UNDP Management Response

Independent Final Evaluation - Disaster Risk Management Institutional and Operational Systems Development

Date: April 2011

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Evaluation Recommendation or Issue 1 : When UNDP projects are implemented in a crisis or post-conflict operating environment, with a limited window of opportunity to respond to immediate needs of the government and communities, fast-track or specialized recruitment procedures are needed in order to ensure the effectiveness and timeliness of such projects.

Management Response: At the time of implementing the project, UNDP TL didn't qualify for fast track procedures. Hence the project team had to go through normal recruitment procedures. Moreover, the specific language requirements (Tetum) have limited the pool of potential candidates drastically and led to some delays in finalizing certain recruitments.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
Compile a list of individuals who have performed satisfactorily on the project for possible future projects relating to community mobilization and infrastructure development.	Upon completion of project	HR and CPRU	N/A	

Evaluation Recommendation or Issue 2: In order to clarify expectations about timelines related to the start and implementation of future UNDP projects, PDs should contain a realistic start-up phase which includes the mobilization of resources, staffing of the project and development of implementation processes/frameworks to proceed the implementation phase of a project.

Management Response: Agreed in principle but in case of post-conflict situations and the need for urgent action, this is not always possible.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
Factor project mobilization when setting project timeline and work-plans.	Upon design of new projects	CPRU		On-going

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Evaluation Recommendation or Issue 3: It is important for future projects to develop an M&E Plan early on so that results/findings from monitoring are identified on a continuous basis and incorporated into ongoing project implementation. It is also important that M&E frameworks measure and assess not only achievement of outputs and activities but also progress made towards achieving project/programme objectives and outcomes. In this regard, UNDP's ROAR provides an important M&E framework that can be applied and integrated into the design of future PDs

Management Response: Agreed in principle. The M&E framework was developed once the implementation framework was fine-tuned and agreed with MSS. The fluid situation on the ground and the need to develop in parallel the capacity of the social mobilisers to respond accordingly influenced the time-frame of finalising implementation framework. The PD included indicators and targets that were developed as implementation progressed to suit the changing reality on the ground.

Key Action(s)	Time Frame	Responsible	Tracking

	Unit(s)	Comments	Status
3.1. Ensure input of necessary data into the Management module of ATLAS as suggested by the Evaluator.	CPRU	During implementation of	On-going
3.2. Maintain a thorough documentation on the revision of future projects M&E frameworks as applicable.		future projects	

Management Response: Agreed.

Evaluation Recommendation or Issue 4: The PIP/participatory planning model developed during implementation of the SERC Project was a significant achievement and a good practice model that can be replicated for future UNDP small infrastructure projects implemented in a crisis/post-conflict context. The process provides a comprehensive methodology incorporating principles of do-no-harm and gender mainstreaming.

Key Action(s)	Time Frame	Responsible Unit(s)	Comments	Status
				Tracking
4.1. Share the model with the Ministry of Social Solidarity, the Ministry of State Administration and Spatial Planning and the UNDP/ UNCDF Local Government Support Programme.	2011	CPR	The Participatory Planning manual was shared with the mentioned institutions as well as NGOs.	Completed
4.2. Provide continued support to the Ministry of Social solidarity for institutionalising this model within the framework of UNDP on-going support to the Department of Peace Building and social cohesion (DPBSC).			Through Support to Department Peace Building and Social Cohesion of MSS	On-going

Management Response: Agreed.

Evaluation Recommendation or Issue 5: In designing and implementing the SERC Project, strong synergies were established with the UNDP/MSS Dialogue Project. This cooperation and coordination between the two projects is an institutional good practice which should be replicated for other UNDP projects where relevant. Important synergies were developed between the two projects which enabled the SERC Project to build on the successes and lessons learned of the Dialogue Project. The decision to combine the management boards of both projects also helped to ensure further synergy and coordination.

Key Action(s)	Time Frame	Responsible Unit(s)	Comments	Status
				Tracking
5.1 UNDP will continue applying this programmatic approach to ensure synergies among related projects contributing to the same strategic result.	During implementation of future projects.	CPR		On-going

Evaluation Recommendation or Issue 6: During the evaluator's visits to eight of the communities where SERC infrastructure project were implemented, several important issues were raised related to support for GMFs and problems in maintaining the infrastructure. A list of these issues will be shared with staff of the UNDP CRPU and it is recommended that, in the interests of sustaining the results of the SERC Project, the former SMs employed under the MSS/UNDP Peace building Project, follow-up on these issues with communities

Management Response: Agreed.

Key Action(s)	Time Frame	Responsible Unit(s)	Comments	Tracking	
				Status	
6.1. The Project Manager has followed up on the list of issues and the contract of one of the National Engineers was extended for this purpose.	2001	CPR		Completed	

Evaluation Recommendation or Issue 7: Established processes, practices and lessons learned during implementation of the SERC Project have important applications for the new Peace Building and Social Cohesion Department, especially the new unit responsible for community stabilisation projects and small grants. The Project Manual, which documents the PIP, including objectives, methodologies, successes, challenges and lessons learned, once translated into Tetum, should be shared with staff of the new Department. The Manual should also be shared with the Ministry of Infrastructure, in particular the Community Water Supply District Officer from the Department of Water and Sanitation (DNSAS) who is currently engaged in supporting communities to develop Community Action Plans as well as with other relevant line ministries and international/national NGOs conducting projects with a participatory planning component.

Management Response: Agreed.

Key Action(s)	Time Frame	Responsible Unit(s)	Comments	Tracking	
				Status	
6.2. Recommendations for sustaining GMFs was shared with the Ministry of Social Solidarity for follow up and included in the final project report.	2011	CPR		Completed	
7.1. The Project Manual was developed and translated into Tetum and shared with NGOs, LGSP, and Government counterparts.	2011	CPR		Completed	

Evaluation Recommendation or Issue 8: As a result of the MSS/UNDP SERC and Dialogue Projects, a significant number of individuals have developed important knowledge and skills in the areas of peace building, conflict resolution and community participatory processes. While some of these individuals have already been engaged under the MSS/UNDP Peace building Project, it is recommended that a roster of experts be created by the DPBSC so that such experts can be quickly called upon when needed.

Management Response: Agreed.

Key Action(s)	Time Frame	Responsible Unit(s)	Comments	Tracking	
				Status	
8.1. A mapping of trained individuals and NGOs will be completed and a database will be created by the DPBSC for possible future contribution with them.	2012	CPR	Through the Department Peace-Building and Social cohesion project in MSS	On-going	

Evaluation Recommendation or Issue 9: Members of the GMFs are a valuable resource for the new DPBSC given their understanding of participatory planning processes and their links to the community. Some members of GMFs have also received training in conflict resolution. In order to sustain contact with, and support for the work of GMFs, it is recommended that the DPBSC organize a joint event/training to increase their knowledge about peace-building and conflict resolution approaches and to help facilitate synergies and further cooperation between GMFs.

Management Response: Agreed.

Key Action(s)	Time Frame	Responsible Unit(s)	Comments	Tracking
				Status

Key Action(s)	Time Frame	Responsible Unit(s)	Comments	Tracking	
				Status	
9.1. Recommendations were submitted and discussed with MSS for ensuring sustainability of GMF (funding, linkages with government department depending on the nature of the infrastructure, etc.) and using them as potential peer trainers. A template letter to be sent by MSS to other Departments was also drafted for this purpose.	2012	CPR	Follow up could be done through the Department Peace-Building and Social cohesion project in MSS.	Pending	

Evaluation Recommendation or Issue 10: Since one of the intended outputs of the MSS/UNDP Support to the Department of Peace-Building and Social Cohesion in Timor-Leste Project, is to increase the capacity of MSS for peace-building and social cohesion, it is recommended that the Project build on the successful practice established through the SERC Project of conducting baseline and follow-up capacity assessments in order to support later M&E of Project results. In line with the intention of MSS to draft a capacity development plan, it is suggested that a Capacity Development Mentor be employed to support the development of the plan, conduct an initial assessment of staff capacities and prepare a training schedule. Such a position should be established on a short-term basis with the aim to build the capacity of members of the Department to sustain capacity development efforts and conduct M&E relevant to capacity development results.

Management Response: Agreed.

Key Action(s)	Time Frame	Responsible Unit(s)	Comments	Tracking	
				Status	
10.1. Through UNDP support to DPBSC, a workshop is planned to revise PD M&E framework and design a detailed M&E plan in a participatory manner with DPBSC staff and its partners.	2011	CPR	M&E specialist was hired to facilitate the exercise	On-going	
10.2. Trainings on M&E are factored into the training plan for DPBSC staff.					

Evaluation Recommendation or Issue 11: During community consultations the evaluator was informed about a number of conflict resolution training seminars conducted for communities by NGOs. These seminars indirectly contributed towards the sustained results of the Dialogue Teams and served as a useful complement to stabilization activities conducted through the SERC Project. For the new MSS Peace-Building Department, it will be important to conduct a mapping of all the trainings that were held in order to establish a further baseline for community capacity to resolve conflict.

Management Response: Agreed. This is why the Project has

| Key Action(s)	Time Frame	Responsible Unit(s)	Comments	Tracking	
				Status	
11. DPBSC has launched a mapping exercise of NGOs actively involved in this field of work, their experience, expertise and scope of work to determine needs and gaps as well as possible future service providers.	2011	CPR		On-going	

UNDP Correspondence Approval Slip

Subject	:	Independent Final Evaluation - Disaster Risk Management Institutional and Operational Systems Development — Management Response
Request Unit	:	Crisis Prevention and Recovery — URGENT
Observation	:	

this document was not prepared after the completion of the Evaluation, we haved to Re-submit for your Review and Elearance — since the document Needed for ERC + office mgt purposes.

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