

## Evaluations Management Response, Summary & Lessons Worksheet

**Evaluation name:** Avaliação do Projeto BRA/98/004 – Implementação de Programas e Projetos de CTPD

**Evaluation Type:** Final

**Responsible Unit for Key action:** At the time of the evaluation, Programme Coordination Unit. Presently Project is part of the Governance Unit's portfolio.

**Key action Time frame. From:** 2004 **To:** undefined

**Status of Key action:** Initiated

### Issues, Recommendations and Management Response:

<b>Issue:</b> From evaluation report or management discussion	<b>Recommendation:</b> From evaluation report or management discussion	<b>Management Response</b> Agree/Disagree/Pending (if need explain and detail steps and strategy)
Project and subproject's monitoring is precarious and is not shared with UNDP	There is an urgent need for the implementation of an objective monitoring and evaluation system, which will allow a continuous and updated follow-up shared by UNDP and ABC, as opposed to the annual tripartite meetings. The effort should start by the creation and upload to the system of a database of all ongoing projects.	Agree. A comprehensive IT system, where all projects and activities will be registered, is under development at ABC. ABC has requested UNDP to provide the financial data to upload into the new system. So far, however, it was not mentioned whether access to this system will be granted to UNDP.
Brazilian Best Practices' identification is not systematical.	Review the process by which subprojects opportunities are identified in order to match Brazilian positive experiences and the needs of the country receiving the cooperation. ABC's Strategic Plan, defining mission, policies, internal and external environmental analyses, short, mid and long term objectives, should be annually updated and its construction must be a participatory process involving all levels of the organization.	Agree. Traditionally, UNDP has not received any information regarding the selection of cooperation initiatives. This has been a very sensible political matter over the years. Brazilian government that their choice with whom cooperation is a matter of national sovereignty. UNDP's involvement has been restricted to operational matters and to signing some of the agreements already formatted.
Subproject's documents are not detailed enough	The cooperation subprojects' documents must include objective descriptions of: expected results; Brazilian guidelines for	Agree. In the years following 2004, ABC has concluded its personnel transition from

	horizontal cooperation, stakeholders" expectations and roles, related institutional development, including team orientation and training on Project formulation, prospecting missions, evaluation, report and work plan preparation.	project hired consultants to public servants. New staff has received training in project management.
Implementation and Operational Procedures are confused and overlapping	Revise processes, attributions, competency development and IT infrastructure in order to promote more operational efficiency.	Agree. ABC's coordination in charge of south-south cooperation has been restructured. New staff was assigned to positions according to their competencies and skills and have been trained. A new comprehensive IT system for managing all ABC's project information is under implementation.
Networking is weak and initiatives are concentrated at the national level	Promote networking and closer collaboration between selected initiatives, partners and fund raising. This recommendation includes promoting cooperation of initiatives triggered at state level.	Agree. As mentioned above, UNDP does not have access to such information.
Low participation of other government institutions in the decision process, thus creating low commitment of decisive partners.	Creation of participative mechanisms such as a forum to increase ABC's interaction with partners from all government levels to contribute for cooperation's macro planning and to strengthen the commitment of decisive government institutions.	Agree. UNDP is not aware whether such mechanisms have been established.
Project coordinators and ABC management seldom meet to discuss Project implementation	Regular meeting with Brazilian coordinators of the SSC Projects for discussing operational aspects concerning project implementation.	Agree. UNDP is not aware whether these meetings are being held. UNDP's operational contacts are exclusively with the team assigned to the Financial and Administrative Nucleus at ABC.
Lessons learned are not applied to new or other ongoing projects	A comprehensive assessment of all the SSC projects. It is likely that the same lessons learnt in the cases studied during this evaluation will be also applicable.	Agree. UNDP is not aware whether such assessment has been done.
Professional Training Project in Angola was limited and its continuity has not been ensured.	A new Professional Training Project in Angola must promote the consolidation of a national Professional training model. This model must include private and public sector cooperation	Agree. UNDP has no knowledge if such a Project has been formulated.

Local government has not appropriated the knowledge generated by the Project.	and focus on the management (formulation, implementation, monitoring and evaluation) of professional training policies.	
HIV/AIDS Project in Angola was interrupted	The HIV/AIDS Project in Angola is to be put in operation again. Activities initially planned must be reviewed, redefined when appropriate and a new implementation schedule must be prepared.	Agree. UNDP has no knowledge if the Project has continued.
Literacy Project in Mozambique was not in accordance to country's expectations	A new Literacy Project in Mozambique should be negotiated as to respond to country's expectations and to be effectively inserted in the country's educational policies.	Agree. UNDP has no knowledge if such a Project has been negotiated.
The Bolsa-Escola Project in Mozambique is not sustainable	Components on institutional developing must be included in the Project. Strategies, structures, work processes, staff and informational systems must be redefined so the Mozambican Ministry of Education can develop the capacity to manage conditional income transfer projects.	Agree. UNDP is unaware if the project was revised.
New actions are needed to ensure the sustainability of the HIV/AIDS Programme in Mozambique	New planned actions for fighting and preventing HIV/AIDS in Mozambique must be implemented effectively, especially regarding the support to the installation of an industrial plant and a laboratory for pharmaceutical quality control. These are strategic actions that would enhance the sustainability of cooperation initiatives, not only with Brazil but also other countries.	Agree. UNDP is unaware of any new action in this field.
Cooperation Projects with Bolivia do not focus on strategic areas relevant to country development	Cooperation Projects with Bolivia should be revised to focus on concrete possibilities for advancing relevant solutions to national problems. Indicators of project's primary and secondary impact on productive chains and local development must be defined prior to Project start.	Agree. UNPD is not aware of new or revised cooperation Projects with Bolívia.
Brazilian SSC policies are not clear	The Brazilian Ministry of Foreign Relations must position itself towards a clear and transparent policy for south-south cooperation. Priority focus areas and countries must be indicated, based on cost, opportunity and risk analysis. The policy must seek to combine focus thematic areas (defined either by demand or supply) and beneficiary countries (national problems must be clear and the potential to improve further	Agree. Brazilian SSC policy priorities have changed a lot over the years. Cooperation has increased in the President's Lula first government and is surely to also be a strong issue in the second. However, the cooperation pattern is very inconsistent. Haiti is the now

	cooperation must be present).	priority country, Africa and East Timor also remain as preferential partners. Cooperation with African countries has frequently been matched with presidential visits, which involved a solemnity to sign the cooperation agreement.
UNDP must strengthen its role in the cooperation with ABC	UNDP must continue to support, in a stricter manner, the management of the cooperation projects and of ABC's institutional strengthening. Emphasis must be given to project design and capacity development. UNDP must seek to ensure that every new partnership represents a step forward regarding the previous one.	Agree. Programme Coordination has initiated a new phase of negotiations with ABC regarding SSC. The arrival of a new diplomat in charge of SSC might represent a good opportunity for change in UNDP-ABC's relationship. Progress reports since 2004 have been requested to ABC and also a work plan for 2007.
UNDP-ABC Cooperation Framework (umbrella PRODOC) is too generic	The cooperation between UNDP and ABC must be better detailed. Project Document must inform expected outputs related to SSC project implementation, must allow complementary and contingency funds when necessary, include a plan of joint monitoring and evaluation missions, systemize methods and procedures, ensure operational support for the projects' units abroad, among others, and redefining the cooperation management arrangements for SSC project implementation (agenda for meetings, definition of topics to be discussed, participants, monitoring and evaluation of projects etc.).	Agree. Even though a revision of the umbrella Project has not yet been discussed, we have initiated some talks about special SSC project procedures and guidelines, including the revision of the SSC Manual.
Larger SSC Projects require evaluation	Evaluation procedures must be defined for larger SSC projects (criteria for mid term, final and ex-post evaluation, for defining the evaluation team etc.)	Agree. UNDP Brazil CO has established a new unit in charge of Project evaluation who will define a methodology applicable to all Projects. When concluded this method shall also be negotiated with ABC for its application to SSC projects.
SSC Projects require specific management procedures	ABC and UNDP must develop together management procedures specific to SSC, including guidelines for the execution of activities and financial transactions in other countries. This must be based on studies	Agree. This discussion will take place during the meetings for revising the SSC Manual.

	which may indicate the need for legal context revision or even to national legislation.	
Permanent training opportunities for staff in ABC's SSC Unit.	Staff in ABC's SSC Unit periodically trained in Project cycle, planning, budget preparation, public policy, definition of indicators, administrative and organizational techniques, international relations, negotiation, among others.	Agree. Since staff turn over in ABC is high, offering permanent training opportunities is essential. UNDP is not aware if the training programs for recently recruited staff will continue on a regular basis.

### **Summary & Lessons learned:**

#### **Summary:**

A summary of the Project evaluation is at large formed by the list of issues and recommendations provided above.

In general, Project's activities and products delivered were very close to planned goals. This reveals a realistic planning. However, Project's main objective is very generic: "to support the implementation of development projects in cooperation with other developing countries".

This general description of the Project's objective, the lack of a strategic planning and the absence of information regarding project monitoring and evaluation can be appointed as the main sources of project's failures.

Managerial mechanisms at both UNDP and ABC have also suffered because of the change in the national law regulating the engagement of project personnel. ABC has suffered a large staff turn over, including people at managerial levels.

Another strong weakness of the Project is its sensibility to political interference. Politics is an important hidden component of the Project. Even this evaluation process was almost compromised by political issues. The team of consultants in charge of the evaluation was select by UNDP and ABC. During the works the consultants disagreed on the terms of the evaluation and there was a schism. Two reports were produced: the first by two consultants who were less inclined to positively evaluate ABC's participation and the other by a consultant who had worked for ABC in the past. This summary as well as the list of issues and recommendations and the lessons learned was mostly extracted from the first report, because the second was closer to a progress report than to a proper external evaluation report.

#### **Lessons learned:**

- Solutions developed and supplied by Brazil must be adapted to the culture of the beneficiary country;
- Identification of project opportunities and project design must be based on pre-defined cooperation strategies;

- An added-value chain focus must be adopted in order to better assess direct impact and on project's surroundings;
- Keeping good partners is a necessary condition for Project success. Nevertheless, this alone is not a sufficient condition to ensure an intervention's success. Good partners help, bad partners make succeeding unviable.