

Evaluation Brief: ICPE Mali

Mali is a vast Landlocked Developing Country and Least Developed Country in north-western Africa. In 2012, the country went through a political and security crisis that has had severe economic and social consequences. In July 2013, an integrated stabilization mission (*Mission multidimensionnelle intégrée des Nations Unies pour la stabilisation au Mali – MINUSMA*) was set up by the United Nations Security Council, in agreement with and in support of the transition authorities of Mali. Although extreme poverty rates have dipped slightly since 2017, regional inequalities persist and the population – particularly in rural areas – still is vulnerable to security, economic and environmental shocks.

UNDP in Mali developed a country programme document for 2015-2019, established around

objectives in line with the country’s Strategic Framework for Economic Recovery and Sustainable Development 2016-2018 (CREDD) and the 2015-2019 United Nations Development Assistance Framework+ outcomes. UNDP’s programme in Mali planned to contribute to the following four outcomes: 1) Strengthening security, peace and national reconciliation, 2) Inclusive growth and sustainable development, 3) The promotion of good governance, and 4) Access to quality basic social services.

Findings and conclusions

UNDP’s programme in Mali is thematically and geographically scattered, which raises concerns for effective implementation and monitoring of results. In addition, the multiplication of efforts

FIGURE 1. UNDP programme expenditure by funding source, 2015-2017

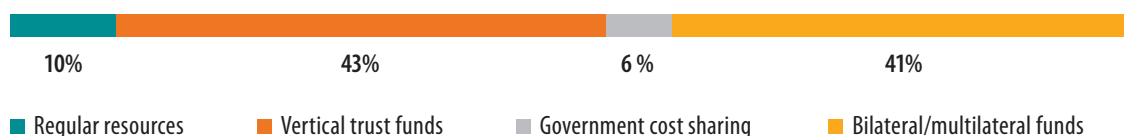
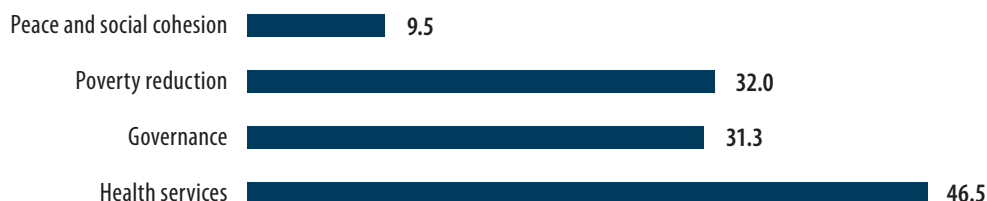


FIGURE 2. Programme expenditure by outcome, 2015-2017 (million US\$)



across the programme thematic areas illustrates the lack of strategy guiding UNDP's work in its development approach.

Weaknesses in programme monitoring and project data collection negatively affected UNDP's capacity to address bottlenecks and implementation risks in time, as well as its capacity to communicate on what it has achieved. This has had negative consequences on UNDP's ability to mobilize resources.

UNDP's position in Mali is unclear to many, affecting its ability to collaborate with development partners.

Coordination and joint activities with UN and other development partners have improved but remain largely insufficient. UNDP must work with the UN Country Team and MINUSMA to develop a more coordinated and coherent development programme in Mali, making better use of agencies' respective expertise to better address the country's numerous development challenges.

Recommendations

Recommendation 1. UNDP must clearly define, both geographically and thematically, its area of intervention. An increased focus will help the country office in setting realistic goals, improve the monitoring of its activities, and better communicate on achieved results.

Recommendation 2. The next programme must be based on strategies that actively support exploring synergies and thematic integration to address the complex development challenges of Mali more effectively.

Recommendation 3. Strengthening the country office's capacity for programme monitoring and evaluation will contribute to improved reporting, clear positioning, as well as addressing implementation risks and insufficient results while projects are being implemented.

Recommendation 4. UNDP should improve and clarify its position among the development partners of Mali. It has a recognized advantage as the main actor that can bring effective ways to deliver on the Sustainable Development Goals

(SDGs). In turn, the SDGs should also be a means for UNDP to better focus its programme.

Recommendation 5. UNDP can use its central role, its good collaboration with government partners and the SDGs as entry points for a more coordinated UN development effort.