

Management Response Outcome # 23 Evaluation

UNDP Management Response Form

Outcome #23: "Strengthened institutional capacities in risk management at central, regional and local levels"

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Prepared by: Oscar Agramont Mayori

Cleared by: Claudio Providas

Input into and update in ERC: Oscar Agramont

Position: Strategic Planning, M&E Officer

Position: Deputy Resident Representative

Position: Strategic Planning, M&E Officer

Unit/Bureau: RBLAC\Bolivia

Unit/Bureau: RBLAC\Bolivia

Unit/Bureau: RBLAC\Bolivia

Evaluation Recommendation or Issue 1: Redrafting of the Risk Management Program, clearly committed to the planning-oriented "development results" as stipulated by the CAD and UNDP.

Management Response: We agree with the evaluators recommendation which considers that it is important to redraft the Risk Management Programme to be more clearly committed to the planning-oriented "development results" and this programme will comply with the evaluators recommendation through the preparation of a substantive revision to be reviewed on the formal channels (pre-PAC and PAC) which will consider all the key actions that the evaluators recommended on this point.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
1.1. Apply Risk Reduction Index (RRI) in Bolivia to comprehensively guide public policies and instruments of policy and the process of formulating the new Risk Management Program. The International Strategy for Disaster Reduction (ISDR) has identified three causes of disaster risk conditions: (a) marginalization, inequality and poverty, (b) the destruction of living systems (ecosystem degradation) and (c) management and land uses. In that sense, the research group on Risk Reduction Index, proposes that "each of these factors or risk drivers are particularly relates to governance as actions to control or reduce disaster risk are conditioned by an environment of national and local governance given, and also by the interventions of international actors ... "therefore, Governance is an unavoidable in any analysis of the underlying causes of disaster risk, then regarded as the fourth risk factor or driving force. The Risk Reduction Index (RRI) was thus established with 4 disaster risk drivers or causes. Drive 1: environmental degradation. Drive 2: socioeconomic	April 2012 - December 2013	Public Policies for Well Being Programme Unit/ CPR Team (R.Chain)	This index will be applied on the next substantive revision of the Risk Management Programme 76923	Initiating

conditions. Pusher 3: land use planning. Drive 4: governance..				
1.2.The Programme of Disaster Risk Management with the authorities of the Government of Bolivia identified the "development results" having correspondence with the 4 drivers of disaster risk. Considering the four risk drivers act as forces of stopping the Good Living, they generate human insecurity and forced to greater exposure to the negative effects of climate change, identify development results should be those that explicitly modify longer term, the four drivers of risk for: a. The reversal of environmental degradation and harmonization between different systems of life (human and natural). b. The eradication of poverty and the construction of Living Well (well). c. The equitable management of human settlements and production in the territory with respect to their potential and geographical conditions. d. The practice of participatory democracy as a governance mechanism for the social, environmental and territorial. According to the above, identify those results that change positively Development 4 disaster risk drivers also will be changing political conditions and capacities / institutional, economic, technological and knowledge of communities to address disaster risk exacerbated by climate change. To perform this identification of "Development Results", evaluators suggest using the matrix No. 4. Which allows us to visualize the links between the MDGs / HFA Development Results identified and prioritized by the Government and its order regarding the "risk driver" to be modified	April 2012 - December 2013	Public Policies for Well Being Programme Unit/ CPR Team (R.Chain)	To be taken into account in the next substantive revision of the Risk Management Programme 76923	Initiating

1.3 Define the technical assistance services, products and technologies appropriate to be generated or made available to complement and support the Government of Bolivia in the achievement of development results identified. It is recalled that the services and products to generate these results to contribute, should be directed strictly to cause changes in the drivers of risk for: a. The reversal of environmental degradation and harmonization between living systems (human and natural). b. The eradication of poverty and the construction of Living Well (well). c. The equitable management of human settlements and production in the territory with respect to their potential and geographical conditions. d. The practice of participatory democracy as a governance mechanism for the social, environmental and territorial. To define services, products and technologies appropriate to be provided by the GR program (with the help of partners), evaluators suggest using a recommended matrix in the document.	April 2012 - December 2013	Public Policies for Well Being Programme Unit/ CPR Team (R.Chain)	To be taken into account in the next substantive revision of the Risk Management Programme 76923	Initiating
1.4 Moving towards the formulation of a Common Framework for Action and Performance, within the subgroup of GRUS GR. More than one format, the "Common Framework for Action and Performance" (MCAD) is a strategy for building and coordinating arrangements for the implementation of two or more public commitments, Public Policy or policy instruments (such as a particular Program) facilitating the achievement of common goals and visions on the development and management of risks, and that may be reflected in the progress towards achieving the MDGs and the HFA. It has a methodology, a technique and a mechanism for managing public policies and policy instruments in intercultural contexts in the same geographic	April 2012 - December 2013	Public Policies for Well Being Programme Unit/ CPR Team (R.Chain)	To be taken into account in the next substantive revision of the Risk Management Programme 76923	Initiating

region. The MCAD is a mechanism by achieving common goals and process problems from different mandates, vision, resources, capabilities, and ultimately from the asymmetries that show different cultural groups but also from those differences and similarities that show institutional actors donors, aid and beneficiaries. The MCAD is a methodology for systematically articulates the priorities of Living Well in harmony and balance with Mother Earth (analogically understood in the West as the Human Development and Sustainable Development) with international commitments, providing Program Management as Risk of UNDP efforts to conduct their "intelligence", resources and operations, to complement the action that the Central Government made in meeting the State Public Policy (legal under construction) and the Government Public Policy (Bolivia changes, Evo Meets, for example), also involving donors based on international commitments that have sunk (MDGs and HFA). The MCAD is a technique, because it gets to organize the operational work of the Risk Management Program for each of its partners, helping to clarify the strategy of "partnership" and paving the way to go directly to local areas and people most need, facilitates monitoring the progress of actions and most importantly, enables each partner to self-assess their contribution and performance, learn from practice and improve their efficiency and effectiveness in implementing its action on Development Results identified. Conceptually, the MCAD is designed to achieve coordination of as many partners towards the achievement of "Development Results", ie designed to facilitate the formation of a broad coalition for action aimed at creating long-term changes in living conditions and capabilities of self-determination of population for Living Well in common-unity (community) and balance with the environment, and where these changes can be measured through the			
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evolution of long-term indicators, especially related to the MDGs and the HFA. In summary, the MCAD enables us to pass from a "negative coordination" to a "positive coordination" focused on the synergies between the different mandates and international institutional actors, regional, national and local, thus providing a new quality initiatives management and policy making institutions within the group of GRUS GR. It is essential that those who participate in the implementation of the MCAD, who have to finance it, and those who are called to cooperate and to contribute, participate in the process of building this framework, thus honoring the principle of positive coordination.	Evaluation Recommendation or Issue 2: Adopt a scheme of work based on the placement of "technical assistance" in each project to ensure that these are met in timely and successfully, freeing the technical issues of projects to the person in charge of the program, so that it can engage the technical link with politics, that is, (a) pay more attention to encourage and give effect to the rationality and work teams work of institutions and projects are able to deploy and (b) to mediate among those who specialize in specific areas of knowledge and those who set political commitments of public life, fulfilling a role of integrator, mediator and messenger. Management Response: The recommendation of the evaluators about the office may adopt a scheme of work based on the placement of "technical assistance" in each project is an interesting recommendation that will be applied in the design and formulation of the future projects that constitute the Programme Pipeline portfolio which may help the office to ensure that the outputs, the results and the activities are fully achieved and met on timely basis and the Projects may be successful on its implementation. The issue regarding an Appropriate Technical Assistance (ATA) will ensure the compliance of the technical issues involved on complex projects and the advocacy and public relations will show and promote the risk reductions as a result of the sector, urban and territorial development actors perform well in areas policy / institutional, and technical and advocates for cross-sectoral approaches and interdisciplinary approach and strategy issues related to reducing disaster risk. And we agree with the evaluators that it will promote and advocate for the sustainability and relevance of the project, strengthening the ownership of the beneficiaries.
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2.1 For each project, the main technical assistance contract whose mission is to ensure that the Project and overall coordination of the project are a success in every way. Appropriate Technical Assistance (ATA) refers to the provision of professional services expertise to ensure the legitimacy of social / institutional and technical / methodological processes put in place to achieve the expected products for the GR Program, as stipulated in the Financing Agreement, technical and administrative guidelines, the Global Operating Plan and Annual Action Plans of the project which has been assigned. The overall goal of ATA is to ensure the success of the project and the person coordinating the project which has been assigned to the ATA, from that perspective, the specific objectives of the ATA are: 1) Advise the Director (a) of the project in execution; pushing not only for project activities within its sphere of competence, but also to pass national staff "know-how" (know-how) and knowledge appropriate so that they can take care of themselves manage these activities once the project. 2) Contribute to the thematic expertise and management experience and project management to implement effective, efficient, coherent and relevant project, the best way possible considering the overall objectives and specific expected results thereof. The ATA will have an advisory role to Management and Technical Coordination Project, aiming all official communications of the project, contractual technical documents, administrative and financial support good management and project implementation. In case of denial of approval, it must be justified in writing to the Beneficiary and the GR Program UNDP, within a maximum of one week.	April 2012 - December 2013	Public Policies for Well Being Programme Unit/ CPR Team (R.Chain)	The recommendation will be taken for future projects	Initiating

Evaluation Recommendation or Issue 3: It has structured a team with clear complementary relationships and synergies between different areas of UNDP work, firmly grounded in a Business Process Management to Development Results.

Management Response: The recommendation of the evaluators the utilization of standard format by the joint programmes which will facilitate the coordination between different programs of UNDP and it will contribute to an effective and efficient action of the programs is an interesting point that our office will implement in the design and formulation of future projects and if we can in the ongoing ones through substantive revisions.

3.1 Take the standard format used by the joint programmes of the UN System (Joint Program) up and running within the UNDP-adapted to the particularities of this agency, to facilitate coordination between different programs of UNDP and Effective and efficient action of the programs.

To facilitate the work towards quality management and program services of Risk Management, UNDP is encouraged to organize the work for "Process-oriented Development Results," the entire program, thus creating a context of quality developing the capacity of Program Management as a whole, and consequently it is suggested:

- Organize the production of services and products of the program, resulting in sequence development by structuring productive chains and networks of such services and products, which involve partners who managed to unite around the results development.
- The human resource capacity installed in the Program will be developed consistently with the competencies required for each level of implementation for each process that demands the implementation of the program (job profile).
- The logic command / input / process / service and product / acting / development outcome / impact-MAH MDGs to be developed by the Program, including detailed considerations on the capacity and commitment of staff involved at each level of the program and that, should be described as the gap closed by means of training and staff training.
- It will promote partnerships and joint projects with similar institutions of UNASUR / MERCOSUR / ALBA for the provision of services to facilitate the incorporation of knowledge and appropriate technologies, as well as AT equally appropriate.

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The recommendation will be taken for future projects

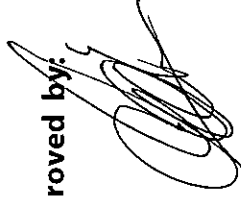
Initiating

Prepared by:



Oscar Agramont Mayori
Strategic Planning, Monitoring and Evaluation Officer

Approved by:



Claudio Providas
Resident Representative a.i.