_____ **session 20xx**
xx to xx Month 20xx, New York
Item # of the provisional agenda
Evaluation

Management response to the Final Evaluation of the Regional Programme for Latin America and the Caribbean (2008-2013)

Context, background and findings

1. The Evaluation Office, as part of its annual work plan approved by the Executive Board, conducted in 2012 evaluations of the five Regional Programmes. For the Latin America and the Caribbean (LAC) region, it was its second independent evaluation, covering the programme period 2008-2013. The evaluation assessed UNDP's programme performance guided by the Results and Resources Framework of the Regional Programme Document. Its objectives were to facilitate learning to inform current and future programming at the regional and corporate levels, and to provide stakeholders in regional programme countries and development partners with an objective assessment of the contributions made by the Regional programme, amongst others.

2. The evaluation analysed the contributions made by the Regional Programme to development results during the programme period and UNDP's strategic positioning in the region. The results of the evaluation, including a set of forward-looking recommendations, are intended to feed directly into the development of the new RBLAC Regional Programme to start in 2014.

3. The evaluation found that the LAC Regional Programme (RP) has proven to be relevant and effective, in terms of contributions made in the region, generation of knowledge, positioning for South-South cooperation and mobilization of resources for Country Offices (COs). In particular, the evaluation pointed out the following:

    a. The regional programme has made an appropriate contribution to national development in the region.
    b. Importantly, the results were proven more effective and sustainable when the RP was able to engage governments and other partners to share ownership of interventions.
    c. Recognized ability to leverage and mobilize resources for Country Offices and other partners/stakeholders.

    d. The RP is well positioned to facilitate south-south cooperation and the development of south-south solutions, disseminate best practices and link countries.

    e. Significant knowledge has been created and there were considerable improvements in the accessibility, usability, coverage and reach of such knowledge.

4. The RP evaluation also identified challenges and made specific recommendations that are addressed in the management response attached. Given that some findings and conclusions have broader implications, they will be addressed in the context of the new Strategic Plan 2014-2017.

Annex. Key recommendations and management response

Evaluation recommendation 1. *The RP needs to focus on fewer and more realistic thematic priorities and more strictly prioritize initiatives in which UNDP brings a regional added value and in which costs can be shared by strategic partners able to support countries and, when and if appropriate, regional institutions in taking ownership to ensure the continuity and sustainability of results.*
Management response. RBLAC fully agrees with this recommendation. The new Regional Programme 2014-2017 will be aligned to the new UNDP Strategic Plan. Global and regional programming will directly address country needs. It will focus on a limited number of strategic issues related to sustainable development and resilience and tailored to key areas according to the specific demands of Country Offices in the region. Some related actions have already been initiated with regards to new Country Office business models that will ensure focus and sustainability, as well as optimal positioning and team structure; alignment of new RP with country offices priorities and planned annual strategic key results; and strengthened technical assistance.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	**Status**
1.1 Increased consultation with internal and external stakeholders, including Country Offices, governments, regional institutions, civil society, UN agencies and donors, and hence Regional Programme based on demand-driven priorities.	2014	UNDP/RBLAC – Regional Service Centre for Latin America and the Caribbean (RSC LAC)		
1.2 Reflect evaluation recommendations in the new regional programme, by fostering synergies between global, regional and country programmes to ensure more targeted responses and a complementarity approach.	2013-2017	UNDP/RBLAC – RSC LAC		
1.3 Reflect evaluation recommendations in the new regional programme, by focusing on fewer thematic priorities, and more flexible demand driven actions in the context of the post-Rio+20 and post-2015 development agendas.	2013-2014	UNDP/RBLAC		

Evaluation recommendation 2. *The RP should be less involved in project implementation and should invest its limited resources on upstream initiatives such as: policy and technical advice; advocacy; dialogue; partnership building; multi-stakeholder coordination; networking; knowledge brokering; and capacity development.*
Management response: Partially relevant and acceptable. The main emphasis will be placed on increasing policy and technical advice, capacity development, knowledge brokering, coordination and partnership building. However, Regional Programme activities will also include project implementation when the supported initiatives are replicable, can be up-scaled and/or support policy making and advocacy, have strong potential for transformational change, and complement the support provided at the country level. In addition to policy advice and technical support, the Regional Service Centre provides operational support to Country Offices as well. The RP will retain its versatility and flexibility to support the differentiated needs of countries in the region.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	**Status**
2.1 Elaboration of an inventory of policy and technical services to be provided at the Regional level.	2014-2017 (biannual)	UNDP/RBLAC – RSC LAC		

2.2. Establishment of an assessment mechanism to define the most effective implementation modalities, based on their potential to contribute to development changes, and in full alignment with national or regional demands, via consultation with key actors and institutions.	2014	UNDP/RBLAC	
2.3 Establishment of a comprehensive partnership strategy, with key partners consulted.	2014-2017	UNDP/RBLAC – RSC LAC in coordination with BDP, BCPR, BERA	

Evaluation recommendation 3. *UNDP should rethink its approach to the Caribbean and should develop a new development cooperation strategy with an adequate resource mobilization plan to allow UNDP to tackle the specific challenges, needs, priorities and opportunities of the Caribbean countries and the different development status and vulnerabilities of Small Island Developing States, net contributor countries and middle-income countries.*

Management response: Partially relevant and acceptable, response already initiated. UNDP has been rethinking its approach to the Caribbean and the support to the sub-region remains a top priority for RBLAC. UNDP continues to be engaged in a dialogue with the CARICOM and OECS Secretariats. UNDP and the UN development system at large have established the following areas of collaboration: Climate Change and Environment, Institutional Strengthening, and Human Security. UNDP, and the UN system in LAC will furthermore continue to support the consultations on the post 2015 development agenda, as well as the sub-regional consultations in preparation for the upcoming SIDS conference in 2014.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	**Status**
3.1 Analytical review of the Caribbean portfolio to determine optimal programmatic presence, financial sustainability and team structure	2013, 2015, 2017	UNDP/RBLAC		
3.2 Capacities of the Regional Service Centre (RSC) to be strengthened in order to provide technical advice and operational support to Country Offices in the Caribbean in order to ensure optimal presence of UNDP in light of the specific needs of the sub-region	2013-2014	UNDP/RBLAC – RSC LAC		
3.3 Dedicated unit in RBLAC strengthened to provide services and support to Country Offices in the Caribbean.	2013 -2017	UNDP/RBLAC – RSC LAC		
3.4 Support and collaboration to the CARICOM and OECS for the preparation of the upcoming SIDS conference and post-2015 consultations	2013 -2015	UNDP/RBLAC – RSC LAC		
3.5 Develop a resource mobilization strategy for the Caribbean	2013 (ongoing)	UNDP/RBLAC – RSC LAC		

Evaluation recommendation 4. *Mainstreaming strategies for cross-cutting areas should be reviewed.*				
Management response: Partially relevant and acceptable (this recommendation focuses above all on gender and HIV/AIDS). In order to address fully gender mainstreaming in a systematic manner, RBLAC will promote its integration starting from the planning phases of all programmes, and will establish effective accountability mechanisms for this purpose.				
Key action(s)	**Time frame**	**Responsible unit(s)**	**Tracking**	
			Comments	**Status**
4.1 A specific outcome in the Regional Programme that captures the dimensions of the global interagency agreements on UNDP HIV/AIDS to be included in the Regional Programme results framework.	2013 (to be implemented 2014-2017)	UNDP/RBLAC – RSC LAC		
4.2 A comprehensive strategy and an operational plan for gender mainstreaming will be developed to align the Regional Programme with UNDP Gender Equality Strategy.	2013 (to be implemented 2014-2017)	UNDP/RBLAC – RSC LAC		

Evaluation recommendation 5. *UNDP should rethink how the RP can more strategically and realistically support triangular and South-South cooperation and measure the concrete effects and sustainability of those initiatives in a more systematic manner.*				
Management response: Partially relevant and acceptable. Strengthening triangular and South-South Cooperation in the region is already one of the pillars of UNDP programming in LAC and will continue to do so in the new Regional Programme. RBLAC considers South-South Cooperation as one of the ways to innovate through exchanges of experiences that permit learning and knowledge sharing among countries in the region. South-South Cooperation is a strategic element that will involve all Regional Programme areas, including intra-regional and inter-regional dimensions.				
Key action(s)	**Time frame**	**Responsible unit(s)**	**Tracking**	
			Comments	**Status**
5.1 Develop further the operational aspects and scope of existing and new South – South cooperation frameworks in Latin America and the Caribbean.	2014	UNDP/RBLAC in coordination with BDP and other Bureaux		
5.2 Develop the Regional Service Centre capacity to act as service broker between demand and supply of expertise in the region in the context of South South cooperation frameworks.	2014	UNDP/RBLAC		

Evaluation recommendation 6. *UNDP should rethink how the cross-cutting areas can best support the core practice areas, increasing synergies and more thoroughly integrating planning, monitoring and learning from evaluations into knowledge management, capacity development, South-South solutions and communication in a more structured and focused environment to bring about a combined perspective for action, accountability and learning.*

Management response: Partially relevant and acceptable. Response already initiated through the improvement of Knowledge Management (KM) standard products and activities, and enhanced support to Country Offices. The Knowledge Management strategy in Latin America and the Caribbean aims to contribute to policy making and institutional reforms.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
6.1 Reflect evaluation recommendations in the new regional programme for RBLAC 2014-2017 and subsequent programming	2013-2017	UNDP/RBLAC – RSC LAC		
6.2 Design and implement standards for the KM strategies, activities and products to support learning for behavioral and institutional change.	2014-2017	UNDP/RBLAC – RSC LAC		