

Management Response – PWFI Mid-Term Review – November 2021

November 2021

Background

This Mid-Term review was commissioned by IUCN and it fulfils its Monitoring and Evaluation Policy to conduct an independent Midterm Review (MTR) for the purpose of learning and reflection on project management and early results. It also addresses Norad's requirement in terms of project evaluation.

The expectation for this review was that the findings and recommendations will help to identify any needed course corrections in the project's approach and activities and bring valuable external reflections to help strengthen the project and complement the MEL system.

IUCN's Management Response, presented here, addresses the 14 recommendations put forward by the reviewers and for which they suggested short- or medium-term actions. This Management Response also addresses the longer-term recommendations suggested by the consultant although tracking of these recommendations will not happen during the remaining lifetime of the PWFI project.

GMPP will lead the implementation and tracking of the actions to implement the recommendations below and will count on the support of several other units named here with shared responsibility for the actions and intended results. Every individual/unit requested to take action (listed below) has been consulted and commented on this response and agreed on the planned actions.

Evaluation Management Responses

Project identification data			
Project title:	Plastic Waste Free Islands (PWFI)		
Date started:	10.12.2018	Registration n°:	P03025
Date closed:	31.12.2022		
Project manager:	Programme/office:		
Janaka da Silva	GMPP	IUCN HQ GLAND	

Management Response Summary Data	
Name of evaluation or midterm review: Mid-term Review of IUCN Plastic Waste Free Islands (PWFI)	Unit/person responsible for managing/tracking follow-up: Janaka da Silva Florian Reinhard
Date received: Waiting for final version	
Date Management Response approved: TBD	Units/individuals requested to take action: Janaka da Silva
Last updated:	Joao Sousa Domenique Finegan Paula Katirewa

Recommendation	Management response	Intended Result	Actions planned (including timeframe)	Completed Actions (progress update)	Responsibility
<i>List each recommendation from the report, one per row.</i>	<i>e.g. Agree, partially disagree or disagree (explain as needed)</i>	<i>What is the intended result of the action you plan to take?</i>	<i>Actions should be SMART</i>		<i>Responsible unit/person and any other notes</i>

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Recommendation 1: Project Timeline 12-month extension to project timeline	Agree	Project is granted with sufficient time to achieve its intended results	Revised Budget and Work plan for a 1-year extension Submitted to Norad for Approval	Approved by Norad	Programme manager
Recommendation 2: Theory of Change Adopt Reconstructed Theory of Change	Agree with the reformulation of the Theory of Change which maps to the existing programme of work, though item 1.5 was not included in the original scope of the project.	ToC is not only used as a communication tool but also as a project management tool	For items not budgeted in original proposal, IUCN will coordinate with other regional actors who are assessing drifting plastic assessments and incorporate information into our work where appropriate. ToC will be used and periodically updated during team meetings and outcome harvesting sessions. A more detailed version with intermediary outcomes and causal pathways clearly mapped out will be developed to support programme management and decision-making.	A draft detailed ToC was developed between December 21 and January 22 with the Pacific and Caribbean teams	Programme manager MEL officer
Recommendation 3: MEL/Reporting Adopt mid-year reporting for activities and budgeting	Partially Agree. While Budgeting and tracking of expenditures is done monthly, budget revisions across units on a half yearly basis is administratively challenging with existing IUCN systems.	Create a Semi-Annual Report based on Outcome harvesting.	Internal mid-year reports from the respective units that are currently part of the project management will be collated using the outcome harvesting exercises.		IUCN HQ and IUCN Regions
Recommendation 4: MEL/Reporting Maintain up-to-date recording of project tracking tools	Agree with reservation. Maintaining up-to-date recording of project tracking tool is important to ensure that the right data is collected on time to inform decision-making. However, time and resources available to use these tools need to be considered and focus should be directed on tools that are perceived as the most useful for the project (see recommendation 8)	More and better data reported in timely manner. Decision-making is supported by facts and evidence.	Team to agree on reporting modalities by end of Q1 2022		Programme manager Regional coordinator MEL officer
Recommendation 5: MEL/Reporting Institutionalise use of ERM with project team and consultants	Agree with Reservations	Assess IUCN ERM processes compatibility with Project management and monitoring processes and modify if appropriate	Assess application of ERM processes within existing Project management systems		IUCN HQ in collaboration with Regional Coordinators
Recommendation 6: MEL/Reporting Integrate gender indicators for remaining project aspects	Agree.	IUCN will collate and integrate gender indicators across the project.	Develop gender assessment of project interventions.		IUCN HQ in collaboration with Regional Coordinators
Recommendation 7: MEL/Reporting	Agree.	Support Governments in all 6 countries to identify key gaps	Synthesis policy reports by the end of first quarter of 2022.	Technical support of synthesis identified.	Programme manager and Regional Coordinators

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Compile policy recommendations into master document		and actions required to mainstream project actions.	Policy recommendation to be compiled and captured in policy recommendation tracking tool by end of Q1 2022.		
Recommendation 8: MEL/Reporting Consider reducing the number of project tracking tools to focus on depth over breadth	Agree. Usage of current MEL tracking tools requires a consequent investment in time and resources that are not at the disposal of the project team	Prioritise investment of time and resources on tools that are most useful to the team.	Team discussion will be organised during Q1 2022 to decide which tools to keep and those to drop.		MEL Officer
Recommendation 9: PWFI Blueprint Re-examine the value and utility to consider if the Blueprint continues to be a useful output and how it would be applied	Disagree. The utility of the blueprint is for replication and expansion to other small island developing states. What has been adapted over the course of the project is the format and structure of the blueprint.	As noted in the revised Theory of Change developed, the Blueprint is designed for the replication of create zero plastic waste island states, designed to run alongside regional marine litter action plans, and to hit specific targets.	Dialogues with National Stakeholders to commence in the first quarter of 2022 on blueprint needs.		Technical lead and IUCN Regional Coordinators
Recommendation 10: Policy Reconsider policy outcome feasibilities due to degraded government bandwidth from Covid-19 impacts	Agree	A revised plan for policy engagement that is country specific.	Initiate discussions with Countries to identify priorities (to be completed by 1 st quarter of 2022).		IUCN Regional Coordinators with Support from IUCN HQ
Recommendation 11: Policy Increase government support for enterprise through engagement with Ministries of Finance, Tourism, and Business	Agree	Develop an engagement strategy for government actors not included to date.	Review National Stakeholder engagement plan and update as required. Identify and create appropriate communication products to support engagement and make the case for support.		IUCN Regional Coordinators Communications in GMPP to assist.
Recommendation 12: Business Case Ensure business cases are supported by detailed and costed examples with demonstrated previous successes within a comparable context	Agree	Demonstrate viability of Alternate Value Chain solutions.	A series of case studies on pilot activates to be developed.		IUCN HQ and Regional Coordinators
Recommendation 13: Plastic Network Conduct plastic market mapping to support plastic business pilots	Agree with reservations. The pilots were identified based on detailed material flow assessment on the availability of plastic sources and for each selected pilot, and a cost benefit analysis was done. In terms of Technological readiness levels, this project will focus on bench testing which is within the scope of the original work proposed.	Enhanced understanding of market opportunities developed Alternate Value Chains	Assess the practicality of including market mapping for the business pilots in 2022 and implement if feasible.		IUCN HQ in collaboration with Regional Coordinators
Recommendation 14: Plastic Network Engage with global plastic packaging sector (e.g., ANZPAC Plastic Pact) to further leverage assistance on plastic management	Agree	Strategic Coordination with actors previously not engaged with to share and support their actions which are aligned with project goals.	Engagement has commenced. Data and material from the project has been shared with ANZPAC Plastic Pact. Steps are being taken to identify and engage with other key	Dialogues with ANZPAC commenced.	IUCN HQ and Regional Coordinators

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			organisations relevant to the sectors identified.		
Recommendation 15: Studies /Activities Include systematic financing mechanisms for plastic waste enterprises	Agree	Coordinate with other Actors in the region who are investing.	Initiate and expand discussions with national, regional and global collaborators.	Discussions with ANZPAC, GEF island programme in Caribbean and Pacific completed and collaboration areas identified.	
Recommendation 16: Studies /Activities Include market systems assessments to identify actions to improve the business enabling environment	Partially Agree. Will need to adapt the existing approved work plans and budget.	Focus on assessments for specific business cases developed through the project	Review approaches to integrate assessment where relevant and viable.		IUCN Regions in collaboration with IUCN HQ
Recommendation 17: Studies /Activities Include benefits and barriers studies to identify and target behaviour change that is contextually appropriate	Agree	Assess feasibility of including relevant components into remaining project activities where appropriate.			IUCN Regions with support from IUCN HQ
Recommendation 18: Standards Use certified and accredited standards for data collection	Partially Agree. The project used the PRIF/SPREP methodology- Waste Audit Methodology: A Common Approach. A step-by-step manual for conducting comprehensive country waste audits in SIDs. This had to be adapted to Covid-19 which meant specific elements had to be revised as there were human health implications to sampling landfills.	Review and Assess methodologies to be used relative to expected needs.	Develop a report to clearly articulate the relative merits and limitations of the methodology.		IUCN HQ
Recommendation 19: Capacity Building Specific focus on improving national capabilities that will contribute to national reporting and tracking	Agree	Support training and capacity building of application of methodologies developed to key stakeholders in 2022.	Include into 2022 work plan		IUCN HQ and regions
Recommendation 20: Plastic Network Consider twinning with existing plastic waste enterprise in a mentor/support role for private sector as national and regional capabilities are developed	Agree	Support the development of innovation hubs either through the project or secondary resources.	Include into 2022 work plan	Initial discussions with The Basel Convention Regional Centre for Training and Technology Transfer for the Caribbean (BCRC-Caribbean) on potential linkages to their ongoing activities. Similar Engagement in Pacific are commencing	IUCN HQ and Regions
Recommendation 21: Plastic Network Engage with regional recycling hubs (e.g., PRIF) for a broader and deeper	Agree	Improve regional engagement with regional recycling hubs in the Pacific.	Include into 2022 work plan		IUCN Oceania Coordinator

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business development network for future projects					
<p>Recommendation 22: Plastic Network Engage with global plastic packaging sectors to leverage plastic waste management assistance and initiatives</p>	<p>Agree with reservations. Initial engagement with select sectors did not result in meaningful cooperation.</p>	<p>Review approaches to engage with global packaging sector with focus on select countries.</p>	<p>Assess practicality and identify partners working in the sector to work with.</p>		<p>IUCN HQ</p>