Management Response Mid Term/Final Evaluation CPD 2008-2012

UNDP Management Response Form
Mid Term and Final Evaluation of the Bolivia Country Programme 2008-2012 Date: August,2011

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Evaluation Recommendation or Issue 1: ***The role that UNDP has assumed as a partner state should be strengthened, where their strengths relate to the management, supervision and coordination related programs and projects, while the technique should be strengthened by giving more insight. The rotation of consultants is an issue that does not favor a continued implementation of the projects.***

Management Response: ***We agree with the evaluator's recommendation which considers that it is important to strengthen the role of UNDP CO as government partner and this action implies to improve our strengths related to management, supervision and coordination of programmes and projects with substantive and technical assistance and advisory and the MCT oriented the programmatic change of the office .***

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
1.1. **Key Contribution's of the Bolivia CO to development**: UNDP has contributed significantly to the establishment of new judicial body. We have also worked on strengthening the participation of indigenous peoples and peasant political organizations in the process of legislative debate and public policy. UNDP contributions to their research and measurement tools, has played an important role in promoting programs to reduce socio-economic gaps at regional and rural. The contributions in terms of promotion, research and public policy making through the Human Development Reports and MDG have been important. In coordination with the MPD and UDAPE, capabilities for measuring and achieving the goals of the MDGs were improved, resulting in the Prefectures (now Governors) will count with instruments to measure their progress towards the MDGs and the establishment of monitoring and tracking systems at the departmental level. UNDP led the Inter-Agency Gender program (MDG-F	January 2008- December 2012	Management and Programme Unit	ROARs 2008-2011.	Achieved

Seed program) and the Ministry of Justice, a pilot program for 2 000 women, providing skills, technical, and financial as well as a mechanism to consolidate their legal status coupled with the immediate results, generated inputs for program development with a focus on gender, employment and citizenship. This program was included in the report of the Government as one of the 100 achievements the same in 2011, and has become a platform for public policy debate in the productive and social as well as a model for improved targeting and impact of social assistance programs as it combines a micro grant program genre, microcredit, technical and legal assistance to women in situations of marginality.				
1.2. **Cross Practice Approaches of UNDP Bolivia CO**: UNDP's role was reflected mainly in an active job of integrating their program areas (governance, poverty and environment) project supported by the HR / MDGs. This was manifested in the 3 thematic fund windows MDG-F (Peace, Private Sector and Gender) working together on a foundation of human rights, integrating production issues supported by analytical work on equipment gaps Human Development Report social issues and also on the HDR 2009 report "The Other Border" focused on sustainable development, livelihoods and a new economy energizing popular traditional crops, production organized environmentally responsible. Finally, Gender, which leads UNDP, gender combine a program for women with productive development (capacity building and financial services) and justice as 3 pillars for a sustainable economic empowerment impact on several MDGs (poverty, nutrition, health and gender). The territorial, through the ART program, the process was accompanied by regional governments and municipalities working with issues of governance combining local, social and environmental policies, and technical assistance in economic development.	January 2008- December 2012	Management and Programme Unit	ROARs 2008-2011.	Achieved

1.3. **UNDP Bolivia CO programme supported to strengthening national efforts to improve development effectiveness and aid management** : UNDP's work on aid effectiveness to development has focused on 3 areas: a) cooperation through GRUS (donor group) led by a troika which the RC / RR is a party, be given a forum for programmatic coordination between bilateral and multilateral donors, including emerging South-South cooperation as Brazil, initiatives proposals and lobbying and working with national counterparts, which involved a lot of meetings b) With the Ministry of Planning and Foreign Ministry, in capacity building and institutional strengthening of legal and operational issues based on the new state constitution. These efforts have resulted in 2011 that the MPD get a better cup of registration in the national budget resources, greater ownership and performance under NIM framework of UNDP programs and work more coordinated monitoring and assessment, better participation on committees lis national managers (project boards) and joint evaluations. c) A decentralized and regional level, UNDP has supported technical assistance, knowledge management tools and the ministry of regional and local and regional governments. At the central level with the formation of the SEA (national body to support the devolution process), with studies of social, capacity and data on regions and regional governments, and local governments with planning and management tools for the measurement of MDGs at the local level, but also as ART programs that help the 3 levels of government with a methodology and tool for planning, coordination and alignment of local plans with national objectives. Art has also served as a platform for cooperation aligned locally with the priorities of the territory.	January 2008- December 2012	Management, OCR and Programme Unit	ROARs 2008-2011.	Achieved

1.4. The Value Added of UNDP Bolivia CO UNDP added value is demonstrated regularly in the incidence, profile and statements counterparts and partners, as well as internal management indicators. The government and the president himself has acknowledged the role of the UN in its efforts of the "live, planting Peace" which this year became public days before the start of the indigenous march by Tipnis charging more relevance and interest. UNDP contributed to a joint effort of 10,000 USD by getting 20% of the population surveyed in December 2011, recalled the campaign and its messages and also has positioned itself as a partner in major projects on sensitive issues such as support for the Prime Minister's Office management and capacity building, the Supreme Electoral Tribunal, the formation of the legal unit Plurinational Assembly (parliament) in constant demand as a mediator or counselor involvement in various conflicts. The drawing power is high as evidenced in any of the events and reproduction of their statements and key messages of the thematic reports.. The president insisted on presiding over the signing ceremony of the UNDAF in office. UNDP is also often required by UN agencies to coordinate joint planning areas with partners, such as on issues of environment and food security. Internally, UNDP has restructured, cutting costs, focusing on reducing the level of projects and more substantive interventions focusing on and prioritizing national implementation. The mobilization of resources extra-budgetary means of the contraction of the offer of cooperation does not refundable is evidence of confidence in UNDP and its added value.	January 2008- December 2012	Management, Programme and Operations Unit	ROARs 2008-2011.	Achieved

Evaluation Recommendation or Issue 2: *Make a plan to a smaller time horizon as you run the risk that CPD be outdated quickly..*				
Management Response: *The recommendation of the evaluators about planning is pertinent since we are in process of formulation and approval of our new Country Programme CPD 2013-2017. It is very difficult to make a smaller plan since UNDP Rules and Regulations establish a five year programming cycle that should be planned and we are not allowed to make smaller time horizon plans.*				
Key Action(s)	**Time Frame**	**Responsible Unit(s)**	**Tracking**	
			Comments	**Status**
2.1 New Country Programme 2013-2017: A New Country Programme Document for the cycle 2013-2017 has been formulated in relation to the new UNDAF for the same period, and it is in process of approval. This CPD aligns the office to the new programmatic change that is being implemented.	November 2011- December 2012	Management, Monitoring & Evaluation and, Programme Unit	CPD Document 2013-2017 ready.	On track
2.2 New Country Programme Action Plan 2013-2017: A New Country Programme Action Plan Document for the cycle 2013-2017 will be formulated in relation to the new CPD for the same period, and it will begin once the CPD is approved.	April 2012 – February 2013	Management, Monitoring & Evaluation and, Programme Unit	---.	Initiating
2.2 New Country Programme Monitoring Plan 2013-2017: A New Country Programme Monitoring Plan Document for the cycle 2013-2017 will be formulated in relation to the new CPD and the New CPAP for the same period, and it will begin once the CPD is approved.	April 2012 – February 2013	Management, Monitoring & Evaluation and, Programme Unit	---.	Initiating

Evaluation Recommendation or Issue 3: *Consideration should be given flexibility in implementing the CPD, which the instrument to adapt to a changing reality as possible in the environment .*				
Management Response: *The recommendations made by the evaluators are being implemented in the formulation of the new Country Programme 2013-2017 that has been prepared and it´s being approved.*				
Key Action(s)	**Time Frame**	**Responsible Unit(s)**	**Tracking**	
			Comments	**Status**
3.1 New Country Programme 2013-2017: A New Country Programme Document for the cycle 2013-2017 has been formulated in relation to the new UNDAF for the same period, and it is in process of approval. This CPD aligns the office to the new programmatic change that is being implemented and it will consider the enough flexibility required by the evaluators.	November 2011- December 2012	Management, Monitoring & Evaluation and, Programme Unit	CPD Document 2013-2017 ready.	On track
3.2 New Country Programme Action Plan 2013-2017: A New Country Programme Action Plan Document (CPAP) for the cycle 2013-2017 will be formulated in relation to the new CPD for the same period, and it will begin once the CPD is approved and it will consider the enough flexibility required by the evaluators.	April 2012 – February 2013	Management, Monitoring & Evaluation and, Programme Unit	---.	Initiating
3.3 New Country Programme Monitoring Plan 2013-2017: A New Country Programme Monitoring Plan Document for the cycle 2013-2017 will be formulated in relation to the new CPD and the New CPAP for the same period, and it will begin once the CPD is approved and it will consider the enough flexibility required by the evaluators.	April 2012 – February 2013	Management, Monitoring & Evaluation and, Programme Unit	---.	Initiating

Evaluation Recommendation or Issue 4: *Gender should be strengthened to include in the formulation, implementation and evaluation of projects.*				
Management Response: *The recommendations made by the evaluators will be being implemented in the formulation of the new Country Programme 2013-2017 that has been prepared and it´s being approved.*				
Key Action(s)	**Time Frame**	**Responsible Unit(s)**	**Tracking**	
			Comments	**Status**
4.1 New Country Programme 2013-2017: A New Country Programme Document for the cycle 2013-2017 has been formulated in relation to the new UNDAF for the same period, and it is in process of approval. This CPD aligns the office to the new programmatic change that is being implemented and it will consider the gender issues required by the evaluators.	November 2011- December 2012	Management, Monitoring & Evaluation and, Programme Unit	CPD Document 2013-2017 ready.	On track
4.2 New Country Programme Action Plan 2013-2017: A New Country Programme Action Plan Document (CPAP) for the cycle 2013-2017 will be formulated in relation to the new CPD for the same period, and it will begin once the CPD is approved and it will consider the gender issues required by the evaluators.	April 2012 – February 2013	Management, Monitoring & Evaluation and, Programme Unit	---.	Initiating
4.3 New Country Programme Monitoring Plan 2013-2017: A New Country Programme Monitoring Plan Document for the cycle 2013-2017 will be formulated in relation to the new CPD and the New CPAP for the same period, and it will begin once the CPD is approved and it will consider the gender issues required by the evaluators.	April 2012 – February 2013	Management, Monitoring & Evaluation and, Programme Unit	---.	Initiating

Evaluation Recommendation or Issue 5: *The regulations applicable to procurement processes should be revised since they prove that somewhat is bureaucratic.*				
Management Response: *The recommendations made by the evaluators are being implemented through a new set of process flowcharts that our office worked according to the new organizational structure and the changes that has been aroused by the MCT.*				
Key Action(s)	**Time Frame**	**Responsible Unit(s)**	**Tracking**	
			Comments	**Status**
5.1 New Business Process Flowcharts implemented: A new set of business process flowcharts has been prepared and it's being implemented through this year considering the new organizational structure and the changes in the posts and functions of the staff which aroused after the MCT and they consider the issues required by the evaluators.	February 2011- February 2012	Management, Monitoring & Evaluation, Programme and Operations Unit	New Set of Business Process Flowchart ready.	On track

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