workshop includes lessons learned, opportunities and barriers, as well as the mapping of relevant actors. |
| Continue with staff training programs in federal and state agencies in estimating GHG emissions, as well as with developing EF typical for the country. | Repeats recommendation of the Execution part of this document | Training course for local governments on how to make GHG inventories  | 2019 | General Coordination of Mitigation of Climate Change of INECC | Completed | Repeats recommendation of the Execution part of this document |
| Socialize constantly data and methodologies | This is part of INECC’s attributions | Maintain contact with stakeholders | 2019 | General Coordinations of INECC | Completed | This is part of INECC´s activities |
| Make available to the public the studies that were undertaken during the process of preparation of the Sixth NC. | The development of a microsite of the Sixth NC is underway and documents of interest, such as the consultancies carried out in the framework of this project are going to be available | Edit final reports of the consultancies, for their publication in the microsite of the Sixth NC | May 2019 | Project Coordination unit | Completed | Repeats a recommendation of the Execution part of this document |
| Maintain current contact data and work topics of people and institutions that compose the national system for climate change within the national scope and that was obtained with the Sixth NC. | This is part of the activities that General Coordinations of INECC do as part as their daily work | Maintain data bases updated | 2019 | General Directorate and General Coordinations of INECC | Completed | Agree, although it is necessary to consider the difficulty of maintaining updated directories, particularly in times of change of government such as the one currently experienced in Mexico. |
| Design a monitoring and tracking system of the degree of satisfaction of the external actors and the quality of the information provided, to establish a mechanism for co-responsibility of the report. | It is not feasible to track satisfaction, there are no indicators of this. If close communication is maintained and work is coordinated through workshops and working groups, satisfaction of external actors will be secured | N/A | N/A | N/A | Rejected | Repeats recommendations of the Design and Execution part of this document |
| Once the Sixth NC is published, notify the actors that participated and mention that the efforts will continue to maintain active the process of reporting and gathering information on climate change. | This was done during the workshop on lessons learned | Workshop on lessons learned and good practices | May 27-28, 2019 | General Directorate of INECC  | Completed | Persons directly involved in the preparation of the Sixth NC and new authorities of Semarnat and other ministries of the CICC were invited to the workshop and showed interest in following actions. |
| Focus the Seventh NC on institutionalization of tools for gathering and validate information. | It will be proposed for the elaboration process of the Seventh Communication | To be defined | To be defined | General Directorate of INECC and UNDP | Pending | It will be proposed for the elaboration process of the Seventh Communication |
| Establish a reporting system in relation to climate change, which moves forward to develop guidelines for reporting. | The way to generate sectoral and national climate change reports is a decision of the country's administration, and this recommendation would require a readjustment of the existing reporting structures and instruments, which is beyond INECC´s mandate. | Propose a strategy for the preparation of sectoral reports on climate change to the CICC | 2020 | General Directorate of INECC | Pending | This requires a very intense work that has to be coordinated by the CICC in order to request al member Ministries to make their own climate change reports. This must be promoted by Semarnat, in its Technical Secretariat of the CCIC capacity. It would be useful for MRV |
| Identify new financing mechanisms that support the national climate agenda (new mechanisms that the new government would implement, amount of public resources –local government contributions- and resources from other cooperation agencies that have a climate change agenda, as well as the private sector). | This is an activity of the Directorate of International Affairs of INECC that depends on national priorities and of those of INECC | Mapping of funding sources | 2019 | General Directorate and Directorate of International Affairs of INECC | Completed |  |

\* The implementation status is tracked in the ERC.

\* Unit(s) responsible for the management response will fill the columns under the management response heading.

\*\* Unit(s) responsible for management response will update the implementation status. Assigned to an oversight function – monitors and verifies the implementation status.

\*\* \* Implementation Status: Completed, Partially Completed, Pending