Independent Evaluation – Management Response

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

Name of programme/office/unit:	Project Management Group (PMG) of the IOMC Toolbox for Decision Making in Chemicals Management – Phase III project
Name of programme manager	Richard Brown for the PMG
Name of project undertaking	IOMC Toolbox for Decision Making in Chemicals Management – Phase III **AGB #** n/a
Name of evaluation	Final Evaluation
Date:	14 June 2023

SECTION I – Comments on Findings, Conclusions	
No additional comments.	

Management Response for Independent Evaluation Recommendations

SECTION II - RECOMMENDATIONS	

Recommendation	Management Response and Planned Action				
	Accepted Partially Accepted Rejected	Planned action	Budget allocated (if necessary)	Status 6 months (planned, under implementation, implemented)	Status one year (planned, under implementation, implemented)
1. Improve the way that the Phase IV of the project deals with GEEW by developing and using an explicit GEEW strategy for the project that builds upon the work of Women and Gender @ SAICM. Also, a GEEW entry-point for the Toolbox should be developed in Phase IV.	Partially accepted	Activities and indicators incorporated into Phase IV agreement.	No specific budget		
	Comments: The Phase IV agreement does not include budget for development of a GEEW entry point so this recommendation can only be partially accepted. The Description of the Action for Phase IV reflects the need to incorporate gender issues in the development of tools and in capacity building activities. Ensuring that women are participating equally in training events, with an indicator for this, has also been incorporated into Phase IV. Use of partner resources such as good practice for gender-responsive communications is also referenced in Phase IV. The work of partners is not guided just by a single interest group, but also by internal resources of partner organizations and wider frameworks such as UN-SWAP.				

Recommendation	Accepted Partially accepted Rejected	Planned action	Budget allocated (if necessary)	Status 6 months (planned, under implementation, implemented)	Status one year (planned, under implementation, implemented)
2. Reflect on the ongoing validity of the Phase III project theory of change at the Phase IV MTE, by filling out a third column added to Table 4.	Accepted	Progress to be assessed at the MTE of Phase IV	n/a		
	Comments: Progress against the theory of change can be assessed at the MTE of Phase IV. The assessment process undertaken during Phase III can be continued.				

	Recommendation	Accepted Partially accepted Rejected	Planned action	Budget allocated (if necessary)	Status 6 months (planned, under implementation, implemented)	Status one year (planned, under implementation, implemented)
3.	Review and adjust the baseline and percentage increase per year for targets in the project logical framework to ensure they are set at a realistic level.	Accepted.	Review and adjust the indicative outcomes and indicators as needed.	n/a		
	Comments: In the logical framework presented in the Phase IV agreement it is explicitly acknowledged that the expected outputs and related indicators are indicative, and may be updated as needed if agreed by the partners and the donor.					

	Recommendation	Accepted Partially accepted Rejected	Planned action	Budget allocated (if necessary)	Status 6 months (planned, under implementation, implemented)	Status one year (planned, under implementation, implemented)
4.	Improve project capacity development in Phase IV by developing and using a capacity development strategy that includes the Kirkpatrick framework and individual, organisational, and enabling environment dimensions of capacity development, as well as guidelines for when to hold in-person meetings and when cheaper virtual meetings will suffice. Build national networks of Toolbox trainers of trainers. Build on UNITAR's experience with capacity development.	Partially accepted		**n/a**		
	Comments: The recommendations from the final evaluation of Phase III can be taken into account when planning capacity building activities in Phase IV of the project. It is not known at this stage how much training will be via web-based training courses, how much will be virtual or in-person and how much will be of the "train the trainers" type, so it is not possible to know if a network of trainers of trainers will be possible (hence the recommendation can only be partially accepted).					

	Recommendation	Accepted Partially accepted Rejected	Planned action	Budget allocated (if necessary)	Status 6 months (planned, under implementation, implemented)	Status one year (planned, under implementation, implemented)
5.		Accepted	Included in Phase IV	n/a		

	Informed by this strategy, Phase IV of the project should do a better job of following up on how Toolbox users and workshop and webinar participants are using project outputs. Success cases should be developed for communication purposes. The success cases should show how the Toolbox has contributed to specific outcome trajectories relating to better chemical management at country level.	**Comments:** The Description of the Action for Phase IV includes in the Logical Framework, under Impact, follow up with countries and the development of case studies showing countries using the Toolbox and its content to develop policies for the sound management of chemicals.				

	Recommendation	**Accepted Partially accepted Rejected**	**Planned action**	**Budget allocated (if necessary)**	**Status 6 months (planned, under implementation, implemented)**	**Status one year (planned, under implementation, implemented)**
6.	Allow for staff time and budget to deal with the administrative and bureaucratic impediments identified in Phase III that happen when running a multi-partner project, and which cannot be changed at project level.	Accepted		Included in Phase IV		
	Comments: It is planned to employ a staff member with the administration of Phase IV of the project as a substantial part of their post description. In this role, the staff member can engage with the PMG on a regular basis to more effectively guide the project through the bureaucratic elements contained in the funding agreement. Accepting the recommendation to allow for more staff time depends on successful recruitment of additional staff which is a decision which lies at Organization level and is not within the control of the project. It is also acknowledged that internal administrative and bureaucratic impediments within each partner organization can also impact the project, and these cannot be easily addressed by employing a staff member focused on coordinating the project. It will also be necessary to be realistic when planning activities, to take into account these impediments, for example by planning extra time.					

	Recommendation	**Accepted Partially accepted**	**Planned action**	**Budget allocated**	**Status 6 months**	**Status one year**

	Recommendation	Rejected	Planned action	(if necessary)	(planned, under implementation, implemented)	(planned, under implementation, implemented)
7.	Phase IV of the project should set a better example of showing its POs working together to establish inter- and intra-sectoral partnerships, networks and collaborative mechanisms to share information, experiences, and lessons learned. This could include organizing capacity building workshops jointly, i.e. in a ToT format, where other organisations are not simply invited but co-organizers.	Accepted				
		Comments: There were some joint activities during Phase III involving different partners, and further joint activities are intended in Phase IV. A staff member largely dedicated to the role of project coordinator will be able to facilitate the co-organization of activities.				
	Recommendation	**Accepted Partially accepted Rejected**	**Planned action**	**Budget allocated (if necessary)**	**Status 6 months (planned, under implementation, implemented)**	**Status one year (planned, under implementation, implemented)**
8.	Embed the project more deeply in national chemical management processes by contributing to carefully selected ones, such as building a cross-sectoral and integrated approach to ensure the sound management of chemicals. In this context, identify and support a network of 'Toolbox' champions to increase the number of project beneficiaries at national level.	Partially accepted				
		Comments: The identification and support of "champions" was not included in the Description of the Action for Phase IV. However, this approach can be considered by the Project Management Group when planning how to implement activities. Agreement to engage the project in national processes is a decision for national authorities rather than project partners, so the recommendation can only be partially accepted and will be subject to the cooperation of national governments.				
	Recommendation	**Accepted Partially accepted Rejected**	**Planned action**	**Budget allocated (if necessary)**	**Status 6 months (planned, under implementation, implemented)**	**Status one year (planned, under implementation, implemented)**
9.		Rejected				

	Phase IV of the project should explore building complementarity between the Toolbox and SAICM's Knowledge portal to sustain the Toolbox after external funding finishes.	**Comments:** The recommendation is not accepted as the sustainability of the SAICM portal is not secured either. Additionally, the position of all resources connected to SAICM depends upon the outcome of the Fifth International Conference on Chemicals Management in September 2023 and so no commitment can be made at this time. It should also be noted that the SAICM Knowledge Platform only currently addresses SAICM Emerging Policy Issues and does not comprehensively cover all the aspects of chemicals management which the Toolbox covers.				
	Recommendation	**Accepted Partially accepted Rejected**	**Planned action**	**Budget allocated (if necessary)**	**Status 6 months (planned, under implementation, implemented)**	**Status one year (planned, under implementation, implemented)**
10.	Phase IV should endeavour to make the Toolbox relevant to a broader audience, and find ways of making it useful on an on-going basis so users return to the site. Phase IV should set itself the target of increasing visits to the web site by an order of magnitude to make it more likely to sustain funding to keep it going.	Accepted				
		Comments: The upgraded and more user-friendly Toolbox now available, and the additional schemes and language versions of tools to be developed in Phase IV, are intended to attract a broader target audience to use the Toolbox (as is described in the Description of the Action of the Phase IV agreement). The longer term plan is to mainstream the promotion of, and training on, the Toolbox into all relevant ongoing activities of partner organizations to continue to grow the user base of the target audience, which is mainly policy makers. It would be possible to broaden the content of the Toolbox to target a broader audience, such as industry users, but this would require different types of content and would take place in a future phase.					