

PROJECT INDEPENDENT EVALUATION – MANAGEMENT RESPONSE

(Note: This form is to be included in the final report)

Name of programme/office/unit:	United Nations Satellite Centre (UNOSAT)		
Name of programme manager and title:	Marion Barthelemy, Acting Director, Division for Satellite Analysis and Applied Research, Manager, United Nations Satellite Centre (UNOSAT) & Strategic Implementation of the 2030 Agenda.		
Name of project undertaking:	Strengthening Capacities in the Use of Geospatial Information for Improved Resilience in Asia-Pacific and Africa project	Project ID	C2021.TARSA076.NORAD
Donor:	NORAD		
Name of evaluation:	Independent endline evaluation of the Strengthening Capacities in the Use of Geospatial Information for Improved Resilience in Asia-Pacific and Africa project		
Evaluation Report issuance date:	October 2024		

SECTION I – MANAGEMENT COMMENTS ON FINDINGS / CONCLUSIONS

The Management welcomes this very comprehensive and useful evaluation. It documents well the strong achievements of the project. It highlights the approaches and dimensions of the project that have worked well, such as the use of in-country experts or open-source software. It also provides very valuable recommendations. While the generous donor for this project– NORAD-is not in a position to fund a second phase, UNOSAT is seeking new donors to continue its support to countries that still need it and request it, as documented in the evaluation. The lessons and recommendations from the evaluation will be essential in formulating and implementing such follow-up projects. They will also inform the elaboration and implementation of capacity development projects which UNOSAT is proposing to undertake in other programme countries, beyond the eight programme countries of the present project.

SECTION II – EVALUATION RECOMMENDATIONS

Management Response to Recommendations and Planned Action

Recommendation	Management Response (Accepted, Partially Accepted or Rejected)	Management response comments	Planned action					
			Key action (s)	Responsible	Timeframe (to be implemented by)	Information Source (link, document or any other evidence for future verification of planned actions)	Budget allocated (if necessary, otherwise specify "n/a")	Status at the time of completing the MR (planned or under implementation)
<p>Recommendation 1: Clarify the level and timeframe for continued backstopping support and in-country experts post-project to ensure sustained capacity and effective application of GIT tools. Clearly define the number of backstopping support requests until project end, specifying the duration and the exact roles of in-country experts. This should be communicated to focal point organizations to avoid a gap in capacity.</p>	<p>Partially Accepted</p>	<p>A set of priority backstopping activities has been identified, and the project management team has developed a plan to complete these within the remaining project timeframe until December 2024. Those activities aim to strengthen the sustainability of the achievements of the project as much as possible. It should be noted that, during the no-cost extension period, the project is operating at a reduced capacity, which may affect the progress of some technical backstopping tasks.</p> <p>Senior management is actively seeking additional funding from various donors to sustain in-country expertise and technical support backstopping following the conclusion of the project. However, as of the time of this response, no specific funding has been secured yet. As UNOSAT is an extra-budgetary programme within UNITAR, maintaining this capacity beyond the project's end requires the provision of new resources.</p> <p>UNOSAT will however continue to extend support to countries in the case of natural disasters, through its Emergency Mapping Service supported by Norway. The present project has helped build countries' awareness of this service.</p> <p>Management accepts the recommendation regarding the communication of project closure. A handover note will be prepared, providing guidance on how to sustain and retain the capacities developed through the project. A letter will be sent to inform the countries about the situation and achievements of the project. It will also seek programme countries' help in fundraising on the next phase of the projects.</p>	<ul style="list-style-type: none"> • Submission of at least three project proposals covering the project countries. • Delivery of 17 technical backstopping sessions, supported by in-country experts. • Issuance of a letter to communicate project closure date and mechanisms. • Preparation of a project handover note for target countries. 	<p>Project Director/ Project Lead</p>	<p>31 December 2024</p>	<p>Project No-Cost Extension Note</p> <p>Project Closure Report</p>		<p>Under implementation</p>

<p>Recommendation 2: Advocate for the establishment and consolidation of core GIT teams in all focal point organizations to ensure the sustainability of GIT capacities and foster the integration of geospatial information in national policies. GIT teams should be embedded into the organizational structures of project GIS/ GIT solution users (focal point and beneficiary government agencies), with a mandate for long-term management of geospatial tools. These teams should benefit from ToT and accompanied to ensure consolidating a national practice community and access to relevant UNOSAT knowledge hub contents.</p>	Accepted	<p>The project team is preparing a project handover note, which will include sections on advocating for the development of GIS capacities within each target ministry. However, it should be borne in mind that decisions to establish new units ultimately depend on resource availability and government processes.</p> <p>UNOSAT will support the long-term hosting of tools where government data servers are not available, and in cases where tools are hosted on government servers, technical manuals will be accessible through the UNOSAT knowledge hub to support ongoing learning.</p>	<ul style="list-style-type: none"> • Preparation of a project handover note for target countries. • Geospatial tools usage and management manual will be hosted in the knowledge hub. 	Technical Lead	31 December 2024	Project Closure Report		Under implementation
<p>Recommendation 3: Increase engagement on the knowledge platform and support ToT participants in applying the knowledge and skills when delivering training. Support countries to develop a structured plan for continued use of the knowledge platform, ensuring ToT participants have access to resources and mentorship for delivering effective training.</p>	Accepted	<p>Upon completing the ToT, UNOSAT provided a third technical training for Uganda via the knowledge hub, where all project web solutions will also be made accessible. This platform will enable ToT participants to access tools and resources for effectively applying their skills. UNOSAT encourages countries to develop structured plans for continued use of the knowledge hub, ensuring ToT graduates have the resources and mentorship needed for impactful training delivery. It will provide guidance through its handover note.</p>	<ul style="list-style-type: none"> • Uganda technical training to be delivered through the knowledge hub. • All web solutions to be accessible via the knowledge hub. • Project handovers note to include guidance on effective use of the knowledge hub platform for delivering training effectively. 	Technical Lead	31 December 2024	Project Closure Report		Under implementation
<p>Recommendation 4: Involve both technical government agencies and higher decision-making levels:</p> <ol style="list-style-type: none"> Assess the degree to which the leadership in potential focal point organizations has a clear understanding or vision of GIT capabilities. During project implementation, develop, together with the focal point organizations, mechanisms for sustained engagement with national government officials at higher levels to secure the necessary resources and political support for GIT integration. Advocate for stronger connections between technical agencies and project approval entities to expedite the implementation of GIT-related activities. <p>Identify the leadership in technical government agencies who can champion the use of GIT tools prior to</p>	Partially Accepted	<p>UNOSAT designed the project based on the interests of focal ministries in each target country, selecting one priority issue per country and identifying the government agency with the relevant mandate. However, in some cases, the agency with the mandate lacked the capacity to fully adopt and sustain the technology. To mitigate this, the project team actively engaged other relevant government stakeholders to fill any capacity gaps. During the final year, senior officials were engaged using the decision-making tools developed for the project. The project management team recognises the importance of involving senior-level officials from the project's outset and will integrate this approach in future initiatives.</p> <p>Geospatial information technology (GIT) supports sustainable development in areas such as land</p>	<ul style="list-style-type: none"> • Future project proposals will present a clear rationale for stakeholder selection. • Project inception missions will prioritise early engagement with senior stakeholders. • Detailed stakeholder engagement plans will be developed for future projects. 	Project Director/ Project Lead	-	-		Planned

<p>project inception. Conduct engagement sessions with ministerial and agency leaders and capacity assessments of potential focal point organizations to ensure alignment on priorities for GIT use and sustainability of solutions.</p> <p>iv. Focus on technical government agencies with the appropriate mandate and expertise to apply GIT solutions effectively.</p> <p>In dialogue with the national governments, select agencies with direct mandates in disaster management or climate resilience to be the focal points for GIT integration.</p>		<p>management and environmental monitoring and conservation etc. Limiting the use of GIT to disaster management agencies alone may restrict its benefits and fail to address the broader priorities and demands of certain countries.</p> <p>Elements of these recommendations will be helpful in designing and implementing follow-up projects.</p>						
<p>Recommendation 5: Enhance Technical Capacity in Government Agencies at subnational and local levels:</p> <p>i. Consider the inclusion of additional training and support for subnational and local authorities, as the project has done in Vanuatu and demanded in other countries, to ensure the effective application of GIT tools across all levels of government.</p> <p>Consider providing more targeted, hands-on training for subnational and local authorities to ensure the effective application of GIT tools at all levels of government.</p>	Accepted	<p>While sub-national and provincial training was limited in this phase, the demand for further capacity-building at these levels is evident. This component was not part of the current project design as engaging sub-national authorities directly is challenging without initial coordination at the national level.</p> <p>With additional funding in a future phase, the project could strategically expand its support to sub-national stakeholders, building on current progress to enhance the effective use of GIT tools across all levels of government.</p>	<ul style="list-style-type: none"> Develop at least one project proposal for sub-national capacity development in GIT. 	Project Director/ Project Lead	-	-		Planned
<p>Recommendation 6: Facilitate High-Level Engagement and Approvals:</p> <p>i. Establish early contact with national governments, involving UNOSAT and UNITAR leadership, to streamline official approval processes and reduce delays in project implementation.</p> <p>This recommendation is crucial to avoiding delays and ensuring that GIT tools can be deployed rapidly during emergencies. Early engagement with government ministries and high-level decision-makers can also help secure political buy-in for integrating GIT solutions into national disaster and climate resilience strategies.</p>	Accepted	<p>Early communication with national governments was established, but COVID-related mobility restrictions caused initial delays.</p> <p>Management recognises the importance of high-level engagement to streamline approvals and enable rapid deployment of GIT tools during emergencies. In future projects, inception missions will occur at the outset to secure timely approvals and minimise delays.</p>	<ul style="list-style-type: none"> Inclusion of project inception mission as part of inception phase of future projects. 	Project Director/ Project Lead	-	-		Planned
<p>Recommendation 7: Leverage UNCT and Bilateral Coordination Mechanisms:</p> <p>i. Strengthen the project's cooperation with the UN Country Teams (UNCT) and other bilateral cooperation frameworks to enhance coordination and avoid duplication of efforts.</p>	Accepted	<p>Management acknowledges the importance of further strengthening cooperation with UN Country Teams (UNCT) and leveraging bilateral coordination mechanisms to enhance project effectiveness and avoid duplication. Future phases will prioritise collaboration with UNCT and</p>	<ul style="list-style-type: none"> Appraise UNCT through inception mission in any future projects. 	Project Director/ Project Lead	-	-		Planned

<p>ii. Explore opportunities for collaboration with other UN and bilateral projects to maximize impact and create synergies. This could include joint initiatives to expand the reach of GIT tools across sectors such as agriculture, urban planning, and environmental monitoring. Strengthening ties with bilateral cooperation frameworks will enhance the project's ability to mobilize additional resources and avoid duplication of efforts in project countries.</p>		<p>other bilateral partners, which should start during the inception mission.</p>					
<p>Recommendation 8: Replicate Success in Similar Contexts:</p> <p>i. Identify further countries to replicate this project successful elements such as using in-country experts and adopting open-source software that could be replicated in other countries with similar contexts.</p> <p>ii. Continued support in countries where progress is being made but that would require additional support to sustain results.</p> <p>Identify additional countries where this project can be replicated. Successes such as the effective use of in-country GIT experts and the adoption of open-source software should be adapted to new contexts.</p>	<p>Accepted</p>	<p>Management is committed to identifying new countries where successful elements, such as leveraging in-country GIT expertise and adopting open-source software, can be adapted to similar contexts, subject to available funding. This is currently being done as part of the elaboration of new project proposals. Additionally, fundraising efforts are underway in countries where capacity has already been developed to support transformative change and sustain impact.</p>	<ul style="list-style-type: none"> • Submission of project proposals covering the new countries. • Submission of project proposals in the programme countries where additional support is required to sustain results. 	<p>Project Director/ Project Lead</p>	<p>-</p>	<p>-</p>	<p>Planned</p>
<p>Recommendation 9: Gender</p> <p>i. Promote gender participation in technical fields like GIT by showcasing “champions” and undertaking awareness raising together with academic institutions. Such champions can be women already working in national governments at different positions with GIT solutions. There were several examples in the project countries, including some of the in-country experts. Develop a gender strategy for new project and discuss its operationalization across all project components. Consider partnering with universities to address gender inequality root causes. Consider helping to groom more junior women in government who could move to the GIT field.</p> <p>ii. Strengthen collaboration with the implementing partner in terms of gender good practices for replication in future activities.</p> <p>Promote gender participation in technical fields like GIT by showcasing successful female champions and conducting awareness-raising campaigns with academic institutions. These campaigns can highlight women already</p>	<p>Accepted</p>	<p>Management has actively collaborated with academic institutions to increase female participation, resulting in significant impact as several graduates have progressed to become technical officers within government. In future projects, a dedicated gender strategy will be developed to strengthen mentorship and address gender disparities, ensuring inclusivity and equitable opportunities across all project components.</p> <p>UNOSAT has recently applied for a project that prioritises resilient infrastructure development, with GESDI (Gender Equality and Social Development Integration) at its core.</p>	<ul style="list-style-type: none"> • Submission of at least one project proposals that includes GESDI strategy in its design. • Enhance partnership with academia and offer mentorship program 	<p>Technical Lead</p>	<p>-</p>	<p>-</p>	<p>Planned</p>

<p>working in national governments who have successfully used GIT solutions. A gender strategy should be developed for new projects, with a focus on operationalizing gender inclusivity across all project components. Consider partnerships with universities to address gender disparities by offering training and mentorship programs for women in technical roles.</p>								
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Name of Director/Programme Manager	Date	Signature
<p>Marion Barthelemy Acting Director, Division for Satellite Analysis and Applied Research UNOSAT</p>	<p>07/11/2024</p>	

SECTION III – FOLLOW-UP / TRACKING

Management Response to Recommendations and Planned Action Follow- up							
Recommendation	Management Response (Accepted, Partially Accepted or Rejected)	Management response comments	Planned action				
			Key action (s)	Status 6 months (planned, under implementation, implemented)	Comments	Status one year (planned, under implementation, implemented)	Comments
	This column will be completed by PPME	This column will be completed by PPME	This column will be completed by PPME	This column will be completed after six months only	Write in this column any comments explaining, giving context or details on the actual status of the planned action	This column will be completed after one year only	Write in this column any comments explaining, giving context or details on the actual status of the planned action
Recommendation 1							
Recommendation 2							
Recommendation 3							
Recommendation 4							

Name of Director/Programme Manager	Date	Signature
Name of Project Manager	Date	Signature