

# Management Response

Evaluation of the UNDP Support to Confidence Building Measures Programme (2012-2015) Date: December 2014

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Evaluation Recommendation 1: Ensure a seamless transition between the current and any future programme.							
Management Response: The smooth transition from one phase of the programme to the next one is already achieved by the recent signature of the contribution agreement with the EU.							
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking				
1.1 Ensure a seamless transition between the current and any future programme.	March 2015	Programme	<table><tr><th>Comments</th><th>Status</th></tr><tr><td>New contribution agreement with the EU signed on 22 December 2014, with the start date for CBM4 on 15 March 2015 (CBM3 ending on 14 March 2015)</td><td>Done</td></tr></table>	Comments	Status	New contribution agreement with the EU signed on 22 December 2014, with the start date for CBM4 on 15 March 2015 (CBM3 ending on 14 March 2015)	Done
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Evaluation Recommendation 2: Prepare a log- or Results Framework as part of the project documents. Ensure it reflects practical links between outputs and outcomes.							
Management Response: A detailed results and resource framework, including the log-frame approach was development as part of the package of documents for CBM4. Clear links between activities, inputs, results at outputs and outcome levels provided. Less ambition in setting the outcome level targets with measurable indicators was followed as recommended. No further action required.							

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
2.1. Develop a detailed results framework with clear practical links between outputs and outcomes	Before approval of next phase (December 2014)	Programme		Done
<b>Evaluation Recommendation 3: To strengthen a Phase 4, it is desirable to include a specific CSO component, focused around grants for a limited number of areas. In the consultant's opinion, these should include: micro-enterprise development, with a specific gender empowerment bias, local economic development.</b>				
Include a CSO grant component in any new programme, alongside the proposed Business Development and Infrastructure investments. This will provide a means to re-invigorate and sustain inter-CSO partnerships.				
<b>Management Response:</b> According to the action fiche developed by the EU for the next phase of the programme, civil society component relies in the responsibility of the EU Delegation and a call for proposals is yet to be launched (as of today it is not clear if multilateral international organization will be allowed to participate). Nevertheless, opportunities to partner with civil society organizations will be considered during the new phase of the confidence building programme, especially focusing on the capacity development and community participation (including gender empowerment).				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
3.1. Monitor the opportunity of development a specific CSO component, in the new call for civil society to be launched by the EU	2015	Programme	Comments	Status
				Ongoing
3.2. Develop partnership with CSOs with the business development and infrastructure components of the CBM4.	December 2014	Programme		Done
<b>Evaluation Recommendation 4: Explore the potential for longer-term grant contracts, possibly through closed calls for proposals. This will permit reductions in the time required to contract grantees, so extending the period available for implementation.</b>				
<b>Management Response:</b> Generally, UNDP does not have the practice of providing long-term grant contracts. Thus, the concern with funding predictability for CSOs is fully understood. At the same time, longer term partnership and engagement with various institutions, including with civil society organizations is a general practice and will be further considered when relevant. According to the philosophy of the confidence building programme, its value relies also in the number of cross-river partnerships developed and supported.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
4.1 Consider the possibility of supporting longer term engagement partnerships with civil society organizations.	2015-2017	CBM Programme	Comments	Status
				Ongoing