

**Management Response “Strengthen National Decision Making Towards Ratification of the Minamata Convention and Build Capacity Towards Implementation of Future Provisions”**

Prepared by: Jorge Ocana  
 Input by UNDP: Monica Gaba Kapadia

Position: Manager  
 Position: Programme Analyst

Unit/Bureau: CWM, UNITAR  
 Unit/Bureau: Montreal Protocol/Chemicals, UNDP

**Overall comments:** Some recommendations would require funding to engage on new activities and engage with key stakeholders. Unfortunately UNITAR relies on projects and bilateral support to obtain funding for activities. However we are keen to follow-up on the recommendations that could be done at low or no cost. We can use this evaluation as evidence for additional funding needs beyond the narrow project activity.

**Evaluation Recommendation 1:** UNITAR should strengthen its knowledge management practices throughout the project cycle (e.g. filing project progress reports and other deliverables, capturing knowledge of staff, standardizing hand-over protocols/tools, and identifying and codifying good practices) and better leverage this knowledge for project delivery, organizational development and institutionalization (e.g. development of guidelines and methodologies, enriching the content of training modules, etc.).

**Management Response: Partially accepted**

1. Filing reports and deliverables is common practice- this is already implemented.
  2. Hand-over protocols and tools are in place, with a standard template – already implemented
- 1 and 2 are effective tools to capture knowledge of staff

Key Action(s):	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
UNITAR CWM to work with PPME to codify good practices in relation to the UNDP MIAs, with a view to informing future (across topics) projects	By 30 March 2020	UNITAR CWM and PPME		

**Evaluation Recommendation 2:** UNITAR should leverage its expertise, experience and networks to establish a global community of practice on mercury to serve as the knowledge and learning hub for the UN system and partners (e.g. by building on the existing MercuryLearn platform or the chemicalsandwaste.org platform), and engage members in mutually supportive activities and sharing of experiences to facilitate the implementation of the Minamata Convention.

**Management Response: Partially accepted** – in principle the development of a contacts database and engaging members in supporting activities are good. However, UNITAR’s experience through our PRTR:Learn platform has had limited success on this.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
Establishing a community of practice and engage them in activities would require funding. If funding is available, we will consider developing activities and learning opportunities. Database of mercury portfolio is already developed and available for UNITAR use.	Unknown	CWM		

<b>Evaluation Recommendation 3:</b> UNITAR should assess more systematically and methodologically the learning needs of project beneficiaries, define learning objectives to training programmes and events, define baselines and measure/monitor short- and medium-term achievements of learning outcomes, in order to more assess learning performance and facilitate the identification of remaining knowledge gaps and the development of complementary training and capacity building activities during the course of project execution.				
<b>Management Response: Partially Accepted</b> – agreed that this would contribute to an enhanced project and learning outcomes. However, projects are often restricted in time and budget, suffer delays and communication is not always successful. Options for closer coordination with countries could be considered, and budgeted.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
Develop project proposals, budgets and timelines that factor in these key recommendations, in coordination with UNITAR PPME	Ongoing	UNITAR CWM & PPME		
<b>Evaluation Recommendation 4:</b> UNITAR should capitalize on its country projects by looking for additional opportunities to scale project activities and outcomes at the national level, either by identifying new target audiences for capacity building (ministries, agencies, universities, industrial sectors, NGOs, etc.) and/or partners with whom to localize and institutionalize training programmes whether during project implementation or to inform exit strategies and devise opportunities for future actions and collaboration in support of country partners.				
<b>Management Response: Accepted</b> – the action plans (that the countries have adopted in their MIAs) provide for key opportunities to continue work. Regular contact with project counterparts continues.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
Work with project counterparts to develop proposals for new activities to continue from the MIA	By 30 September 2020	UNITAR CWM		
<b>Evaluation Recommendation 5:</b> UNDP and UNITAR should consider better maximizing their comparative advantages on the mercury portfolio, with UNITAR focusing project support on the provision of technical expertise or installing adequate project management capacity at country level when acting as Executing Agency, and UNDP by making the most of its country presence and closely engaging its Country Offices to support national partners implementing the Minamata Convention and to coordinate with the UN system e.g. UNIDO, WHO, UN Environment, etc. and instruments e.g. UNDAF (now UNSDCF).				
<b>Management Response: Accepted</b>				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
Current project proposals focus on technical support rather than support to management	Done	UNITAR CWM		
UNITAR to develop joint proposals and projects with UNDP that benefit from lessons-learned and comparative advantages	By 30 June 2020	UNITAR CWM and UNDP MPU		
UNDP to consider joint proposals that focus on the comparative advantages of the agencies.	Ongoing	UNDP MPU and UNITAR CWM		

\* The implementation status is tracked in the ERC.