Independent Country Programme Evaluation - Yemen

Key recommendations and management response

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| **Evaluation recommendation 1. UNDP should adopt a more flexible instrument and template in extreme or protracted crises where the standard CPD has been temporarily suspended or is no longer relevant or appropriate.** The CPD for Yemen (2012 – 2015) remained valid through the first adjustment of the CO programme, since it had anticipated UNDP engagement in a process of political and democratic transition. However, the CPD was not the correct strategic planning, resource mobilization, communications and results monitoring instrument when Yemen slid tragically into civil war and humanitarian crisis in 2015. Further consideration should be given to the following:* What should replace CPDs when they are made irrelevant or redundant by circumstances within the country, and/or in instances where the CPD is recurrently ‘extended’ due to conflict or crisis, as in the case of Yemen.
* That interim (or revised) CO strategies or plans, such as the Yemen Resilience Programme, should be reported to the Executive Board ‘for information or consultation’ so that the Board may continue to fulfil its oversight responsibilities for those countries programmes and resources.
* Country Offices affected by conflict or crisis should be permitted some flexibility in reporting to the ROAR. For example, where a CPD has effectively been superseded by an alternative temporary programme, (such as the Yemen Resilience Programme) whereby the CO is able to report against the interim strategy, rather than a CPD which is obsolete.
* UNDP should consider a designation for slow onset and protracted crises within the broader corporate crisis response system, to facilitate an elevated status for those countries requiring sustained supplementary resources and fast track administrative measures over an extended time period.
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| **Management response:**  |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status** |
| 1.1 Updated guidance in the POPP on managing change outlines the process for making changes to country programmes, including updating the RRF, revision/suspension of programme in crisis situations and subsequent Executive Board notification requirements  | In effect as of June 2018  | BPPS  | Recommendation accepted  | Completed  |
| 1.2 Updated guidance in the POPP on managing change outlines the process for revising existing programme/ developing bridging programme and subsequent Executive Board notification requirements  | In effect as of June 2018  | BPPS  | Recommendation accepted | Completed  |
| 1.3 Updated guidance in the POPP on managing change outlines the process for revising existing programme/ developing bridging programme, including RRFs to allow for flexible ROAR reporting.  | In effect as of June 2018 | BPPS  | Recommendation accepted | Completed  |
| 1.4. UNDP will further address slow onset and protracted crises in its corporate crisis response systems, taking into consideration the IASC discussions on that designation of a sustained response. | 2019  | Crisis Bureau  | Recommendation accepted | Ongoing  |

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| **Evaluation recommendation 2. Building on the success of the Yemen Resilience Programme the CO should develop a more comprehensive and integrated programme framework for the next two to three years through which to leverage UNDP’s comparative advantages.** This should entail a broad partnership extending into security and peacebuilding, which will also enable the better sharing of risks. Consultation with the UNRC/HC, the UN Office of the Special Envoy, the HCT and donors will be important. Core programming principles such as sustainability and gender need to feature more prominently alongside conflict prevention and strengthened UN joint programming. |
| **Management response:** |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 2.1 1. The CO has initiated a process for the articulation of short-term Country Programme Framework (2019 -2020) within the conflict sensitive lenses. The new framework will build on the progress of work under the Resilience Strategy Programme and expand the work towards capacitating the local administration to start building blocks for rehabilitation and restoration of essential basic services. | In process as of November 2018 and to be completed by end March 2019 | UNDP Yemen | Recommendation accepted | Ongoing |

\* Status of implementation is tracked electronically in the Evaluation Resource Centre database (ERC).