**UNDP Management response template**

**Assessment of Development Results (ADR) in Kyrgyzstan**

**Key recommendations and management response**

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| **Evaluation recommendation 1.**  **UNDP should further focus its support on strengthening the capacity of national institutions, especially at the sub-national level, to implement existing policies and legislation.** The focus on implementation will require greater attention to and more alignment with the broader public administration agenda, and in particular more engagement with the civil service reform. The Public Sector Reform Roadmap, approved by the government in 2014, offers UNDP a good platform for delivering its support in this area in an effective way and in coordination with the contributions of other development partners (especially by tapping into the expertise of specialized UN agencies). This work should build on the strong foundations laid by UNDP activities in support of public service delivery, budget transparency, local governance, etc. | | | | |
| **Management response:**  Supporting institutions at all levels to be more accountable and inclusive with a focus on access to justice, human rights and gender equality commitments, and sustainable peace at community levels is one of the key areas identified in the new UNDAF and CPD (2018-2022) for Kyrgyzstan which is very much in line with SDG 16. Therefore, UNDP will continue to provide supportto strengthen the capacity of national and local institutions to implement existing policies and legislation. Namely, within the ongoing judicial legal reform the rule of law programme has developed the detailed action plans for the implementation of the package of approved laws in 2016 working closely with the Parliament and line ministries. The implementation plans put into practice the key national legislation on national and sub-national level. Along with this, the development assistance coordinated by UNDP will build the capacity of national institutions to deliver adequate services. This includes provision of various capacity development programs (trainings for judges and law enforcement agencies, parliamentary administrative staff, sharing best practices etc.), technical assistance and guidance. UNDP will continue strengthening capacity of the State Registry Service under the Government of the Kyrgyz Republic and the Central Election Commission in the capital and territorial offices. As well, UNDP will enhance institutional and individual capacities for sustainable climate resilient natural resource management with focus on addressing land degradation, climate change adaptation, biodiversity conservation, integrated water resource management and sound management of waste and chemicals. | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking\*** | |
| **Comments** | **Status** |
| 1.1 Ensure that the new CPD focuses on strengthening institutions at all levels to be more accountable and inclusive with a focus on access to justice, human rights and gender equality commitments, and sustainable peace at community levels. | 2017 | SMT/Programme officers | One of the recently endorsed CPD programme priorities is “Accountable Institutions, Justice and Peace”, which also covers comments o Human Rights and Gender Equality (CPD, page 6). | Completed |
| 1.2 Design and initiated specific interventions with focus on strengthening the capacity of key institutions (i.e. Parliament, key ministries, local authorities, Civil Registry) | 2017 | Programme Unit | Implementation of “Parliamentary Democracy” project started this year. E-Government project with focus on Civil Registry and capacity development of the State Registry Service is ongoing. Other line Ministries: Economy, Justice, Finance are key beneficiaries of other relevant projects. | Ongoing |

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| **Evaluation recommendation 2:**  **Capitalizing on its rich experience with local development, UNDP should support the government in strengthening its regional development model and within that framework further rationalize, refine and harmonize its own model of support to local development and community mobilization.** UNDP is in a unique position to support the government in its attempt to strengthen the model of regional development. In parallel with this process, UNDP should strengthen its own model of local development and community mobilization by building on the ABD approach and other existing frameworks. Also, UNDP should play a stronger role in supporting local authorities strengthen the coordination of the activities of development partners at the local level. Donor coordination at the local level could be linked more effectively to the strategic planning process which UNDP has supported in a number of locations. | | | | |
| **Management response:** Recommendation is accepted. UNDP Kyrgyzstan started the review its ABD programmes with the aim to strengthen the model of local and regional development in the country. The strengthened model of local and regional development will be applied within the existing Area-Based Development in Osh, Batken and Naryn regions and further scale up. UNDP will continue to support the Government and local authorities to implement regional development model and coordinate the interventions of development partners at the local level. | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| 2.1 Review its ABD programmes with the aim to strengthen the model of local and regional development in the country. | 2017-2018 | Programme Unit | The programme discussion are ongoing. Hiring an expert on local development from Russia is under finalization in close coordination with the Ministry of Economy (MoE). It is expected to finalize the draft model at 1 or 2 quarter of 2018 and submit to the MoE for consideration. | Ongoing |

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| **Evaluation recommendation 3. UNDP should further strengthen its results-based management system and risk management practices and capacities.** The CO should further strengthen its results-based management system by upgrading its data collection and M&E systems. Programme synergies should be pursued more effectively by having activities implemented, monitored, and evaluated at the level of the programme as a whole. Measurable indicators should be embedded more effectively into the programme’s log frames and other programme management documents. More effort should also be made to further cultivate an evaluation culture among staff and partners. Furthermore, the CO should strengthen its risk management systems and capacities. Potential risks should be identified carefully before the beginning of projects and should be continuously monitored throughout implementation. At the sub-national level, monitoring and evaluation practices and procedures among ABD offices should be further developed and harmonized. | | | | |
| **Management response**: The recommendation is accepted. The CO will strengthen its monitoring and evaluation culture among the staff and partners through better development and implementation of M&E plans. Measurable indicators will be integrated more effectively into the programme’s results frames, and other programme management documents. Risk logs are developed during the project design and carefully monitored and updated during the project implementation. | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| 3.1 Upgrade data collection in the M&E systems. | 2017 | M&E FP, UNDP Projects, CO | Aidai | Initiated |
| 3.2 Measurable indicators are integrated more effectively into the CDP and projects RRFs.  Status: The projects RRFs are monitored properly and done realistically to measure baselines, targets and indicators at the project level for progress and performance. | 2017 | M&E FP, UNDP Projects, CO | Aidai | Ongoing |
| 3.3 M&E plans are strengthened for effective monitoring and evaluation of the programme and projects  Status: M&E plans are developed more effectively that helps track and assess the results more efficiently. They have all the same basic structure and include the same key elements based on the POPP. M&E plans are updated on the regular basis. Following the M&E plans the CO and project staff are monitoring the activities for further program improvement, it also helps during the reporting to donors. | 2017 | M&E FP, UNDP Projects, CO | Aidai | ongoing |
| 3.4 Risk logs are developed during the project design and carefully monitored and updated during the project implementation.  Status: to contribute to the projects’ success effectively, risks are identified during the project design, assessed and prioritized during the project implementation. The possible actions to deal with the risks are considered properly and appropriate actions are taken. For assessing the risks, the CO and project staff are using the standard Risk Log based on which the risks are maintained and updated in Atlas regularly. | 2017 | Programme Officers | Aidai | ongoing |

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| **Evaluation recommendation 4. UNDP should pay greater attention to the sustainability of structures and initiatives it creates. Sustainability concerns should be integrated more effectively into the CO’s planning and monitoring processes.** UNDP should ensure that all internal and external factors that affect the sustainability of its interventions are well accounted for and assessed at the design stage and during implementation. Management should ensure that all projects have well-defined exit strategies and sustainability plans. The sustainability of interventions should be carefully monitored throughout programme implementation. The possibility for continued support or donor replacement after the end of a project should receive careful consideration and assessment. There is also a need for strengthening the planning and monitoring of pilot initiatives and their demonstration effects, so that their replicability and scaling up are monitored and supported more effectively. Furthermore, the CO’s knowledge management system should enable staff and partners to learn more effectively from and be better aware of sustainability successes and failures. In the HIV/TB programme area, UNDP should further strengthen its capacity building work to prepare the country to take over the PR role as planned in 2018. | | | | |
| **Management response**: The recommendation is well noted and taken into account. Sustainability plan will be developed and carefully monitored throughout programme and projects implementation. The office is effectively working under the resource mobilization to continue the support in key areas after careful consideration and assessment at the end of the project. In the HIV/TB programme area, UNDP continues to strengthen the capacity building work with the main partners to take over the PR role as planned in 2018. | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| 3.1 Fully implement the Capacity Development and Transition Plan for the transfer of the role of PR to the Ministry of Health. Continue to strengthen the capacity of the main partners within the GF grants through various trainings.  Status:  UNDP is fully committed to support the capacity development of the Ministry of Health as concerning the capacities of the Project Implementation Unit (PIU) itself as well as supporting development of all required procedures/ documents and regulating framework needed for the implementation of the Global Fund Grants. Certain significant milestones were achieved in August 2017 (signed Framework Agreement and finalized and approved by the MOH Operational Manual of MOH as PR of the GF grants).  UNDP is continuously supporting MOH Project Implementation Unit through regular meetings, on the job trainings, joint M&E visits and verification of reports as well as through secondment of UNDP staff to the MOH PIU. UNDP GF PIU is inviting MOH PIU staff to participate to all UNDP organized trainings as well as financially supporting MOH PIU members’ participation to relevant international trainings and conferences. UNDP is also actively supporting MOH in implementing fully transparent and open recruitment processes.  In line with the Transition Plan, UNDP transferred 6 governmental SRs (2 HIV and 4 TB) under the responsibility of MOH as of April 2017. Transfer of additional SRs in October 2017 would be subject to positive evaluation of the MOH SR management in the April-September 2017 period, as well as to provision of timely and quality reports.  Capacity Assessment of MOH as future PR was scheduled for September 2017. Results of the Capacity Assessment are under negotiation between MoH and the GF management an would determine further steps in the implementation of the CD and Transition plan. | 2017 | GF PIU | GF/Itana | ongoing |
| 3.2 Strengthen CO’s knowledge management system | 2017-2018 | Programme officers | The country office is collecting all KM products and make it available online. Some exemplary products are shared globally through Yammer. | ongoing |
| 3.3 Internal and external factors that affect the sustainability of programme and projects interventions are well accounted for and assessed at the design stage and during implementation. | Annually | Programme officers | Each new prodoc is a subject for review on its sustainability. Programme analysts were sensitized on that and it will take place regularly. | ongoing |

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| **Evaluation recommendation 5. There is scope for UNDP to further strengthen the gender-sensitivity approach and the gender-related impact of its programme.** UNDP should further strengthen its gender-sensitive approach when planning, implementing and evaluating programme activities. Gender perspectives should be mainstreamed more effectively in programme design and implementation, in line with UNDP’s Gender Equality Strategy. The CO can achieve more gender transformative results by shifting the approach of some of its interventions from “women as victims/vulnerable citizens” to “women as agents of change”. At the community level, there is a need for a more active engagement of women in programme activities, especially in peacebuilding and reconciliation. Also, gender-related activities require a stronger M&E framework, relying on more solid and disaggregated evidence. Given that almost 4 years have passed since the Gold Gender Equality Seal was awarded to the CO, UNDP may also consider going through the Gender Seal Certification Process for revalidation, as this process will help maintain a positive and supportive environment for gender equality, as well as revalidate the investment the office has made in the gender area. | | | | |
| **Management response**: UNDP Kyrgyzstan will continue tofurther strengthen the gender-sensitivity approach and the gender-related impact of its programme. In 2016 UNDP Executive Team started to review the Gender Mainstreaming activities of all UNDP projects with the purpose to strengthen gender approaches in line with UNDP’s Gender Equality Strategy. The Joint Gender Mainstreaming plan is being developed annually to ensure that at least 15% of each programme budget is dedicated for gender specific and gender mainstreaming activities. UNDP Gender team is fully involved in the appraisal and/or development of project’s concepts notes, documents and TORs according to the Interoffice memorandum “Follow-up on Gender Seal appraisal mission”, which confirms inclusion of proper gender analysis, disaggregated evidences and targeted approach. In 2016 UNDP has started the process of revalidation of its Gold Seal Certification and is planning to have revalidated it in 2017. | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| 3.1 Revalidate UNDP Gold Seal Certification.  Status: the process on Gold Seal Certification is already initiated by the CO. all the data are collected and analyzed based on the benchmarks. The Certification will be initiated at the beginning of 2018 when new Gender Equality Strategy is developed and launched. | 2017 | SMT/Gender FP | Aidai | initiated |
| 3.2 Elaboration and implementation of Joint Gender Mainstreaming Plan with more focus on women as agents of change especially at the local level.  Status: The Gender Task Force is established in 2017. GTF consists of representatives from programme and operations who will help CO to implement gender policy as well as Gender Equality Strategy (2014-2017, 2018-2022) and raising awareness of these policies. GTF has several functions and responsibilities based on the developed TOR. Gender mainstreaming Plan is developed jointly with UN agencies and properly implemented, monitored. The progress is reported during the joint UN Gender group. | annually | SMT/PU/OU/PIU/ABD/Gender FP | Aidai | developed |
| 3.3 Ensure more solid gender disaggregated evidence in the M&E framework, i.e. new CPD and Project documents | 2017, ongoing | M&E Officer/Programme Officers |  | initiated |