Management Response: Implementation Plan for Evaluation Recommendations

UN environment programme | Evaluation Office

General Information

Eval ID	754
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Project Evaluation Title	**Terminal Evaluation of the UNEP Project "Adapting to Climate Change in the Lake Victoria Basin"**
PIMS #	
GEF ID	AFR/MIE/Water/2015/1
UNEP Sub-programme	Climate Action
GEF Focal Area	
Project Manager/ Task Manager	Essey Daniel
Office/Division	Climate Change Division
Branch & Unit	Adaptation and Resilience Branch, Climate Change Adaptation Unit
Final PDF Report distributed by Evaluation Office (Date)	18/03/2025
Total # of Recommendations as per Report	5
Implementation Plan Sent to PM/TM (Date)	06/05/2025
Implementation Plan Returned by PM/TM (Date)	08/12/2025
Implementation Plan finalized *(if different from the date above)*	00/00/00

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	Partner states had diverse policies relating to public finance management with requirements that required Government approval and entry of financial information into their financial management systems, with varying stages of approvals. Risk of delay occasioned by the reality of diverse financial, procurement and other administrative requirements that vary from country to country.	UNEP and regional executing entities like LVBC should identify and anticipate different countries' financial management requirements early in the project design—as they may differ from one country to another – to avert any delays in financial approvals occasioned by these requirements.	Important	Project	UNEP and Partners	6 months	Accepted		The diverse public finance management policies and approval processes across Partner States were noted as a key implementation risk, contributing to delays in financial flows and activity execution. This has been fully considered in the design of the upscaling project, where country-specific

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									financial management procedures and approval requirements have been mapped and integrated into the implementation framework. Incorporating these variations upfront is intended to minimize delays, strengthen compliance with national legal systems, and enhance the overall efficiency and predictability of project delivery.
2	The ACC-LVB project did not have the designated and paid staff to conduct the monitoring and reporting activities in each country, and this put a strain on the National Project Coordinators and affected the quality of the reporting. Implementation of this recommendation would support regular and timely visits to project sites and promote accountability against a known M&E budget line.	UNEP should ensure that projects that are regional in nature, with country partners executing activities within their national boundaries, have clearly designated the persons responsible for monitoring activities and the allocated monitoring budget at project design.	Critical	Project	UNEP	Immediately	Accepted		At the regional level, LVBC designated a senior Monitoring and Evaluation (M&E) Officer to coordinate with national M&E focal points across Partner States. However, during the initial phase of implementation, the absence of fully dedicated national M&E officers—with corresponding budget allocations—limited the consistency and quality of reporting. Recognizing this gap, the requirement for dedicated national M&E personnel and clear resourcing has been explicitly integrated into the design of the project's upscaling phase to strengthen the monitoring architecture and ensure more robust data systems.

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3	The partner states reported monitoring figures that, in some instances, did not tally up with LVBC summative reports. Implementation of this recommendation would enable UNEP and partners like LVBC to explore ways to strengthen the analysis of what each partner state is contributing to the overall project. For example, clearer information on how the project was progressing in each country could have provided a better picture of the effects of the project on the entire basin as a whole.	UNEP and its partners, such as LVBC, should ensure that future multi-country projects have a system in place to verify country monitoring reports and ensure they align with regional-level synthesis. This will require that UNEP and its partners explore ways to strengthen regular communication and an open dialogue to provide countries ongoing support and routine progress assessment, as needed.	Important	Project	UNEP and Partners	Immediately	Accepted		LVBC acknowledges that Strengthening consistency and comparability of data is essential for accurately assessing project progress across the Basin. This recommendation has been fully incorporated into the design of the new upscaling project currently being developed jointly with UNEP, which includes harmonized reporting systems, clearer indicator definitions, and stronger data verification mechanisms.
4	The ACC-LVB project's institutional achievements, such as governance structures, policies, and frameworks, appear robust enough to continue delivering benefits post-project. However, sustained follow-up is necessary to maintain these achievements. Implementation of this recommendation will help support the institutional sustainability of the project results. This will help partner countries continue to use the data and the results generated so that the benefits continue even after the projects' end date.	LVBC should sustain the momentum that has been generated by the project to facilitate use and development of innovative tools and data to support climate change adaption in the basin. This could include the continuation of routine sharing of meteorological data to support country level early warning systems and facilitating inter-country lessons sharing through exchange of experiences.	Opportunity for improvement	Partners	Partner	12 months			In line with the recommendation, the project outcomes have been embedded within existing national institutional frameworks to ensure continuity and sustainability. The meteorological data generated through the project is now routinely shared with local governments and communities, strengthening national early warning systems and supporting climate change adaptation efforts. LVBC continues to engage national institutions through regular follow-ups and is facilitating cross-country exchange of lessons to sustain the momentum for innovative data use

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									and tool development across the basin.
5	There was a missed opportunity for collaborative learning and sharing of good practices among the partner countries, which share the same lake basin, due to limited investment in peer-to-peer exchanges.	UNEP should actively include and allocate funds for peer-to-peer knowledge sharing activities in the design and budget of multi-state projects. This would enable countries to learn from each other's experiences and insights during project implementation and thereby enhancing overall effectiveness and cooperation	Opportunity for improvement	Project	UNEP	12 months			The project's upscaling plan has included a dedicated budget to support knowledge sharing and the dissemination of communication materials. This will enhance learning and promote best practices among Partner States.