

## **Minutes, Project Appraisal Committee**

### **Project: EU-UNDP Capacity Building Programme – Global Support Programme**

**Tuesday, 15 March 2011**

#### **Participants:**

Douglas Gardner (BDP) Chairperson, Gordon Johnson (BDP/EEG), Stephen Gold (BDP/EEG), Yamil Bonduki (BDP/EEG), Allison Towle (BDP/EEG), Leo Horn-Phathanothai (RBA), Selva Ramachandran (RBAP), Christopher Briggs (RBLAC), Dima Al-Khatib (RBAS), Jennifer Colville (BDP/Capacity Development), Lucy Wanjiru (BDP/Gender Team), Alison Drayton (PB/External Relations), Jose Dallo (BDP Directorate), Fuad Ali (Sustainable Development and Poverty Reduction, Yemen CO, on assignment with the RBAS).

#### **Written Comments Provided by:**

Jennifer Colville/Chitose Noguchi, Fuad Ali, and Jose Dallo. Additional comments provided by Selva Ramachandran after the PAC meeting.

#### **1. Presentation of the project proposal**

After some opening remarks from Chairperson, Douglas Gardner, Yamil Bonduki provided an overview of the project proposal, including how it was initiated, proposed focus on capacity building in the fields of Greenhouse Gas Inventory Systems, Nationally Appropriate Mitigation Actions (NAMA), Low Emissions Development Strategies (LEDS), Monitoring, Reporting and Verification (MRV) and Mitigation in the sector of industry. Stephen Gold also added a brief overview of the proposed programme in the larger context of BDP/EEG, explaining how it is a strong pillar of the newly formulated LECRDS Unit, and is a significant element of UNDP's strategic attempt to assist countries in these newly emerging areas of work under the EU-UNDP Programme.

#### **2. Summary of Comments and Responses**

**Scope of the programme:** It was agreed that the scope and activities of the proposed programme are very relevant to participating countries. Substantively, the proposal was considered sound and was welcomed by participants. However, it was pointed out that synergies should be identified so as not to duplicate efforts (e.g. USAID initiative on LEDS in a few countries). It was also mentioned that linkages should be made to national priorities. The need to ensure coordination between the public and private sector was highlighted, where appropriate.

**Response:** It was clarified that after the Programme is approved following the PAC, countries will initiate their preparatory phase where there will be opportunities to identify synergies with relevant initiatives and linkages with development priorities. This will be made more explicit in the Project Document. It was also explained that although the focus of a participating country may be geared towards the public or private sector, this focus does not preclude them from coordination with the other. Furthermore, the private sector component of the proposal will be relabeled as industry so that it is clear that state-

owned companies can participate in this component. This clarification was considered very important, especially in the case of the potential participation of China given the role of state-owned companies in the selected industries under the Programme.

**Structure and clarity of the Project Document:** Comments were made regarding poor flow of text in specific sections of the document and lack of clarity that leads to confusion. Specific issues that were raised in this regard include:

- The document reads as if UNDP is a subcontractor to the EU.
- Some sections, such as the management arrangements and monitoring and evaluation section were unclear or read as standard text and were not specific to the Programme.
- There is a need to ensure alignment of Resource Framework, Monitoring and Evaluation sections and the workplan.
- There is lack of clarity on whether LEDS could also include the “climate resilience” side of national climate change strategies. The Prodoc should ensure consistency.

**Response:** These issues will be addressed in the revised Prodoc. It was clarified that although the Programme is a joint initiative between EU and UNDP, the programme will be implemented under UNDP rules and procedures. The Log Frame and corresponding sections will be changed accordingly to ensure consistency in the terminology used. It was also clarified that the focus of the Programme is on “low emissions” and related areas, but that this does not preclude countries from identifying and developing the necessary linkages with adaptation and climate resilience work at the country level. This clarification will be included in the revised Prodoc.

**Countries’ selection and communication:** The Regional Bureaux stressed the need to ensure that selection of countries should be systematically consulted through their offices. A point was also raised on adequate communication with the relevant government focal points through the UNDP COs. The need to ensure we are taking the negotiations into consideration and talking to the right people was also addressed. This includes ensuring that the EC delegation offices in countries liaise with COs on any consultations/issues to ensure adequate coordination at the country level. Questions were raised about countries whose participation is still pending due to lack of endorsement from the government. These include Brazil, China, and South Africa. Confirmation by these countries was considered difficult for various reasons, but further discussions will take place between the CO and the Governments before a final decision is made. Finally, questions were raised about the process to be followed in a case where government endorsement does is not secured.

**Response:** Coordination with the RBx will be ensured so that formal channels for consultation and discussion are followed before there are any changes in the list of participating countries. EU delegation offices have been informed of the CO focal points, and viceversa, in each of the participating countries. Further communication will take place involving the RBx to confirm and/or determine potential replacement countries, if needed. Communications that have taken place between HQ and COs in these countries will be forwarded to RBx.

In relation to how replacement countries will be identified, if required, it was agreed that the RBx will be consulted before any discussions take place with the EC office in Brussels. It was however clarified that the focus of the programme was intended to be industry this focus must remain in any replacement country that is determined. It was explained that, if positive results are demonstrated by the end of the year, the programme may receive additional funding in order to expand to other countries (no commitment has been made by the EC or other potential donors). In this event, proper coordination with the RBX will be carried out.

**Management Arrangements/Budget:** The committee expressed the need for elaboration and better formulation of the management arrangements that currently appear in the Prodoc. It was pointed out that the organization chart for the programme is confusing as and it does not clearly depict the relation among the different partners. It was further determined that the reference to “EU Experts” should be removed from the figure to avoid interpretation of exclusively EU led and executed work. Instead, the Prodoc must clearly state that it will seek the best expertise available to support countries regardless of their region of origin. This is especially important to ensure that South-South cooperation. It was also noted that the role of the regional centers of excellence should be better explained, especially the difference between technical centers and UNDP Regional Service Centers. Finally, it was agreed that country level involvement should be better explained and the roles of steering committees should be clarified. Other comments included: GSP budget is quite heavy – Staffing/consulting costs should be elaborated on, including number of staff; reasons for having personnel situated in Bonn should be explained; GMS should be included in the budget; and clarification should be made that DEX arrangement is for the global component only.

**Response:** During the course of the meeting it was explained that staff will be located in Bonn to be strategically close to the UNFCCC Secretariat and to support the establishment of the new Green Fund Mechanism. This would ensure better coordination in the context of emerging issues under the Convention. It was explained that reference to experts will not be limited to the EU, and that the organization chart will be redesigned to better explain the coordination mechanisms for the programme. In relation to the regional centers, an explanation will be included so that the distinction with the RSCs is clear in terms of their role and the support they will provide to countries. It was also explained that the global steering committee is to provide general advice and overall guidance for programme implementation, assessing progress, and recommending corrective actions, as needed. National steering committees will be established by each country; these will be co-chaired by the appropriate government institutions and UNDP CO. It was agreed that concerns expressed above will be addressed in the revised Prodoc.

**Process for developing national project proposals:** Questions were asked on the process to be established to ensure that countries have a clear understanding of the steps to follow for the preparation of the project proposals. Concerns were also expressed about the timeframe estimated for the preparatory phase, as it was not considered very realistic. Participants also highlighted the need to ensure a country-driven process to avoid the mistakes of other programmes such as the AAP, in which the proposals were mainly driven by regional centers or international consultants with little government

buy-in. Participants felt the AAP should be drawn on for lessons learned – strengths should be recreated and weaknesses eliminated. The preparatory phase should be an opportunity for a detailed assessment of relevant initiatives at the country level and a way to link the programme with national priorities, ensuring appropriate consultations.

**Response:** The process to be put in place for the preparatory phase includes developing a standard format for countries to request the preparatory funds. Guidance will be provided to countries to carry out the stocktaking exercise and stakeholder consultations modeling the process that UNDP has developed to assist countries in the preparation of their National Communications to the UNFCCC. Guidance will also be provided to countries on how to prepare the project document for submission to UNDP for review and approval. Technical backstopping will be made available through the support programme to CO and national teams during the preparatory phase. It was explained that although concern about the short time is noted, there is very high pressure on the donors side (EU and German Government) to show some interim progress at the national level, given that resources for this programme were allocated from the “fast-track” funding agreed under the Convention.

A suggestion was made that the preparatory phase at the country level can be used to extract some lessons learned and provide an overview of the key issues and priorities emerging from this phase. These would be used to showcase progress at the country level while the preparatory phase is underway. An explanation on this issue will be included in the revised Prodoc. Leveraging other initiatives such as the AAP will be included as well to ensure that Programme takes into account experiences learned through similar processes.

**Other comments:** The Capacity Development Group provided extensive written comments. In these written comments it was stressed that the programme should build on other UNDP initiatives to support capacity development. The AAP was again used as an example to draw lessons from. In relation to gender mainstreaming, it was recommended that project preparation and implementation identify a strategy to address gender issues, looking at potential linkages between the actions identified under the programme at the country level. It was further suggested that this should be done during the inception phase, and not following project approval or only during implementation. It was highlighted that in-house support and expertise can be made available to assist countries in this area. Special reference was made to the pool of experts being compiled and that can be useful for integrating and mainstreaming gender.

**Response:** Written comments provided by the CDP were acknowledged and will be used to improve the Prodoc. Special reference will be made to the proposed CD support strategy for the global and country levels. Guidance which will be provided to countries for project formulation will include reference to the need for gender mainstreaming, as appropriate, including reference materials and tools for countries to use as technical resources.

**Other comments:**

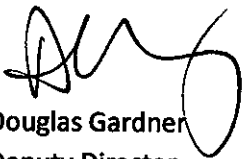
- A reference should be added to the project document regarding the use of Teamwork as a way to share and connect knowledge.
- Prodoc should be careful about overselling UNDP capacities in the field of MRV.
- Linkages with other regional initiatives should be explored.
- Workshop at the sub-regional level should be considered as a platform to build national capacities and facilitate exchange of information.

**Response:** All of these comments are acknowledged and appreciated and will be incorporated in further design and implementation of the programme.

**3. Concluding Remarks**

The Chairperson concluded that overall there is enthusiastic support for the programme as well as strategic relevance in the larger framework. It was suggested the Project Document be revised to reflect discussions and suggested changes, including leveraging the organizations experience with AAP and a thorough read-through with the intent of producing a more refined Project Document.

With this in mind the proposal was approved by the PAC, subject to revisions.



Douglas Gardner  
Deputy Director  
Bureau of Development Policy

