

Management Response: Implementation Plan for Evaluation Recommendations

General Information

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PIMS #	
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UNEP Sub-programme	Climate Action
GEF Focal Area	Climate Change Mitigation
Project Manager/ Task Manager	Asher Lessels (Portfolio Manager) / Julien Lheureux (Task Manager)
Office/Division	Climate Change Division
Branch & Unit	Mitigation Branch / GEF Climate Mitigation Unit
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Total # of Recommendations as per Report	4
Implementation Plan Sent to PM/TM (Date)	06/06/2024
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Implementation Plan

No	Challenge/problem to be addressed by the recommendation	Recommendation	Priority level	Type of Recommendation	Responsibility	Proposed Implementation time-frame	Acceptance	Reason if not Accepted or Partially Accepted	Management Action(s) to be taken
1	To ensure there is continued uptake and replication of project outputs and outcomes	The Green Growth Knowledge Platform (GGKP) should develop a best practice in sustainable finance reporting, drawing on the country work completed during this GEF project and other initiatives. This work could also further refine the Roadmap guidance and tools to make them more actionable by future generations of planners.	Opportunity for improvement	Project	Green Growth Knowledge Platform (GGKP)	Short term (1 year)	Accepted	N/A	GGKP will actively promote the continued use of the Sustainable Finance Diagnostic Toolkit amongst key stakeholders, in particular policy makers. This promotion will take place through its communities of practice on the Green Forum, newsletters and network of knowledge partners.

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									This will ensure that the best practice learnings from the project in the form of the developed case studies continue to be applied beyond the lifespan of the project. Active use of the diagnostic toolkit will also result in comprehensive data being collected on the status of and actions by specific countries. By Q2 2025 GGKP will use this collated data to further refine the Diagnostic Toolkit so as to continuously improve its ability to incentivise action on sustainable finance roadmaps by countries.
2	To make sure resources are spent efficiently and results are achieved in the Knowledge-sharing, Monitoring and Learning dimensions	UNEP should endeavour to monitor the use and influence of its knowledge-based activities, such as platforms, working groups, websites, and more. To the extent possible, explicit knowledge management and learning strategies should be integrated into programs and projects to ensure iterative learning and avoid repetition or duplication. To ensure that results are achieved in the knowledge-sharing, monitoring and learning dimensions, project teams are encouraged to integrate trackable, long-term knowledge and learning strategies in future projects.	Opportunity for improvement	UNEP-wide	UNEP	Mid-term (3 years)	Not Accepted	This is a UNEP-wide recommendation. As such, the management response and implementation of the recommendation should be under the responsibility of the UNEP Evaluation Office - not the UNEP Climate Change Mitigation Unit.	N/A
3	Administrative instability and blurred accountability lines prevent projects and	Future similar initiatives within UNEP should be administratively housed in a	Important	Project	UNEP Climate	Short-term (1 year)	Accepted	N/A	The length of the GEF project cycle makes staff turnover, be it at

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	programs from achieving their best results.	sound and stable manner and with clear accountability lines. This will enable staff and project beneficiaries to deploy activities in a way that encourages institutional memory, knowledge and resource retention, and sustainability. Project teams should document/maintain records of decision-making within projects to ensure that staff changes do not affect relationships with partners. The project teams are advised to undertake an internal review of documentation for any ongoing projects.			Mitigation Unit				the project manager or senior management level, almost unavoidable during the lifetime of each project. However, the UNEP GEF Climate Mitigation Unit (Global Portfolio team in particular) recognizes the need for taking this recommendation on board through the reinforcement of good practices, further elaboration of institutional execution arrangements as well as exchange of knowledge among teams and units. Actions: 1. The Global Portfolio team will reinforce good practices such as the maintenance and sharing of notes from internal discussions, correct documentation and filing of internal decisions and agreements, and early briefing of new leadership through strategic 1-pagers and presentations on key issues that imply institutional commitment. 2. The Global Portfolio team will ensure that institutional execution arrangements and organigrams are clearly elaborated at

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									the macro and micro institutional level (i.e. within the Project Management Unit and among executing and implementing teams at UNEP) 3. The Global Portfolio team and the UNEP GEF CCM Unit will encourage and facilitate the exchange of knowledge within the Unit by keeping on record all project-related outputs and deliverables, in addition to participating in knowledge sharing at the Division level (through the common sharepoint initiative led by the Division) as well as participating and contributing towards the work of the UNEP-GEF Implementing Agency teams' Working Group on Knowledge Management and Data.
4	Inadequate project design quality prevents effective deployment of implementation strategies, risk management and evaluation.	In future similar projects, UNEP should be mindful of project design constraints and fully document the baseline contexts and the assumptions made, especially for those projects that are used as vehicles for channelling resources to broader initiatives. Project teams are advised to ensure that projects under design take into account this recommendation.	Important	Project	UNEP Climate Mitigation Unit	Continuously	Not Accepted	In the final draft version of the Terminal Evaluation report that was shared with project proponents on 15 March 2024, this had been identified as a "UNEP-wide" recommendation. But in the Final PDF version of the Terminal Evaluation report, the responsibility	N/A

[illegible]