

NOTE TO FILE

RE: Missing management response to the terminal evaluation for the global programme "Promoting Integrated Sustainable Waste Management Public Private Partnership (PPP-ISWM)".

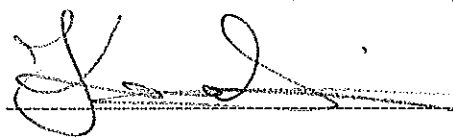
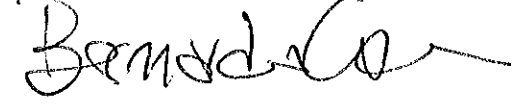
This note has been prepared with reference to the terminal evaluation for the global programme Promoting Integrated Sustainable Waste Management Public Private Partnership (PPP-ISWM). The referenced evaluation was completed in September 2013. It appears that the team responsible at the time for managing the programme, the former Capacity Development Group in the then-called Bureau for Development Policy, did not duly file a management response upon receipt of the final evaluation report. The evaluation therefore is still outstanding in the UNDP Evaluation Resource Centre database.

Noting that the Capacity Development Group was ^{abolished} in 2014, and that the relevant programme specialists have since left the organization with consequent loss of institutional memory, the Development Impact Group (DIG) in the Bureau of Policy and Programme Support (BPPS) is not in a position to complete and file such management response post-facto. Nevertheless, the attached table (Annex I) provides the elements of a management response to address key recommendations identified in the evaluation.

Based on consultation with the Independent Evaluation Office, this note is to record that BPPS Management is aware of the missing management response. This note and its Annex serves in lieu of the management response for the purpose of closing the outstanding evaluation in the UNDP Evaluation Resource Centre.

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Margaret Thomas 8/11/2018.

Annex I – Elements of a management response

2013 Recommendations	Response
1. Results-Based Management & Performance Management	
<p>“1. 1. Increase the use of M&E results-based budgeting. “</p> <p>“1.3. Elevate UNDP team performances in outcome level programming. “</p>	<p>Since the time these recommendations were issued, UNDP has overhauled its Programme and Project Management (PPP) prescriptive guidance in the POPP and introduced significant improvement in the way implements results-based-management. In particular, all new programmes and projects are required to adhere to a set of standard corporate quality criteria designed to improved M&E practice, as well as better targeting of beneficiaries. In addition, a new customized project Management Certification will be rolled out in 2019 to, among other things, strengthen the M&E capacities.</p> <p>UNDP also developed in 2016 a Monitoring Policy which includes benchmarks to ensure that programme and project budgets include adequate human and financial resources for M&E.</p>
<p>“1.3 [sic] Integrate performance-based disbursement with results-based reporting.”</p>	<p>The PPM revision (2018) introduced payment-for-results guidance.</p>
<p>“1.4. Provide incentives to evidence-based, high-performing pilots”</p>	<p>In the intervening period since the recommendation was issued, UNDP has made significant improvements in the way it reports its results (including through the yearly Results Oriented Annual Report exercise) to highlight high performing projects and pilots; dissemination of results via social and digital media has also increased accordingly.</p>
<p>“1.5 Improve the quality and reliance of data in progress reporting, fact sheets, and case stories to assist data-driven decision-making”</p>	<p>Over the years UNDP has introduced tools and training programmes to enable staff to report and represent data more effectively – for example, the recent introduction increasing use of the PowerBI suite of tools has improved the overall ability to represent data visually.</p>
2. Multi-Disciplinary Performance & Collaborative Capacities and 3. Piloting, Replication & Scale-Up	
<p>“2.1 Create the impetus for collaborative capacities internal and external to UNDP country teams and limit a siloed approach at the design and implementation phase”</p> <p>“3.1. Make use of lessons”.</p>	<p>The recently revised PPM provides guidance to country teams on project design and implementation to ensure they are informed by/linked to broader organizational learning. The corporate project quality assurance requirements now require project designers to ensure lessons and learning (including from evaluation) are duly taken into account at the design phase. Furthermore, since the time the evaluation was</p>

	<p>completed, UNDP has been promoting a collaborative knowledge exchanges leveraging available e-platforms. Importantly, the ongoing re-envisioning of the UNDP policy function is premised on approaches and investments in collaborative practices more fluid knowledge sharing to ensure less siloed programming.</p>
<p>4. Knowledge Management at UNDP Regional Level</p>	
<ul style="list-style-type: none"> - "Conduct a 'stock-take' of knowledge products. Disaggregate, monitor, and assess the utility of key knowledge products used at the country level. Use the evidence to make decisions on the allocation of human resources and funding." - "Invest in fewer but higher quality knowledge products, including fact sheets and case stories". - "The efficient retrieval of high quality practical products is more likely to motivate individuals to perform better." 	<p>Since the time the evaluation was issued, UNDP has put in place several measures to strengthen its knowledge product management, including the recent revisions to the quality assurance process for knowledge products, as well as introduce analytics to inform decisions on what publications to pursue. A revised taxonomy of knowledge products makes retrieval of relevant information/publications from the corporate website easier.</p>
<p>5. Contracting with partners and Service Providers</p>	
<ul style="list-style-type: none"> - "Contract agreements between service providers and UNDP should be made available for evaluations purposes". - "In contract negotiations with technical service providers, be explicit about the scope and justification for limiting or extending involvement in country and regional level monitoring and commissioned evaluations". - "In contract agreement, specify communication and reporting protocols at the country office and regional level in order to avoid a conflict of interest (e.g. reporting inequitable practices and unclear resource expenditure)". 	<p>Since the time the evaluation was issued, UNDP has developed clear guidance with regard to contracts with partners and Service Providers, which can be found in the POPP.</p> <p>UNDP developed in 2009 a Handbook for Planning, Monitoring and Evaluation for Development Results, which contains guidance related to planning, monitoring and evaluation. The chapter on evaluation is currently being revised and will be finalized late 2018.</p>

