Management Response template

UNDP Management Response Template
Mid Term Evaluation: Date: March/April 2012

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Evaluation Recommendation or Issue 1.: Evaluation Recommendation No. 1: Carry out a General Workshop under consideration of all identified key recommendations

Management Response:

Agreed, a workshop will be organized with all relevant stakeholders to discuss issues and challenges and develop strategies to solve them. An exit strategy will be developed.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
1.1. Conduct workshop to gain common understanding and buy-in and agree on the way forward based on the MTE recommendations and proposed implementation plan	April 2012	PCO	• Consolidated implementation status update received from all IPs , identified key issues for discussion • Hold the workshop and produced workshop report • Reprogramme the AWP • Request no cost extension	DONE
1.2 Elaborate new strategies to overcome administrative & processes challenges and take concrete active measures for improvement	April 20 – 21/2012	PMC	• Conduct rapid assessment of the regional program staff in terms of the joint program requirements reporting, budgeting, and technical skills required for the program. • Introduction of a financial tracking system to identify bottlenecks in fund transfers and possible remedial actions	DONE

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Evaluation Recommendation or Issue 2: Revision of the joint programme

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
1.3. Develop and agree on the JP exit Strategy which reflects the program's phasing over and sustainability	April/May 2012	PCO	• A calendar of joint missions along with logistic arrangement developed and agreed among all partners.	DONE
			• Each UN agencies and Federal IPs assigned experienced technical staff and establish a task force and provide technical backstopping for IP regions and Weredas	
			• Monitoring plan developed at the end of the workshop	
			• Exit strategy and phasing over guideline to be developed and shared with regional IPs	
			• Regional and Wereda IPs to approve the program improvement plan, Exit strategy and M&E during the workshop.	
			• update regional and Wereda IPs and partners about the program improvement plan, strategies and M&E	

Management Response: Agreed, the joint programme will be reviewed during the all-stakeholder workshop

Key Action(s)	Time Frame	Responsible Unit(s)	Comments	Status
2.1 Update and agree on the M&E framework to ensure program outcomes accomplishments	April 20 – 21/2012	PCO	• Facilitate the integration of baseline survey results in the M&E framework	DONE

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

Evaluation Recommendation or Issue 3: Increase the efficiency of programme implementation and accelerate the progress towards the programme achievement

Management Response: Agreed, specific issues, including vertical and horizontal communication, will be tackled to increase efficiency of the programme implementation.

Key Action(s)	Time Frame	Responsible Unit(s)	Comments	Status
2.2 Speed up program implementation by Reorienting IPs about program strategies and targets	May – October 2012	PCO	• PCO, Federal IPs focal persons & UN focal persons carry out joint monitoring mission to the regions and provide backstopping support	DONE
2.3. Identify ongoing and delayed activities under outcome 1, 2 & 3 and reprogramming of activities for the remaining project life	April 2012	PMC	• Develop progress status update matrix and share with IPs to be filled up in preparation for the General Workshop • Identify current implementation status, challenges per region and agree on remedial measures with time frame • Discuss the program status update matrix and agree on the need for revision of the outcome or mechanisms to accelerate implementation and identify activities which can be downscaled • Based on the identification of interventions that cannot be accomplished agree on the work plan for requesting no cost extension and downscaling of some of the activities. • Revise results framework	DONE
2.4. Develop reprogrammed Work plan for the remaining project life	April 2012	PMC	A Work Plan for the remaining eight-month programme duration and proposed no cost extension period prepared and agreed.	DONE

Evaluation Recommendation No. 4: Ensure regular and timely salary payments for the Wereda focal persons

Key Action(s)	Time Frame	Responsible Unit(s)	Comments	Status
3.1 Implement the JP exit Strategy	May 2012 – March 2013	PCO	• Implementation of exit strategy is closely overseen by PMC and lead agencies	Implementation ongoing

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Programme Management Response: Agreed, mechanisms to ensure timely payments will be discussed and developed.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
4:1. Budget lines for salaries as well as for operational costs should be independent	April 2012	UNDP	• Discus and agree with UNDP on separating the salary budget line from other operational budget lines and facilitate timely disbursement modality.	Agreed to leave it as it is.

Evaluation Recommendation No. 5: Communication & Management

Response from the Joint Programme Management: Agreed, internal and external communication will be enhanced, and the communication and advocacy strategy will be revisited.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
5.1 Encourage transparent and vital communication processes between all levels of the programme (especially vertically)	April 2012	PMC	• Solve the budget constraint for implementing the communication & advocacy strategy • Share quarterly and semester reports with all IPs and partner organizations. • Maintain signed minutes of PMC and Steering committee meetings Strengthen regular contact with IPs	Ongoing
5.2. Project Management Committee meetings should be institutionalized for closer follow-up.	April 2012	PCO	• Develop a calendar of meetings for the remaining period/ and agree to make sure it happens.	Calendar developed and so far 1 meeting conducted

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	Time frame	Responsible Body	Comments	Status
5.3. Implement the Communication and advocacy strategy of the JP	April 2012	PCO	Reviewed the existing communication strategy and relevant communication and advocacy actions for the remaining time of implementation.	Implementation ongoing

Evaluation Recommendation No. 6: Program Coordination Office (PCO) mandatory power and the decision-making authority reviewed

Programme Management Response: Agreed, the mandatory power and decision making authority of the PCO will be discussed and reviewed

Key actions	Time frame	Responsible Body	Comments	Status
6.1 Strengthen PCO coordination and decision-making power	April 2012	PMC	• UN Agencies and Federal IPs shall be responsive to PCO request and act in accordance with the ToR stipulated in the Program implementation Guideline. • The coordination and communications mechanisms between regional focal bureau and the operational districts and focal experts shall be strengthened	DONE

Evaluation Recommendation No. 7: Provision of motorcycles for the focal persons in the six implementation Weredas

Programme Management Response: Agreed, the budget allocation from regional BoFED and IPs for the tax payment will be discussed and action will be taken to accelerate the tax payment and delivery of the motorcycles.

Key actions	Time frame	Responsible Body	Comments	Status
7.1. Budget allocation for Motorcycles tax, Paying tax and dispatching to IP Weredas	December 2012	Regional IPs	• MOFED shall communicate with regional BoFED and & IPs for budget allocation for tax • The motorcycle tax budget shall be discussed during the workshop: • Regional IPs shall pay tax and dispatch the motorcycles to Wereda IPs	1 out of 4 IPs tax payment pending

Evaluation Recommendation No. 8: Harmonizing UN Agencies procedures

Programme Management Response: Agreed, mechanism to harmonize UN agencies' procedures will be explored.

Key actions	Time frame	Responsible Body	Comments	Status
8.1. Transferring six months' funding in advance to ease administrative pressure	April 2012	RCO	This is beyond the JP control as it relates to the way the UNDP operates globally.	Not approved for UNDP
8.2 Harmonization and alignment of rules and procedures (e.g. fund management) to maximize the implementation effectiveness and efficiency	April 2012	RCO	The lesson may help for future joint programmes. But now it is not feasible as joint decision takes time.	Not feasible during this project period

Evaluation Recommendation No. 9: Establishment of a reliable and appropriate Monitoring and Evaluation

Response from the Joint Programme Management: Agreed, final evaluation ToRs will be developed, the M&E framework will be revised.

Key actions	Time frame	Responsible Body	Comments	Status
9.2 Prepare ToR for conducting participatory evaluation	August 2012	PMC	Timeframe and who should participate in the participatory evaluation shall be elaborated in the ToR.	DONE

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9.3 Experience sharing with IPs on M&E and best practices	January 2013	PCO	• Concretize methodology and timeframe during the upcoming visit of the MDG F Secretariat	
			• PCO & PMC shall identify what experience is available? Where? And then arrange the experience sharing in regions with best practice.	Pending
			• PCO to produce quarterly summary updates from the reports, monitoring trips and share among partners,	
			• Respective Federal and regional IPs shall organize experience sharing visit for beneficiary communities, Gov. Officials and technical staff.	

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